

**BACKGROUND**

Approximately \$2.5B is spent annually on occupational injuries in healthcare. Key to changing this trend is the effective utilization of leading indicators within an Occupational Health and Safety Management System (OHSMS). The purpose of this study was to evaluate the feasibility of implementing interventions guided by six leading indicators<sup>1</sup> and the effectiveness of these interventions on improving the health and safety climate.

A quasi-experimental longitudinal design was used within two acute care hospitals. Phase I identified facilitators and barriers to changing the current OHSMS, assessed the OHSMS in participating sites using six leading indicators, and identified possible leading indicators to be added or changed. This phase concluded with the development of tailored interventions based on the gaps identified in the assessment. Phase II pilot tested and evaluated the feasibility and effectiveness of the interventions.

This is the third in a series of summaries highlighting findings from a research study funded by the Ontario Ministry of Labour Research Opportunity Program. Additional information and summaries are available on our website at <https://www.queensu.ca/leadingindicatorsforohsms/>.

**OBJECTIVE 3: IDENTIFY POSSIBLE LEADING INDICATORS TO BE CHANGED AND DEVELOP TAILORED INTERVENTIONS**

<b>How</b>	<b>ANALYSIS</b>
<ul style="list-style-type: none"> <li>Full assessment of OHSMS using the <b>Leading Indicator Assessment Tool (LIAT)</b> was provided separately to each site</li> <li>LIAT scores and potential gaps in the OHSMS reviewed during separate meetings at each site</li> </ul>	<ul style="list-style-type: none"> <li>Discussion took place with each participating site to identify the leading indicators to change in Phase II of the project.</li> </ul>
<b>Who</b>	<b>RESULTS</b>
<ul style="list-style-type: none"> <li>Members of Occupational Health &amp; Safety (OHS) Department</li> <li>Senior leadership team</li> <li>Members of research team</li> </ul>	<ul style="list-style-type: none"> <li>Several gaps specific to the six leading indicators identified in each assessment</li> <li>Four leading indicators selected to change in Phase II</li> <li>Interventions determined by sites and developed with research team</li> </ul>

**Leading Indicators and Interventions Selected by Sites**

<i>Leading Indicators</i>	<i>Interventions Developed</i>
Senior Management Commitment	OHS objective in strategic plan
Communication	Corporate communication
Employee Involvement in OHS	Safety Rounds
Continuous Improvement	Incident reporting flowchart

**OBJECTIVE 4A: PILOT TEST AND EVALUATE FEASIBILITY OF THE INTERVENTIONS**

<b>How</b>	<b>Who</b>
<ul style="list-style-type: none"> <li>Pilot testing: Site 1—11 months; Site 2— nine months</li> <li>Feasibility assessed through participants' use of each intervention and participation</li> </ul>	<ul style="list-style-type: none"> <li>Members of participating units</li> </ul>
	<b>ANALYSIS AND RESULTS</b>
	<ul style="list-style-type: none"> <li>Presented on p.2 and Summary 4 for each intervention</li> </ul>

<sup>1</sup>Jonathan Bennett & Patrick Foster. (2005). Predicting progress: The use of leading indicators in occupational safety and health. *Policy and Practice in Health and Safety*, 3(2,) 77-90.

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**PROMOTING OHS—CORPORATE COMMUNICATION (SITE 2)**

**GOALS:** Increasing the frequency of OHS messaging across the hospital, and focusing on proactive measures (leading indicators) in corporate communications.

**How:** The research team and communication staff at the study site created a repository of one-liners, supporting OHS document, and information clips about leading indicators and OHS initiatives. The information was featured in newsletters and corporate emails.

**One-liners** were designed to quickly engage employees and provide information about safety.

**Newsletter clips** were designed to introduce and explain the concept of leading indicators.

*Examples include:***The safest risk is the one you didn't take.**

- Young Worker Orientation PSHSA Fast Facts

**Wishing won't keep you safe—safety will.**

- Occupational Health and Safety is Everyone's Business PSHSA Fast Facts

*An example includes:*

The third leading indicator is **communication**. In occupational health and safety, we have a great deal of information to share; from the hazards associated with our jobs, to new legislation, to new programs put in place to protect your wellbeing. Research shows that when workers, as well as contractors, regularly receive safety messaging, they are safer at the workplace. This information should be discussed on an ongoing basis throughout the year, not only when a new worker is hired.

**RESULTS:**

With the organization's increased corporate messaging and focus on OHS, OHS material appeared 59 times in newsletters and corporate emails between June 2017 and January 2018. Topics included safety policy updates, reminders for training, safety one-liners, and Safety Rounds highlights.

**See Summary 4 for details about the other interventions.**

With the support of



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If you have any questions or comments about the project, contact Joan Almost, Principal Investigator, at [joan.almost@queensu.ca](mailto:joan.almost@queensu.ca)