



# CONTINUAL IMPROVEMENT IN RISK MANAGEMENT

MARCH 12, 2018





IMPROVE RISK MANAGEMENT

## ACCIDENT PREVENTION

How?

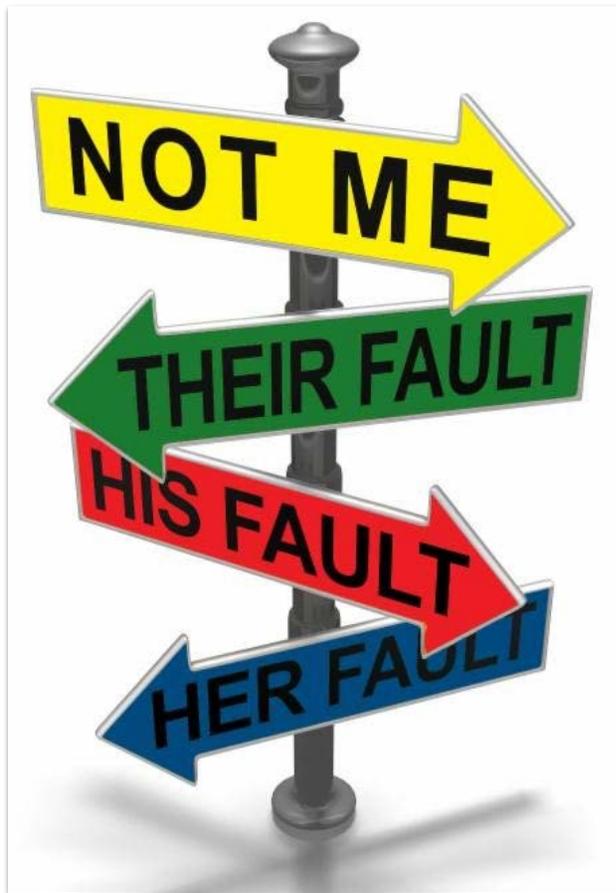
Training

Supervision

Incentivize

Manage

Culture



## TRUST ACCOUNTABILITY PROGRAM

Help Trust Members build a program that will prevent the most common and costly losses.

Save pain and money!

IMPROVE RISK MANAGEMENT



ACCOUNTABILITY

Accountability  
Counts!!!



**IMPROVE RISK MANAGEMENT**

## TAP HELPS FOCUS ACCOUNTABILITY

Simple programs to attack  
our largest losses...and keep  
your employees healthy and  
protect your bottom line

IMPROVE RISK MANAGEMENT



## TRUST ACCOUNTABILITY

Goals:

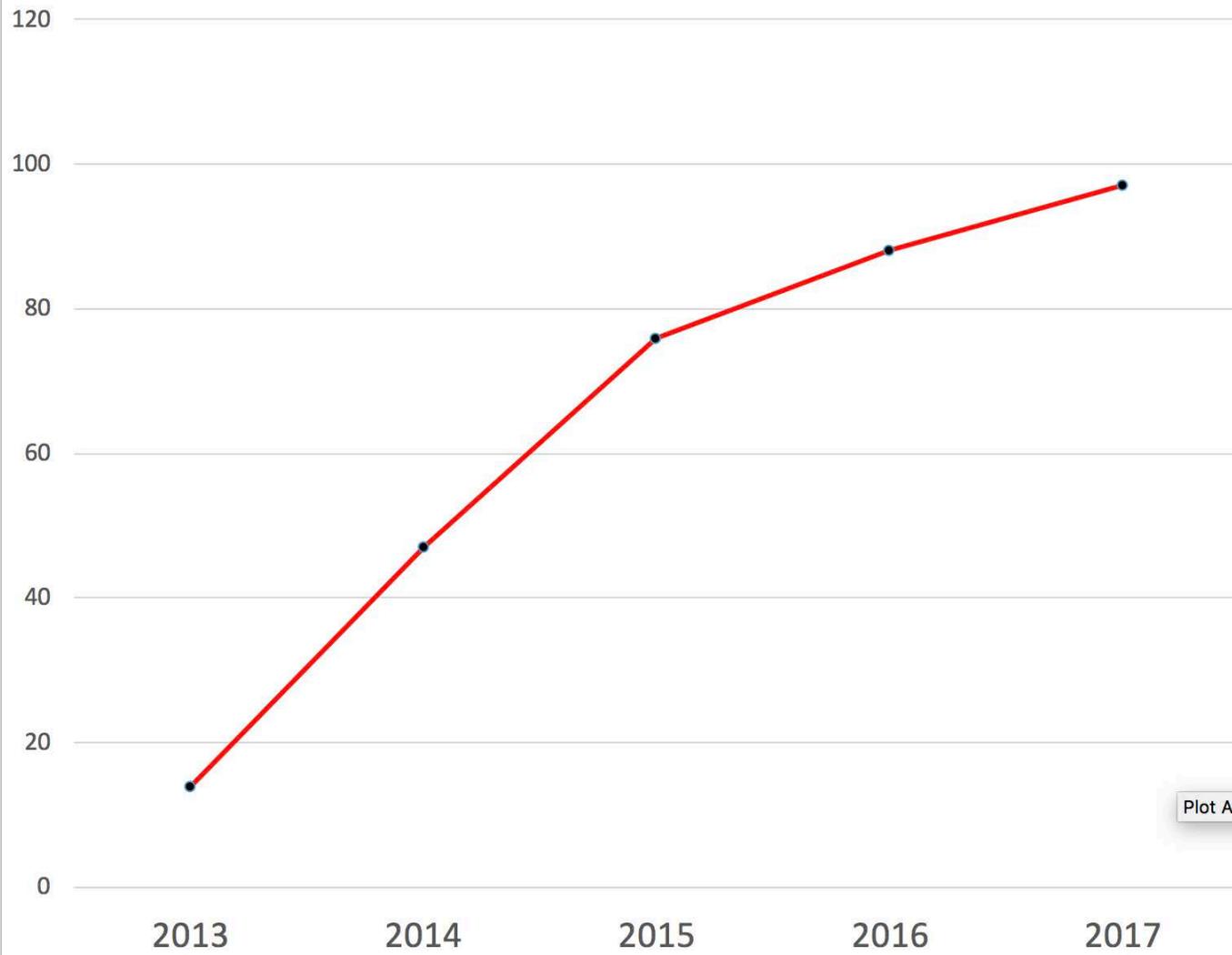
Establish Accountability

Reduce Losses/Save Money

Build Safety Cultures

Recognize Trust's Top Performers

# TAP Completions



IMPROVE RISK MANAGEMENT



**PANACEA?**

IS TAP THE CURE?

Is there an impact?

Why are you doing it?

How well is it implemented?

Has TAP changed your culture?



## TAP ELEMENTS

Safety Committee

Incident Reviews

Safety Audits

Training

Police/LE Department Policy

Safety Incentive Program

Return to Work Program

Driver Qualification Program

Sewer Management Program

GOOD - BETTER - BEST

good  
better

**BEST**

## TAP IMPLEMENTATION

- 1 - Good (Minimum)
- 2 - Better
- 3 - Best

GOOD - BETTER - BEST									
Committee Meetings	Incident Investigations	Safety Audits/Inspections	Safety Training	Safety Incentive	Annual Legal Review	Policy and Accomodation	Driver Qualification	Sewer Management	
3	2	2	2			3	3	1	
1	2	1	1			1	3		
3	3	3	3	3		2	3		
3	2	2	3		2	3	3	1	
2	1	2	1		3	3	1		
2	2	2	2		1	2	2		
2	3	1	2		3	3	1		
1	2	2	2		3	3	1		

# TAP IMPLEMENTATION

1 - Good (Minimum)

2 - Better

3 - Best

GOOD - BETTER - BEST



## RETURN TO WORK POLICY

### Old School

- RTW When 100%
- No Light Duty
- Let the Insurance Manage Claims
- Many Employees Never RTW

GOOD - BETTER - BEST



## RETURN TO WORK POLICY

### GOOD (Minimum Requirement)

- Reporting Requirements
- Work Comp Coordinator
- Directed Care
- Light Duty

GOOD - BETTER - BEST



## RETURN TO WORK POLICY

BETTER

Actual Accommodation of  
Restrictions Except in Extreme or  
Unusual Cases

GOOD - BETTER - BEST



## RETURN TO WORK POLICY

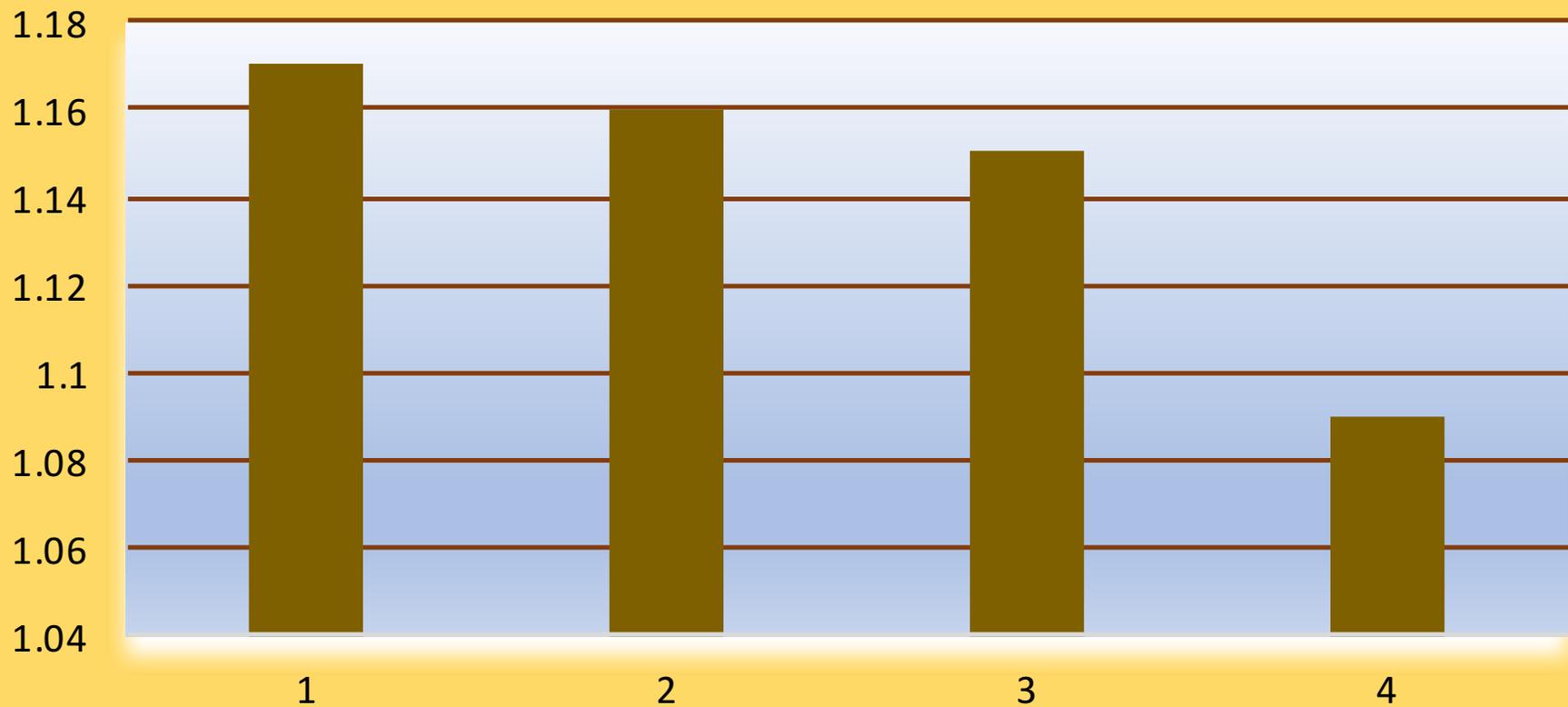
BEST

- Restrictions for all WC cases are accommodated as soon as available

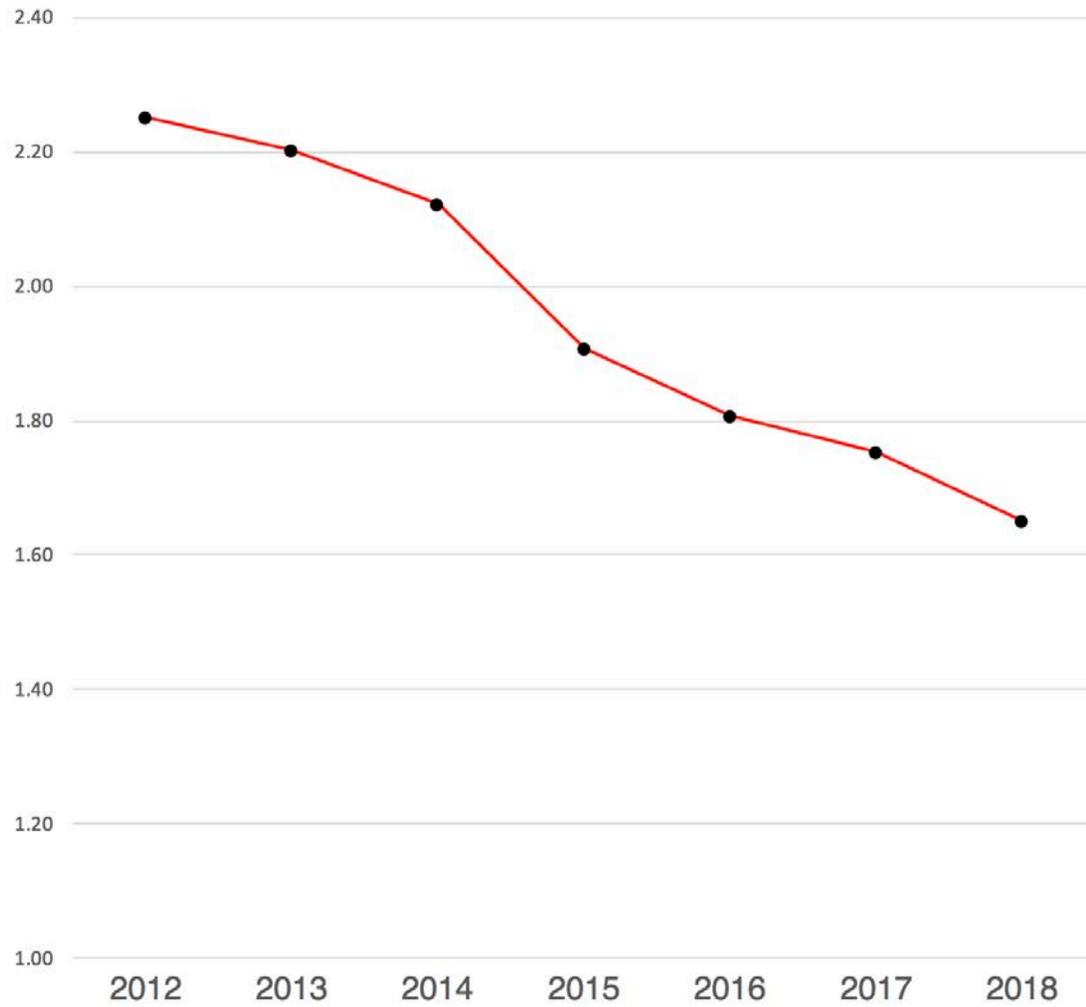
OR

- No Lost Time Claims for the Year

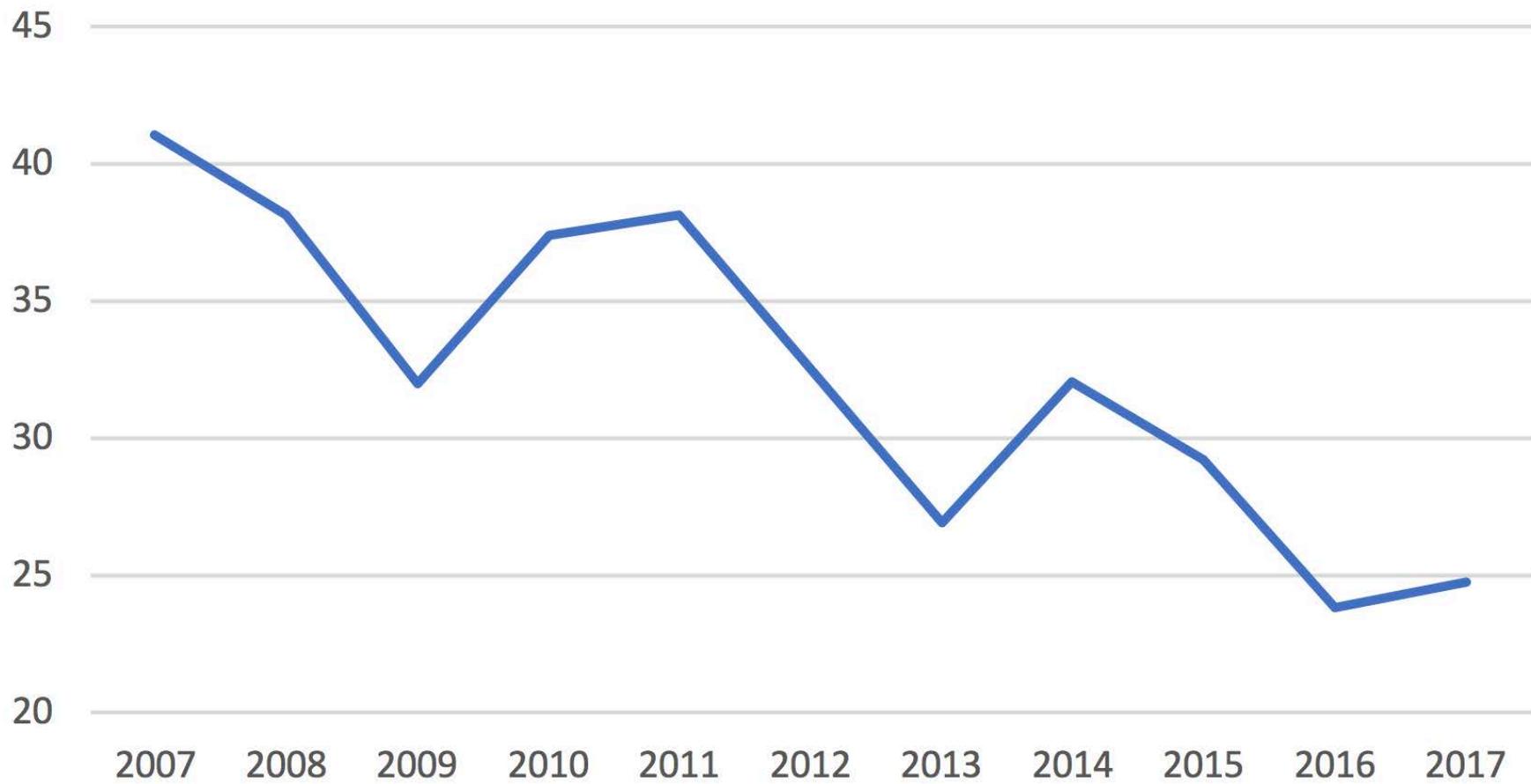
## Average EMOD Years of TAP Completion



### Workers Compensation Incident Rate Claims Per \$1M Payroll--by Month



## Average Lost Time Days



IMPROVE RISK MANAGEMENT

Big Water Just  
will result in an additional c

BIG WATER J  
PO BO  
BIG WATER,  
Phone: 435 675 3923

Total Amount: \$ 90

CITATION NUMBER A 15769

DEFENDANTS NAME Lynsi TU

It is my desire to appear by mail. I am enclosing the  
schedule below.

Please check one of the following:  
Please forfeit the enclosed bail and close the

## RISK OF MVA

Prior Citations (3 years)

1 = 49%

2 = 86%

3 = 118%

4 = 136%

5 = 168%

6 = 212%

GOOD - BETTER - BEST



## DRIVER QUALIFICATION POLICY

GOOD (Minimum Requirement)

Sets a Standard

- Higher than “Valid License”
- Annual MVR Check

GOOD - BETTER - BEST



## DRIVER QUALIFICATION POLICY

BETTER

Sets a Standard

- Higher than “Valid License”
- Monthly MVR Monitoring

GOOD - BETTER - BEST



## DRIVER QUALIFICATION POLICY

BEST

Sets a Standard

- Higher than “Valid License”
- Monthly MVR Monitoring
- Timely Action on Deficiencies

**IMPROVE RISK MANAGEMENT**

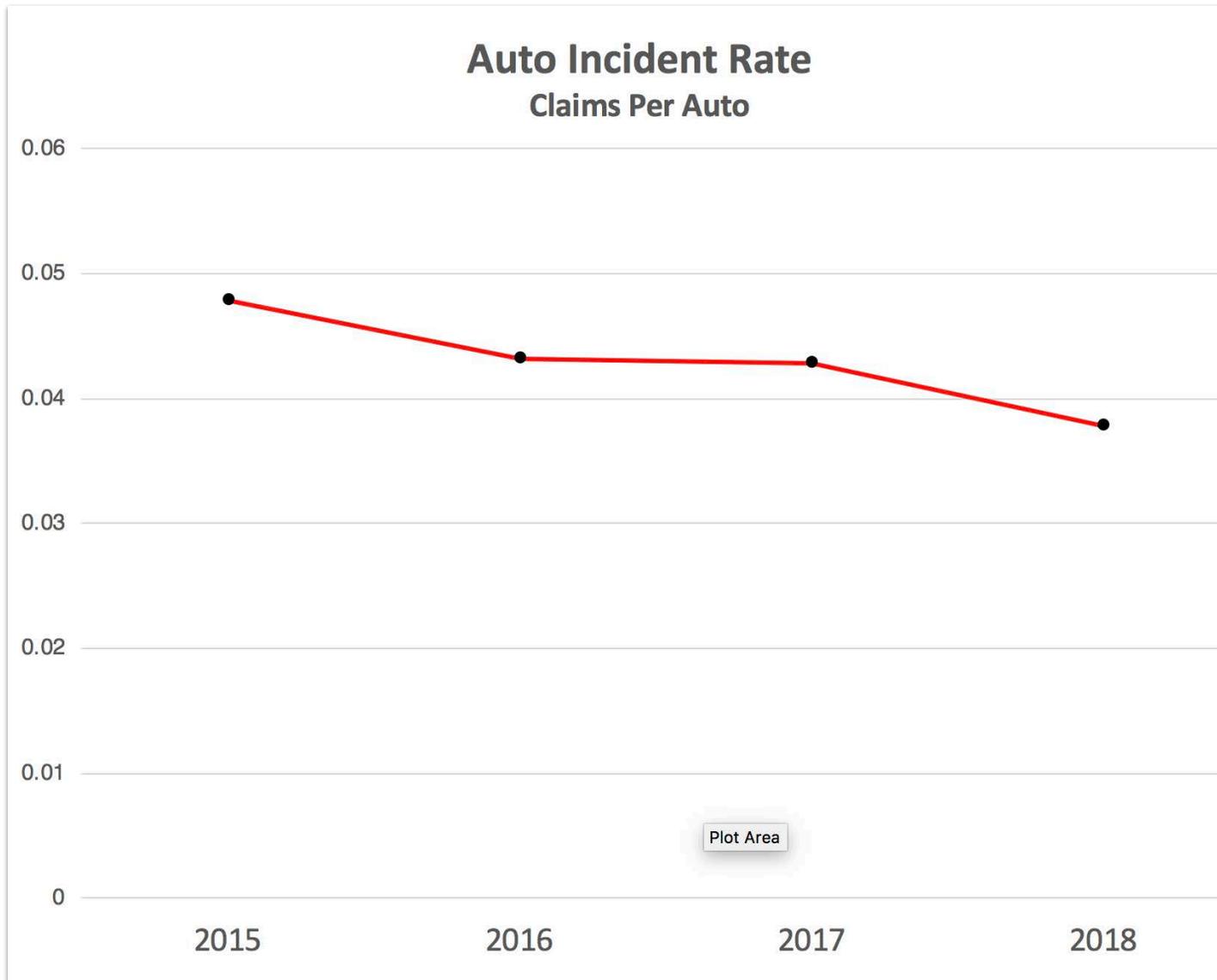


## **MVR MONITORING 14,000 DRIVERS**

2013 Violator Rate - 18%

2018 Violator Rate - 11.6%

## Auto Incident Rate Claims Per Auto





## SEWER MANAGEMENT

GOOD (Minimum Requirement)

Manhole Inspection Program

- 100% Inspection of all Manholes



## SEWER MANAGEMENT

### BETTER

Combo of Inspections & Cleaning

- 100% Inspection of all Manholes
- 3 Year or Less Cleaning Schedule

GOOD - BETTER - BEST



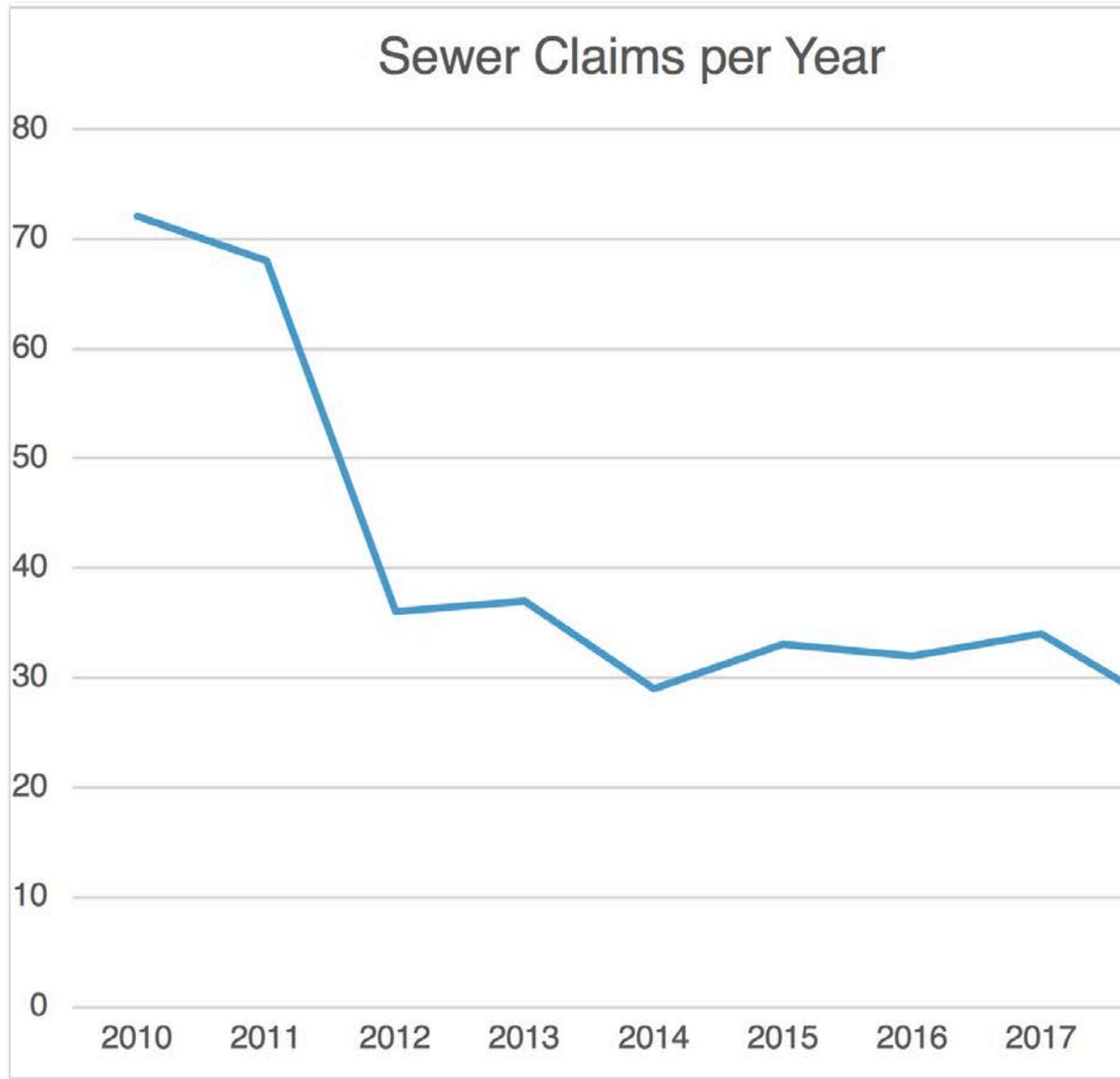
## SEWER MANAGEMENT

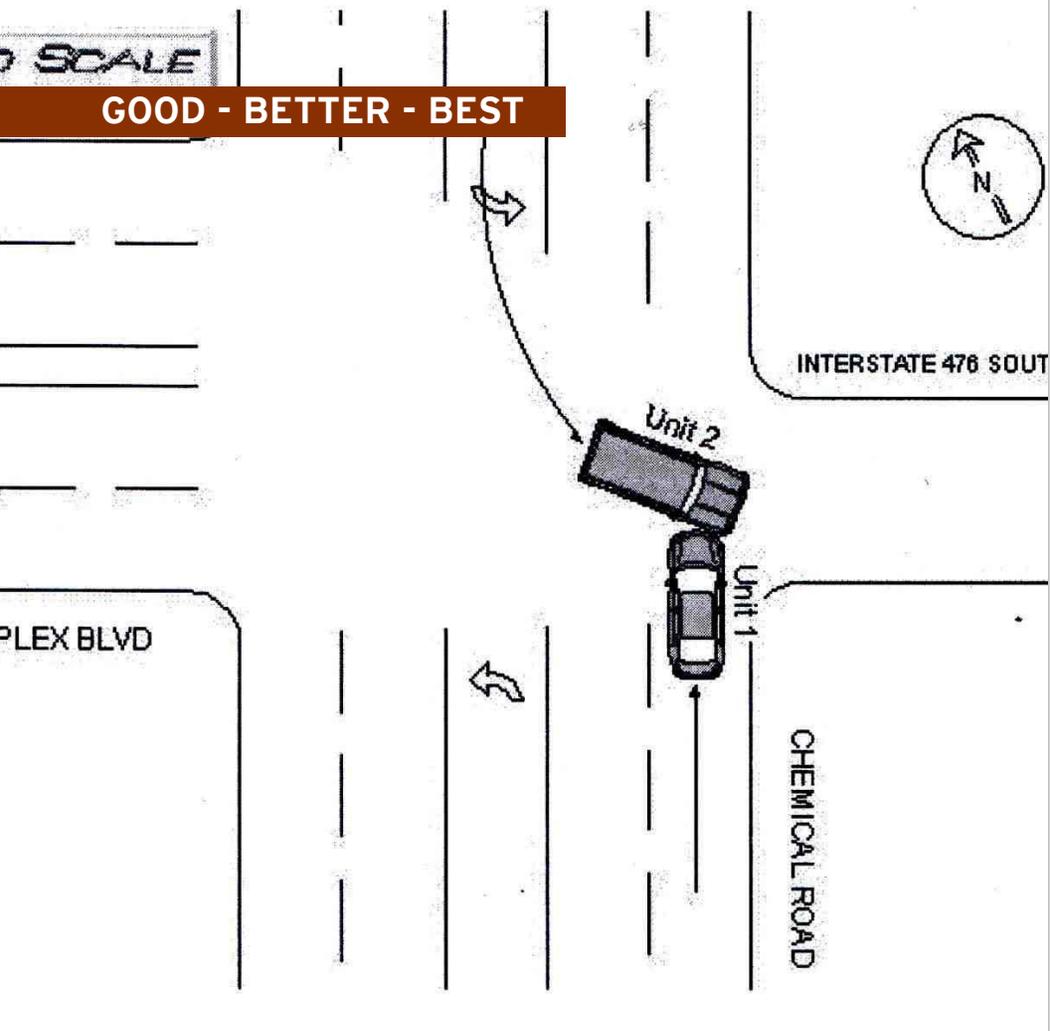
BEST

Combo of Inspections & Cleaning

- Manholes Inspection Program
- < 2 Year Cleaning Schedule

## Sewer Claims per Year



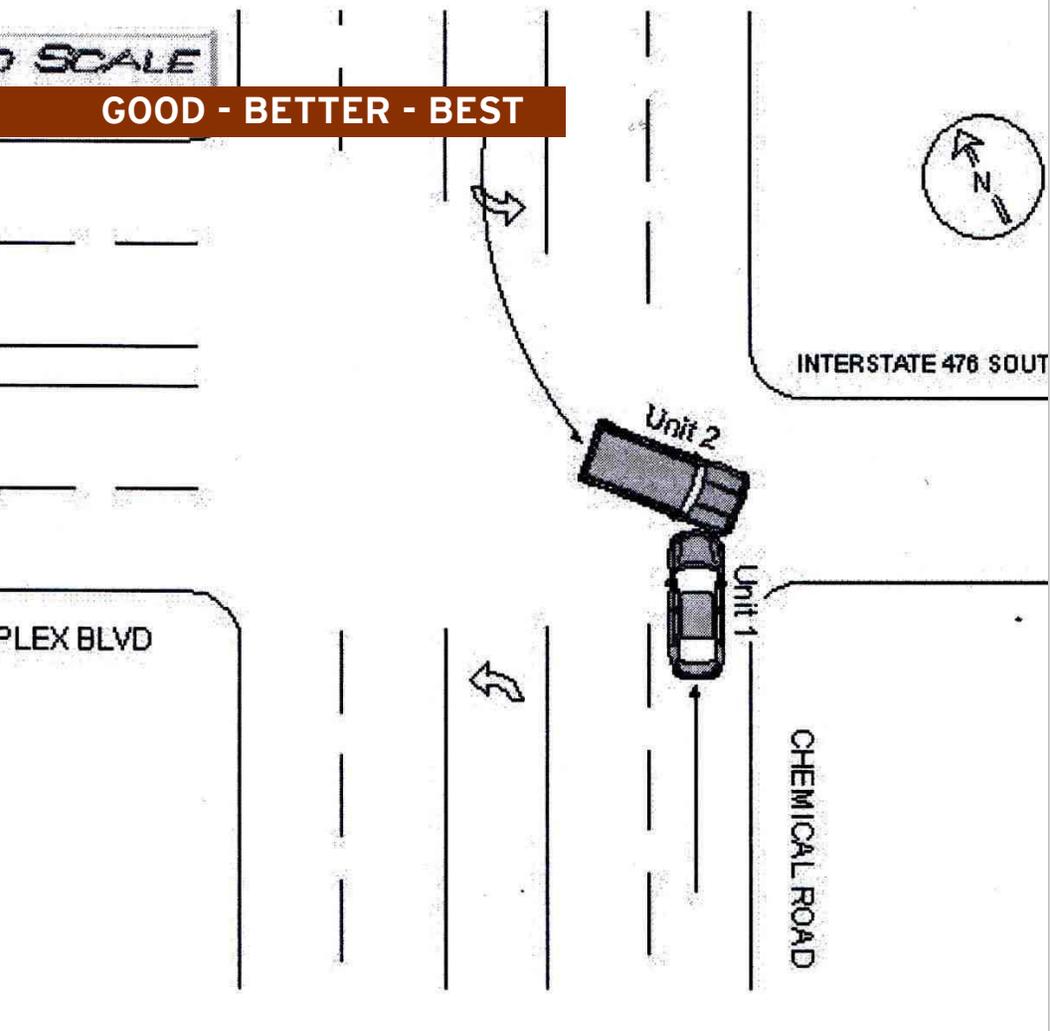


GOOD - BETTER - BEST

## INCIDENT REVIEW

GOOD (Minimum Requirement)

- Three Incident Reviews
- Corrective Action Identified

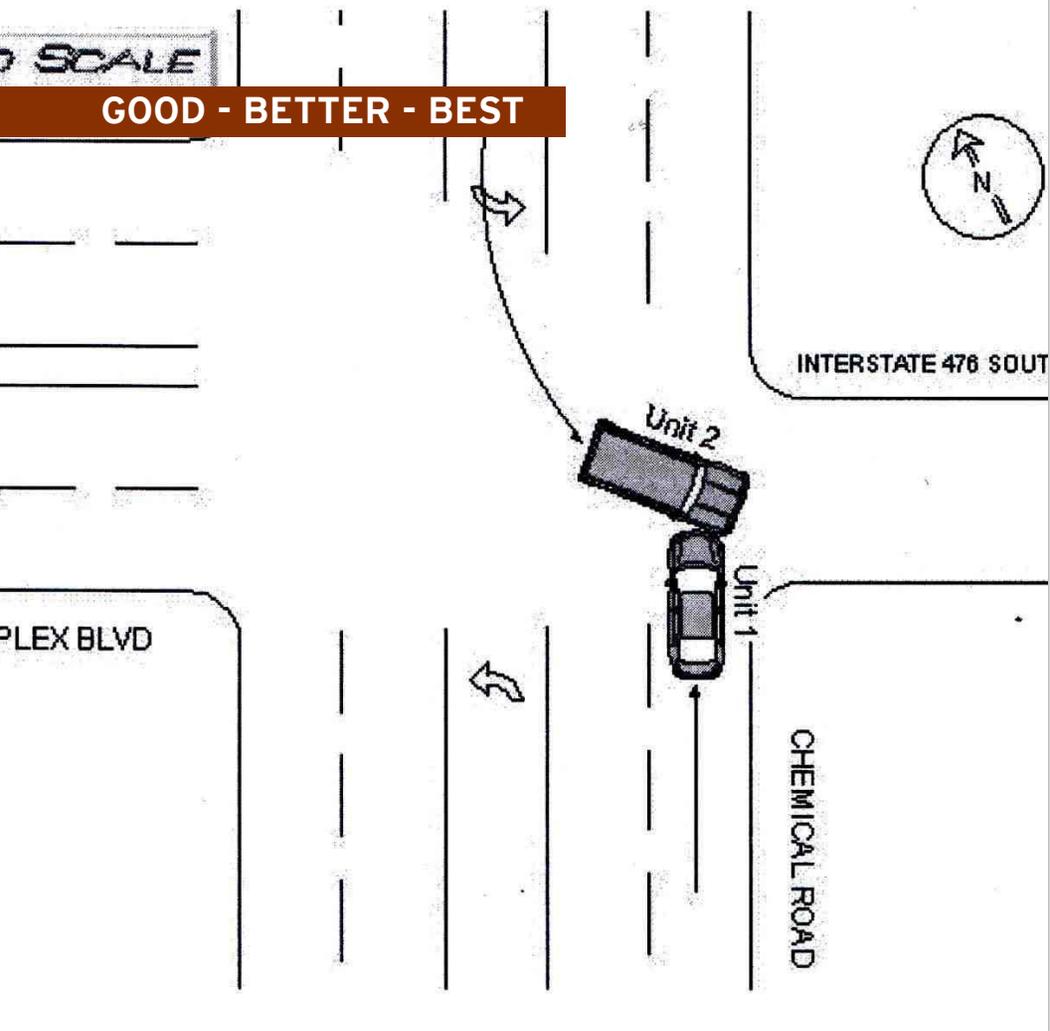


## INCIDENT REVIEW

BETTER

Corrective Action

- Root Cause(s) Identified
- Beyond Individual Correction
- Organizational Correction

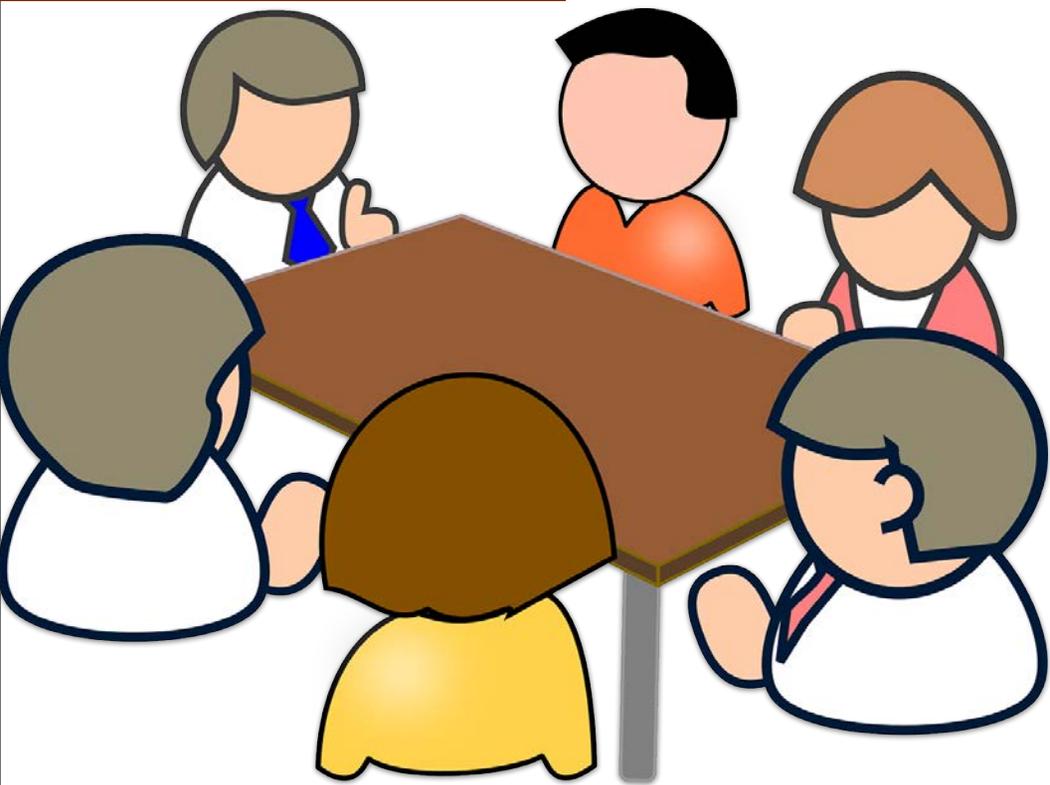


## INCIDENT REVIEW

### BEST

- Multiple Corrective Actions
- Corrections Implemented
- Lessons Learned Shared w/ All

GOOD - BETTER - BEST

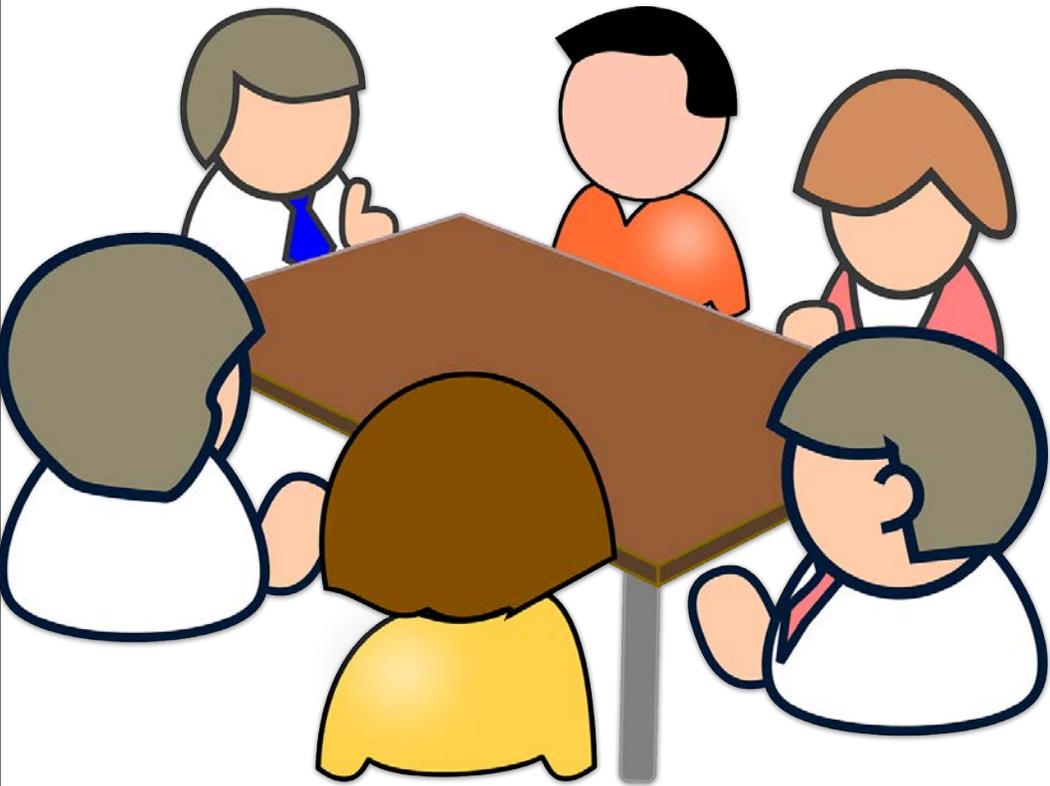


## SAFETY COMMITTEE

GOOD (Minimum Required)

- Four Meetings Each Year
- Executive Chair
- The Right People

GOOD - BETTER - BEST

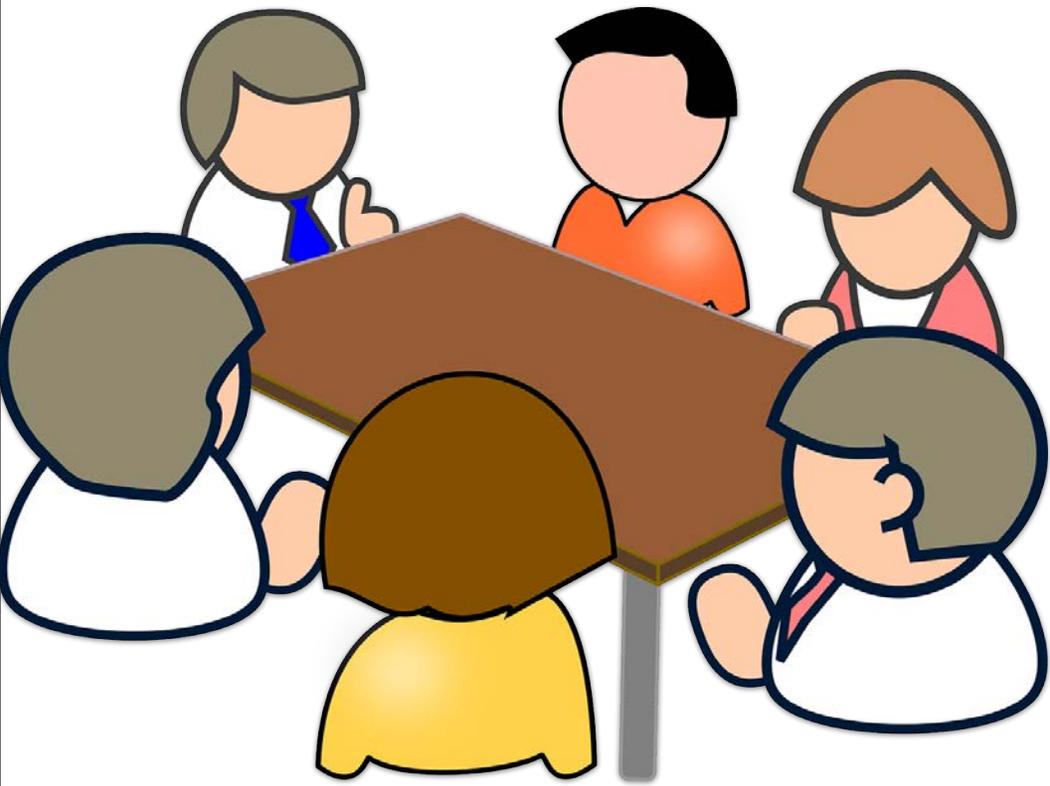


## SAFETY COMMITTEE

### BETTER

- Minutes Document...
- Discuss Problems & Solutions
- Assignments Made
- Followup on Assignments

GOOD - BETTER - BEST



## SAFETY COMMITTEE

BEST

- Greater Frequency
- Bimonthly or Monthly

Inspection Date: \_\_\_\_\_ Name of employee performing the inspection: \_\_\_\_\_

**SUPERVISOR REVIEW**  
When this audit form has been completed, the area supervisor must review it and verify that the appropriate

**GOOD - BETTER - BEST** \_\_\_\_\_ found on a prior month's audit. [Yes] [No]

Identify actions taken to resolve the findings: \_\_\_\_\_

**SUPERVISOR Buyoff**  
I am aware of all nonconforming items found on this audit. The following steps have been taken:

- Items have been corrected or were corrected at the time of the audit.
- A safety maintenance work order has been submitted for items that require maintenance assistance, List Work order numbers: \_\_\_\_\_
- An action plan has been implemented to resolve the issues and prevent future reoccurrence. (Copy attached)

Supervisor Signature: \_\_\_\_\_

**Employee Interview** Employees being interviewed: \_\_\_\_\_

**FIRE EXTINGUISHER USAGE & EVACUATION**

1. Employee can locate the nearest alarm pull station? [Y] [N] Employee can locate the nearest fire extinguisher? [Y] [N]
2. Employee knows the steps to put the extinguisher into operation? (Pull Pin, Aim, Squeeze, Spray Side to Side) [Y] [N]
3. Employee knows NOT to fight a "Structural Fire." [Y] [N] Evacuation Point #: \_\_\_\_\_

**HAZARD COMMUNICATION**

1. Locate a Safety Data Sheet (SDS) for one chemical that is used in the area.  
Chemical Name: \_\_\_\_\_
2. What was the topic of the last department safety training? \_\_\_\_\_

1. HAZARD COMMUNICATION	YES	NO	N/A
• Are all containers, labeled with name, health, flammability and reactivity hazards?			
• Are all labels legible?			
Comment:			
2. EVACUATION / EMERGENCY RESPONSE			
• Are evacuation routes up to date and clearly posted?			
• Are aisle ways clear (44" for corridors and stairways, 36 inches for aisles, 32" for doors) of obstructions and tripping hazards?			
• Do emergency exits open out and are not chained or bolted shut?			
• Do main exit routes have exit signs in place?			
• Are emergency exit signs lit and do the batteries work? (this only applies to signs that are electric)			
• Do the emergency lights work?			
• Are emergency exits properly lighted?			
• Are all lights in good working order?			
• Is an emergency contact list posted in a conspicuous place or by each phone?			
• Is a first aid kit readily available?			
Comment:			
3. PERSONAL PROTECTIVE EQUIPMENT (PPE)			
• Are PPE requirements posted at department entrances?			
• Is proper PPE available in the work area?			
• Are 100% of employees wearing PPE according to area requirements?			
• Where applicable, are respirators properly stored (sealed and labeled with employee's name)?			

35 \_\_\_\_\_ 2018

# SAFETY AUDITS

## GOOD (Minimum Requirement)

- At Least One Audit Program in Use

Inspection Date: \_\_\_\_\_ Name of employee performing the inspection: \_\_\_\_\_

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36 \_\_\_\_\_ 2018

# SAFETY AUDITS

## BETTER

### Documentation Demonstrates

- Deficiencies Are Identified
- Deficiencies Actually Addressed
- More Than One Program

Inspection Date: \_\_\_\_\_ Name of employee performing the inspection: \_\_\_\_\_

**SUPERVISOR REVIEW**  
When this audit form has been completed, the area supervisor must review it and verify that the appropriate

**GOOD - BETTER - BEST** \_\_\_\_\_ found on a prior month's audit. [Yes] [No]

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37 \_\_\_\_\_ 2018

# SAFETY AUDITS

BEST

Documentation Demonstrates

- Deficiencies Are Identified
- Deficiencies Actually Addressed
- May Include Operations
- ALL FACILITIES

GOOD - BETTER - BEST



**SAFETY  
FIRST**

## SAFETY TRAINING

GOOD (Minimum Requirement)

- Four Trainings Conducted
- Documentation of Topics

GOOD - BETTER - BEST



**SAFETY  
FIRST**

## SAFETY TRAINING

### BETTER

- Greater Frequency
- Multiple Departments

GOOD - BETTER - BEST



**SAFETY  
FIRST**

## SAFETY TRAINING

BEST

- Training Metric
- All Departments
- Greater Frequency
- Training is Followed?



GOOD - BETTER - BEST

## SAFETY INCENTIVE

GOOD (Minimum Required)

- P&P Mandatory Reporting
- Progressive Discipline
- Reward or Recognition



GOOD - BETTER - BEST

## SAFETY INCENTIVE

GOOD (Minimum Required)

- P&P Mandatory Reporting
- Progressive Discipline
- Reward or Recognition
- Team Based Incentives



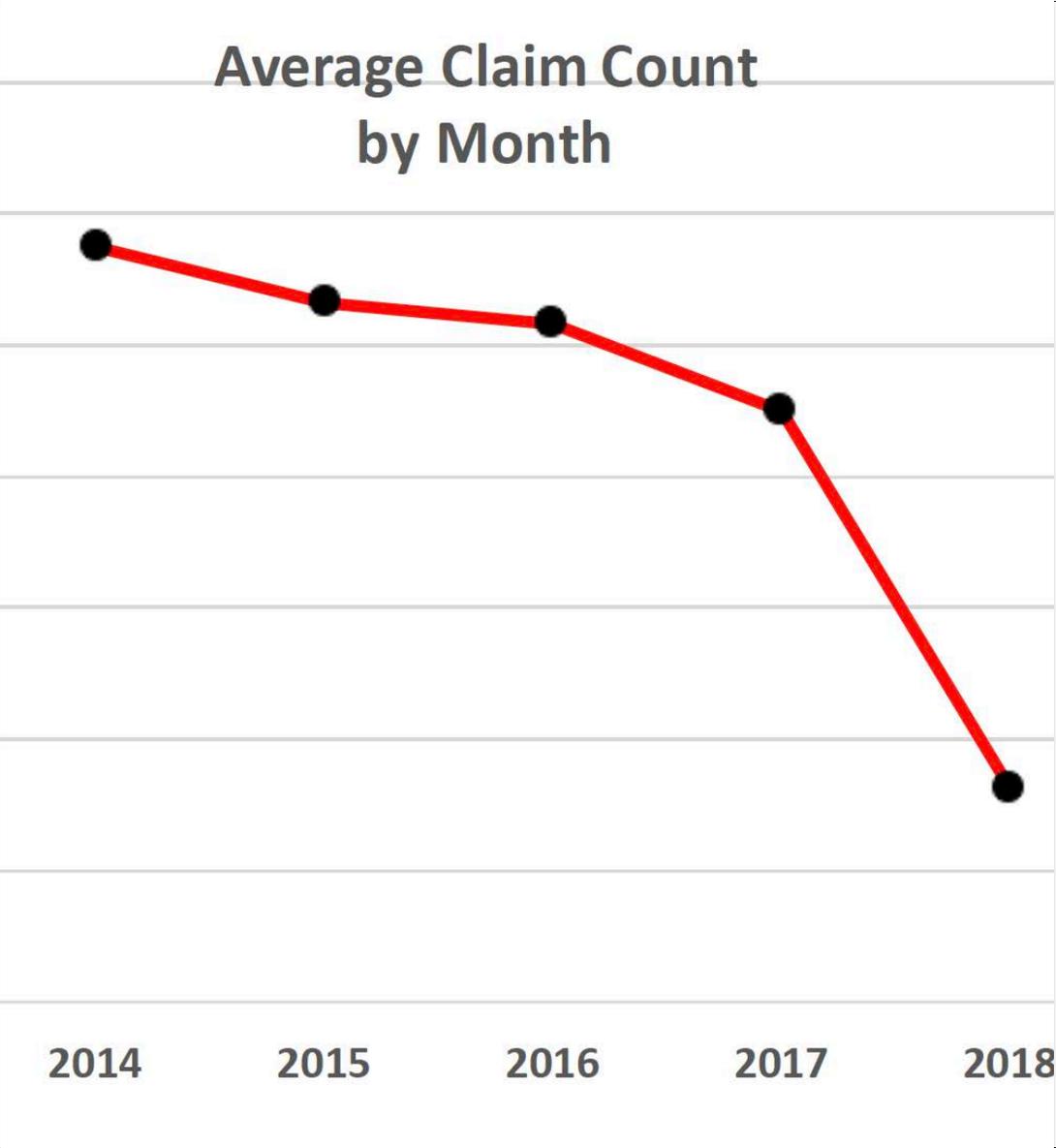
GOOD - BETTER - BEST

## SAFETY INCENTIVE

GOOD (Minimum Required)

- P&P Mandatory Reporting
- Progressive Discipline
- Reward or Recognition
- Team Based Incentives
- Monthly Performance Measurements Shared With Employees

# Average Claim Count by Month



GOOD - BETTER - BEST



## LAW ENFORCEMENT POLICY REVIEW

GOOD (Minimum Required)

Annual Review of LE Policy  
Manual by Legal Practitioner

GOOD - BETTER - BEST



## LAW ENFORCEMENT POLICY REVIEW

BETTER

Professional Policy Service or  
Equivalent Program

GOOD - BETTER - BEST



## LAW ENFORCEMENT POLICY REVIEW

BEST

- Professional Policy Service or Equivalent Program
- High Completion Rate (80%+) of Daily Policy Training for ALL Officers
- State Accreditation

TAP Element	Good - 1 (TAP Minimum)	Better - 2	Best - 3
Safety Committee	Four committee meetings chaired by an executive and include. Police and Fire department representation if applicable.	1 - plus minutes document discussion of solutions for close calls and hazardous conditions., assignments are made and followed up on.	2 - plus bi-monthly frequency or greater
Incident/Accident Reviews	Three incident reviews with corrective action identified	Some corrective action addresses organizational improvement beyond individual correction	Lessons learned are shared with all staff and Multiple corrective actions are identified for single incidents that address root cause and contributing factors. Examples include disciplinary action, addressing supervisors performance, administrative controls, engineering controls. PPE, etc.
Safety Audits/Inspections	Example of one type of audit or inspection is provided	Documentation demonstrates identification of deficiencies and corrective action or examples of multiple audit and inspection systems are provided	2 - plus documentation demonstrating that all facilities are being inspected.
Safety Trainings	Documentation of four months of training or four training topics being addressed	Documentation demonstrates that multiple departments are conducting training or training is being conducted at a greater frequency	Training metric for all departments or evidence that all departments are receiving training and training is being conducted at a frequency greater than 4X
Safety Incentive Program	Member's P&P requires mandatory reporting of all accidents and has a safety incentive which rewards/recognizes safety performance. Disciplinary action is taken for at fault or willful safety violations.	Safety Incentive Program is team based to increase peer support and encouragement	1 & 2 with monthly performance measurement to provide feedback to employees.
Law Enforcement Policy Review	Annual review of Law Enforcement Policies and Procedures by a legal practitioner to ensure P&P is up to date with current laws and legal precedent	Member is contracting with a professional policy service or demonstrates an equivalent program	2 - plus department successfully achieves a high degree (80%+) of training for all officers on the department's Policies and procedures annually.
Work Comp & Return to Work Policy	Work Comp policy includes reporting requirements, directed care, and addresses return to work and accommodation of restrictions for injuries associated with work comp claims	Where work comp claims result in restrictions, accommodations are provided except in exceptional cases.	No Lost time injuries during the year or all medical restrictions are accommodated as soon as medical provider authorized RTW at light duty with restrictions..
Driver Qualification & MVR	Driver Qualification Policy establishes a higher than "Valid License" standard and annual MVR monitoring is being completed.	1 plus member is using a system of monthly MVR monitoring	1 & 2 and evidence that unacceptable license status or history is addressed with out prompting by the Trust
Sewer Management	Manhole inspections approximate 100% during the year	Sewer management program includes a combination of a high completion rate (approx.. 100%) of manhole inspections and a 100% cleaning schedule of 3 years or less.	Sewer management program includes manhole inspections and a 100% cleaning schedule of less than 24 months.

## SUMMARY

- Minimum Effort Will Never Produce the Maximum Result
- Improvement - Key to Excellence
- Long Time TAP Recipients (should) do it Better
- Don't Just be Good or Better
- Be the Best!!!

**IMPROVE RISK MANAGEMENT**



**QUESTIONS???**

IMPROVE RISK MANAGEMENT



## CONTACT THE PRESENTER

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