



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

CORPORATE SAFETY STATEMENT 2014

Policy Statement



Since the publication of the Corporate Safety Statement in October 2006 and subsequent review in 2009, it is undoubtedly a fact that the HSE has undergone and continues to undergo many changes and faces many challenges in its efforts to continuously improve the safety, health and wellbeing of our employees.

We are currently heading towards new organisational arrangements across the health sector and it is important that we accept responsibility for our culture, change the way we work and hold one another accountable for delivering the best possible Safety Management Programme throughout the whole of the HSE.

We would like to take this opportunity to reaffirm our commitment to placing people at the centre of the organisation. In line with this commitment we consider that the management of safety, health and welfare is of fundamental importance in continually improving the quality of the services that we provide, as quality of service is intrinsically linked to the provision of a safe work environment and the operation of safe systems of work

In striving to continually improve quality and safety, we recognise and accept our responsibilities for safety, health and welfare. We believe that workplace injuries and illnesses are largely preventable, and as a consequence we are committed to ensuring the safety, health and welfare of our employees and those affected by the activities of the HSE.

Improving quality, health and safety within HSE is incumbent on all employees. In order to support the Corporate Safety Statement, we will empower employees to promote and provide leadership in relation to the management of safety, health and welfare in the workplace.

We are committed to ensuring the implementation of a Safety Management Programme in the HSE that is consistent with legislative requirements and best practice standards. An integral component of the programme will be the clear allocation of responsibility and accountability to managers and employees that will be supported by the provision of appropriate resources.

We will ensure that appropriate channels of communication are in place to facilitate efficient and effective consultation and communication with employees and those who are affected by the activities of the HSE. The aim of consultation and communication will be to promote a positive safety culture through enabling employees to contribute to the decision making process as it relates to safety, health and welfare at work.

The HSE organisational arrangements set a clear direction for management at all levels to follow. The organisational arrangements will contribute to all aspects of our business performance as part of a demonstrable commitment to continuous improvement. Responsibilities to people and the working environment will be met in a way that fulfils the spirit and letter of the law. Cost-effective approaches to preserving and developing human and physical resources will reduce financial losses and liabilities. In a wider context, stakeholders' expectations, inclusive of employees, their representatives, service users or society at large, will be met.

We are further committed to ensuring that the Safety Management Programme will be subject to continual monitoring and review to ensure that the work environment and systems of work continue to be safe and that they contribute to quality improvement of our services for all our employees and all others affected by our activities.

It is recognised that the Corporate Safety Statement is a live document which will continue to evolve over time and be subject to review in the event of significant changes to our organisational structure or where other requirements dictate.

Tony O'Brien
Director General

June 2014

Document Control

Document Name	Health Service Executive, Corporate Safety Statement 2014
Document Owner:	Barry OBrien National Director HR
Document Reference No:	Version 3
Document Developed by:	National Health & Safety Advisory Group
Document Approved by:	HSE Leadership Team
Responsibility for Implementation	HSE Leadership Team
Responsibility for review and audit	National Health & Safety Advisory Group
Document Type:	Microsoft Word
Last updated:	2014
Version:	4
Status:	Compliance with Safety, Health and Welfare Legislation and Supporting Strategic Objectives

Revision History

Version	Date	Revised by:	Details
1	October 2006	CSS Project Group	
2	January 2009	CSS Project Group	
3	March 2014	CSS Project Group	<p>Project Manager Des Pearson Health and Safety Manager HR Services Health Business Services HSE </p> <p>Project Team Margo Leddy DNE Health and Safety Regional Coordinator</p> <p>Mary Kelly Regional Health and Safety Coordinator South East</p> <p>Gareth Davies Estate Manager Health and Safety and Infrastructural Risk</p>

			Sub Group Julie Ryan Health and Safety Advisor Karina Mc Guirk HR Shared Services Health and Safety Advisor HR Shared Services John Taylor Health and Safety Advisor HR Shared Services Marie Nolan Steen Health and Safety Advisor Dublin North East
--	--	--	---

Distribution List

Name	Department	Division

Contents:

Policy Statement
Document Control
1.0 Introduction
1.1 Scope
2.1 Organisational Roles and Responsibilities
2.2 The Directorate of the HSE
2.3 Director General
2.4 National Directors
2.5 Chief Financial Officer
2.6 National Director of Human Resources
2.7 Local Senior Managers e.g. Hospital GM/CEO, Integrated Service Manager, Area Manager, Operations/ Business Manager /LHM or Support Services GM
2.8 Line Manager e.g. Department, Head of Department / Service Manager
2.9 Employees
2.10 Health and Safety Professionals
2.11 Occupational Health Services
2.12 Employee Assistance Services
2.13 National Health and Safety Advisers' Group
2.14 National Incident Management Team (NIMT)
2.15 Risk Committee
3.0 Risk Management Process
3.1 Hazard Identification and Risk Assessment Process
3.2 Hazard Identification
3.3 Risk Analysis
3.4 Risk Evaluation
3.5 Additional Controls
3.6 Hierarchy of Controls
3.7 Review and Monitoring
3.8 Escalation Process
4.0 Organisational Arrangements
4.1 Safe Systems of Work
4.2 Incident Management

4.3	Emergency Plans (Internal)
4.4	Fire Safety Management
4.5	Maintenance of Buildings, Plant and Equipment
4.6	Medical Devices/Equipment Management
4.7	Selection, Control and Management of Contracted and Agency Personnel
4.8	Shared Place of Work
4.9	Training and Instruction
5.0	Consultation and Communication
5.1	Safety Representatives
6.0	Resources
7.0	Safety Statement Distribution
7.1	Implementation of the Corporate Safety Statement
7.2	Revision of the Corporate Safety Statement
8.0	Measuring Performance
8.1	Safety Audits
9.0	Health and Safety Authority
	Supporting Legislation
	Codes of Practice
	Supporting Publications
	Useful Web Sites
	Definitions
	Appendix 1 HSE Risk Assessment Tool

1.0 Introduction

The Health Service Executive (HSE) was established on 1 January 2005 and is responsible for providing health and personal social services to everyone living in Ireland. In accordance with the Government's reform programme for the Irish health service, the HSE Directorate was formally established on 24 July 2013.

The aim of the Corporate Safety Statement is to formally declare the means by which the management of the HSE intends to comply with its statutory duty in accordance with the Safety, Health and Welfare at Work Act 2005 (SHAWW Act 2005) and associated regulations. The HSE is committed to ensuring in so far as is reasonably practicable the safety, health and welfare of employees, service users, visitors, contractors and others who may be affected by our activities.

The Corporate Safety Statement has been prepared to inform all employees of the HSE's Safety Management Programme and emphasises the importance of employee co-operation to ensure the successful implementation of the Safety Management Programme.

The aim of the Safety Management Programme is to ensure that the HSE has appropriate systems in place to manage all foreseeable health, safety and welfare risks as far as is reasonably practicable based on the identification of hazards and assessment of risks for all services as required under Section 19, of the Safety, Health and Welfare at Work Act 2005.

The implementation of the Safety Management Programme will greatly assist with the provision of a safe and healthy environment for all our employees and be instrumental in providing a safe and high quality service for our service users and others who may be affected by our activities.

It is important to create an environment in which health and safety professionals, quality and patient safety professionals, infrastructural safety advisors, fire safety personnel and other relevant personnel involved in the management of risk work side-by-side to ensure that there is fully integrated approach in which all aspects of risk are appropriately and adequately addressed.

It is a requirement of the Corporate Safety Statement that all Services within the HSE have in place a Site Specific Safety Statement. The Site Specific Safety Statement shall identify the persons responsible for ensuring that the Safety Management Programme is successfully embedded within the respective Service and that arrangements are in place to monitor the effectiveness of the Safety Management Programme on an ongoing basis.

The HSE will ensure that the Safety Management Programme is comprehensive, properly planned and integrated throughout all management functions and services across the HSE. The HSE will ensure that there are appropriate arrangements in place to review the Safety Management Programme to ensure it is complete, properly functioning and effective.

The HSE promotes the Health and Safety Authority's **Guidance on the Management of Safety, Health and Welfare in the Health Sector, 2006** and requires the use of the accompanying document, **Auditing a Safety and Health Management System - A Safety and Health Audit Tool** for the Healthcare Sector to assist in the continuous development and implementation of the safety management programme. Use of this audit tool will provide a source of evidence to assure compliance with legislation and with key elements of the Health Information and Quality Authority (HIQA) National Standards for Better Safer Healthcare June 2012.

1.1 Scope

The Corporate Safety Statement is applicable to all services and all employees throughout the HSE.

The Corporate Safety Statement places obligations on both management and employees to ensure that the HSE Safety Management Programme is fully integrated throughout their respective service to secure the safety, health and welfare of all employees and those affected by our activities and to support the continuous improvement of the quality of the services that they provide.

2.1 Organisational Roles and Responsibilities

The HSE is committed to managing and conducting work activities in such a way as to ensure, so far as is reasonably practicable, the safety, health and welfare at work of all HSE employees, service users and those affected by our activities at the place of work (non-employees). In accordance with legislation, the HSE requires that the hazard identification and risk assessment process is a vital component of the Safety Management Programme. This process provides clear direction with regard to the planning, management and implementation of appropriate resources to address the identified risks across our services.

Whilst all employees have a role to play in the successful implementation of the Safety Management Programme the HSE has delegated the day-to-day operational management of health, safety and welfare to directors and senior managers all of whom will ensure that suitable and sufficient safe systems are in place to:

- *identify workplace hazards*
- *assess the risks associated with these hazards*
- *determine and implement appropriate preventative and protective measures*

- *identify any additional resources required to ensure that all risks are managed to protect the safety, health and wellbeing of employees, service users and others who may be affected by our activities*
- *take account of the general principles of prevention*
- *ensure the provision of adequate emergency plans, procedures and measures*
- *ensure all accidents and near misses are reported and adequately investigated*
- *ensure prescribed accidents and dangerous occurrences are reported to the Health and Safety Authority (HSA)*
- *ensure that there is in place a robust communication and consultation process for the dissemination of all information necessary to ensure the safety health and wellbeing of employees, service users and others affected by its activities*
- *ensure there is an efficient and effective system in place for the provision of supervision, information, instruction and training.*
- *Ensure there is a method in place for the continued management, monitoring and review of all identified control measures to ensure they remain effective*

This will assist the HSE so far as is reasonably practicable to comply with its statutory duty under Section 8 of the Safety, Health and Welfare at Work Act 2005.

2.2 The Directorate of the HSE

The Directorate of the HSE is responsible for:

- endorsing the Corporate Safety Statement as an illustration of its commitment to the statement's objectives and plans
- ensuring good corporate governance, setting corporate objectives and taking strategic decisions in relation to the management of health and safety
- ensuring there are appropriate systems in place to proactively demonstrate that there is accountability for the management of safety, health and welfare throughout the HSE.
- ensuring that appropriate systems are in place to provide assurances that the HSE. is compliant with its statutory duties with regard to the Safety Health and Welfare at Work Act 2005

The Directorate of the HSE delegates operational responsibility for the day-to-day running of the HSE to the Director General.

2.3 Director General

The Director General, Tony O'Brien, has overall responsibility to ensure, as far as is reasonably practicable, the safety, health and welfare at work of all employees and others affected by HSE activities. In his absence the Chief Operations Officer/ Deputy Director General assumes his responsibilities

The Director General will:

- determine the strategic management programme for safety, health and welfare throughout the HSE.
- ensure that the Safety Management Programme is effectively integrated across all disciplines and services
- promote a positive safety culture which is communicated, successfully implemented and audited throughout the HSE
- ensure that there is accountability for the management of safety, health and welfare throughout the HSE
- ensure that systems of internal control and risk management operate effectively
- ensure that the Directorate has sufficient information on the effectiveness of the safety management programme
- ensure that there is an appropriate system in place to effectively audit and evaluate the Safety Management Programme and to take appropriate action where necessary to ensure compliance with health and safety legislative requirements
- allocate appropriate funds and resources to ensure the effective implementation of the Safety Management Programme
- ensure that health and safety factors are taken account of during corporate and service design and planning

2.4 National Directors

The National Directors are responsible for ensuring that appropriate structures are in place for the effective integration of health, safety and welfare across all disciplines and services within their area of responsibility.

Each National Director is responsible for ensuring that throughout their division:

- the systems, processes and resources necessary to manage safety health and welfare are in place
- there is an appropriate procedure in place for the implementation of corporate health and safety policies, procedures, protocols and guidelines
- adequate and appropriate structures are in place to develop, implement, communicate and review the Safety Management Programme
- there is an appropriate system in place for the escalation of risks which cannot be managed or controlled
- the systems and processes in place contribute to compliance with the HSE's Safety Management Programme and relevant legislation
- the safety, health and welfare of employees and others affected by the Directorates activities are protected as far as reasonably practicable
- accountability for safety, health and welfare has been defined and communicated to relevant persons
- suitable arrangements are in place to facilitate effective consultation on matters pertaining to safety, health and welfare in a timely manner and be of balanced participation
- emergencies are planned for and responded to in an effective, consistent and co-ordinated manner
- performance indicators in relation to safety, health and welfare are defined and form part of performance management
- assurance is sought to ensure that the systems, processes and resources necessary to manage safety health and welfare are in place and effective
- safety, health and welfare legislation is reflected as part of the general conditions of a contractor's work specification at all stages of the procurement process
- appropriate arrangements are in place to proactively manage workplace incidents in line with HSE Safety Incident Management Policy QPSD-D-060-1

2.5 Chief Financial Officer

In addition to section 2.4 the Chief Financial Officer, Stephen Mulvany, has responsibility for ensuring the allocation and maintenance of financial systems to identify and track resources allocated to support the continuous improvement of the HSE's Safety Management Programme.

2.6 National Director of Human Resources

The National Director of HR, Barry O'Brien shall provide leadership and ensure the provision of competent advice, guidance and support to the organisation in delivering on its objectives of providing safe places of work and safe systems of work for all employees, services users and others affected by our activities.

The National Director of HR has corporate responsibility for the development, communication and monitoring of a national strategy for safety, health and welfare within the HSE which will includes:

- supporting the implementation of the Safety Management Programme and ensuring it is systematically and consistently communicated and implemented throughout the HSE
- ensuring an effective method is in place to accurately monitor and evaluate the efficiency and effectiveness of the Safety Management Programme
- ensuring the Corporate Safety Statement is reviewed in light of legislative or organisational changes or under the direction of the HSA, but at least annually
- ensuring that systems of internal control and risk management operate effectively
- ensuring that there is an appropriate mechanism in place for the communication, review and implementation of the Corporate Safety Statement
- ensuring that there are adequate resources for the implementation of the Safety Management Programme within the HR Directorate
- ensuring that appropriate policies, procedures, protocols and guidelines regarding safety, health and welfare at work are put in place and implemented throughout the HSE

- providing assurance to the Director General and the Directorate, that the safety, health and welfare of employees, service users and others affected by HSE's activities are appropriately managed and that the HSE is compliant with its statutory duties under the Safety, Health and Welfare at Work Act 2005
- ensuring appropriate arrangements are in place to proactively engage with relevant statutory and non-statutory regulatory bodies and support agencies
- ensuring that there is robust communication process in place for the sharing and learning from incidents
- ensuring that an adequate number of competent health and safety professionals are in place to provide accurate advice, guidance and assistance to management

2.7 Local Senior Managers e.g. Hospital GM/CEO, Integrated Service Manager, Area Manager, Operations/ Business Manager/ LHM or Support Services GM / Directors of Nursing

Local Senior Managers are responsible for the effective integration of safety, health and welfare across all disciplines and services within their area of responsibility as far as is reasonably practicable. Local Senior Managers must be named in the relevant Site Specific Safety Statement.

Responsibilities include:

- ensuring there are adequate and appropriate arrangements in place for the successful implementation and evaluation of the Safety Management Programme
- ensuring that each site/service has in place a written Site Specific Safety Statement that identifies all foreseeable hazards and relevant preventative and protective control measures and complies with statutory duties
- reporting safety, health and welfare risks identified that are not within their ability to control to their relevant manager for escalation to the risk register
- ensuring that the Site Specific Safety Statement and associated risk assessments are communicated, monitored, reviewed and updated on a regular basis, at least annually, and in the event of any significant change in legislation, work activity or place of work
- ensuring necessary resources are allocated and are available for the implementation of the Safety Management programme

- ensuring that there is an adequate process in place for the implementation of all actions identified in the audit process
- integrating performance indicators in relation to safety, health and welfare as part of performance management
- promoting the integration of safety, health and welfare into all activities within their area of responsibility; this may include management team meetings, briefings, policies, procedure and guidelines
- seeking advice from specialist health and safety professionals and risk advisors/managers as necessary
- ensuring that a health and safety training needs analysis based on the risks identified has been undertaken and implement a training programme to ensure the safety, health, and welfare of employees and others affected by the work activities
- ensuring an adequate system is in place to maintain all training records
- ensuring that suitable arrangements are in place to facilitate effective consultation on matters pertaining to safety, health and welfare
- providing arrangements for the election of Safety Representatives and implement suitable arrangements for an effective and inclusive approach for Safety Representatives in the consultation process
- preparing and revising, as appropriate, adequate plans and procedures to be followed and measures to be taken in the case of an emergency or serious and imminent danger
- putting in place appropriate procedures to ensure all incidents are reported and managed in accordance with the HSE Safety Incident Management Policy and prescribed accidents and dangerous occurrences are reported to the Health and Safety Authority
- ensuring that workplaces are designed and maintained in a condition that is safe and without risk to health, that there is a safe means of access to and egress from the workplace and that plant, equipment and other articles are safe and without risk to health as far as is reasonably practicable
- ensuring that systems of work are planned, organised, performed, maintained and revised as appropriate so as to be safe and without risk to health as far as is reasonably practicable
- managing and conducting work activities in such a way as to prevent as far as is reasonably practical any improper conduct or behaviour likely to put the safety, health or welfare at work of his or her employees at risk

- incorporating safety, health and welfare legislation as part of the general conditions of a contractor's work specification at all stages of the procurement process at the tender stage
- ensuring that all safety related records are maintained appropriately and are available for inspection

2.8 Line Manager, e.g. Clinical Directors, Department Manager, Head of Department, Service Manager

It is the responsibility of line managers to ensure that the management of safety, health and welfare is successfully integrated into all activities undertaken within their area of responsibility as far as is reasonably practicable. Line managers must be named in the relevant Site Specific Safety Statement.

The line manager is responsible for:

- ensuring that adequate and appropriate arrangements are in place to implement, disseminate and communicate the HSE Corporate Safety Statement and the Site Specific Safety Statement
- ensuring that a hazard identification and risk assessment process is completed that reflects the specific work activities of employees and others in the place of work
- ensuring that the Site Specific Safety Statement and associated risk assessments are reviewed and updated on a regular basis, at least annually, and in the event of any significant change in the work activity or place of work
- reporting all safety, health and welfare risks identified that are not within their ability to control to the relevant Local Senior Manager for escalation to the risk register
- ensuring that suitable arrangements are in place to facilitate effective consultation on matters pertaining to safety, health and welfare
- providing systems of work that are planned, organised, performed, maintained and revised as appropriate so as to be safe and without risk to health as far as is reasonably practicable
- promoting the integration of safety, health and welfare into all activities within their area of responsibility i.e. departmental/service team meetings, procurement etc.
- empowering employees within their area of responsibility to take ownership of safety, health and welfare risks and promote best practice in the management of these risks

- monitoring the performance of the safety, health and welfare programme through performance indicators and audit and ensure the outcomes of the monitoring process are acted on through the development of appropriate action plans
- ensuring that a training needs analysis based on risk assessment is used to determine the appropriate training required for all employees within their area of remit
- ensuring that employees have access to, and facilitate their attendance at, safety, health and welfare training appropriate to their role
- maintaining a record of each employee's training
- ensuring that a comprehensive incident management process is in place for all incidents occurring within the department/service
- managing and conducting work activities to prevent any improper conduct or behaviour likely to put the safety, health or welfare at work of employees at risk
- ensuring that all safety related records are maintained and available for inspection
- undertaking walk about safety audits or inspections of respective departments, and document the findings while following up on any corrective action required to manage any deficits identified
- seeking advice from health and safety professionals and risk advisors/managers as and when required

2.9 Employees

All employees have a responsibility for their own safety health and welfare and that of others in the workplace and should therefore:

- take reasonable care to protect their own safety, health and welfare and that of any other person who may be affected by their acts or omissions at work
- if reasonably required by his or her employer, submit to any reasonable and proportionate tests for intoxicants by, or under the supervision of, a registered medical practitioner who is a competent person, as may be prescribed
- co-operate with their employer or any other person so far as is necessary to enable their employer or the other person to comply with the relevant statutory provisions, as appropriate

- not engage in improper conduct or other behaviour that is likely to endanger his or her own safety, health and welfare at work or that of any other person
- ensure they are not under the influence of an intoxicant to the extent that they may endanger their own safety, health or welfare at work or that of any other person
- attend all necessary training and, as appropriate, undergo such assessment as may reasonably be required by their employer or as may be prescribed relating to safety, health and welfare at work or relating to the work carried out by the employee
- having regard to his or her training and the instructions given by their employer, make correct use of any article or substance provided for use by the employee at work or for the protection of his or her safety, health and welfare at work, including protective clothing or equipment
- report to their line manager or to another appropriate person, as soon as is practicable:
 - (i) any work being carried out, or likely to be carried out, in a manner that may endanger the safety, health or welfare at work of the employee or that of any other person
 - (ii) any defect in the place of work, systems of work, any article or substance that might endanger the safety, health or welfare at work of the employee or that of any other person
 - (iii) any contravention of the relevant statutory provisions that may endanger the safety, health and welfare at work of the employee or that of any other person, of which he or she is aware
- on entering into a contract of employment, not misrepresent themselves to an employer with regard to the level of training
- not intentionally, recklessly or without reasonable cause:
 - (i) interfere with, misuse or damage anything provided under the relevant statutory provisions or otherwise for securing the health, safety and welfare of those at work
 - (ii) place at risk the safety, health or welfare of persons in connection with work activities.
- comply with the HSE Safety Incident Management Policy with regard to identifying, taking any immediate action required and reporting incidents to their Line Manager and partaking, if required, in incident investigations relevant to them or their service area

- comply with relevant HSE and local Policies, Procedures, Protocols and Guidelines
- make themselves familiar with the contents of the Safety Statement and seek clarification from their manager if they are unclear about any aspect of the Safety Statement that is relevant to their work activity
- if pregnant, notify their line manager so that a pregnancy risk assessment can be carried out.

Improving quality, safety, health and welfare within the HSE is incumbent on all employees, inclusive of clinicians, frontline staff, managers and administrators.

The successful implementation of the Safety Management Programme will greatly depend on the full co-operation of each employee. Failure to comply with the terms of the Safety Statement may result in disciplinary action.

2.10 Health and Safety Professionals

Health and Safety Professionals provide competent advice, guidance and support on the management of safety, health and welfare in line with legislative requirements national and international best practice.

Health and Safety Professionals have responsibility to:

- advise, support and provide guidance for all HSE Directors/Managers in the development, implementation and evaluation of their Safety Management Programme
- provide guidance and advice to management and employees in relation to health and safety legislation, Safety Management Programme, safe systems of work, best practice and technical standards
- provide guidance and assistance in the development, communication and revision of Site/Service specific Safety Statements and the associated hazard identification and risk assessment process
- assist in the development and revision of safety, health and welfare at work related policies, procedures, protocols and guidelines following a change in legislation or where best practice indicates the need for same
- develop, co-ordinate and deliver relevant training programmes
- audit, evaluate and report on the Safety Management Programme in accordance with the criteria specified in the Safety and Health Audit Tool for the Healthcare Sector

- provide information and guidance in relation to the management of incidents including the reporting of prescribed accidents and dangerous occurrences to the Health and Safety Authority
- promote consultation and communication between all health and safety professionals working within the HSE
- develop and maintain relations with appropriate external organisations such as Health and Safety Authority, Health Information and Quality Authority, State Claims Agency
- promote audit based benchmarked standards for occupational health, safety and welfare
- keep up to date professionally in order to maintain their level of competence

2.11 Occupational Health Services

Responsibilities include:

- provision of medical advice on issues where work is affecting health and/or health is affecting work
- promoting compliance with health and safety legislation
- completing health assessment pre-placements for applicants to ensure they are medically fit to undertake employment.
- administering appropriate vaccination programme(s) in accordance with the Immunisation Guidelines of Ireland
- providing independent, impartial medical advice taking into consideration employees' health problems that will assist both the employer and employees in securing treatment or rehabilitation as appropriate
- advising and supporting employees with pre-existing medical conditions on appropriate placement or on restrictions, modifications or alterations if required.
- advising on fitness for work at an early stage
- providing advice on ill health retirement
- providing health surveillance to employees considered to be at risk in the workplace
- advising on ergonomic issues and workplace design

- monitoring the health of employees after an accident or illness as appropriate
- providing occupational health advice in the management of attendance
- providing information to employees regarding support services available. e.g. counselling support
- developing and maintaining relations with appropriate external organisations
- promoting employee health and wellbeing
- promoting the development of an integrated occupational safety, health and welfare system
- supporting the development of evidenced based policies, procedures and guidelines related to occupational health
- promoting audit based benchmarked standards for occupational health

2.12 Employee Assistance Services

Employee Assistance Services provide confidential professional counselling support and referral service to employees. These services are designed to give employees a resource to contact for personal or work related issues that impinge on work performance or personal wellbeing. EAS is a confidential service, and is provided free of charge to all HSE Employees

There are three pathways by which an employee may access the EAS.

- An employee may self-refer
- An employee may be referred by Occupational Health
- An employee may be referred by line management

Matters raised in individual cases are confidential and are not discussed with managers.

Employee Assistance Services also provide formal structured support to groups of employees who have experienced distress as a result of a critical incident.

EAS provides support to management staff wellbeing issues.

EAS provides assistance with a wide range of issues EAP including:

- work related stress

- interpersonal relationships,
- difficulties in the workplace (including bullying & harassment)traumatic incidents (e.g. assault, suicide)
- addictions
- personal issues (e.g. bereavement, relationships)

EAS also provides

- professional assessment
- personal support
- counselling
- referral to other professional resources where appropriate
- critical incidents debriefing

The EAS is provided by counsellors who are accredited to a professional body and practice in accordance with the Ethics and Code of Practice of the professional bodies to which they are members.

EAS participates in the provision of lectures/training as required in areas where the EAS professional has relevant expertise e.g. stress management, post trauma support, team building and management training. EAS provides feedback to the organisation regarding broad issues that may enhance employee wellbeing and the organisation's effectiveness.

2.13 National Health and Safety Advisers' Group

The National Health and Safety Advisers' Group was established to support the development and implementation of the HSE Safety Management Programme and to enable the HSE to demonstrate good governance and compliance with relevant safety, health and welfare legislation.

The Group is chaired by the Assistant National Director of Human Resources, Employee Relations Advisory & Assurance Services. Membership includes Health and Safety Professionals, Occupational Health staff, Health and Safety Authority Inspectors, State Claims Agency managers, Infrastructural Health and Safety professionals, Quality & Patient Safety Division Representative and Human Resource Managers.

The Chairperson reports to the National Director of HR on strategy development, annual work plan and deliverables achieved.

The role of the Group is to:

- provide professional advice and guidance on the management of safety, health and welfare in line with best national and international practice
- act as an expert advisory body to the HSE on safety, health and welfare matters
- work collaboratively with other key stakeholders in the management of safety, health, welfare, quality and risk
- support the development and implementation of the HSE's Safety Management Programme
- develop and assist with the implementation of corporate health and safety policies, procedures and guidelines
- provide opportunities for members to develop models of best practice through shared learning and sourcing from the experience of others both nationally and internationally
- provide advice on the appropriate response to emerging safety, health and welfare risk issues in the HSE
- forge strategic partnerships with external bodies including academic institutions and international agencies

2.14 National Incident Management Team (NIMT)

The role and responsibilities of the NIMT are

- to build the capacity of the HSE to better investigate and manage incidents through developing policies and guidelines on incident management and investigation; delivering training, mentoring and support to enable implementation of these policies and guidelines; to ensure that we get the most useful and reliable data possible from incident investigations to inform the best possible national safety interventions
- analysis of data from incident management and investigations to inform national safety interventions that have the greatest possible impact on safety.

2.15 Risk Committee

The HSE Directorate has established a Risk Committee, chaired by Mr. Tom Beegan, whose primary responsibility is to review the processes related to the HSE Corporate Safety Statement 2014

identification, measurement, assessment and management of non-financial risk in the HSE and to promote a risk management culture throughout the health system. It achieves this through:

- advising the Directorate on the HSE's overall risk appetite, tolerance and strategy, taking account of the current and prospective macroeconomic and healthcare environment, drawing on authoritative sources relevant to the HSE's risk policies;
- reviewing arrangements in place by which employees may, in confidence, raise concerns and receive reports of concerns raised under the Policy on Good Faith Reporting, or Procedures on Protected Disclosures of Information;
- advising on appropriate action to maintain the highest standards of probity and honesty throughout the health services; and
- reviewing, at least annually, and if necessary proposing changes to, the HSE's Governance Framework relating to risk management.

3.0 Risk Management Process

The management of safety, health and welfare at work is integral to the HSE's approach to risk management and is a requirement of the Leadership Team and Directorate of the HSE in addition to being a legislative requirement as specified under section 19 of the Safety, Health and Welfare at Work Act 2005.

Section 19 require that every employer must identify the hazards at the place of work, assess the risks from those hazards and have in place a written risk assessment of those risks as they apply to employees and others affected by our its activities.

The HSE promotes the Safety Management Programme as a vehicle for continuous improvement in all aspects of our activities and is founded on a continuous process of:

- identifying key processes
- setting performance standards
- measuring achievement against these standards
- taking necessary corrective action
- identifying opportunities for improvement

To ensure the successful implementation of the Safety Management Programme the HSE promotes a positive organisational culture that acknowledges the importance of an active involvement of all employees and visual leadership by all managers.

The HSE has adopted an Integrated Policy for Risk Management based on Aus/NZ Risk Management Standard 4360:2004 subsequently updated to ISO 31000:2009 Risk Management – Principles and Guidelines to ensure risk

management is an integral part of corporate objectives, plans and management systems.

3.1 Hazard Identification and Risk Assessment Process

Hazard Identification and Risk Assessment is the process of examining what can cause harm to people in the workplace so that an informed decision can be made as to whether sufficient arrangements and precautions are in place or additional measures are required to prevent an injury or ill health.

To ensure compliance with Section 19 of the Safety, Health and Welfare at Work Act 2005 each HSE site/ service manager will;

- Identify the hazards in the workplaces under their control
- Assess the risks presented by these hazards
- Identify current controls that are in place to manage the risk
- Evaluate the risk using the HSE Risk Assessment Tool to assist in prioritising subsequent additional controls required
- Identify what additional controls are required to eliminate the risk or reduce it to as low as is reasonably practicable
- Identify and assign a responsible person who has responsibility for ensuring these additional controls are implemented and agree a time frame for implementation
- Review the risk assessment and make appropriate changes when necessary
- Escalate risks that can not be controlled locally to senior management for entry on to the service risk register

Each site or Service Manager must ensure that the person undertaking the hazard identification and risk assessments process have attended appropriate training

The hazard identification and risk assessment process must be a systematic and continuous process undertaken in consultation with employees and other relevant persons.

The hazard identification and risk assessment process should be completed in writing and recorded on the appropriate Risk Assessment form.

3.2 Hazard Identification

A hazard is defined as a source of potential harm (Quality and Risk Taxonomy Governance Group Report on Glossary of Quality and Risk Terms and Definitions 2009).

Hazard refers to **anything with the potential to cause harm** in terms of injury or ill health to persons at work and others who are in the place of work. It also includes damage to property, the environment or combinations of them all.

It is the duty of all those who have responsibility for resources and employees to ensure hazards arising in the workplace that may give rise to risk for the safety, health and welfare of employees and those affected by the organisation's activities are identified, assessed, eliminated or managed to the lowest level possible.

The identification of hazards is required by section 19 of the Safety Health and Welfare at Work Act 2005 and should form a major part of the safety and health management system. The identification of hazards is an essential first step in the control of safety and health risks.

It shall involve a critical appraisal of all routine and non routine work activities to take account of hazards to employees and others affected by the HSE's activities (e.g. service users, visitors). The hazard identification process needs to include those risks arising from the workplace and condition of the working environment and the work practices, systems and arrangements. There is general recognition of many common hazards, which can be grouped according to source:

- human/behavioural
- physical
- chemical
- biological

Written records of all stages of the hazard identification and risk assessment process must be retained. Identifying workplace hazards (including systems of work and work practices) must be a systematic continuous process undertaken in consultation with employees.

3.3 Risk Analysis

Once a hazard has been identified, it is necessary to analyse and evaluate the level of risk it poses.

It is important that the description of each risk accurately and comprehensively captures the nature and impact of the risk.

It is important to describe the risk associated with and persons affected by each of the hazards identified. Consideration must also be given to vulnerable groups (e.g. young persons, the elderly, pregnant employees, shift workers etc).

Impacts and Vulnerabilities

The impact from the risk assessment will be the primary impact however other impacts and vulnerabilities may impact on other people, the organisation or the environment and these should be noted with reference to the HSE risk assessment matrix impact column.

Existing Controls

It is essential that a careful examination of all existing controls (precautions) and their effectiveness is considered prior to deciding on the initial risk rating. When examining the existing control measures, consider their adequacy, method of implementation and level of effectiveness in eliminating or minimising risk to the lowest reasonably practicable level.

Consideration should be given to the following:

- people e.g. staff resources competencies, training, skill mix, supervision
- environment e.g. workplace, weather conditions
- work equipment e.g. what is required to undertake the work safely
- policy e.g. current Policies Procedures Protocols' and Guidelines (PPPG's)
- systems e.g. safe systems of work

3.4 Risk Evaluation

Following the analysis, an evaluation of the risk is required. The HSE Risk Assessment Tool (see Appendix 1) must be used to estimate the risk rating. The rating is obtained by considering the likelihood of the risk identified materialising and the impact on the individual service/organisation or environment identified. This process allows for the prioritisation of the additional actions which have been identified as being required.

3.5 Additional Controls

Depending on the risk rating and a review of the adequacy of the current controls in place, an evaluation must be made as to what further (if any) preventative measures are required. There is a requirement to do all that is reasonably practicable to minimise the risk of harm to staff, service users and visitors. Therefore, once a hazard is identified and the risk assessed, the

necessary control measures must be developed and implemented to protect safety, health and welfare. A responsible person must be identified and time frames assigned for the implementation of control measures. Actions must be realistic and timely. Immediate actions and long term actions must be considered in order to eliminate the hazard or reduce the risk to an acceptable level.

3.6 Hierarchy of Controls

A hierarchy of controls should be employed in the management of any risk to safety, health and welfare. The hierarchy (or order) of risk control measures that must be followed are:

- elimination; removal of the hazard (could mean changing a system of work)
- substitution; replacement of article, process or system with a less hazardous one
- engineering controls; replacing the human element with other control mechanisms
- administrative controls; policies, procedures, guidelines, training safe work practices signage and warnings, etc
- personal protective equipment (PPE); last control measure to be considered as this only protects the person at work. PPE can be used as a temporary control measure until other alternatives can be introduced.

The hierarchy reiterates the General Principles of Prevention, as set out in Schedule 3 to the 2005 Act. The higher up the Hierarchy of Controls, the more reliable the controls tend to be and should therefore be considered as a first option.

3.7 Review and Monitoring

To ensure that continuous improvement takes place, risks identified should be continuously monitored and reviewed at least annually or earlier if there are changes in legislation, changes in work practices/procedures or upon the introduction of new technology.

Ultimately, the process should ensure that all identified risks in the workplace, that could cause harm to staff and others, are carefully examined and appropriately managed.

3.8 Escalation Process

Where additional resources are required for the control of a hazard and such resources are not immediately available, the risks associated with this hazard should be incorporated onto the relevant risk register and prioritised for action

or escalation to the next level (HSE Risk and Incident Escalation Procedure QCCD 001 2010). In the interim the risk will continue to be managed and monitored so far as is reasonable as practicable at local level and the relevant manager informed of any changing circumstances.

The Service Area Manager must provide regular updates on all risks escalated to the relevant person.

4.0 Organisational Arrangements

The following section details the health and safety arrangements in place in the HSE to fulfil our statutory duties and to reduce the risk of injury or ill health to employees and all other affected by our activities

4.1 Safe Systems of Work

The risk assessment process provides management with a systematic approach to the management of risks and enables the identification and prioritisation of subsequent actions necessary for the development and implementation of safe systems of work.

Safe systems of work will be referenced in the relevant Site Specific Safety Statements.

It is the responsibility of local/line managers in all locations to ensure that safe systems of work are documented, distributed, accessible, understood by employees and consistently implemented.

4.2 Incident Management

It is the policy of the HSE that all incidents shall be identified, reported, communicated and investigated in accordance with the Safety, Health and Welfare at Work Act 2005 and as specified in the HSE Safety Incident Management Policy QPSD-D-060-1, 2014.

The HSE aims to:

- be just in its approach to incident management and investigation
- be committed to the protection and wellbeing of its employees, service users and others
- demonstrate compliance with legislative and regulatory requirements.

The HSE recognises the importance of learning from incidents and therefore promotes an environment within which individuals and groups are encouraged to report, investigate and disseminate safety learning from incidents promptly and openly within the framework of a just culture, which does not seek to apportion unfair blame.

To promote this, learning will be collated at a national level and disseminated as appropriate

The HSE will ensure:

- there is a robust incident management system in place that will contribute to employees and service user health, safety and welfare
- all incidents are properly reported, recorded, rated according to impact, effectively managed and disclosed to external agencies as required. They will also be subjected to periodic aggregate reviews to identify trends, gaps and areas that require attention
- incident reviews take place to determine key causal factors, root causes and systems failures
- recommendations resulting from incident reviews will be considered and those that are agreed will be implemented
- all incidents and near misses are seen as opportunities for learning, reducing risk and improving quality
- incidents and near misses are to be reported as required by Part X of Safety Health and Welfare at Work (General Application) Regulations 1993 and the HSE Safety Incident Management Policy QPSD-D-060-1
- Incident/Near Miss Report forms are made available locally for this purpose and should be completed as soon as possible following the incident or near miss.

The following procedure must be followed for all incidents/near misses:

- all incidents and near misses must be reported immediately to the line manager/supervisor
- all incidents and near misses must be clearly recorded on the Incident/Near Miss Report Form
- all incidents must be reported to the State Claims Agency (via National Adverse Event Management System, NAEMS)
- it is the responsibility of the line manager to undertake the initial investigation of all incidents/ near misses that occur within their area of responsibility and to ensure that the appropriate action is taken
- when it is deemed necessary for a more in depth investigation to take place an internal investigation team will be formed to include competent support from appropriate HSE division/service area

Part X of Safety, Health and Welfare at Work (General Application) Regulations 1993 require incidents to be reported to the Health and Safety Authority (HSA) when:

1. A workplace incident causes the death of an employee
2. Employees are injured at a place of work and cannot perform their normal work for more than 3 consecutive days, not including the day of the accident
3. Employees are injured while driving or riding in a vehicle in the course of work, and cannot perform their normal work for more than 3 consecutive days, not including the day of the accident
4. Any person in a place of work, or as a result of a work activity, requires treatment from a medical practitioner.

The above must be reported on a HSA Incident Report Form IR1 and in the case of a death immediately by telephone. Accidents can be reported to the Health and Safety Authority in three ways, namely:

- (1) by hard copy, i.e. completing the Incident Report Form IR1 and posting the completed form to the Workplace Contact Unit, Health and Safety Authority, The Metropolitan Building, James Joyce Street, Dublin 1; or
- (2) online, via the Health and Safety Authority's website, www.hsa.ie. Please follow the following link, <https://webapps.hsa.ie/CIRW/index.php>; or
- (3) in the case of fatalities, by telephone on 1890 289 389.

Part X of Safety, Health and Welfare at Work (General Application) Regulations 1993 also requires dangerous occurrences as described in Twelfth Schedule to be reported to the HSA on the IR3 Form of Notification of a Dangerous Occurrence.

Under the Safety, Health and Welfare at Work (Biological Agents) Regulations 2013, the HSA must be notified immediately of any work related sharps injury that could cause severe human infection/human illness. The IR3 Form of Notification of a Dangerous Occurrence must be used.

All incidents must result in some level of internal investigation and where necessary include competent support from relevant specialist employees within the HSE e.g. Health and Safety Professionals/ Risk Advisors/Managers.

4.3 Emergency Plans (Internal)

The Safety, Health and Welfare at Work Act 2005, Section 11 requires the HSE to have in place necessary adequate plans and procedures to be followed and measures to be taken in the case of an emergency or serious and imminent danger within the workplace.

Emergencies may occur and it is essential that plans are in place for those that are foreseeable. Plans will reduce the increased risks to the health and safety of service users, employees and others in our work place and reduce risks such as loss of service, premises, equipment. All emergency plans should include contingency arrangements. Internal Emergency plans are included in all Site Specific Safety Statements

For the purposes of implementing the plans, procedures and measures required under the legislation, the HSE will designate an adequate number of employees who are responsible for the implementation of emergency plans, procedures and measures.

The nominated employees will receive the necessary training and equipment required, taking into account of any specific hazards relating to the place of work.

4.4 Fire Safety Management

The HSE acknowledges its responsibilities and the potential hazards of fire and its associated risks. It will support the identification, assessment and management of such risks, which will be detailed in the Fire Safety Management Programme. Support and assistance with the formulation and implementation of the Fire Safety Management Programme is available from the local HSE Estates Office.

The Safety, Health and Welfare at Work Act 2005 and The Fire Services Act 1981/2003 clearly assign responsibility for fire safety to those persons who own, occupy, manage or work in premises and in this regard impose two main duties.

Duties of Managers/Employers

The HSE in accordance with its statutory duties will take all reasonable measures to guard against the outbreak of fire on the premises that they own or occupy, and to ensure as far as is reasonably practicable the safety of persons in the event of an outbreak of a fire.

The HSE will ensure so far as is reasonably practicable that:

- all escape routes are indicated, kept clear, fitted with emergency lighting and are available at all times;

- where the premises are occupied and appropriate fire fighting equipment is provided;
- there is full compliance with the requirements of the Safety Health and Welfare at Work (General Application) Regulations 2007 Chapter 1 Pt 2 Regulations 12 and 13 in particular.

Duties of all Employees, Contractors or Visitors

Statutory duties are also imposed on every person using the premises to conduct themselves in such a way as to ensure that as far as is reasonably practicable any person on the premises is not exposed to danger from fire as a consequence of any act or omission of theirs.

The obligations in this section require all employees, irrespective of status, to work safely and to co-operate fully with procedures and practices set down by the employer. All employees should be familiar with the day-to-day fire prevention measures as well as the equipment that should be used in the event of a fire.

The HSE acknowledges its responsibility in relation to management of fire safety and have developed a Fire Safety Management Strategy which includes the following;

- Fire Safety Register
- Fire Safety Training Programme
 - General Fire Awareness Lecture every two years.
 - Site Specific Evacuation Training every year.
 - Practical use of fire fighting equipment every year.
 - E Learning on Line.
- Maintenance Contracts
 - Fire Alarm and Detection Systems
 - Emergency Lighting Systems
 - Hand Held Fire Extinguishers
 - Suppression Systems
- Fire Safety Risk Assessments

The Fire Safety function is delivered through the Estates Directorate and the assignment of responsibilities of the Fire and Safety Officer are clearly set out in the Estates Directorate Safety Statement.

4.5 Maintenance of Buildings, Plant and Equipment

Buildings, plant and machinery must be maintained in a condition that is safe and without risk to health.

It is the obligation of managers to ensure that there is a planned preventative maintenance programme for buildings, plant and equipment. Records in relation to the completion of this programme must be maintained and available for inspection if requested.

Maintenance of plant and equipment should be in full compliance with 'Guidance on Statutory Inspections' issued by the State Claims Agency Inspection and Testing of Equipment and Machinery – Regulatory Requirements Parts 1 & 2'.

4.6 Medical Devices/Equipment Management

The HSE is committed to ensuring that uniform policy, standards and procedural guidance are implemented to support the development of a system that assures a designated co-ordinated approach for the management of Medical Devices / Equipment throughout the organisation.

To ensure effective governance in relation to medical devices, the HSE Medical Device/Equipment Management Policy sets out the requirements in relation to the management of medical devices/equipment within the services and within agencies funded by the HSE and to ensure that medical devices/equipment are managed in a way which complies with the requirements of regulation and best practice. Services will be required to conduct an assessment of their system in relation to compliance with the HSE's Medical Device/ Equipment Management Standard and to put in place improvement plans where required.

Medical Devices/Equipment Management Committees (MDEMC) have been set up at local, regional and national levels to facilitate implementation, monitor compliance and provide assurance in relation to the policy and standard.

4.7 Selection, Control and Management of Contracted and Agency Personnel

Effective management of Service Level Agreements, including annual audits of agency staff files, will ensure that agencies provide staff who are of the required standard. The Agency is responsible, through its contract and Service Level Agreement with the HSE, for ensuring that the agency staff being have the competencies to fulfil the contract in a safe manner.

Contractors will be required to submit their Safety Statement, details of their Safety Management Programme and previous safety performance at the tender stage for examination by the HSE.

It is also a management responsibility to ensure that as part of the tendering process potential contractors are made aware of any specific hazards present in the workplace relating to the contract that may pose a risk to them.

Contractors may be provided at the tender stage with a copy of the relevant section of the Site Specific Safety Statement.

The management of contractors is recognised by the HSE as an integral component of the Safety Management Programme and will ensure that appropriate selection of contractors is in line with current safety, health and welfare legislative requirements.

The HSE is committed to ensure that all contractors working in HSE premises and locations are appropriately supervised and are made fully aware of the need to ensure the safety, health and wellbeing of anyone likely to be affected by their activities.

4.8 Shared Place of Work

Services who share a place of work are required by the Safety, Health and Welfare at Work Act 2005, to co-operate in complying with and implementing health and safety provisions and to co-ordinate their preventive activities. They must also keep each other and their respective employees, and Safety Representatives (if any), informed about the risks to safety, health and welfare arising from their work activities, including the exchange of safety statements or relevant extracts of the risk assessment and local policies and procedures.

4.9 Training and Instruction

The HSE acknowledges the need to provide a safe and healthy environment for employees, service users and others, and commits to ensuring that employees and managers receive the necessary training to undertake the responsibilities/duties required of them in their role as an employee of the HSE in a safe and efficient manner.

A systematic approach to identify training needs will be implemented in the HSE. This approach is inclusive of a training needs analysis which is a comprehensive analysis of the specific training needs of all employees based on the work activities undertaken and the risks to which employees are exposed.

Based on the findings of both the analysis and the control measures identified in the risk assessments, management must ensure staff are provided with and attend training or refresher training where necessary. Management must

monitor and identify areas for further training or refresher training as appropriate.

To further develop employee competency, all HSE employees will be provided with information and training on the management of risk to the safety, health and welfare of their work, and on policies and documented safe systems of work relating to safety, health and welfare. The risk assessment process will assist in determining the level of competence and training needs associated with a particular task.

Instruction, training and supervision is provided in a form, manner and, as appropriate, language that is reasonably likely to be understood by the employees concerned.

Such training will be given to new employees as part of the induction process. Further information and training will be given to existing employees as changes in legal requirements or working practices make this necessary.

In addition the HSE will ensure that where employees have particular responsibilities for the implementation of the Safety Management Programme appropriate training will be given.

Training must be provided to all employees:

- on commencement of employment;
- in the event of the transfer of an employee or change of task assigned to an employee;
- on the introduction of new work equipment, new systems of work, or changes in existing work equipment or systems of work;
- on the introduction of new technology;
- to maintain employee competency.

There is a reciprocal duty placed on employees to attend such training.

It is the responsibility of management to ensure that there is an appropriate method in place for the recording of all training, in accordance with legislative requirements. Training records must be appropriately maintained and managed and available for inspection.

5.0 Consultation and Communication

The HSE actively promotes and supports employee participation in all aspects of the Safety Management Programme and will consult with employees when establishing arrangements for securing co-operation in the workplace on all matters of safety, health and welfare. Consultation will be made in advance

and in a timely manner so as to allow employees time to consider, discuss and give an opinion on the matters before managerial decisions are implemented.

In accordance with Section 26 of the Safety, Health and Welfare at Work Act 2005 and in line with HSE Governance arrangements a Safety Committee is established at local level to include a balance of representation between management and staff, to include Safety Representatives. The number of members will provide for a compact and workable group.

Consultation is particularly important when changes are taking place, for example when a safety statement or safety and health plan is being drawn up, or new technology or work processes, including new substances, are being introduced. They also have a part to play in dealing with long-established work practices and hazards.

The Safety Committee shall assist the HSE and employees concerned in relation to the implementation of the relevant statutory requirements

The Committee should hold regular meetings under a specific agenda which should include items such as the following:

- any representations made to the employer on any matters relating to safety, health and welfare;
- the review of safety and health audit reports (including feedback from a Health and Safety Authority Inspector where applicable);
- seek solutions to safety and health issues which arise;
- review information relating to incidents, dangerous occurrences and instances of occupational ill-health at the place of work;
- assist in the development and implementation of safe systems of work;
- consider reports presented by a Safety Representative. The Committee must consider these representations, and act on them if necessary. The intention of these consultations is to prevent accidents and ill-health, highlight problems, and identify means of overcoming them. (HSA 2006) *Safety Representatives and Safety Consultation Guidelines. Health and Safety Authority*
- receive progress reports on the implementation of risk assessments and the Site Specific Safety Statement;
- promote activities on safety and health at work and wellbeing programmes;
- review health and safety training reports;
- recommend actions that will improve the effectiveness of the Safety Management Programme;

- promote compliance with legislative requirements;
- promote the integration of safety, health and welfare into each of their respective services;
- ensure that staff health, safety and welfare is afforded appropriate time to address all relevant issues at each meeting and receives appropriate action;
- ensure that there are appropriate terms of reference that specify the roles of the committee and the conditions under which it will function;
- monitor compliance of the Safety Management Programme;
- develop a local suite of appropriate Key Performance Indicators (KPI) in line with HSE objectives to measure compliance with legislation and best practice;
- monitor the implementation of Quality Improvement Plans (QIPs) arising from the HSA Audit tool and other relevant departmental audits undertaken
- review the effectiveness of consultation arrangements regularly.

5.1 Safety Representatives

Section 25 entitles employees to decide on, select and appoint a Safety Representative or, by agreement with their employer, more than one Safety Representative to represent them in consultations with the employer on matters of safety, health and welfare at the place of work.

The HSE recognises the importance and the value of Safety Representatives and fully supports the appointment of Safety Representatives from all disciplines within the HSE. Safety Representatives will receive training to ensure they have the knowledge and skills necessary to perform their function effectively in accordance with Section 25 of the Safety, Health & Welfare at Work Act 2005.

Safety Representatives may:

- make representations to their employer on any aspects of safety, health and welfare at the place of work;
- inspect the place of work after giving reasonable notice to their employer. The frequency and schedule of inspections must be agreed between the Safety Representative and the employer in advance;
- inspect the place of work in the event of an incident, dangerous occurrence or a situation of imminent danger or risk to health and safety;

- investigate accidents and dangerous occurrences provided they do not interfere with or obstruct any person fulfilling their legal duty;
- after giving reasonable notice to their employer, investigate complaints made by employees whom they represent;
- accompany a HSA Inspector on a tour of inspection;
- at the discretion of the HSA Inspector, accompany the Inspector while they are investigating an incident or dangerous occurrence;
- make oral or written representations to the HSA Inspector(s) on matters relating to safety, health and welfare at the place of work
- receive advice and information from the HSA Inspector(s) on matters relating to safety, health and welfare at the place of work;
- consult and liaise with other Safety Representatives appointed in the organisation.

6.0 Resources

Resources required to ensure the Safety Management Programme is efficient and effective will be identified through the risk assessment process.

The Director General will allocate appropriate funds and resources so far as is reasonably practicable to ensure the effective implementation of the HSE Safety Management Programme.

Where additional resources are identified through the risk assessment process that cannot be implemented locally, the risk and required resources must be incorporated onto the relevant risk register and escalated to senior management through the escalation process.

Risk assessments, resource requirements and expenditure records will be maintained and available for inspection and for audit purposes.

7.0 Safety Statement Distribution

The Corporate Safety Statement and Site Specific Safety Statements will be brought to the attention of all employees through seminars, workshops, and by use of electronic means, local team meetings, Health & Safety Meetings and other means of communication. The Safety Statement will be available for all employees in their work location, and brought to the attention of all employees at least annually, and at any other time following any amendment. Each manager will maintain records of persons to whom the Safety Statement has been communicated.

Where appropriate the relevant sections of the Safety Statement will be brought to the attention of contractors and agency staff prior to commencement of work.

The Safety Statement will be brought to the attention of the above persons in a form, manner and as appropriate, language that will be understood.

7.1 Implementation of Corporate Safety Statement

The Corporate Safety Statement will assist with the implementation of an effective Safety Management Programme, which will be supported by Site Specific Safety Statements.

Management are responsible to ensure that the contents of the Corporate Safety Statement are appropriately communicated, implemented and made available to all employees.

7.2 Revision of the Corporate Safety Statement

It is the responsibility of the National Director of Human Resources to ensure that the HSE's Corporate Safety Statement is reviewed at least annually or when there has been a significant change in the matters to which it refers such as legislative, organisational changes, there is another reason to believe that the Safety Statement is no longer valid, or an inspector in the course of an inspection, investigation, examination, or inquiry directs that the Safety Statement be amended.

8.0 Measuring performance

The HSE will measure, monitor and evaluate safety and health performance. Performance will be measured against agreed standards to reveal when and where improvement is needed. Active self-monitoring will reveal how effectively the Safety Management Programme is functioning. Self-monitoring will look at premises, plant, substances and people, procedures and systems, including individual behaviour and performance. If controls fail, reactive monitoring will establish why they failed, by investigating all incidents, which could have caused ill health, harm or loss.

The objectives of active and reactive monitoring are:

- to determine the immediate cause(s) of substandard performance and apply corrective action to bring about continuous improvement in the Safety Management Programme
- to identify systems, processes and good practice that promotes a positive safety culture

8.1 Safety Audits

The Safety Management Programme will be audited at Division, Regional and Local level to assess its effectiveness and identify areas for improvement. The Health and Safety Authority "Auditing a Safety and Health Management System - A Safety and Health Audit Tool for the Healthcare Sector" will be utilised to assist in this process.

On receipt of an audit report managers will be required to develop and implement a Quality Improvement Plan

9.0 Health and Safety Authority

The Health and Safety Authority (HSA) is the national statutory body with overall responsibility for the administration and enforcement of health and safety at work legislation. The HSA monitors compliance with legislation at the workplace and investigates accidents, causes of ill health and complaints.

HSA Inspectors carry out reactive and pro-active inspections of workplaces. Reactive inspections may arise following an accident, incident or complaint. Pro-active inspections may be routine or targeted. Section 64 of the Safety, Health and Welfare at Work Act 2005 gives specific powers to Inspectors to take actions where statutory contraventions are observed or where there is a risk of serious personal injury. These actions include:

Improvement Direction/ Notice

The issuing of an Improvement Direction in relation to activities to which the Inspector considers may involve risk to safety or health of persons. An employer is required to respond with an Improvement Plan.

The issuing of an Improvement Notice stating the inspectors opinion that a duty holder has contravened a provision of an Act or Regulation, and requiring that the contravention be addressed within a certain time period of not less than 14 days.

Prohibition Notice

The issuing of a Prohibition Notice where an Inspector is of the opinion that an activity is likely to involve a risk of serious personal injury to any person. This notice takes effect immediately from when the person, on whom the notice is served, receives the notice.

Information Notice

The issuing of an Information Notice requires a person to present to the HSA any information specified by the notice.

SUPPORTING LEGISLATION/ CODES of PRACTICE

Safety, Health and Welfare at Work Legislation

- Safety, Health and Welfare at Work Act 2005
- Safety, Health and Welfare at Work (General Application) Regulations 2007 (S.I. No. 299 of 2007) (as amended)
- Part X and the Twelfth Schedule of the Safety, Health and Welfare at Work (General Application) Regulations 1993 (S.I. No. 44 of 1993)

In addition to the above the Health and Safety Authorities website contains an extensive list of health and safety legislation/ regulations and codes of practice can be sourced at:
http://www.hsa.ie/eng/Legislation/List_of_Legislation/

Fire

- Fire Services Act 1981 as amended 2003
- Building Regulations 1997 (Technical Document B) Fire Safety

SUPPORTING PUBLICATIONS

- Guidance Document for the Health Service – How to Develop and Implement a Safety and Health Management System. Health and Safety Authority, 2006
- Auditing a Safety and Health System – Safety and Health Audit Tool for the Healthcare Sector, 2006
- Health and Safety Authority Five Year Plan for the Healthcare Sector 2010-2014
- Health and Safety Authority 2005, Report of the Advisory Committee on Health Services
- Workplace Safety and Health Management. Health and Safety Authority: 2006
- Safety Representatives and Safety Consultation Guidelines. Health and Safety Authority, 2006
- Health and Safety Authority Healthcare Waste Packaging Guidelines 2010
- Guidelines on Preparing Your Safety Statement and Carrying out Risk Assessments. Health and Safety Authority
- Health and Safety Authority Work Positive Project 2008
- OQR012 2011v5 Risk Assessment Tool and Guidance
- OQR009 20080221v3 Quality and Risk Management Standard
- OQR010 20090422 v11 Developing and Populating a Risk Register - Best Practice Guidance
- OQR011 20081210v4 Risk Management in the HSE – An Information Handbook

USEFUL WEBSITES

- <http://www.hsa.ie>
- <http://europe.osha.eu.int>
- <http://www.hse.gov.uk>
- http://www.who.int/topics/occupational_health/en/
- <http://www.hiqa.ie/>
- <http://www.mhcirl.ie/>
- <http://www.ntma.ie/business-areas/state-claims-agency/>

DEFINITIONS

Accident means an accident arising out of or in the course of employment which, in the case of a person carrying out work, results in personal injury (Safety, Health and Welfare at Work Act 2005)

Agency means a business or other organisation providing a specific service.

Article means—

- (a) any plant, machine, machinery, appliance, apparatus, tool or any other work equipment for use or operation (whether exclusively or not) by persons at work,
 - (b) any article designed for use as a component in, part of or to control any such plant, machine, machinery, appliance, apparatus, work equipment, tool or any other work equipment, and
 - (c) any other product used by persons at work;
- (Safety, Health and Welfare at Work Act 2005)

Audit used to seek independent assurance that an appropriate and effective system of managing occupational safety, health and welfare is in place and that the necessary level of controls and monitoring are being implemented (Auditing a Safety and Health Management System A Safety and Health Audit Tool for the Healthcare Sector 2006)

Biological Agent means a micro-organism, including those which have been genetically modified, a cell culture and a human endoparasite, which may be able to provoke any infection, allergy or toxicity, classified into four risk groups according to their level of risk of infection, as follow;

1. "group 1 biological agent", that is one that is unlikely to cause human disease
2. "group 2 biological agent", that is one which can cause human disease and might be a hazard to employees, although it is unlikely to spread to the community and in respect of which there is usually effective prophylaxis or treatment available
3. a "group 3 biological agent", that is one which can cause severe human disease and presents a serious hazard to employees and which may present a risk of spreading to the community, though there is usually effective prophylaxis or treatment available;
4. a "group 4 biological agent", that is one which causes severe human disease and is a serious hazard to employees and which may present a high risk of spreading to the community and in respect of which there is usually no effective prophylaxis or treatment available;

(Safety, Health and Welfare at Work (Biological Agents) Regulations 2013)

Code of Practice means a code of practice prepared and published or, as the case may be, approved of, by the Authority in accordance with *section 60* (Safety, Health and Welfare at Work Act 2005)

Contractor means a person or firm who contracts to supply materials (any machinery, appliance, apparatus, tool or installation for use at work as defined by General Applications Regulations 2007) or labour

Competent Person A person is deemed to be a competent person where, having regard to the task he or she is required to perform and taking account of the size or hazards (or both of them) of the undertaking or establishment in which he or she undertakes work, the person possesses sufficient training, experience and knowledge appropriate to the nature of the work to be undertaken (Safety, Health and Welfare at Work Act 2005)

Chemical Agent means any chemical element or compound, on its own or admixed, as it occurs in the natural state or as produced, used or released, including release as waste, by any work activity, whether or not produced intentionally and whether or not placed on the market (Safety, Health and Welfare at Work (Chemical Agent) Regulations 2001)

Dangerous Occurrence means an occurrence arising from work activities in a place of work that causes or results in—

- (a) the collapse, overturning, failure, explosion, bursting, electrical short circuit discharge or overload, or malfunction of any work equipment,
- (b) the collapse or partial collapse of any building or structure under construction or in use as a place of work,
- (c) the uncontrolled or accidental release, the escape or the ignition of any substance,
- (d) a fire involving any substance, or
- (e) any unintentional ignition or explosion of explosives,
(Safety, Health and Welfare at Work Act 2005)

Employee means a person who has entered into or works under (or, where the employment has ceased, entered into or worked under) a contract of employment and includes a fixed-term employee and a temporary employee and references, in relation to an employer, to an employee shall be construed as references to an employee employed by that employer (Safety, Health and Welfare at Work Act 2005)

Employer in relation to an employee—

- (a) means the person with whom the employee has entered into or for whom the employee works under (or, where the employment has ceased, entered into or worked under) a contract of employment,

- (b) includes a person (other than an employee of that person) under whose control and direction an employee works, and
- (c) includes where appropriate, the successor of the employer or an associated employer of the employer;
(Safety, Health and Welfare at Work Act 2005)

Hazard A source of potential harm (Quality and Risk Taxonomy Governance Group Report On Glossary of Quality and Risk Terms and Definitions 2009)

Health Surveillance means the periodic review, for the purpose of protecting health and preventing occupationally related disease, of the health of employees, so that any adverse variations in their health that may be related to working conditions are identified as early as possible (Safety, Health and Welfare at Work Act 2005)

Incident An event or circumstance which could have, or did lead to unintended and/or unnecessary harm to a person, and/or a complaint, loss or damage (Quality and Risk Taxonomy Governance Group Report On Glossary of Quality and Risk Terms and Definitions 2009)

Intoxicant includes alcohol and drugs and any combination of drugs or of drugs and alcohol (Safety, Health and Welfare at Work Act 2005)

Likelihood Chance of something happening (Quality and Risk Taxonomy Governance Group Report on Glossary of Quality and Risk Terms and Definitions 2009)

Place of Work includes any, or any part of any, place (whether or not within or forming part of a building or structure), land or other location at, in, upon or near which, work is carried on whether occasionally or otherwise and in particular includes...vehicles...(Safety, Health and Welfare at Work Act 2005)

Reasonably Practicable

Reasonably practicable, in relation to the duties of an employer, means that an employer has exercised all due care by putting in place the necessary protective and preventive measures, having identified the hazards and assessed the risks to safety and health likely to result in accidents or injury to health at the place of work concerned and where the putting in place of any further measures is grossly disproportionate having regard to the unusual, unforeseeable and exceptional nature of any circumstance or occurrence that may result in an accident at work or injury to health at that place of work. (Safety Health and Welfare at Work Act 2005, SI 10 of 2005)

Risk The chance of something happening that will have an impact on objectives (Quality and Risk Taxonomy Governance Group Report On Glossary of Quality and Risk Terms and Definitions 2009)

Risk Management The culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects (Quality and Risk Taxonomy Governance Group Report On Glossary of Quality and Risk Terms and Definitions 2009)

Risk Matrix Tool for ranking and displaying risks by defining ranges for consequence and likelihood (Quality and Risk Taxonomy Governance Group Report On Glossary of Quality and Risk Terms and Definitions 2009)

Risk Register Record of information about identified risks (Quality and Risk Taxonomy Governance Group Report On Glossary of Quality and Risk Terms and Definitions 2009)

Safety Representative means a person selected and appointed under *section 25* as a safety representative (Safety, Health and Welfare at Work Act 2005)

Substance includes any natural or artificial substance, preparation or agent in solid or liquid form or in the form of a gas or vapour or as a micro-organism (Safety, Health and Welfare at Work Act 2005)

APPENDIX 1

HSE RISK ASSESSMENT TOOL

2. IMPACT TABLE	Negligible	Minor	Moderate	Major	Extreme
Injury	Adverse event leading to minor injury not requiring first aid. No impaired Psychosocial functioning	Minor injury or illness, first aid treatment required <3 days absence < 3 days extended hospital stay Impaired psychosocial functioning greater than 3 days less than one month	Significant injury requiring medical treatment e.g. Fracture and/or counselling. Agency reportable, e.g. HSA, Gardaí (violent and aggressive acts). >3 Days absence 3-8 Days extended hospital Stay Impaired psychosocial functioning greater than one month less than six months	Major injuries/long term incapacity or disability (loss of limb) requiring medical treatment and/or counselling Impaired psychosocial functioning greater than six months	Incident leading to death or major permanent incapacity. Event which impacts on large number of patients or member of the public Permanent psychosocial functioning incapacity.
Service User Experience	Reduced quality of service user experience related to inadequate provision of information	Unsatisfactory service user experience related to less than optimal treatment and/or inadequate information, not being talked to & treated as an equal; or not being treated with honesty, dignity & respect - readily resolvable	Unsatisfactory service user experience related to less than optimal treatment resulting in short term effects (less than 1 week)	Unsatisfactory service user experience related to poor treatment resulting in long term effects	Totally unsatisfactory service user outcome resulting in long term effects, or extremely poor experience of care provision
Compliance with Standards (Statutory, Clinical, Professional & Management)	Minor non compliance with internal standards. Small number of minor issues requiring improvement	Single failure to meet internal standards or follow protocol. Minor recommendations which can be easily addressed by local management	Repeated failure to meet internal standards or follow protocols. Important recommendations that can be addressed with an appropriate management action plan.	Repeated failure to meet external standards. Failure to meet national norms and standards / Regulations (e.g. Mental Health, Child Care Act etc). Critical report or substantial number of significant findings and/or lack of adherence to regulations.	Gross failure to meet external standards Repeated failure to meet national norms and standards / regulations. Severely critical report with possible major reputational or financial implications.
Objectives/Projects	Barely noticeable reduction in scope, quality or schedule.	Minor reduction in scope, quality or schedule.	Reduction in scope or quality of project; project objectives or schedule.	Significant project over – run.	Inability to meet project objectives. Reputation of the organisation seriously damaged.
Business Continuity	Interruption in a service which does not impact on the delivery of service user care or the ability to continue to provide service.	Short term disruption to service with minor impact on service user care.	Some disruption in service with unacceptable impact on service user care. Temporary loss of ability to provide service	Sustained loss of service which has serious impact on delivery of service user care or service resulting in major contingency plans being involved	Permanent loss of core service or facility. Disruption to facility leading to significant 'knock on' effect
Adverse publicity/ Reputation	Rumours, no media coverage. No public concerns voiced. Little effect on employees' morale. No review/investigation necessary.	Local media coverage – short term. Some public concern. Minor effect on employees' morale / public attitudes. Internal review necessary.	Local media – adverse publicity. Significant effect on employees' morale & public perception of the organisation. Public calls (at local level) for specific remedial actions. Comprehensive review/investigation necessary.	National media/ adverse publicity, less than 3 days. News stories & features in national papers. Local media – long term adverse publicity. Public confidence in the organisation undermined. HSE use of resources questioned. Minister may make comment. Possible questions in the Dáil. Public calls (at national level) for specific remedial actions to be taken possible HSE review/investigation	National/International media/ adverse publicity, > than 3 days. Editorial follows days of news stories & features in National papers. Public confidence in the organisation undermined. HSE use of resources questioned. Director General's performance questioned. Calls for individual HSE officials to be sanctioned. Taoiseach/Minister forced to comment or intervene. Questions in the Dail. Public calls (at national level) for specific remedial actions to be taken. Court action. Public (independent) Inquiry.
Financial Loss (per local Contact)	<€1k	€1k – €10k	€10k – €100k	€100k – €1m	>€1m
Environment	Nuisance Release.	On site release contained by organisation.	On site release contained by organisation.	Release affecting minimal off-site area requiring external assistance (fire brigade, radiation, protection service etc.)	Toxic release affecting off-site with detrimental effect requiring outside assistance.

1. LIKELIHOOD SCORING

Rare/Remote (1)		Unlikely (2)		Possible (3)		Likely (4)		Almost Certain (5)	
Actual Frequency	Probability	Actual Frequency	Probability	Actual Frequency	Probability	Actual Frequency	Probability	Actual Frequency	Probability
Occurs every 5 years or more	1%	Occurs every 2-5 years	10%	Occurs every 1-2 years	50%	Bimonthly	75%	At least monthly	99%

3. RISK MATRIX

	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Rare/Remote (1)	1	2	3	4	5