

# ENSURING HEALTH IN HEALTH & SAFETY (part 2)

## LSBU's Occupational Health Nursing Program Mini Lecture Series

Welcome to this information sheet on ensuring health in health and safety, which accompanies the mini-lecture presented by Jo Kitney for the London South Bank University's Occupational Health Nursing Degree Program. Jo Kitney is a Visiting Teaching Fellow for the London South Bank University and Managing Director of Kitney Occupational Health and Safety.

The subject of ensuring health in health and safety is large and has been split across two mini-lectures and information sheets. This is Part 2, which looks at the more practical side of how to fit health into health and safety and business management, including the employment cycle.

### HEALTH IN HEALTH & SAFETY

- Part 2:
  - 7 steps to putting health into health & safety
  - Health in the employment cycle



Part 1 focused on explaining what health in health and safety means and the importance of goal setting to lay down how health and safety will be managed in an organisation or business.

To see the mini-lectures on Ensuring Health in Health and Safety and other lectures by Jo Kitney in this series, go to: <http://vimeopro.com/kitney/lbsu>

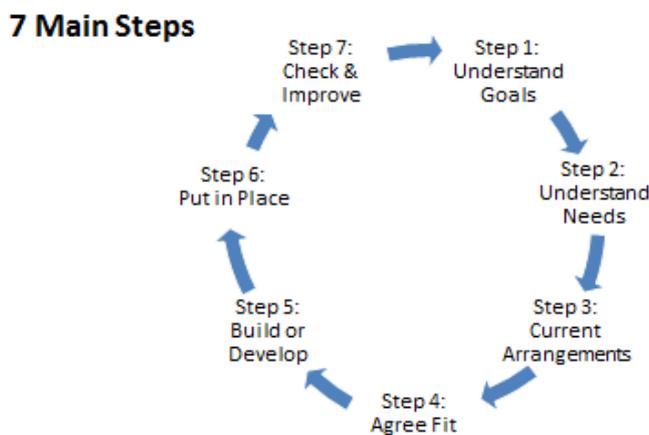
## Introduction

In Part 1 of Ensuring Health in Health and Safety we put some understanding around what health in health and safety is and the importance of goal setting for an organisation or business. Goal setting establishes what an organisation or business wants to manage and acts as a reference point for decisions on actions, budget and services.

Having agreed on goals, the next step is to work out what is needed to achieve these goals and put arrangements in place. For example, if an organisation decides that it only wants to meet legal obligations for health, then the scope of health within its health and safety arrangements will be limited to what is required by law.

However, if an organisation decides that it wants to go beyond just compliance and raise the level of health and fitness for work, then the arrangements for health will be much more comprehensive and tailored to suit the workforce and their work activities.

There are a number of ways to approach the practical side of putting health into health and safety and this information sheet looks at 7 steps to achieve this. These steps provide a good base for building up a profile of health needs for an organisation and for making informed decisions and checking on outcomes.



This information sheet and mini-lecture also looks at the employment cycle and the importance of managing health at all stages of employment.

## 7 Main Steps

### Step 1

Step 1 is to understand the goals of the organisation, which was covered in the first video of putting health into health and safety. If the organisation doesn't know its goals then it worth establishing these and the information from the following steps can help with this.

#### STEP 1

- Understand the goals
  - See Part 1 of this Mini-Lecture:
    - Video: <http://vimeopro.com/kitney/lsbu>
    - Information Sheet: [www.kitney](http://www.kitney)



### Step 2

Step 2 is to develop an understanding of health needs; a health profile of the organisation. This involves establishing what health hazards staff may be exposed to, who may be harmed and how. You can see an example of this on the slide, which is laid out as a health hazard risk register and lists health hazards typically found at work – biological hazards, chemicals, fatigue, manual handling, noise, shift work, etc.

**HAZARDS/RISKS**

HAZARD/RISK
Alcohol and Drugs
Asbestos
Biological hazards / Infections
Computer Use
Confined Spaces
Driving and Vehicles
Fatigue
Food Handling
Hazardous Substances
Hot & Cold Work Environments
Manual Tasks
Noise
Outdoor work / UV exposure

It's important to establish what the health or fitness requirements are for the organisation. Are there jobs where a particular standard of fitness is required for work? For example, good hearing, eye sight and colour vision to work airside at an airport, fitness standards for driving heavy good vehicles or working in a hospital. A further health need to bear in mind is whether the organisation wants to go beyond health hazards and fitness for role, into employees generally having a good level of health and fitness to help reduce risk of injury and sickness absence.

**Step 3**

Step 3 is to review the organisation's current arrangements for health at work and undertake some form of gap analysis between health needs and what is currently in place.

This analysis will look both at how health and safety is structured and managed and whether the particular requirements for health are accounted for or not. This analysis will help you understand what actions will be needed to ensure there is health in health and safety management at work. On the slide you can see a very simple business health check, that lists some of the main areas that may need to be managed for health.

**HEALTH CHECK**

BUSINESS HEALTH CHECK	Check
'Health' in the WHS Policy	✓
Legal register references 'health' requirements	✓
Goals, targets, plans & KPI's include 'health'	✓
'Health' in WHS hazard register & risk assessments	✓
Resources (inc. OH expertise, supervision, PPE, monitoring equipment)	✓
Responsibilities & accountabilities	✓
Role descriptions (inc. capability requirements & fitness for work)	✓
Health in scheduled activities (i.e. training, inductions, maintenance, inspections, fitness for work assessment, health surveillance, environmental monitoring)	✓
Incident investigations (inc. health factors)	✓
Ill health and injury management (work & non-work related)	✓
Reporting and Review (inc. goals, plans and KPI's, lead & outcome indicators)	✓
Documents and record keeping	✓

**Step 4**

Step 4 is to agree how and where health arrangements will fit within the business – will this be as a part of health and safety management, will it be a separate health management provision and how will health fit across the business – linking to areas such HR, training, risk, procurement and legal.

On the slide you can see some of the typical areas where health can be weaved into health and safety management. The list is taken from OHSAS 18001: Occupational Health and Safety Management Systems,

which is not to say that a management system must have this framework or elements – just that these are good base elements to work from.

**STEP 4**

HEALTH MANAGEMENT
'Health' in the WHS Policy
Legal & other requirements
Goals, targets and plans
Hazard register & risk assessments
Resources, & responsibilities
Consultation & communication
Training & competency
Fitness for work / health surveillance
Emergency management & first aid
Incident investigations
Reporting and management review
Documents and record keeping

Generally speaking in any health and safety management system there will be sections that talk very specifically to health – for example pre employment health screening, health surveillance, sickness absence management. In addition to this, there are other elements into which health should be included.

For example, ensuring that there are targets for health management such as numbers of health monitoring or training, health and safety roles and responsibility statements should reference actions to manage health as well as safety, resourcing should include health programs as well as safety costs, risk management should include health risks as well as safety. You can see that simply by broadening safety into health and safety, most elements of any health and safety management system should have a reference to health.

**Step 5**

Step 5 is to put the health into health and safety by agreeing or confirming plans with management and, where needed, workers. This includes updating health (and safety) documents and resources within the company. As a general rule there is a hierarchy of documents within any organisation, as demonstrated on the slide here.

There is generally a health and safety policy and other company policies, which lay down expectations for management. From this there will be standards, procedures, work instructions, forms and templates. Health documents – or documents that also include health - will sit at all levels of this hierarchy.

## DOCUMENT STRUCTURE



It’s important to identify what documents are needed where. You can do this by having a document register or matrix which lists the elements of a management system and what documents sit where – you can see an example of this on this slide.

## DOCUMENT REGISTER

KEY AREA	DOCUMENT EXAMPLES
Legal & other requirements	WHS Legal Register
Goals, targets and plans	WHS Strategy, WHS Action Plan
Hazard register & risk assessments	WHS Hazard & Risk Register
Resources, & responsibilities	WHS Budget, WHS Responsibility Statements
Consultation & communication	WHS Meeting Agendas, Committee Meetings
Training & competency	WHS Training Register, ‘Health’ Training
Fitness for work / health surveillance	Pre employment Assessment, Health Surveillance Forms
Emergency management & first aid	Emergency Plan, First Aid Report Form
Incident investigations	Incident Report Form, Incident Investigation
Reporting and management review	WHS Performance Report, WHS Meetings
Documents and record keeping	Document Register, Records Register

A cross-check of what is in place and what is needed will tell you how much work is involved in putting the health into health and safety. Generally speaking its’ easier to update the documents from top to bottom, as each layer of the documents defines what is needed in the next layer down. It’s also really important that documents refer to each other as well as other parts of the business.

### Step 6

Step 6 in the process of putting health into health and safety is to roll out and put in place the arrangements that you’ve developed. Depending on the size and scale of the change, this might be relatively straightforward and a simple update for staff may be sufficient before putting arrangements in place.

**STEP 6**

- Put in place
  - Updates for staff
  - Communication & change management



Where more significant changes have been made, then a communication and change management plan may be needed, to make sure managers and staff are aware of what’s happening, what they may need to do and what they can expect.

**Step 7**

The final step in the process is to check how things are going. There are some that would paint the picture of successfully putting in place health and safety as relatively straightforward.

**STEP 7**

- Check and improve
  - See how things are going



From experience, successful OHS management looks a bit more like this.

**STEP 7**

- Check and improve
  - Not always easy
  - Plan & be flexible
  - Listen & change where needed



It’s not always an easy journey, there will be times when it falls over and you need to take 2 steps back before – but with good planning, being flexible, listening to what people are saying and changing approach where needed, health management can move forward and be put in place.

Health and safety isn't always easy and it is a case of going the journey, but it's often through these types of journeys that organisations and practitioners get their best learnings.

## Employment Cycle

This mini-tutorial is coming to a close, but before it ends we just touch on the employment cycle from an occupational health perspective.

In terms of the employment cycle, there are five main parts. You can see these on the slide these are recruitment and selection, on starting, during employment, on leaving employment and after employment. Managing health at work has a role in each of these steps.

### EMPLOYMENT CYCLE



For Recruitment and Selection, it's about helping the organisation to select people who are fit for work and, where they are not, helping to guide how this could be managed at work so that an employment decision can be made. It may also be about checking health BEFORE they are exposed to health hazards at work, such as for noise, to establish a base line of health for future health assessments.

On Induction it's important new staff are provided with information about how the organisation manages health at work, the health hazards and risk they may be exposed to and how these will be controlled.

During Employment there may be reason to complete health surveillance, check fitness for work, manage injury or ill health, do work station assessments and other activities for health at work. These may be required by law or decided on by the organisation so that it can manage its health risks of work.

On Leaving Employment, there may be good reason to check on a person's health status, such as doing exit health surveillance, and after employment health records must be maintained.

When health is managed well at work, it will manage the health of workers across their journey of employment. Health and health and safety must cover the health needs of the organisation and workers at each and every step of employment.

## Ensuring Health in Health and Safety

So this draws us to the end of this mini-lecture in which we've looked at how to ensure the health in health and safety. We looked at the 7 main steps to ensure that the right decisions are made, the right documents are in place and health arrangements rolled out and put in place. A cross check to ensure that these

arrangements cover the employment cycle as well as hazards, risks and business needs should ensure that the health needs of the organisation are met.

## Further Information

For information on London South Bank University's Occupational Health Nursing Degree Program go to: <http://www.lsbu.ac.uk/courses>

For information on Kitney Occupational Health and Safety and to read other information sheets and articles written by Jo Kitney, go to [www.kitney.com](http://www.kitney.com)

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