Safety Culture: How We Lead

Tom L. Baldwin, BS, NRP, CMTE
SMS Manager
Air Evac Liefeteam

Heli Expo 2015
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Chernobyl - 1986

- 28 employees died

- 106 employees suffered from acute radiation sickness.

- 200,000 clean up workers were exposed to elevated radiation levels.

- 250,000 people permanently displaced.

-The Chernobyl accident was the result of a flawed reactor design that was operated with inadequately trained personnel. 1

-The term “safety culture” was born.
- 7 US Astronauts died

-NASA and Thiokol elected to increase the amount of damage considered "acceptable" in light of damage to the O-rings.

-A Command & Control Structure Prevailed.
  - Communication inhibited.
  - Assumptions were made among a group of like educated people.
Colgan Air Flight 3407-2009

- 50 fatalities

- NTSB report reveals training failures that were not adequately addressed and

- A culture that failed to manage fatigue among its staff.

- Poor background checks secondary to rapid growth
-15 employee deaths.

-160 employee injuries.

-OSHA issues record breaking fines of more than $87 million to BP.

-“The Texas City disaster was caused by organizational and safety deficiencies at all levels of the BP Corporation. Warning signs of a possible disaster were present for several years, but company officials did not intervene effectively to prevent it.”
BP Deepwater Horizon-2010

-11 employee deaths.

-The US Chemical Safety Board (CSB) has concluded that “safety lapses by BP and others led to the explosion”.

-“The product of an inadequate safety culture”

-“The Deepwater oil spill is a classic failure of BP management”

–former BP consultant
What is it?

It's the way it's done here!

- Attitudes
- Values
- Behaviors
- Norms
- Practices
Leadership
Employee Selection & Retention
Policy & Procedure
Symbology & Rituals
Training & Socialization
Just Culture
Employee Selection & Retention
Policy & Procedure
Leaders & Followers: The Birth of a Culture!

- Safety culture begins with leadership however-

- Leadership cannot effectively mandate a culture of safety.

- They can however, enlist followers to champion a cause!
Leadership: How We Lead

- Establishes Core Values
- Set & Enforce Company Policy
- Demonstrate Commitment
- Model Desired Behavior
- Communicate Expectations
- Select and Retain Team Members Who are Aligned With Your Values
Ensure that new and existing employees are aligned with the organization’s values.
Symbols & Rituals

1. Posters
2. Coins
3. Safety Boards
4. Safety Stand Down Events
5. Debriefing sessions
POP QUIZ

Under which of the Four Pillars of SMS do these Items Fall?

Safety Promotion

1. Posters
2. Coins
3. Safety Boards
4. Safety Stand Down Events
5. Debriefing sessions
Just Culture

“The single greatest impediment to error prevention in the medical industry is that we punish people for making mistakes”

-Dr. Lucian Leape
Professor, Harvard School of Public Health
Testimony before Congress on
Health Care Quality Improvement
Just Culture - The Duties

Duty to Produce an Outcome

Duty to Follow Procedure

Duty to Avoid Causing Unjustified Harm
Human Error

Inadvertent action; inadvertently doing other that what should have been done; slip, lapse, mistake.

At-Risk Behavior

Behavioral choice that increases risk where risk is not recognized, or is mistakenly believed to be justified.

Reckless Behavior

Behavioral choice to consciously disregard a substantial and unjustifiable risk.
Just Culture - The Learning Environment

**Human Error**

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**Reckless Behavior**

*Behavioral choice to consciously disregard a substantial and unjustifiable risk.*

**Consoling**

**Coaching**

**Punitive**
Just Culture - A Primer

Aligns Values and Expectations

Helps to Design Better Systems

Make Better Behavioral Choices

Develops a Learning Culture

Holds us Accountable for our Choices
Got Milk? 🍇SMS
SMS & Safety Culture Environment

Policies & Objectives
- Policy Statement
- Safety Objectives
- SMS Organization
- Documentation
- Coordination of Emergency Planning

Safety Promotion
- Training and Education
- Safety Communication
- Continuous Improvement

Safety Risk Management
- SRM Process
- Reporting System
- Internal Safety Investigation
- Improving SOPs
- Impact of Changes

Safety Assurance
- Performance Monitoring
- SMS Assessment
- Internal Safety Assessment
- Management Review
Simply put, SMS Provides a house for our Safety Culture
Policy & Procedure

What types of policy & Procedure do we need?

- Hazard ID
- Risk Assessment
- Non-punitive Reporting
- Open Door Policy
- PPE Usage
Initial training and orientation begin socializing the employee to your culture.

Socialization and recurrent training ensures that it sticks.
How We Measure It

- Surveys
- Safety Meetings
- Observations & Audits
- Incident/ASAP Reports
“It is worth pointing out that if you are convinced that your operation has a good safety culture, you are almost certainly mistaken.”

-James Reason, Ph.D.
When We Get it?

Reports of At Risk Behavior & Human Error will increase

Reports of accidents & Incidents will decrease

QUICK!
O.S.H.A.'s not looking
Why Does it Matter?
Build a Just Culture
Implement an SMS
Choose Carefully
SPEAK UP!
References