To: Chair and Members
Audit & Administration Committee

From: Chris Murray,
City Manager
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Re: Municipal Health and Safety Association Audits (HUR09023) (City Wide)

Council Direction:
Staff were directed to report back to the Audit and Administration Committee upon completion of safety audits to identify changes in procedures and related capital and operating costs. This report represents an update and progress report on the health and safety audits that have been done in 2009.

Information:
In 2008, Senior Management Team (SMT) committed to undertaking third-party audits of the health and safety management systems in each City department. Prior to 2008, assessments were conducted in Public Works and the Culture and Recreation Division in Community Services. The utility of these audits in providing important guidance to these departments, and the desire of SMT to improve the City’s overall health and safety performance, led SMT to require similar audits for all departments.

The Municipal Health and Safety Association (MHSA) audit is based on the requirements of the Ontario *Occupational Health and Safety Act, Construction, Health Care and Industrial regulations, the Workplace Safety and Insurance Act, and the Workplace Safety and Insurance Board Workwell Assessment*. The MHSA assessment also incorporates best practices in health and safety management and stresses documentation of the management system. Good documentation ensures consistent application of policies and procedures and enhanced due diligence in the prevention of workplace injury and illness.
The MHSA audit, designed specifically for organizations in the municipal sector, accomplishes the following:

- provides a system to objectively measure and quantify the management system being used by the organization to prevent accidents, illness and loss
- identifies exposures to injury, illness and loss, and
- provides a system to guide the development of an effective health and safety management system.

To complete the audit, MHSA Assessors review the internal safety management processes, interview staff and perform physical site inspections. The responses to the review of the documentation and the interviews are scored by MHSA. The Assessors review and analyze the data to produce a prioritized action plan for each department to help them improve their health and safety performance.

Scope

The assessment examines the following aspects of our health and safety programs:

1. Health and Safety Policy
2. Manager Responsibilities
3. Supervisor Responsibilities
4. Worker Responsibilities
5. Contractor Responsibilities
6. Health and Safety Office
7. Posted Documents
8. Hazard Identification and Control
9. Standards and Procedures
10. Health and Safety Representative
11. Joint Health and Safety Committee
12. Training
13. First Aid Requirements
14. Health and Safety Inspections
15. Incident/Injury Investigation
16. Senior Management Commitment
17. Early and Safe Return to Work
18. Contract Administration

Each audit generates a number of recommendations of which a sub-set is identified as “Priority Recommendations”. Priority is based on,

- Legislative Requirements
- Potential for Loss
- Difficulty to Implement
- Elapsed time to complete
Schedule of Audits Completed to Date

<table>
<thead>
<tr>
<th>Department/Division</th>
<th>Date of Audit</th>
<th>Report received by Senior Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Services (C&amp;R)</td>
<td>Dec 2005/Jan 2006</td>
<td>Yes</td>
</tr>
<tr>
<td>Public Works</td>
<td>February 2008</td>
<td>Yes</td>
</tr>
<tr>
<td>EMS</td>
<td>November 2008</td>
<td>Yes</td>
</tr>
<tr>
<td>PED</td>
<td>March 2008</td>
<td>Yes</td>
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<tr>
<td>Corporate Services</td>
<td>April 2008</td>
<td>Yes</td>
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<tr>
<td>PHS</td>
<td>January 2009</td>
<td>Yes</td>
</tr>
<tr>
<td>CS Macassa Lodge</td>
<td>May 2009</td>
<td>Scheduled for Dec 18</td>
</tr>
<tr>
<td>CS Housing</td>
<td>June 2009</td>
<td>Scheduled for Dec 18</td>
</tr>
<tr>
<td>CS Wentworth Lodge</td>
<td>July 2009</td>
<td>Scheduled for Dec 18</td>
</tr>
<tr>
<td>CS Ontario Works, Strategic Services, Social Development and Early Childhood Services, General Manager’s Office</td>
<td>September/October 2009</td>
<td>Scheduled for Dec 18</td>
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<tr>
<td>City Manager’s Office/Mayor’s Office</td>
<td>November 2009</td>
<td>No</td>
</tr>
<tr>
<td>Fire</td>
<td>TBD</td>
<td>No</td>
</tr>
</tbody>
</table>

Findings

Overall, the auditors acknowledge that the documentation review of the City of Hamilton’s and Department’s Health and Safety program, and the findings from the interviews held with key individuals across the organization, clearly show a knowledge, understanding and commitment to ensuring the prevention of accidents and illnesses in the workplace in our organization.

While each audit is unique in that it provides findings specific to an individual department or division, a number of common priorities have emerged from the reports from the audits completed to date.

Common Program Gaps Identified as Priority Focus Areas

1. Senior Management can improve its visibility and activities in promoting health and safety through a continuous improvement plan
   - senior management meetings should have health and safety as a topic on the agenda
   - health and safety continuous improvement plan in place
   - review of injury and illness trends
   - respond to joint health and safety committee recommendations
   - regular communication of health and safety information with employees
• integrate health and safety with other aspects of the organization
• regularly encourage health and safety off-the-job activities for employees
• perform regular workplace inspections
• review reports from joint health and safety committee inspections

2. **Staff requires specific health and safety training**
   • based on training needs assessment
   • training on legislative requirements, health & safety policy, early and safe return to work
   • health and safety orientation
   • job-specific hazard training
   • joint health and safety committee training
   • use and maintenance of personal protective equipment
   • supervisor training in hazard recognition and control
   • on-the-job mentoring

3. **Managers and supervisors should be conducting regular inspections of the workplace**
   • written schedule for inspections
   • documentation of inspections
   • correcting sub-standard acts and conditions
   • performing employee safety observations

4. **Managers and supervisors should be holding regular safety meetings with staff**
   • new policies and procedures discussed
   • performing regular crew visits
   • commending good health and safety performance

5. **Improvements needed in hazard recognition and control**
   • identify the main activities and hazards for all jobs or occupations
   • hazards are rated for loss potential
   • controls implemented for the health and safety hazards identified
   • safe operating procedures in place for each health or safety hazard identified
   • employee suggestions are documented and followed up on

**Plans to address Gaps**

Each Department/Division that completed an audit has developed, or is developing, an action plan to address the specific recommendations arising from their assessment. The action plan prioritizes responses to each of the recommendations and includes actions to be completed over the next few years. These plans are being discussed at Department Management Teams.
Corporately, actions will be taken to complement efforts made within departments. These actions include the following initiatives for each priority area:

1. **Senior Management should improve its visibility and activities in promoting health and safety through a continuous improvement plan**
   Health, Safety and Wellness staff will assist Department Management Teams (DMTs) in identifying opportunities to increase their visibility and enhance their efforts to set, communicate and monitor health and safety goals for their departments. Statistical analysis and reports will be provided to DMTs on an ongoing basis. The reports include key indicators of health and safety performance.

2. **Staff requires specific health and safety training**
   Enhancements will be made to existing corporate health and safety training programs including:
   - New Employee Orientation
   - Health and Safety Training for Front-line Supervisors and Managers
   - Hazard Identification
   - Incident Investigation

   The Health, Safety and Wellness Specialists will also help departments identify the health and safety training needs of staff and identify appropriate education and training vehicles to meet those needs.

3. **Managers and supervisors should be conducting regular inspections of the workplace**
   Common tools have been developed and will be enhanced to assist managers and supervisors in conducting effective inspections of the workplace to identify hazards and to put controls in place to address those hazards. The Hazard Identification training includes skill-building on how to conduct inspections.

4. **Managers and supervisors should be holding regular safety meetings with staff**
   Health and Safety meeting topics and resources will be shared across the organization. Managers will be offered a variety of internal and external resources that can be used to deliver key health and safety messages to their staff.
   Enhancements will be made to the internal eNet web site to provide easy access to these resources by managers and supervisors.

5. **Improve hazard recognition and control**
   A Job Hazard Analysis Tool is under development. The tool will allow managers, supervisors and others to identify, assess and control the chemical, physical, ergonomic and work-demand hazard associated with specific jobs or tasks.
Operational and Capital Budget Implications

At this time, the impact of the audits on operational and capital budgets is unknown. The recommendations from the audits address health and safety management system requirements that can be addressed by focusing existing resources on key areas of our health and safety programs. It is likely that the greatest budget impacts will be related to new or enhanced health and safety training programs.

Upon completion of all of the audits, a comprehensive analysis of all the results will be undertaken to identify common opportunities for coordinated changes to programs, training, policies and procedures across the organization. Discussions will occur at DMTs and Senior Management Team to assess whether the audit results necessitate any enhancements to operational and capital budgets and a report will be brought forward to Audit and Administration Committee, accordingly.

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Chris Murray,
City Manager