Health & Safety Strategy

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Consultation
Health & Safety Operational Group
Health & Safety Strategic Committee

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Table of Contents

1   Introduction

1.1   Effective health and safety management supports Medway NHS Foundation Trust by preventing adverse and avoidable incidents from impacting on the delivery of its objectives.

1.2   The aim of this document is to provide a strategic direction to all Trust departments, to enable a shared vision for the full and effective integration of health & safety management into operational practices.

1.3   This strategy has been endorsed by the Health & Safety Strategic Committee, which reports directly to the Trust's executive team and board.

2   Where We Are Now (Current Position)

2.1   The Trust has appointed competent persons for health and safety.

2.2   The Trust has a governance structure in place, comprising of the Health & Safety Operational Group and Health & Safety Strategic Committee.

2.3   The Trust Board and Executive team members are aware of their responsibilities and attend annual training focused on 'leadership in safety'.

2.4   The Trust has a network of keyworkers across various departments, with the aim of assisting their managers on health and safety matters.

2.5   The Trust has an incident reporting system; however its use and application requires improvement.

2.6   There is a lack of structured training available to staff in relation to risk assessing, risk management, reporting of incidents and incident investigation.

3   Where We Want To Be (The Vision)

3.1   To improve the health and safety cultural maturity of the organisation to one of 'Excellence' as defined by the Health and Safety Laboratories[1] in which:

- Health & Safety becomes integral to business activities

- Routine and visible senior leadership

- Strong partnership working

- Anticipation of safety issues

- Investigation of root cause

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[1] Risk Management Maturity Model – RM3 *Health and Safety Laboratories*

4 How We Get There (Priorities for Strategic Change)

4.1 Fundamental Principles

- The Health and Safety Executive (HSE)[2] recognises good health and safety management comes from a continuous cycle of improvement. This strategy commits to continually improve the management of health and safety by adopting the Plan, Do, Check, Act model.

- Decision making and the monitoring of performance requires accurate and timely information. This strategy commits to measure the right things in the right way; continually improving the quality, quantity, speed and efficiency of data collection to ensure that decisions and corrective actions are appropriate and timely.

4.2 Moving towards Excellence

- Integrating health and safety into business practices – to work with managers to improve their understanding of how health and safety incidents impact on day to day business and how to manage risks, and to ensure health and safety risks are considered when planning change.

- Routine and visible senior leadership – to work with the executive team to ensure that health and safety is considered at a strategic level, divisions are coordinated, and initiatives are promoted, poor performance challenged and successes celebrated.

- Strong partnership working – to work with staff, partners and contractors to develop solutions and ways of working that ensure the health and safety of all who are affected by the Trust's activities.

- Anticipation of safety issues – to ensure the organisation is managing its current health and safety risks, whilst monitoring emerging issues with a view to mitigating them early.

- Investigation of root causes – to ensure that incidents and near misses are correctly reported in a timely fashion; that managers have the skills, knowledge and experience to investigate incidents and identify the root causes and that the organisation is effective in implementing the recommendations.

5 Governance Overview

5.1 The Health & Safety Operational Group is chaired by the Head of Health, Safety & Compliance, with key-issues escalated to the Health & Safety Strategic Committee.

5.2 The Health & Safety Strategic Committee is chaired by the Executive Director of Estates & Facilities, with key issues escalated to the Executive Group.

5.3 The Trust has both an Executive Director and a Non-Executive Director appointed to oversee the Management of Health & Safety, with onward reporting to the Executive Group and Trust Board.

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[2] Managing for Safety (HSG65) - *Health and Safety Executive*

5.4 The purpose of the governance structure is to ensure assurance is provided to the Trust Board; specifically in relation to risk management and internal control across the health and safety activities of the Trust.

6   Values and Principles

6. 1 Implementation of the strategy will aim to support the key leadership values in relation to health and safety as recognised by the Board:

- Building and promoting a shared vision,
- Being considerate and responsive,
- Providing support and recognition,
- Promoting fairness and trust in relationships with others,
- Encouraging improvement, innovation and learning.

7   Financial Implications

7.1 The Trust has an existing provision for internal health and safety advice.

7.2 The strategy will be delivered using existing resources and coordination of activities between key stakeholders.

7.3 Achieving the strategic goals will enable the Trust to reduce; the costs of absenteeism as a result of work-related injury or ill-health; the likelihood of receiving financial penalties from regulatory bodies; the costs associated with employer and public liability claims.

4   References

Document	Ref No
People Strategy	
Clinical Strategy	
Quality Strategy	
Corporate Health & Safety Policy	POLCS005
Risk Management Standard Operating Procedure	SOP0064

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