

Departmental Accident Prevention Committee

What are the departments doing to
prevent accidents?

April 2005



County of Santa Barbara

Introduction

- Bickmore Risk Services
 - Injury Prevention Project, 1½ year project
 - Presentation to BOS - September 7th, 2004
 - 3 Prong Approach
 - Specific Departmental Recommendations
 - Bickmore study well received by departments



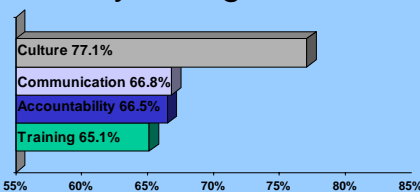
Employee Injury Prevention Project Summary

3-Prong Approach

Perception Survey

4,470 Surveys Distributed
70.2% Response Rate
95% Confidence Level
863 Employee Comments

Survey Categories



On-site Assessments

100s of Interviews

986 Pages of Findings
90 Recommendations

Loss Analysis

8,281 Losses Analyzed
Frequency Rate = 12.8
7.8% Better Than Average

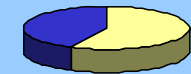
MSD Frequency

61%



MSD Severity

57%

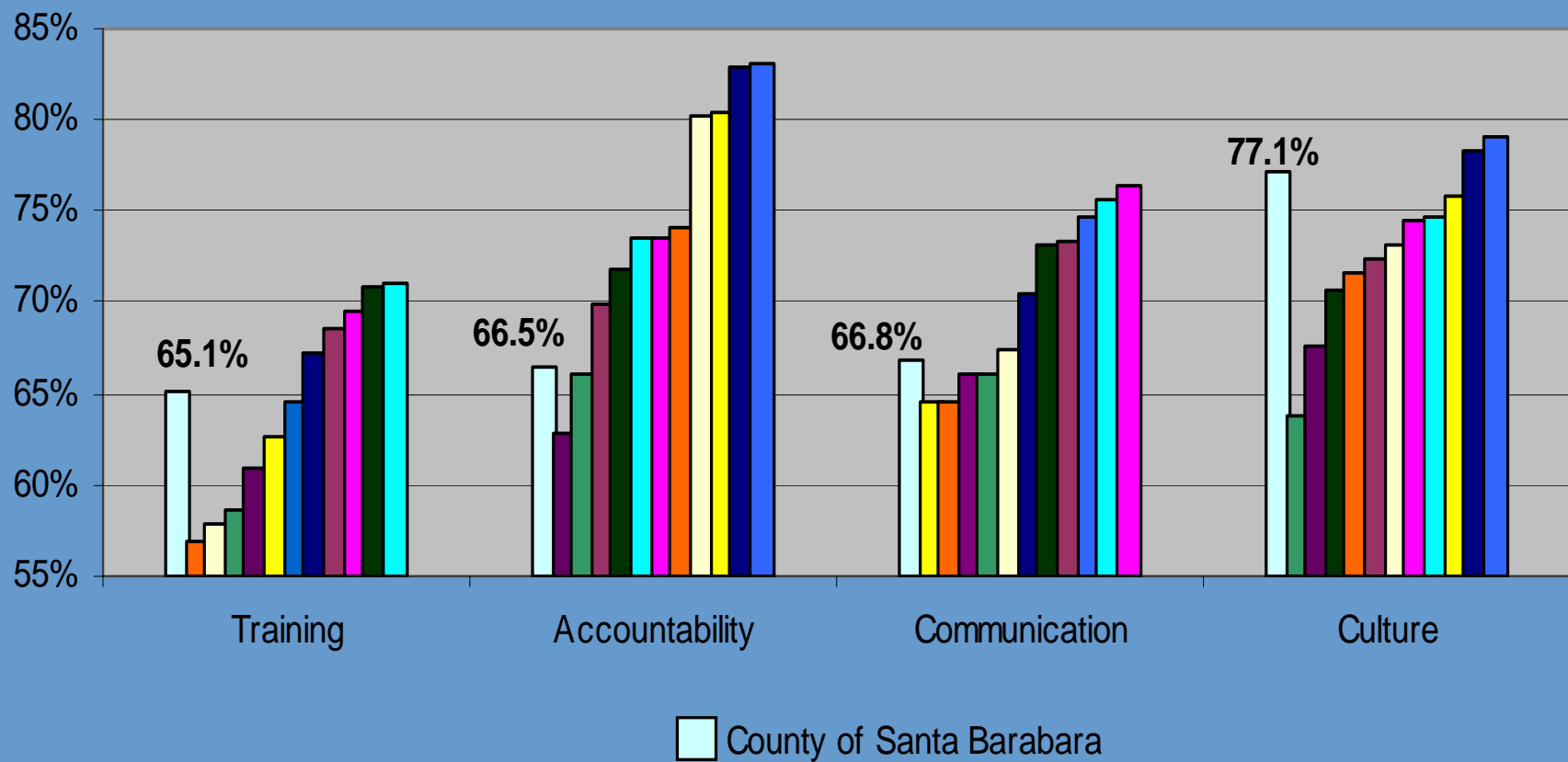


Two Recommendations to Reinforce Individual Department Findings
Ergonomics
Return to Work



**Transition Safety from a Priority to a Core Value and
into the County of Santa Barbara's Culture**

County of Santa Barbara Safety Perception Survey Comparison Analysis of Safety Management Categories Compared to Other Public Entities



“What are they doing to prevent injuries?”

- Board Asked for Presentations from Departments
 - 10/05/2004 ADMHS, CRA, & DSS
 - 04/05/2005 Fire, Probation, Sheriff
- Accident Prevention Committee
 - Department Heads appointed committee members
 - Department Specific Prevention Efforts



Common Department Issues

- Existing focus on Safety
 - Potential for Workplace Violence
 - Significant Safety Exposures
 - Mandated Safety Training
- Desire to Address Safety in Employee Performance Reviews (EPR's) for Supervisors
- Desire to Develop Recurring Performance Measures (RPM's)
 - Accident Investigations
 - Ergonomic Training & Evaluations



Common Department Issues

- Ergonomic related injuries
- Budgetary Needs
 - Training
 - Inadequate/Outdated Office Equipment
 - Ergonomic Evaluations
- Driving Exposures



SANTA BARBARA COUNTY FIRE DEPARTMENT



“Answering the call since 1926”

Department Overview

- Medium Department with approximately 250 employees located in 18 worksites throughout the County
- County buildings, university campus, airport district owned sites, and leased office space
- Work environment varies from controlled (office) to extreme (fire, technical rescue, hazardous materials, etc.)

Existing Programs

- Department scores high marks from the Bickmore Report for current safety practices:
 - Safety Officers at all field training exercises
 - Culture established that every member is a “Safety Officer”
 - Tail-gate session prior to all fire attack or incident mitigation
 - Every field Training session has a safety component in lesson plan
 - Monthly fire station safety inspections

Existing Programs

- **Annual Wildland Fire Refresher Training**
- **Quarterly Departmental Safety Committee meetings**
- **Monthly Safety Training Bulletins**
- **Formal injury-accident investigation team**
- **CAL-OSHA mandated training:**

Santa Barbara County Fire Department

Mandated Training

Annual

On-Going

One-Time

<p>Aircraft Rescue Firefighting Part 139.319(1) AC150/5210-17</p>	<p>Trench Operations 8 CCR 1540-1547</p>	<p>Driver Licensing CVC 15250</p>	<p>HAZMAT FRO 8 CCR 5192</p>	<p>Paramedic Refresher 22 CCR 11067</p>	<p>Pre-Season Wildland Fire Safety</p>	<p>Workplace Violence Propose OSHA Rule 3148</p>
<p>CICCS ICS Specialist Positions</p>	<p>Confined Space Rescue 8 CCR 5157</p>	<p>Fork-lift Training 8 CCR 3668</p>	<p>Hazmat Technician 8 CCR 5192</p>	<p>EMT Refresher 22CCR 100080</p>	<p>(All Firefighters) S-190/ I-200/ S-215 Co. Chiefs</p>	<p>Sexual Harassment Gov Code 12950</p>
<p>HIPAA 45 CFR #160 & 164 CA Code 825</p>	<p>Two-in Two-out 8 CCR 5144</p>	<p>Lock-out Tag-out 8 CCR 2320.</p>	<p>Hazmat Specialist 8 CCR 5192</p>	<p>CPR Refresher H&S code 1797.215</p>	<p>(Captains) S-234/S-237/ S-290 Co. Chiefs</p>	<p>Emergency Action Plan</p>
<p>SIDS 22 CCR 100075</p>	<p>SEMS/ICS 19 CCR 2400-2446</p>	<p>Hearing Conservation 8 CCR 5096-5099</p>	<p>Hazmat IC 8 CCR 5192</p>	<p>Blood/Air-borne Pathogens 8 CCR 5193</p>	<p>PPE 8 CCR 3401-3411</p>	<p>Bi-Annual Physical</p>
<p>Respiratory Protection 29 CFR 1910.132</p>	<p>Hazard Communications 19 CCR 2400-2446</p>	<p>Defibrillator 22 CCR 100020</p>	<p>CSTI Hot Drill</p>	<p>Mandated Reporter H & S Code Div. 2.5</p>	<p>WMD Homeland Sec.</p>	<p>IIPP Injury Prevention 8 CCR 3203</p>

Bickmore General Findings

- Although we have reduced the severity of our injuries, we must now focus on decreasing the frequency of employee injuries.
- Aging Work Force (March '01 - March '04)
 - 29 retirements
 - 57 promotions
 - 36 new hires.
- Since the study, we have had many additional retirements, promotions, and new hires
- Ergonomics have accounted for the most frequent injuries over the past 5 years.

Bickmore General Findings

- Interestingly, most of our ergonomic injuries are not occurring on the fireground and should be more controllable than our culture believes.
 - 53% occur during departmental training
 - 41% occur during physical fitness training
- Note: The overall health and fitness of our department has dramatically increased since physical fitness became mandatory
- Detailed accident investigations completed by the supervisor would help provide necessary information about the specific issues surrounding an injury accident.
 - This would assist in identifying causes and recommending corrective action

Bickmore General Findings

- Minimum staffing may contribute to injury rate
 - Engineers account for 22% of all injuries and 40% of total claims costs
 - Exposure to physically demanding role for many years as firefighters create higher potential for cumulative trauma injuries as engineers age
 - Dragging, draining, loading and carrying hose, loading and unloading equipment and appliances off engines significantly increases ergonomic risk factors for the engineer

Bickmore General Findings

- One action taken by the department was the formation of the Apparatus and Equipment Committee
 - Committee does a great job identifying and implementing engineering controls to streamline tasks and reduce ergonomic risk factors by recommending the purchase of fire equipment that considers ease of use and reduces firefighter exposure to ergonomic related injuries
 - The efforts and results this committee achieves are not sufficiently publicized to the entire staff
 - Additional publicity of the A&E Committee efforts can improve the moral of firefighters who feel the impacts of minimum staffing levels

Bickmore General Findings

- There has been a recent increase in the frequency of auto accidents
- No controls in place to ensure that good driving records are maintained for non-safety personnel
- A recommendation in the Bickmore Report addressed the concept of developing criteria to monitor and take action with drivers who have poor driving records

Bickmore Recommendations

1. Refine Employee Safety Accountability within Employee Performance Report
 - **Current “check-box” addressing safety will be changed so that EPR will include a narrative section for supervisors to specify safety goals for employee. This will compel the immediate supervisor to comment about the specific safety performance of the individual being evaluated**

Bickmore Recommendations

2. Enhance injury-accident investigation procedures at immediate supervisor level

- **New reporting procedure will require written statement by supervisor that includes details of investigation and recommendations for future avoidance.**
- **New reporting procedure will address cultural issues contributing to incidents and identify multiple root causes.**
- **Supervisor Training is also an important component**

Bickmore Recommendations

3. Improve communication of actions taken by Department's Apparatus & Equipment and Safety Committees
 - **A summary of these committee's actions relating to member safety is provided at the end of each month's Safety Training Bulletin.**

Bickmore Recommendations

4. Implement Additional Driver Controls

- Present program has all firefighters enrolled in DMV Pull-Notice Program.**
- Recommended by Bickmore that all employees, including staff members, be enrolled in the DMV Employer Pull Notice Program.**
- Bickmore recommendation does not address the fact that department's vehicle accidents have occurred primarily in the "safety member" ranks.**
- Department is currently pursuing a mechanism for enrolling all safety members in a "Driving Simulator" course in cooperation with Ventura County Fire Department.**

Summary

- Department has always considered Safety a top priority. However, we are transitioning to Safety as a Value
- Proud of our safety record and the programs we have in place to specifically address personnel safety
- We realize there is always more we can do to reduce our injury rate
- With a focused effort to implement the recommendations of the Bickmore Study, we will be successful in enhancing our Injury Prevention Program and reducing lost time.

SANTA BARBARA COUNTY Probation Department





Probation Department Overview

Approximately 375 employees

- *65% of employees are sworn peace officers*

Diverse Potential Exposures

- *Office/desk/computer work*
- *Field work, including evening and night work*
- *Institutional settings—24 hour facilities*

Nine primary sites throughout the county, some with multiple programs on site

- *County Buildings*
- *Leased space*
- *Co-located endeavors*



Current Safety Program

- General safety training for all staff during employee orientation
- Ongoing officer safety training (examples to follow)
- Officer safety alerts and updates via email
- Safety representative at each location
- Injury and Illness Prevention Plan Committee
- Employee Safety and Wellness Project: To develop recommendations for structure, accountability and operational system (a Safety and Wellness Program) to ensure the safety and wellness of Probation Department employees.
- Ergonomic reviews and evaluations performed as needed



Mandated Training

Ongoing training includes these courses:

DPO CORE COURSE STC	JIO CORE COURSE STC	Supervisor CORE COURSE STC	PC 832 Arrest, Search and Seizure, with Firearms POST	Bloodborne Pathogens OSHA
Sexual Harassment SB Co. and Dept	Chemical Agents POST & STC	First Aid/CPR STC and Dept.	Arrest & Control STC and Dept	Defensive Control Tactics Dept
Management of Assaultive Behavior STC and Dept	Field Issues & Tactics Dept	Fire Safety/Building Evacuation OSHA and Dept	Firearms Familiarity Dept	Defensive Pistol Training STC and Dept
Drug Identification Dept	Drug Testing Dept	Clandestine Meth Labs Dept	Ergonomic Evaluation Dept	Buccal Collection (DNA) Dept
Local Gangs STC and Dept	Special Events Tactics Dept	Breaking the Cycle of Violence Dept	Domestic Violence Dept	Aggression Replacement Therapy (ART) Dept



Bickmore General Findings

- A significant portion of management and executive staff has retired in recent years, and more change is on the horizon, which could impact the emphasis placed on safety. *(Our own records reflect that currently 28% of all employees and 75% of managers and executives are over 55 years of age or will be in the next five years.)*
- 86% of employees perceive they are trained in specific safety procedures to do their jobs.
- Historically, ergonomic-related issues have accounted for the most frequent and severe injuries in the department.
- 53.6% of employees feel they have not been trained in ergonomic injury prevention.





Bickmore General Findings

continued

- 64.7% of employees believe staff are encouraged to participate in the Return to Work Program.
- Inviting physicians on site to get a better understanding of the exposures within the worksite could improve the relationship with designated physicians and the department, and enhance the Return to Work (RTW) program.
- Spreading the safety responsibility throughout the department would allow employees to have a more significant impact on reducing exposures and losses.



Bickmore Recommendations

- Integrate Safety Accountability into Department's performance standards
- Implement a Specific Plan to address Ergonomic Issues
- Refine Return to Work (RTW) Controls
- Enhance Accident Investigation Procedures



Recommendation #1:

Integrate Safety Accountability into Department Performance Standards

Existing Performance Standards include measures to address:

- Reduction of workers compensation claims filed
- Reduction of public liability claims filed
- All armed staff qualify quarterly on the range, in order to ensure safe and proper use of firearms
- Provide all peace officer staff with mandated training, which includes various safety training courses

Additionally:

- Our Organizational Values stress a positive work environment that protects the safety and welfare of employees, clients, and the general public.

Departmental standards and goals are revised continually, and the department welcomes the opportunity to integrate a higher degree of safety accountability into performance standards and department culture.



Recommendation #2:

Implement a Specific Plan to Address Ergonomic Issues

- ***Established plan is in place***
 - Supervisors monitor employee needs and notify departmental safety representative when an ergonomic evaluation is needed; employees may approach supervisors with concerns
 - Worksite evaluation is performed by departmental safety representative.
 - Resulting list of recommended equipment is submitted to manager and CFO
 - Appropriate equipment is ordered
 - Follow up is done by departmental safety representative to assure that equipment is being utilized properly
- ***Managers and Supervisors have received training regarding ergonomic issues***
 - We anticipate sending representatives from all sites to upcoming training offered by Risk Management on April 27, 2005.
 - Remaining staff will receive in-house ergonomic training, with the goal to train all staff by end of FY 2006.



Recommendation #3: Refine Return to Work (RTW) Controls

- The department works closely with the Back-to-Work program coordinator in a successful RTW program.
- We have been more creative in the past two years, and have temporarily accommodated staff in light duty assignments, where appropriate.
- Though the combined efforts of employees, the department, and the Back-to-Work coordinator, currently all employees who have been cleared by their doctors to return to work have been returned to work.
 - In 2003 and 2004, a total of 2,650 days were saved from the “lost time” category, as a result of 47 staff participating in the Back-to-Work Program. This reflects a savings of \$251,271 to the county, and a sense of productivity to the employees.
- The department has invited designated physicians to our worksites. To date, one tour has been given to doctors, and we hope to do more in the future.



Recommendation #4: ***Enhance Accident Investigation Procedures***

- **Refine accident reporting form**
 - Current form does not encourage adequate information to determine reason incident occurred and how future incidents can be avoided
 - The department plans to begin a pilot program utilizing a more in-depth form that Risk Management has developed, which will allow for gathering of more detail in an objective fashion
- **Provide training to supervisors**
 - Steps to follow during an investigation
 - How to use the new form
- **Follow up with supervisor when an Accident Report is submitted**
 - Identify what can be done to prevent future, similar injuries and institute appropriate protocols or procedures



Summary

- The Probation Department values our employees, and safety has always been a priority. However, we are transitioning to Safety as a Value.
- We provide extensive training to enhance employee safety.
- We welcome the input provided by Bickmore, and accept the challenge to enhance our goals, procedures, performance measures and protocols.

SANTA BARBARA COUNTY

Sheriff's Department



Sheriff's Vision

"To make a positive difference with our employees and the communities we serve and protect."

Overview of the Department



- One of the largest departments with approximately 700 employees
- Diverse Exposures: 24 hour services in Field, Custody, Dispatch and Office
- 15 primary sites throughout the County: County buildings, leased space, co-located staff

Current Safety Programs

- Officer Safety Notices on Website
- Officer Safety Alerts via e-mail
- Ongoing Officer Safety Training
- Daily field equipment inspections
- Continuous research into new safety equipment and procedures

Santa Barbara County Sheriff's Department



Mandated Training

Annual

On Going

One-Time

Arrest and Firearms PC 832	Basic Course PC 832.3	Bloodborne Pathogens OSHA 5193	Carcinogenic Materials H&S 1797.187	Chemical Agents PC 12403	Child Abuse Investigation PC 13517	Developmental Disabilities and Mental Illness PC 13519.2
Disaster Response GC 8607	Domestic Violence PC 13519	Domestic Violence Update PC 13519(g)	Elder and Dependent Adult Abuse PC 13515	First Aid/CPR PC 3518	First Aid/CPR Refresher PC 13518(a)	Gang and Drug Enforcement PC 13519.5
Hate Crimes PC 13519.6	Hazardous Materials Response CF 910.120(q) (6)	Hearsay Testimony PC 872(b).	High Tech Crimes PC 13515.55	Interception of Wire, Pager, and Cellular Communication PC 629.94	Laser Operator VC 40802	Missing Persons PC 13519.1
Radar Operator VC 40802	Racial and Cultural Diversity PC 13519.4(a)	Racial Profiling Pc 13519.4(f)	Racial Profiling Refresher PC 13519.4 (i)	Sexual Assault Investigations PC 13516(c)	Sexual Harassment PC 13519.7 (b)	Shotgun PC 12020 (b) (1) SBSO

Santa Barbara County Sheriff's Department



Mandated Training – Cont.

Annual On Going One-Time

Arrest and Control POST	Tactical/ Interpersonal Communication POST	Interpersonal Communication POST	Corrections Academy PC 831.5	Corrections Supervisor Course STC	Corrections Manager Course STC	Classification Course Title 15 CCR
Corrections 24 hours STC	POST Supervisor's Course POST	POST Manager's Course POST	Post Basic Dispatcher PC 13500	Dispatcher 24 hours POST	Basic EMD Training SBCO	EMD 24 hours Continuing SBCO
Rifle PC 12020 (b) (1)	Stalking Course PC 13519.05	SIDS PC 13519.3	Firearms SBSO	Vehicle Pursuit Training PC 13519.8	Tactical Firearms POST	Driver Training/ Awareness POST

Bickmore General Findings

- Sheriff's employee comfort expressing safety concerns with supervisor – 89%
- Comprehensive supervisor's guide for on-the-job injuries
- Detailed anti-discrimination and unlawful harassment policy

Bickmore General Findings

- Employee perception indicates a high level of knowledge in these areas
- Loss analysis illustrates a recent downward trend in injury severity
- Well-implemented Return-to-work program (\$166,912 saved last quarter)
- However-no Ergonomic Program in place

Bickmore Recommendations

- **Redefine Accountability**
 - Modifying current policy to clearly indicate the specific duties that management, supervisors and employees have in maintaining safe workplace
 - Recently presented ergonomic education to Sheriff's management at all-staff session

Bickmore Recommendations


- Refine Employee Performance Report for Supervisors
 - The Sheriffs Department will provide direction in Department Policy for completing EPR's
 - Because the EPR is county wide form, this recommendation should be considered on county level for all departments.

Bickmore Recommendations

- Implement “Critical Condition for Safety and Health Report”
 - ❑ Converted the County of Santa Barbara paper report form to online form.
 - ❑ Form is now available on Sheriff’s intranet site



Bickmore Recommendations

- Establish Methods to Communicate Follow-up Action and Provide Training to Implement Key Recommendations
 - New  button on intranet site
 - Site contains links
 - Forms
 - Ergonomic Education
 - Exercise Breaks
 - Safety Suggestions reporting
 - Procedure for reporting anonymously


Bickmore Recommendations

Employee Safety - Microsoft Internet Explorer provided by SBSO

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print

Address <http://sbsohome/sbsohome/Employee%20Safety.htm> Go Links




Employee Safety

Sheriff's Vision

To make a positive difference with our employees and the communities we serve and protect.

Home



Now, that's more ergonomic....

Critical Condition For Safety Or Health Report Form

Ergonomic Education

Exercise Breaks

- Desktop Fitness
- Excerpt from the book ComputerFit by Randall Helm, P.T
- Exercises for Carpal Tunnel Syndrome

This website is maintained by the Sheriff's Systems & Technology Bureau. Information is provided by Sheriff's Administration and Custody Operations. The site was last updated on 03/15/2005.

Trusted sites

Bickmore Recommendations

- Implement a Specific Plan to Address Ergonomic Issues
 - ❑ Assigned Ergonomic coordinators for different areas in the department
 - ❑ Scheduled training for coordinators
 - ❑ Provide procedure for making recommendations and ordering equipment
 - ❑ Provide for routine inspections

Bickmore Recommendations

- Implement a Specific Plan to Address Ergonomic Issues (Continued)
 - Identified 349 work stations
 - Prioritized ergonomic evaluation and modification of work stations into (4) four categories based on PC use time, primary functions, multi-task and multi-user.
 - Evaluate financial impact of modifications

Conclusion

- The Sheriff's Department is committed to the Vision Statement:
"To make a positive difference with our employees and the communities we serve and protect."
- To accomplish Ergonomic Program
 - Request that the Board of Supervisors support the Executive Bickmore Report recommendation to have separate line items in budget for IIPP implementation.
- The Sheriff's Department is strongly committed to Safety as a Value.

Questions and Answers

