

ABMU Health and Safety Improvement Plan 2018-19

1. Introduction

1.1 2017-18 Health and Safety Improvement Plan

The 2017-8 Health and Safety Improvement Plan has been reviewed to reflect progress made in the management of health and safety. In certain areas of the plan there were, for a variety of reasons (including new and emerging risks) difficulties in completing the full range of actions identified. Where these improvements have not been completed the actions have been reviewed and carried over into the 2018-19 Health and Safety Improvement Plan.

2. ABMU Health and Safety Plan 2018-19

2.1 Key Aims and Objectives of the 2018-19 Health and Safety Improvement Plan

The key aims and objectives of the 2018-19 Health and Safety Improvement Plan are to:-

- Continue the modernisation of health and safety arrangements.
- Develop effective arrangements for the management of health and safety at all levels of the Health Board so that it forms part of its normal day to day business
- Be flexible allowing all areas of the Health Board, based upon their risk profile, to set priorities for improvement.
- Assist all areas of the Health Board to discharge their legal, moral and financial obligations for health and safety and to protect the users of its services, staff visitors, contractors and other who may be affected by its activities.
- Improve the governance of health and safety at all levels of the organisation
- Have a clear understating of health and safety risks affecting all levels of the Health Board so that they may be managed effectively
- Ensure that training arrangements and content reflect the risk faced by staff and others so that they are adequately equipped to manage those risks.
- Become a learning organisation that has an open culture where issues are effectively reported, investigated and any lessons learnt are shared.
- Manage UK-wide or Wales health and safety initiatives such as those developed by enforcing authorities

2.2 Developing the Plan

The new 2018-19 Health and Safety Improvement Plan has been designed to continue to enhance the management of health and safety at all levels of the organisation. Without effective governance including ownership, clear lines of accountability and good risk management the Health Board may fail to discharge its legal, moral and financial obligation in health and safety. In addition, changes in the fine structures for organisations where fines are now based upon turnover rather than profit makes the NHS vulnerable to large fines for breaches of the law.

Previous Health and Safety Improvement Plans have given high focus to developing ABMU health and safety arrangements such as policy review and supporting the Service Delivery Units to develop their arrangements. Many policies have been reviewed and updated and for some areas of health and safety management the development of procedures rather than corporate policies will be undertaken.

The 2018-19 Plan builds on the principle that knowledge of risk forms the basis of managing health and safety. Service Delivery Units, Management Units and the Health Board must understand their risk profile and their individual priorities for action. Monitoring of the suitability and effectiveness of risk control measures introduced will be an important part of the management system. Where changes are made to service provision, equipment, buildings and facilities these again may impact upon risk management arrangements. Many changes are frequently decided and implemented at levels below the Health Board including locally within wards and departments. This requires that those implementing the change to clearly understand and assess the impact of that change.

2.3 Key Areas of Focus

The 2018-19 Health and Safety Improvement plan continues to give high focus in four key areas of health and safety management

- Management systems for health and safety
- Fire safety
- Violence and aggression
- Manual handling

For Service Delivery Units and other management units there is still a need to build on and to develop existing arrangements and to embed good health and safety management into their day to day activities

2.4 The Role of Directors of Services and Management Units

Many of the health and safety obligations of the Health Board are discharged through its management structure. This places significant responsibility on Directors of these services to have in place effective management arrangements for health and safety. Further work will be undertaken to support these duties including developing arrangements for leadership, identifying, managing and monitoring risks. These aspects form a significant part of the 2018-19 plan.

2.5 Changes to Health and Safety Committee Arrangements

In April 2018 the ABMU Board-level Health and Safety Committee was formed. This Committee will give greater focus to the effective management of health and safety and to streamline the lines of reporting of health and safety performance and actual and emerging issues. This Committee will approve and monitor this plan and report accordingly to the Health Board.

2.6 Healthcare Standards & HSG 65

In 2015 new Healthcare standards were introduced into Wales. These were based upon 7 areas with significant focus given to areas of patient experience. Within some of the standards there are requirements around health and safety Table 1)

Table 1:		Healthcare Standards and Implications for Health and Safety	
	Healthcare Standard	Sub Section	Sub Section Standard and health and safety requirements
1	Staying Healthy	1.1	Health Promotion, Protection and Improvement
2	Safe Care	2.1	Managing Risk and Promoting Health and Safety
3	Effective Care	3.1	Safe and Clinically Effective Care
4	Dignified Care		
5	Timely Care		
6	Individual Care	6.1	Planning Care to Promote Independence
7	Staff and Resources	7.1	Workforce

Healthcare standards may have limited direct impact on the management of health and safety and provide very broad targets to be achieved but are recognised in this document.

The Health and Safety Executive (HSE) provides guidance on the legal duties placed on organisations to manage health and safety. HSG 65 is based upon Plan/Do/Check/Act principles and sets a framework for the effective management of health and safety (Table 2).

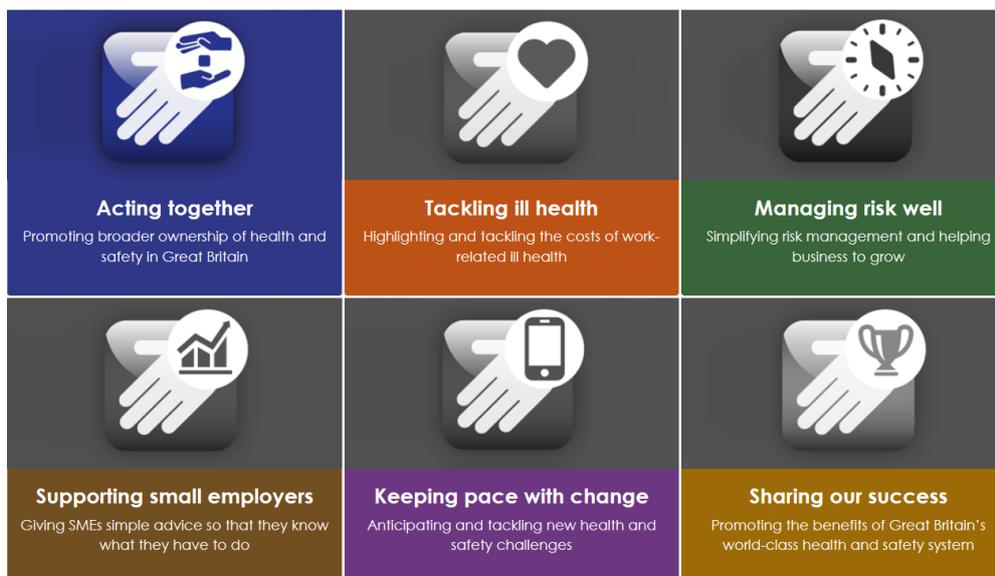
Table 2:	HSG 65 Principles
Plan	<ul style="list-style-type: none"> • Where are we and where do we need to be? • What do we want to achieve, who is responsible, timescales? • How did we know it worked, performance indicators, outcomes etc? • Is the plan suitable for management levels, risks etc in ABMU?
Do	<ul style="list-style-type: none"> • Know what risks you have got and decide priorities • Organise to deliver the plan • Implement the plan
Check	<ul style="list-style-type: none"> • Has the plan been effectively implemented • What are indicators telling you about performance? • Do not rely on accident statistics
Act	<ul style="list-style-type: none"> • Review plans and update as required • Take action on lessons learnt

The principles of HSG 65 were reviewed by Health and Safety Advisors in Wales who developed an NHS Wales Health and Safety standard. Though this standard does not give specific guidance on how particular risks will be managed it gives 11 management principles that should be considered and these have been incorporated into the 2018-19 Improvement Plan.



2.7 Helping Great Britain Work Wells Strategy

In 2016 HSE published its strategy to improve the management of health and safety in Great Britain. There are six key areas of focus with separate strategies being developed for 11 industry sectors including public services.



The likely impacts on ABMU are;-

- Reinforce the need for effective ownership of health and safety at all levels of the Health Board.
- Give additional focus on the public sector targets of tackling ill health in the areas of musculoskeletal disease (MSD) and stress.
- Ensuring that effective appropriate measures are in place to control risk
- Considering how ABMU through its work with its suppliers and contractors can improve their health and safety
- Responding to how healthcare changes and the advancement in technology that may give opportunities to improve health and safety

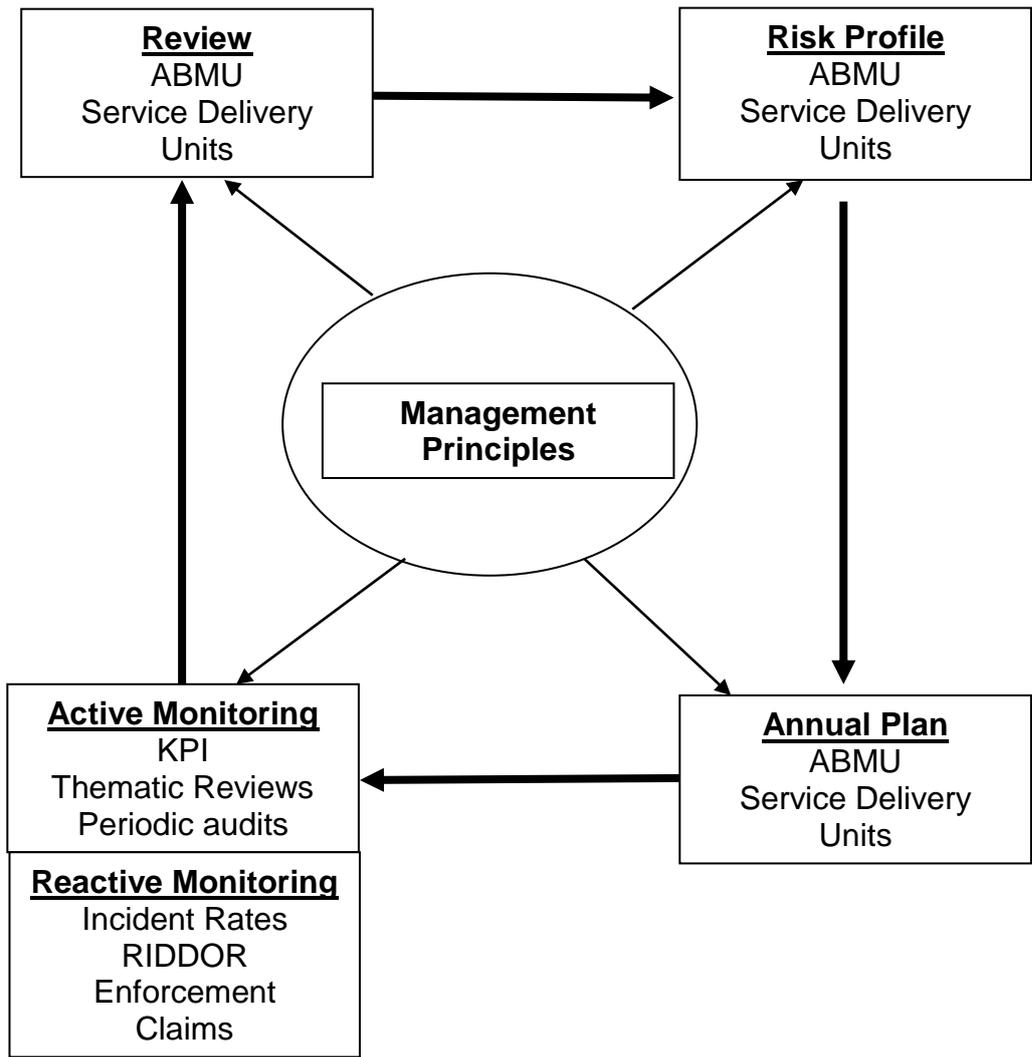
Where practicable elements of the strategy will be identified in the overall ABMU Health and Safety Plan for 2018-19.

3. Implementing the Plan

3.1 General

The plan is based upon a cycle of continuous improvement and review that is based upon the risk profile of the organisation and is underpinned by principles of health and safety management.

The plan will be developed and regularly monitored by the ABMU Corporate and Operational Health and Safety Committees, Service Delivery Units and management units.



3.2 Risk Profile

The ABMU Health and Safety plan will use include information held in the ABMU Health and Safety Risk Profile. This will identify key health and safety issues and for 2018-2019 it continues to identify effective management of health and safety as a key risk to be managed. In accordance with the ABMU Risk Management Strategy Service Delivery Units will also need to manage risk as applicable to their areas of control.

3.3 Annual Plan

The updated 2018-19 Health and Safety Annual Improvement plan is intended to give focus to ABMU management to imbed health and safety into its everyday activities. Supporting document will include programmes for health and safety policy review and thematic reviews.

3.4 Active and Reactive Monitoring

Monitoring of the plan and overall ABMU performance will be based upon a number of indicators including Key Performance Indicators (KPI), thematic reviews, periodic audits etc.

3.5 Review

The plan will be regularly monitored by the ABMU Health and Safety Committee, ABMU Operational Health and Safety Committee and Service Delivery Unit Committees (Health and Safety/Governance etc)

3.6 Management Principles

The 11 core principles of the Management System will underpin all elements of the ABMU Health and Safety Plan

3.7 Supporting Documents

The following documents support the annual plan

Appendix A ABMU Corporate Health and Safety Risk Profile

Appendix B Programme of Health and Safety Thematic Reviews

Appendix C Key Performance Indicators (KPI)

Appendix D Programme of Health and Safety Policy Review

Appendix E Guideline for Effective Health and Safety Management

ABMU Health and Safety Plan 2018-19

1.	Target	To have health and safety owned and effectively managed at all levels of the Health Board
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Leadership & Accountability					
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Develop the ABMU Board level Health and Safety Committee (ABMU H&S Comm.)	HSM1	<ul style="list-style-type: none"> New Committee recently formed and developing programme of work etc. 	<ul style="list-style-type: none"> Streamlined reporting of H&S etc issues to the Board Greater ownership at Executive level Improved monitoring and assurance 		
Review roles and responsibilities of Operational Health and Safety Committee (Ops H&S Comm.)	HSM2	<ul style="list-style-type: none"> Previously operated as principle Health and Safety Committee reporting to Assurance and Learning and Quality and Safety Committees 	<ul style="list-style-type: none"> Updated terms of reference Improved governance and assurance to ABMU H&S Comm. 		
Develop, maintain and review progress against ABMU Health and Safety plan 2018-19	HSM1 HSM2	<ul style="list-style-type: none"> 2017-18 plan reviewed and updated. New 2018-19 plan developed to set direction for the Health Board To be agreed by ABMU H&S Comm. 	<ul style="list-style-type: none"> Constant review by Ops H&S Comm. Exception reports to ABMU H&S Comm. 		

Leadership & Accountability (cont.)

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Units to develop effective systems to manage health and safety	HSM2	<ul style="list-style-type: none"> Units operating at different H&S standards and require support and advice 	<ul style="list-style-type: none"> Units able to demonstrate leadership of their health and safety. Clear lines of accountability for the management of H&S 		
Units to develop maintain and review progress against Unit Health and Safety plan 2018-19 as it applies to their areas of control etc.	HSM2	<ul style="list-style-type: none"> Units operating at different H&S standards Existing H&S plans for units and other management areas require revising and updating 	<ul style="list-style-type: none"> Effective system for the management of H&S including, based upon the Unit's risk profile, monitoring and review, priorities etc. Clear actions to deliver ABMU H&S plan Exception reports to Ops H&S Comm. 		
Imbed Health and Safety advice and support into the work of the Units	HSM2	<ul style="list-style-type: none"> Units operating at different H&S standards and require support and advice 	<ul style="list-style-type: none"> Support and advice to develop and maintain Unit H&S plan etc. Full support for Unit Health and Safety Committees including reporting and analysis as required 		
Develop Health and Safety arrangements in management areas of ABMU	HSM5	<ul style="list-style-type: none"> Management areas other than Units may not have health and safety management arrangements 	<ul style="list-style-type: none"> Effective system for the management of H&S including, based upon the Unit's risk profile, monitoring and review, priorities etc. 		

Leadership & Accountability (cont.)

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Further development of required ABMU-wide Health and Safety Policies or Procedures	COSHH1	<ul style="list-style-type: none"> Control Of Substances Hazardous to Health (COSHH) Procedure needs review and updating 	<ul style="list-style-type: none"> Improved management of risk 		
	VDU1	<ul style="list-style-type: none"> Display Screen Equipment (DSE) Procedure needs review and updating 	<ul style="list-style-type: none"> Improved management of risk 		

Competent People

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review current arrangements for the identification of, delivery, recording monitoring etc of H&S training and competencies	Trng1	<ul style="list-style-type: none"> Current electronic etc systems may not adequately identify staff requiring training and may not record and monitor training etc received. 	<ul style="list-style-type: none"> Improvement in recording and monitoring of training and competencies in key areas of health and safety 	Ops H&S Comm.	
Review training and competency arrangements in principle areas of health and safety risk to ensure that they are effective	Trng1	<ul style="list-style-type: none"> Confirm effectiveness of training and competency systems in managing key risks 	<ul style="list-style-type: none"> Health Board and Units have knowledge and a clear strategy to provide required skills in health and safety 	Ops H&S Comm. Units	
Training systems appropriate to their areas are owned and managed by ward and departmental managers	Trng2	<ul style="list-style-type: none"> Confirm effectiveness of training and competency systems in managing key risks 	<ul style="list-style-type: none"> Ward and departmental managers own and have a clear understanding of training and competencies in managing their risks 		

Compliance Assurance

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Periodic thematic reviews of health and safety risk topics at ABMU level	HSM 1	<ul style="list-style-type: none"> Programme of reviews linked to work of the Health and Safety Committee to include:- 	<ul style="list-style-type: none"> Assurance in key areas of health and safety management 		
		<ul style="list-style-type: none"> Health and Safety Annual Report 			
		<ul style="list-style-type: none"> Reporting and Investigation of health, safety and fire incidents 			
		<ul style="list-style-type: none"> Lone workers 			
		<ul style="list-style-type: none"> Training and Competency systems 			
		<ul style="list-style-type: none"> Safer Sharps 			
		<ul style="list-style-type: none"> Fire Safety (link to Fire Safety audit) 			
Units to assure themselves of the effectiveness of control measures for their risks	HSM2	<ul style="list-style-type: none"> Units may be unaware of areas of poor performance in health and safety 	<ul style="list-style-type: none"> Periodic thematic reviews of key health and safety topics 		
Regular monitoring of health and safety plans	HSM1 HSM2	<ul style="list-style-type: none"> Some areas may not have plans or they are not up to date/reviewed 	<ul style="list-style-type: none"> Plan owned and used to monitor improvement 		

Risk Management					
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Develop, maintain and review H&S risk register for areas of control etc.	HSM1 HSM2	<ul style="list-style-type: none"> • Risk register developed and forms part of agenda of Ops H&S Comm. • Some Units have poorly developed risk registers that do not consider key areas of risk 	<ul style="list-style-type: none"> • Action plans • Monitoring of progress in risk control • Sharing of common areas of risk 	<ul style="list-style-type: none"> • . 	

Learning From Events					
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review incident reporting procedure	IR1	<ul style="list-style-type: none"> • No current procedure (DATIX only) • Sometimes unclear as to the role of investigating manager • 	<ul style="list-style-type: none"> • Clear lines of responsibility • • Improved investigation and learning 	Dir Nursing	TBC
Monitor and review H&S incidents	IR1	<ul style="list-style-type: none"> • Standing agenda item for Ops H&S Comm. • • May not be reviewed consistently across Units 	<ul style="list-style-type: none"> • Review all H&S meetings • Identify any emerging themes, strengths and weaknesses • Develop action plans etc • Review Annual Report 	Unit H&S Comm. Ops H&S Comm. ABMU H&S Comm.	
Sample quality of investigation of H&S incidents including lessons learnt, action taken etc.	IR1	<ul style="list-style-type: none"> • Unclear of quality of investigations • • Failure to learn lessons, implement corrective action etc 	<ul style="list-style-type: none"> • Improved quality of investigation • Improved learning • Improved action plans and taking remedial action 	Ops H&S Comm.	
Review of significant incidents in ABMU and Units	IR1	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Improved quality of investigation • Improved learning • Improved action plans and taking remedial action 	Ops H&S Comm.	

Review of significant incidents affecting NHS Wales	IR1	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Improved quality of investigation Improved learning Improved action plans and taking remedial action 		
Review of HSE Improvement notices etc		<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Improved monitoring of action, learning lessons etc 	Ops H&S Comm.	
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review of significant Fire safety correspondence etc	Ext1	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Improved monitoring of action, learning lessons etc 	Ops H&S Comm.	
Review of claims management experience for health and safety	Ext1	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Improved monitoring of action, learning lessons etc 	Ops H&S Comm.	

Occupational Health

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Develop Health surveillance sub-group	OH1	<ul style="list-style-type: none"> Group has held initial meeting and is developing programme of work 	<ul style="list-style-type: none"> Review of key occupational health issues in ABMU 		

Asset Management					
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Improve the use of risk assessments to inform capital programmes	HSM1 HSM2	<ul style="list-style-type: none"> Ops and ABMU H&S Committees unaware of capital and other investment programme 	<ul style="list-style-type: none"> Better management of risk and use of resources 		

Managing Contractors					
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Support HSE strategy to improve SME management	Ext1	<ul style="list-style-type: none"> Contractor management may be seen as an Estates function Many Units may have some involvement in contractor management 	<ul style="list-style-type: none"> Challenging and assisting contractors to achieve good standard where they affect our actives e.g. placement of patients. 		

Communications					
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review membership of ABMU Ops H&S Comm. to include non-Service Delivery Unit representation	HSM1 HSM2 HSM5	<ul style="list-style-type: none"> Certain management areas of ABMU not represented at Ops H&S Comm. 	<ul style="list-style-type: none"> Identify key attendees, roles and responsibilities 		
Develop appropriate Health and Safety communication and consultation arrangements in Service Delivery Units	HSM1 HSM5	<ul style="list-style-type: none"> Need to confirm that areas of Units etc are aware of matters of health and safety 	<ul style="list-style-type: none"> Active Health and Safety governance and communication arrangements/ Committees 		

Emergency Preparedness

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Where necessary (e.g. from risk assessments) have in place appropriate emergency procedures e.g. for spillages, UVc shutdown etc.	HSM1 FR1 MH1 VA1	<ul style="list-style-type: none"> Individual Work within Emergency planning Fire and similar plans in place but not reviewed recently 	<ul style="list-style-type: none"> Staff and other can effectively manage local emergencies 		
Review first aid provision	MH1 MH2	<ul style="list-style-type: none"> Unclear as to arrangements that apply to particularly higher risk areas 	<ul style="list-style-type: none"> Risk assessments Proviso on of appropriate first aid arrangements in wards and departments 		

Measuring Performance

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Identify, maintain and use Key Performance Indicators for ABMU Ops H&S Comm.	Perf1 Perf2 Perf3	<ul style="list-style-type: none"> Not all areas may have a set of indicators 	<ul style="list-style-type: none"> Monitor by Health and Safety Committee. Include key outcomes in updated H&S Plan 		

2.	Target	To have fire safety owned and effectively managed at all levels of the Health Board
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Leadership & Accountability
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Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
All management areas to demonstrate the effective management of fire safety	F1	<ul style="list-style-type: none"> Management areas may not be able to demonstrate effective management of fire safety 	<ul style="list-style-type: none"> 		
Develop key management actions that demonstrate the management of fire at ward and departmental level	F1	<ul style="list-style-type: none"> Low priority given to fire safety in some areas such as maintaining fire exit routes etc 	<ul style="list-style-type: none"> Managers actively own fire safety 		
Review resources, roles and responsibilities etc to deliver fire safety policy effectively	F!	<ul style="list-style-type: none"> Some sites do not have an identified fire safety lead Lack of leadership in fire safety 	<ul style="list-style-type: none"> Key staff including site managers, managers, fire response teams, fire wardens etc identified 		

Competent People

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review arrangements to ensure clear policy regarding fire safety training and maintenance of competencies	F2	<ul style="list-style-type: none"> • Training is frequently generic and does not reference local evacuation plans etc • Training does not test necessary competencies have been achieved etc. 	<ul style="list-style-type: none"> • Improved training standards • Efficient use of training resources and staff release time to attend training 		

Compliance Assurance

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Improve the level of fire safety matters reviewed and managed at Service and Management level	F1	<ul style="list-style-type: none"> • Some Committees not meeting or low priority to fire safety matters 	<ul style="list-style-type: none"> • Reviews of fire risk assessments, fire incidents, emergency planning etc 		
Improve the action taken following fire safety risk assessments	F1 F8	<ul style="list-style-type: none"> • Unable to give effective assurance that all actions (including low risk) have been taken. 	<ul style="list-style-type: none"> • Confirm the process of management of fire safety assessments • Monitoring of completion of fire risk assessments and reporting accordingly to relevant Committees etc. 		

Risk Management

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Maintain ABMU fire safety risk register	F1	<ul style="list-style-type: none"> included in ABMU Health and Safety risk register 	<ul style="list-style-type: none"> Effective management of fire safety risks 		
Units to understand the key fire safety risks affecting their activities	F1	<ul style="list-style-type: none"> Units may be unclear as to areas of responsibility, what other organisations may impact on fire safety etc. 	<ul style="list-style-type: none"> Unit fire risk profile 		

Learning From Events

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Improve the reporting and investigation of fire safety incidents with all events recorded effectively	IR1 F9	<ul style="list-style-type: none"> Poor reporting systems and lack of effective investigation. False alarms frequently do not result in opportunities to learn lessons 	<ul style="list-style-type: none"> Effective databases Learning lessons Improved risk control systems Reduction in false alarms 		

Asset Management

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Develop plans for fire safety capital investment and other necessary improvements	F8 F10	<ul style="list-style-type: none"> ABMU and Ops H&S Committees unaware of priorities and proposed capital expenditure 	<ul style="list-style-type: none"> Better management of fire risk 		

Asset Management (cont.)

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Conduct (rolling) review of fire safety compartmentation (including above ceiling) across main sites	F10	<ul style="list-style-type: none"> Integrity of fire safety compartments may be compromised No resources to undertake survey and remedial action 	<ul style="list-style-type: none"> Upgraded and accurate fire drawings Identification of and progression with remedial works Integration of accurate database into maintenance schedules e.g. fire doors 		
Conduct (rolling) review of fire safety cause and effect systems across main sites	F8	<ul style="list-style-type: none"> Effectiveness of fire alarm system may be compromised Limited resources to undertake survey and remedial action 	<ul style="list-style-type: none"> Cause and effect matrices Identification of and progression with remedial works Integration of cause and effect into maintenance schedules 		

Emergency Preparedness

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Confirm all properties have an effective fire emergency plan	F4 F7	<ul style="list-style-type: none"> Evacuation plans may not be in place or inaccurate Management changes or no clear lines of accountability results in poor leadership 	<ul style="list-style-type: none"> All managed areas own and are aware of the effectiveness of their site plans 		
Confirm all wards and departments have effective fire evacuation plans	F4 F7	<ul style="list-style-type: none"> Evacuation plans may not be in place or ineffective No recent reviews 	<ul style="list-style-type: none"> All departments own and are aware of the effectiveness of their site plans 		

Emergency Preparedness

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review wards and departments where bed or other evacuation methods are difficult due to design or other feature in the area	F4 F7	<ul style="list-style-type: none"> Unable to evacuate some or all patients from certain areas No procedures in place 	<ul style="list-style-type: none"> Updated risk assessments Updated procedures Trained staff Correct equipment 		
Conduct fire drills to test effectiveness of general site arrangements etc.	F4 F7	<ul style="list-style-type: none"> Ops H&S Comm. Has agreed a fire drill standard 	<ul style="list-style-type: none"> Assurance regarding site arrangements etc 		

Measuring Performance

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Fire Safety Audit	F1	<ul style="list-style-type: none"> Fire safety audit completed for 2016-17 but late submission 	<ul style="list-style-type: none"> Completion of on time and effectively managed Management actions identified 		
Develop capacity in Units etc to review their fire safety performance	F1 F3	<ul style="list-style-type: none"> No effective systems in place. 	<ul style="list-style-type: none"> Better compliance with RRO 2005 regarding roles and responsibilities etc. 		

3.	Target	To have manual handling owned and effectively managed at all levels of the Health Board
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Review resources to deliver policy effectively

Leadership & Accountability					
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Imbed the management of manual handling into all levels of the Health Board	HSM1	<ul style="list-style-type: none"> Management units may not be able to demonstrate effective management of manual handling 	<ul style="list-style-type: none"> Understanding of key manual handling issues 		

Competent People					
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Improve the management of manual handling at ward and departmental level	HSM1	<ul style="list-style-type: none"> Periodic review of staff competencies but limited rollout of systems to measure ward etc performance 	<ul style="list-style-type: none"> Ensure that key actions such as patient risk assessments are undertaken 		

Risk Management					
Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Maintain and review manual handling risk register	HSM1	<ul style="list-style-type: none"> Manual handling risk included in ABMU risk register Limited records held in Units 	<ul style="list-style-type: none"> Enhanced knowledge of an management of manual handling risks 		

Compliance Assurance

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Develop systems to review ward and dept manual handling performance	MH3	<ul style="list-style-type: none"> Management Units rely on training performance for assurance 	<ul style="list-style-type: none"> Programme of independent assessments feeding into governance at all levels of ABMU 		

Learning From Events

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Maintain continuous review and effectively investigate manual handling incidents etc at all levels of ABMU	IR1	<ul style="list-style-type: none"> Regular reports submitted to Ops H&S Comm. Units need to adopt a similar consistent approach 	<ul style="list-style-type: none"> Learning lessons Taking corrective action 		

Occupational Health

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Maintain continuous review of incidents and ill health associated with MSD	IR1	<ul style="list-style-type: none"> Review required to confirm roles and responsibilities etc 	<ul style="list-style-type: none"> Enhanced management of MSDs 		

Asset Management

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Replacement programme for hoists and other manual handling equipment	MH2	<ul style="list-style-type: none"> Hoist fleet partially upgraded in spring 2018 Further capital funding required 	<ul style="list-style-type: none"> Modern fleet of hoists that can be maintained Improved patient and staff safety 		

Measuring Performance

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Develop system to assure that manual Handling arrangements effective and implemented manual handling equipment	HSM1	<ul style="list-style-type: none"> Limited formal systems except for use of Metrix training records for manual handling in clinical areas 	<ul style="list-style-type: none"> Annual cultural review and feedback to management units 		

4.	Target	To have Violence and Aggression owned and effectively managed at all levels of the Health Board
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Leadership & Accountability

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Link violence and aggression into the work of the Service Delivery Unit Health and Safety /Governance Committee	HSM1	<ul style="list-style-type: none"> No consistent approach across ABMU 	<ul style="list-style-type: none"> Management units own and manage violence and aggression 		

Competent People

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Improve staff safety when managing patients where aggression may be related to medical or clinical issues in general hospitals	VA2	<ul style="list-style-type: none"> Large numbers of incidents Complex risk management issue also linked to dementia care etc 	<ul style="list-style-type: none"> Update risk assessments Effective risk focussed training and competency systems 		
Produce training needs analysis for each ward and department to confirm training pathway	VA1	<ul style="list-style-type: none"> Some areas have formal training needs analysis but not consistent approach across ABMU 	<ul style="list-style-type: none"> Update risk assessments Effective risk focussed training and competency systems 		

Compliance Assurance

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Annual Thematic report to ABMU Health and Safety Committee	HSM1	<ul style="list-style-type: none"> Key risk in ABMU Thematic report to Ops H&S in 2017 Further report 2018 	<ul style="list-style-type: none"> Assurance and action planning 		
Where required units to undertake review of violence and aggression arrangements and controls	HSM1	<ul style="list-style-type: none"> Key risk in ABMU Units need to satisfy themselves that their arrangements are effective 	<ul style="list-style-type: none"> Assurance and action planning 		

Risk Management

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Understand risks, control measures and training needs for individual staff groups and associated patient groups	HSM1	<ul style="list-style-type: none"> Reasonable progress made but need to review and document principle findings of the risk assessments 	<ul style="list-style-type: none"> Update risk assessments 		

Learning From Events

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Maintain continuous review and effectively investigate and manage all V&A incidents	IR1	<ul style="list-style-type: none"> Reasonable progress made but need to review and document principle findings of the risk assessments 	<ul style="list-style-type: none"> Updated risk assessments 		

Occupational Health

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review support offered by Occupational Health Service, Stress Management etc	OH1	<ul style="list-style-type: none">Stress councillor in place	<ul style="list-style-type: none">Assurance given on effectiveness of service		

Emergency Preparedness

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review lone worker arrangements	VA3	<ul style="list-style-type: none">Unclear if all areas know who are lone workers and the necessary protective arrangements	<ul style="list-style-type: none">Updated risk assessmentsAssurance given on effectiveness of system		

Measuring Performance

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Annual Thematic report	HSM1	<ul style="list-style-type: none">Not all areas fully aware of their violence and aggression performance	<ul style="list-style-type: none">Improved assurance		

5.	Target	To have COSHH owned and effectively managed at all levels of the Health Board
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Leadership and Accountability

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Develop COSHH Procedure for ABMU	COSHH1	<ul style="list-style-type: none"> No updated procedure 	<ul style="list-style-type: none"> Clear actions to manage hazardous substances 		

Competent People

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Determine training requirements for groups of staff	COSHH1	<ul style="list-style-type: none"> May not be known 	<ul style="list-style-type: none"> Competent and safe staff 		
Deliver appropriate training and information	COSHH1	<ul style="list-style-type: none"> Unclear if training etc suitable and sufficient 	<ul style="list-style-type: none"> Competent and safe staff 		

Learning From Events

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review all chemical safety and biological safety incidents	COSHH1	<ul style="list-style-type: none"> Generally good for actual injuries but may not include learning lessons from near misses etc 	<ul style="list-style-type: none"> Improved learning 		

Occupational Health

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Develop new health surveillance arrangements for ABMU	COSHH1	<ul style="list-style-type: none">Occupational Health and Health and Safety group has commenced review	<ul style="list-style-type: none">Health surveillance procedure based upon risk profile of ABMU		

6.	Target	To have Display Screen Equipment safety owned and effectively managed at all levels of the Health Board
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Leadership & Accountability

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Review and revise ABMU procedure	VDU1	<ul style="list-style-type: none"> No effective procedure 	<ul style="list-style-type: none"> Clear understanding of arrangements to protect staff 		

Competent People

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Managers to understand the safety arrangements for display screen equipment	VDU1	<ul style="list-style-type: none"> No effective procedure Managers may require staff to undertake display screen work with a risk if injury 	<ul style="list-style-type: none"> Clear understanding of arrangements to protect staff 		
Staff to understand the safety arrangements for display screen equipment	VDU1	<ul style="list-style-type: none"> Training system no longer supported n ABMU IT system No training in place 	<ul style="list-style-type: none"> Clear understanding of arrangements to protect staff 		

Risk Management

Principal Actions	Risk Register	Current Position	Key Outcomes	By Whom	Target/ Key milestones KPI
Identify staff to whom Policy applies	VDU1	<ul style="list-style-type: none"> Risk assessments may not be completed as no effective system to undertake them 	<ul style="list-style-type: none"> Clear understanding of arrangements to protect staff 		