

This sample procedure should be customized to fit the needs of your company. It should be integrated into other procedures and processes, such as Emergency Prevention and Preparedness. This is not meant to be used as-is, but should be adjusted to reflect your

[insert company info here]

HEALTH AND SAFETY CONTINUAL IMPROVEMENT PLANNING

Date of Issue: choose issue date	Review Date: choose date for review
Written by: person(s) who wrote document	Date: insert date written
Reviewed by: person(s) who reviewed	Date: insert date written
Approved by: person responsible for process	Date: insert date written

PURPOSE

The procedure communicates the process for the identification, development, and implementation of strategic and operational initiatives to achieve [Company Name's] vision and objectives for health and safety.

Key initiatives include the identification and implementation of process improvements that enhance the quality and consistency health and safety procedures.

In addition, this process is used to evaluate the Health and Safety program for its effectiveness, to identify areas where changes are needed and to revise the process to reflect any required changes to the health and safety program.

SCOPE

This procedure applies to all [Company Name] employees at all levels.

Continuous improvement is more of a philosophy than a process or system. It requires everyone as a participant to adopt, as part of their normal work, a mind set of continuously looking for ways to improve health and safety processes and systems in order to make them more efficient and effective.

RELATED DOCUMENTATION

External

- Ontario Occupational Health and Safety Act (OHSA) and associated regulations

Internal

- Roles and Responsibilities Procedure

- Legal Risk Registry

DEFINITIONS

OHSA	Occupational Health and Safety Act
Continual Improvement	Recurring activity to enhance performance (i.e. the process of establishing objectives and finding opportunities for improvement is a continual process through the use of audit findings and audit conclusions, analysis of data, management review or other means and generally leads to corrective or preventative action).
Effectiveness	Extent to which planned activities are realized and planned results are achieved.
Objective	Result to be achieved (evidence may be obtained through observation, measurement, test and other means).
Process	Set of interrelated or interacting activities that use inputs to deliver an intended result
Process Improvement	The application of the plan-do-check-act cycle to processes to produce positive improvement and better meet the needs and expectations of customers.

ROLES & RESPONSIBILITIES

Management

- It is the responsibility of management to ensure that this procedure complies with the applicable provincial OHSA and regulations.
- Ensure the procedure is followed and enforced within all employees
- Management is responsible for ensuring that all personnel have access to and are familiar with this Procedure
- Ensure existence of a positive climate, which encourages continual improvement within the workforce.
- Allocate resources needed to implement improvement action, as applicable. Additionally, review audit reports, corrective action reports, and complaints/ feedback for opportunities to improve processes, services, products, and the health and safety management system.

JHSC

- The Joint Health and Safety Committee (JHSC), or designated personnel, will review the Procedure on a periodic basis.

PROCEDURE

Continual improvement of the effectiveness and efficiency of [Company Name's] Health and Safety Management System is accomplished through the use the health and safety policy, manual, objectives, audit results, analysis of the data, corrective and improvement actions and management reviews.

[Company Name] has created an environment that encourages all participants to actively seek opportunities for improvement of performance in processes, services, and products in order to improve the satisfaction of all interested parties from a health and safety standpoint.

The [Company Name] Health and Safety Manual embodies an organizational commitment to continually improve the health and safety process. Even after the Health and Safety Management System is implemented and well developed, the feedback and improvement cycle needs to continue. In order to identify future areas for improvement in the process, the process will continue to be analyzed carefully through systematic oversight, and feedback will be received from both customers (internal/external) and stakeholders to identify new issues and solutions to address these issues.

- Analyze the Current Process - Internal (technical) assessments and process assessments provide a mechanism to analyze the health and safety processes from both technical and management perspectives. These assessments assist in documenting what is happening in the process at that time and how well it is being done. The result can be used to identify areas for improvement in the process. In addition to the use of those assessments, participants can provide suggestions on how to improve the quality or efficiency of the process from their unique perspective using various mechanisms designed to obtain candid feedback. This feedback may reflect what is going well in the health and safety process, as well as ideas about what could be improved.
 - Changes that result in improvements in the health and safety process over time will become routine, and new expectations will arise. By periodic assessment of processes, and determining new requirements, the health and safety program can continue to improve and evolve.
- Identify the Issues/Problems - The input from internal and external parties involved in the health and safety program and analysis of metrics should yield a list of issues that would benefit from further evaluation. Input may be submitted through written documentation or oral communication. Each issue that is identified through a source or performance metric has a reason behind its existence. In some cases, the issue has a particular root cause such as a type of barrier that prevents optimal health and safety performance. By understanding the correct root cause, the solutions are more likely to be effective.
- Develop Solutions to the Issues/Problems - If root causes of issues and barriers to better performance in the health and safety process are not identified, it will be difficult to develop potential solutions that will work to improve the process. Because multiple issues may exist, a formal process may be needed to prioritize which issues to address. A team or focus group approach can be used to concentrate on developing particular solutions for an issue. Once a solution has been evaluated by the team/focus group, metrics will be identified that can be tracked and used to determine whether or not the solution is effective. The metrics will be carefully chosen so they will reflect improvements directly related to the original issue and the solution being implemented. Information from these metrics can put in place the structure for continual improvement of the action/solution taken.
 - After the implementation of the solution has begun, the metrics will be monitored on a regular basis. The metrics will reveal whether or not the objectives of the solutions are being met. If the objectives are not being met, then the team/focus group will review the results and determine areas for improvement. It is possible the solution is not being implemented correctly, the solution is not a good choice, or the solution focuses on resolving the wrong problem.

This philosophy follows the traditional improvement approach of plan-do-check-act. Plan-do-check-act can be integrated into the continual improvement process and applied as needed to all procedures, policies, forms, and processes that are a part of the health and safety program.

Continual improvement is essential in a health and safety management system. Two points that are particularly important:

- 1) Create constancy of purpose for improvement
- 2) Improve constantly and forever

Health and Safety Management System processes can be routinely analyzed to identify issues that affect the quality and consistency of the program. The following questions can be used to evaluate the effectiveness of the QMS initiatives:

- What new approaches were implemented?
- How were these approaches deployed?
- What effect did they have on performance metrics?
- How were “lessons learned” integrated?

At a minimum, the health and safety management program should be formally revised and reissued every five years. It is likely that in the first few years of its implementation, the health and safety management program may need to be revised more frequently, based on lessons learned.

Tools that Support Continual Improvement

- Tracking of the performance metrics
 - Evidence of performance
 - Identification of areas for potential improvement
- Analysis of process and technical audits
 - Identification of targets for process improvements
- Health and Safety Process Improvement o
 - Analysis of current process
 - Identification of issues
 - Development of solutions

Dated at _____ this _____ day of _____, 20____.

Signature

Witness

Name & Title (please print)

Name

Continuous Improvement Review Tracking		
Date of Review/Change	Notes	Name of Reviewer

SAMPLE