

**Introduction:**

The SAFERi Safety Leadership Model elements (S: Speak, A: Act, F: Focus, E: Engage, R: Recognize, i: Identify and manage Risk), provide a framework for senior leaders to follow to enhance and improve their safety leadership.

This self-assessment tool is designed to let you consider and ‘quantify’ the level of safety leadership you, as an organization’s CEO / Administrator / ED, provide to your organization and to your staff and those they care for / support.

Below you will find the SAFERi Safety Leadership Self-Assessment Tool. For each of the six SAFERi Model elements you will find eight safety leadership practices. The self-assessment tool asks you to rate how often you demonstrate these practices. More importantly, you are being asked to rate how often you demonstrate the practice in front of your Board, senior management team, and/or staff. It is important that others know you put significant value on ‘Safety for all’ in your organization and that they see you demonstrating that through both words and actions.

**How to use / complete the SAFERi Safety Leadership Self-Assessment for CEOs/Administrators:**

The self-assessment tool is easy to use. As you read each of the safety leadership practices for each of the SAFERi elements, think about if you demonstrate the practice, and if so, how often.

- Do you demonstrate it rarely, e.g., once a year, when there is an injury/incident, or if you notice an unsafe work practice or condition? It may be that you frequently think about health and safety / the specific leadership practice but if no one knows you are doing so you should rank it as ‘rarely’.
- If you visibly demonstrate a safety leadership practice occasionally, or when asked for your input on a health and safety issue, someone asks for resources to fix a safety problem, or the Board asks for a report on health and safety performance, etc., rank yourself a 3 out of five.
- If you are an active safety leader, frequently talking about the importance of staff health and safety, linking it to care / support quality and the safety of those receiving care / support, and visibly demonstrating it as a personal value to staff then you are a true safety leader and if asked, those you work with and report to (e.g. the Board of Directors) will see you as such.

Remember, the self-assessment tool has eight safety practices for each of the SAFERi elements. It is quite likely that you will regularly and frequently demonstrate a few of the safety practices for each element, occasionally demonstrate a few others, and, maybe, rarely demonstrate a few. This is to be expected. Don’t stress about it. AWARE-NS’s SAFERi for CEOs / Administrators / EDs workshop, and the support material you’ll find on the AWARE-NS website will help you to create goals and an action plan to move your Safety Leadership to the next level!

As you complete each of the sections for the SAFERi elements, write down any thoughts or notes you have about the element or safety practices listed for each element. You can list ways you currently demonstrate the specific SAFERi element, how you can make what you do more visible to others in your organization, and/or what you might do differently in the future.

## Understanding your scores:

After completing the Safety Leadership Safety Self-Assessment, take some time to review your answers and responses. Review any notes or thoughts you made about the specific SAFERi element and the safety practices highlighted in the self-assessment tool. The Self-Assessment tool results combined with the thoughts you made while completing it will provide you with good insight into how actively you are helping to support and lead your organization's health and safety program.

## What next:

After you have completed your self-assessment, you might consider asking your senior leadership team to complete the Safety Leadership Self-Assessment 360 Review tool. The 360-review tool asks others about how and how often you demonstrate safety leadership, based on their own observations and experiences with you and what they hear from others in the organization.

You may want to meet with the entire senior leadership team to talk to them about the 360-review tool, why you are asking them to complete it, to reassure them that you are looking for an open and honest review of your safety leadership, and that you are open to talking about their views / opinions and experiences. Also, it is best to let them know that you are committed to improving your safety leadership and to implementing more effective and regular safety leadership practices.

Comparing your personal self-assessment results to the results from the 360 Review tool can help you to reflect on areas of inconsistency between how you view yourself as a safety leader and how you are viewed from a safety leadership point of view by others. It can help to identify where you need to improve how you communicate your safety vision / participation, where you need to be more visible and vocal in your support for health and safety programs and activities, and identify opportunities for you to better demonstrate to staff the importance of health and safety in your organization.

**Note:** if you or any member of your senior leadership team have concerns about using the 360-review tool, AWARE-NS can administer the 360 Review tool to your senior leadership team and then collate and communicate anonymized results.

The AWARE-NS SAFERi - *Guide to setting safety leadership goals* provides you with some guidance and worksheets to help you set goals and create an action plan that will help you maintain or enhance your safety leadership!

Speak About Safety: Look at the safety leadership practices below and rate how often you 'Speak About Safety'!	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever I get the chance
I ensure that staff safety is a topic on the agenda for meetings that I attend; I lead the discussion and ensure it is never dropped from the agenda due to time constraints	1	2	3	4	5
I share my personal vision for staff and resident safety with the Board, the leadership team, and all staff – both formally and informally	1	2	3	4	5
I annually set personal health and safety related goals, share and provide updates on progress towards these goals to the Board and all staff	1	2	3	4	5
I lead the setting of annual organizational health and safety goals / objectives and take time to personally communicate them to the senior leadership and all staff;	1	2	3	4	5
I participate in staff meetings to reinforce our commitment to staff safety and stress it's importance to the delivery of safe client / resident care	1	2	3	4	5
I talk about worker health and safety in a way that all staff understand it is personally important to me.	1	2	3	4	5
I talk about our safety performance with the Board, senior managers, and all staff, highlighting our successes and areas where additional focus is required	1	2	3	4	5
In all meetings with members of the senior leadership team, I ask questions about the safety performance in the areas for which they are responsible and how they actively support staff health and safety	1	2	3	4	5
<b>Totals for each column for 'Speak about Safety':</b>					
<b>Total for all columns:</b>					
<b>Notes/Thoughts:</b>					

Understanding your total 'Speak about Safety' score:

**Beginning (8-22):** Look for and take more opportunities to speak about safety to your leadership team, colleagues and staff

**Performing (23-30):** Continue to recognize and take opportunities to speak about safety, begin to reach out / be proactive rather than having to be reminded or asked to do so

**Excelling (31+):** Speaking about safety is an integral and important part of how you lead and collaborate with the leadership team and staff

Act - Be Actively Involved: Look at the safety leadership practices below and rate how often you are 'Actively Involved' in health and safety!	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever I get the chance
I do unannounced walk-throughs in work areas of the organization / visits with staff and take time to talk to and ask staff about health and safety issues, activities, successes, concerns	1	2	3	4	5
I participate in health and safety training I am required to take or that I feel will be beneficial, and look for opportunities to drop into staff health and safety training sessions to reinforce my personal commitment to health and safety	1	2	3	4	5
I participate in scheduled workplace inspections in all areas of our organization	1	2	3	4	5
I review staff and resident-related incident reports, ensure that they are fully investigated, and ask questions regarding the implementation of controls	1	2	3	4	5
I find opportunities to attend staff meetings, shift reports, safety huddles, etc. to listen and ask questions regarding health and safety concerns	1	2	3	4	5
I am aware of and follow all organizational health and safety policies and procedures	1	2	3	4	5
I liaise and collaborate with colleagues from other organizations to identify staff health & safety concerns at a sector level and to identify ways to address them, establish best practices, etc.	1	2	3	4	5
I meet with the JOHSC Co-Chairs to review progress on recommendations for improvements to our health and safety program	1	2	3	4	5
<b>Scores for 'Be Actively Involved':</b>					
<b>Total for all columns</b>					
<b>Notes/Thoughts:</b>					

**Understanding your total 'Be Actively Involved' score:**

**Beginning (8-22):** Look for ways to be more actively involved in your health and safety program and activities, and be seen doing so by your leadership team, colleagues and staff

**Performing (23-30):** Continue to do what you're doing to actively support and be involved in your health and safety program but look for additional opportunities to show staff that their health and safety is important to you

**Excelling (31+):** Your active involvement in your health and safety program lets staff, your leadership team and others see and understand that you truly value and place a high priority on the health and safety of everyone in the workplace

Focus On Health & Safety as a Continuous Quality Improvement Strategy: Look at the safety leadership practices below and rate how often you 'Focus' on health and safety!	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever I get the chance
I allocate resources to help ensure our injury prevention and stay-at-work / return-to-work programs can be effectively implemented <b>and</b> I advocate for additional resources we need to help improve and enhance our health and safety program	1	2	3	4	5
I ensure that all managers know that they are required to ensure that staff are able to attend required health and safety training	1	2	3	4	5
I ensure that all staff performance reviews include a health and safety performance and goal setting component	1	2	3	4	5
I ensure that all managers and staff members are held accountable when they don't fulfill their health and safety related responsibilities, or make progress on their health and safety goals	1	2	3	4	5
I ensure that we have organizational and departmental level health and safety goals and objectives that are integrated into a Quality Improvement / Performance Balanced Scorecard	1	2	3	4	5
I work with senior leadership and staff to develop a set of leading and lagging indicators to monitor and evaluate the performance of our health and safety program	1	2	3	4	5
I ensure that health and safety is considered in all business and quality of care decisions, strategic planning, annual goal setting, action planning, etc.	1	2	3	4	5
I ensure that safety performance results and progress of organizational occupational health and safety goals are communicated with the same importance, and as frequently, as business and quality of care results	1	2	3	4	5
<b>Scores for 'Focus on Health &amp; Safety as a Continuous Quality Improvement Strategy':</b>					
<b>Total for all columns</b>					
<b>Notes/Thoughts:</b>					

**Understanding your total 'Focus On Health & Safety as a Continuous Quality Improvement Strategy' score:**

**Beginning (8-22):** Take time to review how you allocate resources to health and safety, monitor and evaluate health and safety initiatives, consider how health and safety impacts care and 'business' outcomes, and your approach to stay-at-work/return-to-work

**Performing (23-30):** Ensure you are allocating sufficient resources to maintain or improve your health and safety program and find ways to allocate any additional resources that are needed. Look for ways to keep up to date on the performance of your program and how well your stay-at-work/return-to-work program is working. Consistently ensure all staff have health and safety related goals.

**Excelling (31+):** The focus and attention you give to your health and safety program reinforces its importance and creates the environment for the program to be effective. You, your staff, and the organization's Board can see the benefits of the program to the organization, staff, and those who receive care or support.



Engage & Empower Your People: Look at the safety leadership practices below and rate how often you 'Engage and Empower' people around health and safety in your organization!	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever I get the chance
I seek out opportunities to ask staff to provide input into health and safety related policies and procedures, and to provide recommendations for improving health and safety performance	1	2	3	4	5
I ask staff to participate in the process to investigate and develop a plan to implement recommendations to effectively mitigate identified risk	1	2	3	4	5
I verify that all staff are able to take required health and safety training	1	2	3	4	5
I verify staff are provided with opportunities to participate in health and safety activities (inspections, incident investigations, committees, procedure/policy development, etc.)	1	2	3	4	5
I tell staff that they need to always follow safe work procedures and report incidents; I ensure staff know that they are to report instances where they feel they are being pressured to not follow safe work procedures or report incidents	1	2	3	4	5
I ensure managers and staff know they are expected to stop work, ask questions, and/or get more information if they feel that a task will increase the risk to their health and safety, or the health and safety of a co-worker, the person receiving care, or anyone in the workplace	1	2	3	4	5
I respond positively when staff raise health and/or safety concerns and I ensure senior leaders and managers know that they are to respond positively and with empathy when someone raises a health and/or safety concern or reports a work-related incident.	1	2	3	4	5
I ensure that managers and staff understand that they are expected to cooperate and support one another with respect to health and safety matters, concerns and incident reports, and throughout the stay-at-work / return-to-work process	1	2	3	4	5
<b>Scores for 'Engage &amp; Empower Your People':</b>					
<b>Total for all columns</b>					

**Understanding your total 'Engage & Empower Your People' score:**

**Beginning (8-22):** An effective health and safety program needs engaged and empowered staff. As a Safety Leader, you need to find ways to make this happen. Engaged staff know that you value, recognize and expect their participation in your health and safety program. Look for ways to reinforce this and tell staff they are expected and empowered to raise any and all health and safety concerns, offer suggestions to improve health and safety, and adjust how they provide care to ensure that risks to their safety and the safety of those they care for is minimized

**Performing (23-30):** Continue to do what you're doing to actively support and be involved in your health and safety program but look for additional ways to engage staff and to support those who report incidents, safety concerns, or are participating in the stay-at-work/return-to-work process

**Excellent (31+):** Your consistent efforts to engage staff, ensure they know they have a say in how your health and safety program works, are empowered and expected to report and collaborate on actions that will resolve health and safety concerns, and will be respected during the stay-at-work / return-to-work process.

Recognize, Reward & Celebrate Success: Look at the safety leadership practices below and rate how often you 'Recognize, Reward, & Celebrate' health and safety related successes!	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever I get the chance
I ask for information about staff who actively contribute to our health and safety program and/or are identified by managers / co-workers to be "safety champions" so I can personally recognize their contributions	1	2	3	4	5
I do informal observations of staff as they work, and note and point out both good and bad safe work practices, behaviors, etc.	1	2	3	4	5
I recognize departments that have positive health and safety related results by attending departmental/unit meetings to speak with staff in person; I let staff throughout the organization know about the success departments/units have	1	2	3	4	5
I make a point of talking about health and safety related successes/opportunities at meetings I attend, whether it be with the Board, senior leadership, staff, funders, family councils, etc.	1	2	3	4	5
I ensure that managers are also making an effort to publicly recognize and reward their staff who demonstrate excellent safety behaviors and work practices <b>and</b> that they do this frequently and on a timely basis	1	2	3	4	5
I take special care to 'verbally' reward staff who demonstrate exceptional safety leadership in front of their colleagues and peers.	1	2	3	4	5
I work with the JOHS committee to ensure we hold health and safety celebrations with staff from across the organizations <b>and</b> I ensure that the Board is invited to attend and participate in these celebration events.	1	2	3	4	5
I consider health and safety related attitudes, beliefs and demonstrated performance when recruiting for and/or promoting staff to management positions.	1	2	3	4	5
<b>Scores for 'Recognize, Reward &amp; Celebrate Success':</b>					
<b>Total for all columns</b>					
<b>Notes/Thoughts:</b>					

**Understanding your total 'Recognize, Reward & Celebrate Success' score:**

**Beginning (8-22):** Find small but meaningful opportunities to recognize health and safety activities and performance at the organizational, unit / department, and individual levels. Be present and participate in health and safety related celebrations and be sure to publicly recognize and offer 'verbal' recognition and rewards at the organizational, unit, and individual levels.

**Performing (23-30):** You take the time to recognize, reward and celebrate the success or your organizational health and safety program, unit performance, and individual contributions. Look for ways that you and your leadership team can do this - more consistently and intentionally.

**Excelling (31+):** You understand the importance of taking the time to personally, and consistently, recognizing, rewarding, and celebrating organizational, departmental / unit level, and individual health and safety performance and successes.

Identify & Manage Risk: Look at the safety leadership practices below and rate how often you 'Identify and Manage' risk!	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever I get the chance
I verify that all required safety inspections, including those contractors working in my organization are required to do, are completed	1	2	3	4	5
I ask questions of senior leaders and managers to ensure they know the results of health and safety inspections, safety-related testing, audits, or visits by licensing / enforcement personnel (e.g. fire marshal, DLIS officers, etc.) and to further my understanding of any identified issues and actions to be taken	1	2	3	4	5
I review the minutes of the JOHSC and read and respond to all JOHSC recommendations within 30 days <b>and</b> I take the time to ask questions that further my understanding of the issues being addressed by the recommendation and the actions to be taken	1	2	3	4	5
I review safety incident reports and the related investigation reports to ensure that incident investigations are conducted with the goal of understanding the root causes/systemic factors that contributed to the incident and are not focused on assigning blame	1	2	3	4	5
I ask about our intake process to ensure we identify person-related factors that might increase the risk to our staff and care/support plans are created that take these factors into account	1	2	3	4	5
I verify that assessments, particularly those associated with Safe Handling and Mobility, and Workplace Violence, are completed, and updated according to policy	1	2	3	4	5
I review our health and safety performance data and take steps to understand the areas where staff are at most risk and to develop strategies to mitigate this risk <b>and</b> I review & understand our WCB Assessment Rate, Time Loss, & No-Time Loss Claims Data	1	2	3	4	5
I collaborate and work with sector leaders, AWARE-NS, and others to better understand the hazards our staff are exposed to, the risk associated with these hazards, and what risk mitigation strategies can be effective	1	2	3	4	5
<b>Scores for 'Identify &amp; Manage Risk':</b>					
<b>Total for all columns</b>					
<b>Notes/Thoughts:</b>					

Understanding your total 'Identify & Manage Risk' score:

**Beginning (8-22):** Leadership is needed to ensure that risks are identified and managed. Look for ways you and your team can better support, promote and participate in risk identification, and take meaningful steps to manage and control exposure to risk for everyone in the workplace

**Performing (23-30):** Continue to do what you're doing to actively support risk identification and management! Review your progress and identify ways to increase your focus on risk identification and management on a day-to-day / consistent basis

**Excelling (31+):** Your strong safety leadership means your organization can successfully manage risk, reduce injuries and protect the health and safety of everyone in the workplace.