

SAFERi - Guide to setting safety leadership goals:

After completing the Safety Leadership Safety Self-Assessment, take some time to review your answers and responses. Remember that this is a personal assessment so double check you are comfortable with your responses.

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 others view you from a safety leadership point of view. 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.

Setting Your SAFERi Safety Leadership Goals

The results of the SAFERi Safety Leadership Assessment tool will help you identify meaningful safety leadership goals – goals that you feel will help you to maintain or enhance the level of safety leadership you provide to your organization, and goals you believe in and can commit to. When setting goals there are some key principles to follow to ensure the goals you set are meaningful and moving you in the right direction.

1) Remember to set SMART goals.

We all know that goals should be SMART. That is, they should be:

Specific: Goals should be clear and concise. They should describe exactly what it is you want to accomplish. If your goal isn't clear and specific, you won't be able to focus your efforts or feel truly motivated to achieve it. Ask yourself if anyone reading your goal would immediately understand what it is you want to accomplish.

Measurable: It's important that your goals be measurable, so that you can track your progress and stay motivated. Assessing progress helps you to stay focused, meet your deadlines, and feel the excitement of getting closer to achieving your goal. When creating a goal, ask yourself:

- How will I know I have accomplished this goal??
- What measures do I need to collect for me to know I am making progress on or have accomplished the goal?
- How will I collect and record the measures, how often / when will I collect them?

Achievable: Your goal also needs to be realistic and attainable to be successful. In other words, it should stretch your abilities but still remain possible. When you set an achievable goal, you may be able to identify previously overlooked opportunities or resources that can bring you closer to it.

When considering if your goal is achievable goal consider questions such as:

- How can I accomplish this goal?
- Can I allocate the required time to accomplish it?
- Is it beyond my ability because I lack the authority to make it happen?
- Do I need others to help me accomplish the goal? If so, have I obtained their support / commitment?

- Do I have access to the resources (time, financial, other) to accomplish the goal?

Relevant: It is unlikely that you will accomplish a goal if it isn't meaningful to you, if it doesn't align with other relevant goals, or isn't important to the organization. When creating your goals, ask yourself:

- Is it meaningful to you? The more meaningful a goal is to you, the more it aligns with a personal value or philosophy, then the more likely you are going to want to take the time to work on and achieve the goal.
- Is this goal significant and important? If you don't see the goal as important and having a significant impact on improving your health and safety leadership then you won't feel there is any urgency to take action on it.
- If you accomplish the goal, will it make a difference? In how you lead health and safety? How people perceive you from a safety leadership point of view? In how people will view the importance of health and safety in the organization?

Time bound: Every goal needs a target date, so that you have a deadline to focus on and something to work toward. This part of the SMART goal criteria helps to prevent everyday tasks from taking priority over your longer-term goals. When creating a 'time-bound' goal make sure you document:

- When will you start to work on accomplishing the goal?
- When / what date do you want to accomplish the goal by?
- What milestones do you want to accomplish, and when do you want to accomplish them by?

2) Set goals that align with your strengths and personal values

Another important aspect of goal setting is to set goals that align with what you are good at, aligned with your leadership strengths.

As mentioned above, after completing the SAFERi Safety Leadership Self-Assessment you will likely identify some safety leadership practices that you put a priority on and do consistently. These are likely leadership practices that resonate with you, align with your past experiences and/or personal values.

It also may be that there are some safety leadership practices that you hadn't considered or hadn't seen as being important. Ones that you are less comfortable with, that you feel are too time-consuming, or you may have tried in the past but didn't feel it was beneficial to continue to demonstrate them.

When setting goals to improve your safety leadership, some might think it important to focus all your attention on safety leadership practices that you don't currently demonstrate. Well, research would suggest that this is the wrong thing to do. After reviewing your SAFERi Safety Leadership Self-Assessment, look at the safety leadership practices that you strongly and consistently demonstrate and create 2-3 goals that will help maintain, or better yet, enhance these practices on a day-to-day basis. These goals should be relatively easy for you to accomplish because they should align with what you currently do, value and believe in. They will reinforce your safety leadership strengths, demonstrating to staff your commitment to health and safety, and provide you will a feeling of accomplishment.

3) Set 1-2 stretch goals in areas where you feel you would like to improve

Setting goals that align with your strengths and what you are currently doing ‘well’ is great and rewarding. However, it is important to look at and consider the safety leadership practices you are not demonstrating or not demonstrating on a very consistent basis.

Set goals that will help you to enhance one or two of the safety leadership practices you aren’t consistently demonstrating. Choose goals that will be ‘a stretch’ but that you honestly feel you can and will accomplish. When defining these goals, it can be helpful to identify more milestones / check-in points so you can keep the goal top of mind and part of your active leadership practices. For these goals, make sure you check-in on it at least once a month, if not more frequently.

Also, for these goals, it can be helpful to share the goal with others (e.g., a Peer Accountability Partner, your senior leadership team, or even the Board of Directors). Doing this can provide you with an additional reason for accomplishing the goal, as others will be looking for evidence that you are moving forwards toward accomplishing your goal.

4) How many goals should you set?

It is recommended that you set 3 goals that you feel will have a positive impact on your safety leadership practices. If you are really keen you can set 5 but it is better to set fewer goals and commit to achieving them, rather than a large number of goals that can become a significant challenge to accomplish.

See SAFERi – Example Safety Leadership Goals below, after the Goal Setting Worksheets.

SAFERi Safety Leadership for CEOs / Administrators – Goal Setting Worksheet (Set 3 to 5 goals, fewer is sometimes better)!

Completed by: _____ Organization: _____ Date: _____

Goal 1:

<p>How will you measure it? Describe the measures to be used, and how and how often they will be tracked.</p>	
<p>Is it attainable? What resources do you need? State why it is attainable and any resources you need to achieve the goal.</p>	
<p>Is it Relevant? To you / to your organization. State why it is relevant to you personally and why it is important to the organization.</p>	
<p>When do you plan to accomplish the goal? List a date by which you hope to fully achieve the goal. Make note of other dates you want to use to check-in on your progress.</p>	
<p>Notes</p>	

Goal 2:

<p>How will you measure it? Describe the measures to be used, and how and how often they will be tracked.</p>	
<p>Is it attainable? What resources do you need? State why it is attainable and any resources you need to achieve the goal.</p>	
<p>Is it Relevant? To you / to your organization. State why it is relevant to you personally and why it is important to the organization.</p>	
<p>When do you plan to accomplish the goal? List a date by which you hope to fully achieve the goal. Make note of other dates you want to use to check-in on your progress.</p>	
<p>Notes</p>	

SAFERi Safety Leadership for CEOs / Administrators – Goal Setting Worksheet (Set 3 to 5 goals, fewer is sometimes better)!

Goal 3:

<p>How will you measure it? Describe the measures to be used, and how and how often they will be tracked.</p>	
<p>Is it attainable? What resources do you need? State why it is attainable and any resources you need to achieve the goal.</p>	
<p>Is it Relevant? To you / to your organization. State why it is relevant to you personally and why it is important to the organization.</p>	
<p>When do you plan to accomplish the goal? List a date by which you hope to fully achieve the goal. Make note of other dates you want to use to check-in on your progress.</p>	
<p>Notes</p>	

Goal 4:

<p>How will you measure it? Describe the measures to be used, and how and how often they will be tracked.</p>	
<p>Is it attainable? What resources do you need? State why it is attainable and any resources you need to achieve the goal.</p>	
<p>Is it Relevant? To you / to your organization. State why it is relevant to you personally and why it is important to the organization.</p>	
<p>When do you plan to accomplish the goal? List a date by which you hope to fully achieve the goal. Make note of other dates you want to use to check-in on your progress.</p>	
<p>Notes</p>	

SAFERi Safety Leadership for CEOs / Administrators – Goal Setting Worksheet (Set 3 to 5 goals, fewer is sometimes better)!

Goal 5:

<p>How will you measure it? Describe the measures to be used, and how and how often they will be tracked.</p>	
<p>Is it attainable? What resources do you need? State why it is attainable and any resources you need to achieve the goal.</p>	
<p>Is it Relevant? To you / to your organization. State why it is relevant to you personally and why it is important to the organization.</p>	
<p>When do you plan to accomplish the goal? List a date by which you hope to fully achieve the goal. Make note of other dates you want to use to check-in on your progress.</p>	
<p>Notes</p>	

SAFERi – Example Safety Leadership Goals

Speak About Safety: Example goals to help you ‘speak’ more about safety and be seen ‘speaking more’

- 1) **Twice a month**, review the agenda for an upcoming meeting you will attend or host. If OH&S isn’t on the agenda, ask the organizer to include some time to speak to H&S matters in the organization and prepare some speaking points about a specific health and safety issue or the organization’s health and safety performance.
- 2) **Once a week**, meet with senior managers or department heads, ask them to speak about the current OH&S situation in their areas of responsibility. Ask questions to ensure you understand what health and safety issues and concerns are on-going in their departments. If possible, ask them in advance of the meeting so they are prepared.
- 3) **For all meetings** you are leading the meeting, schedule time for health and safety related discussions at the start of the meeting to help ensure it isn’t dropped from the agenda due to time constraints. Keep a record of how many of your meetings you start with a discussion of staff health and safety.
- 4) **Once a year** write out your vision for staff and resident safety in your organization. Communicate this, in person, to staff, senior management and the Board of Directors. Ask for questions and be prepared to answer them.
- 5) **Once a year** write out a set of personal safety leadership goals (SMART). Communicate these with the Board of Directors and our Senior Management team. These goals should tell anyone that sees them what and how you personally intend to do to help maintain and enhance the health and safety performance in your organization.
- 6) **Once a year** lead the process to set organizational health and safety goals that align with the organization’s health and safety strategy as defined by the Board. Once a final draft is ready share them with the Board of Directors and ask them to formally approve them.
- 7) **Twice a year** lead the process to review organizational health and safety goals to assess progress on the goals, revise timelines, if necessary, and re-focus attention on the goals and the actions required to accomplish them.
- 8) **Once a year** organize meetings with your senior management team and all staff to talk about organizational health and safety performance and the organization’s health and safety goals.
- 9) **Attend at least one staff meeting / pre-shift huddle a month** with the goal of, at minimum, attending one meeting in each department in the organization every year. Prepare an overview of the organization’s health and safety performance and goals to share with the staff. Ensure the department manager or supervisor leading the meeting speaks to the safety performance of their department and highlights what is being done in the to mitigate risk in the department. Ensure enough time is provided for staff to ask questions and/or bring up health and safety concerns.
- 10) **At least once a week** take the time to go out to the front-line work areas and talk to staff about health and safety areas. Be open, honest and show empathy for their concerns. Take notes and listen to their concerns and invite them to suggest ways to improve health and safety.
- 11) **At least quarterly** send out a communication to all staff that highlights any health and safety concerns that they have told you about, and how the organization is responding, e.g. investigating the concern or working to implement risk mitigation strategies to address the concern.
- 12) **At least quarterly** share health and safety performance information with the Board of Directors, and staff. Highlight successes and challenges and discuss the plans in place to address challenges and further mitigate risk to staff and residents. Stress the importance of staff safety on the delivery of safe, high-quality care.

SAFERi – Example Safety Leadership Goals

Act - Be Actively Involved: Example goals to help you more actively lead your health and safety efforts and to be seen actively supporting and working towards improving health and safety performance

- 1) **Once a month** do unannounced walk-throughs of your facility (facilities) / visits with staff and take time to talk to and ask staff about health and safety issues, activities, successes, concerns.
- 2) **Each year** participate in a minimum of 3 health and safety related training sessions / workshops / forums.
- 3) **Once a month** drop into staff health and safety training sessions to reinforce your personal commitment to health and safety.
- 4) **Once a month** participate in scheduled workplace inspections.
- 5) **Once a month** review a **minimum of 4** staff and resident-related incident reports, ensure that they are fully investigated, and ask questions regarding the implementation of controls.
- 6) **Once a week** block off time in your schedule to attend staff meetings, shift reports, safety huddles, etc. to listen and ask questions regarding health and safety concerns.
- 7) **At all times** follow all organizational health and safety policies and procedures.
- 8) **Twice a year, at a minimum**, liaise and collaborate with colleagues from other organizations to identify staff health and safety concerns at a sector level and discuss ways to address them, establish best practices, etc.
- 9) **Four times a year (every three months)** meet with the JOHSC Co-Chairs to review progress on recommendations for improvements to our health and safety program.

SAFERi – Example Safety Leadership Goals

Focus On Health & Safety as a Continuous Quality Improvement Strategy: Example goals to help you focus more attention on health and safety and to be seen to make health and safety an organizational priority

- 1) **Once a year** meet with the Board to ensure that resources are allocated to allow organizational health and safety goals can be met. This is done during budgeting, strategic planning and H&S goal setting processes.
- 2) **Once a year** meet with senior leaders and managers to discuss organization and your health and safety goals. Ask senior leaders and managers to create their own personal health and safety goals before your next meeting, share the goals with you and be ready to report progress towards their health and safety goals at least twice a year.
- 3) **Twice a year**, during meetings to review progress on health and safety goals, ask if the resources allocated to the health and safety goals / program are sufficient. If not, lead the process to identify what additional resources are required and create a plan to obtain these resources.
- 4) **Once a month** discuss staff health and safety training with the senior leadership team / managers, what training has been scheduled and what is required, and if they are having challenges freeing up staff to attend the required health and safety training. Remind managers that they are to make every effort to allow staff to attend health and safety training.
- 5) **During all performance reviews** discuss health and safety performance and goal setting/ progress.
- 6) **Twice a year** ask senior leaders and managers to report on health and safety performance in the areas they are responsible for and to provide an update on the progress they have made on their personal health and safety goals.
- 7) **Once a year** review the organization's quality improvement / performance balance scorecard and verify that the scorecard includes performance measures and reporting related to health and safety.
- 8) **Once a year** review health and safety performance related indicators to ensure that they include both leading and lagging measures. Work with senior leadership and staff to ensure data is collected and updated monthly.
- 9) **Once every two months** schedule time to review recent business and quality of care decisions to determine if staff health and safety is a core consideration when these decisions are made. If not, review and update your decision making, strategic planning, annual goal setting, action planning, etc., processes so that staff health and safety is considered in all aspects of business planning and decision making.
- 10) **Once a year** create a schedule to share and communicate health and safety performance results and the progress of organizational occupational health and safety goals with staff.

SAFERi – Example Safety Leadership Goals

Engage & Empower Your People: Example goals related to how you can better engage and empower staff to be more involved in your health and safety program and activities.

- 1) **Throughout the year** ask 4-6 different staff members to participate in a review of the health and safety program, and our health and safety related policies and procedures.
- 2) **Once a month**, during un-announced walkthroughs of work areas, stop and ask no fewer than 2 staff to provide ideas and recommendations for improving health and safety performance. Staff who have ideas are asked to work with their supervisor / manager and representatives from the JOHSC to determine the feasibility of their idea and report back to me within 30 days.
- 3) **Once a month** ask at least one different staff member to participate in the work to investigate and develop a plan to implement recommendations to address specific health and safety hazards.
- 4) **Twice a year** senior leaders / managers are asked to report on how frequently staff are being provided with opportunities to participate in health and safety activities (inspections, incident investigations, committees, procedure/policy development, etc.) Specific examples will be provided.
- 5) **Once a week, when attending staff meetings / pre-shift briefings / safety huddles** staff are reminded that they need to follow safe work procedures and to formally report cases of when they feel they are being pressured to not do so.
- 6) **Once a year** reinforce the fact that you expect managers and staff 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.
- 7) **Twice a year use a survey** to ask up to 25% of staff how they perceive our safety culture, my safety leadership, and their perceptions of how managers and senior leaders respond positively when staff raise health and/or safety concerns.
- 8) **Once a year** senior leaders and managers are reminded that they are to respond positively and with empathy when someone raises a health and/or safety concern or reports a work-related incident.
- 9) **Once a month** meet with staff who are participating in the Stay-at-Work / Return-to-Work program to discuss their perceptions of the program, the support they are receiving from managers / supervisors and co-workers, and any recommendations they have for improvements.
- 10) **Once a year** senior leaders and managers are reminded that they are expected to cooperate and support one another w.r.t. health and safety matters, concerns, and incident reports, and enhancing the stay-at-work / return-to-work process by providing supportive accommodations across the organization.

SAFERi – Example Safety Leadership Goals

Recognize, Reward & Celebrate Success: Example goals to help you more regularly recognize, reward and celebrate individual, departmental, and organizational health and safety successes.

- 1) **Once a month** ask senior leaders, managers, and supervisors to provide information about staff who actively contribute to our health and safety program and/or are recognized as “safety champions”. Make a point of personally recognizing and thanking all these individuals in front of their colleagues.
- 2) **During monthly informal walkthroughs of work areas** make informal observations of staff as they work, make note of both good and bad safe work practices, behaviors, etc. Take time to discuss these observations with no fewer than 2 staff to discuss opportunities and challenges.
- 3) **Six times a year (once every two months)** recognize departments that have positive health and safety related results by attending departmental/unit meetings to speak with staff in person; let staff throughout the organization know about department/unit level success.
- 4) **Twice a year**, with the support and cooperation of the JOHSC, schedule a meeting / event to talk about and celebrate health and safety related successes and opportunities.
- 5) **Twice a year** invite staff and managers to present information about health and safety successes to others in the organization, the senior management team, and the Board of Directors.
- 6) **Twice a year** ask senior leaders and managers to provide specific examples of how and when they publicly recognize and reward their staff who demonstrate excellent safety behaviors and work practices.
- 7) **Once a year** invite Board members to participate in a JOHSC meeting where health and safety performance is reviewed and discussed.
- 8) **Once a year** invite Board members to attend and participate in health and safety celebration events.
- 9) **Once a year** work with human resources to review current job descriptions to ensure they include specific health and safety related responsibilities that are appropriate to the position.
- 10) **When** recruiting for and/or promoting staff to management decisions, ensure that the interview process / questions consider health and safety related attitudes, beliefs and demonstrated performance.

SAFERi – Example Safety Leadership Goals

Identify & Manage Risk: Example goals to help you ensure that you, your Board, and all staff make hazard identification and risk management an everyday part of how work is done in your organization.

- 1) **Once a year** ask the JOHSC to report on the number of safety inspections completed, including those that contractors working in our organization are required to do, and to identify cases where required inspections were not completed and why.
- 2) **Four times a year**, ask senior leaders and managers to report on the results of health and safety inspections, safety-related testing, audits, or visits by licensing / enforcement personnel (e.g., fire marshal, DLIS officers, etc.), highlighting any identified issues and actions taken / to be taken.
- 3) **Every three months** review the minutes of the JOHSC to ensure that health and safety related incidents and their investigations are being reviewed and recommendations are being made to me to address the causes of the incidents.
- 4) **Once a month** provide a response to the JOHSC for any recommendations they have made to you, so that responses are provided within 30 days.
- 5) **Once a month** meet with the co-chairs of the JOHSC so questions can be asked to further your collective understanding of the issues being addressed by the recommendation and the actions to be taken.
- 6) **Every three months** review up to 25% of organizational safety incident reports and 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 rather than focusing on assigning blame.
- 7) **Once a year** review intake process to ensure person-related factors that might increase the risk to your staff are identified and care/support plans take these risks into account.
- 8) **Once a year** verify that all person-related assessments, particularly those associated with Safe Handling and Mobility, and Workplace Violence, are completed and updated according to policy.
- 9) **Once a month** review health and safety performance data and take steps to understand the areas where staff are at most risk. Work with senior leaders to ensure strategies to mitigate this risk are developed and implemented.
- 10) **Once a year** review & understand our WCB Assessment Rate, Time Loss, & No-Time Loss Claims Data.
- 11) **Twice a year, at a minimum** 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