

We have written Health Leadership in the Chemical Industry as part of our ongoing work to enable chemical and pharmaceutical businesses to achieve healthy and safe workplaces. This guide will help Site Leadership Teams address workplace health and better understand the implications. We have identified four clear steps and actions to be taken, incorporating CIA's Sustainable Health Metrics Indicator Tool. In that guidance we said 'health is an often overlooked part of an organisation's safety, health and environment (SHE) agenda – all the elements

are important and have great synergies'. This publication, approved by CIA's Health Leadership Steering Group, describes the role of Site Management Teams in driving health leadership and ensuring our work forces are protected from hazardous substances.

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Health Leadership in the Chemical Industry

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Association

Guidance for Site Management Teams

Working for chemical and
pharmaceutical businesses

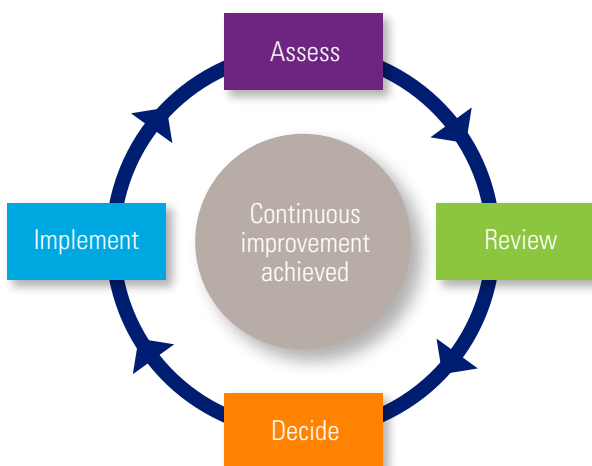
Introduction

There is much guidance already available on health and safety in the workplace. One such guidance that must be highlighted here is HSE's 'Leading Health and Safety at Work' and its approach to health leadership through the four themes Plan, Do, Check and Act.

Health is an often overlooked part of an organisation's safety, health and environment (SHE) agenda – all the elements are important and have great synergies. The Chemical Industry Association's (CIA) 'Health Leadership in the Chemical Industry – Guidance for Site Management Teams' builds upon these existing best practice guidance documents in order to help move an organisation towards achieving sustainable healthy as well as safe workplaces. It incorporates elements specific to the chemical and pharmaceutical industries.

Health Leadership

Healthy workforces are fundamental to the running of any successful business. Under Responsible Care®, the chemical industry strives to go above and beyond compliance in all health, safety and environment aspects and CIA works to support members in this process. One example of this is CIA's Sustainable Health Metrics Indicator Tool to promote establishing a sustainable healthy workplace.



Health Leadership applies to everyone. Health leadership includes senior management commitment, employee culture of proactive health risk assessment and wellbeing support initiatives that align with sustainable development goals and metrics.

The benefits to a business from a healthy workforce are not only financial savings from reducing sickness absence and staff turnover but improved morale increased productivity and reputation.

This best practice guidance is focussed at the role of the Site Management Team in driving health leadership and ensuring that your work force is protected from hazardous substances. The diagram left outlines the four essential elements.

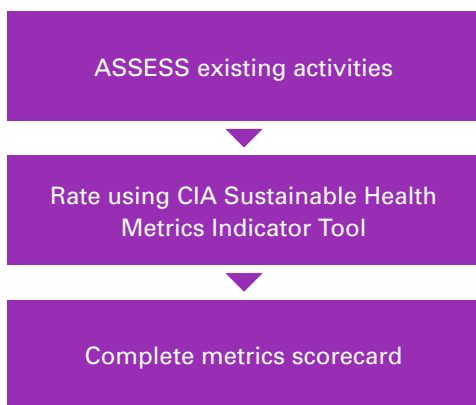


Here are the key actions to achieve a sustainable healthy workplace

Element One: Assess what your organisation is already doing

CIA's 'Sustainable Health Metrics Indicator Tool' will enable you to effectively measure your health programmes through the use of a leading indicators questionnaire. The Tool incorporates specific questions related to the chemical and pharmaceuticals industry sectors, these being on the systems in place to (i) control exposure to workplace chemical health hazards, (ii) monitor any exposures and (ii) carry out health surveillance of workers. Further information on the use of the Tool can be found in CIA's separate publication of the same name (see references).

It is strongly recommended that this assessment is carried out by a group of persons from a cross-section of job profiles rather than by an individual or department. The reason for this is simply that perceptions on workplace health may differ in the various parts of an organisation. A member of the Site Management Team should also be part of the assessment group. We also recommend that the assessors use the accompanying metrics scorecard to the Tool, as this provides a visual performance rating of your organisation's activities to prevent avoidable health events.

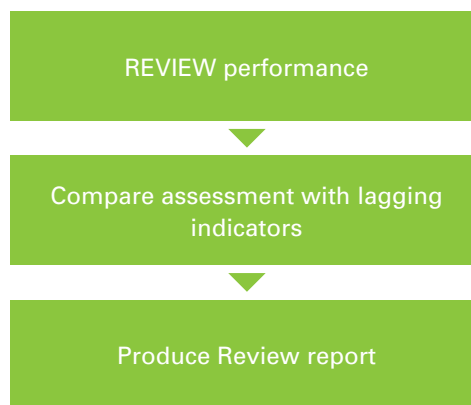


ASSESS: Key actions for the Site Management Team

1. Take ownership and be accountable for the health leadership agenda.
2. Ensure a Site Management Team member actively participates in the assessment group.
3. Engage with the entire workforce, including safety representatives, during the assessment.

Element Two: Review health programme activities against the lagging performance indicators, i.e. the number of incidents, days absence, etc.

Assessment results must be analysed to ensure this is a true representation of your organisation's occupational health programme; this is simply done by comparing your activity to prevent avoidable health events against the occurrence of undesired health events. It is important to note that the measures of performance recorded by organisations can and do differ, examples being number of incidents, absence rates and illness frequency rates to name a few. If your organisation does not record these, then it is important that as the Site Management Team that you consider implementation of a number of such measures. A useful set of performance indicators is provided in the Business in the Community (BITC) reporting guidelines (see references). A report containing the findings of the Review and completed metrics scorecard together with recommendations for improvement should be produced.



REVIEW: Key actions for the Site Management Team

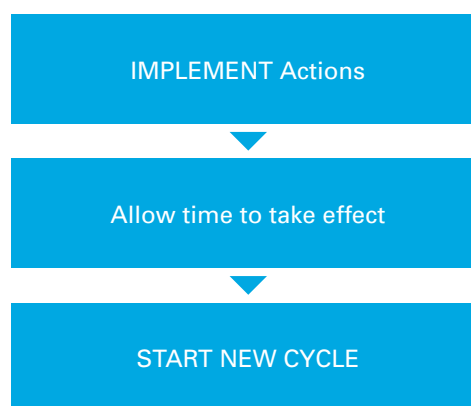
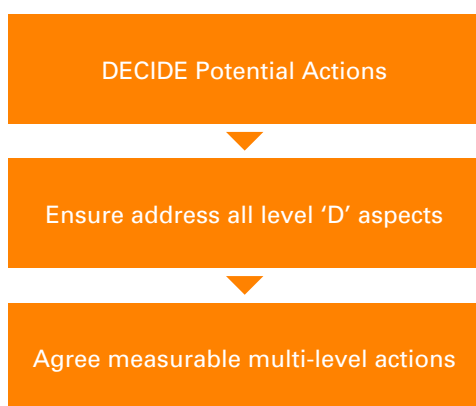
1. Ensure indicators to monitor health (safety and environmental) performance are in place.
2. Be open and transparent on the findings of the assessment with your workforce.
3. Make sure the process does not end here.

Element Three: Decide upon any required actions to be taken

Site Management Team should convene to consider the Review. Particular consideration needs to be given to any aspects identified by the Health Tool assessment as being assigned the lowest level D ('developing') and improvement plans should be drawn up. All organisations should strive to ensure that no aspect of their health programme is at a level 'D'. The agreed actions must be meaningful with the purpose of moving towards attaining sustainable healthy workplaces. It is important that all actions identified for implementing are measurable, so that they can be assessed. These can be multi-level, comprising both long- and short-term objectives; the former can in some cases be longer than a year. Examples of short-term actions include training and education programmes to raise awareness. One such action is visual display screen equipment (DSE) training where the measure is simply the number of people attending.

Element Four: Implement the agreed improvement decisions

It is imperative that the process does not end here, as once the new measures are in place and have had sufficient time to embed within the site's/organisation's day-to-day activities the cycle must be started again to check whether the overall health performance has improved. THE AIM IS CONTINUOUS IMPROVEMENT TO ACHIEVE SUSTAINABLE HEALTHY WORKPLACES. Best practice is considered as undertaking this at least annually.



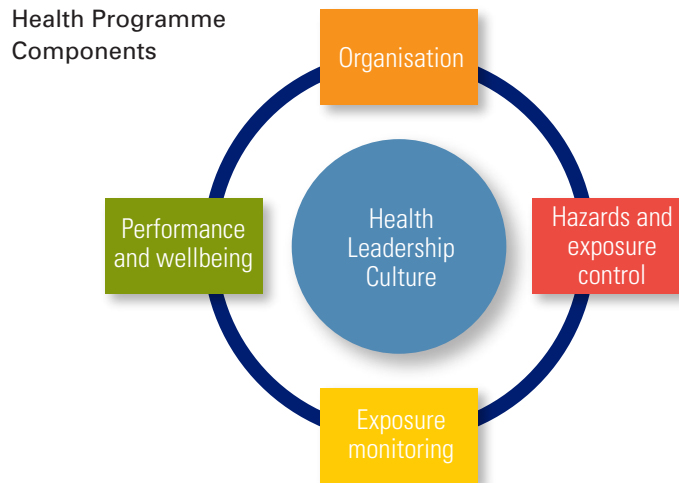
DECIDE: Key actions for the Site Management Team

1. Ensure the report receives adequate discussion time on the site leadership agenda.
2. Commit to continuous improvement by agreeing on concrete actions to be taken forward.
3. Be open with the workforce on improvement plans and consider inviting their comments.

IMPLEMENT: Key actions for the Site Management Team

1. Take responsibility for ensuring the cycle of assessment, review, decision and implementation becomes an integrated part of the site's management process.
2. Continue to encourage and promote continuous improvement throughout the organisation.
3. Consider the external reporting of health performance metrics.

Checklist



Good health leadership needs to incorporate all the following aspects...

- (If questioned) Senior managers know how their workforce are protected from hazardous substances e.g. carcinogens.
- Governance mechanisms for workplace health are included within the organisation's policy, prescribing management expectations, commitments and corporate/site activities.
- Workplace health is on the agenda, alongside safety and environment, for all board/site management team meetings
- A designated site management team member is responsible for health leadership.
- Senior managers show personal leadership of and involvement in health improvement via communication, performance monitoring and objective setting.
- Senior managers take part in plant visits, tours, audits and inspections.
- Senior managers actively promote health management principles and ask questions on health internally and externally.
- Workplace health risks from chemical processes are understood by all.
- A positive notification/reporting culture exists for health (and safety and environment) to help drive continuous improvement.

Useful sources of information (but by no means definitive!)

- HSE. 2013. Leading Health and Safety at Work – Actions for Directors, Board Members, Business Owners and Organisations of All Sizes. INDG417(rev1). <http://www.hse.gov.uk/pubns/indg417.pdf>.
- CIA. 2012. UK CIA Sustainable Health Metrics Indicator Tool. www.cia.org.uk (click on brochure picture).
- BITC. 2013. Reporting Guidelines: Employee Engagement and Wellness. www.bitc.org.uk/our-resources/report/bitc-public-reporting-guidelines-employee-wellness-and-engagement.
- EU-OSHA. 2013. Management Leadership in Occupational Safety and Health.

Websites:

- <http://www.hse.gov.uk/leadership/>

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