Work health and safety policy

Work health and safety risk management implementation standard

1. Purpose

This implementation standard identifies the minimum requirements for work health and safety risk management that evidence the implementation of the work health and safety (WHS) policy and identifies the responsibilities of individual positions in relation to these requirements.

2. Scope

This implementation standard applies to all workers including staff, clients, contractors and others within the Department of Health divisions, agencies and Hospital and Health Services (HHSs) that are not prescribed services.

3. Supporting documents

Authorising policy and standard/s:

- QH-POL-401:2014 Work health and safety policy
- QH-IMP-401-1:2014 Work health and safety planning implementation standard
- QH-IMP-401-2:2014 Work health and safety governance, consultation and capability implementation standard
- QH-IMP-401-4:2014 Work health and safety monitoring, evaluation and performance review implementation standard

Procedures, guidelines and protocols:

- QH-PCD-401-3-1:2014 Personal protective equipment management procedure

Forms and templates:

- Chemical task risk assessment template
- Chemicals storage and handling risk assessment template
- Patient Handling–Facility / unit risk assessment tool
- Participatory ergonomics risk management work sheet
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- Participatory ergonomics hazard identification record
- Occupational violence risk assessment tool
- Queensland Fire and Emergency Services – Schedule 2 – Occupier’s statement

4. Related documents

- Fire and Rescue Service Act 1990
- Work Health and Safety Act 2011
- Building Fire Safety Regulation 2008
- Electrical Safety Regulation 2013
- Work Health and Safety Regulation 2011
- Queensland Procurement Policy June 2013
- QH-POL-070:2013 Risk Management Policy
- QH-HSD-033:2013 Asset Management and Maintenance
- QH-HSD-003:2013 Disaster Management
- QH-HSD-009:2012 Procurement and Logistics – Use of Contract and Supply Arrangements
- QH-PCD-070-1-1:2013 Procedure for Risk Assessment and Treatment - Department of Health
- QH-PCD-044-1:2011 Procurement Procedures
- How to Manage Work Health and Safety Risks Code of Practice 2011
- Work Health and Safety Consultation, Co-operation and Co-ordination Code of Practice 2011
- Department of Health risk analysis matrix
- Queensland Health work health and safety risk profile
- Queensland Fire and Rescue Service Fire Safety Management Tool / Advisory Notes for Owners / Occupiers
5. Requirements

5.1 Overview

5.1.1 The WHS policy and legislative duties and obligations shall be fulfilled by a systematic risk management approach that shall incorporate the following elements:

- hazard identification
- risk assessment
- hazard / risk control (for injury and illness prevention)
- monitoring and review
- communication
- emergency preparedness and response.

5.1.2 Risk mitigation shall include responsive and dynamic risk assessment and interventions in emergency or other extraordinary situations.

5.1.3 The risk management process shall occur at a strategic and operational level. Risk assessments shall be used to inform work practices, WHS objectives and targets, WHS management plans, training needs, purchasing and procurement of goods and services (including contractors), and maintenance programs.

5.1.4 The Queensland Health WHS risk profile (Attachment 1) provides direction on the management of key risks for the public sector health system.

5.2 Risk management governance and accountability

5.2.1 The deputy director-general / chief executive of the accountability area shall support and encourage a proactive WHS risk management approach across their accountability area by:

- establishing and maintaining a current WHS risk register for the accountability area
- ensuring identified WHS risks rated at medium or above are recorded on the accountability area’s risk management information system—QHRisk
- ensuring risks that require ownership at a higher level or, are shared across other jurisdictions are communicated and transferred appropriately (for example, as outlined in QH-PCD-070-1-1:2013 Procedure for Risk Assessment and Treatment)
- ensuring cooperation and full and transparent disclosure of relevant information such as WHS risk registers and risk assessment, to investigating bodies where an incident results in investigation by an authorised third party (for example, Workplace Health and Safety
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Queensland, Queensland Police Service, Electrical Safety Office, Queensland Fire and Emergency Service, Department of Health)

- ensuring emergency and business continuity planning is undertaken for the accountability area
- ensuring there are document procedures for WHS incident management.

5.2.2 WHS incident management procedures shall clearly articulate reporting requirements and responsibilities for incident investigation. Incident investigations and analysis of the findings shall be carried out using persons and methodology appropriate for the matter being analysed.

5.2.3 Line managers / supervisors of relevant functional areas shall:

- Ensure WHS risks for the functional area are assessed, managed, recorded and reviewed periodically or, if a new control has been implemented, in accordance with Risk Analysis Matrix—Part 4: Response to Risk. The advice of a WHS practitioner or other relevant person shall be sought where further advice is required.
- Support the communication and transfer of risks that are shared across jurisdictions or require ownership at a high level (as outlined in the department’s procedure for Risk Assessment and Treatment).
- Ensure emergency preparedness and response, and business continuity management within the functional area.
- Ensure risks to workers are considered in emergency preparedness and business continuity for the functional area.

5.2.4 The risk management process shall be conducted in consultation with workers or workers’ health and safety representatives (HSR) and supported by the local WHS unit as required.

5.2.5 Where more than one person has a duty to manage WHS risks, (for example, where services are outsourced), each person has a duty to ensure risks are managed so far as reasonably practicable.

5.2.6 Notifiable incidents shall be reported to the relevant regulator and the Senior Director, Organisational Health, Human Resource Services to enable sharing of lessons learnt and to support ongoing risk management strategies.

5.2.7 Workers shall report and document identified hazards, incidents (including near misses) to their line manager / supervisor.

5.3 Hazard identification

5.3.1 The identification of workplace hazards, threats and vulnerabilities shall take into consideration all the factors that could cause injury or illness to workers, including:
5.3.2 Hazard identification shall employ one or more of the following methods of:
- conducting regular physical inspections of the workplace
- undertaking an analysis of systems of work through worker consultation
- investigating records of incidents and injuries
- reviewing inspection, testing and maintenance records, and repair and replacement regimes
- obtaining specialist advice
- a review of industry incidents.

5.3.3 Prior to purchasing or procuring goods and services, (including clinical consumables, contracting and sub-contracting of plant, equipment and labour), the likelihood of introducing new hazards / threats shall be assessed and documented.

5.3.4 Hazard identification (and control) shall be an integral element of all health infrastructure activities including capital works projects, relocation or redesign of work areas, health technology equipment programs and where accommodation is provided to workers.

5.3.5 Where standing offer arrangements for the provision of goods and services are already established, the work area purchaser / procurer shall ensure that the goods or services are suitable for the specific work area for which they are being considered.
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5.4 Risk assessment

5.4.1 Workplace risk assessments shall be undertaken:

- when a hazard has been identified
- when there is a change in circumstances in a work area—for example, new equipment, a change in work practices or re-location of work unit or following an incident.

5.4.2 Generic risk assessments that have been developed through effective consultation processes may be appropriate for adoption across more than one work area where the hazards and associated work practices are similar.

5.4.3 Dynamic risk assessments are reactive judgements made to avoid or reduce risk in a rapidly changing environment. Although not formally documented, the learnings from dynamic risk assessments are integral to the formal risk management process and shall be used to inform planned risk assessments. Most often dynamic risk assessment will apply when actions are taken in emergency and crisis situations—for example, when a person suffers a psychotic episode and attacks clinical personnel or where an unforseen hazard arises while working in a remote location.

5.4.4 WHS risks shall be assessed using the Risk Matrix contained in QH-PCD-070-1-1:2013 Procedure for Risk Assessment and Treatment.

5.5 Hazard / risk control

5.5.1 Where practicable, hazards shall be eliminated. Where elimination of a hazard is not practicable risks shall be minimised as low as reasonably practicable using the following control options order:

- Level 2—substitution, isolation, engineering.
- Level 3—administrative actions (procedures, training), personal protective equipment (PPE).

It is appropriate to implement a combination of controls to manage a risk.

5.5.2 Controls implemented shall be assessed to ensure that no new hazards or risks are introduced and to determine any residual risk after implementation. Where there is residual risk or new risks further control measures shall be implemented to minimise the risks to as low as reasonably practicable.

5.5.3 Specific controls prescribed by legislation, relevant codes of practice or industry standards shall be maintained at all times. This includes, but is not restricted to:

- hazardous manual tasks
- fatigue
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- fire safety
- infection control
- radiation safety
- using, handling or storing hazardous chemicals
- falls including working at heights
- high risk work
- confined space entry
- electrical work
- working with plant
- construction work
- working with asbestos and asbestos removal.

5.5.4 Where goods or services on standing offer arrangement (SOA) are likely to introduce a new or additional hazard into the workplace, the supplier / contractor shall be requested to provide advice on how the hazard / risk shall be mitigated.

5.5.5 Suitable preventative and remedial maintenance programs for plant and structures shall be implemented to maintain identified risks at an acceptable level and to ensure emerging risks are addressed in a timely and appropriate manner. This includes those items of plant and equipment installed or used to manage risks, such as fume cabinets, PPE, chemical dispensing systems and hoists.

5.6 Monitor and review

5.6.1 A review of control measures shall be undertaken:

- periodically to ensure the controls remain appropriate
- following an incident or emergency event or when new hazards are identified
- when work practices or environments change
- when there is a change in policy, including legislation
- when a review is requested by a HSR or as a result of a consultation process.
5.7 Emergency preparedness and response

5.7.1 Emergency preparedness shall ensure adequate systems for responding to and controlling emergency situations are implemented. At a minimum these include:

- documented and practiced evacuation procedures and instructions
- emergency equipment (for example fire extinguishers, spill kits), alarm systems and signage
- training for workers
- effective communication systems
- the allocation of roles and responsibilities during an emergency event.

5.7.2 Management of emergency or disaster events shall recognise the need to protect workers and others from injury and illness, and disaster plans shall identify potential hazards and appropriate response and risk control strategies.

6. Review

This implementation standard is due for review on 01 May 2017 or subject to changes in legislation, organisational activities, or OHS performance. Notwithstanding this policy remains in force until such time as it is revoked.

Date of last review: 30/04/2014

Supersedes:

- QH-IMP-275-14:2012 OHS Incident Management
- QH-IMP-275-16:2012 OHS Risk Management
- QH-IMP-275-5:2012 Manual Handling Tasks
- QH-PCD-275-5-2:2012 Patient Handling Tasks Risk Assessment at Unit/Facility Level
- QH-PCD-275-6-1:2012 Occupational Violence Risk Assessment Tool
- QH-IMP-274-8:2012 OHS Management System
- QH-IMP-275-12:2012 Confined Space Safety
- QH-IMP-275-1:2012 Electrical Safety
7. Business area contact
Organisational Health, Human Resources Branch, System Support Services Division

8. Responsibilities

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibility</th>
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| All workers | • Compliance with this implementation standard.  
• Proactively identify, report and manage risks and opportunities. |
| Deputy directors-general / chief executive | • Establish WHS risk register for their accountability area.  
• Incorporate WHS risk management into management practices.  
• Establish processes consistent with this Implementation Standard.  
• Establish documented procedures for management of incidents.  
• Emergency and business continuity planning is undertaken for the accountability area. |
| Managers of functional areas | • Consultation with workers when undertaking hazard identification and risk management activities  
• Record and maintain accurate risk information.  
• Maintain a risk register of risks ranked medium or above and take all reasonable steps to ensure these risks are eliminated or minimised.  
• Eliminate or minimise risks as low as reasonably practicable by applying appropriate control strategies.  
• Emergency preparedness and business continuity within the functional area.  
• Ensure WHS risks are considered in emergency and business continuity plans. |
| Senior director, HR Policy, Performance and Organisational Health | • Record and monitor notifiable incidents  
• Advise the chief executive / Deputy Director-General System Support Services of serious WHS risks and incidents occurring in Queensland Health  
• Provide WHS risk management support and advice to all Queensland Health entities. |
| WHS manager | • Maintain the WHS risk register for their accountability area  
• Escalation of risks ranked medium or above to the nominated risk |
9. Definitions of terms used in the policy and supporting documents

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition / explanation / details</th>
<th>Source</th>
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<tbody>
<tr>
<td>Accountability area</td>
<td>A division, agency or Hospital and Health Service</td>
<td>Department of Health</td>
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<tr>
<td>Control measure</td>
<td>In relation to a risk to health and safety, means a measure to eliminate or minimise the risk.</td>
<td>Work Health and Safety Regulation 2011</td>
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<td>Dynamic risk assessment</td>
<td>The continuous process of identifying hazards, assessing risk, taking action to eliminate or reduce risk, monitoring and review, in the rapidly changing circumstances of an operational incident.</td>
<td>Emergency Services ACT</td>
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<tr>
<td>Functional area</td>
<td>A work unit, category of services, or a work group.</td>
<td>Department of Health</td>
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<tr>
<td>Hazard</td>
<td>A situation or thing that has the potential to harm a person.</td>
<td>How to Manage Health and Safety Risks Code of Practice 2011</td>
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<td>Incident</td>
<td>Any unplanned event resulting in or having a potential for injury, ill-health, damage or loss.</td>
<td>AS4801 Occupational Health and Safety Management Systems</td>
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<td>a) the death of a person</td>
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<td>b) a serious injury or illness of a person</td>
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<td>c) a dangerous incident</td>
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<td></td>
<td>b) a dangerous electrical event</td>
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<tr>
<td>Risk</td>
<td>The possibility that harm (death, injury or illness) might occur when exposed to a hazard.</td>
<td>How to Manage Work Health and Safety Risks Code of Practice 2011</td>
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Effective from: 01-July-2014
### 10. Approval and implementation

**Policy custodian:**
Senior Director, HR Policy, Performance and Organisational Health

**Responsible executive team member:**
Deputy Director-General, System Support Services Division

**Approving officer:**
Deputy Director-General, System Support Services Division

**Approval date:** 01 June 2014

**Effective from:** 01 July 2014

### Version control

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