



Supervisor & FTO Roles in Mishap Prevention

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EMS Accidents

1. Intersections
2. Rear-End
3. Backing
4. Patient Handling
5. Patient Handling
6. Stretchers
7. Vehicle turning Left
8. Field Training Off.
9. Field Supervisors

HUMAN ERROR!

Active Failures

- Active Failures
 - Actions of individuals performing a specific task
 - Effects seen immediately



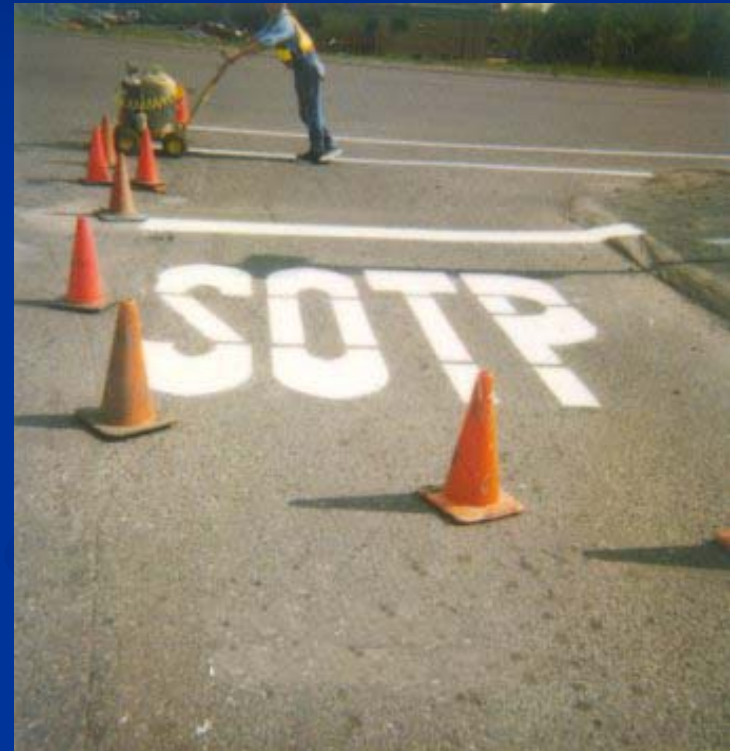
Source: James Reason

Geis-Alvarado & Associates

**Failure to
follow
Procedures**

Latent Conditions

- Precursors to active failures
- Intentional or unintentional actions taken by management or defects in organizational system
- Effects not readily apparent



Source: James Reason

**Failure to use
qualified people**

Focus of Management

- Senior Management:
 - Establishes Strategies and Contingencies
 - Assesses factors in the environment
 - Manages the Corporate Culture



Focus of Management

- Mid-Level Management:
 - Monitors relevant factors in the environment
 - Coordinates the various organizational elements



Focus of Management

- First Line Supervisor:
 - Aware of outside factors
 - Enforces standards
 - Results “out the door”
 - Reinforces culture



Supervisor Selection

- Often based on technical skills
- Is additional training needed?



Supervisor's Role

- Supervisors consciously or unconsciously promote the culture!



Culture



“How we do things around here”

Safety Management (R)evolution



changing organizational culture

Excessive Losses High Insurance Costs Litigation & Statutory Ignorance Safety Perceived as Burden Safety Compromised In favor of Production

SFC

Norm (Naturally Occurring Reactive Management)
(Traditional)

Line/Staff Conflict Blood Priority Line Managers Evade Safety Responsibilities Accidents Excused Away

ROC

World Class
(Progressive)

Quiet Equal Invisible Integrated

Swamp (Safety Without any Management Processes)

Culture and Organizational Effectiveness

- Significant correlation between safety results and core management competencies
- Effectively led organizations have few mishaps!
- The case for leading by example

Corporate Culture



- Influences everything the organization does
- How safely employees behave and do their jobs
- Affected intentionally or unintentionally by all levels of management
- Culture is learned
- System of shared values or norms

Norms



- Pattern or trait typical of a group
- Behavior organization expects of its members
- Behaviors supported by majority
- Unwritten rules
- The way things are done!

Types of Norms



- Effective Norms
 - Contribute to organizational effectiveness
- Ineffective Norms
 - Reduce organizational effectiveness
 - Create potential safety issues

Examples of Norms



- Stretch it until the next service
- “Good enough”
- Experienced people don’t need to follow procedures or protocols
- We follow the book!

Dealing With Norms



- Buy in or go along with them
- Leave organization
- Attempt to change them

How Supervisors Influence Culture



FEEDBACK TRANSMITS CULTURE!

Types of Feedback

- **Positive Reinforcement:**
Increases future performance
- **Negative Reinforcement:**
Increases future performance enough to avoid punishment



Types of Feedback

- **Punishment:** Decreases future performance



- **Extinction:** No reinforcement

Diagnosing Your Culture

- Study the physical setting
 - Facilities
 - Vehicles & Equipment
- Look for consistency
 - Inconsistency may indicate fragmented culture
- Look for congruity
 - Do they “walk their talk?”



Diagnosing Your Culture

- Interview personnel
- Observe how people spend their time:
 - Do Supervisors supervise and lead by example?
 - Do people work safely?



Diagnosing Your Culture

- Other indicators:
 - Company audits
 - Training performance
 - Survey's (anonymous)
 - Accident reports



Assessing Compliance Problems

Standards are not clear, practical, or do not exist

Standards Failure

Standards exist, but not known, or ways to achieve not known

Training Failure

Standards are known, but not enforced

Leader Failure

Standards are known, but not followed

Individual Failure

Managing Your Safety Culture

- Make clear your expectations
- Hold employees accountable
- Reward *only* desired performance



Managing Your Safety Culture

- Speak and write about the company's safety culture
- Ensure **supervisors** hold subordinates accountable
- Make safe performance a part of every job description & appraisal
- Lead by example!



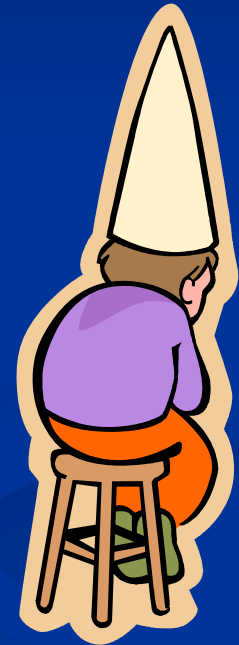
Change in Concept of Culture



- No Blame concept of 80's and 90's
 - People would take responsibility for errors
 - Seemed to absolve individuals of responsibility for their actions
 - Replaced by concept of “Just Culture”

Concept of a "Just" Culture

- Eliminate concept that blame is useful
- Clear guidelines for non-compliance
- Define clear standards



Setting Standards



Ask not, **Will** standards be set;
but, **Who** will set the standards?

Effective Standards Must:



- Be clearly communicated
- Be enforceable
- Be attainable
- Be consistently applied
- Be realistic
- Be measurable
- Perceived as fair

Preconditions for a "Just" Safety Culture

- Trust
- Non-punitive policy toward error
- Commitment to reducing error inducing conditions



Changing Your Safety Culture



1. ID behavior to be changed
2. Ensure standards are clearly communicated
3. Change individual behavior
4. Reward new behavior

Changing Your Safety Culture



- Be consistent in your actions
- Clearly communicate and demonstrate how a policy or practice aids in safety

Changing Your Safety Culture

- Reinforce new behavior and those behaviors that demonstrate new attitudes
- Individuals will change if consequences are favorable



Changing Your Safety Culture

- Ensure environment reinforces desired culture
- Make safety culture compatible with goals of organization
- If you expect it, inspect it!



Field Training Supervisory



- Ensures standardization
 - Driving
 - Medical protocol
 - Enforces company standards
- Recommendations
 - Company standardization manager
 - Periodic evaluations

Essential Safety Management Skills



- Cost of Accidents
- Cause of Accidents
- System Safety Process
- Risk Mgt Process
- Administration
- OSH

Essential Supervisory Skills



- Transitioning to Supervision
- Time Management
- Delegation
- Communication Skills
- Motivation
- Leadership
- Giving Feedback
- Performance Management
- Setting Goals & Objectives
- Resource Management
- Problem Solving
- Understanding of safety responsibilities

Final Thoughts



- Effective EMS organizations provide for:
 - An effective organizational culture
 - Skill training for new supervisors
 - Investment in professional development
 - A trained Safety Manager/Risk Manager
 - Understanding of safety responsibilities
 - Creative use of Field Training Officers