Employee Safety: Leveraging Lessons from Patient Harm Reduction to Create a Safer Work Environment

AJ Principe, MBA, CSSBB
Senior Process Improvement Specialist
Employee Safety Project Manager
Nationwide Children’s Hospital
Agenda

• Zero Hero Program Expansion

• Defined Metrics

• Focused Efforts

• Lessons Learned
Background
Protect Yourself From Mayhem

Highlights From Employee Safety Focus Efforts
Expanding the Zero Hero Program

- Hospital-Acquired Infections
- Medication Errors
- Surgery Complications
- Serious Safety Events
- Employee Safety
- Pressure Ulcers
- ACT Preventable Codes
- Patient Falls
Expanding the Zero Hero Program (Cont.)

CS Stars
Reported Incidents & Injuries
DYNAMIC DATABASE

Employee Health

External Health Provider

Safety Risk/Ergonomic/Fit Assessments

Lawson
Hours Worked

Epinet
All Sharps, Bloodborne, Splashes Injuries

Reactive Reports
- First Aid, OSHA Recordable & Lost Time Injuries to Safety Committee Qtrly
- Annual OSHA 300 Log
- Epidemiology/Infection Control Report Bimonthly
- Annual Magnet (Nurse-Only Injuries)
- Various Reports to HR and Executive Management

STIX
Employee Health Data System
Employee Health/Vaccination Record
Employee Only Incidents and Injuries
DYNAMIC DATABASE

Workers Compensation Cases Paperwork

Security Database

NCH employee injuries and illnesses reporting 2012
Expanding the Zero Hero Program (Cont.)

2012 Employee Injuries

- **846 work days lost!**
- **Employee injured every other day!**
- **$1.2M workers comp costs!**

![Graph showing 2012 Employee Injuries](image)
Expanding the Zero Hero Program (Cont.)

2012 Employee Injuries

![Bar chart showing injury counts for different causes: Needlesticks, Sharps (118), Slip, Trip, Fall (24), Non-Patient Push, Pull, Lift (19), Patient Handling (10), General Causes (4), Repetitive Motion (2).]
Expanding the Zero Hero Program (Cont.)

Rick Miller
Executive Champion

Heather Miller
Co-Director

Dan Barr
Co-Director

Katie Campbell
Research Safety

Hank Birtcher
Safety

Peggy Baker, RN
Employee Health

AJ Principe
Project Manager/IMS
Expanding the Zero Hero Program (Cont.)

Zero Hero has worked for patient safety …
Expanding the Zero Hero Program (Cont.)

Zero Hero Program Begun

NCH experiences a **Serious Safety Event** once every 91 days

100 Fewer SSEs Than 2009 Baseline Would Have Produced.

**Good**
Expanding the Zero Hero Program (Cont.)

Zero Hero

Eliminate all preventable harm.

Create a safe day. Every day. It starts with you.
Expanding the Zero Hero Program (Cont.)

### Zero Hero Essentials

#### Behavioral Expectations

<table>
<thead>
<tr>
<th>Everyone Makes a Personal Commitment to Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>“Name Game”</strong></td>
</tr>
<tr>
<td>2. Team Member Checking &amp; Coaching using ARCC</td>
</tr>
<tr>
<td>Ask a question</td>
</tr>
<tr>
<td>Request a change</td>
</tr>
<tr>
<td>Concern – voice a concern</td>
</tr>
<tr>
<td>Chain of command</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Everyone is Accountable for Clear and Complete Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Use SBAR to communicate concerns requiring action</td>
</tr>
<tr>
<td><strong>Situation:</strong> What is the problem, patient or project?</td>
</tr>
<tr>
<td><strong>Background:</strong> What is important to know?</td>
</tr>
<tr>
<td><strong>Assessment:</strong> What is your evaluation?</td>
</tr>
<tr>
<td><strong>Recommendation:</strong> What action needs to take place?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Everyone Supports a Questioning Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. QVV</td>
</tr>
<tr>
<td>Qualify the source (do I trust this source)</td>
</tr>
<tr>
<td>Validate the content (does it make sense to me)</td>
</tr>
<tr>
<td>Verify your action (check it with an expert)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Related Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Pay attention to detail using STAR</td>
</tr>
<tr>
<td><strong>Stop:</strong> Pause for a moment</td>
</tr>
<tr>
<td><strong>Think:</strong> Focus on the act</td>
</tr>
<tr>
<td><strong>Act:</strong> Perform the act</td>
</tr>
<tr>
<td><strong>Review:</strong> Check for desired results</td>
</tr>
</tbody>
</table>

2. 3-way communication with 1 or 2 clarifying questions. A clarifying question can be numeric (15: one-five) or phonetic (alpha, beta)

3. NCH Standardized Handoff
   - **Patient/Project**
   - **Problems**
   - **Pertinent Past History**
   - **Plan/Procedure**
   - **Precautions/Potential Pitfalls**

2. **Stop and Resolve** – Don’t proceed in the face of uncertainty
Defining Metrics

Three Categories of Safety

Serious Safety Event
- Reaches the patient or employee
- Results in moderate to severe harm or death

Precursor Safety Event
- Reaches the patient or employee
- Results in minimal or no detectable harm

Near Miss Safety Event
- Does not reach the patient or employee
- Error is caught by a detection barrier or by chance

A variation from expected practice or best clinical practice that …
## Defining Metrics (Cont.)

### Employee Safety Event Scale

<table>
<thead>
<tr>
<th>Serious Safety Event</th>
<th>eSSE 1</th>
<th>Death</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>eSSE 2</td>
<td>Permanent disability, unable to work</td>
</tr>
<tr>
<td></td>
<td>eSSE 3</td>
<td>Lost time &gt; 3 days, permanent restricted duty</td>
</tr>
<tr>
<td>Precursor Safety Event</td>
<td>eSE 4</td>
<td>Lost time &lt; 3 days, Temporary restricted duty</td>
</tr>
<tr>
<td></td>
<td>eSE 5</td>
<td>Minor injury, medical attention</td>
</tr>
<tr>
<td></td>
<td>eSE 6</td>
<td>First-aid</td>
</tr>
<tr>
<td>Near Miss Event</td>
<td>eSE 7</td>
<td>No Injury</td>
</tr>
</tbody>
</table>
Defining Metrics (Cont.)

All Events ≥ 3 Days Lost

Employee Serious Safety Event Rate
12-Month Rolling Average

- Employee Safety Kick-Off
- EST Established
- Needlestick Effort Began
- STF and PPL Efforts Began
- eHuddle Launched
- Needlestick Awareness Campaign, eSSE Definition, Leadership Rounds, Safety Coaches, and Incident Escalation
- e-ZH Training
- CS Stars Go-Live
- BBF Efforts Began
- Reporting Policy
- Safety Database
- New Hire Training
### Defining Metrics (Cont.)

#### Every Zero Matters

**2015 Zero Hero OSHA Employee Harm Index**

*Create a safe day. Every day. *It starts with you.*

<table>
<thead>
<tr>
<th></th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
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<tbody>
<tr>
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<td>11</td>
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<td>11</td>
<td>11</td>
<td>5</td>
<td>12</td>
<td>10</td>
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<td>0</td>
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<tr>
<td>Struck Against</td>
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<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
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<td>8</td>
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<td>BBF Exposures</td>
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<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
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<tr>
<td>All Other Preventable Harms</td>
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<td>0</td>
<td>2</td>
<td>3</td>
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<td>3</td>
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<td>Total OSHA Harm</td>
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<td>20</td>
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<td>19</td>
<td>13</td>
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<td>17</td>
<td>16</td>
<td>23</td>
<td>13</td>
<td>10</td>
<td>13</td>
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<td>Employee Serious Safety Events (eSSEs)</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>41</td>
</tr>
</tbody>
</table>

*Needlesticks or Sharps Injuries - all OSHA recordable needlestick or sharps NCH employee injuries*

*Serious Falls - all OSHA recordable NCH employee slips, trips or falls*

*Back Injuries - all OSHA recordable NCH employee back injuries*

*Employee Serious Safety Events (eSSE) - all incidents that are classified as an eSSE of 1 through 3 and resulted in ≥ 3 days lost*
A deviation from best or expected practice?*

Yes  
Harm reaches the employee?  
Yes  
Lost time?  
≥ 3 days  
eSSE

No  
Near miss eSafety event

No  
Precursor eSafety event

No  
Not a safety event

< 3 days

* = our policies/procedures or recognized national standards
## Defining Metrics (Cont.)

### Every Zero Matters

**2015 Zero Hero Employee Preventable Harm Index**

*Create a safe day. Every day. *It starts with you.*

<table>
<thead>
<tr>
<th></th>
<th>JAN</th>
<th>FEB</th>
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<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needlesticks/Sharps Injuries</td>
<td>12</td>
<td>11</td>
<td>5</td>
<td>9</td>
<td>11</td>
<td>48</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Combative Patient</td>
<td>5</td>
<td>6</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serious Falls</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Struck By Moving Object</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>6</td>
<td>1</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Other Exposures (Chemical, Illness)</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>9</td>
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<tr>
<td>PPL Injuries</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>BBF Exposures (Non-Sharp)</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Struck Against Stationary Object</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extreme Temperature</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Motor Vehicle</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Other Preventable Harms</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
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</tr>
</tbody>
</table>

Total ePH: 30 31 14 27 26 128

### Employee Serious Safety Events (eSSEs)*

|                          | 2   | 1   | 0   | 1   | 0   | 2   | 0   | 1   | 2   | 1   | 0   | 0   | 10   |

*Employee Serious Safety Events (eSSE) - all preventable incidents that result in ≥ 3 days lost
## Focusing Efforts

<table>
<thead>
<tr>
<th>Focused Efforts</th>
<th>Champion/Team</th>
<th>Effort Kicked Off</th>
<th>AIM/KDD</th>
<th>Monthly Tracking</th>
<th>Performing Huddles/eRCAs</th>
<th>Implementing Interventions</th>
<th>Achieved Injury Reduction</th>
<th>Sustaining Injury Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OR/SC Needlesticks</strong> <em>(Berry, Groner, Principe)</em></td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Not started</td>
<td>Complete</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Hospitalwide Hold Team</strong> <em>(Smith, Covert, Rupp)</em></td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Safer Products</strong> <em>(Wallace, Seemann, Bowen)</em></td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Combative Patient</strong> <em>(Milliken, Lombardo, Buckingham)</em></td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
<td>Complete</td>
</tr>
</tbody>
</table>

**Setup Phase**

- Complete
- In progress
- Not started

**Implementation**

- Complete
- In progress
- Not started

---

Focusing Efforts

Champion/Team Effort Kicked Off AIM/KDD Monthly Tracking Performing Huddles/eRCAs Implementing Interventions Achieved Injury Reduction Sustaining Injury Reduction
Focusing Efforts (Cont.)

Needlestick Reduction

- Butterfly Elimination
- Standard Landing Zones/Double Gloving
- Comfort Holds Video

Chest-to-chest
Employee Serious Safety Event Rate
12-Month Rolling Average

34% Combative Patient

All Events ≥ 3 Days Lost

Focusing Efforts (Cont.)

Good

34% Combative Patient

34% Combative Patient
Focusing Efforts *(Cont.)*

Observation Medical Unit (C5A)

- Lower acuity
- Mixed unit: medical and BH patients
- Less crisis situations
- Infrequent practice
Focusing Efforts (Cont.)

Inpatient Psychiatric Unit (T5A)

• High acuity

• Staff trained
  – e.g., simulation, crisis intervention

• Staff assist vs. Code Violet

• Frequent practice
Focusing Efforts (Cont.)

Aggression is part of the illness

• Unpredictable

• Sudden onset

• Frequently dangerous

• However, employee injury from aggressive behavior may be largely preventable
Focusing Efforts (Cont.)

Joe’s Story

• 17-year-old male admitted to the observation unit with psychosis related to substance abuse
  – Bath salts
    • Synthetic drug associated with unpredictable rage and psychosis
Focusing Efforts (Cont.)
Focusing Efforts *(Cont.)*

- Constant attendant placement
- Physical intervention
- Remove visitors
- Proper transport

Last 12 months: 70 preventable employee injuries
Focusing Efforts (Cont.)

Personal Protective Equipment

Mock Code Violets

Safety Huddles – LTE

Risk vs. Risk
Focusing Efforts (Cont.)

**eSafety Call**
- Weekly Review
- Preventability
- EST (EH, Safety, Legal, BH)

**eHuddles**
- Involve Manager and EST
- System Issues
- 65 Completed

**eRCAs**
- Run by Quality Improvement
- 6 Completed
Achieving Progress

**Alternative control limit calculations have been used to compensate for overdispersion (more variation than predicted) in the data of one or more process stages.**
Achieving Progress (Cont.)

Employee Serious Safety Event Rate
12-Month Rolling Average

All Events ≥ 3 Days Lost

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</thead>
<tbody>
<tr>
<td>eSSEs &gt;3 Days</td>
<td></td>
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<tr>
<td>New 12 Month Rolling Average 2015</td>
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</tbody>
</table>
### Every Zero Matters

#### 2016 OSHA Harm Index

*Create a safe day. Every day. *It starts with you.*

<table>
<thead>
<tr>
<th>Category</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
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<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needlesticks or Sharps Injuries</td>
<td>8</td>
<td>6</td>
<td>3</td>
<td>11</td>
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<td>8</td>
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**Note:**
- Needlesticks or Sharps Injuries - all OSHA recordable needlestick or sharps NCH employee injuries
- Serious Falls - all OSHA recordable NCH employee slips, trips or falls
- Back Injuries - all OSHA recordable NCH employee back injuries
- DART Incidents - all incidents that result in Days Away, Restricted or Transferred
### Every Zero Matters: 2016 Zero Hero Employee Preventable Harm Index

*Create a safe day. Every day. It starts with you.*

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*Employee Serious Safety Events (eSSE) - all preventable incidents that result in > 3 days lost
Achieving Progress (Cont.)

NCH Combative Patient Employee Incidents

- **Number of Incidents Per Month**
- **Employee Incidents That Resulted in Lost Time**
- **Total Reported Incidents**

![Graph showing NCH Combative Patient Employee Incidents]

- **Legend:**
  - Red bars represent employee incidents that resulted in lost time.
  - Green line represents total reported incidents.

- **Data for 2015 and 2016:**
  - January: 2 incidents (employee), 3 incidents (total)
  - February: 1 incident (employee), 1 incident (total)
  - March: 1 incident (employee), 3 incidents (total)
  - April: 2 incidents (employee), 2 incidents (total)
  - May: 1 incident (employee), 1 incident (total)
  - June: 1 incident (employee), 3 incidents (total)
  - July: 1 incident (employee), 2 incidents (total)
  - August: 1 incident (employee), 1 incident (total)
  - September: 1 incident (employee), 1 incident (total)
  - October: 1 incident (employee), 1 incident (total)
  - November: 2 incidents (employee), 1 incident (total)
  - December: 1 incident (employee), 1 incident (total)

- **Graph Note:**
  - The graph indicates a fluctuation in the number of incidents, with a notable peak in December 2016.
Achieving Progress (Cont.)

2015–2016 OSHA Needlesticks per Month

- 2015: 9.4
- 2016: 7.8
2017 Employee Safety KDD

Global Aim
Eliminate all preventable employee harm by 2020.

Specific Aim
Reduce the # of preventable needlestick/sharps injuries from 9 per month in 2016 to no more than 7 per month by 1/1/18 and sustain for six months.*

Reduce the # of preventable combative patient injuries from 6 per month in 2016 to no more than 4 per month by 1/1/18 and sustain for six months.*

Reduce the # of OSHA Recordable STF injuries from 2.5 per month in 2016 to no more than 1.5 per month by 1/1/18 and sustain for six months.*

Sub Aim
Decrease the number of DART incidents from 5 per month in 2016 to no more than 3 per month by 1/1/18 and sustain for six months.

Key Drivers (WHAT)

- Employee Safety Culture
- Best Practices
- Safer Products
- Incident Investigation Process
- Leadership & Accountability
- Risk Identification

Design Interventions (HOW)
- Engage at least one QIE training participant in an employee safety project.
- Engage target departments in Zero Hero education.
- Confirm safety coach engagement for all departments.
- Review employee safety answers from engagement survey.
- Continue to develop and deploy marketing strategy focusing on employee safety awareness, safe devices, proper PPE, and best practices.
- Continue to develop and implement best patient hold practices.
- Develop and implement safer sharps handling practices and products on the OR/Sharps.
- Continue to identify and implement safer products housewide.
- Reevaluate incident investigation process and information gathering.
- Engage a group focused on developing and implementing interventions to reduce OSHA STF across the hospital.
- Develop a process to have monthly reviews with VPs/executive leadership from high injury areas.
- Participate with OCHSPS to learn other best practices that can be deployed at NCH.
- Develop risk identification tool to assess high-risk areas/jobs/tasks.
Achieving Progress (Cont.)

Continue focused efforts

360 Lost Days

33% of Lost Time Events
Lessons Learned

Engagement

Urgency

Momentum

Culture
Conclusion by The Academy

• The Academy extends thanks to our presenter as well as our attendees – and welcomes any questions, comments, or feedback regarding this presentation

  – At this time, we would like to begin our Q&A session
Appendix

NOTE TO ATTENDEES
While Cost & Quality Academy has attempted to ensure the accuracy of the research and the information provided within this presentation, the information has been obtained from numerous sources, and The Academy cannot guarantee its accuracy.

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