Guide to Risk Management

# WMH Facilities -Infrastructure and Assets - Work Health and Safety – Guide to Risk Management

**Purpose**

This guide outlines the work health and safety risk management approach for all staff within West Moreton Hospital and Health Service (WMH), Infrastructure and Assets business group.

**Scope**

This guide is informed by the Work Health and Safety Risk Management Procedure and applies to all WMH workers within the Infrastructure and Assets Business Group and includes (permanent, temporary, casual), staff from shared services, contractors, volunteers, interns and students.

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| **How is risk management applied in WMH Facilities** | | **Risk Management Processes**  Managing work health and safety risks is an ongoing process that is triggered when any changes affect your work activities. The risk management approach should also be applied when designing and planning products, processes or places used for work as it is often easier and more effective to eliminate hazards before they are introduced into a workplace by incorporating safety features at the design stage.  WMH Infrastructure and Assets group uses several risk management processes to identify and control hazards before work is undertaken. These processes are integrated within the planned and corrective maintenance system. Corrective maintenance refers to maintenance tasks to fix failed equipment or services and is undertaken by Infrastructure and Assets maintenance workers or through a nominated contractor. Tasks are prioritised according to risk, service impact, available resources and accessibility and are then scheduled appropriately. Work is authorised through the issue of a work order.  All work orders that involve planned and corrective maintenance tasks are required to have a *risk assessment* undertaken before work is commenced. The form of the risk assessment that is applied is based on level of risk and/or the legislative requirements.   1. **Take Five** – The initial risk assessment process that is used to assess all planned and corrective maintenance tasks to identify low risk tasks.  * Stop, look, walk around the task * Think about the task, have a clear plan * Identify and assess hazards that exist or may be created by the task and rate their risk levels * Plan the control of the risks and communicate the controls * Proceed to do the task if it assessed as low risk * Review the assessment if there is a significant change to the process while performing the task.  1. **Job Hazard Analysis** - Applied if the task is assessed by a Take Five as medium, high or extreme risk. Discuss with your supervisor and complete a Job Hazard Analysis  * Document the general condition relating to the task, the prerequisites for doing the task and write out a comprehensive risk assessment for each step involved in doing the task. Identify and implement the controls relevant to each step. * Communicate the risk and the controls to workers and others e.g. workers, contractors, volunteers  1. **Safe Work Method Statement** - Applied if the task is identified as ‘High Risk Construction Work’  * Document the general condition relating to the task, the prerequisites for doing the task and write out a comprehensive risk assessment for each step involved in doing the task. Identify and implements the controls relevant to each step * Communicate the risk and controls to workers and others e.g. workers, contractors, volunteers  1. **Permit to Work** - Applied to specific tasks and work activities where higher levels of risk have been identified  * the control is specified within the work permit approval process * Undertaken in conjunction with a documented risk assessment * Lines of accountability are established through an ‘Officer in Charge’ * A work clearance certificate is issued at the completion of the task  1. **Risk Assessment** - Applied when a new/reviewed work process is implemented, or a new item of plant/equipment is purchased and installed.  * Document the hazard type relating to the work process/plant/equipment and complete a risk statement for each hazard type. * Detail the factors that can contribute to the risk. * Describe what will be done to control the risks and assign responsibility to a person. * Nominate the current level of risk with the identified controls in place  1. **Infection Control Risk Assessment** - Applied to specific category of construction work activities/ tasks within specified area/location that has been assessed as a high risk treatment area  * Undertaken in conjunction with a documented risk assessment * Method and treatment of the work area is detailed within the Risk Plan * May be used in conjunction with a work permit for affected plant and equipment * A work clearance certificate is issued at the completion of the task | | |
| **What is risk management** | | Risk management is a pro-active decision-making process which involves:   * Identifying hazards. Find out what could cause harm * Assessing the risk if necessary. Understand the nature of the harm that could be caused by the hazard, how serious the harm could be and the likelihood of it happening * Determine and apply the most effective control measure that is reasonably practicable in the circumstances to minimise the risk. * Reviewing and monitor control measures to ensure they are working as planned. | | |
| **What is the difference between a hazard and risk** | | A **hazard** is a situation or thing that has the **potential** to harm a person. Hazards at work may include noisy machinery, a moving forklift, use and storage of chemicals, electricity, working at heights, a repetitive job, bullying and violence at the workplace.  **Risk** is the possibility that harm (death, injury or illness) might occur when exposed to a hazard. It is stated as “The risk of <harm> due to <exposure to hazard> resulting in <consequence>”. | | |
| **Hazards in the workplace** | | Hazards generally arise from the following aspects of work and their interaction:   * physical work environment * equipment, materials and substances used * work tasks and how they are performed * work design and management | | | |
| **Getting started by identifying hazards** | | There are different types of hazards that may be present in your workplace. The table describes those and gives some explanation of their potential harm. Use these as triggers during your hazard identification step and during consultation to make sure nothing is missed.   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Hazard Table** | | | | | | | **Hazard Category** | **Hazards Type** | | | | | | 1. **Gravitational** | Slips, trips, falls at the same level | Fall from Heights | Access/work beneath suspended load | | Falling objects | | 1. **Kinetic /Mechanical** | Caught in/between moving plant or parts; | Struck by moving vehicles/mobile plant | Contact with sharp objects | | Struck by projectiles. | | 1. **Noise and Vibration** | Excessive noise | Vibrating plant/vehicles | Contact with vibrating tools/objects | | | | 1. **Electrical** | Exposed or faulty wiring or equipment; static shocks | Contact with live electrical parts; electrical arcing | Exposure to high fault currents | | Mechanical damage to power leads, fixed electrical wiring; | | 1. **Chemical** | Ingestion, absorption or inhalation of chemicals | Uncontrolled spill | Burns / splash in eyes | | Specific exposure: Asbestos /Lead | | 1. **Thermal and Work Environment** | Lighting workplace and equipment/tool design; Restricted working space | Uneven/unstable ground or work surface | Weather and atmospheric conditions; Remote and isolated work | | Contact with hot/cold objects / surfaces/ liquids | | 1. **Biological** | Exposure to algal, bacterial, fungal, viral or parasitic agents | Animal, insect and spider bites/stings | Sharps injury/needle-stick exposure | | Specific exposure: Contact with raw sewage | | 1. **Fire / Explosions** | Condition leading to fire/explosion | | | Ignition of gas/dust in a hazardous area | | | 1. **Manual Tasks** | Repetitive or sustained force; High or sudden force; Handling heavy loads | Repetitive movement; Sustained or awkward posture; | Exposure to vibration; Tool use which requires excessive force; | | Handling unstable or awkward objects /loads; | | 1. **Pressurized energy** | Release of a stored energy i.e. gases, water, oil subject to high/ low pressures | | | Release of spring/tension energy |  | | 1. **Psycho-social and medical** | Exposure to workplace bullying, harassment, violence & aggression | Exposure to traumatic incidents; | Working for excessive time periods and/or while fatigued | | Working under the influence of alcohol/drugs | | 1. **Radiation** | Non iodizing radiation: Ultraviolet light (artificial/sunlight), laser, infra-red, microwave, radio frequency, welding arc light | | | | | | | | |
| **Consultation:** *Who should be involved in the Risk Assessment process* | | Consult with workers who are (or are likely to be) directly affected by a work health and safety matter.   * By drawing on the experience, knowledge and ideas of workers you are more likely to identify all hazards and choose effective control measures. * Workers should be encouraged to report any hazards and health and safety problems immediately so that risks can be managed before an incident occurs.   Note: *Consultation involves sharing of information and giving workers a reasonable opportunity to express views. Consultation with workers and their health and safety representatives should be done at each step of the risk management process* |

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| **Assessing the risk** | The step seeks to understand the nature of the harm that could be caused by the hazard, how serious the harm could be and the likelihood of it happening. The risk management process considers both:   * The **likelihood** of the event occurring * The **consequences** if the event does occur |

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| **What is the WMH Risk Assessment matrix**  *The WMH Risk Assessment matrix helps us to understand how serious the risk is and how much control is required to manage it* | ***What is the LIKELIHOOD of an event occurring*** | | | |
| **Descriptor** | **Definition** | **Frequency** | **Probability** |
| ***Rare*** | No identified or known events occurring. Only occurs in exceptional circumstances. | Event expected to occur less than once every five years. | Less than 5 percent |
| ***Unlikely*** | Evidence of event occurring in the past, but unlikely to occur in the future. | Event expected to occur once in the next five years. | 5-30 percent |
| ***Possible*** | There is evidence of several events in the past. It would not be a surprise if it occurred. | Event expected to occur once in the next two years. | 30-60 percent |
| ***Likely*** | Event occurs from time to time. | Event expected to occur once in the next year. | 60 - 90 percent |
| ***Almost Certain*** | Risk event is expected to occur. | Event expected to occur within the next three months. | More than 90 percent |

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| ***What would be the CONSEQUENCES should an event occur*** | | | | |
| ***Negligible/***  ***Insignificant*** | ***Minor*** | ***Moderate*** | ***Major*** | ***Extreme / Catastrophic*** |
| No injury/illness/time lost. Minor adjustment to operational routine. | No lost time injury. An injury requiring first aid or medical treatment. | An injury involving a temporary loss of function or a notifiable event (illness/injury requiring overnight inpatient hospitalisation, or a dangerous event requiring notification). | An event resulting in permanent loss of function or disability. | An event resulting in loss of life. |

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| Indicate the **LIKELIHOOD** and **CONSEQUENCE** in the table below to establish the **RISK RATING** | | | | | |
| **LIKELIHOOD** | **CONSEQUENCES** | | | | |
| **Negligible/ Insignificant** | **Minor** | **Moderate** | **Major** | **Extreme** |
| **Rare** | Low | Low | Medium | Medium | High |
| **Unlikely** | Low | Low | Medium | High | High |
| **Possible** | Low | Medium | High | High | Extreme |
| **Likely** | Medium | Medium | High | Extreme | Extreme |
| **Almost Certain** | Medium | Medium | High | Extreme | Extreme |

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| **Risk Treatment**  *The action required, the time frame and the responsibility is based on the risk rating* | |  |  | | --- | --- | | **Risk Rating** | **Minimum Action Required (specific to safety risks)** | | LOW | * Monitor to ensure no change to risk level occurs. | | MEDIUM | * Action required within one month. | | HIGH | * Detailed risk assessment required. * Action required within one to two weeks (short and/or long-term controls). * Report in accordance with West Moreton Health (WMH) risk requirements * Report within one week to the local Work Safety and Wellbeing (WSW) Unit. * Long term control plan including detailed risk assessment required with management involvement/review. | | EXTREME | * Immediate action required (short and/or long-term controls). * Work activity/component may be ceased/restricted until short term controls implemented to reduce risk level. * Report in accordance with WMH risk requirements. Report immediately to the local WSW Unit. * Long term control plan including detailed risk assessment required with senior management involvement/review. | | |
| **Implement Control Measures** | | In relation to each control consider the following:   * When will the controls/recommendations be completed. * How will success be measured. * How often will progress be monitored and evaluated. * Who will receive progress reports and how frequently will these be provided.   When implementing control measures, it is usually necessary to support the control measures with:   * Work procedures – develop a safe work procedure that describes the task, identifies the hazards and documents how the task is to be performed to minimise the risks. * Training and information – train workers in the procedure to ensure that they can perform the task safely and, in a form, that it can be understood by all workers. * Supervision – The extent of supervision required will depend on the level of health and safety protection, the reliability of the control measure and the experience of the workers involved. |
| **Hierarchy of Risk Control** | | **Risk control** means taking action to eliminate health and safety risks so far as is reasonably practicable, and if that is not possible, minimising the risks so far as is reasonably practicable.  The Table below illustrates the hierarchy of controls. |
| **Monitor and Review** | | The control measures that you put in place should be reviewed regularly to make sure they work as planned  A review is required:   * when the control measure is not effective in controlling the risk * before a change at the workplace that is likely to give rise to a new or different health and safety risk that the control measure may not effectively control * if a new hazard or risk is identified * if the results of consultation indicate that a review is necessary * if a health and safety representative requests a review. |

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| **Keeping Records** | Keeping records of the risk management processes and outcomes demonstrates compliance with Health and Safety legislation. It also establishes a baseline for reviewing or undertaking subsequent risk assessments.   * identified risks should be recorded in the Risk Register for each business area * a review period based upon the level of the inherent risk rating should be established the identified risks * workers who have been appropriately trained and authorised should be assigned to review and report on the status of the identified risks. |
| **What type of safety documents do I** **need and where are they kept** | |  |  |  | | --- | --- | --- | | Risk Management Documents | | | | Document Type | Application | Location | | Organisational Procedure | Undertaken by the WMH Work Safety and Wellness safety team and outlinse the broad prolicy standard and expected performance of the business area | Mantained on the WMH Intranet site | | Risk Management Plan | Completed by the business unit and is a document that foresees risks, estimates impacts, and define responses | Maintained within the record management system for the business area | | Risk Register | Completed by the business unit and is a document that records foreseesable risks, estimates impacts, and defines the control measures adopted. It provides and evaluation of the current or resudual risk with controls in place | Maintained within the record management system for the business area | | Risk Assessment | Undertaken by business unit and is applied when a new/reviewed work process is implemented, or a new item of plant/equipment is purchased and installed.  Document the hazard type relating to the work process/plant/equipment and complete a risk statement for each hazard type. | Maintained within the record management system for the business area. | | Take Five | Undertaken by business unit and is the initial process that is used to assess all planned and corrective maintenance tasks to identify low risk tasks | Maintained within the record management system for the business area | | Job Hazard Analysis (JHA) | Undertaken by business unit to document the general conditions relating to a task, the prerequisites for doing the task, the risk level of each task step and the agreed control measures. May also be undertaken in response to an incident or an identifed hazard in the workplace | Maintained within the record management system for the business area. | | Safe Work Method Statement (SWMS) | Undertaken by business unit in response to an identifed high risk construction work occurring within the workplace | Maintained within the record management system for the business area | | Hazard Report | Undertaken by business unit in response to an identifed hazard in the workplace | Maintained within the record management system for the business area | | Safe Operating Procedure (SOP) | Completed by the business unit or the divisional safety team and provides a specific direction at the hazard level for workers in response to the outcome of a risk assessment | Maintained within the record management system for the business area. Displayed on the plant/equipment as the first point of reference for information about the plant | | Safe Work Instruction | Completed by the business unit and provides specific direction for workers in response to the outcome of a risk assessment | Maintained within the record management system for the business area | | Related Document (eg guide, traffic management plan) | Completed by the business unit and provides supporting information or guidance for workers in response to the outcome of a risk assessment | Maintained within the record management system for the business area | |

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| **Policy and Procedure Documents** | * [WMHHS2014120 OHS - Work Health and Safety Policy](http://wmnet.wmhhs.health.qld.gov.au/document/get/3723) |
| **Other** | * Job Hazard Analysis Risk Assessment – Infrastructure and Assets * https://www.westmoreton.health.qld.gov.au/sites/default/files/inline-files/safe-work-method-statement.docx * Take Five Risk Assessment - Infrastructure and Assets * [WMHHS2016090 Lock Out-Tag Out and Safe Isolation](http://wmnet.wmhhs.health.qld.gov.au/document/get/10995) * [WMHHS2016092 Confined Space Management](http://wmnet.wmhhs.health.qld.gov.au/document/get/10997) * [WMHHS2016091 Working at Heights – Falls Prevention](http://wmnet.wmhhs.health.qld.gov.au/document/get/10996) * [WMHHS2016089 Infection Control Precautions during Construction, Renovation, Repairs and Maintenance](http://wmnet.wmhhs.health.qld.gov.au/document/get/10989) * [WMHHS2015112 Asbestos-Containing Materials – Work Area Access Permit Process](http://wmnet.wmhhs.health.qld.gov.au/document/get/7588) * [WMHHS2014144 Entering and Exiting the High Secure Inpatient Service](http://wmnet.wmhhs.health.qld.gov.au/document/get/2567) * [WMHHS2013486 Visitors to High Security Inpatient Service](http://wmnet.wmhhs.health.qld.gov.au/document/get/2835) * [WMHHS2015208 Service Support Uniforms and Dress Standards](http://wmnet.wmhhs.health.qld.gov.au/document/get/8892) * [WMHHS2013500 Emergency Management/ Fire Safety and Security/ The Park – Contract Escorts](http://wmnet.wmhhs.health.qld.gov.au/document/get/2742) * [WMHHS2014333 Maintenance Contractor authorisation and sign in](http://wmnet.wmhhs.health.qld.gov.au/document/get/4704) * [Policy, Procedure and Workplace Instruction Implementation Staff Sign-Off Sheet](http://wmnet.wmhhs.health.qld.gov.au/document/get/9735) |