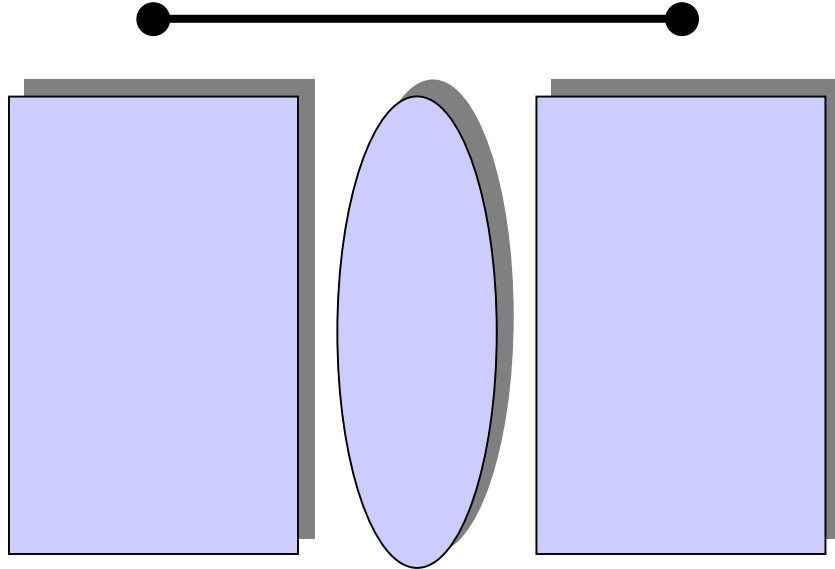


Good OHS



# **GOOD OCCUPATIONAL HEALTH SERVICE**

## **WORKBOOK WITH AUDIT MATRIX**

**Version 5/2000**

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# **1. The Norwegian Good Occupational Health Service Project**

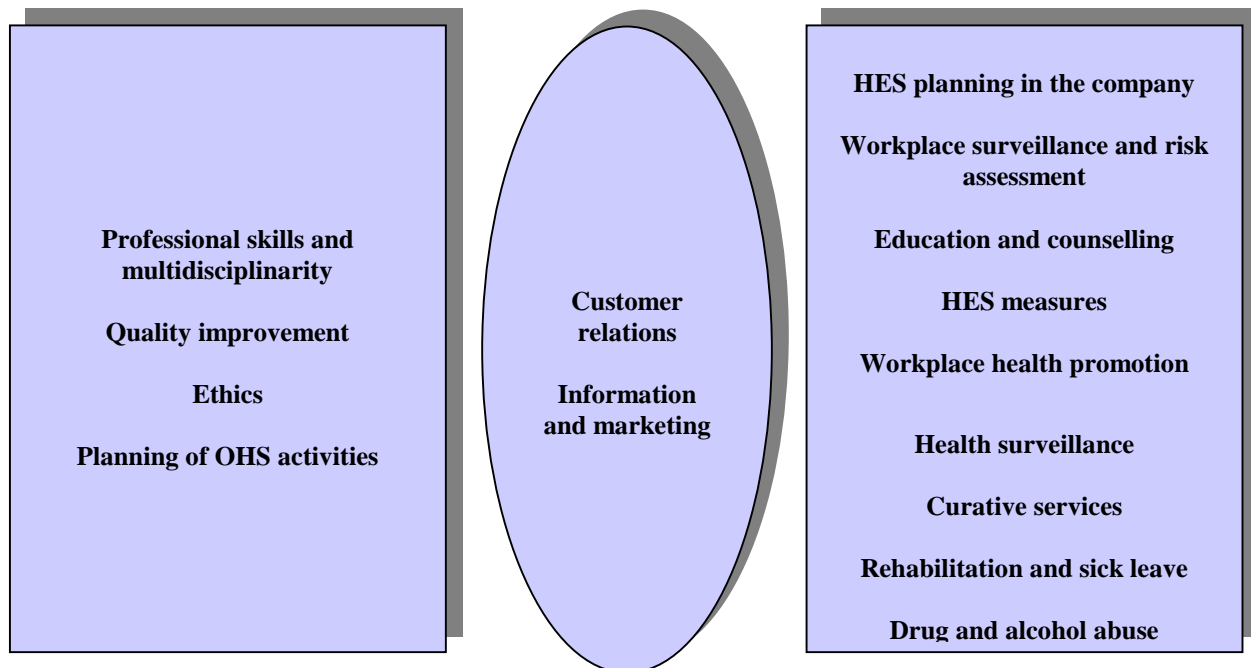
## **1.1: Do we need a standard for OHS?**

In 1998 the occupational health services (OHS) in Norway (1) were evaluated. The Ministry of Local Government and Regional Development initiated the evaluation. The evaluation report states that although the customers are generally satisfied, the quality of OHS varies a lot and they should be more focused on customer orientation and quality improvement. In order to focus on quality it is important to know what is regarded as good practice in OHS.

This workbook has been developed by the Secretariat of OHS at the National Institute of Occupational Health in close cooperation with representatives of the professional associations, representatives from the employers, the trade unions, the Department of Occupational Medicine at the University of Bergen and the Directorate of Labour Inspection through a consensus process. We have been inspired from a similar process in Finland (2) and we have been financially supported by the Norwegian Confederation of Business and Industry.

## **1.2: The workbook of Good OHS**

The workbook is primarily meant to be a tool for internal discussions within the OHS. As an evaluation tool it may also be used to improve the communication process between the OHS and its customers. It may also be used in the cooperation between several OHS evaluating each other and in this way be used as a tool for the building of professional networks. Last, but not least, it may be used as an evaluation tool for the employers, the employees and the Labour Inspectorate.



**Figure 1: Good OHS model**

## **1.3: The criteria of the Audit Matrix**

The 15 criteria in the Audit Matrix derive partly from the Norwegian Work Environment Legislations (3,4,5). In addition, the criteria number 2,5 and 6 (“Quality improvement”, “Customer relations” and “Information and marketing”) derive from the results of the above mentioned national evaluation report (1). Criteria number 3 and 11 (“Ethics” and “Workplace Health Promotion”) derive from a national conference, which was held as a part of the Good OHS process.

The group of criteria from number 1-4 deals mostly with the “internal life” of the OHS , criteria number 5-6 with the customer interface whereas number 7-15 with important products that the OHS should be able to provide for the enterprises. See figure 1.

## **1.4: Evaluation**

This workbook has been tested and evaluated and has been modified based on the experiences. If you have questions or comments, please contact:

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## 2. Scoring of the Audit Matrix

The Audit Matrix is divided into 15 criteria that are each split into 4 levels. The table below indicates the principles of the 4 levels. Level 4 represents the “Good OHS level” which the OHS should strive for. The maximum score for each criterion is 6 points. At level 2-4 you may give yourself a high or low score depending on how you rate your quality. At level 1 you get the score 0.

The scoring is not very important. The matrix should be used to help the OHS to find out its present level and what measures should be taken to improve the quality.

The table below shows clearly that the OHS is dependent on whether it succeeds in the cooperation with the company (= the customer). If the OHS has a successful cooperation with one company getting a high score and a poor with another, the OHS should write down an average score in addition to the maximum and minimum score. The summing up of scores may be tempting, but should be done with caution. The following example may illustrate why: If you score 0 on professional skills and 6 on marketing leading to an overall average score of 3. Thus, scoring is of interest within each criterion, and should primarily be used for corrective measures and improvement. The ultimate goal is to reach level 4 on all of the criteria through a continuous improvement process. That is Good OHS!

<b>Level</b>	<b>Description</b>	<b>score</b>
<b>Level 4</b>	OHS has a high professional standard with a high degree of consciousness of the various roles it has in the cooperation with the company. This secures the active involvement and engagement of the companies employer and employees, and thereby ownership to the further process. OHS uses well recognized methods, works in a multidisciplinary way, and contributes to good corrective measures, good documentation, evaluation and continuous improvement of quality	<b>6</b> <b>5</b>
<b>Level 3</b>	OHS has a high professional standard but act mostly as experts. Involvement and engagement of the company’s employer and employees is insufficient. This may have a negative influence to the ownership of the further process	<b>4</b> <b>3</b>
<b>Level 2</b>	OHS has a fair professional standard. Systematic planning, documentation and cooperation with the companies representatives is insufficient	<b>2</b> <b>1</b>
<b>Level 1</b>	OHS has no plan or strategy. Documentation and cooperation with the company is lacking. Focus mainly on individuals and incidents. Activity dominated by primary health care.	<b>0</b>

### **3. Procedures**

The entire OHS-team should be involved in the self-rating process in order to accomplish a successful evaluation.

The procedure may be as follows:

- **Preparations**
  - Each member of the team should work through the workbook on her own and make notes about the current situation and what should be improved.
- **Consensus**
  - Then the OHS team should work through the workbook together and try to reach consensus on the current situation and what is to be improved and an action plan should be made. Key questions are:
    - Which are the strengths and weaknesses of the OHS?
    - Which areas of improvement should be given priority?
    - What are the resources needed?
- **What about the total score?**
  - Obviously it is possible (and tempting) to sum up all your 15 scores into a total score. As mentioned earlier, the total score is of limited value. Since this is a self-assessment tool it is not possible to compare one OHS with another based on a total score. It is self-evident that some of the modules are more important than others. If you have a very low score on “professional skills” it is not meaningful to compensate this by getting high scores on for example ”ethics” and “marketing”. The main idea is not the scoring, but to find useful areas for improvement. Hopefully, regular use of this self-assessment tool may be of value in the continuous improvement process of your OHS.

## **1. Professional skills and multidisciplinary**

	Criteria	Level 1 (0 points)	Level 2 (1-2 points)	Level 3 (3-4 points)	Level 4 (5-6 points)	Points (min-max)
1.	<b>PROFESSIONAL SKILLS AND MULTIDISCIPLINARITY</b>	Very limited	Limited and planned supplementary training is lacking.	As level 4, but company involvement should be improved	OHS is a highly professional multidisciplinary team. Systematic supplementary training according to customer needs	

- Good OHS strives for professional skills at a specialist level within the areas of occupational medicine, occupational hygiene, occupational physiotherapy, occupational nursing and organisational development
- Good OHS does not go beyond its limits of professional skills
- Good OHS develops its skills in compliance with the needs of the enterprise within the entire area of health, environment and safety (HES)
- Good OHS works in a multidisciplinary way
- Good OHS contributes to research and scientific knowledge

### **Notes:**

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### **Proposals for improvement:**

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## 2. Quality improvement

	Criteria	Level 1 (0 points)	Level 2 (1-2 points)	Level 3 (3-4 points)	Level 4 (5-6 points)	Points (min- max)
2.	<b>QUALITY IMPROVE- MENT</b>	Arbitrary. Very limited.	Has an Internal Control system and Methods Manual, but very limited and lack of documentation	As level 2, but the system and documentation is better	OHS has a total quality system in compliance with the customer need with good documentation of continuous quality improvement	

- Good OHS has a total quality management system, preferably based on a recognized quality system as for example ISO or EFQM (6,7,8)
- Good OHS uses professionally recognized methods as for example the professional guidelines of the professional OHS associations

### Notes:

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### Proposals for improvement:

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### **3. Ethics**

	<b>Criteria</b>	<b>Level 1 (0 points)</b>	<b>Level 2 (1-2 points)</b>	<b>Level 3 (3-4 points)</b>	<b>Level 4 (5-6 points)</b>	<b>Points (min- max)</b>
<b>3.</b>	<b>ETHICS</b>	No discussions	Some internal discussions, but no guidelines	Written guidelines, but company involvement should be improved	OHS follows the international code of ethics (ICOH) . Good customer involvement.	

- **Good OHS follows the ICOH Code of Ethics (9) or similar**
- **Good OHS makes sure that the enterprises are familiar with its code of ethics**
- **Good OHS evaluates and documents its practice of the code of ethics**

#### **Notes:**

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#### **Proposals for improvement:**

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**4. Planning of OHS activities**

	Criteria	Level 1 (0 points)	Level 2 (1-2 points)	Level 3 (3-4 points)	Level 4 (5-6 points)	Points (min-max)
4.	PLANNING OF OHS ACTIVITIES	Superficial or no plans	Some planning. No company involvement in the planning	Well documented plans, however, company involvement should be improved	Planning together with the company and integrated into the plans of the company. Good documentation and evaluation.	

- Good OHS plans its activities together with the enterprise
- The plan should be an integral part of the quality management system of the enterprise
- Good OHS has a written description of the services they can provide
- Good OHS improves the skills of the customers in asking for the right types of OHS services

**Notes:**

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**Proposals for improvement:**

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## 5. Customer relations

	Criteria	Level 1 (0 points)	Level 2 (1-2 points)	Level 3 (3-4 points)	Level 4 (5-6 points)	Points (min-max)
5.	<b>CUSTOMER RELATIONS</b>	Superficial. Only limited knowledge about the customer	Some initiatives from the OHS, but still much to be improved	OHS act mainly as experts and decides the need of the customer. Customer involvement should be improved	Planning and working in very close relation with the customer. Written contracts. Good documentation. Evaluation of customer satisfaction.	

- In this context "customer" is defined as the management of the enterprise who is in fact paying for the OHS. Successful HES work presupposes also the involvement of the representatives of the employee side.
- Good OHS is customer oriented and sees to that the customer gets the right types of services
- The plans of the OHS activities should be an integral part of the quality management system of the enterprise.
- The plan should be a written contract stating the types of services to be provided, reporting, responsibility, payment, time frame etc.
- Good OHS has regular contact with the customers and assesses customer satisfaction
- Good OHS is flexible and able to change its plans according to the needs of the customer

### Notes:

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### Proposals for improvement:

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## **6. Information and marketing**

	<b>Criteria</b>	<b>Level 1 (0 points)</b>	<b>Level 2 (1-2 points)</b>	<b>Level 3 (3-4 points)</b>	<b>Level 4 (5-6 points)</b>	<b>Points (min- max)</b>
<b>6.</b>	<b>MARKETING</b>	Not yet started	Some activities, but only superficial	OHS has a product description. Company involvement may be improved.	Good description of products. Good evaluation and development of new products together with the company.	

- **Good OHS provides through information, marketing and development to the best solutions for the HES-work of the enterprise**
- **Good OHS has a credible and easy to understand written description of the types of services to be provided**
- **Good OHS improves the skills of the customers in asking for the right types of OHS services**
- **Good OHS interacts with the customer in developing new OHS products to comply with the changing needs of the enterprise**

### **Notes:**

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### **Proposals for improvement:**

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## **7. HES-planning in the company**

	<b>Criteria</b>	<b>Level 1 (0 points)</b>	<b>Level 2 (1-2 points)</b>	<b>Level 3 (3-4 points)</b>	<b>Level 4 (5-6 points)</b>	<b>Points (min-max)</b>
7.	<b>HES PLANNING IN THE COMPANY</b>	No involvement of the OHS	Sporadically invited to participate, but often late in the process	OHS tries to become involved in the HES planning and acts as an advisor in some areas, but is seldom invited to take part in project planning	OHS is the preferred expert and is always an active contributor to the company's HES-planning.	

- **Good OHS assists the customer in the planning, establishment, maintenance and change of workplaces, equipment and production methods**
- **Good OHS assists the customer in the development of procedures for the use of chemicals, machinery and equipment**
- **Good OHS assists the customer in the purchasing of machinery, equipment and hazardous products**
- **Good OHS gives high priority to primary preventive work as the planning and change of workplaces**
- **Good OHS makes sure that the customer understands the importance of primary prevention**
- **Good OHS participates in the entire planning process of new work places and also in the final evaluation process**
- **Good OHS is the preferred HES expert for the enterprise**

### **Notes:**

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### **Proposals for improvement:**

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## **8. Workplace surveillance and risk assessment**

	Criteria	Level 1 (0 points)	Level 2 (1-2 points)	Level 3 (3-4 points)	Level 4 (5-6 points)	Points (min-max)
8.	<b>WORKPLACE SURVEILLANCE AND RISK ASSESSMENT</b>	Very limited	Some activities, but system and documentation is lacking	Good and systematic activities, but the involvement of the company should be improved	Contributes to good systematic activities together with the company. Good documentation, follow up and evaluation of the activities	

- **Good OHS assists the enterprise in the surveillance of technical equipment, production processes, exposure assessment, organisation of work, need for and use of personal protective equipment, job demands, job content and the opportunity for the employee to participate in the decision process**
- **Good OHS has the skill of basic surveillance techniques (quantitative and qualitative), assists the enterprise in the risk analysis,-assessment and –communication.**
- **Good OHS secures the active involvement of both the employers and employees in the workplace surveillance and risk assessment**
- **Good OHS acknowledges the importance of the joint ownership of the results of the assessment and secures this through participatory based methods**

### **Notes:**

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### **Proposals for improvement:**

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## **9. Education and counselling**

	<b>Criteria</b>	<b>Level 1 (0 points)</b>	<b>Level 2 (1-2 points)</b>	<b>Level 3 (3-4 points)</b>	<b>Level 4 (5-6 points)</b>	<b>Points (min-max)</b>
<b>9.</b>	<b>EDUCATION AND COUNSELLING</b>	OHS is hardly involved	Some activities, but not systematically	Good activities, but mostly decides by the OHS and company involvement is to be improved	Good activities in close cooperation and in compliance with the company's needs.	

- **Good OHS has the necessary professional and educational skills to provide the enterprise with information and education in the entire HES-area**
- **Good OHS assists the enterprise in the development of a system for education and information**
- **Good OHS, whenever needed, gives concrete guidance and assistance together with the management and employees**
- **Good OHS master its role as an expert, advisor and guide**
- **Good OHS master its guidance role as catalyser, process assistant, provider of resources and problem solver**
- **Good OHS contributes to good documentation and evaluation of the education and counselling**

### **Notes:**

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### **Proposals for improvement:**

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**10. HES measures**

	<b>Criteria</b>	<b>Level 1 (0 points)</b>	<b>Level 2 (1-2 points)</b>	<b>Level 3 (3-4 points)</b>	<b>Level 4 (5-6 points)</b>	<b>Points (min-max)</b>
<b>10.</b>	<b>HES MEASURES</b>	Some activities, but no documentation	The step from surveillance to corrective measures needs to be elaborated	As level 4, but company involvement, documentation and evaluation may be improved.	Corrective measures in close cooperation with the company. Good documentation and evaluation.	

- **Good OHS knows that it is the company who is responsible for necessary measures to be taken within the HES-area**
- **Good OHS is an active participant in this process and contributes to the necessary documentation and evaluation**

**Notes:**

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**Proposals for improvement:**

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**11. Workplace health promotion (WHP) (10)**

	Criteria	Level 1 (0 points)	Level 2 (1-2 points)	Level 3 (3-4 points)	Level 4 (5-6 points)	Points (min-max)
11.	<b>WORKPLACE HEALTH PROMOTION</b>	Not yet started	Sporadically and mostly individually directed health campaigns	As level 4, but company involvement, documentation and evaluation may be improved.	Contributes together with the management and employees to promotion of the total health of the employees. Good documentation and evaluation	

- **Good OHS contributes to the strengthening of the "presence factors" together with the management and employees so that the enterprise can become an arena of health and development**
- **This calls for a holistic approach focusing on the job satisfaction, health, well-being and development of the employees**
- **Workplace Health Promotion (WHP) implies:**
  - **The active participation of all employees in choosing suitable health promoting activities**
  - **With its basis in the workplace with a holistic view of the employees situation**
  - **Where assumed "experts" (OHS-personnel) should not give the "correct" answers but rather have the role as a process facilitator**
- **The WHP process should be an integral part of the enterprise activities**
- **WHP must not replace the traditional HES work in the enterprise, but be a supplement.**

**Notes:**

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**Proposals for improvement:**

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## 12. Health surveillance

	Criteria	Level 1 (0 points)	Level 2 (1-2 points)	Level 3 (3-4 points)	Level 4 (5-6 points)	Points (min-max)
12.	<b>HEALTH SURVEILLANCE</b>	Mostly general health examinations not related to the exposure	As level 3, but system, quality, documentation and evaluation should be improved	As level 4, but company involvement is lacking	In cooperation with the company and in compliance with the legislations and national guidelines. Results used for preventive measures. Good documentation and evaluation	

- Good OHS knows that it is the responsibility of the enterprise to make sure that health surveillance according to the national legislation is taken care of.
- Good OHS has developed a program for health surveillance together with the enterprise
- The program is founded on recognized methods as for example “National guidelines for occupational medicine”

### Notes:

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### Proposals for improvement:

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### **13. Curative services**

	<b>Criteria</b>	<b>Level 1 (0 points)</b>	<b>Level 2 (1-2 points)</b>	<b>Level 3 (3-4 points)</b>	<b>Level 4 (5-6 points)</b>	<b>Points (min-max)</b>
<b>13.</b>	<b>CURATIVE SERVICES</b>	Mostly general practice.	As at level 3, but preventive measures, documentation and evaluation should be improved	As at level 4, but company involvement may be improved	Work related health consultations. Results used for preventive measures in cooperation with the company. Good documentation and evaluation	

- **Good OHS is not primary health care (PHC) within the frame of an enterprise**
- **Good OHS curative services are restricted to work related disorders. Follow up should be done in close cooperation with the PHC or the local hospital department of occupational medicine whenever needed.**
- **The experiences from this work should be used for preventive measures at the enterprise**
- **Good OHS secures good availability for the patients at a high professional level and in compliance with the needs of the enterprise**
- **Good OHS make sure that occupational diseases and accidents are being reported according to the national legislation**
- **Good OHS contributes to good documentation and evaluation**
- **Other tasks may be work related vaccinations, professional health certificates, preparations for professional travelling abroad etc.**

**Notes:**

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**Proposals for improvement:**

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## **14. Rehabilitation and sick leave**

	<b>Criteria</b>	<b>Level 1 (0 points)</b>	<b>Level 2 (1-2 points)</b>	<b>Level 3 (3-4 points)</b>	<b>Level 4 (5-6 points)</b>	<b>Points (min-max)</b>
<b>14.</b>	<b>REHABILITATION AND SICK LEAVE</b>	No systematic contribution from the OHS	Some activities, but company involvement, preventive measures, documentation and evaluation need to be improved	As level 4, but prevention, documentation, evaluation or company involvement may be improved	OHS contributes to company policy, procedures, prevention and the follow up of individuals. Good documentation and evaluation.	

- **Good OHS acts as an advisor and knows that this is the responsibility of the management of the enterprise**
- **Good OHS contributes to the understanding that this is an integral part of the organisational development of the enterprise and therefore should be taken care of by the management, supported by the OHS and the rehabilitation team**
- **Good OHS contributes to enterprise policy and procedures**
- **Good OHS does not take the responsibility for the reduction of the sick leave rate, but may contribute to a holistic analysis**
- **Good OHS contributes to documentation and evaluation and uses the experiences for preventive measures**
- **Good OHS gives the necessary individual assistance to employees**

### **Notes:**

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### **Proposals for improvement:**

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**15. Drug and alcohol abuse**

	Criteria	Level 1 (0 points)	Level 2 (1-2 points)	Level 3 (3-4 points)	Level 4 (5-6 points)	Points (min-max)
15.	<b>DRUG AND ALCOHOL ABUSE</b>	Not yet started	Some activities, but mainly individually directed	As level 4, but prevention, documentation, evaluation or company involvement may be improved	OHS contributes to company policy, procedures, prevention and the follow up of individuals. Good documentation and evaluation.	

- **Good OHS knows that the handling and prevention of drug and alcohol abuse is the responsibility of the management, but is the advisor of the enterprise**
- **Good OHS contributes to the understanding that this is an integral part of the organisational development of the enterprise and therefore should be taken care of by the management, supported by the OHS and the rehabilitation team**
- **Good OHS contributes to the policy and procedures together with the enterprise**
- **Good OHS contributes to documentation and evaluation and uses the experiences for preventive measures**
- **Good OHS gives the necessary individual assistance to employees**

**Notes:**

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**Proposals for improvement:**

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## Good OHS Audit Matrix

	Criteria	Level 1 (0 points)	Level 2 (1-2 points)	Level 3 (3-4 points)	Level 4 (5-6 points)	Points (min-max)
1.	<b>PROFESSIONAL SKILLS AND MULTIDISCIPLINARITY</b>	Very limited	Limited and planned supplementary training is lacking.	As level 4, but company involvement should be improved	OHS is a highly professional multidisciplinary team. Systematic supplementary training according to customer needs	
2.	<b>QUALITY IMPROVEMENT</b>	Arbitrary. Very limited.	Has an Internal Control system and Methods Manual, but very limited and lack of documentation	As level 2, but the system and documentation is better	OHS has a total quality system in compliance with the customer need with good documentation of continuous quality improvement	
3.	<b>ETHICS</b>	No discussions	Some internal discussions, but no guidelines	Written guidelines, but company involvement should be improved	OHS follows the international code of ethics (ICOH). Good customer involvement.	
4.	<b>PLANNING OF OHS ACTIVITIES</b>	Superficial or no plans	Some planning. No company involvement in the planning	Well documented plans, however, company involvement should be improved	Planning together with the company and integrated into the plans of the company. Good documentation and evaluation.	
5.	<b>CUSTOMER RELATIONS</b>	Superficial. Only limited knowledge about the customer	Some initiatives from the OHS, but still much to be improved	OHS act mainly as experts and decides the need of the customer. Customer involvement should be improved	Planning and working in very close relation with the customer. Written contracts. Good documentation. Evaluation of customer satisfaction.	
6.	<b>INFORMATION AND MARKETING</b>	Not yet started	Some activities, but only superficial	OHS has a product description. Company involvement may be improved.	Good description of products. Good evaluation and development of new products together with the company.	
7.	<b>HES PLANNING IN THE COMPANY</b>	No involvement of the OHS	Sporadically invited to participate, but often late in the process	OHS tries to be involved in the HES planning and acts as an advisor in some areas, but is seldom invited to take part in project planning	OHS is the preferred expert and is always an active contributor to the company's HES-planning.	
8.	<b>WORKPLACE SURVEILLANCE AND RISK ASSESSMENT</b>	Very limited	Some activities, but system and documentation is lacking	Good and systematic activities, but the involvement of the company should be improved	Contributes to good systematic activities together with the company. Good documentation, follow up and evaluation of the activities	
9.	<b>EDUCATION AND COUNSELLING</b>	OHS is hardly involved	Some activities, but not systematically	Good activities, but mostly decides by the OHS and company involvement is to be improved	Good activities in close cooperation and in compliance with the company's needs.	
10.	<b>HES MEASURES</b>	Some activities, but no documentation	The step from surveillance to corrective measures needs to be elaborated	As level 4, but company involvement, documentation and evaluation may be improved.	Corrective measures in close cooperation with the company. Good documentation and evaluation.	
11.	<b>WORKPLACE HEALTH PROMOTION</b>	Not yet started	Sporadically and mostly individually directed health campaigns	As level 4, but company involvement, documentation and evaluation may be improved.	Contributes together with the management and employees to promotion of the total health of the employees. Good documentation and evaluation	
12.	<b>HEALTH SURVEILLANCE</b>	Mostly general health examinations not related to the exposure	As level 3, but system, quality, documentation and evaluation should be improved	As level 4, but company involvement is lacking	In cooperation with the company and in compliance with the legislations and national guidelines. Results used for preventive measures. Good documentation and evaluation	
13.	<b>CURATIVE SERVICES</b>	Mostly general practice.	As at level 3, but preventive measures, documentation and evaluation should be improved	As at level 4, but company involvement may be improved	Work related health consultations. Results used for preventive measures in cooperation with the company. Good documentation and evaluation	
14.	<b>REHABILITATION AND SICK LEAVE</b>	No systematic contribution from the OHS	Some activities, but company involvement, preventive measures, documentation and evaluation need to be improved	As level 4, but prevention, documentation, evaluation or company involvement may be improved	OHS contributes to company policy, procedures, prevention and the follow up of individuals. Good documentation and evaluation.	
15.	<b>DRUG AND ALCOHOL ABUSE</b>	Not yet started	Some activities, but mainly individually directed	As level 4, but prevention, documentation, evaluation or company involvement may be improved	OHS contributes to company policy, procedures, prevention and the follow up of individuals. Good documentation and evaluation.	

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