

# Directive: compliance is mandatory

## Performance Review & Continuous Improvement (WHS)

**Objective file number:**

**Policy developed by:** Workforce Health

**Approved at Portfolio Executive on:** 28/03/2013

**Next review due:** 31 December 2018

**Summary**

This Policy outlines SA Health's commitment to reviewing its work health and safety system to continually improve performance and comply with relevant legislation and government, industry and accreditation standards.

In reviewing its work health and safety performance, SA Health will consider strategies outlined in the Safety and Wellbeing in the Public Sector Strategy (SWIPS) 2010-2015, Code of Practice for Crown Exempt Employers and WorkCover Performance Standards for Self Insurers.

**Keywords**

Work, Health, Safety, WHS, OHS, OHSW, Evaluation, Audit, Review, Performance, Continuous Improvement, Monitor, Accreditation, Standards.

**Policy history**

Is this a new policy? **Y**

Does this policy amend or update an existing policy? **N**

Does this policy replace an existing policy? **N**

If so, which policies?

**Applies to**

SA Health workers with responsibilities for monitoring, review and evaluation of work health and safety activities All SA Health Portfolio

**Staff impact**

SA Health Chief Executive, Deputy Chief Executive, Chief Executive Officers LHN / Health Service, Chief Operating Officers, Executive Directors, General / Site Managers, Clinical / Medical / Nursing / Allied Health Directors, Line Managers, Workers, Group Director Workforce, Workforce Directors, Director Workforce Health, Workforce Health Professionals, WHS Committees

**PDS reference**

D0312

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### Version control and change history

Version	Date from	Date to	Amendment
1.0	28/3/2013	31/12/2018	Original version



Policy Directive

# Performance Review & Continuous Improvement (WHS)

Work Health & Safety (WHS)



**Government  
of South Australia**

SA Health

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<b>Procedures / Documents Supporting this Policy</b>	<b>Document ID:</b>
Management Review & Improvement (WHS)	CPR014
Evaluating Work Health & Safety Programs & Interventions	GD015

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# Performance Review & Continuous Improvement (WHS)

## 1. Rationale

This Policy outlines SA Health's commitment to reviewing its work health and safety system to continually improve performance and comply with relevant legislation and government, industry and accreditation standards.

In reviewing its work health and safety performance, SA Health will consider strategies outlined in the Safety and Wellbeing in the Public Sector Strategy (SWIPS) 2010-2015, Code of Practice for Crown Exempt Employers and WorkCover Performance Standards for Self Insurers.

## 2. Scope

This policy applies to all SA Health workers with responsibilities for monitoring, review and evaluation of work health and safety activities.

## 3. Policy Statement

In accordance with CP001 Policy Directive – OHSW&IM, SA Health will ensure the effective measurement, evaluation and improvement of work health and safety system performance across Local Health Networks (LHN) / Health Services / Business Units.

SA Health will:

- > Establish a work health and safety monitoring and evaluation framework, processes and schedule and ensure regular review.
- > Monitor and review performance of its work health and safety programs by reporting on progress to program objectives, targets and key performance indicators.
- > Monitor and review performance of the SA Health OHSWIM Portfolio Implementation Plan, SA Health Work Health & Safety (WHS) LHN / Health Service / Business Unit Implementation Tool and Work Health and Safety Action Plans.
- > Establish and implement a work health and safety internal audit program to monitor compliance with SA Health work health and safety policies, procedures and system performance.
- > Establish corrective action reports which include areas of non conformance identified through internal audit and external evaluations and work health and safety actions not closed out within 3 months of designated time lines.
- > Establish and implement a process for management review of the work health and safety system with active participation from SA Health Executive, managers and WHS Governance and WHS Consultative Committees.
- > Consult with workers and their representatives when reviewing and evaluating work health and safety programs and strategies.
- > Work towards continually improving work health and safety performance by identifying and implementing new initiatives.

## 4. Responsibilities

### Chief Executive

Will take 'reasonably practicable' steps to:

- > Exercise 'due diligence' to ensure compliance with the intent of this Policy Directive
- > Ensure that SA Health has effective processes in place to monitor and evaluate work health and safety system performance
- > Ensure that work health and safety system performance is monitored and evaluated and that initiatives to improve performance are implemented
- > Ensure Chief Executive Officers and Executive Directors monitor, evaluate and continually improve work health and safety system performance

### Chief Executive Officers / Chief Operating Officers (LHN / Health Service)

Will take 'reasonably practicable' steps to:

- > Exercise 'due diligence' to ensure compliance with the intent of this Policy Directive
- > Ensure that work health and safety system performance is monitored and evaluated and that initiatives to improve performance are implemented across the LHN / Health Service / Business Unit
- > Ensure that progress to the SA Health OHSWIM Portfolio Implementation Plan is monitored and reviewed quarterly
- > Monitor and review Work Health & Safety Action Plans and Corrective Action Reports quarterly
- > Participate in the management review of the work health and safety system
- > Assist in the dissemination of work health and safety system performance information
- > Ensure that workers receive adequate information, direction and support in fulfilling their responsibilities toward this Policy

### Executive Directors (LHN / Health Service / Clusters / General / Site Managers / Business Units)

Will take 'reasonably practicable' steps to:

- > Exercise 'due diligence' to ensure compliance with the intent of this Policy Directive
- > Ensure that work health and safety system performance is monitored and evaluated and that initiatives to improve performance are implemented across the LHN / Health Service / Business Unit
- > Ensure that progress to the SA Health OHSWIM Portfolio Implementation Plan is monitored and reviewed quarterly
- > Monitor and review Work Health & Safety Action Plans, Audit Reports and Corrective Action Reports quarterly
- > Adopt a risk management approach to address corrective actions unable to be resolved at site level
- > Participate in the management review of the work health and safety system
- > Assist in disseminating work health and safety system performance information
- > Ensure that workers receive adequate information, direction and support in fulfilling their responsibilities toward this Policy

## **General / Site Managers**

Will take 'reasonably practicable' steps to:

- > Exercise 'due diligence' to ensure compliance with the intent of this Policy Directive
- > Ensure that work health and safety system performance is monitored and evaluated and that initiatives to improve performance are implemented across the site
- > Ensure that progress to the SA Health OHSWIM Portfolio Implementation Plan is monitored and reviewed quarterly
- > Monitor and review Work Health & Safety Action Plans and Corrective Action Reports quarterly
- > Adopt a risk management approach to address corrective actions unable to be resolved at local level
- > Participate in the management review of the work health and safety system
- > Assist in disseminating work health and safety system performance information
- > Ensure that workers receive adequate information, direction and support in fulfilling their responsibilities toward this Policy

## **Clinical / Medical / Nursing / Allied Health Directors**

Will take 'reasonably practicable' steps to:

- > Exercise 'due diligence' to ensure compliance with the intent of this Policy Directive
- > Monitor and review work health and safety activities in their work area
- > Adopt a risk management approach to address corrective actions relating to their work area
- > Participate in the management review of the work health and safety system
- > Ensure that workers receive adequate information, direction and support in fulfilling their responsibilities toward this Policy

## **Line Managers**

Will take 'reasonably practicable' steps to:

- > Where relevant, exercise 'due diligence' to ensure compliance with the intent of this Policy Directive. (refer FS003 Fact Sheet [WHS Glossary](#) for definition of a SA Health 'Officer')
- > Monitor, review and report on work health and safety activities in their work area
- > Participate in work health and safety audits
- > Adopt a risk management approach to address corrective actions relating to their work area

## **Workers**

Will take 'reasonably practicable' steps to:

- > Assist in monitoring, review and reporting of work, health and safety activities in their work area
- > Participate in work, health and safety audits
- > Assist in identifying and implementing corrective actions

## **Group Director Workforce**

Will take 'reasonably practicable' steps to:

- > Ensure that work health and safety system performance is monitored and evaluated and that initiatives to improve performance are identified and implemented
- > Ensure that progress to the SA Health OHSWIM Portfolio Implementation Plan and Work Health and Safety Action Plans are produced quarterly
- > Ensure that Corrective Action Reports are produced quarterly
- > Participate in the management review of the work health and safety system

## **Directors of Workforce**

Will take 'reasonably practicable' steps to:

- > Support the monitoring and evaluation of the SA Health OHSWIM Portfolio Implementation Plan at the LHN / Health Service / Business Unit executive level
- > Support local initiatives to improve work health and safety system performance at the LHN / Health Service / Business Unit level

## **Director, Workforce Health**

Will take 'reasonably practicable' steps to:

- > Ensure that SA Health develops effective processes to monitor and evaluate work health and safety system performance
- > Monitor and evaluate work health and safety system performance, objectives, targets and key performance indicators and identify initiatives/strategies/targets to improve performance
- > Ensure progress reports against the SA Health OHSWIM Portfolio Implementation Plan and Work Health and Safety Action Plans are produced quarterly
- > Ensure that Corrective Action Reports are produced quarterly
- > Ensure progress reports are produced that monitor and evaluate work health and safety activities and are made available to all levels of management
- > Ensure SA Health develops and implements a work health and safety internal audit program to monitor and report on performance of the work health and safety system and policies
- > Provide advice and support in the management review process
- > Ensure workers receive adequate information, direction and support in fulfilling their responsibilities toward this Policy

## **Workforce Health Professionals**

Will take 'reasonably practicable' steps to:

- > Assist in the development of processes to enable effective monitoring and evaluation of work health and safety system performance
- > Monitor and evaluate work health and safety system performance and identify local initiatives to improve performance
- > Collate quarterly progress reports on the SA Health OHSWIM Portfolio Implementation Plan and Work Health and Safety Action Plans
- > Collate quarterly Corrective Action Reports
- > Collate reports on performance and activities of the work health and safety system

- > Participate in the implementation of a work health & safety internal audit program to monitor performance of the work health and safety system, legislative and policy compliance
- > Participate in evaluations aimed at verifying implementation of the new work health and safety system
- > Provide advice and support in the management review process
- > Assist in the dissemination of work health and safety system performance information
- > Assist in the delivery of information, direction and support to staff in fulfilling responsibilities relating to this Policy

### **SA Health Peak WHS Governance Committee**

Will take 'reasonably practicable' steps to:

- > Monitor the development and implementation of the SA Health Work, Health and Safety Monitoring & Evaluation Framework and Schedule
- > Monitor and evaluate work health and safety system performance, objectives, targets and key performance indicators quarterly and identify initiatives/strategies/targets to improve performance
- > Evaluate work health and safety system compliance with internal and external health and safety requirements
- > Monitor and review SA Health system documentation (e.g. work health and safety frameworks, policies and procedures) as per review schedules
- > Review progress to the SA Health OHSWIM Portfolio Implementation Plan, LHN / Health Service / Business Unit Work Health and Safety Action Plans, SA Health Injury Prevention Internal Audit Program and Corrective Action Reports quarterly
- > Review SA Health workers compensation performance and performance against Cabinet targets quarterly
- > Ensure effective communication and dissemination of work health and safety system performance information
- > Maintain minutes of discussions and agreed outcomes

### **LHN / Health Service / Business Unit WHS Governance Committees**

Will take 'reasonably practicable' steps to:

- > Monitor and evaluate work health and safety system performance, objectives, targets and key performance indicators quarterly and identify initiatives/strategies/targets to improve performance
- > Evaluate work health and safety system compliance with internal and external health and safety requirements
- > Monitor the development and implementation of the SA Health's work health and safety system (e.g. work health and safety frameworks, policies and procedures)
- > Review progress to the SA Health OHSWIM Portfolio Implementation Plan, LHN / Health Service / Business Unit Work Health and Safety Action Plans, SA Health Internal Audit Program and Corrective Action Reports quarterly
- > Review LHN / Health Service / Business Unit work health and safety policies and procedures as per review schedule
- > Review SA Health workers compensation performance, incident data and performance against Cabinet targets quarterly



- > Ensure effective communication and dissemination of work health and safety system performance information across LHN / Health Service / Business Unit
- > Maintain minutes of discussions and agreed outcomes

### WHS Consultative Committees

Will take 'reasonably practicable' steps to:

- > Review local work health and safety policies and procedures as per review schedule and monitor implementation
- > Review site hazard/incident data, workers compensation performance and performance against Cabinet targets quarterly
- > Review internal audit and other evaluation related reports and monitor implementation of associated recommendations
- > Report activity relating to work health and safety key performance indicators
- > Assist in the dissemination of work health and safety system performance information
- > Maintain minutes of discussions and agreed outcomes

## 5. Definitions

Refer to FS003 Fact Sheet [WHS Glossary](#) for further definitions and clarification of any terms used throughout this policy and related appendices.

## 6. References

- > CP001 Policy Directive [Occupational Health Safety & Injury Management](#)
- > PL001 [SA Health OHSW&IM Framework 2011-2015](#)
- > PL004 [SA Health OHSW&IM Planning Framework 2011-2015](#)
- > FOR247 [SA Health WHS Monitoring & Evaluation Framework](#)
- > FOR248 [SA Health WHS Monitoring & Evaluation Schedule 2012-2015](#)
- > PL003 [SA Health OHSW&IM Portfolio Implementation Plan 2011-2014](#)
- > PL006 [SA Health LHN/HS System Implementation Tool 2011-2014](#)

## 7. Evaluation Criteria

Compliance with this Policy will be monitored via the following mechanisms:

- > SA Health Work Health & Safety Monitoring & Evaluation Framework and schedule are developed and regularly reviewed
- > Work Health & Safety programs, targets and key performance indicators are regularly monitored and reviewed through the tabling of performance reports at management and WHS committees
- > The SA Health OHSWIM Portfolio Implementation Plan, LHN / HS/ Business Unit System Implementation Tool and Work Health and Safety Action Plans are regularly monitored and reviewed through the tabling of progress reports at management and WHS committees.
- > A Work Health and Safety Evaluation Program verifying progress against implementation of the new work, health and safety system is developed and implemented according to schedule.
- > A Work, Health and Safety Internal Audit Program incorporating policy and legislative

requirements is developed and implemented across SA Health according to schedule.

- > LHN / Health Service / Business Unit Corrective Action Reports addressing work health and safety audit non-conformances and other actions not closed out within 3 months of designated time frames have been developed, monitored and reviewed with areas of inactivity risk profiled and escalated.
- > A process for management review of the work health and safety system by SA Health Executives, Managers and WHS Committees has been developed and implemented.
- > Workers are consulted during the management review process.

## 8. Appendices

Nil.

## 9. Approval

Name: David Swan  
Position: Chair, SA Health Portfolio Executive  
Date: April 2013

## 10. Version Tracking

Version 01 Issued April 2013

**END OF POLICY**