





Accelerating Your Lab Safety Culture

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"Safety is ALWAYS Value Added™"





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The Safety Balloon...






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Objectives:

- ▶ Discuss the factors that affect safety culture and use them as tools
- ▶ Learn tools to help you change human behavior in the laboratory!
- ▶ Evaluate the value of measuring and predicting your lab safety culture



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Polling Question:

▶ If you had to rate your lab safety culture today, what rating would you give?

- ▶ Poor
- ▶ Fair
- ▶ Good
- ▶ Great



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Polling Question:

▶ Which category fits your lab safety culture?

- ▶ Declining
- ▶ Staying the same
- ▶ Improving
- ▶ Not sure



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Culture:

▶ From Merriam-Webster (m-w.com):

- ▶ the beliefs, customs, arts, etc., of a particular society, group, place, or time
- ▶ a particular society that has its own beliefs, ways of life, art, etc.
- ▶ a way of thinking, behaving, or working that exists in a place or organization (such as a business)



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Culture:



▶ From OSHA:

▶ Safety cultures consist of shared beliefs, practices, and attitudes that exist at an establishment. Culture is the atmosphere created by those beliefs, attitudes, etc., which shape our behavior.



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Culture:



▶ Factors affecting an organization's culture:

- ▶ Norms, assumptions and beliefs
- ▶ Attitudes
- ▶ Values, myths, stories
- ▶ Policies and procedures
- ▶ Priorities, responsibilities and accountability
- ▶ Production pressures vs. quality issues
- ▶ Actions or lack of action
- ▶ Training and motivation
- ▶ Buy-in



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Culture:



▶ Why is a good safety culture important?

▶ **"...developing strong safety cultures has the single greatest impact on accident reduction of any process. It is for this single reason that developing these cultures should be top priority for all managers and supervisors."**



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Culture Factors:

- ▶ Norms, Assumptions, Beliefs
- ▶ Norms
 - ▶ Patterns, behaviors
 - ▶ Lab staff, Lab Management, Medical Staff
 - ▶ Setting an example

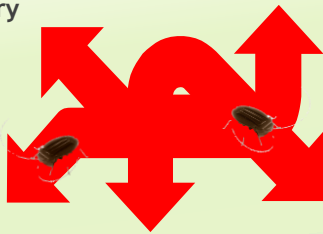
**CULTURE ACCELERATOR:
SET A GOOD EXAMPLE**



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Culture Factors:

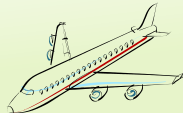
- ▶ The Electronic Cockroach Theory



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Culture Factors:


- ▶ Power Distance
 - ▶ Pilot - co-pilot
 - ▶ Lab tech - manager
 - ▶ Lab tech - pathologist




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Culture Factors:

- ▶ Power Distance
 - ▶ Educate
 - ▶ Discuss
 - ▶ Practice



**CULTURE ACCELERATOR:
LOWER THE POWER DISTANCE**




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Culture Factors:

- ▶ Norms
 - ▶ “I’ve always done it this way”
 - ▶ The golfing story
 - ▶ What about you?

**CULTURE ACCELERATOR:
DON’T DO WHAT’S ALWAYS BEEN DONE**



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Culture Factors:

- ▶ Values, Myths, Stories
 - ▶ Consequences
 - ▶ The Past
 - ▶ Safety Stories



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Culture Factors:


- ▶ Production pressures
 - ▶ Productivity
 - ▶ Turnaround times
 - ▶ "Safety is ALWAYS value-added"



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Culture Factors:

- ▶ Actions or Lack of Actions
 - ▶ Coach your Peers
 - ▶ "The world is not a dangerous place because of those who do harm, but because of those who look on and do nothing."
-Albert Einstein



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Culture Factors:



- ▶ Actions or Lack of Actions
 - ▶ Safety Awareness Training
 - ▶ Safety Eyes

**CULTURE ACCELERATOR:
TAKE ACTION ON ALL UNSAFE SITUATIONS**



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Culture Factors:

- ▶ Training and Motivation
 - ▶ Safety training program
 - ▶ Motivators for lab staff



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Culture Factors:

- ▶ Employee “buy-in”
 - ▶ Understanding WHY
 - ▶ Need for change



**CULTURE ACCELERATOR:
CREATE STAFF INVOLVEMENT**



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Changing Behaviors:

- ▶ Need to coach
- ▶ How to coach
 - ▶ When
 - ▶ Etc...



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Changing Behaviors:

▶ You see a co-worker in the lab with no gloves. Last week you asked her to put on gloves and she promised to always do it.

▶ What is the problem?



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Changing Behaviors:

▶ Possible problems:

- ▶ The tech broke a promise
- ▶ The tech was busy and forgot
- ▶ The tech was on her way to get gloves
- ▶ She purposely broke a lab rule
- ▶ She was never trained properly
- ▶ The manager doesn't enforce safety
- ▶ The lab's safety culture is very bad



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Changing Behaviors:

▶ When coaching:

- ▶ Think first
- ▶ Remember possibilities
- ▶ Choose the correct option



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Changing Behaviors:

- ▶ When to coach?
 - ▶ Easy
 - ▶ Clear cut
 - ▶ Difficult
 - ▶ Relationships
 - ▶ Regulations



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Changing Behaviors:

▶ One of your co-workers always has their cell phone during working hours, and is not following the guidelines of the lab's cell phone policy. At times their phone appears to be distracting them from their job. You coached them regarding the policy in the past, but the behavior continues.



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Changing Behaviors:

- ▶ Questions to ask:
 - ▶ What other sources of influence are acting on that person?
 - ▶ What's causing him/her to do that?
 - ▶ This person is rational but appears to be acting irrationally or irresponsibly- what am I missing?



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Changing Behaviors:

▶ Coaching for Positive Results

- ▶ Make it harmless
- ▶ Discuss the facts
- ▶ Ask a question



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Changing Behaviors:

▶ Tom steps into the lab rest room with his lab coat on. You've never seen him do this before, and you don't think he did it on purpose.

▶ What could you say?



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Changing Behaviors:

▶ "Tom, I noticed you went into the rest room wearing a lab coat. I was wondering what happened. Was something wrong?"



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Changing Behaviors:

▶ Sue is plating microbiology samples with no gloves on. You talked to her last week about this and she agreed to wear gloves from now on.

▶ What do you say?



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Changing Behaviors:

▶ “Sue, I thought we agreed you would not plate samples anymore without wearing gloves. I see now that you have no gloves on. Did I miss something?”

▶ Sue answers: “Well, I was in a hurry and my hands were hot. I thought I could do this one urine which is probably sterile and not be unsafe. I thought you would understand.”

▶ Now what do you say?



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Changing Behaviors:

▶ “Let’s see if I understand. You agreed to always wear gloves when plating, but you were in a hurry and thought it might be safe. Is that right?”



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Changing Behaviors:

▶Ability or Motivation?

▶Jesse, a service rep, was working on an analyzer with no lab coat or gloves. You have spoken to him about this before. You ask him where his PPE is.

▶He says, "I did look for it, but there are no extra-large coats or gloves here."



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Changing Behaviors:

▶Create the path to compliance

▶You see Mary, a new tech, working at the bench with gloves but no lab coat. You have given her safety training yourself, so you talk to her about it. She tells you she spilled serum on her coat and went to get a new coat, but the store room was locked. Jerry in hematology said he was too busy to help her.



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Changing Behaviors:

▶What really happened?

▶Mary didn't read the safety manual as you asked. She's embarrassed to tell you that.

▶Mary is dyslexic and tried the store room door code but messed it up.

▶Mary hates lab coats, doesn't want the boss to know, makes up a reason.



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Changing Behaviors:

- ▶ Mary is closest to the problem- she will have ideas!
- ▶ Don't feel like you have to have all the answers.
- ▶ Brainstorm physical and organizational/environmental barriers together.
- ▶ Ask: "What would you do if you were boss?"



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Changing Behaviors:

- ▶ "If I give you the lock combination and you put it on the back of your ID badge, do you think you will always wear a lab coat?"



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Changing Behaviors:

- ▶ You attempt to peer coach a co-worker sitting at a bench on the phone with no PPE.
- ▶ You confront a co-worker about gum chewing.
- ▶ You are trying to educate a new employee who is throwing out used lab coats into regular trash.



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Changing Behaviors:

- ▶ You attempt to peer coach a co-worker sitting at a bench on the phone with no PPE.
- ▶ She just found out her father has died.

- ▶ You confront a co-worker about gum chewing.
- ▶ He yells at you, curses, and walks away.

- ▶ You are trying to educate a new employee who is throwing out used lab coats into regular trash.
- ▶ She starts to cry because everyone is telling her something different.



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Changing Behaviors:

- ▶ Don't concentrate on the goal

**CULTURE ACCELERATOR:
FOCUS ON THE PROCESS**



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Polling Question

Have you ever measured your lab safety culture?

- Yes
- No
- Not sure



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Measuring Culture:

- ▶ Culture Assessment
 - ▶ Visual
 - ▶ Checklist
 - ▶ Create an assessment



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Measuring Culture:

- ▶ Is there a general willingness to learn from mistakes?
- ▶ Is there a commitment to “do it right?”
- ▶ Is there an environment of accountability or personal responsibility?



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Measuring Culture:

- ▶ Predicting Safety Events
 - ▶ The past is not prologue
 - ▶ Carnegie Mellon University study



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Measuring Culture:

- ▶ Lagging indicators
- ▶ Leading indicators
 - ▶ Audits
 - ▶ Auditors
 - ▶ No safety issues
 - ▶ Too many safety issues



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Measuring Culture:



**CULTURE ACCELERATOR:
MEASURE AND PREDICT
YOUR SAFETY CULTURE**



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Safety Culture Accelerators:

- SET A GOOD EXAMPLE
- LOWER THE POWER DISTANCE
- DON'T DO WHAT'S ALWAYS BEEN DONE
- TAKE ACTION ON ALL UNSAFE SITUATIONS



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Safety Culture Accelerators:

CREATE STAFF INVOLVEMENT

FOCUS ON THE PROCESS

MEASURE AND PREDICT YOUR SAFETY CULTURE



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What have you learned?



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Questions?




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Thank you!

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