



## ***Bristol's Safety Standard***

Rick A. Miles  
Health and Safety Director  
Anchorage, Alaska



- We strive *every* day, during *every* task, to perform our work safely - without incidents, injuries, or losses.
- Zero is our *absolute* goal.



- Ok, great, but how do we get to zero?
  - It's a journey





- We need our people to report ALL incidents and near misses, no matter how minor!
  - Seems contradictory. Don't we want zero incidents?





- In fact, we *depend* on our employees to report all incidents, AND all near miss events.
- Why?



- If we don't know about our incidents, and near misses, how can we hope to learn from them?



- You know there's a problem when you have no first aid cases and no near misses...and then you have a serious injury!



# In CY2015

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- We focused on three areas:
  1. Delivered Incident Reporting training in HR Classroom.
  2. Implemented Axiom medical case management.
  3. Shared incident information for awareness, transparency, and to gain *trust*.
    - ✓ Lessons Learned documents for all serious incidents and near misses shared with all Bristol employees.
      - No name, no blame
      - System-level root causes identified
      - Actions taken to prevent future similar incidents

# In CY2015

## CODE ZERO - LESSONS LEARNED #4 - 2018

**Event date:** 04/16/2018

**Classification:** Level 2 – Near Miss Event, Potential Recordable Injury. Actual Result – First Aid Injury

**Location of Event:** Rocky Mountain Arsenal National Wildlife Refuge, CO

**Bristol Company:** Bristol Site Contractors (BSC)

**Client:** US Department of the Interior / US Fish and Wildlife Service

### Description:

Bristol equipment operator and spotter were working in a shallow trench. The spotter was positioned in the operator's blind spot when he was struck by the backhoe bucket, knocked off balance, and fell in the 18" trench. He landed on his left side and received a mild abrasion on his left elbow and forearm, and a minor laceration on his right wrist. Axiom has closed this incident as a First Aid case. However, there was the potential for a more serious injury.

The incident investigation identified one (1) Root Cause. There was one (1) action item as a result.



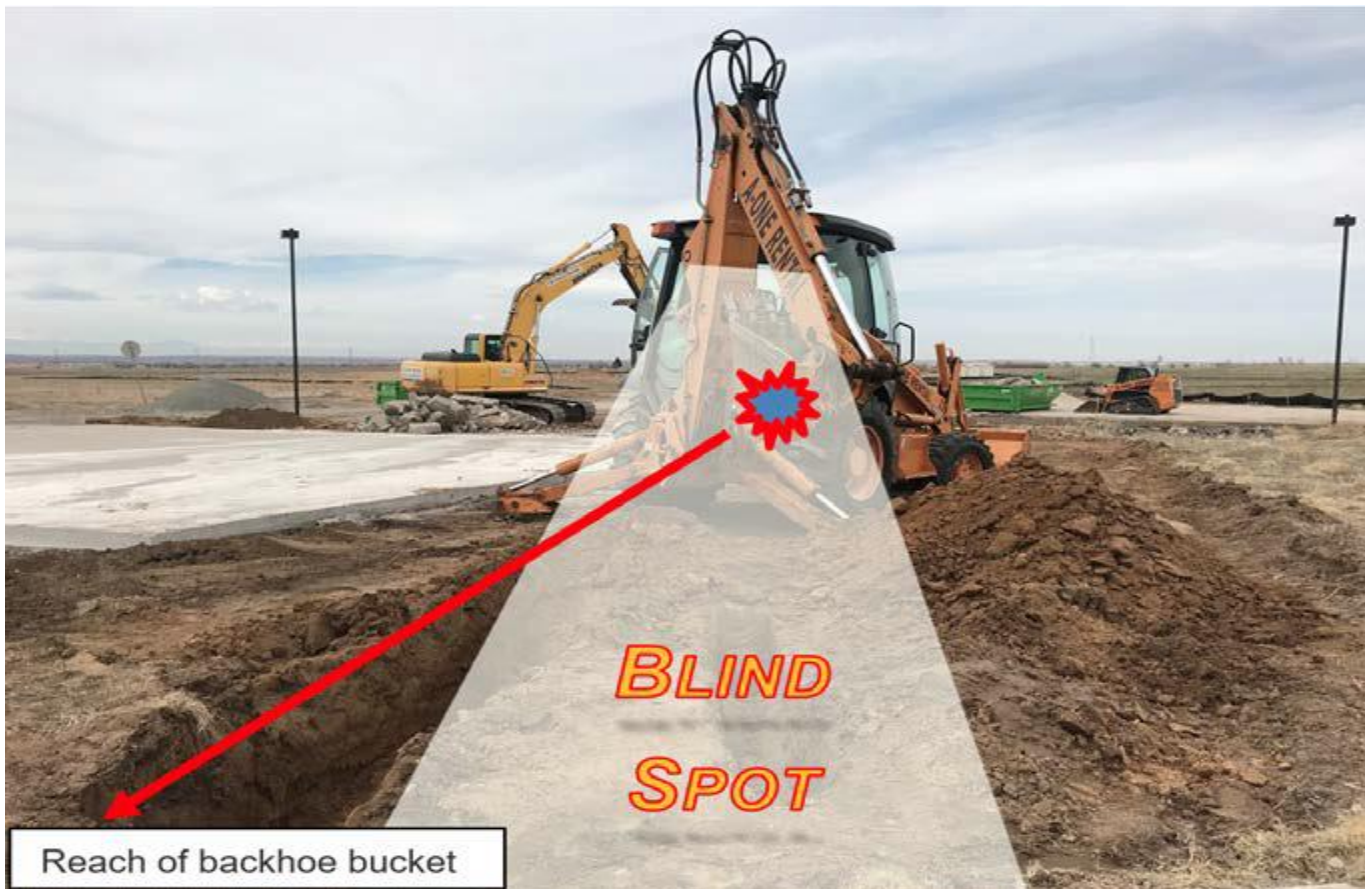
Root Causes and Causal Factors	Lessons Learned	Action Items
Root Cause #1 'Struck-By' hazard not recognized. <ul style="list-style-type: none"> <li>BRAP Tool not completed for this task.</li> </ul>	There are multiple physical hazards associated with heavy equipment operation: <ul style="list-style-type: none"> <li>Spotters may be in the line of fire.</li> <li>Operators have 'blind spots'</li> </ul> Controls are relatively simple, but effective: <ul style="list-style-type: none"> <li>Stay out of the line of fire.</li> <li>Stay out of 'blind spots'.</li> <li>Spotter and operator maintain visual contact at all times.</li> <li>Operator never moves if he cannot see his spotter. Hands off controls.</li> </ul> Hazard Recognition and Risk Assessment are key to understanding and agreeing on controls for eliminating or reducing risk.	Refresh training on BRAP Tool to include the importance of completing a BRAP Tool onsite for each separate work activity.  BRAP Tool documents the specific tasks, hazards and controls for each work activity.  BRAP Tool refresher training to be delivered by Health and Safety by July 31, 2018.

**For further information contact:** Hank Sprague (Superintendent) or Steve Hiatt (Health and Safety Regional Manager)





- Lessons Learned
  - Near Miss with Potential Serious Injury





## In CY2015

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- 😊 Had an increase in our incident reporting.
- 😞 Had no near misses reported.
- 😞 Most field employees didn't take the training.  
They didn't have a work computer or access to the Bristol intranet (required for HR Classroom).
- 😞 Axiom was not used very much.



## In CY2016

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- We updated the Incident Reporting training:
  1. Emphasized Axiom medical case management.
  2. Started sending Safety Flash notifications for all incidents and near misses via email to Regional Managers and the Safety Team for awareness only.
    - No formal investigation, just basic facts.
  3. Continued to investigate all *serious* incidents and near misses and share Lessons Learned.
  4. Emphasized the importance of reporting near misses.



# Safety Flash

PRELIMINARY INFORMATION	
Company	Bristol Construction Services (BCS)
Project	Clean, Inspect, and Repair Aboveground Storage Tanks (ASTs)
Location	Naval Air Station (NAS) Whidbey Island, Oak Harbor, WA
Event (date/time)	10/11/2018 – 3:30 pm
CLASSIFICATION	
Incident classification	Subcontractor – First Aid Injury
Details	<p>While pulling wheel chocks on a trailer, the Subcontract worker's hand brushed against a piece of expanded metal and resulted in a 3 inch laceration on the back of his hand. He was not wearing gloves.</p> <p><b>Immediate Actions:</b> Subcontract worker reported the incident to the Bristol SSHO. First aid measures were applied and it appears the injury will be effectively treated with first aid treatment alone.</p> <p><b>Additional Actions:</b> The Bristol SSHO discussed Bristol's Code Zero culture and the importance of wearing gloves for any activity that could result in an injury to his hands, even if the task is routine and the risk minimal.</p>



## In CY2016

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- 😊 Had an increase in our incident reporting.
- 😊 Emailed 32 Safety Flash notifications.
- 😊 9 near misses reported.
- 😞 We were still using HR Classroom, so many of our field employees didn't get the training. Our field employees need it the most!



## In CY2017

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- Skipped the HR Classroom training for “all” employees, but all new hires received it during onboarding with Red Carpet. Also continued:
  - Emphasizing Axiom
  - Emailing Safety Flashes
  - Sharing Lessons Learned
  - Emphasizing importance of reporting near misses



## In CY2017

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- 😊 Another increase in our incident reporting.
  - 😊 Emailed 37 Safety Flash notifications.
  - 😊 15 near misses reported.
  - 😊 Some field employees (new hires) took the Incident Reporting training.
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## In CY2018

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- Delivered Incident Reporting training using Bridge Learning Management System (LMS). Also continued to:
  - Emphasize early engagement of Axiom
  - Email Safety Flashes
  - Share Lessons Learned
  - Emphasize importance of reporting near misses





## In CY2018

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- 😊 Another increase in our incident reporting.
- 😊 Emailed 54 Safety Flash notifications.
- 😊 12 near misses reported.






# Training is key!

	CY2015	CY2016	CY2017	CY2018
Incident Reporting	Increased	Increased	Increased	<b>Increased</b>
Flashes	NA	32	37	<b>54</b>
Near Miss Reports	0	9	15	<b>12</b>
Training	Limited	Limited field staff	Some field staff	<b>All</b>



## **Bridge LMS – advantages over HR Classroom:**


-  Bridge LMS works on smart phones, tablets, or personal computers. Just needs an internet connection. Easier for field employees to take the training!
-  Relatively simple to create course content, including video and audio, so we can customize training.
-  Supervisors can track their employee's progress to make sure they take assigned courses (i.e., verify compliance).

# SUCCESS

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Question - How do we define zero?

What will be considered success?

-  When we have nothing but near misses reported and, therefore, no one gets hurt or ill and nothing gets damaged while working for Bristol.



Will we get to zero?

**YES!**

**WITH TEAMWORK,  
TRUST AND TRUTH**



*Bristol's Safety Standard*