

Don't Walk By: Carillion and Portsmouth NHS Trust

Good systems are not enough to prevent accidents

Operating within a construction environment and providing services to healthcare, rail and defence sectors, Carillion has always had strong processes and procedures underpinning its health & safety regime. However, rather than addressing an issue once an incident had occurred we wanted to focus more on predicting where a potential incident could occur.

In terms of resource usage, prevention always costs less than applying the cure! Thus our health and safety programme moved a few years ago to a greater emphasis on prevention. To do this, we needed to engage with all our staff and supply chain and to set the expectation that it was and is everyone's responsibility to seek action where the potential for an accident, however minor, could occur. As part of this exercise, we launched our 'Don't Walk By' (DWB) programme.

'Don't Walk By' is all about creating a culture of awareness and openness in which people have the confidence to identify and challenge unsafe acts and conditions and make suggestions for improvement. Employees can record their observation on potential risk areas on feedback cards or through our helpdesk.

This has been an immensely successful programme and we have thus moved from a scenario where our monthly management meetings might discuss the delicate matter of a recent incident to one where we are now proud to have high levels of DWBs recorded and actioned.

Actions from the programme are shared across our contracts to ensure consistency of operating standards as well as any attendant reputational brand benefits. Carillion has seen a direct correlation between an increase in 'Don't Walk By' observations, and a reduction in accidents and incidents. We believe this has also created a much more sustainable way of working for our employees and all trust staff, patients and customers.

Counting the Cost

The Francis Report recently highlighted a number of short comings within the culture of service delivery at the Mid Staffordshire NHS Foundation Trust. Among these were that of transparency and the ability of employees to 'speak up' when issues of concern arose. Carillion's DWB programme has successfully negotiated these challenges which can be just as real in a large Corporate as in the Public Sector.



From left to right:

Jason Dowling, Carillion and
Peter Fisk, Portsmouth NHS
Trust Health & Safety Manager

Carillion and Portsmouth Hospitals NHS Trust

Carillion has been running a full suite of FM services to the Queen Alexandra Hospital, part of Portsmouth Hospitals NHS Trust, since 2006. We launched the Don't Walk By programme in the same year as part of a corporate-wide initiative to reduce accidents in the workplace.

As part of a strategic review in 2011 focusing on re-establishing their values, the Trust wished to embed Carillion's *Don't Walk By* scheme into their ethos of *Best Care, Best People, Best Hospital*. It was already recognised that Carillion had seen significant improvements in capturing 'near misses' and identification of hazards as part of their DWB operational delivery. As a consequence, the roll out of this message and programme to the wider trust population was seen as a natural fit.

Following an initial feasibility meeting to establish the ground rules and route of escalation should any clinical issues be reported, it became clear that to extend the process would be a 'win/win' for both organisations. Following a successful launch, facilitated by Peter Fisk, Trust Health and Safety Manager and Jason Dowling, Carillion Senior Manager, adoption of the process by users showed a 90% increase in *Don't Walk By* related tasks being reported. Clinically recorded incidents were and still are fed through to the trust Risk Department.

This one team process continues today and has become the natural method for users to route building and Environmental Health and Safety concerns as well as 'near misses' to both organisations. As a result we are all playing our part in delivering better Health and Safety outcomes for all our customers.