



# Leading Indicators: Tools for Managing Occupational Health and Safety Performance

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Institute  
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Health



# Research Mobilization Evidence Based Benchmarks

Organizational Performance Metric  
(OPM)

[www.iwh.on.ca/opm](http://www.iwh.on.ca/opm)

Ontario Leading Indicators Project  
(OLIP)

[www.iwh.on.ca/olip](http://www.iwh.on.ca/olip)





# OPM Used Across Canada



		Your organization's score	Your sector [if numbers permit]	All participating organizations
<b>Organizational Policies and Practices (OPP)</b>				
	Health & safety practices	2.9	3.6	3.8
	Health & safety leadership	3.9	4.1	3.9
	Ergonomics	1.9	3.2	2.2
	Disability management/prevention	3.9	3.0	3.0
	Employee engagement	2.8	3.2	3.5
<b>Organizational Performance Metric (OPM)</b>				
		3.9	3.0	3.0
<b>Occupational Health &amp; Safety Management System (OHSMS)</b>				
	OHS policy	2.8	3.0	3.0
	Worker participation	3.9	3.6	3.2
	OHS training	1.5	3.0	2.9
	Communication	2.9	3.6	3.6
	Preventive & protective actions	3.8	3.5	3.5
	Emergency response	3.7	3.8	3.9
	Monitoring & review	3.2	3.4	3.4
	Benchmarking	2.9	4.0	3.7
	Procurement & contracting	2.9	3.6	2.9
<b>Safety Climate (scored out of 3)</b>				
		2.0	2.0	2.6
<b>JHSC Index (5-19 employees)</b>				
			4.0	3.6
<b>JHSC Index (20+ employees) (scored out of 10)</b>				
		10	7.2	6.8

# OLIP Leading Indicators Scorecard

Measures		Low score range	Medium score range	High score range
<b>Organizational Policies and Practices (OPP) (See Note Below About OPP Scoring)</b>				
	Health & safety practices	< 2.0	2.0 - 2.99	≥ 3.0
	Health & safety leadership	< 2.0	2.0 - 2.99	≥ 3.0
	Ergonomics	< 2.0	2.0 - 2.99	≥ 3.0
	Disability management/prevention	< 2.0	2.0 - 2.99	≥ 3.0
	Employee engagement	< 2.0	2.0 - 2.99	≥ 3.0
<b>Organizational Performance Metric (OPM)</b>		< 2.0	2.0 - 2.99	≥ 3.0
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	Emergency response	< 2.0	2.0 - 2.99	≥ 3.0
	Monitoring & review	< 2.0	2.0 - 2.99	≥ 3.0
	Benchmarking	< 2.0	2.0 - 2.99	≥ 3.0
	Procurement & contracting	< 2.0	2.0 - 2.99	≥ 3.0
<b>Safety Climate (scored out of 3)</b>		< 1.5	1.5 - 2.25	≥ 2.26



# What Are We Interested In Changing?

Policies

└─→ Programs and Procedures

└─→ Practices



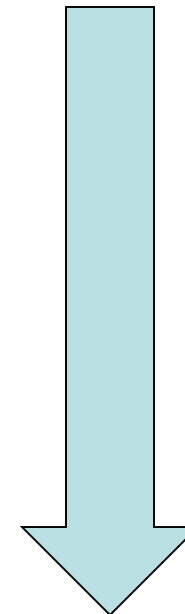
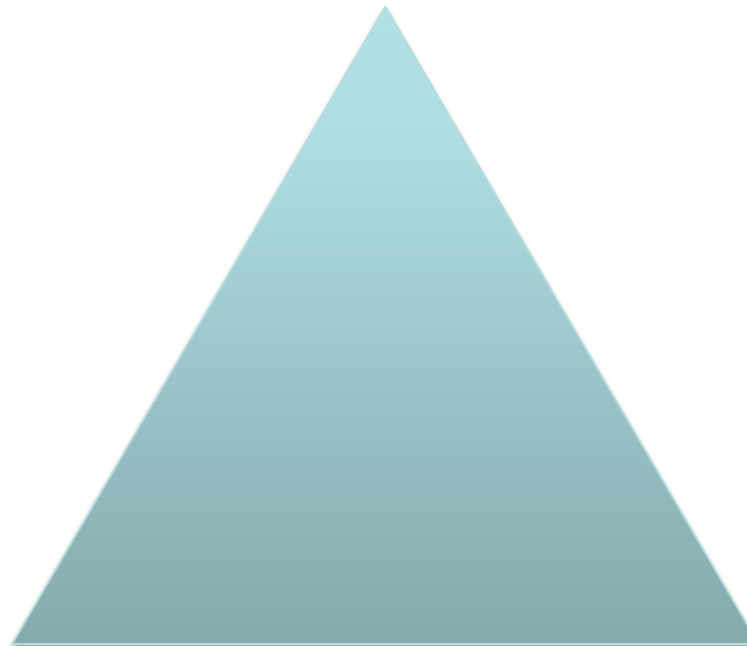
# What Are We Trying To Create?

A portfolio of leading indicators in easy to use format with provincially credible benchmarks relevant to all sectors and all organizations and tools to support change

**Discussion Starter**

**Opportunity & Gap  
Analysis**

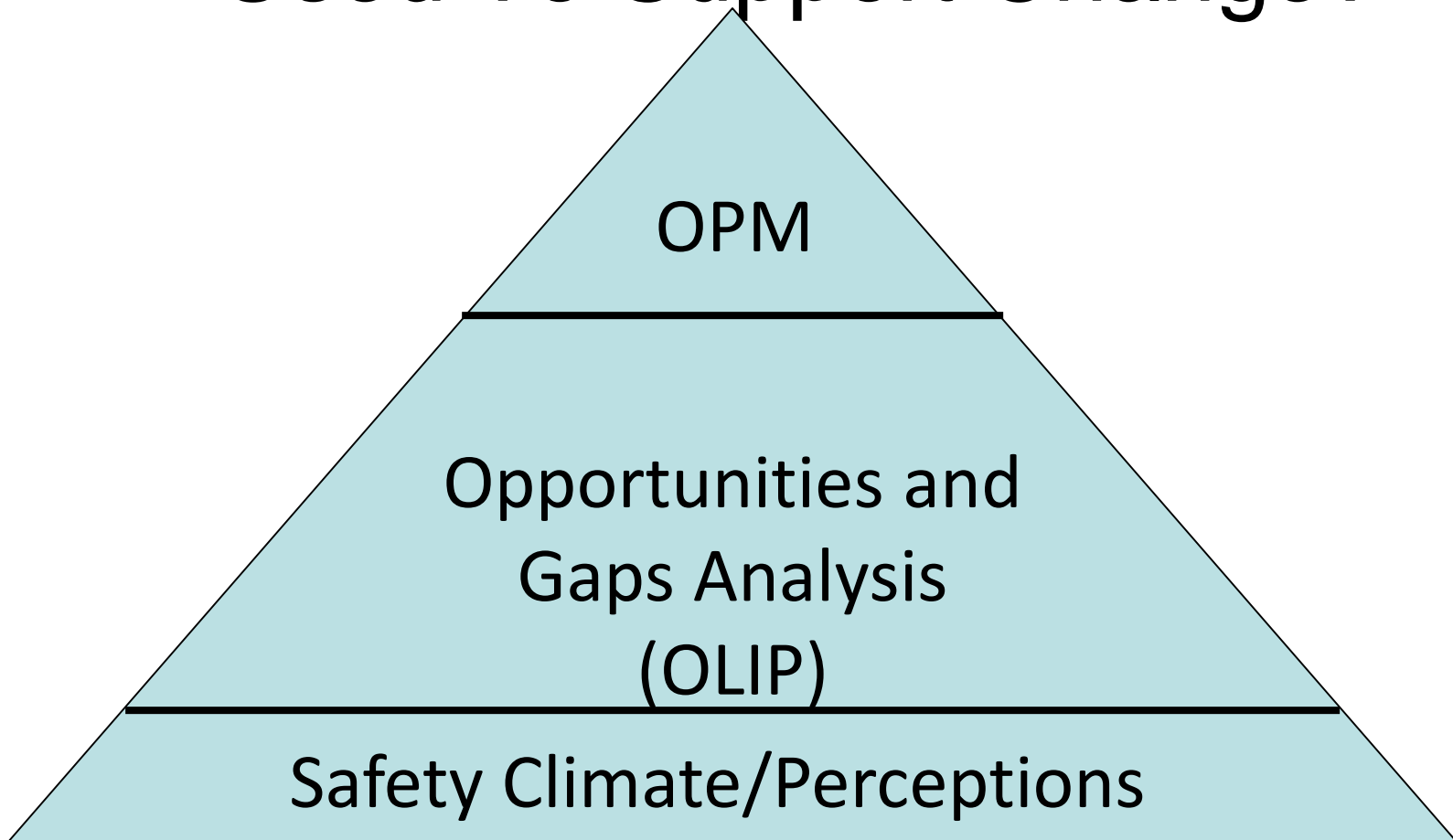
**Deeper Dive**



**Resources**



# Our How Are The OPM and OLIP Used To Support Change?







# Today...

...any organization can go to the IWH website to complete the OPM and OLIP online surveys and receive instant scores

Organizational Performance Metric (OPM)

Questionnaire: [www.iwh.on.ca/opmsurvey](http://www.iwh.on.ca/opmsurvey)

Ontario Leading Indicators Project (OLIP)

Questionnaire: [www.iwh.on.ca/olipsurvey](http://www.iwh.on.ca/olipsurvey)





# Ontario Leading Indicators Project

TWO ECONOMIC INDICATORS  
THAT THE ECONOMY  
IS NOT IMPROVING.





# Over 1900 Firms Have Participated

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## Over 85% of Firms Small and Medium Sized

### Evidence-based Benchmarks Representative of Small and Large firms in all Parts of Ontario



## Critical Criteria Examples

<b>Internal Consistency</b>	<i>Are all the questions/items used to measure a construct relevant?</i>
<b>Test-Retest Reliability</b>	<i>If you administer the same tool at two different points in time would you get the same answers?</i>
<b>Construct Validity</b>	<i>Are the leading indicator measures related to each other in expected ways?</i>
<b>Predictive Validity</b>	<i>Does the leading indicator measure predict future injury/illness claims in the expected direction?</i>





# Overall No Perfect Tools

1. We can't allow perfect to be the enemy of the good
2. What does IWH recommend
  - IWH-OPM Questionnaire
  - Organizational Policies and Practices Questionnaire
    - Employee engagement
    - Active safety leadership
    - Safety Practices
    - Ergonomic Policies and Practices
    - Disability Management Policies and Practices
    - Hazard Identification and Control (NEW!)

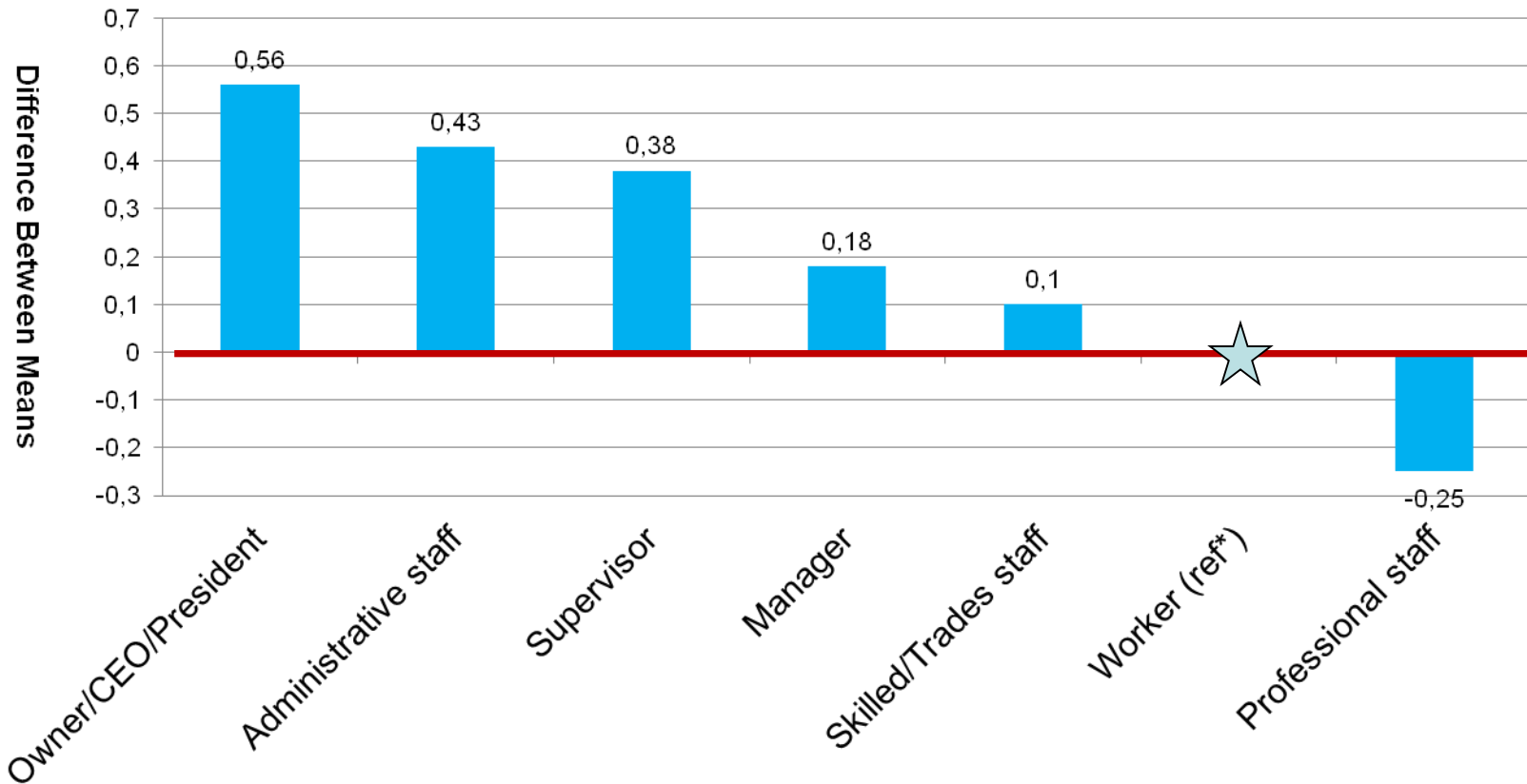


# Do We Need to Ask More Than One Key Informant?





# Difference Between Safety Practices Mean Scores by Respondent Role



\*"Worker" is the comparison group (note: preliminary results)

# IWH - Organizational Performance Metric (OPM)

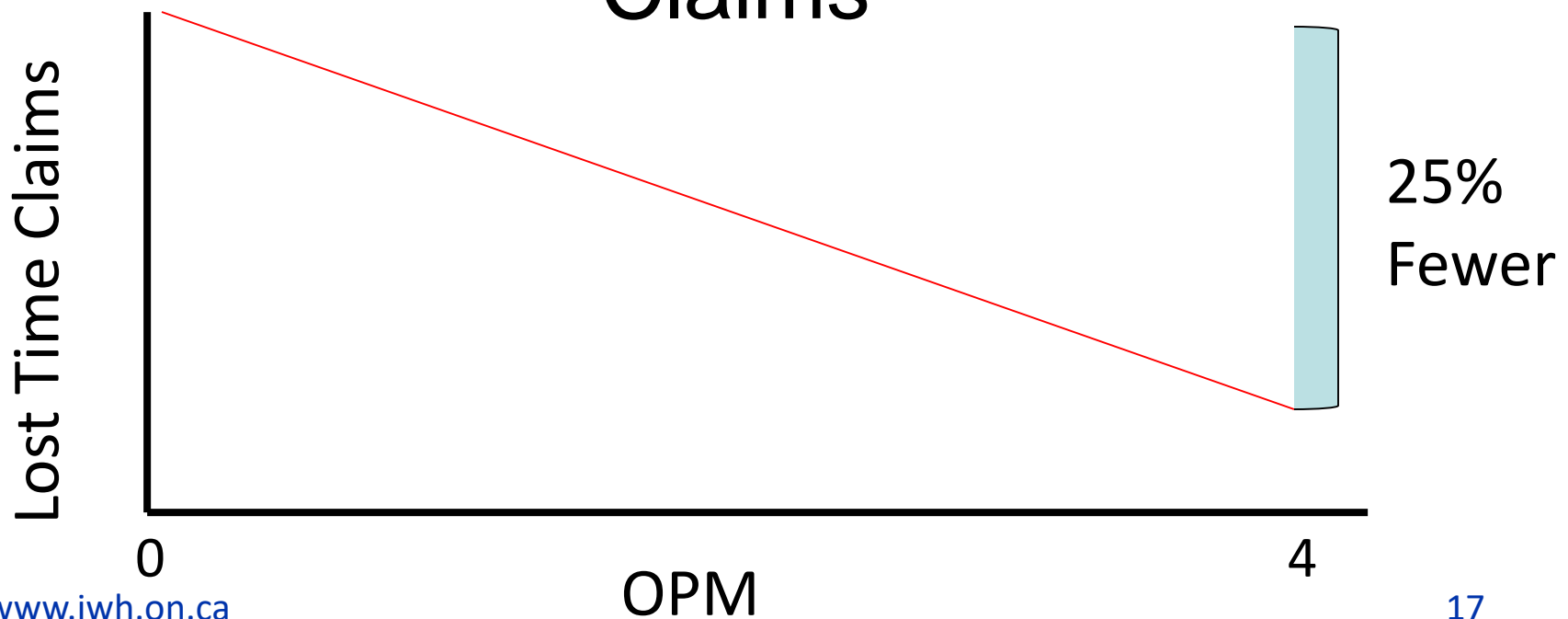
1. Formal safety audits at regular intervals are a normal part of our business
2. Everyone at this organization values ongoing safety improvement in this organization
3. This organization considers safety at least as important as production and quality in the way work is done
4. Workers and supervisors have the information they need to work safely
5. Employees are always involved in decisions affecting their health and safety
6. Those in charge of safety have the authority to make the changes they have identified as necessary
7. Those who act safely receive positive recognition
8. Everyone has the tools and/or equipment they need to complete their work safely

*Respondents are asked to rate the percent time the practices are going on inside the organization from (1 = 0-20% of the time to 5 = 80-100% of the time). Scores vary from 8 (low) to 40 (high)*





# IWH-OPM (Organizational Performance Metric) Predicts Future (3 Years) Workers Compensation Claims





# Does The OPM Reflect What's Happening in the Work Place?

0 %



YES



100 %



## Follow-Up Questions If You Score Low On IWH-OPM Item 2 ‘Everyone at this organization values ongoing safety improvement in this organization.’

- Do managers and supervisors correct and/or report health and safety problems when they see them?
- Are workers encouraged to report and/or correct health and safety concerns/problems where applicable?
- Are inspections for health and safety hazards regularly conducted?
- Is everyone encouraged to look proactively for safety improvements and offer suggestions during health and safety inspections?
- Are there ongoing opportunities to learn more about health and safety (e.g. special health and safety events, news, extra education/training)?



# So Where Are We At With the Science?

Does the IWH-OPM Predict Future Claims?

Do Answers to the OPM reflect what is going on in the workplace?

Is it okay to ask one person?

Are there problems with any questions or the % time response category



# Lets Remember This is Early in the Journey

Science is the acceptance of what works and the rejection of what does not. That needs more courage than we might think.

Jacob Bronowski

Progress is made by trial and failure; the failures are generally a hundred times more numerous than the successes ; yet they are usually left unchronicled.

James Ramsey



# Let's Keep Going?

- Start building apps to support change and better understand how to bring about change
- Move the needle on small and medium sized businesses
- Start looking more at leading and lagging indicators across provinces?
- Build benchmarks in each Province
- Start a national conversation



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