



Safety Programming & Best Practices: How Small Operations Incorporate Safe & Efficient Practices

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Municipality of East Hants**

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EAST HANTS

Presentation Flow

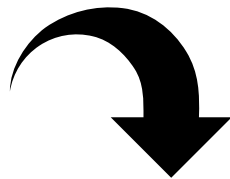
- ✓ Taking Our Temperature
- ✓ A Safety Program Outline
- ✓ East Hants Solid Waste: About Us & Our Operation
- ✓ Our Safety Culture Shift (Phase 1)
- ✓ Our Safety Culture Shift (Phase 2)
- ✓ DIY Safety Programs
- ✓ Other Efforts in Atlantic Canada
- ✓ A Final Thought

Taking 'Our' Temperature



A Safety Program Outline

- ✓ Health and Safety Policy
- ✓ Safe Work Procedures
- ✓ Regular Inspections
- ✓ Staff Training
- ✓ Regular Health & Safety Meetings
- ✓ Reporting Incidents
- ✓ Maintain Records
- ✓ Keep Your Program Current



Keeping current is key

Budget requirements are not indicated

East Hants Solid Waste: About Us

Our Team

- Manager of Solid Waste
- Waste Compliance Officer
- Supervisor of Solid Waste Operations
- Equipment Operators (x3)
- Scale Operator

Facility Hours

Monday – Friday 8am – 4pm
Saturdays 8am – 2pm

Service Notes

- There are no tipping fees or site user fees for residents
- Commercial loads are charged tipping fees
- Staff provide curbside & on-site waste audits
- Staff manage all illegal dumping investigations & clean-up operations
- Staff provide waste reduction education through schools and other community outreach



East Hants Waste Management Facility

Our facility is located in a very rural area of the Municipality. We service over 23,000 residents and we are a rapidly growing municipality (just located beside Halifax Regional Municipality).



East Hants Waste Management Facility

- Our facility includes;
- Scale House
- Public Drop-Off Bins
- C&D Landfill
- Waste Transfer Station
- Recycling Transfer Station
- Organics Transfer Station
- Admin/Maintenance Building
- Metal Pile
- Tire Pile
- EPRA NS Drop-off
- Product Care Paint Drop-off
- UOMA NS Drop-off
- Residential Household Hazardous Waste Depot
- Closed 1st generation Landfill



Our Team In Action



Out in the Community



Sample of Our Incidents

Property Damages

- theft/damage from break and enters
- facility gate (commercial truck backed into it)
- transfer station fire (required complete rebuild)
- wires pulled down

Near Misses

- discrimination incident
- wood grinder material projectiles
- asbestos drop-off

Injuries & Illness

- death of a resident onsite (medical event)
- back strains
- bee/hornet stings
- eye injury (dust in eye turned into infection)
- highway car accident (returning from meeting)
- slips & trips



Our Safety Culture Shift – PHASE 1

Fundamentally no one comes to work to do their jobs in an unsafe manner that could cause harm to themselves or someone else. However, it is very easy to be complacent when your work is routine and you are experienced ('it wouldn't happen to me'). Additionally, for smaller sites and teams there is a comfort level of long term working relationships and the experience of your team members.

In 2015 our team made a culture shift. We challenged ourselves to rethink our methods, looked for new initiatives, and put that all into action.

Questions We Asked

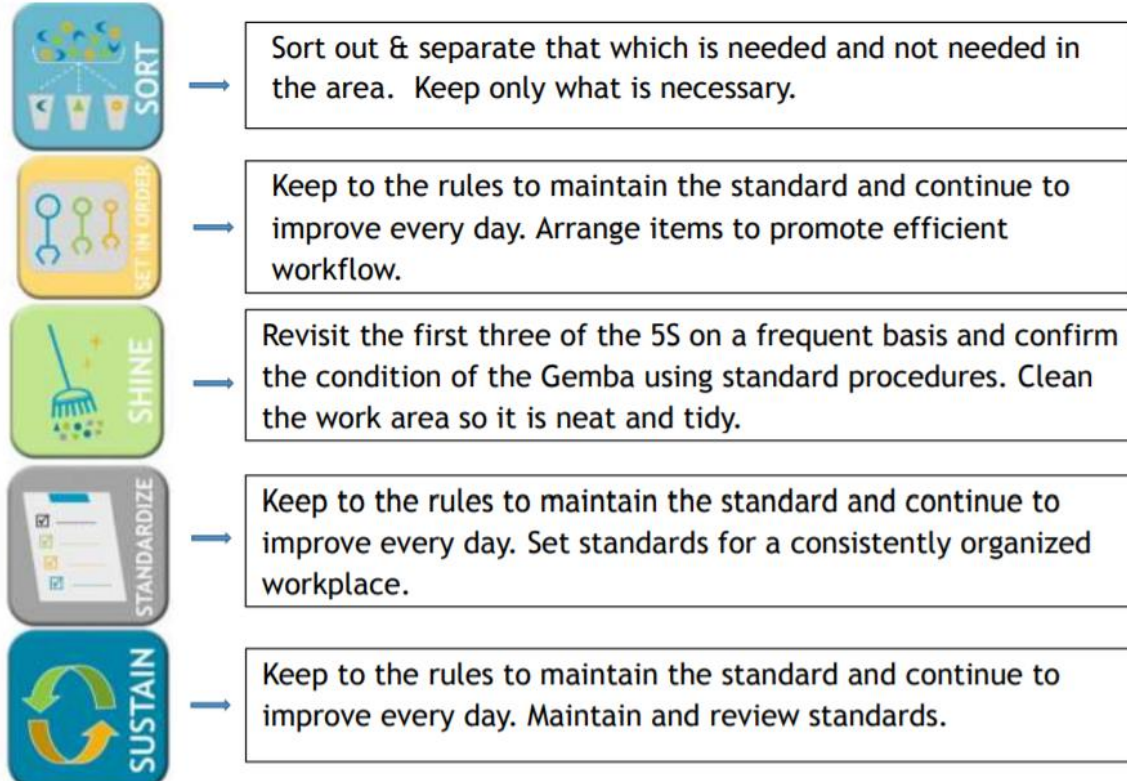
- ✓ What should we **keep** doing?
- ✓ What should we **stop** doing?
- ✓ What should we **start** doing?

Program Implementation & Tracking

- ✓ 5S
- ✓ Incident report management
- ✓ GEMBA walks
- ✓ Toolbox talks

East Hants – 5S

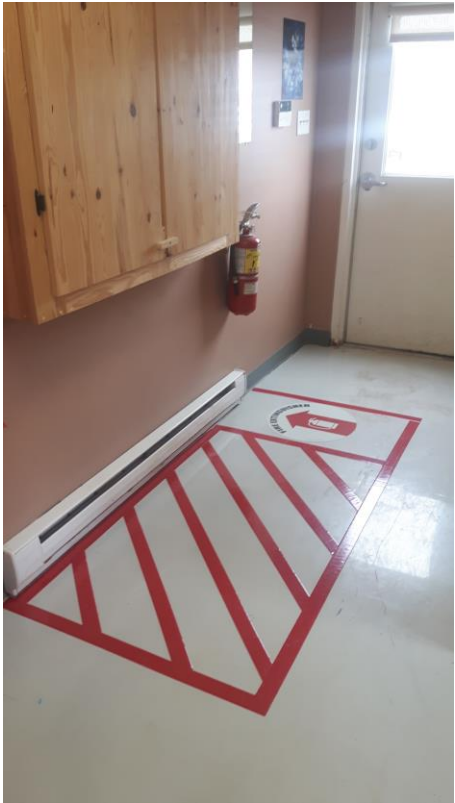
The 5S methodology (Japanese concept that stands for SORT, SET IN ORDER, SHINE, STANDARDIZE, SUSTAIN) is a workplace organizational and housekeeping method used as part of continuous improvement or Lean manufacturing process. It is simple, universal, and visual!



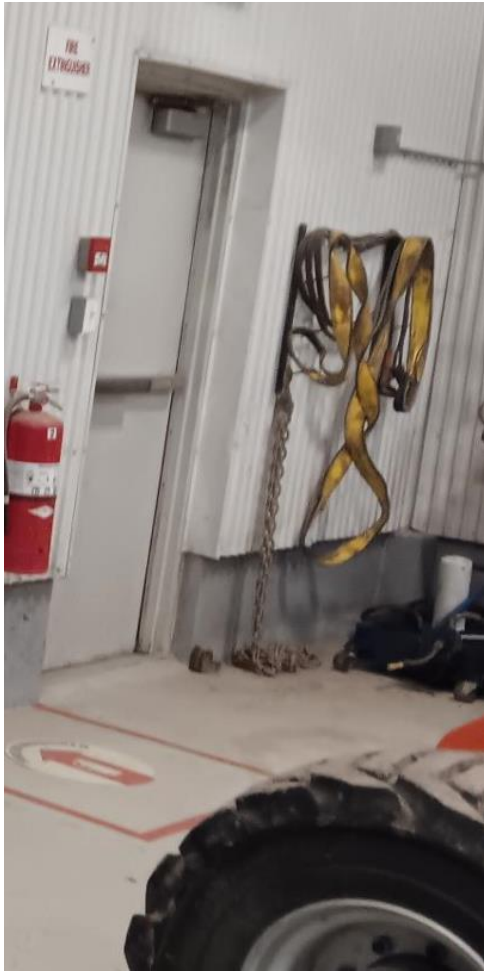
East Hants 2015 – 5S (BEFORE)



East Hants 2015 – 5S (AFTER)



East Hants – 5S on March 25, 2024



East Hants – 5S (The Covid Factor)

March 2020 our facility like others had to shift how we operated.

As a result of our 5S program efforts since 2015 some of the shifting was fairly seamless. Our attention was on social distancing and masking requirements. Due to our team commitment to the 5S principals of organization and cleaning protocols limited changes were necessary.

Example: We already had operators assigned week on/week off specific machines (all maintenance and cleaning is assigned to the operator on that equipment)



Incident Report Management

An incident is an unplanned and unwanted event that results in (or could have resulted in) harm to people, property, or the environment. An incident report is the formal report outlining the incident.

EAST HANTS Incident Report

Please use this form to report incidents, injuries, near misses, and property damage within 5 days of occurrence. Please attach any photos or other documents required directly into the form. Please complete each section and record any corrective actions that have taken place or need to take place as a result of the incident.

Once submitted, the form will move through an online process to be reviewed by a direct supervisor, Director, and Safety Officer.

If you have any questions about completing this form, please contact your direct supervisor or Tracy Dixon at extension 203 or tdixon@easthants.ca. If you have any technical difficulties with the form, please contact Information Services at extension 300 or support@easthants.ca.

My Info

Employee: Andrea Trask
Supervisor: Jesse Hulsman
Reporting date: March 24, 2024

Incident Details

Incident date:

Type of incident

- Property damage
- Injury
- Near miss
- Work refusal

Possible causes

- Operating equipment
- Ergonomics - lifting
- Hazardous chemicals
- Noise
- Other
- PPE/work apparel
- Defective equipment
- Lack of warning
- Distractions
- Inexperienced
- Inadequate supervision
- Inadequate standards/procedures
- Clutter/housekeeping

Overtime I was working overtime or on-call at the time of the incident

Description of incident

- ✓ Now available for online entry, upload photos, and submit – right from your phone!
- ✓ Automatically directed to the Supervisor
- ✓ Once Supervisor reviews and submits it goes to HR & the Director

GEMBA Walks (Gemba what?)

Gemba (first used by Toyota) means going to the real place where the action is. Gemba walks take supervisors and management to the front lines where they can see what is actually happen and begin a dialogue with their team. The goal is to return from the walk with ideas for improvement such as reducing waste, increasing productivity, and improving the level of commitment towards a culture of safety.



Location: _____ Walk by: _____ Date: _____

Topics	# of Observations things were in good standing	# of Observations things need fix	# of Corrective steps taken	Notes (describing any action taken)
Open walking routes (looking for obstructions, or spills)				
PPE being worn (if work underway)				
Property structure (walls, ceiling, lights, floor, etc.)				
5S Markings Visible				
Other				

Safety Discussion if Co-Worker is Available:

Discussion Options: Slips & Trips, Heavy Lifting, Digs Setup, PPE, Weather Preparedness, Etc.

- ✓ All team members are required to complete 1 GEMBA walk per month.
- ✓ They are reviewed and suggestions for improvements are always investigated to determine need and implementation.

Tried and True Safety Measures

The main theme for ensuring a solid safety culture is communication! Traditional and ‘tried and true’ measures work ... if they are consistent.

- ✓ Toolbox talks
 - ✓ SWANA Safety Resources (<https://swana.org/resources/safety-resources>)
 - ✓ Canadian Centre for Occupational Health & Safety (<https://www.ccohs.ca/keytopics/>)
 - ✓ Provincial/Territory/State Health & Safety Resources
 - ✓ Equipment and Supplies have safety resources you can use
 - ✓ Ask your team what they would like to have for future talks

- ✓ Staff meetings
 - ✓ Determine best time of day/week to engage staff
 - ✓ Consider over-time/time in lieu to have meetings outside regular scheduled shifts
 - ✓ Book them in advance (ex. every 3rd Monday morning @ 8am)
 - ✓ Use virtual options – great for field staff!
 - ✓ Treats don’t hurt!

- ✓ Posting JOHS Committee meetings
 - ✓ Ensure a field staff member is on the committee to have those voices heard

Our Safety Culture Shift – PHASE 2

Since 2015 our team has:

- ✓ Worked through a world-wide pandemic
- ✓ 3 of 4 long term staff retired (and were part of the launch of our 2015 initiatives)
- ✓ Experienced changes in our service providers (both equipment, transportation, and processing)
- ✓ Experienced an increase in volume (curbside and facility) that is directly linked to growth in NS

From March 2020 to March 2023 our operation, like many, were in survival-mode. Our goals were to continue providing excellent services (safely) but no new initiatives were launched.

January 2024 – We began coordinating Phase 2

Questions We Are Asking Ourselves

- ✓ What should we **keep** doing?
- ✓ What should we **stop** doing?
- ✓ What should we **start** doing?

Initiatives

- ✓ 5S Reset, Refresh & Expand
- ✓ Staff ‘Why’ Challenge
- ✓ Focus on Health

DIY Safety Programs

Safety Programs do not need significant budgets, need to be dry/boring, or one person 'directed'.

1. Understand what you already have (take stock)
2. Create a visual workplace – for staff & customers
3. Talk incidents – No incident reports is a flag!
4. Make smart budget investments:
 - Marking tape
 - AED kit
 - A laminator
 - A label maker
 - Barrier gates
5. Visit your neighbours




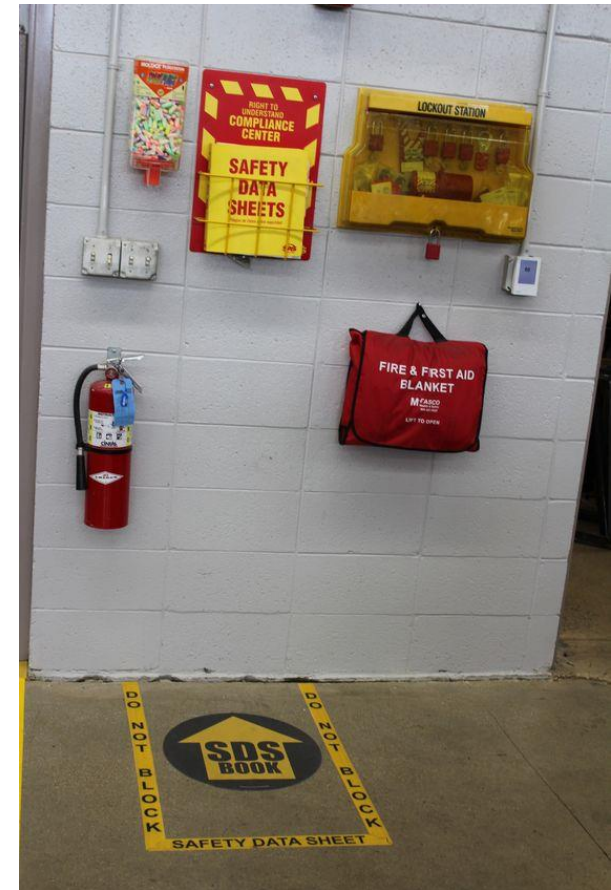
General Grounds


ATTENTION

Your Top 3 Hazards here are:

1. Debris (Flying)
2. Heavy Equipment
3. Vehicle Traffic


EAST HANTS
We live it!



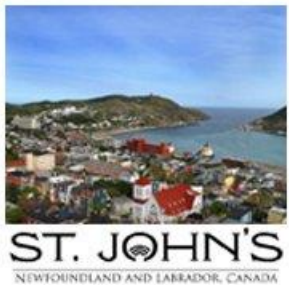
	Full PPE/ Operators & Contractors Only
	Site Escort/ Closed Toe Shoes/Work Apparel
	"LEMC Work Wear"/No Essential Safety Wear Identified

Other Efforts from Atlantic Canada



- ✓ Municipality of Colchester (Nova Scotia) is piloting safety training through Safetyhub. The program allows:
 - Supervisors to assign specific content to staff
 - Provides supports like closed captioning (various languages)
 - Preset training schedules – you can assign start dates so the system will only issue courses as of that date. Plan a year of training at once!
 - Course completion reports are available per participant
 - Programming ranges from courses to toolbox talks
 - Categories of training range from Human Resources – Fire Awareness – Hand & Power Tools – Hazardous Environments and more.

- ✓ The City of St. John's (Newfoundland) has an internal Management Engagement Team. Their efforts include a renewed focus on safety efforts. Staff are now asked to include a safety moment regularly at the beginning of meetings. The waste management teams have included this practice in their manager meetings, in addition to staff meetings. Facility managers are looking to issue monthly communication to permit holders, with a focus on safety as well.



A Final Thought

The Careless Employee



The Cares Less Type Employee



**“ONE EARNEST
WORKER CAN DO
MORE BY PERSONAL
SUGGESTION TO
PREVENT ACCIDENTS
THAN A CARLOAD OF
SAFETY SIGNS.”**



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