

Life€ savings

case studies



Life savings

Janssen Pharmaceutical saved
€2 million in one year

Integrated Communications Ltd saved
€150,000 within two years

Alkermes plc saved **€85,000** in one year

Killarney Telecommunications Ltd is
saving **€31,000** a year

Hundreds of companies have already found that health and safety pays. It's the perfect win-win – people are protected, and the business gets a healthy return on its investment. In today's tough economic climate, this has never been more important.

Whatever the sector, whatever the size, every organisation can see a saving from sound health and safety. Typically, even a small investment can mean a drop in the many costs associated with accidents and illness, from insurance premiums to agency staff to cover gaps in the workforce. But it can also mean productivity, quality and motivation go up, and reputation improves.

The case studies featured here show you how IOSH members in four different companies have cut costs while looking after the people who make their business tick.

You'll find more case studies at:

- www.iosh.co.uk/about_us/what_were_up_to/campaigns/life_savings/life_savings_resources.aspx
- www.hsa.ie/eng/Publications_and_Forms/Publications/Research_Publications/The_costs_and_effects_of_workplace_accidents_-_Twenty_case_studies_from_Ireland.pdf

Go to www.iosh.co.uk/lifesavingsireland for a step-by-step tool for developing a business case for your health and safety initiative.

Do you have a Life Savings success story to share? Let us know at campaigns@iosh.co.uk.

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Janssen Pharmaceutical

The facts

Janssen Pharmaceutical is part of the Johnson and Johnson group and makes bulk active pharmaceutical ingredients. Janssen's drugs are used to treat schizophrenia and HIV, and it also produces anti-fungal and gastro-intestinal medication. The organisation employs 280 people at its chemical facility in Cork.

The issue

Janssen wanted to improve levels of industrial hygiene and ergonomic standards on its drug-packing station. The objective was to lower exposure to the active ingredient, and reduce manual handling injuries as a result of lifting heavy equipment parts and drums. Janssen also aimed to redesign the equipment, upgrade its control systems to comply with new legal standards and guidelines and good manufacturing practice, as well as increase the amount of drug batches being packed, and cut the amount of cleaning needed.

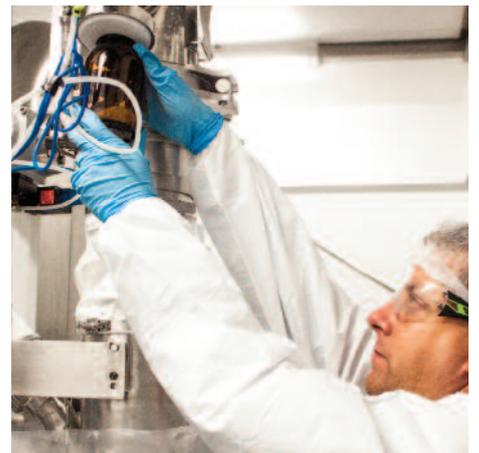
The solution

Janssen set up a cross-functional team including operators, maintenance staff, environment, health, safety and sustainability professionals, quality and assurance professionals, engineers, automation employees, contractors and senior managers. The team worked together to highlight key issues which needed resolving. IOSH Chartered Member Michael Daly, Operator and Safety Representative at Janssen, was part of the project team and focused on health and safety concerns in the design, construction, testing, training and operational stages of the packing station.

The team pinpointed exposure to active ingredients, and manual handling of the drums and equipment, as the main issues, and worked to develop a number of solutions, including automatic sampling from the drums, which meant that drug exposure was cut down, and a new system where the drums could be sealed in place and rolled onto pallets rather than lifted.

Janssen managed to reduce industrial hygiene readings significantly, which meant that fewer employees were at risk as exposure to the active ingredient was cut down, and there was also a reduction in the use of personal protective equipment. Improvements in the ergonomic design of the packing station resulted in fewer injuries because of a reduction in the amount of manual handling operators needed to do, as well as cutting out cleaning at heights and assembly and disassembly of heavy equipment.

Michael Daly said: "The initiative was successful because everyone's voice was heard – regardless of what part of the business they worked in."



“Employees are just as important a stakeholder as patients, suppliers or contractors. One of Johnson and Johnson’s credo values is to look after the welfare of workers and I think this project has delivered on this from a health and safety perspective. We were also able to demonstrate that health and safety is a key element of all our business activities.”

All employees who work on the packing station were trained and they noticed the benefits straightaway. The operation was much more user-friendly, and there was no need for temporary solutions or retrofitting around problems.

As sales of Durnavair – an HIV product which Janssen supplies to the world market – increased, the improved packing station helped keep pace with the rising demand.

The saving

The packing station cost €740,000 to improve, but the changes have delivered a dramatic increase in drug production in 2012 – up to 6,000 kg more a year, which equates to a saving of €2million per year, and outweighs the initial investment. The company has also seen cost savings from cutting solvents to clean equipment, a lower budget for personal protective equipment, and a drop in maintenance requirements. And, importantly, the changes have meant better efficiencies, with the result that over 9,000 new patients a year can now be treated for HIV.

“One of Johnson and Johnson’s credo values is to look after the welfare of workers and I think this project has delivered on this from a health and safety perspective”



The facts

Integrated Communications Ltd was established in 1995 and provides a range of services to the telecommunications industry, including installing digital TV, broadband and voice products in residential and commercial markets. The company, known as ICL, has premises in Dublin and Carlow and employs 220 people, with a fleet of 140 vehicles.

The issue

Managing, collating and measuring health and safety information in 'real time' was proving a challenge at ICL. When field-based staff went out to do a job they had to fill out a paper risk assessment – completing forms manually was time-consuming and delayed getting them to the health and safety team, which meant that issues couldn't be addressed quickly and staff could potentially be put at risk. Processing the risk assessments and creating reports was also time-consuming as the assessments had to be scanned, the data entered into a spreadsheet and analysed, and then emailed to the management team. The whole process was lengthy and inefficient.

The solution

ICL developed and custom-built a new electronic workflow management system called 'Simply Workflow' to manage health and safety. The system takes the form of an app and operates on android smartphones and tablet computers and was designed to improve efficiency and provide 'real time' information via a paperless system.

Simply Workflow has eight modules – health and safety, fleet, quality control, stores, jobs management, asset management, complaints and reporting. The health and safety module and KPI dashboard were created by Paul Flynn, Health and Safety Manager at ICL and a TechIOSH member.

Paul explains: "Risk assessments have always been an integral part of our approach to effective risk management on site to make sure employees work safely and go home safely. Simply Workflow has allowed us to streamline the risk assessment process which gives us more insight and control. It's improved this element of health and safety management dramatically."

The idea behind the system is to raise awareness of health and safety, reduce accidents, manage risk and measure and monitor performance. The system has a number of features covering all the key areas, and is aimed at all staff. Using the 'Jobs management' module, technicians have to fill out the 'Risk assessment' section for each and every job before work starts. Working at height is a key element of the work at ICL – the team of technicians climb ladders on average 1,900 times a day and they have to complete a risk assessment each time they climb up a ladder – Simply Workflow has enabled ICL to manage the risk assessments and process the information for each of these tasks. Supervisors use the 'Asset management inspection of plant and equipment' area to log problems with equipment, helping the health and safety team to get damaged equipment repaired or replaced quickly.

In the 'Health and safety' module, the 'Workplace audits and corrective action' section includes a simple checklist with integrated scoring to help supervisors carry out an audit to assess site safety standards. Supervisors can also upload photos onto the system to help the health and safety team identify problem areas fast. When



"The new system has had a major impact on compliance and how safety is perceived and handled in each department"

they complete the checklist, it delivers a 'pass' or 'fail' result – and if the outcome is 'fail' the system sends an email to alert the health and safety team so they can act to close out the items identified to prevent an accident from happening. If there is an accident or incident, employees log it in the 'Accident reporting' section of the system on their phone or tablet and complete a simple form.

The accident register is then automatically updated, along with accident frequency rate figures, and the system notifies the health and safety team to prompt the investigation process. This helps the team collect information in 'real time' and take any action needed as a result. Also in the 'Health and safety' module staff use the equipment ordering function to order personal protective equipment and other health and safety kit, while a 'Fleet safety' zone offers route planning to help cut fuel usage and provide key road safety information. Finally, a 'Dashboard reporting' section displays graphs and charts to show at-a-glance results across the board. The dashboard is accessible to all supervisors and managers.

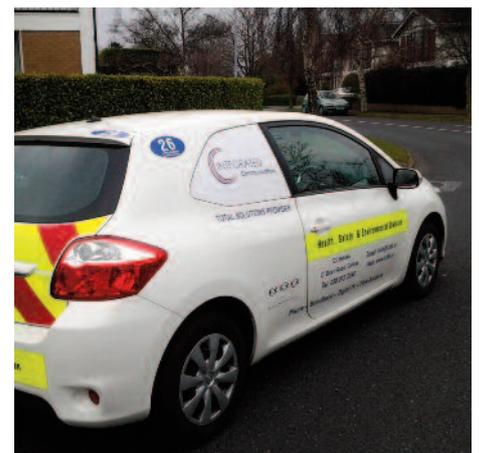
Since introducing the new system, ICL has been able to seamlessly manage and process key health and safety tasks and information to reduce the risks associated with the work employees complete on a daily basis. It's improved both productivity and service levels – there is no longer a need to return to the office and spend hours processing paperwork, inserting photos into audit reports or emailing reports.

It's also created a much more structured approach to health and safety management. Says Paul Flynn: "We've been able to improve the risk management process, getting much better quality information in comparison to the old paper-based system. We've given key people access to real time information, and helped managers get more involved in health and safety and address requirements straightaway through the real time dashboard reporting and monitoring system. This has had a major impact on compliance and how safety is perceived and handled in each department."

The saving

ICL believes Simply Workflow has made a significant contribution to reducing accidents by making sure that risk assessment is at the forefront of every aspect of the work. And since introducing the system in 2010, ICL has saved approximately €150,000 through reductions in administration costs, report building time, printing costs, improved fleet management and lower fuel costs. The cost of replacing tools and equipment has also dropped as a result of the improved monitoring and close-out processes. In addition, eliminating paperwork has cut the company's carbon footprint.

ICL anticipates future savings of approximately €100,000 a year using the new technology.



The facts

Alkermes plc is a global biopharmaceutical company and develops medicine to help patients manage serious chronic diseases. The Alkermes pharmaceutical development, scale-up and manufacturing facility at Athlone employs over 400 people.

The issue

As an integral part of the company's business strategy and ethos, Alkermes planned to further develop health and safety management at its Athlone, Ireland plant. The aim was to sustain its reputation in the pharmaceutical industry as a safe and ethically responsible company. The business was also aware that a serious accident could undermine its reputation and risk losing both current and prospective clients.

The solution

In 2009, the Alkermes facility at Athlone began to fully integrate health, safety and environmental management into its business systems and practices. It started by creating a dedicated environmental, health, safety and security department, bringing previously separate teams together.

Gavin Pattison, Associate Director of the new department, says: "We've had fantastic commitment from the top here. Getting management buy-in for the new health and safety strategy was easy – there was no need for a hard

sell. The management team quickly saw the benefits of developing a strong, culture-based health and safety approach, as well as understanding that it was the 'right thing to do'."

To support the implementation of a new long term environmental, health, safety and security strategy, the company set up a steering group of senior managers. The aim of the group was to develop and implement initiatives which could improve safety across the site. Gavin, a Graduate member of IOSH, says: "Directors and managers at all levels embraced the need for consistent safety leadership, and were keen to get workers across the whole business fully involved and engaged on health and safety."

The steering group introduced a number of initiatives, including creating environmental, health and safety improvement teams in each department. Each team included representatives from across the department, and staff participated proactively in six month blocks so that the team could benefit from a mix of different opinions and experiences. This step was seen as important, says Gavin: "Having department level teams as well as a high level steering group has meant that people in different sections are encouraged to come up with new ideas and make them a reality as part of their day-to-day work."

Cross-functional teams were also set up to work on issues including corporate social responsibility, wellbeing and communications. Autonomous teams worked on areas such as risk assessment to increase collective ownership and develop awareness and risk reduction measures.

As another way of encouraging site-wide ownership, each employee was given health and safety objectives as part of their annual performance review.

Supporting the work of the various teams, a new 'Good Save' reporting programme was implemented to encourage staff to spot "opportunities to save themselves, their colleagues or the environment from harm". The scheme not only asks staff on a day-by-day basis to look out for issues that need action, but also to own and track them right through to 'close out', giving a better sense of ownership and empowerment as well as allowing them to find a solution to each problem. Each month the best 'Good Save' is selected and the site's General Manager presents a 'Good Save of the Quarter' award at all-staff meetings. Since the programme was launched in 2010, there have been over 3,000 Good Saves raised and closed. A 'walkthrough' system supports the Good Save programme with a focus on engaging colleagues on health and



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safety behaviours. Feedback is essential where tasks can be performed more safely. These walkthroughs are scored and benchmarked against other departments.

To embed a culture of safety consistently throughout the organisation, a 'Safety leadership charter' was introduced and all managers are required to sign up to it. The company also delivers the IOSH Managing Safely training course in-house to all managers, to develop and demonstrate formal competence in health and safety. All staff undergo a blend of online and face-to-face training in environmental, health and safety issues. In addition, restructuring the environmental, health and safety team has allowed technical skills and competence to be built up in key areas such as process safety, occupational hygiene and ergonomics.

To build on its health and safety initiatives, the company is currently piloting a 'One minute risk assessment' initiative, making sure that workers carry out pre-start-up checks on their tasks, workplace and equipment. The findings of these self-checks feed into the Good Save system.

As part of its commitment to environmental, health and safety management, Alkermes has been certified to the ISO 14001 standard and is actively working towards OHSAS 18001. The company has recently won a number of prestigious industry awards, including awards from the National Irish Safety Organisation in 2011 and 2012, and a Responsible Care Award from Pharmaceutical Ireland in 2012.

Since the new strategy was first introduced, accident rates have dropped. Lost-time accidents have gone from 19 cases and 285 days lost in 2002, to two cases and six days lost in 2012. Some higher risk areas, like manufacturing, have achieved over a year free from lost-time accidents – not only demonstrating strong safety practices but also positively influencing absenteeism.

In a recent staff survey, a resounding 92 per cent of respondents said that they considered the facility a 'safe place to work', a strong endorsement of the culture that has been developed at Alkermes.

The saving

Specific bottom line and opportunity savings have been secured as a result of all the improvements introduced. For example, one project to cut down waste delivered direct savings of €85,000, as well as reducing manual handling and ergonomics issues in waste handling, with further subsequent savings.

Improved health and safety also helped Alkermes to secure a multi-million euro contract with one of the world's largest pharmaceutical companies to manufacture a high volume drug.

Critical in its client's decision to choose Alkermes as its manufacturing partner was the company's commitment to health and safety, including the ability to demonstrate the safe handling of its compound on-site.

Gavin Pattison says: "Before a client will consider working with us, they need to be assured that we are competent in managing health, safety and environmental issues – it's vitally important in the highly regulated pharmaceutical business. We believe that being able to do so has played a significant part in being able to secure major new business – helping to grow our business going forward.

"Integrating health and safety and environment issues has helped assure our employees, clients and community that we're a safe and socially responsible pharmaceutical company and a business partner of choice. Since implementing its new health and safety strategy, Alkermes has reduced work-based accidents and ill health, realised operational savings, supported business growth and embedded an improved safety culture across the site."



The facts

Killarney Telecommunications Limited operates in the telecom and power industries, offering turnkey technical services, integration, commissioning, project management, logistics and design and build services to clients including O2, Vodafone, Huawei, ESB, Bord na Mona and SSE. The company, known as KTL, was established in 1998. KTL's head office is in Naas, Co. Kildare, and it has regional offices across Ireland as well as bases in the UK and Belgium. The organisation employs 170 staff.

The issue

Road safety is one of the highest risk areas the company faces. Employees are on the roads on a daily basis constructing pylons and infrastructure for the power network, installing and upgrading the telecommunications network throughout the regions, attending management and client meetings and supervising site logistics. KTL currently owns a fleet of 115 vehicles and hires 55 different types of transport – from vans and jeeps to heavy goods vehicles. In 2009, the company had six road traffic collisions and 19 near misses, while 10 employees a week were identified to be speeding. KTL recognised it had a problem with fleet safety and wanted to improve it.

The solution

In 2010 Claire O'Brien, Health and Safety Officer at KTL, along with staff in the safety, health and environment department, introduced a three-year strategy which aimed to prevent road traffic accidents, collisions and speeding. The strategy had a strong emphasis on communicating with employees on the importance of being safe on the roads.

Claire, a Graduate member of IOSH, outlines the thinking behind the new road safety strategy: "We've used a two-pronged approach to tackle fleet safety issues. First, we upgraded our GPS system with new software that tracks how people are driving, and is used to keep compliance up and improve driving behaviours. And second, we developed a whole range of communication tactics to raise driving safety awareness."

The new software monitors speed, hours and miles travelled, idle time and diesel consumption. All the data on the system are reviewed by the Plant Manager, Commercial Manager and health and safety team.

To tackle speed issues, all vehicles have a GPS tracking device which measures and records the vehicle speed, its position and whether the speed limit is being breached.

'Speed limiters' have also been fitted into all Ford Transits to make sure they travel below the 120 km/hour speed limit on motorways. KTL publishes a weekly report showing speeding violations for each vehicle. If an employee has broken the speed limit, they are told in a face-to-face meeting or by email, and shown exactly where and when the incident occurred. Persistent offenders get a verbal warning from the Managing Director, followed by a written warning. If the employee continues to speed, then they are no longer allowed to drive as part of their job.

Claire says: "A breach of our driving policy is a breach of safety. No-one has ever been fired for violating our driving policy to date. Crews are usually made up of one to three employees who travel to work together. More than one of the crew members are approved to drive KTL vehicles, so they can share the driving on long journeys."

Employees who drive company and private cars have to do an advanced driving assessment with an external driving school. Similar to a driving test, the assessor will take the employee for an hour's drive and make recommendations – leading to more driving lessons, or a ban from driving if they don't meet the standard.



"Our driving initiatives have been beneficial in maintaining our safety performance and have helped reduce our costs, which has given us a competitive advantage over our rivals"

Killarney Telecommunications Limited

In the early days, employees were uncomfortable about the new GPS system as they felt it would be used to monitor time-keeping. But acceptance has increased as the business has rolled out its communication programme on speed, security and insurance costs. Now, many staff can see the benefit of the system and what the company is trying to achieve.

KTL uses different channels to promote road safety. The business sends out monthly newsletters to all staff and holds regular toolbox talks. Twice a year, it organises full-day safety, health and environmental seminars dedicated to improving the company's performance. The company invites a member of the traffic corps division of An Garda Síochána to talk to staff about driving and the latest statistics, focusing on speeding offences and the devastating consequences they can have. The talks can be quite harrowing but have a significant impact on staff. The company also runs campaigns, such as its 'Winter driving' programme.

KTL organises training which involves using the Road Safety Authority simulator, hosts live demonstrations from mechanics on how to maintain your car, and invites guest speakers to give advice on getting value-for-money insurance.

KTL is currently testing new software on three of its vehicles, designed to change driving behaviour. The software helps identify excessive braking and clutch changes, as well as aggressive driving.

Says Claire O'Brien: "Focusing on fleet safety has meant that we've got a greater understanding of road safety within the organisation and we can manage it much better."

The new approach has seen a drop in road traffic collisions from six in 2009 to two in 2012, and near misses have gone from 19 to four in this period. Speeding incidents have been reduced from 10 a week down to one.

The saving

Since first implementing its fleet safety strategy, KTL has seen a cut in its annual insurance premiums from €93,000 to €61,500 as a result of fewer claims. The company also spends less on fuel, maintenance costs and medical expenses. In 2011, the company won the European Transport Safety Council's Preventing Road Accidents and Injuries for the Safety of Employees award, recognising businesses that have demonstrated best practice in workplace road safety.

Claire adds: "Having won the PRAISE award, we received positive recognition from our clients and it has helped us win new customers. Our driving initiatives have been beneficial in maintaining our safety performance and have helped reduce our costs, which has given us a competitive advantage over our rivals."



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