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Section 1: Roles and responsibilities

1.1 Roles and responsibilities

The Chief Executive is responsible for the overall management of Elizabeth Finn Homes (EFH) and this encompasses the management of health and safety strategy and policy. They are responsible for ensuring that suitable and sufficient resources and arrangements are put into effect to discharge the company's statutory health and safety obligations.

The Safety, Health & Environment Manager is responsible for the provision of professional health and safety support and advice across Elizabeth Finn Homes (EFH), and will ensure adequate arrangements are in place for:

- Keeping members of the Executive informed of, and alert to, significant health and safety issues and initiatives which affect EFH.
- Provide the necessary framework for an effective health and safety management system.
- Provide competent advice and guidance with regards to health and safety strategy, policy, codes of practice and compliance.
- Advising of the applications of relevant legislation and associated published guidance.
- Liaison with the relevant enforcing authorities and other professional bodies / parties.
- Implementation of effective systems for monitoring, audit and review.

General Managers are responsible for ensuring that effective processes for managing health and safety are in place within their respective care home. This includes:

- Ensuring that health and safety is given a high profile and that sufficient resources are available for dealing with all issues / matters.
- Implementing and ensuring compliance with the EFHL Safety management system.

- Ensuring adequate arrangements for co-operation and communication on health and safety matters are in place with employees, residents and volunteers.
- Ensuring that local safety arrangements are in place and being maintained.
- Reviewing the health and safety performance of their department and identifying any areas that require further improvements.
- Ensuring that arrangements are made for employees to obtain competencies necessary to safeguard their health and safety and that of others who may be affected by the company's operation.
- Implement the health and safety management system procedures to ensure that the operation of contractors do not put employees or residents at risk.
- Ensure that contractors and visitors are provided with any induction or briefings relevant to the work being carried out to ensure their health and safety on the premises.

Heads of Department are responsible for ensuring that effective processes for managing health & safety are in place within their team(s). This includes:

- Ensuring that specific health and safety responsibilities assigned to their staff are agreed and understood by the individual concerned.
- Exercising a general duty of care for the health, safety and welfare of all employees under their control.
- Identifying any safety training needs for their employees and ensuring that subsequent training plans are implemented.
- Resolving any health and safety issues/ concern that are brought to their attention. Any unresolved matters should be escalated as appropriate.
- Ensuring that safe systems of work are established, taking into account risk assessments.
- Reporting and investigating incidents in accordance with health and safety management system.

All employees, regardless of seniority, have responsibilities for health and safety at work. Each employee is expected to co-operate. This includes:

- Taking care for the health, safety and welfare of themselves, their colleagues, and other persons not employed by EFHL (residents, visitors, volunteers and contractors).
- Reading and acknowledging risk assessments relevant to their role.
- Complying with health and safety instructions and using protective clothing and safety equipment provided.
- Informing their line manager or General Manager of any health condition, or medication currently being taken that is likely to affect safety.
- Reporting to their line manager any incidents or accidents that have led or might lead, to injury or damage.
- Understand their role in any emergency plan and participating in emergency exercises when required.

Note: individuals have the authority to immediately stop work on any activity that they consider is unsafe. No employee should initiate or continue any activity that places themselves or others in danger.

1.2 Health & Safety Policy statement

Elizabeth Finn Homes is committed to pursuing exceptional care and excellence in everything it does and this includes the management of health and safety.

This statement sets out Elizabeth Finn Homes commitment to ensure that the environment is safe and without significant risks to health and safety and meets the appropriate statutory requirements. All employees, at whatever level of seniority, have a vital role to play in the implementation and maintenance of the health and safety programme, for any premises that they work.

Our aims and objectives are to:

- Prevent accidents and cases of work-related ill health by managing the health and safety risks in the workplace.
- Provide clear instructions and information, and adequate training to ensure employees are competent to do their work
- Engage and consult with employees on day-to-day health and safety conditions.
- Maintain safe and healthy working conditions, provide and maintain plant, equipment and machinery, and ensure safe storage / use of substances.
- Implement emergency procedures in case of fire or other significant incident.

I and other senior members of EFHL are committed to this Policy and to the implementation and maintenance of the highest standards of health, safety and welfare across our care homes. We expect every member of staff to share this commitment and to work together to achieve it.

Olivia Curno



**Chief Executive
Elizabeth Finn Homes Limited**

10th May 2023

Section 2: Managing risk

2.1 Safety Survey

The Safety Survey checklist (SHE1) should be used to identify the risks associated with your home in order to:

- Develop a prioritised list of risk assessments that need to be selected from the risk assessment guidelines (RAG's).
- Identify any gaps which will require the development of new specific risk assessments.

The survey should be carried out initially and at least every 24 months or change of General Manager. *A copy should be kept within the Health & Safety Manual.*

2.2 Risk Assessments (RAG's)

These risk assessment guidelines have been produced to assist you in the completion of your home specific risk assessment. The relevant information should be reviewed along with any additional control measures identified and communicated to your team.

All staff should read and sign risk assessments relevant to activities they complete. Heads of Departments are also expected to read additional risk assessments to give them a better awareness of risks within the home.

The list of activity risk assessments is those that have been deemed to be significant either in terms of importance to the home or of risk they present to individuals. Tasks identified as insignificant risks with low risks do not require recorded assessment (These are typically tasks that have been assessed as no more or no less than a person would do in their everyday life).

The Health & Safety Manager should be consulted if / when additional risk assessments are required.

In some cases, it may be necessary to develop a safe system of work in conjunction with a risk assessment. This may be due to a resident request or if you need to work differently due to a change of circumstances. A template risk assessment (RAG81 – Additional risk) has been produced for this requirement.

Assessing level of risk

The level of risk is assessed as a multiplication of hazard and the likelihood of the predicted incident occurring.

Hazard	High	3	6	9
	Medium	2	4	6
	Low	1	2	3
		Low	Med	High
		Likelihood		

Hazard potential: Low: Minor first aid
 High: Life threatening injuries

Likelihood: Low: Unlikely there will be control failure leading to accident.
 High: Lack of controls likely to prevent incident occurring.

Medium categories are in the simplest of terms neither high or low.

Review of risk assessments

Risk assessments should be reviewed under the following situations: -

- New safety information identified (eg Safety Alert).
- As part of accident investigation involving the activity.
- If activity has significantly changed or after 3 years.

The risk assessment guidelines listed below are available on the Health & Safety section of the Portal for you to create a risk assessment specific to the activity.

Risk Assessments		H	L	Risk
Administration	RAG 01 - Office working	1	2	2
	RAG 02 - Driving for work	3	2	6
	RAG 03 - Lone working	2	2	4
	RAG 04 - Young Persons (under 18 years of age)	2	2	4
	RAG 05 - New & Expectant Birth Parents	2	2	4
	RAG 06 - Disability risk assessment	2	2	4
Home	RAG 11 - Fire Precautions	2	2	4
	RAG 12 - Fire Prevention – electrical equipment	3	2	6
	RAG 13 - Hot water & surfaces	3	2	6
	RAG 14 - Falls from windows & balconies	2	2	4
	RAG 15 - Pedestrian access & egress	2	2	4
	RAG 16 - Security & traffic management	2	2	4
	RAG 17 – Resident access arrangements (open doors)	1	3	3
Resident care	RAG 21 - Bathing / showering of residents	2	2	4
	RAG 22 - Moving of people	2	2	4
	RAG 22A – Assisting a wheelchair user			
	RAG 23 - Manual handling of furniture / beds / equipment	2	2	4
	RAG 24 - Use of bed rails	3	2	6
	RAG 25 - Using profiling beds	1	2	2
	RAG 26 - Handling clinical waste (including sharps)	2	3	6
	RAG 27 - Handling blood & bodily fluids	2	2	4
	RAG 28 - Working with Oxygen	2	2	4
	RAG 29 – Providing residents with food and drink	3	2	6
Domestic	RAG 31 – Housekeeping activities	1	2	2

	RAG 32 – Working with cleaning products	1	2	2
	RAG 33 – Working in the Laundry	2	2	4
		H	L	Risk
Catering	RAG 41 – Working in the Kitchen	2	2	4
Social Events	RAG 51 - Social events within care home	2	1	2
	RAG 52 - Minibus driving	3	2	6
	RAG 53 - Social events at other premises	2	3	6
	RAG 54 - Open days	2	2	4
	RAG 55 - Firework displays	2	2	4
	RAG 56 - Community social events	2	2	4
Maintenance	RAG 61 – Maintenance activities	2	3	6
	RAG 62 - Painting & decorating	2	2	4
	RAG 63 - Working at height – ladders	2	3	6
	RAG 64 - Portable power tools	2	2	4
	RAG 65 – Control of contractors	2	2	4
Gardens	RAG 71 – Gardening	2	2	4
	RAG 72 - Use of petrol driven tools	2	2	4
	RAG 73 - Using a chainsaw	3	2	6
	RAG 74 - Use of ride on lawnmower	3	1	3
	RAG 75 - Using a pressure washer	2	2	4
	RAG 76 – Using a Garden Chipper	2	2	4
Others	RAG 81 – Additional risks			
	RAG 100 – Resident use of Stairs	2	2	4
	RAG 101 – External Water features	2	2	4
	RAG 102 – Balcony risk assessment	2	2	4
	RAG 104 – Resident access to Pantries	2	2	4
	RAG 105 – Resident access to Coffee Stations	1	2	2

Section 3: Health & safety information

3.1 Introduction

This section of the H&S Manual provides an overview of where additional information can be sought on various subjects. There are two types of documents and both of these can be found on the intranet under EFHL / Policies / Health & safety.

3.1.1 Risk Assessments Guidance (RAG's).

These should be communicated to all staff completing the activity as they identify what controls need to be put in place. These have been numbered dependent on which functional area of the home they relate to.

3.1.2 Health Safety Procedures (HSP's).

Where a subject requires additional information to clarify requirements a HSP will be produced. These are primarily written for the Manager to understand what needs to be in place to successfully manage the activity.

Note: some of the HSP's have not been published yet. The intranet will contain an up-to-date list.

3.2 Administration

Area	Risk assessment	Ref No:	Associated procedures
H&S Policy			<i>HSP 00 H&S Policy</i>
Business Continuity	Business Continuity		<i>HSP 00 Business Continuity</i>
Accident reporting			<i>HSP 01 Accident Reporting</i>
Workstation / DSE assessment	Office working	RAG 01	<i>HSP 02 Workstation / DSE Assessment</i>
Driving for work	Driving for work	RAG 02	<i>HSP 06 Driving for work</i>
Lone working	Lone working	RAG 03	<i>HSP 03 Lone working</i>
Young persons	Young persons (under 18 years)	RAG 04	<i>HSP 04 Young Persons</i>
New & expectant birth parents	New & Expectant birth parents	RAG 05	<i>HSP 05 New & Expectant birth parents</i>

Disabilities	Disability risk assessment	RAG 06	
First Aid requirements		HSP 07A	<i>HSP 07 First Aid</i>
Bringing Pets into the home		<i>HSP 08A</i>	<i>HSP 08 Pets</i>

Disabilities

Accessible facilities should be provided for all disabled employees. In addition, employers are required to take reasonable measures to allow a person to do their job. To identify what measures to take a disability risk assessment should be completed. The Health & Safety Manager can help you complete this.

3.3 Homes

Area	Risk assessment	Ref No:	Associated procedures
Fire	Fire general	RAG 11	<i>HSP 11 Fire Safety</i>
	Fire Prevention – electrical equipment	RAG 12	
Water hygiene	Hot water & surfaces	RAG 13	<i>HSP 12 Water hygiene</i>
Falls from windows	Falls from windows & balconies	RAG 14	<i>HSP 13 Falls from windows</i>
Pedestrian access & egress	Pedestrian access & egress	RAG 15 RAG 17	
Security & traffic management	Security & traffic management	RAG 16	<i>HSP 64 Security Management</i>
Asbestos			<i>HSP 14 Asbestos</i>
Using chemicals & substances			<i>HSP 15 Using chemicals & substances</i>
Radon			<i>Not required</i>

3.4 Resident care

Area	Risk assessment	Ref No:	Associated procedures
Bathing	Bathing / Showering of residents	RAG 21	
Moving & handling	Moving of people	RAG 22	<i>HSP 21 Moving and Handling</i>
	Moving of equipment / goods	RAG 23	<i>HSP 25 Wheelchairs & Scoters</i>
Bed rails	Use of bed rails	RAG 24	<i>HSP 24 Preventing falls from beds</i>
Profiling beds	Using profiling beds	RAG 25	
Clinical waste	Handling of clinical waste (including sharps)	RAG 26	<i>HSP 23 Management of waste</i>
<i>COVID-19 (withdrawn January 2024)</i>	<i>Managing COVID</i>	<i>RAG 09A RAG 09B RAG 09C</i>	<i>HSP19 COVID-19</i>
Blood	Handling blood & bodily fluids	RAG 27	
Oxygen	Working with oxygen	RAG 28	<i>HSP 22 Use of Oxygen</i>
Temporary heating	Portable radiators		<i>HSP 26 Temporary resident heating</i>

3.5 Domestic

Area	Risk assessment	Ref No:	Associated procedures
Housekeeping	Housekeeping	RAG 31	
	Working with cleaning products	RAG 32	<i>HSP 15 Using chemicals & substances</i>
Laundry	Working in the laundry	RAG 33	

3.6 Catering

Area	Risk assessment	Ref No:	Associated procedures
Catering	Working in the kitchen	RAG 41	
	Providing food and drink to residents	RAG 29	

3.7 Social events

Area	Risk assessment	Ref No:	Associated procedures
Social events	Social events inside the home	RAG 51	<i>HSP 51 Social events</i>
Minibus driving	Minibus driving	RAG 52	<i>HSP 06 Driving for work</i>
Outings	Social events at other premises	RAG 53	<i>HSP 51 Social events</i>
Fireworks	Open days	RAG 54	
Fireworks	Firework display	RAG 55	

3.8 Maintenance

Area	Risk assessment	Ref No:	Associated procedures
Maintenance	Maintenance activities	RAG 61	
Contractors			<i>HSP 61 Managing contractors</i>
Electrical safety			<i>HSP 62 Electrical safety</i>
Lifting equipment			<i>HSP 63 Management of lifting equipment</i>
Maintenance	Painting & decorating	RAG 62	
	Working at height – ladders	RAG 63	<i>HSP 67 Working at height</i>
	Portable power tools	RAG 64	

3.9 Gardens

Area	Risk assessment	Ref No:	Associated procedures
Gardening	Gardening	RAG 71	
Petrol tools	Use of petrol driven tools	RAG 72	
Chainsaw	Using a chainsaw	RAG 73	
Lawnmower	Use of ride on lawnmower	RAG 74	
Trees			<i>HSP 66 Tree Management</i>

3.10 Additional risks

Area	Risk assessment	Ref No:	Associated procedures
Other risks	Additional risks	RAG 81	

The additional risk assessment form is used for activities / circumstances which are unusual. Examples of this have included assessing gym equipment for a resident.

Section 4: Monitoring

4.1 Introduction

This section of the manual defines and explains monitoring for health and safety. Monitoring is one of the ways which we measure our performance. It is also the way we find out whether the health and safety management system is functioning the way we intended.

When monitoring we look at both the physical and administrative aspects of health and safety for example, we might carry out an inspection of a site and we may check to see that there are written risk assessments available.

Monitoring allows us to:

- Determine the immediate causes of substandard performance.
- Identify the underlying causes
- Assess the impact on the health and safety management system.

Another fundamental part of the monitoring process is the health and safety meeting. Finding and observations need to be reviewed and action taken.

There are a number of monitoring activities carried out with EFH and these are outlined in the following paragraphs.

4.2 Audits and Inspections

4.2.1 EFH Contractor Safety Audit (ad-hoc)

This is an inspection tool used by the Health & Safety Manager and Estates Manager when visiting sites to assess Contractor health and safety compliance within the home. Actions arising from the inspection are communicated to the home Manager and Contractor. Copies of these Contractor safety audits are stored on Care and Compliance software.

4.2.2 EFH Health & Safety Audit (12- Monthly)

This is an inspection tool used by the Health & Safety Manager to review the health and safety performance of the home.

The audit follows the format of the HSP documents and identifies key questions within each safety procedure to confirm compliance.

Actions are generated and tracked via Care Compliance software and audit is graded either Outstanding, Good, Requires Improvement or Inadequate which mirror the four ratings that CQC give to health and social care services.

4.2.3 EFH Maintenance Audit (12- Monthly)

This is an inspection tool used by the Health & Safety Manager to review the maintenance performance of the home.

The audit follows the format of both internal maintenance and external contractor tasks identified within the Maintenance Manual.

Actions are generated and tracked via Care Compliance software and audit is graded either Outstanding, Good, Requires Improvement or Inadequate which mirror the four ratings that CQC give to health and social care services

4.2.4 EFH Support Team visit (Ad-hoc)

This is an inspection tool used by the Health & Safety Manager and Estates Manager when visiting sites to assess overall estates and maintenance issues within

the home. Actions arising from the inspection are communicated to the home Manager. Copies of these audits are stored on Care and Compliance software.

4.2.5 EFH Workstation Assessment (Ad-hoc)

This is an audit too used to assess employee workstations. Typically, these assessments are completed every 3 years. Assessments are also completed on new employees for roles which involve extensive time at the computer (typically Administrator, CCM and General Manager). Assessments are also completed if any concerns / issues are raised.

4.3 The task observation checklist (SHE2)

This form should be used by managers responsible for directly supervising the work of others. The simple checklist allows the manager to conduct a number of checks to see that risk assessments are in place:

- That the team is following the requirements of the risk assessment.
- That there are good standards of housekeeping.
- That the correct clothing and PPE is being worn.

4.4 Management meetings

The following paragraphs provide information about management health and safety meetings.

4.4.1 EFH Clinical Governance Meetings (Twice / year)

These meetings are to provide assurance to the Board that effective and appropriate governance arrangements are in place for health and safety. The following papers are submitted prior to the meeting for discussion:

- Review of health and safety visits and findings
- Review of health and safety Risk Register
- Review of serious incidents

4.4.2 Health & safety committee meeting (Four times / year)

Health & safety committee meetings are held quarterly. The agenda of the meeting is set by the members of the committee and there are a number of topics included in the agenda. The membership includes a nominated General Manager and minutes of the homes health & safety meeting are reviewed prior to meeting for any items to be flagged. A quarterly report is produced for discussion at the meeting. The minutes are circulated to all General Managers.

4.4.3 Home Health & safety meetings (Four / year)

Each care home holds a dedicated health & safety meeting quarterly. These are scheduled in the weeks before the planned H&S committee meeting so any significant issues can be escalated. Core topics which should be covered include:

- Accident reviews
- Specific home health and safety issues
- Health and safety inspection reports and or audits.
- Safety alerts

4.4.3 Senior Management Team meetings (Monthly)

The senior management team meets at monthly intervals and part of this meeting deals with a review of health and safety performance and major incidents. Also produced for this meeting is a monthly H&S report and some Key Performance Indicators.

4.4.4 Home Management Team meetings (Monthly)

Management meetings are held monthly and these present an opportunity to discuss health and safety issues which are of direct concern to members of the group and their direct reports.

4.5 Safety Alerts (SA's)

Internal Safety alerts (SA's) are issued when there is a specific issue that without immediate action being taken could result in serious injury. They are issued centrally via the Health & Safety Manager and should be communicated within the care home to all relevant parties. A record of all safety alerts issued is kept on the H&S intranet under H&S Safety Alerts.

External safety alerts can be received from a number of sources including Field Safety Notes, National patient Safety Alerts and direct from manufacturers. The safety alerts are screened and where it is identified they have an impact on Elizabeth Finn these are circulated and responses co-ordinated appropriately.

4.6 Risk decision Process

Care homes differ from other workplaces because they are not only a place of work, they are also a home for our residents. Therefore they need to be pleasant places in which to live and the freedom and dignity of residents need to be respected, whilst also ensuring that health and safety of staff, visitors and contractors is also effectively managed.

When a 'new risk' has been identified for a review, it will be presented at either the General Managers Forum or the companies Health & Safety committee. A decision will be made as to how EFHL will proceed. The appropriate risk assessment (RAG) will then be updated and circulated, and any required changes implemented. A record of this will be recorded on the company safety risk register.