Use a Risk-Based Approach to Manage Fleet Risk

Peggy Ross RN, COHN-S/CM, CSP, CPE
Sr. EHS&S Technical Manager Baxter Healthcare
ASSP – Standards Development Committee - Chair

March 15, 2019
85+ year heritage of saving and sustaining lives

Strong global business with great people

One of the most trusted brands in medical products

Advancing transformative healthcare innovation

Making a difference for patients and partners worldwide
Baxter Profile: Global Patient Impact

- *60M+ patients treated annually*
- Products in *100+ countries*
- 47,000 employees worldwide

**Global Revenue**

$10.6B

2017 Sales

**Revenue by Region**

- Americas: 54%
- EMEA: 26%
- Asia Pacific: 20%

All sales and related figures represent full year 2017.
Advancing Healthcare: Our Six Global Business Units

**RENAL CARE**
Pioneering therapy options for people with kidney disease, including peritoneal dialysis and hemodialysis.

**ADVANCED SURGERY**
Enabling surgeons to act with precision and speed to minimize complications and increase efficiency.

**PHARMACEUTICALS**
Providing generic injectable medicines and inhaled anesthetics that are critical to effective patient care across the globe.

**MEDICATION DELIVERY**
Advanced infusion systems and solutions to help ensure the right treatment is delivered safely and efficiently.

**NUTRITION**
Leading clinical nutrition solutions formulated to help patients maintain or regain their health.

**ACUTE THERAPIES**
Innovative products and therapies that treat life-threatening conditions in the ICU.
We all have stories to tell about motor vehicle safety - or failure to stay safe
Objectives

• Learn how to go beyond managing a fleet – shifting to managing fleet risk.
• Learn how to complete a gap assessment of your fleet management system to drive improvement.
• Identify resources to help improve your program
What is the concern?

Injuries and fatalities from motor vehicle crashes:

- Often overlooked in Occupational Safety and Health programs
- OSHA regulations don’t address motor vehicle safety
- FMCSRs apply only to large trucks and buses so not an enforceable “requirement” for other groups of vehicles
- Confusion about applicability of fleet safety for regulated and non-regulated fleets
- Company safety programs often look at occupational injury and illness rates but may not actively manage fleet risk
Why is workplace motor vehicle safety important?

- Motor vehicle crashes are the leading cause of U.S. work-related deaths
- 1st or 2nd leading cause of death in every major industry group
- Over 25,000 deaths 2003-2016

(Source: Bureau of Labor Statistics, Census of Fatal Occupational Injuries)
Road traffic fatalities in the U.S., 2007-2016

Source: Bureau of Labor Statistics, Census of Fatal Occupational Injuries

- **Motor vehicle crashes**
- **Contact with objects or equipment**
- **Fall**
- **Homicide**

Source: Bureau of Labor Statistics, Census of Fatal Occupational Injuries
Why is it important to manage fleet risk?

Motor vehicle crashes may be costly

Costs include:

• Vehicle repair and/or replacement
• Lost productivity
• Property damage
• Investigation time
• Injuries (our employees and others)
• Medical costs
• Damage to the environment
• Liability
• Company reputation

2015 average costs
- property damage $5,890
- non-fatal injury $64,981
- fatal injury $671,515

Source: National Employers for Traffic Safety / NETS
We’ll never know how many lives will be saved and injuries prevented through strong management of fleet risk!
Where Do We Start?

Seek to understand: begin with a gap assessment (commonly known as an audit)

Gap assessment results:
- Provide insights into current state of fleet safety management
- Identify strengths and gaps / opportunities
- Deliver information necessary to develop meaningful improvement strategies
Where do I begin the gap assessment?

Identify key stakeholders / champion

Who manages the fleet and who is involved in making fleet decisions?
- Fleet manager
- Environment, health and safety (EHS)
- Risk management
- Leaders from sales force / vehicle user group
- Vendors: sourcing and maintenance
- Human resources

Form *partnerships* and engage key stakeholders
Special Considerations for External Assessors

Pre-assessment Planning
Define the scope of the assessment
- Send a letter to stakeholders
  - Confirm scope, dates, documents and availability needed for a successful assessment
  - Plan the opening and closing meetings to ensure key stakeholders are present
- Ask for fleet related policies, orientation training materials and vehicle schedule
- Review materials before assessment to formulate a list of questions before you arrive
- Develop audit agenda/schedule
- Begin to populate an audit checklist
Formal Steps for a Gap Assessment/Audit

• Opening Conference
  ✓ Confirms audit purpose and review of participant schedules
  ✓ Identify time for closing conference
  ✓ Establish a base from which to conduct audit
  ✓ Confirm where documents reside and what has been gathered

• Conduct the assessment/audit
  • Use an audit checklist to guide the review and ensure all items are covered
    ✓ Review Records – validates policy/process implementation
    ✓ Conduct Interviews
    ✓ Survey vehicles, observe drivers – inspections/preparation for day, load securement, seatbelts use, and mobile device use, etc.
    ✓ Leasing companies and other services (e.g. maintenance)

• Closing Conference
• Follow-Up
Initial Gap Assessment Questions

• Determine the number and type of vehicles
  • For global, large or complex fleets, consider a phased approach
  • Define the scope of a gap analysis (fleet audit)
• Geography and use:
  • Where are vehicles used
    o Intrastate vs interstate
    o Global
    o City vs. rural
  • Why are vehicles provided?
    o Europe – compensation package
    o U.S. – more likely used for work
Seek to Understand the Fleet

- Where are the vehicles used?
- Does the company manage an international fleet?
  - What regulations apply?
  - Regulated vs. non-regulated
- Seek to understand how accidents are managed
  - Does the insurance carrier investigate for compensability/pay claims?
  - Does your company also investigate and look for the “root cause” so corrective and preventive action plans eliminate or reduce similar events?
  - Link between vehicle liability claims, Workers’ Compensation and EHS?
Gap Assessment – Questions to Provide Focus

• Vehicle types and uses:
  o Trucks vs. cars.... What do they haul/carry?
  o Regulated vs. non-regulated vehicles?
  o Business vehicles – owned, leased or rental cars?
    – Business use only?
    – Is personal or family use authorized?
  o Personal vehicles used for organizational business?
Gap Assessment (cont’d…)

• Review current fleet-related policies (if they exist) and processes for:
  • Driver selection, training, and performance management
  • Vehicle
    ✓ Selection
    ✓ Inspection
    ✓ Maintenance /pre-check expectations
  • Collision investigation and review
  • Fleet performance metrics

Take a closer look:
• Talk with key stakeholders and vehicle users
• Look at the vehicles in your fleet: Do they meet operational and safety priorities?
“What gets measured gets done”
Metrics provide:
• A leadership framework to strategically link organizational units.
• Provide necessary information to support strategy decisions that ensure collaboration with business objectives.
Identify what metrics are currently captured
• Review results to further understanding of how fleet risk is managed
Gap assessment elements

- External and internal expert auditors
- The current process for managing fleet
- Identification of key stakeholders
- Types and number of vehicles
- Selection and acquisition of vehicles
- Vehicle use (e.g., carrying items, miles per year, type of driving…)
- Inspections, repair and maintenance
- Incident reporting and investigation
- Driver qualification
- Policies and procedures
- Performance evaluation (success metrics)
- Training and communication
Risks: Management and Leadership

- Management commitment
- Dedicated resources
- Formal policies
- Communication within the organization
- Management accountability for safety performance
- Driver incentives and consequences
- Fleet safety targets, metrics, and data analysis
- Collision review process
- Driver selection criteria
- Driver monitoring: MVR checks, telematics
Risks: Driver

- Habits and behaviors
- Failure to use turn signals
- Lane-keeping, frequent lane changes
- Driver training
- Speeding
- Lack of situational awareness
- Seat belt use
- Drowsy driving
- Impaired driving
- Distracted driving
- Behaviors of the “other” driver
- Aggressive driving, road rage
Risks: Vehicle

- Vehicle selection policies
- Pre-trip vehicle inspection
- Vehicle maintenance and repair
- Vehicle systems: Brakes, tires, engine
- Advanced vehicle safety features
- Blind spots that impact visibility
- Ergonomic “fit” of the vehicle
- Vibration: seat and steering wheel
- Lighting: fog lights, headlights
- Shifting or unsecured loads
Risks: Driving Environment

- Poor road design or geometry
- Debris (fallen branches)
- Poorly-maintained roads
- Inadequate or confusing signage
- Poor lighting
- Construction zones
- Pedestrians and cyclists
- Trains
- Weather: Poor visibility or road conditions
- Ice and snow
- Animals
- Temperature extremes
ANSI/ASSP Z15.1-2017
Safe Practices for Motor Vehicle Operations

- Consensus standard – developed by a committee comprised of a cross-section of experts from various industries, academia, agencies and organizations
- ASSP is Secretariat /ANSI approves
- Standards are reviewed every 5 years and revised, reaffirmed or rescinded before 10 years

Although ASSE is now ASSP, the body of the standard will not change until the next revision.
Z15.1 - Applicability

- All types of licensed motor vehicles designed to be operated primarily on public roads
- Vehicles owned, leased or operated by organizations
- All types of fleets – regulated and non-regulated
- All size fleets in any industry
- Business or personal use of organizational vehicles

**Does not apply to:**
- Unlicensed equipment
- Off-road or recreational vehicles
**ANSI/ASSE Z15.1**

**Elements of the Standard**
- General: Scope, Purpose, Application and Definitions
- Management, Leadership & Administration
- Operational Environment
- Driver
- Vehicle
- Incident Reporting & Analysis
- Appendices
- Template for a written program

**2017 New Elements**
- Safety ride-along
- Driver training
- Risk assessment
- Enhanced distracted driving

**Z15.3 – Autonomous vehicles tech report in process**
Defining Terms for Metrics

• **Incident:**
  An undesired event that did or could have resulted in personal harm or property damage, or in any undesirable loss of resources

• **Crash:**
  An incident involving one or more motor vehicles in motion.

• **Collision:**
  An incident in which the first harmful event involves a motor vehicle in motion coming in contact with another vehicle, other property, person(s), or animal(s).
Measuring Success

• Measure leading indicators
  ✓ Behind the wheel training provided
  ✓ Elements from audit action plan completed
  ✓ Ride-alongs completed

• Trailing indicators
  ✓ “Crashes per million miles”
  ✓ Statistics from MVR’s
  ✓ Telematic reports (behavior-based)
Other Resources:
Network of Employers for Traffic Safety - NETS®

Comprehensive Guide to Road Safety™
Available in 21 languages

NETS Guide to Defensive Driver Training™
https://trafficsafety.org/road-safety-resources/public-resources/guide-to-defensive-driver-training/

Visit the NETS website: https://trafficsafety.org/
Thank you!