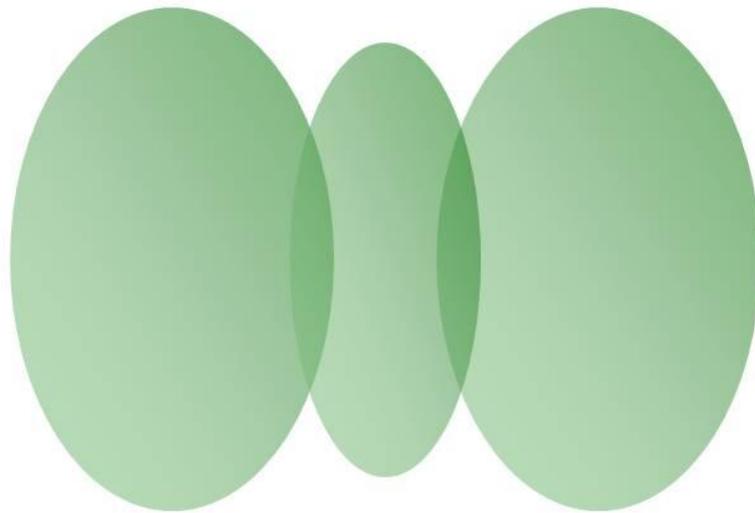


Good OHS



**TOOL FOR THE EVALUATION OF
NORWEGIAN OCCUPATIONAL
HEALTH SERVICES**

Revised edition 2007

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Introduction

The Good OHS process was developed in the period 1998-2000 to help ensure high quality of OHS in Norway. It was established as a broad-based collaboration in which the professional associations of OHS, the social partners, the Directorate of Labor Inspection, the Department of Occupational Medicine at the University of Bergen and the National Institute of Occupational Health (NIOH) participated.

Good OHS was primarily designed as an evaluation tool for OHS in Norway. It was a good reception in the Norwegian OHS environment. In 2003, it was translated into Swedish, and became a part of Swedish OHS "Good Practice" project. There is also a web site which is located on the Internet.

Good OHS is now a part of the curriculum of the Basic Training Course for OHS personnel at the NIOH.

Successes to date

Good OHS was originally intended as a means for self evaluation of OHS in Norway. However, it has been used in other ways as:

- One OHS evaluates another OHS
- The customer enterprise has even taken the initiative and evaluated their own OHS
- To specify requirements to the OHS
- On issues related to outsourcing the elements are used to determine the standard of the OHS
- As a means to involve the customer enterprises in the OHS quality process
- To evaluate the quality of the OHS in sister companies abroad
- The elements of Good OHS have been used by Labor Inspection to assess the quality of OHS

The need for revision

Since the first version of Good OHS, which was created in 2000, there have been some major changes in the OHS in Norway.

In 2001, a national "Inclusive Working Life" campaign was initiated in order to reduce sickness absence and promote early return to work. In 2006 a new Working Environment Act was passed. In 2001 and 2007 two public reports on the use of OHS in the future were published. In addition we have experienced new ways of collaboration within the OHS-field: New OHS-chains have come into the market, resulting in fewer but larger units. Various forms of networking between individual OHS have emerged and some OHS act as subcontractors to other OHS. There has been an increased customer focus and commercialization of OHS, and fewer doctors are now employed in the OHS in Norway due to a primary health care reform in 2001.

Therefore there was a general perception in the OHS-environments that a revision of Good OHS was both necessary and desirable.

The following have contributed to the revision process:

The revision group:

The Norwegian Physiotherapists Association, Group for ergonomics, by Bente Resell
The Norwegian Nurses Association, Group of the company nurses by Thea Kviteng
The Norwegian Association of Occupational Physicians, by Trygg Grov (startup) and Jarand Hindenes (end)
The Norwegian Association of Ergoterapists, by Anne Lorentzen,
The Association of Occupational Hygienists by Mette Bekkengen
The National Institute of Occupational Health by Arve Lie, Odd Bjørnstad and Kirsti Jacobsen.

The reference group:

The Labor Inspection, by Axel Wannag
The Norwegian Confederation of Business and Industry, by Siri Møllerud
The Norwegian Confederation of Trade Unions, by Wenche Irene Thomsen

What is new in Good OHS 2007

Evaluation of both the OHS and the enterprise

In Good OHS 2000 the OHS and the enterprise were evaluated together. Many OHS found this difficult. Good OHS 2007 therefore makes a separate evaluation of the OHS and the customer enterprise.

The descriptions in the element tables and the scoring of the elements has been omitted

In the 2000 version there was a written description of each of the four levels in the element tables. There was some confusion whether it was the text in the table or the bullet point description which was valid. We therefore decided to remove the text in the tables and keep the bullet point description. The bullet point description refers to the best level which is level 4.

The scoring facilities from 0 to 6 points in the 2000 version lead to detailed discussions on the score instead of discussions on what measures should be taken to improve the quality, and was therefore removed.

Text adjustments

Compared to the 2000 version, there are major changes in the text of element number 4 and 11. In the other elements there are only minor adjustments. The introductory chapter of the 2007 work book is rewritten.

The elements of Good OHS 2007

The elements are based on the Work Environment legislation and the regulations for OHS. Element 2 on quality system, element 5 on customer relations and element 6 on information and marketing, are not mentioned in the legislation, but they are included because we regard

them as important. Element 3 on Ethics is included as ethics is an important element in OHS and because there are international guidelines on ethics for OHS personnel. Element 11 on workplace health promotion is included as there is a general understanding both nationally and internationally that the workplace is an important arena for the promotion of health and because it now is included in the new Work Environment Act from 2005. The group of elements from number 1-4 deals mostly with the internal life of the OHS, element number 5-6 with the customer interface, whereas number 7-15 are important elements or products that the OHS should be able to provide for the enterprises. See figure 1.

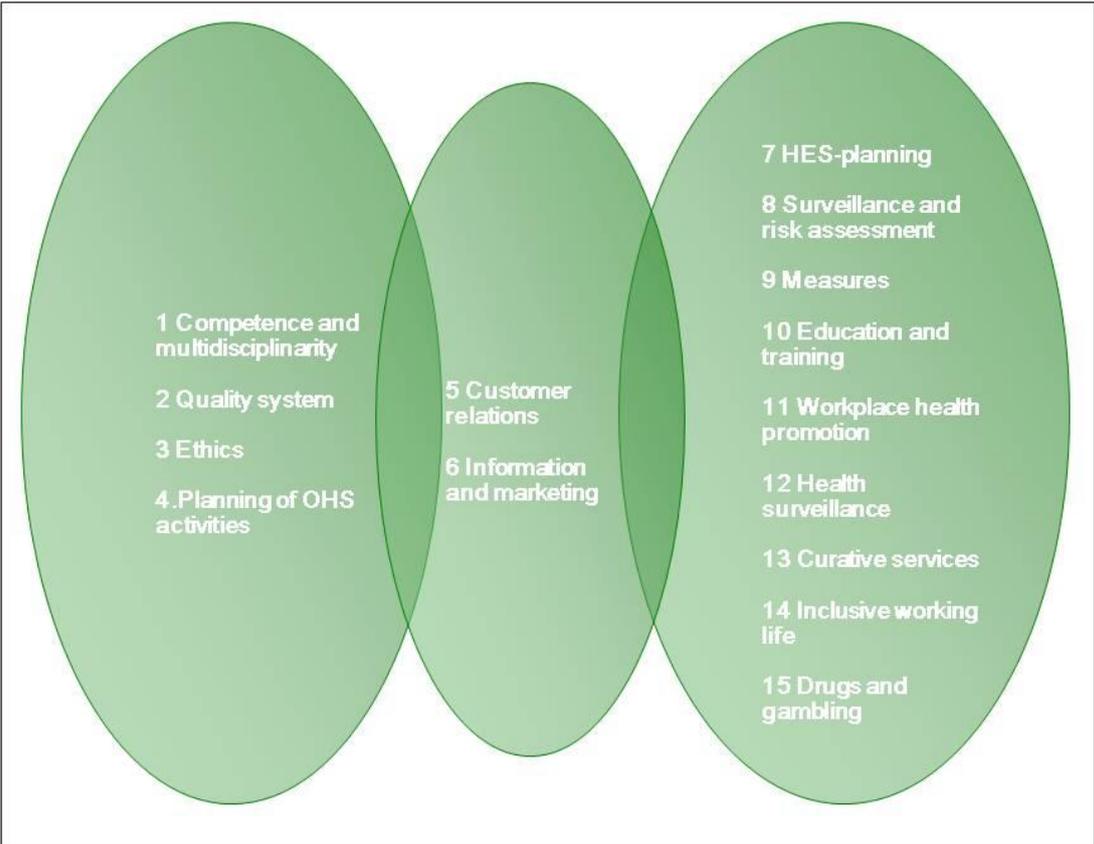


Figure 1: The elements in Good OHS 2007

Levels

Each element is divided into 4 different levels. In the evaluation process the evaluators should try to assess the right level for the OHS and the enterprise for each of the 15 elements described on pp. 8-22. The main objective is to find areas for improvement for both the OHS and the enterprise.

The two tables below are master tables describing the basic philosophy for the four different levels for the OHS (table 1) and for the enterprise (table 2). Level 4 is the top level. If you manage to reach level 4 you work according to the principles of Good OHS 2007. You will find the same description of the 4 levels (1= not started, 2= some progress etc.) in the 15 element tables.

Table 1: Level descriptions for the OHS

Level	Description
<u>4 : Fully achieved</u>	OHS has a high professional standard, and is conscious of its various roles in its work. The OHS cooperates actively with the enterprise and sees to that the management and the employees are actively involved in all the HES work. The OHS uses recognized methods, works in a multidisciplinary way and contributes to improvements of the work environment and good documentation and continuous evaluation and improvement of the HES work. The OHS has an ongoing dialogue with the enterprise on the future types of services to be delivered.
<u>3: Significant progress</u>	The OHS works as professional experts and makes workplace assessments, act as an advisor and makes reports on the work environment. The involvement of the management and the employees need to be improved.
<u>2: Some progress</u>	Planning and documentation of OHS activities is deficient. Professional competence, multidisciplinary and cooperation with the enterprise strongly need to be improved.
<u>1: Not started</u>	The OHS lacks professional competence with little or no planning of its activities. The main focus is on curative services for the employees

Table 2: Level descriptions for the enterprise

Nivå	Description
<u>4 : Fully achieved</u>	The enterprise has a high HES standard and demands a high professional standard from the OHS. The enterprise is aware of the importance of the involvement of the employees and the management in the HES work, wants to have the OHS as an active driving force in this work and makes necessary workplace adjustments for this. The enterprise asks for the OHS to contribute to the necessary documentation, evaluation and continuous improvement of the HES work and wishes to have an ongoing dialogue on the future types of services to be delivered.
<u>3: Significant progress</u>	The enterprise has a good HES standard, but is not as concerned about the importance of the involvement of the management and employees in the HES work as on level 4. The OHS activities and priorities are more left to the judgments and priorities of the OHS, and the focus on the need for documentation, evaluation and continuous improvement is not as strongly emphasized as on level 4.
<u>2: Some progress</u>	The HES standard of the enterprise is below average and OHS activities are mostly for the OHS to decide. The demand and understanding for the OHS as a collaborator and a resource in the HES work is lacking.
<u>1: Not started</u>	The enterprise has a low HES standard and very little focus on the HES work in general. The main reason for having an OHS is because it is obligatory.

Procedures

The entire OHS-team should be involved in the self-rating process in order to accomplish a successful evaluation and sufficient time should be provided.

The procedure may be as follows:

Preparations

Each member of the team should work through the workbook and make notes about the current situation and what should be improved.

Each element has a set of bulletpoint statements which emphasizes important aspects of the element that should be discussed.

The fields for "notes" and "proposals for improvement" may be used in the preparatory process to write down keywords for the personal assessment of level and specific proposals for improvements.

Joint review

Then the OHS team should work through the workbook together and try to reach consensus on the current situation and what is to be improved and an action plan should be made. Key questions are:

Which are the strengths and weaknesses of the OHS?

Which areas of improvement should be given priority?

What are the resources needed?

Table 3 may be used for getting an overview of the current situation.

GOOD LUCK!

National Institute of Occupational Health 15.10.2007

Arve Lie

Kirsti Jacobsen

Odd Bjørnstad

The elements

1. Competence and multidisciplinary

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- The OHS works multidisciplinary and has a very high level of professional competence that fully covers the customers' needs. The plan for education and training to improve the competence and professionalism meets the customers' needs.
- The Good OHS aims for specialist competence in all the areas that the OHS regulations specify. Examples of professions which may contribute to this are safety manager, occupational hygienist, safety engineer, psychologist, physician, nurse, physiotherapist etc.
- The Good OHS cooperates with the customer and makes a survey of the competence in relation to the customers' needs.
- The Good OHS makes a plan for the competence development to provide the customer with specialist competence in all relevant HES areas
- The Good OHS works in a multidisciplinary way and provides for sufficient time and resources for further professional development.
- Good OHS contributes to research and scientific knowledge
- The Good OHS does not go beyond its limits of professional skills

Own notes:

Proposals for improvement:

2. Quality system

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- The Good OHS has a quality system covering both the quality of the products that the OHS deliver to its customers and the internal HES- standard of the OHS. In addition it has similar quality demands on subcontractors of the OHS.
- The quality system works as a management system for the OHS
- The Good OHS uses well recognized methods. One example of such methods are the guidelines from the OHS professional associations

Notes:

Proposals for improvement:

3. Ethics

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- **The Good OHS follow the ICOH code of ethics for OHS personnel or similar guidelines.**
- **The Good OHS makes sure that these guidelines are communicated to the customer enterprise**
- **The Good OHS evaluates and documents its practice of the code of ethics**

Notes:

Proposals for improvement:

4. Planning of OHS activities

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- **The Good OHS plan for its activities is founded on the needs and demands of the customers.**
- **This plan is an important management tool for the OHS and should be revised annually.**
- **The plan is made by the OHS board, the management and the OHS employees.**
- **The activity plan states:**
 - 1. Presentation of the OHS – types of services, personnel and organization**
 - 2. Vision and values**
 - 3. Main objectives**
 - 4. Challenges**
 - 5. Annual aims and measures**
 - 6. Budget and key figures**

Notes:

Proposals for improvement:

5. Customer relations

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

In this context the term "*customer*" means the employer, who is actually paying for the OHS. In order to gain acceptance from all the stakeholders it is important also to involve the employees through their trade unions or safety representatives.

- The Good OHS is customer oriented and sees to that the customer gets the best solution for his needs
- Periodic activity plans for the OHS is developed in close cooperation with the customers and meets the HES planning of the enterprise.
- OHS activities should be specified in the form of a written agreement with the customer.
- The Good OHS has an ongoing and continuous dialogue with the customers, and customer satisfaction is regularly assessed.
- The Good OHS is able to and willing to alter its plans to meet a change in the customers' needs.

Notes:

Proposals for improvement:

6. Information and marketing

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- **Through marketing and innovation the Good OHS is able to assist the customer in finding the best solutions for its HES work.**
- **The Good OHS is able to provide an easy and reliable description of its services**
- **The Good OHS increases the customers' competence in asking for the right types of services from the OHS.**
- **The Good OHS cooperates with the enterprise in the development of new types of services to meet new customer needs.**
- **The Good OHS is a driving force in their assistance of the enterprises HES work**

Notes:

Proposals for improvement:

7. HES planning.

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- **The Good OHS assist the customers in designing and revision of their HES system.**
- **The Good HES assists the enterprise in the planning and implementation process in the establishing of new workplaces and in the maintenance and change of workplaces.**
- **The Good OHS gives priority to preventive activities and therefore assists in the planning of and modifications and changes of workplaces.**
- **The Good OHS assists in the risk assessments before, during and after reorganization or restructuring of an enterprise.**
- **The Good OHS is a driving force in this work and sees to that an evaluation of the work is being conducted.**

Notes:

Proposals for improvement:

8. Surveillance and risk assessment

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- **The Good OHS has the skill to perform various types of workplace surveillances by using quantitative or qualitative methods and thereby assists in the risk assessments of the enterprise and sees to that the employers and employees are being informed about workplace risks and hazards.**
- **The Good OHS assists the enterprise in the HES surveillance of technical equipment, production processes, exposures, work organization, working time schemes, use of personal protective equipment, job demands, job content and the employees opportunity for codetermination.**
- **The Good OHS encourages both the employers and employees to be involved in the HES surveillance and risk assessment of the enterprise.**

Notes:

Proposals for improvement:

9. Measures

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

It is the responsibility of the enterprise to see to that necessary corrective measures in the HES field are being taken.

- **The Good OHS encourages both the employers and employees to be involved in the decision on what types of corrective measures that should be taken.**
- **The Good OHS assists the enterprise assessing that the corrective measures meet the regulations, and that documentation and evaluations of the measures are being performed.**

Notes:

Proposals for improvement:

10. Education and counselling

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- **The Good OHS assists the enterprise in the information and training in areas as occupational health, occupational hygiene, ergonomics and HES work in general and in the HES risk assessment of the enterprise.**
- **The Good OHS has a broad HES competence and the skills to communicate this to the enterprise in a good educational way.**
- **The Good OHS assists the enterprise in making sure that the education and training in the enterprise is being put into system.**
- **The Good OHS is able to give solid advice and assistance together with the management and the employees. If necessary, the OHS takes the initiative to give such advice whenever needed.**
- **The Good OHS masters the different roles as an expert, counselor or a supervisor.**
- **The Good OHS contributes to the documentation and evaluation of the education, training and counseling.**

Notes:

Proposals for improvement:

11. Workplace health promotion

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- The Good OHS encourages the enterprise to create and develop factors that promote the professional development, health and well being of the employees.
- The Good OHS encourages:
 - managers and employees to give their opinion on what will promote well being, development and health so that this can be implemented for a better working environment.
 - that workplace health promotion activities, lifestyle measures included, should be an integral part of the HES work of the enterprise

Notes:

Proposals for improvement:

12. Health surveillance

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

The enterprise is responsible for the performance of necessary health surveillance of the employees based on legislation or a risk assessment.

- **The Good OHS contributes to make a program for health surveillance together with the management and the employees in the enterprise. Such a program should be based on legislation, risk assessments and what is regarded as good professional conduct.**
- **General health examinations unrelated to specific factors in the working environment are not regarded as a part of Good OHS practice.**

Notes:

Proposals for improvement:

13. Curative services

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- **The Good OHS opens up for curative services for work related health disorders. A follow up of the disorders should be conducted together with the regular health care system, for example through the family doctor or a specialist.**
- **The experiences from this work should be used for preventive measures at the enterprise**
- **Good OHS make sure that occupational diseases and accidents are being reported according to the national legislation**
- **The Good OHS comply with the regulations on confidentiality for OHS personnel.**
- **The Good OHS contributes to good documentation and evaluation of the curative services.**
- **Other relevant tasks to take care of, may be work related vaccinations, work related health certificates, necessary health preparations for employees being stationed abroad etc.**

Notes:

Proposals for improvement:

14. Inclusive working life

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

Inclusive working life (IWL) is a national intervention programme. The aim is to reduce sickness absence, promote early return to work, increase the actual age for retirement and to maintain and promote the employemency for citizens within and outside the work force. In the programme there are clearly defined roles and tasks to perform for the management, employees, OHS, the primary health care doctor and the national labour and welfare administration (NAV).

- **The Good OHS claims that the IWL should be an integral part of the regular HES work and should have a prior acceptance from the working environment committee or a similar committee where the social partners are represented.**
- **The Good OHS contributes to enterprise policy and procedures**
- **The Good OHS assists managers and employees in the IWL work and is the enterprises expert on IWL.**
- **The Good OHS contributes to the prevention and reduction of sickness absence and to a holistic understanding of sickness absence and return to work as such.**
- **The Good OHS facilitates the communication between the enterprise and the regular health care system and NAV.**
- **The Good OHS contributes to good documentation and evaluation and sees to that the experience from the IWL work is being used for preventive measures.**

Notes:

Proposals for improvement:

15. Drugs and gambling

Level	1:Not started	2:Some progress	3:Significant progress	4:Fully achieved
The OHS ability to contribute				
The enterprises ability to ask for and facilitate				

- **The Good OHS contributes to the enterprise policy and procedures and training on this topic**
- **The Good OHS should be the enterprises expert on drugs and gambling**
- **The Good OHS sees to that this work should be an integral part of the duty of the line management**
- **The Good OHS contributes to good documentation, evaluation and that the experience is used for preventive measures.**
- **The Good OHS cooperates with the enterprise in giving assistance to employees with such problems.**

Notes:

Proposals for improvement:

Table 3: Overview table of the elements of Good OHS 2007

	ELEMENT	The OHS ability to contribute (level 1-4)	The enterprises ability to ask for and facilitate (level 1-4)
1.	COMPETENCE AND MULTIDISCIPLINARITY		
2.	QUALITY SYSTEM		
3.	ETHICS		
4.	PLANNING OF OHS ACTIVITIES		
5.	CUSTOMER RELATIONS		
6.	INFORMATION AND MARKETING		
7.	HES PLANNING		
8.	SURVEILLANCE AND RISK ASSESSMENT		
9.	MEASURES		
10.	EDUCATION AND COUNSELING		
11.	WORKPLACE HEALTH PROMOTION		
12.	HEALTH SURVEILLANCE		
13.	CURATIVE SERVICES		
14.	INCLUSIVE WORKING LIFE		
15.	DRUGS AND GAMBLING		

Litterature

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