SAFETY & HEALTH
in Nonprofits

Information and tools to help nonprofits protect their most valuable asset: **People.**

WASHINGTON
NONPROFITS

SHIP
Grant Program

Safety and Health
Investment Projects
SafetyGrants.Lni.wa.gov

Funded by the Department of Labor & Industries

SAFETY & HEALTH in Nonprofits

About this guide

Nearly eight percent of employees in Washington work in nonprofit organizations. They are usually focused on solving community problems, not on risk, compliance and the administrative requirements related to operating a small business. Nonprofit people intend to do the right thing, yet limitations on time, funding, and technical knowledge can get in the way of following the law.

Safety and Health in Nonprofits puts information customized to nonprofits into the hands of executive directors and board members so they can operationalize safety and health within their organizations. It provides "grab and go" tools to bring into board and staff meetings so you can focus on what you do best. *People matter, so let's make sure we do everything possible to look after their welfare.*

Help Related to Safety and Health

Government

Washington State Labor and Industries

https://www.lni.wa.gov
Switchboard: **360-902-5800**
Fax: 360-902-5798
TTY*: **1-800-833-6388**

Washington State Labor and Industries (L&I) oversees the safety and health of Washington's 2.5 million employees. The Washington Industrial Safety and Health Act of 1973 (WISHA) empowers L&I to create and enforce safety and health regulations.

Department of Health

https://www.doh.wa.gov
360-236-4501 or 800-525-0127

Washington State Department of Health helps prevent illness and injury, promotes healthy places to live and work, provides information to help people make informed health decisions, and ensures our state is prepared for emergencies.

Nonprofit

Evergreen Safety Council

https://www.esc.org

ESC is a nonprofit based in Kirkland, Washington, with a mission of promoting occupational safety through training and consultation. ESC is a chapter of the National Safety Council.

Important note

This information is provided for educational purposes only. It does not constitute legal or technical advice. If you are unsure about anything covered in this toolkit, we suggest that you contact the appropriate agency, safety official, or attorney.

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SAFETY & HEALTH ʼn Nonprofits

How to Use This Toolkit

Safety & Health in Nonprofits is designed to be a working document.

We recommend that you print out the document, rather than reading it online. That way, you'll be able to fill in the worksheets and keep them as a reference.

Have a pen or pencil at hand, because you'll find many checklists and thought exercises to help you apply this learning to your own organization.

At the end of each chapter, you'll find a summary page. It includes:

- A concise overview of the material
- Questions to think about
- Action items, next steps, and additional resources

Throughout this toolkit, look for the Tool icon to find useful and time-saving templates, forms, and checklists.

Before you begin, go through the following Safety & Health Checklist and assess where your organization currently stands. As you learn more about safety and health, come back to the checklist and make notes about your own next steps.

Nonprofit Safety & Health Checklist

Before you begin, use this checklist to make a quick assessment of your organization. Check off items that your organization addresses currently. After you have gone through the Safety & Health materials, come back to the checklist to make notes about what you've learned and what improvements you can make.

This checklist draws on OSHA and L&I resources and is by no means all-inclusive. Not all checklists will apply to your organization. Focus on the topics that your organization has previously encountered or that are most relevant to your organization. Refer to L&I Safety & Health Core Rules for specific standards and guidance. An L&I Consultation will also provide more information in your specific situation.

Notes and Next Steps

1. GENERAL RESPONSIBILITIES	
Employer responsibilities	
❑ Provide a workplace free of recognized hazards	
❑ Provide and use means to make your workplace safe	
❑ Prohibit employees from entering, or being in, any workplace that is not safe	
❑ Construct your workplace so it is safe	
❑ Prohibit alcohol and narcotics from your workplace	
❑ Prohibit employees from using tools and equipment that are not safe	
❑ Establish, supervise, and enforce rules that lead to a safe and healthy work environment that are effective in practice	
❑ Control chemical agents	
❑ Protect employees from biological agents	
Organizational responsibilities	
❑ Establish a safety committee or hold safety meetings (See Chapter 3 for more)	
❑ Develop a formal, written Accident Prevention Program (See Chapter 3 for more)	
❑ Develop, supervise, implement, and enforce safety and health training programs	
❑ Include on-the-job instruction to employees prior to their job assignment) that are effective in practice	

Employee responsibilities	
❑ Play an active role in creating a safe and healthy workplace and comply with all applicable rules	
First aid	
❑ Make sure that first-aid trained personnel are available to provide quick and effective first aid	
❑ Make sure appropriate first aid supplies are readily available	
❑ Make sure emergency washing facilities are functional and readily accessible	
Fire extinguishers	
❑ Provide portable fire extinguishers	
❑ Make sure that portable fire extinguishers are kept fully charged, in operable condition, and left in their designated places	
❑ Inspect and test all portable fire extinguishers according to their recommended maintenance schedule	
❑ Train your employees to use portable fire extinguishers	
Personal Protective Equipment (PPE)	
❑ Provide appropriate PPE to your employees	
❑ Train your employees how to use PPE	
❑ Require employees to use PPE on the job	
Safety bulletin board	
❑ Provide a safety bulletin board in your workplace	
❑ Post the required posters on this bulletin board (or other visible place)	
❑ Post any other relevant safety information	
2. BEHAVIOR	
Tobacco, alcohol, and narcotics	
❑ Prohibit tobacco smoke in your office work environment	
❑ Prohibit alcohol and narcotics from your workplace	
❑ Prohibit employees under the influence of alcohol and narcotics in the workplace	

SAFETY & HEALTH in Nonprofits
NONPROFIT SAFETY & HEALTH CHECKLIST

Workplace violence	
❑ Conduct an inventory of risk factors	
❑ Assign responsibility and authority for the various aspects of workplace violence prevention	
❑ Maintain a system of accountability, including recordkeeping and evaluation	
❑ Provide training as appropriate	
Ergonomic issues	
❑ Instruct employees on proper ergonomic guidelines, such as proper alignment of office desks, chairs, and computer monitors	
❑ Follow Labor & Industries ergonomic checklist for specifics on how to create a safe workstation	
Transportation	
❑ Ensure employees who operate vehicles as a part of job requirements have a valid driver's license of the appropriate type	
❑ Ensure enforcement of a driving policy that includes cell phone use and insurance.	
Lighting	
❑ Maintain adequate lighting	
Housekeeping, drainage, and storage	
❑ Keep your workplace clean	
❑ Sweep and clean your workplace to minimize dust	
❑ Keep your workplace free of obstacles that interfere with cleaning	
❑ Control pests in your workplace	
❑ Make sure floors are clean and well-maintained	
❑ Keep your workroom floors dry, when practical	
❑ Provide proper drainage	
❑ Store things safely	
❑ Control for mold in your storage areas	

SAFETY & HEALTH n Nonprofits

NONPROFIT SAFETY & HEALTH CHECKLIST

Drinking water, bathrooms, washing facilities, and waste disposal	
❑ Provide safe drinking water in your workplace	
❑ Clearly mark the water outlets that are not fit for drinking	
❑ Provide bathrooms for your employees	
❑ Provide convenient and clean washing facilities	
❑ Make sure eating areas are safe and healthy	
❑ Dispose of garbage and waste appropriately	
❑ Provide changing rooms when required	
❑ Make sure any work clothes you provide are dry	
Biological hazards	
❑ Assess risks related to bloodborne pathogens or other biological hazards	
❑ Implement a system for managing sharps (instruments, needles, and other sharp objects)	
❑ Plan ways to protect people from exposure to blood or other potentially infectious materials	
❑ Plan ways to dispose of biohazard waste	
❑ Create a plan to manage risks	
Building structure	
❑ Provide fixed stairs where required	
❑ Provide stairs that minimize hazards	
❑ Provide handrails and stair railings	
❑ Guard or cover floor openings and floor holes	
❑ Protect open-sided floors and platforms	
❑ Do not overload floors or roofs	
❑ Make sure that floors are safe	
❑ Make sure floors can support equipment that moves or has motion	
❑ Post approved weight limits for floors	
❑ Inspect all electrical equipment your employees use to make sure the equipment is safe	

Building structure, cont.	
❑ Make sure all electrical equipment is used for its approved or listed purpose	
❑ Make sure electrical equipment used or located in wet or damp locations is designed for such use	
❑ Maintain electrical fittings, boxes, cabinets, and outlets in good condition	
❑ Maintain all flexible cords and cables in good condition and use safely	
❑ Make sure electrical equipment is effectively grounded	
❑ Make sure electrical equipment has surge protection	
Exit routes	
❑ Provide adequate number of exit routes	
❑ Make sure that exit routes suffice for the number of people in the space	
❑ Make sure that exit routes lead outside	
❑ Provide unobstructed access to exit routes	
❑ Exit doors must be capable of being opened from the inside	
❑ Mark exits adequately	
❑ Provide adequate lighting for exit routes	
❑ Install and maintain an appropriate employee alarm system	
❑ Test the employee alarm system on a regular basis per manufacturer recommendations	
❑ Create an evacuation plan for emergencies	
4. REPORTING (when an accident happens)	
❑ Make sure equipment involved in a work-related accident is not moved	
❑ Document the preliminary investigation findings	
❑ Conduct a preliminary investigation for all serious injuries	
❑ Assign people to assist the Department of Labor & Industries in their investigation	

Introduction to Safety and Health

Your people matter. You can take actions to prevent accidents from happening to your people. You can strengthen your mission and protect your assets by spending time understanding safety and health and how it relates to the work of your organization. In this chapter, we introduce safety and health and why it matters to your organization.

1. Why safety and health?

Nonprofit work is people-centered. For the most part, people deliver services to people. Whether you are working in human services, stewarding the environment, protecting rights, or celebrating the arts, you work with diverse people with different realities and needs. Your people are your most important asset. Keeping them safe and healthy is an important part of your job.

Focusing on employee welfare can protect your financial assets. Injuries and illness are expensive. Not following the law can be costly if fines are assessed. Bringing a strong culture of safety and health into your organization strengthens your ability to achieve your mission and avoid unnecessary expenses.

2. What do we mean by "safety and health"?

The first step in building a strong culture of safety and health is having a common understanding of the words and what they mean:

Safety: Relative freedom from danger, risk, or threat of harm, injury or loss to personnel and/or property, whether caused deliberately or by accident.

Health: Soundness of body or mind; freedom from disease or ailment.

Both safety and health involve *freedom from something bad happening,* such as danger or disease. The chance of a negative outcome introduces the idea of risk:

Risk: A potential future action or event that could significantly impact–positively or negatively–the key objectives of an organization.

For more information on these definitions, read:

Safety Culture: An Innovative Leadership Approach, by James Roughton and Nathan Crutchfield

World-Class Risk Management for Nonprofits, by Norman Marks and Melanie Lockwood Herman
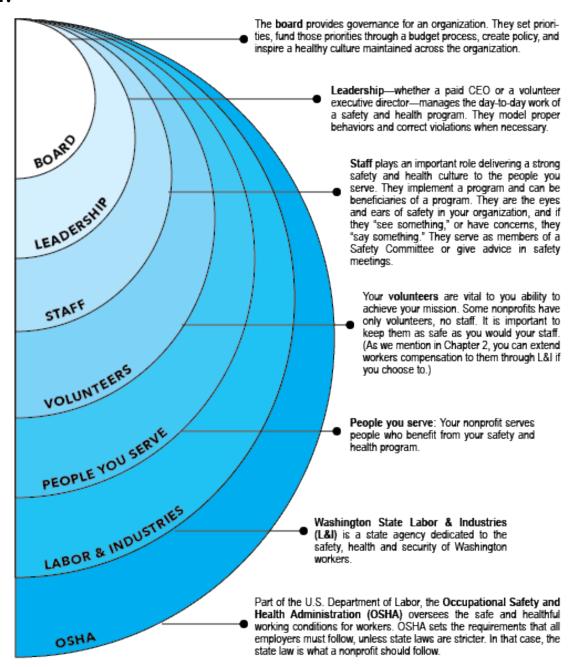
Let's focus on negative outcomes here. We can't protect against *total* freedom from harm, so how much harm *are* we willing to chance? People bring different risk tolerances and perspectives of safety and health to conversations about how to protect against harm. We recommend that you engage your board, leadership team, staff, and larger community around these issues in order to understand and engage different perspectives towards creating a common language and increased awareness.

3. Who is involved?

There are many layers of individuals and institutions involved in safety and health in nonprofits. Understanding their role is an important part of building a strong culture.

BOARD

LEADERSHIP

STAFF

VOLUNTEERS

PEOPLE YOU SERVE

LABOR & INDUSTRIES

OSHA

The **board** provides governance for an organization. They set priorities, fund those priorities through a budget process, create policy, and inspire a healthy culture maintained across the organization.

Leadership—whether a paid CEO or a volunteer executive director—manages the day-to-day work of a safety and health program. They model proper behaviors and correct violations when necessary.

Staff plays an important role delivering a strong safety and health culture to the people you serve. They implement a program and can be beneficiaries of a program. They are the eyes and ears of safety in your organization, and if they "see something," or have concerns, they "say something." They serve as members of a Safety Committee or give advice in safety meetings.

Your **volunteers** are vital to you ability to achieve your mission. Some nonprofits have only volunteers, no staff. It is important to keep them as safe as you would your staff. (As we mention in Chapter 2, you can extend workers compensation to them through L&I if you choose to.)

People you serve: Your nonprofit serves people who benefit from your safety and health program.

Washington State Labor & Industries (L&I) is a state agency dedicated to the safety, health and security of Washington workers.

Part of the U.S. Department of Labor, the **Occupational Safety and Health Administration (OSHA)** oversees the safe and healthful working conditions for workers. OSHA sets the requirements that all employers must follow, unless state laws are stricter. In that case, the state law is what a nonprofit should follow.

CHAPTER 1 SUMMARY

Introduction to Safety and Health

KNOW

1. You can protect your people by investing in safety and health.
2. When you have a clear understanding of the words "safety" and "health," you can bring people together around a common understanding of what needs to be done.
3. Nonprofit team members make decisions about risk on a regular basis; some decisions should involve the board, but all staff should have the information and support they need to be risk-aware each and every day.
4. There are seven layers of individuals or institutions involved in safety and health: The board, leadership, staff, volunteers, the people you serve, Washington State Labor & Industries, and Occupational Safety and Health Administration (OSHA).

REFLECT

Here are some questions to think about as you get ready to plan for safety and health.

- Why is safety and health important to your organization? What are all of the areas of risk faced by the people you serve? Your staff?
- What do these words mean to you within the context of your organization: Safety. Health. Risk.
- Who is involved in safety and health efforts in your organization?

GROW

Next steps:

- ❑ Explore the resources of the [Nonprofit Risk Management Center](#).
- ❑ Read *World-Class Risk Management for Nonprofits*.
- ❑ Watch a [short video about the Bow Tie method, a tool for understanding the nuances of risk](#) and identifying appropriate preventive and reactive steps related to risk.
- ❑ Scan through the [L&I safety and health directory](#) on the Washington State Department of Labor & Industries website. Choose 3-5 topics that relate directly to your work. Use the checklist to help identify concerns if needed.

Create a Safety and Health Culture

Culture eats strategy for lunch, even if that lunch is leftovers from your fundraising event served on a donated table. In other words, your culture really matters when it comes to safety and health. In this chapter, we break down the three elements of culture and give you practical ways to create a stronger safety and health culture within your organization.

We talk a lot about culture in the nonprofit world. Culture is the way a group of people comes together. It has both visible and invisible aspects and is often compared to an iceberg because 90% of an iceberg is below the waterline and can't be seen. We aspire to create a culture that supports our mission and values. We explore the visible and invisible parts of our culture in order to fully understand where we are now and what changes we would like to make.

A strong culture is vital to every nonprofit organization. You can have the best plan, training, or checklist in place, but it takes leadership focused on culture to ensure these tools get implemented in ways that benefit people inside and outside your organization.

1. What is a safety and health culture?

Culture is the way a group of people does things. It includes the systems of knowledge shared by this group, the values, beliefs, attitudes, and roles individual take within the group. A nonprofit as a whole can have a culture, as can its board, staff, or people served.

Culture in general shows up in three ways: **artifacts**, **behavior**, and **underlying values**. We break that down *with the following examples related to safety and health*.

A. ARTIFACTS

Artifacts are the "stuff" of the organization. They include things that someone could see by walking around your workspace. Some of them are less visible but are still known to staff. In some cases, artifacts are tools. Together, they represent visible or accessible indicators of your nonprofit's policies and protocols related to safety and health.

Use the checklist on the right to think about the artifacts in your organization.

B. BEHAVIOR

Behavior has to do with people: what you can observe or witness when team members interact within an organization. Behaviors include:

- Conversations – what people talk about
- Casual comments about safety
- How people wear personal protective equipment (are they trained?)
- How you track and document data
- Participation in safety-related meetings
- How people interact across the organizational chart, like leadership/staff, staff/board, staff/people served
- How individuals and team members respond when someone is injured or involved in an accident

Artifacts and behaviors would be discernible to a safety inspector visiting your workplace or a consultant conducting a risk assessment.

C. UNDERLYING VALUES

These are invisible elements that nevertheless define a culture. It is one thing for a nonprofit board to *say* that safety and health matters. There also needs to be an underlying conviction that it matters, so that everyone within the organization matches their words with appropriate actions. These invisible elements include:

- Values related to what matters within an organization
- Value placed on safety within staffing organizational chart
- Assumptions that someone is taking care of safety
- Assumptions that common understandings are shared
- Attitudes about data and record-keeping
- Attitudes about what is acceptable behavior
- Attitudes about the people you serve

YOUR TURN

What are your artifacts?

- ☐ Strategic plan
- ☐ Employment handbook
- ☐ Onboarding plans
- ☐ Accident Prevention Plan
- ☐ Safety meeting agenda
- ☐ Safety bulletin board(s)
- ☐ Budgets
- ☐ Documents related to safety and health
- ☐ Signage
- ☐ Training guides
- ☐ Checklists
- ☐ Safety-related policies
- ☐ Dress codes
- ☐ Personal protective equipment
- ☐ Tools in use
- ☐ General appearance and cleanliness of machines or tools
- ☐ General appearance of the environment
- ☐ Training plan

- Unspoken rules
- Unspoken perceptions about risk
- Beliefs
- Habits

One way to understand the underlying values of a group of people is to interview individuals from the different layers of the organization: board, leadership team members, staff, and people served.

2. How to create a strong culture

Just as there are three aspects of culture listed earlier, there are three ways to build a strong culture.

A. ANALYZE YOUR CULTURE

The first step in creating a strong safety and health culture is to know what your culture is now. Use the "Know Your Safety and Health Culture" worksheet on page 13 to note how you would describe your culture across the three aspects. Then describe how you want your culture to be.

Remember, you *can* change culture. The tools we've provided are designed to help you do so.

B. UNDERSTAND YOUR PEOPLE

A strong culture requires buy-in from every level of the organization. As we introduced in Chapter 1, these levels include those within your organization (board, leadership, staff, volunteers) and those served by your organization (clients, participants, members). It includes formal networks defined by organizational charts and clear lines of authority. It also includes informal, social networks that connect people to each other through friendship, kinship, or some other relationship.

As you think about your people, name who holds the role of looking after safety. Larger organizations may have a safety staff person. Smaller organizations often do not. In that case, it is helpful to have a senior staff or board member looking after safety as part of their duties.

Newcomers are an excellent place to begin in shaping the cultural perspectives of your organization. A staff orientation that includes a review of safety and health topics will go a long way in instilling a strong sense of culture within your team.

Volunteers

Volunteers are important people! You can elect to extend workers compensation coverage to them just as you would a staff member. This protects them in the case of on-the-job injury. Learn more here:

https://www.lni.wa.gov/ClaimsIns/Insurance/Learn/Volunteers/default.asp

C. MAP YOUR SYSTEMS

A nonprofit has several levers in place to assist in creating a strong safety and health culture. Use the System Map on page 14 to note which of these tools you currently have and how safety and health shows up in them.

Know Your Safety and Health Culture

We experience culture in three ways: through the **artifacts** (documents, etc.) that we use/see, through **behaviors** that we do/see, and through underlying **values** that we don't see but experience.

Our culture now: Where we see safety and health show up across 3 faces of culture.

Artifacts	Behaviors	Values
Documents or other "stuff" that you can touch	Behaviors and actions we can see and experience	Attitudes and assumptions we experience but don't see

Future culture: What we would like to add/change to strengthen our culture.

Artifacts	Behaviors	Values

Next steps

Now that you have thought about your culture now and what you would like it to be, write down 3 actions you can take to move towards your desired culture.

1.

2.

3.

System Map

TOOL	Do you have this?	Where do safety and health issues appear in it?
Strategic plan	❏ Yes ❏ No	
Policies and procedures	❏ Yes ❏ No	
Employee handbook	❏ Yes ❏ No	
Budget	❏ Yes ❏ No	
Organizational chart	❏ Yes ❏ No	
Program evaluation	❏ Yes ❏ No	
Board orientation and board meetings	❏ Yes ❏ No	
Staff onboarding process and regular staff meetings	❏ Yes ❏ No	
Human resource processes	❏ Yes ❏ No	
Training and development plan	❏ Yes ❏ No	

As we explained earlier, these tools or policies are the "artifacts" that demonstrate your culture. The more they reflect your safety and health commitment, the stronger your safety and health culture.

SAFETY & HEALTH in **Nonprofits**
CREATE A SAFETY AND HEALTH CULTURE

Safety and Health Leader and Staff Survey

Complete the appropriate section. Where relevant, think about a concrete example that you could use to demonstrate why you answered yes. Conduct this survey on a regular basis to chart changes over time.

Date: _____

LEADER	YES	NO	NA
I DISCUSS safety with employees.			
I actively demonstrate an interest in the welfare of our EMPLOYEES.			
I actively demonstrate an interest in the well-being of the PEOPLE WE SERVE.			
I am involved in setting PRIORITIES related to safety and health.			
I can name POLICIES we have set related to safety and health.			
I participate in SAFETY MEETINGS.			
MONEY is available for safety-related expenses.			
I participate in safety and health INSPECTIONS.			
I know *how* workplace safety-related incidents are INVESTIGATED.			
I know *that* workplace safety-related incidents are INVESTIGATED.			
I have participated in conversations in which safety and health DATA has been analyzed.			
SAFETY RULES are enforced through written documentation.			
I always wear relevant PERSONAL PROTECTIVE EQUIPMENT.			
I attend safety TRAINING regularly.			
I set a POSITIVE EXAMPLE of safe work behavior.			
STAFF	YES	NO	NA
I can describe the PROCESS for investigating safety-related incidents.			
That process is EFFECTIVE.			
I am involved in DECISION-MAKING related to safety and health PROGRAMS.			
I am involved in decision-making related to safety and health TRAINING.			
I am involved in decision-making related to safety and health RESOURCE ALLOCATION (budgeting, etc.).			
I participate in safety INSPECTIONS.			
I participate in safety EVALUATION.			
I receive appropriate safety and health TRAINING.			
NEW EMPLOYEES receive an orientation that includes safety and health information.			
SUPERVISORS receive appropriate safety and health training.			

CHAPTER 2 SUMMARY

Create a Safety and Health Culture

KNOW

1. You have the ability to shape the culture of your organization.
2. Your culture shows up in three ways: artifacts (the "stuff" of your organization), behavior (what you see or hear), and values (unseen attitudes or assumptions).
3. A culture that values safety and health will lead to better decisions in support of safety and health within your organization.
4. The first step in addressing your culture is to know what it is.
5. A nonprofit has tools and systems in place to help it operate. You can leverage these tools to strengthen your safety and health culture.

REFLECT

Here are some questions to think about:

- What two or three words would you use to describe your culture?
- What would a strong safety and health culture look like within your organization? Describe what you would see and hear?
- What one tool would help support a stronger safety and health culture within your organization?
- How can you create incentives for people to behave safely?

GROW

Next steps:

- ❑ Identify 3-5 safety-related scenarios that could happen within your organization. Individually or as a staff, describe the task involved and the tool that you would need. Walk through how the scenario could unfold if the right process is followed.
- ❑ Make a list of all of the types of people that are connected to your organization, including those within it and those you serve. Next to each type, note how you think they would describe your organization's safety and health culture.
- ❑ Take one of the tools listed in this chapter. Discuss with others where safety and health would fit into this tool. Plan how you will include it in future versions of that policy or activity.

Follow the Law

Most nonprofits are tax-exempt corporations and are required to follow a wide array of laws and regulations. Your tax-exempt status does not make you exempt from safety and health regulations. In this chapter, we outline five important steps you can take to ensure your organization is compliant with safety and health law in Washington state.

In this chapter, we will discuss five important ways you can keep your organization legal when it comes to safety. Luckily these ways are also good practice. We chose to focus on these because they fall on the L&I "top 10 rules violations" and relate to all nonprofits with employees in a workplace, no matter what you do. *Important note: Please note that this list is not comprehensive of all laws that a nonprofit must follow.*

1. Safety Committee or Meetings
2. Accident Prevention Program
3. Safety Bulletin Board
4. First Aid, including training
5. Fire Extinguisher annual training

As you begin to implement these practices in your organization you will see that they reinforce each other, resulting in a stronger culture as well as legal compliance.

1. Safety Committee or Meetings

It is one thing to lay out the steps to a strong program, but when and where does the work happen? How do you sustain a strong culture? The **Washington State Department of Labor & Industries requires that employees hold safety meetings to create a space in which leadership and employees identify hazards, address concerns, and evaluate program effectiveness.**

A. WHAT IS REQUIRED

All employers are required to have either a safety committee or safety meetings, whichever is most appropriate for your organization:

Safety Committee	Safety Meeting
Required for employers with 11 employees or more	An option for employers with 10 or fewer employees or employers with 11 employees or more who are segregated on different shifts or work in dispersed locations

These meetings need to happen regularly. Keep minutes from the last 12 of your safety meetings.

B. WHAT TO TALK ABOUT

Here are some general topics that L&I recommends you consider for your agenda. (Your insurance carrier may also have resources on topics they recommend.)

General topics

- ❑ What to do in case of a specific emergency (fire, earthquake, chemical spill).
- ❑ Using a mobile phone while driving.
- ❑ Proper lifting techniques.
- ❑ Using the emergency eyewash.
- ❑ Recognizing the effects of carbon monoxide.
- ❑ Problems using ladders.
- ❑ Loading dock safety.
- ❑ Stretching exercises to prevent injuries.
- ❑ How to keep the walkways clear and reduce clutter.
- ❑ Seasonal hazards (rain, cold, heat, darkness).
- ❑ How to predict an accident.
- ❑ Watching out for "road rage."
- ❑ Leaving work after dark.
- ❑ Using a fire extinguisher.

Organization-specific topics

- ❑ Current Personal Protective Equipment inventory (adequate? up-to-date?)
- ❑ How to safely operate a new piece of equipment the organization has just acquired.
- ❑ How to report unsafe conditions and near misses.
- ❑ How someone in a similar organization got injured.
- ❑ A "close call" that someone reported. For example, a near miss by a forklift.

The Safety Committee/Meetings should also guide a feedback loop that strengthens practice with the following methods:

- ❑ Map all of the possible causes of injury.
- ❑ Review inspection reports to help correct hazards.
- ❑ Evaluate the accident investigations conducted since the last meeting to determine if the cause(s) of the unsafe situation was identified and corrected.
- ❑ Evaluate your workplace Accident Prevention Program and discuss recommendations for improvement, if needed.
- ❑ Discuss what would make these safety meetings more worth your time.

We have provided a sample agenda on page 22.

C. WHO SHOULD SERVE

L&I lays out a breakdown of employee-selected and employer-selected committee members. See WAC-296-800-130 for detailed information (there's a link to this resource in the chapter summary on page 28). This is particularly important if there is a collective bargaining agreement in place. If you are creating a new Safety Committee, review the WAC for suggestions on who to include.

2. Accident Prevention Program

All employers in Washington State are required to create a written Accident Prevention Program (APP). Consider this the cornerstone of your overall safety program.

To meet written program and other APP requirements, you need to do the following:

- Identify workplace hazards that could hurt employees. Look through the Core Rules for topics that should be considered hazards.
- Find and apply ways to reduce or eliminate hazards.
- Allocate sufficient resources to support the APP.

To help you get started, we provide an Accident Prevention Program template on page 24. This is a great project for your Safety Committee!

> **Personal protective equipment**
> As you develop your Accident Prevention Program, you will identify personal protective equipment your people need to keep safe. In documenting the hazard assessment, **you have a legal obligation to provide the appropriate equipment.**

3. Safety Bulletin Board

According to the law, you must provide a safety bulletin board in any workplace that has eight or more employees. It should be placed in a common area, pointed out to new employees, and updated regularly (possibly even daily).

Here are some ideas on what information to post:

- Accident Prevention Program (your written plan)
- Safety meeting minutes
- List of Safety Committee members (if applicable)
- Safety meeting agenda
- Job Safety and Health Law poster →
- Name of person on staff who maintains emergency contact information
- Emergency phone numbers
- Location of first aid kit
- Sufficient copies of the "Accident, Incident & Injury Report Forms"

4. First Aid

First aid is made up of two parts: people and supplies.

First aid personnel: You must make sure that first-aid trained personnel are available to provide quick and effective first aid. For most nonprofits, that means quick access to a clinic or hospital. If there are no EMT services near your organization, you must provide adequate training for someone to render first aid.

Supplies: You must make sure first-aid supplies are readily available and appropriate to the work you do and the work site in which you are working. These supplies should be easily accessible to all employees.

The Red Cross offers first aid and CPR classes in larger communities and online. L&I will accept online training cards. See the chapter summary for a link to find classes near you.

About AED Defibrillators
Increasingly work places are providing AEDs. This is not required by law. If an AED is supplied and employees are expected to use it, they will need training.

5. Fire Extinguishers

You must provide portable fire extinguishers in your workplace. You must train your employees how to use them either through "use" training (where you actually practice with training fire props) or "awareness" training (where you tell them how to use it). There are some details related to exemptions that come with approval from your fire marshall. If you have any questions, consult WAC chapter 296-800.

It is important to know that fire extinguishers *are not bought by the pound* but rather by what they can do for your area. Not all fires are the same. It is important to know the types of possible fire you may face and what your staff can handle, then procure your extinguishers based on what you are trying to protect. Extinguishers are rated for capability. With some quick research, you can find the right rating for your space.

	The Most Common Classes of Fire and Extinguishers			
Class	**Fire**	**Type of extinguisher**	**Do you have one?**	**Do you need one?**
A	Paper, wood	Water, Powder	❑	❑
B	Flammable and Combustible liquids. Gasoline, diesel, paint thinners	Dry chemical, CO2	❑	❑
C	Electrical fire	Dry chemical, CO2	❑	❑
K	Kitchen greases	Wet chemical	❑	❑

YOUR TURN

Now that you have your fire extinguisher, don't forget annual training! You want to make sure your staff is prepared to use it if needed.

Safety Committee or Meeting Agenda TEMPLATE

Date:
Attendees:

1. Quick items
   - ☐ Minutes of last safety meeting
   - ☐ *Any other business that does not require discussion*

2. Unfinished business from last meeting:

3. Any hazards reported during this time period? Discuss and plan a course of action to address it.

4. Describe any accident investigations conducted since last meeting. Did you identify and correct the cause of the unsafe situation(s)? If not, plan a course of action.

5. Discussion. Choose a topic from the list on page 18. Make sure you provide all of the needed support materials.

6. Other safety-related topics:

REMEMBER TO

- ☐ Document attendance.
- ☐ Write down subjects discussed.
- ☐ Keep records from meetings.
- ☐ Prepare minutes from each safety committee.
- ☐ Preserve minutes for one year.
- ☐ Make minutes available for review by L&I as requested.

Washington Labor & Industries
Accident, Incident, or Injury Report Form

This is a report of a/an:

❑ Unsafe condition or situation
❑ Near miss
❑ First aid injury
❑ Injury needing medical attention
❑ Damage to equipment or material

Briefly describe the event or condition:

Why do you think this event or condition happened?

Have you seen this event or condition before at this company?

What could have been done to prevent it from happening? What changes should we make?

Your name: _____ Date: _____

Reviewed by: _____

Date discussed at Safety Meeting: _____

Accident Prevention Program (APP)

TEMPLATE

This outline is provided as an example to give you something to start with. You must tailor your own APP to your actual nonprofit operations and the potential hazards that may be encountered by your employees.

It is a good idea to make it someone's job to keep the APP updated. That person can report updates to the head of the safety committee on a quarterly basis. Ultimately it is the employer's responsibility to ensure that an up-to-date APP is in place, so the employer should check that updates are correct.

Instructions:

- If you are using the electronic version, please read through the document and add and/or delete information as needed to make it job site specific.
- We suggest you consult WAC 296-800 for a complete list of safety standards in Washington State.

Next steps:

Once you have drafted and approved your Accident Prevention Program:

- This program *must be implemented* in order to be effective in practice.
- Your APP needs to be updated as changes occur in your work (new equipment, new processes, etc.).

Accident Prevention Program

Name of your organization

Date

1. Safety Orientation

Each employee will be given a safety orientation by NAME OR TITLE OF PERSON WHO WILL PROVIDE THE INITIAL SAFETY ORIENTATION when first hired. The orientation will cover the following items:

A. DESCRIPTION OF THE ACCIDENT PREVENTION PROGRAM:

We have a formal written accident prevention program as described in WISHA regulations (WAC 296-800-140).

It consists of this safety orientation and a safety committee that is described in Part 2 below.

We also have basic safety rules that all employees must follow. They are:

- ❑ Never do anything that is unsafe in order to get the job done. If a job is unsafe, report it to your supervisor or safety committee representative. We will find a safer way to do that job.
- ❑ Do not remove or disable any safety device! Keep guards in place at all times on operating machinery.
- ❑ Never operate a piece of equipment unless you have been trained and are authorized.
- ❑ Use your personal protective equipment whenever it is required.
- ❑ Obey all safety warning signs.
- ❑ Working under the influence of alcohol or illegal drugs or using them at work is prohibited.
- ❑ Do not bring firearms or explosives onto company property.
- ❑ Smoking or vaping is only permitted outside the building away from any entry or ventilation intake.
- ❑ Horseplay, running, and fighting are prohibited
- ❑ Clean up spills immediately. Replace all tools and supplies after use. Do not allow scraps to accumulate where they will become a hazard. Good housekeeping helps prevent accidents.

Add any other basic safety rules that apply to THE WORK YOUR ORGANIZATION DOES. Delete any from the above list that do not apply to your ORGANIZATION.

B. HOW AND WHEN TO REPORT INJURIES. WHERE FIRST AID FACILITIES ARE LOCATED.

- ❑ If you are injured or become ill on the job, report this to ADD NAME OR TITLE OF PERSON TO WHOM INJURIES SHOULD BE REPORTED TO.
- ❑ There is a first aid kit located ADD WHERE THE FIRST AID KITS ARE LOCATED IN YOUR ORGANIZATION.
- ❑ We require all supervisors to have first-aid/CPR training.
- ❑ We have also posted emergency phone numbers ADD LOCATION OF EMERGENCY PHONE NUMBERS.

C. HOW TO REPORT UNSAFE CONDITIONS AND PRACTICES.

- ❑ If you see something that is unsafe or someone working unsafely, immediately report it to ADD NAME OR TITLE OF PERSON TO WHOM UNSAFE CONDITIONS SHOULD BE REPORTED.

D. WHAT TO DO IN AN EMERGENCY INCLUDING HOW TO EXIT THE WORKPLACE.

An evacuation map for the building is posted ADD LOCATION OF EVACUATION MAP IF YOU HAVE ONE OR DELETE THIS SENTENCE. It shows the location of exits, fire extinguishers, first aid kits, and where to assemble outside.

E. FIRE EMERGENCY

You will be trained on how to use a fire extinguisher as part of your orientation if that is part of your employer's fire emergency action plan. *(CUSTOMIZE YOUR PLAN BY ADDING HOW FIRE EMERGENCIES AND HOW FIRE EXTINGUISHER TRAINING IF ANY, WILL BE HANDLED IN YOUR BUSINESS.)*

- ❑ **If you discover a fire**: Tell another person immediately. Call or have them call 911 and a supervisor.
- ❑ If the fire is small (such as a wastebasket fire) and there is minimal smoke, you may try to put it out with a fire extinguisher (only if you have been trained on how to use fire extinguishers and if you are following your employer's fire emergency action plan).
- ❑ If the fire grows or there is thick smoke, do not continue to fight the fire.
- ❑ Tell other employees in the area to evacuate.
- ❑ Go to the designated assembly point outside the building.

F. EARTHQUAKE EMERGENCY. DURING AN EARTHQUAKE…

If you are inside a building:

- ❑ Drop under a desk or table, cover your head, and hold on. Stay away from windows, heavy cabinets, bookcases, or glass dividers.
- ❑ When the shaking stops, supervisors are to check for damage and available evacuation routes then begin an evacuation of their area to the designated assembly location.
- ❑ Evacuation should proceed as quickly as possible since there may be aftershocks.
- ❑ Supervisors must account for each employee in their work group as quickly as possible.
- ❑ First aid certified employees should check for injuries and help evacuate injured employees. Do not attempt to move seriously injured persons unless they are in immediate danger of further injury.
- ❑ If a gas odor is in the building, tell a supervisor to turn off the gas at the main. Open windows. All supervisors are trained in the gas shut off procedure. *(TAILOR THIS SECTION TO YOUR ORGANIZATION, INCLUDING THE LOCATION OF EMERGENCY SHUT-OFF VALVES AND WHO WOULD HAVE THAT ASSIGNMENT.)*
- ❑ Supervisors and first aid employees must not re-enter the building once evacuation is complete.
- ❑ Do not approach or touch downed power lines or objects touched by downed power lines.
- ❑ Do not use the phone except for emergency use.

TURN ON A RADIO AND LISTEN FOR PUBLIC SAFETY INSTRUCTIONS.

IF YOU ARE OUTSIDE

- ❑ Stand away from buildings, trees, and telephone and electric lines.

IF YOU ARE ON THE ROAD

- ❑ Drive away from underpasses/overpasses. Stop in a safe area. Stay in the vehicle.

G. IDENTIFICATION OF HAZARDOUS CHEMICALS OR MEDICATIONS USED AT THIS LOCATION.

CUSTOMIZE BASED ON WHAT, IF ANY, CHEMICALS ARE USED BY YOUR ORGANIZATION OR MEDICATIONS ARE ADMINISTERED/STORED AT YOUR ORGANIZATION

- ❑ We use several chemicals, including solvents and cleaners. You will receive a separate orientation as part of our chemical hazard communication program on the hazards of these chemicals before you work with them or work in an area where they are used.
- ❑ We store several medications. You will be instructed by ADD NAME OR TITLE on how to administer/store these medications.

H. USE AND CARE OF REQUIRED PERSONAL PROTECTIVE EQUIPMENT (PPE).

CUSTOMIZE BASED ON WHAT, IF ANY, PERSONAL PROTECTION EQUIPMENT IS USED IN YOUR ORGANIZATION

❑ Some tasks in our company require an employee to wear PPE to protect against injury.
❑ You will be instructed by ADD NAME OR TITLE OF PERSON WHO WILL INSTRUCT EMPLOYEES IN THE USE AND CARE OF PPE using the manufacturer's instructions that are attached to this program on how to use and care for this PPE.

I. ON-THE-JOB TRAINING ABOUT WHAT YOU NEED TO KNOW TO PERFORM THE JOB SAFELY.

Before you are first assigned a task, ADD NAME OR TITLE OF PERSON WHO WILL CONDUCT ON-THE-JOB TRAINING FOR NEW EMPLOYEES will show you what to do along with safety instructions and required PPE.

❑ We have established safety rules and personal protective equipment (PPE) requirements based upon a hazard assessment for each task.
❑ Do not use equipment or attempt to do any of these tasks until you have received the required training and PPE.

2. Safety Leadership

Check with your organization regarding the following:

Safety Committee	**Safety Meetings**
Required for employers with 11 employees or more	*An option for employers with 10 or fewer employees or employers with 11 employees or more who are segregated on different shifts or work in dispersed locations*
❑ Our committee will consist of ADD THE MAKE-UP OF YOUR COMPANY'S SAFETY COMMITTEE HERE.	❑ They are typically held (ADD THE USUAL MEETING TIME, SUCH AS FIRST THURSDAY OF EACH MONTH).
❑ Employees will elect from among themselves a representative to be on the committee.	❑ All employees are required to attend.
❑ The safety committee members will elect a chairperson.	❑ The leader of the meeting will designate a person to document attendance and the topics discussed.
❑ The regularly scheduled meeting is *(Add the usual meeting time, such as first Thursday of each month).* This may be changed by vote of the committee.	Small organizations may want to integrate safety topics into your regular staff meeting. Be sure to document safety topics discussed.
❑ A committee member will be designated each month to keep minutes.	

CHAPTER 3 SUMMARY

Follow the Law

KNOW

1. Nonprofits are subject to various laws and regulations related to safety and health. Washington State laws (Labor & Industries) cover both state and federal requirements.
2. We address five actions that every nonprofit with a staff should take to be compliant with Washington State safety and health laws pertaining to employers:
   - Have a safety committee or have safety topics as a part of staff meetings
   - Implement an Accident Prevention Program
   - Maintain a safety bulletin board
   - Provide for first aid, both in terms of people and supplies
   - Provide functioning fire extinguishers and training

REFLECT

Here are some questions to think about:
- How would the board or staff react to implementing these actions? What emotions would you elicit?
- The prevention of future damage takes a commitment of time and resources now. How can you leverage existing resources to ease the burden?
- Who are the safety and health heroes within your organization now? How can you tap their energy and interest to move these ideas forward?

GROW

Next steps:

❑ Bookmark (and scroll through) Chapter 296-800 WAC, *Safety Standard for Core Rules*. (http://leg.wa.gov/CodeReviser/WACArchive/Documents/2013/WAC-296-800-CHAPTER.pdf) This book contains rules for safety standards for core rules, as adopted under the Washington Industrial Safety Health Act of 1973.

❑ There are many additional laws a nonprofit must follow depending on the work they perform and the inherent risks of that work. Think about your top five areas of risk and use the search function on the Labor & Industries website to find the requirements related to those areas of risk. https://www.lni.wa.gov/safety/

❑ If you work with people or animals, consider whether there is exposure to bodily fluids of any sort. You may need a bloodborne pathogens rule. (Good resource: https://www.cdc.gov/sharpssafety/index.html)

❑ Invite a Labor & Industries expert to visit your workplace and conduct a safety and health consultation at no cost. http://www.lni.wa.gov/safety/consultation

❑ Sign up for a Red Cross first aid or CPR training: https://www.redcross.org/local/washington/take-a-class
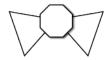
Find Solutions

Each organization is in a unique place when it comes to understanding and responding to risks. In this chapter, we give you three ways to deepen your understanding of the risks facing your organization and how to find solutions that improve your safety and health practice.

In this chapter, we have provided three graphic tools that will help you assess your organization and find solutions to your specific risks.

1. Risk Bow Tie

2. Safety Management Gap Analysis

3. Action Mapping

1. Risk Bow Tie

What it is: A way to visualize a risk event and its proactive and reactive response options

When to use it: When you want to strategize about a specific risk facing your organization

The first step to addressing safety and health risks is to understand them. The Risk Bow Tie is one tool that you can use to organize your thoughts on something that could happen (a "risk event."). A Risk Bow Tie exercise involves asking five questions:
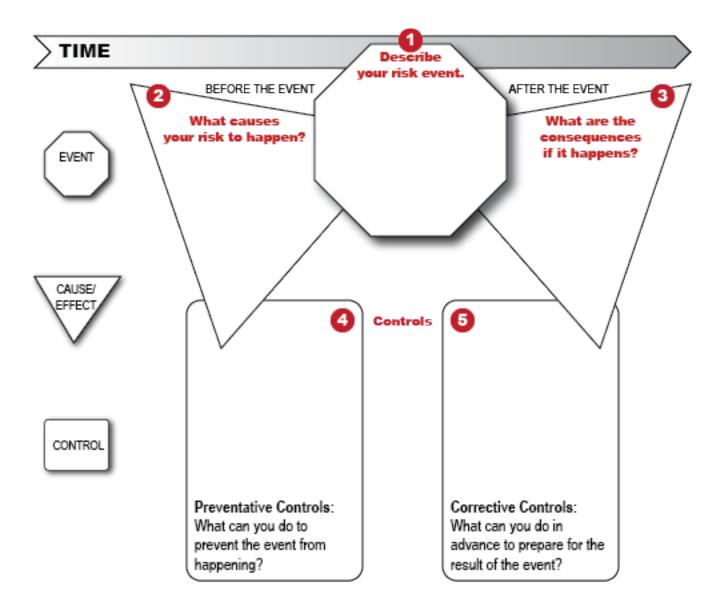
1. What is your risk event? Describe it in as much detail as possible.
2. What are some of the underlying causes or circumstances that would cause this risk event to happen? Consider the "5 why" exercise to get to root causes: https://en.wikipedia.org/wiki/5_Whys.
3. What are the potential upside and downside consequences of this event happening?
4. What preventive controls can you put in place? (What could you do in advance to prevent this event from happening?)
5. What corrective controls can you put in place? (What could you do in advance to minimize impact once the event does happen?)

Note that the left side of the "bow tie" involve the time BEFORE the event would happen. The right side involves what would happen AFTER the event. This is a powerful tool because it invites you to think about the event across time and what you can do ahead of time to minimize risk.

Risk Bow Tie

Your turn:

- If needed, watch a short video on the Risk Bow Tie to see how it works. Here is one: https://www.youtube.com/watch?v=PHbLQWqojC8.
- Fill in the Risk Bow Tie diagram by visualizing a risk event your organization faces. This exercise can be facilitated with a group.
- Plan next steps to address the prevention controls and the corrective controls.

2. Safety Management System Gap Analysis

What it is: A way to identify gaps in your safety management system so that you can address them

When to use it: When you want to troubleshoot your safety and health management system to figure out why something is happening (or not happening)

James Roughton and Nathan Crutchfield (in *Safety Culture: An Innovative Leadership Approach*) list seven key steps to maintaining a strong culture in your organization:
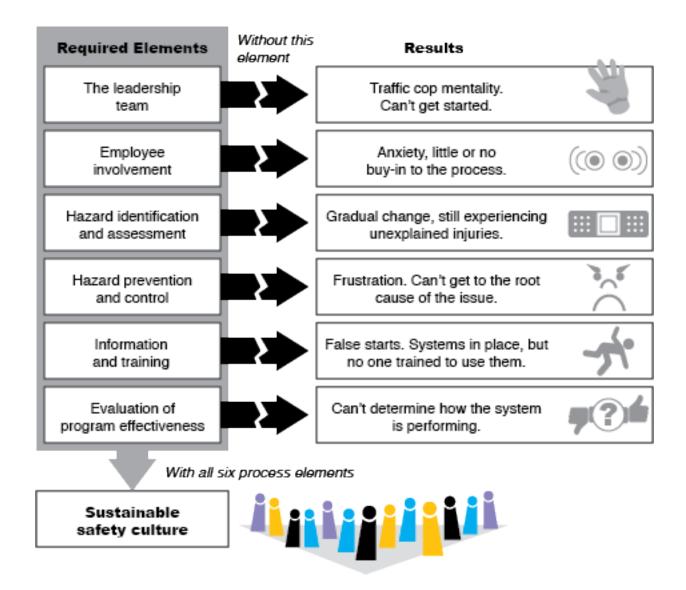
- ❏ Build leadership team
- ❏ Involve employees
- ❏ Identify hazards, assess situation
- ❏ Prevent hazards, control for hazards
- ❏ Provide information and training
- ❏ Evaluate program effectiveness
- ❏ Sustain a safety culture

Any gaps between steps can weaken a safety and health culture. A lack of employee involvement, for example, can lead to anxiety or little buy-in for planning. A lack of training can lead to systems where no one knows what to do. The chart below illustrates what happens when a key step is missed.

Safety Management System Gap Analysis

Your turn:

- Using the gap analysis graphic above, read down the "results" column along the right side of the graph.
- Circle any of the icons that resonate with a systems challenge you are having.
- Work backwards to identify any potential gaps in your system.
- Make a plan to address that gap. Remember to use your safety committee or time during your safety meeting to involve others.

3. Action Mapping

What it is: A way to identify why people are not doing what you need them to do

When to use it: When people aren't meeting requirements and you think more training would help

When people don't do what we need them to do, we often jump to the conclusion that they need more training. In reality, insufficient training is only one of several possible barriers holding people back. We can work backwards from the actions and behaviors we want to see and hear to understand how we can reduce the barriers preventing people from achieving expected results.

Source: The "Action Mapping" tool here is adapted from the action mapping tools developed by Cathy Moore. Her website contains an overview, a tool, an interactive workflow graphic, and checklists. https://blog.cathy-moore.com/action-mapping/.
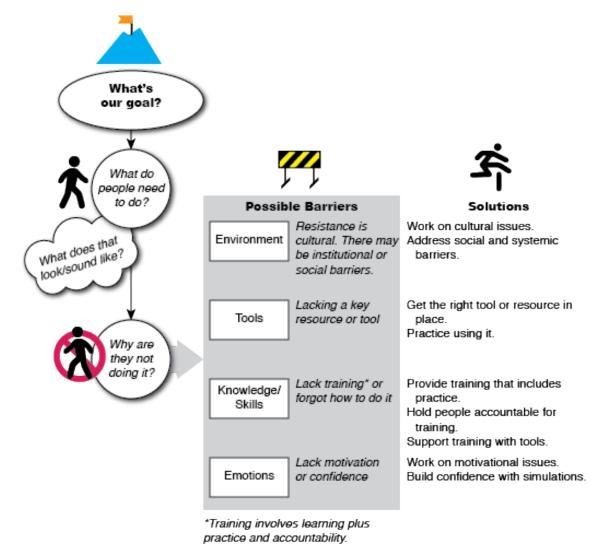
About Training

Training alone is not effective in changing behavior. Learning must be supported by practice and accountability. It is natural that people forget over time, and you have the ability to counteract forgetting through regular reminders, checklists and other job aids, simulations, and practice.

A good training program provides knowledge, supportive tools, opportunities to practice, and accountability in the months after the training.

What's our goal?

What do people need to do?

What does that look/sound like?

Why are they not doing it?

	Possible Barriers	Solutions
Environment	Resistance is cultural. There may be institutional or social barriers.	Work on cultural issues. Address social and systemic barriers.
Tools	Lacking a key resource or tool	Get the right tool or resource in place. Practice using it.
Knowledge/ Skills	Lack training* or forgot how to do it	Provide training that includes practice. Hold people accountable for training. Support training with tools.
Emotions	Lack motivation or confidence	Work on motivational issues. Build confidence with simulations.

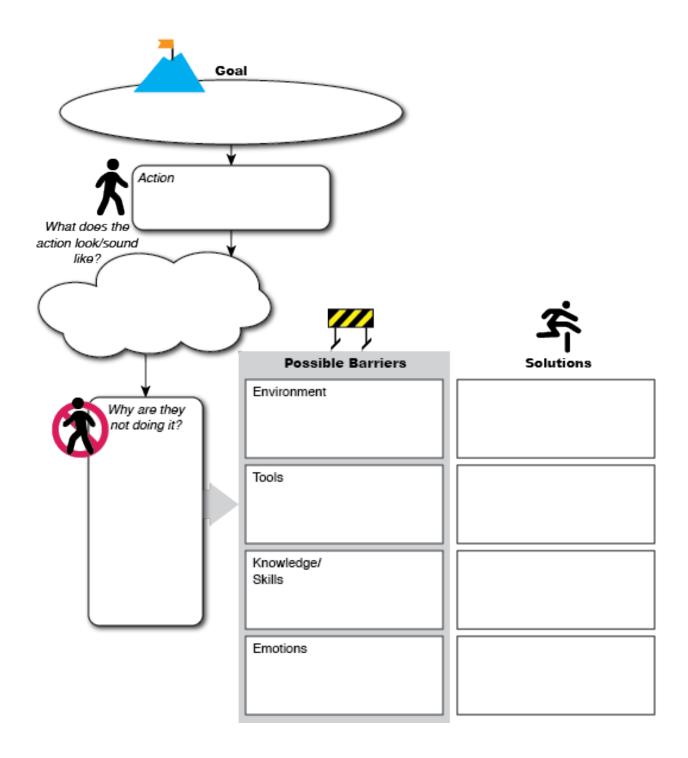*Training involves learning plus practice and accountability.

Your turn:

- On the template on the following page, describe your goal and what safety and health-related actions you want to see. Be as specific as you can in terms of what you would see and hear. (Reread the section on culture if needed.)
- Get feedback from the group of people you are focused on. Use anonymous surveys, focus groups, observations, and/or data to complete the picture as best you can.
- Put plans in place to address the needed solutions.

YOUR TURN

Action Map

Goal

Action

What does the action look/sound like?

Why are they not doing it?

Possible Barriers

Environment

Tools

Knowledge/ Skills

Emotions

Solutions

CHAPTER 4 SUMMARY

Find Solutions

KNOW

1. Nonprofits have life cycles. Each is in a different place when it comes to safety and health. Nonprofits do different work. Each organization needs to find a way to understand the risk issues involved in the specific work they do.
2. The Risk Bow Tie offers a way to visualize the causes and consequences of a "risk event," or something that may impact your organization either positively or negatively.
3. By looking at the gaps in your Safety Management System, you can ensure your processes are being successfully implemented.
4. Action Mapping is a tool to help understand why people are not performing the way that they should. It explores the four barriers that hold people back and how you can respond to those barriers to reduce their impact.

REFLECT

Here are some questions to think about related to finding solutions.

- Which of these tools would be most appropriate for your organization? Why?
- How do you know what you know? The Action Mapping tool invites you to expand feedback to get better information. Think about how you get the knowledge you have and how you might expand that.

GROW

Next steps:

- ❑ Introduce the idea of the Risk Bow Tie to your board. Invite them to take a "risk event" and work through the exercise of determining cause and consequences. Imagine a series of scenarios tied to that risk event and how things could play out. This type of exercise deepens your board's connection to this work.
- ❑ Use your Safety Committee or your staff agenda to build a strategy tied to each of the steps listed in the gap analysis chart on page 33. That strategy can have an overall goal and then describe what success looks like, key steps, and who is involved.

Get Safety-Specific

Every nonprofit experiences a unique set of safety and health challenges based on their work and situation. At the same time, there is a common set of issues that many nonprofits face. This chapter sets out to address the top challenges faced by nonprofits in Washington.

Nonprofit people work across a range of activities. There is no one-size-fits-all safety and health checklist. In Spring 2019, we invited nonprofits across Washington to tell us what safety and health challenges they face. We received a sampling of the type of work nonprofit people do:

	Challenge	Percentage who face it	Does it apply to your organization?
1	Desk work	71%	❑
2	Staff travel	60%	❑
3	Vulnerable populations	56%	❑
4	Food handling	40%	❑
5	Low budget spaces	38%	❑
6	Physical exertion	30%	❑

In the following section, we will explore these challenges one by one. We will outline the issue, describe some actions you can take, and give you some tools to help address this issue. Finally, there are many resources available to you outside of this toolkit that we share at the end of the section.

We have designed these to be stand-alone resources. You can copy the relevant page and bring it to a board, staff, or safety meeting.

> As you use the following pages, remember to:
> ❑ Consult the Safety & Health Checklist at the start of this guide.
> ❑ Conduct a review of the issues facing your organization using the tools provided in Chapter 4.
> ❑ Engage your Safety Committee or staff in a Safety Meeting.

1. Desk work

ISSUE

Nonprofit people change the world…while sitting at desks. We manage email, write donor letters, track data, and so much more in front of our computers. Nearly three-quarters of the people we surveyed reported that extensive sitting is an issue for their organization.

Various physical symptoms can result from sitting

- Neck strain
- Shoulder tendinitis and bursitis
- Hand and wrist tendinitis
- Carpal tunnel syndrome
- Tennis and golfer's elbow (epicondylitis)

Common Risk Factors

- Repetition (like typing)
- Static loading or sustained exertion (like holding hands over keyboard)
- Awkward postures (like slouching or holding a phone to the ear)
- Mechanical contact stress (like using scissors)
- Force (like stapling)

ACTIONS

❑ Understand opportunities to reduce risk. There are four levels to consider:

Organization	Office environment	Individual workstation	Individual worker
Job design Staffing Work schedules	Lighting Noise Temperature Office design	Furniture Chairs Accessories Hardware Software	Unique characteristics

❑ Check that:

  ❑ Chairs are in good condition and fit the people sitting in them.

  ❑ Materials are stored safely to prevent moving injuries.

  ❑ Computer keyboards and monitors are placed at the right height.

❑ Examine your culture. Do you encourage breaks, standing up and moving around, or other interruptions to long periods of time sitting down? How can you make breaks a habit in the life of your organization?

RESOURCES

- Office Ergonomics: https://www.lni.wa.gov/IPUB/417-133-000.pdf
  This 73-page booklet contains excellent graphics and checklists to help you address ergonomic issues.

- Computer Workstations etool:
  https://www.osha.gov/SLTC/etools/computerworkstations/checklist_evaluation.html

- Ideas bank: https://www.lni.wa.gov/Safety/SprainsStrains/IdeasBank/search.asp
  This searchable database lets you find solutions to challenges.

2. Staff travel

ISSUE

Many nonprofit people drive as a part of their job. They have to get to work sites or around to see clients. Volunteers transport people to appointments and more. Motor vehicle crashes are a leading cause of work-related deaths and injuries. Preventing accidents in cars and other motor vehicles is important to keeping your people safe.

Accidents can have various causes:

- Lack of driving training
- Unsecured materials for transfer
- Improper seat belt use
- Distracted driving
- Alcohol and drug impaired driving
- Fatigued driving
- Aggressive driving

ACTIONS

The actions your organization can take will depend on whether you manage a fleet of vehicles or if you rely on employee's personal vehicles. The "Guidelines" resource (listed below) offers the following suggestions to minimize crash risk. You might consider implementing:

Written policies and procedures, such as:

- ❑ Alcohol and Drug Use policy
    - o Seat Belt Use policy
    - o Distracted Driving Policy
    - o Defensive Driving Policy
- ❑ Driver agreements. Get employee agreement on traffic safety policies, procedures, expectations regarding driver performance, vehicle maintenance, and reporting of moving violations.
- ❑ Motor vehicle record checks. Check the driving records of employees who drive for work purposes.
- ❑ Crash reporting and investigation. Establish a crash reporting process.
- ❑ Vehicle maintenance. Encourage employees to maintain their cars with safety in mind.
- ❑ Disciplinary action system. Develop a policy about how you will respond if an employee receives a moving violation or experiences a preventable crash.
- ❑ Reward/incentive program. Implement a program that makes safe driving an integral part of your culture.
- ❑ Driver training. Provide appropriate driving training as needed.
- ❑ Regulatory compliance. Determine which highway safety regulations govern your vehicles.

RESOURCES

- Guidelines for Employers to Reduce Motor Vehicle Crashes:
  https://www.osha.gov/Publications/motor_vehicle_guide.html
  This resource from OSHA outlines the main concerns for employers and how you can prevent crashes.

3. Working with vulnerable populations

ISSUE

Vulnerable populations include a wide range of people: senior citizens, children, people with mental health challenges, people with substance abuse issues, or people with chronic conditions. Nonprofits often serve people who have characteristics that might make them likely to be targeted, or more likely to target others.

Issues related to working with vulnerable populations can include:

- Security
- Trauma
- Substance abuse
- Workplace violence

ACTIONS

This is a broad topic that can include both your staff and the people you serve. This resource is meant to start a conversation, not cover all of the resources that could help you address this topic.

- ❑ Study the **physical design of your office** to prevent isolation. Review where you have locked doors or barriers that would prevent a quick escape. Improve visibility through the placement of furniture, windows, or mirrors.
- ❑ Know when **people might be alone** in your space. Pay close attention to people coming into your space after hours when fewer (if any) people are around.
- ❑ Take a course in **mental health first aid**. Learn how to identify, understand, and respond to signs of mental illness and substance use.
- ❑ Deepen your understanding and practice related to **trauma-informed care**.

RESOURCES

- Alcohol and/or drugs in the workplace: https://www.lni.wa.gov/Safety/Topics/AToZ/AlcoholDrugsWorkplace/default.asp
- Mental health: http://www.lni.wa.gov/ClaimsIns/Providers/TreatingPatients/ByCondition/MentalHealth/default.asp
- Workplace violence: https://www.lni.wa.gov/Safety/Topics/AtoZ/WPV/default.asp
- Mental Health First Aid: https://www.mentalhealthfirstaid.org
- Emergency Action Plan template (OSHA): https://www.osha.gov/SLTC/etools/evacuation/implementation.html
- Violence in the workplace: https://fortress.wa.gov/lni/shrl/VideoDetails.aspx?VideoID=439
  This is a video that you can borrow through L&I.
- Workplace violence prevention: http://www.lni.wa.gov/safety/trainingprevention/online/courseinfo.asp?P_ID=92
  This Powerpoint covers important issues to consider, like isolated staff and working after hours.
- Stress debriefing: http://www.lni.wa.gov/safety/trainingprevention/online/courseinfo.asp?P_ID=194
  An online course to help employers know how to manage the emotional and sometimes physical response most people experience in a traumatic workplace event.
- Guidelines for Preventing Workplace Violence: [1] https://www.osha.gov/Publications/osha3148.pdf
- Blood-borne pathogens: https://www.osha.gov/SLTC/bloodbornepathogens/bloodborne_quickref.html

4. Food safety

ISSUE

Food is regular part of nonprofit life, whether it's providing food to the people we serve or setting out food for our staff and board. We need to make sure the nourishment we provide is safe and healthy.

Food safety concerns include:

- Sanitation
- Water supply
- Food handling
- Safe operation of kitchens and feeding facilities

ACTIONS

Here are some actions to take when serving food to the public. Getting food safety training and a food worker card is an excellent way to review these rules. It is required for people who work with unpackaged food.

CLEANLINESS

- ❑ Always keep the **serving area** clean. Bleach is a common solution to use on surfaces, but never allow it to contact the food or food service items.
- ❑ The **floors** are to be kept clean as well. A solution of bleach is a good choice depending on the floor surface. Take care when using bleach to wear nitrile gloves and a pair of goggles to prevent your eyes from splash.
- ❑ All **pots, pans, dishes,** etc., are to be washed and then sanitized in hot water before being dried. If the kitchen is equipped with a dishwashing machine, use it for sanitizing. If not you may have to use the three pan system, wash, rinse, rinse.
- ❑ Sanitize all **utensils** and cutting boards before using them for another type food.

HANDLING

- ❑ **Water** should never be served in a common cup, always have individual cups.
- ❑ Wear nitrile or other similar **gloves** when handling food. Ensure everyone handling food or otherwise working in the kitchen washes their hands thoroughly prior to working. If anyone leaves the kitchen for any reason, they should wash their hands again when returning.
- ❑ Food items such as **dairy and meat products** should be kept cool (close to the freezing point, if possible).
- ❑ **Meats** should be cooked to the appropriate internal temperature (https://www.foodsafety.gov/food-safety-charts/safe-minimum-cooking-temperature). Use a thermometer to gauge your temperature.
- ❑ **Serving areas** should be kept organized and clean. If possible, have a server do the serving as opposed to open self-serve lines. This is for the safety and sanitation of the service line. If that is not possible, have someone watch the line to make sure utensils are kept clean and are not cross contaminating.

RESOURCES

- Foodborne disease: https://www.osha.gov/SLTC/foodbornedisease/standards.html
  This resource from OSHA outlines the standards and best practices related to handling food.
- Food safety: https://www.doh.wa.gov/YouandYourFamily/FoodSafety. This Washington State Department of Health resource covers key topics and links to local health departments. They offer food worker training, test, and cards.
- Food worker card: https://www.foodworkercard.wa.gov.

5. Low-Budget Spaces

ISSUE

Nonprofits try to do a lot with little. We often work in low-budget spaces in order to save money for expenses that directly support our missions, but that sometimes can introduce safety and health issues. There are certain operational expenses that should never be postponed or compromised for the sake of your budget, as neglecting these areas can adversely affect the safety of your workers and clients.

This issue can include:

- Facility maintenance
- Electrical outlets
- Egress routes
- Lighting
- Storage

ACTIONS

The actions you can take really depend on the space you are occupying. Here are some suggestions on where to start:

- ❑ **Electricity**: Look at how you are using extension cords. Put surge protectors in place to minimize the chance of an electrical fire.
- ❑ **Space heaters/candles**: Make sure they are clear of anything that could catch fire, such as curtains or paper.
- ❑ **Egress**: create scenarios that involve people in different places of your space needing to escape quickly. Walk through how they would escape, making sure there are no barriers or trip hazards in the way.
- ❑ **Tight spaces**: consider the ergonomic impacts of desks crammed into a small space. Do people have room to move around? If appropriate, consider options such as remote working to ease restrictions.

RESOURCES

- Electrical rules: https://www.lni.wa.gov/forms/pdf/F500-142-000.pdf
- Workplace Inspection Checklist: https://www.lni.wa.gov/Safety/Topics/AToZ/JHA/PDFs/SelfInspectionChecklistGeneral.doc
- The *Nonprofit Safety & Health Checklist* included at the beginning of this toolkit provides a more detailed checklist on structural and system issues to look for in your space.

6. Physical exertion

ISSUE

Moving our mission forward often means moving food onto shelves, furniture into place, or people into cars. We bend, lift, push, and pull – and hopefully avoid sprains and strains that come from physical exertion.

Possible causes of injury from physical exertion include:

- Repetitive motion
- Improper lifting
- Working in an awkward position

ACTIONS

Some actions you might consider include:

- ❑ **Floor surfaces**: Invest in shock absorbing floor mats if people stand in place for long periods of time.
- ❑ **Work stations**: Organize key functions into work stations, such as a shipping station or a food prep station.
- ❑ **Hand trucks**: Provide hand trucks or carry cases with wheels to reduce the need to lift heavy items.
- ❑ **Shelving**: Take heavy items off of high shelves. Place them on lower shelves that are accessible to a hand truck in the case that you need to move it.
- ❑ **Training**: Make sure people are trained on issues related to exertion. Practice together to build good habits.

RESOURCES

In addition to the resources listed previously:

- Ergonomics: https://www.lni.wa.gov/safety/SprainsStrains/default.asp
- Ergonomics: https://www.osha.gov/SLTC/ergonomics/
- Fall protection: http://www.lni.wa.gov/Safety/Topics/AtoZ/fallprotect/
- Back safety: https://www.lni.wa.gov/Safety/.../SHIP/.../BackSafety-Final.pptx
  Download a PowerPoint that explains the physiological issues related to backs and how to practice safe lifting
- Four steps to proper lifting: https://www.lni.wa.gov/IPUB/FSP0-918-000.pdf
  A flyer that explains the four steps. Great for posting in your workplace.
- Lifting injury prevention: https://www.lni.wa.gov/Safety/Topics/AToZ/LiftingInjury/default.asp
  Information on how to prevent lifting injuries

SUMMARY

CHAPTER 5 SUMMARY

Get Safety-Specific

KNOW

1. Every nonprofit faces a unique set of safety and health challenges. However, there are six areas that are common to most nonprofits in Washington:
    *   Desk work
    *   Staff travel
    *   Vulnerable populations
    *   Food handling
    *   Low budget spaces
    *   Physical exertion
2. It is important to evaluate your organization, so you know which type of workplace challenges apply.

REFLECT

Here are some questions to think about related to getting safety-specific.

*   Which of the six workplace challenges apply to your organization?
*   How can you use this learning to improve the safety and health of your workplace? Who can you share these resource pages with?
*   Remember to celebrate your success: Does your organization have any best practices in these areas?

GROW

Next steps:

❑ Print out one of the six Safety-Specific resource pages and go over it at your next staff or board meeting.
❑ Choose one of the six areas and explore all the links and additional reading listed under "Resources."