

Health and Safety in CHAS

Culture, control and change

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The Project: CHAS

Children's Hospice Association Scotland (CHAS) is the only charity in Scotland which exists to provide hospice services for children and young people who have life-shortening conditions. The charity currently runs two hospices, Robin House in Balloch and Rachel House in Kinross, and also provides a CHAS at home service, which together support over 415 families across Scotland.



Photo: Paul Hampton

The Project: Aims

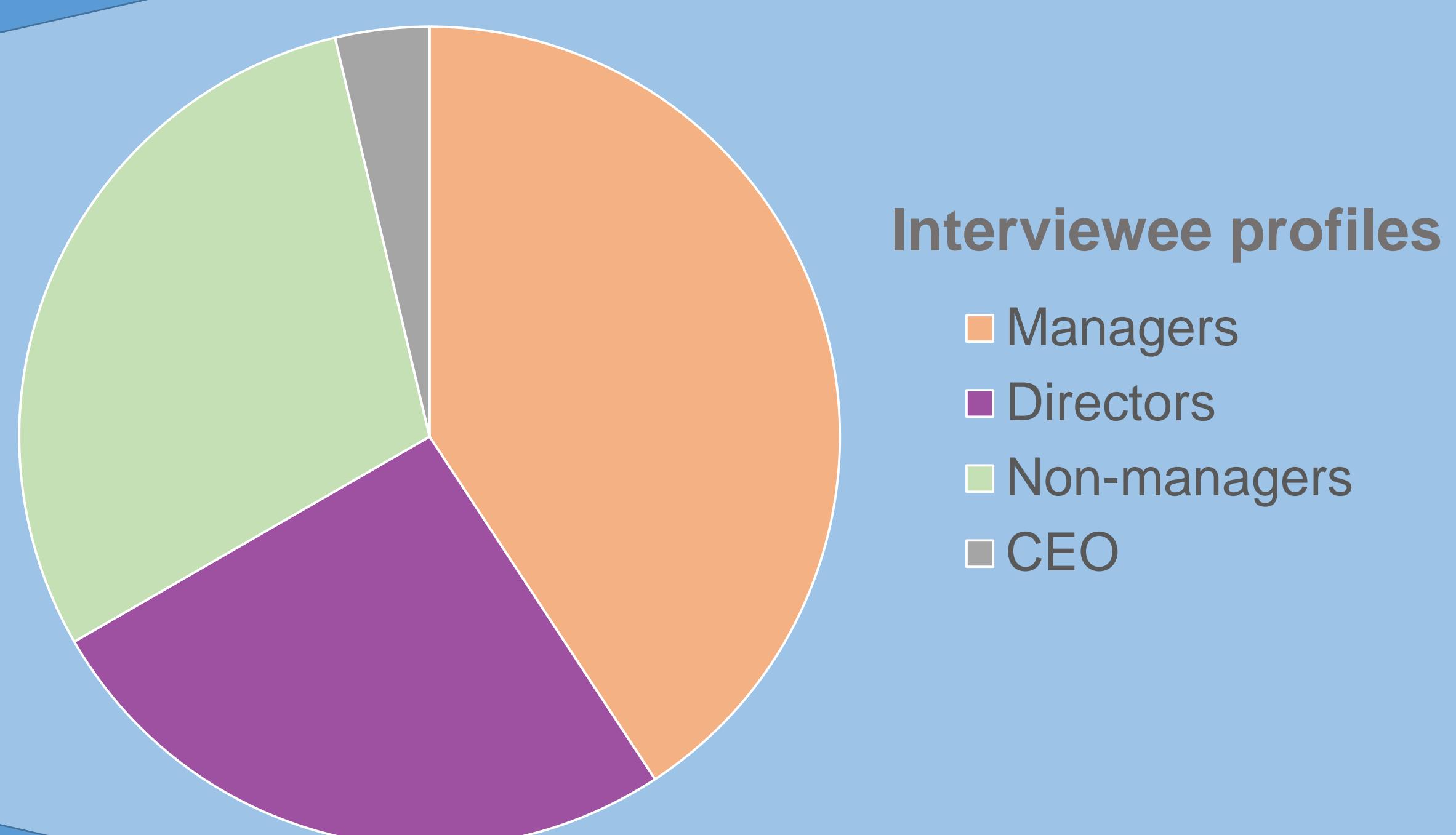
1. Review and audit the current processes
2. Identify any problems
3. Come up with recommendations to tackle the issues identified
4. Provide a basis for change

What we did

We conducted interviews with 27 employees, and the interview data was combined with our own notes and observations of relevant health and safety documents and the minutes of Health and Safety meetings.

The interview data was analyzed via thematic analysis.

"Compliance seems to be [the priority]. And I get that, it's just a frustration when you think of the things that can be done better."



"The nature of what we do is caring. And we constantly have to be bright and bubbly about our services because a lot of people have a negative idea about what that is. It's all nice and bubbly, that's the niceness of what we deliver. So the organisation invokes this niceness and forgets that there's a business underneath."

RECOMMENDATIONS

What we found

We identified issues with ineffective processes and lack of engagement with health and safety more generally, which were driven by a strategic focus on compliance rather than innovation.



The Solution

In order to change the approach to managing health and safety from compliance to continuous improvement we have put forward several recommendations:

- Plan, Do, Check, Act
- Health and Safety Manager
- Streamlined policy
- More training
- Different measures to embed different levels of risk
- Improved communication

