Challenges and Barriers to Promoting Safety Culture

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Imagine a world where everyone goes home at least as healthy as when they came to work.
An introduction

- Marianne Levitsky
- ECOH (Environmental Consulting & Occupational Health) – Toronto, Canada
- Workplace Health Without Borders
  - An international NGO incorporated in Canada
  - Dedicated to applying occupational health knowledge to preventing occupational disease around the world
Our Challenge

“Building and maintaining a national preventative culture must ... be high on everybody’s agendas.”
Our Challenge

- What we know about health and safety culture is based mostly on research at the workplace level
- Can we translate this to the societal level?
- Cross-pollination: what can we learn from
  - Experience in different arenas?
  - Other disciplines?

Disclaimer and credits: this presentation cites materials and uses videos from numerous sources: note web sites and references.
USING SOCIAL MARKETING TO PROMOTE SAFETY CULTURE: AN EXAMPLE
Ontario Workplace Safety & Insurance Board social marketing campaign

http://www.youtube.com/watch?v=ONpq1zrRTZg&feature=related
Premise of this campaign

Values, Beliefs and Attitudes of all parties in the workplace are key to SAFETY CULTURE
Can concepts of culture based on workplace organizations be translated to building culture on a societal level?

Can social marketing promote health & safety culture?
Lavack Study, WorkSafe BC
“Using Social Marketing to Increase Occupational Health and Safety”

- Applied EPPM Model to fear-based OHS Social marketing
- EPPM: Extended Parallel Process: 4 variables
  - Self-efficacy
  - Response efficacy
  - Severity
  - Susceptibility
Conclusions of Lavack Study

- 3 of the 4 variables enhanced effectiveness.
- But: Response Efficacy (the belief that your actions will make a difference) was lacking.
What is this telling us?

- Most public health social marketing aims to change individual behaviour.
- In OHS, if we focus on individual actions without influencing institutional barriers, we risk fostering cynicism and a sense of futility.
- Social marketing campaigns that call on individuals to act safely will not work in the absence of a prevention culture and shared responsibility.
Recent tragedies of the global supply chain have awakened the world to the shared responsibility
Can this help us move the yardsticks toward a culture of prevention?
In 1997, in response to reports about horrendous working conditions in Vietnam, a Nike spokeswoman was quoted saying “What is Nike’s responsibility? These are not our factories.”... Over the course of that year, the public reaction became scathing enough to warrant a stronger reaction. Companies quickly realized that they would be held directly accountable even for conditions at sub-contracted facilities.

The Toronto Globe and Mail, May 2, 2013
So how can we plan a change strategy to foster a prevention culture and shared responsibility?

- **Baseline Assessment**
- **Identify Audience and Goals**
  - What kind of change?
  - Attitudes? Behaviours?
- **How to Motivate and Influence**
Can We develop a safety culture maturity model at the society level?
Assessing safety culture in organizations

Can we develop similar tools to assess societal safety culture?

Interventions to motivate and influence

- Intervention must be appropriate to the maturity stage
- Whom to influence
  - General Public?
  - Employers?
  - Workers?
## Continuum of Interventions

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<thead>
<tr>
<th>Unaware</th>
<th>Some barriers</th>
<th>Entrenched</th>
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<tbody>
<tr>
<td>Low barriers</td>
<td>Motivation</td>
<td>High barriers</td>
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<td>Motivation</td>
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<td>No motivation</td>
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<th>Information</th>
<th>Social motivation</th>
<th>Law</th>
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[www.toolsofchange.com](http://www.toolsofchange.com)
Decision Making/Motivation Theory: Traditional Economics:

Choices driven by rational calculation of costs and benefits

“Economics traditionally conceptualizes a world populated by calculating, unemotional maximizers that have been dubbed Homo Economicus”
(Thaler and Mullainathan)

If this were true, health and safety would be intrinsically motivating
Decision Making/Motivation Theory: Traditional Economics:

If this were true, health and safety would be intrinsically motivating.
Behavioral Economics

The combination of psychology and economics that investigates what happens in markets in which some of the agents display human limitations and complications.

(Thaler and Mullainathan)

In other words: We’re only human
Popularizers of Behavioral Economics and Decision Influencers
Research findings on motivation and decision-making (“human limitations and complications”)

1. Framing
   - Gain or Loss
   - Now or Later

2. Relationships
   - Moral/social motivators
   - Recognition
   - Shaming

3. Commitment and Ownership

4. Carrots & Sticks

What can we learn from these findings about influencing health and safety?
Imagine that in addition to everything you own, you have been given $1000*

You are now given a choice:

a) Get $500 more for sure

b) Flip a coin:

- Heads you win $1000 more
- Tails you win nothing more

*adapted from Daniel Kahneman, *Thinking Fast and Slow*
Imagine that in addition to everything you own, you have been given $2000. You are now given a choice:

a) Lose $500 for sure

b) Flip a coin:
   - Heads you keep all of your $2000
   - Tails you lose $1000
In both sets of choices

- You can end up with $1500 for sure
- OR
- You can flip a coin and stand to end up with $2000 (heads) or $1000 (tails)
The psychological principles that govern the perception of decision problems and the evaluation of probabilities and outcomes produce predictable shifts of preference when the same problem is framed in different ways.


http://psych.hanover.edu/classes/cognition/papers/tversky81.pdf
Framing and Loss Aversion

* Reframing the same option as a loss changes the choices.
* The pain of losing something is 2x the pleasure of gaining it.

What does this mean for health and safety?
Research on framing and health promotion suggests that:

- Positively framed messages are more effective in promoting prevention behavior, e.g. use of hearing protection.

- Negatively framed messages are more effective in promoting detection behaviors, e.g. taking an audiometric test.
Now or Later?
Would you rather I gave you

a. $200 now or

b. $300 tomorrow?
Now or Later?
Would you rather I gave you

a. $200 now or
b. $300 in six months?
PRESENT BIAS PREFERENCE: WE TEND TO UNDERWEIGHT DELAYED OUTCOMES
What does this mean for health and safety?

Counteracting Delayed Outcomes: Immediate Feedback

UK has signs that give you a smiley or frowning face depending on whether you’re speeding.
http://www.youtube.com/watch?v=bDeHP9iXiq0
Rory Sutherland
Cialdini: Signs in hotel rooms asking guests to reuse towels

Which do you think is most effective?

a) Help Save the Environment
b) Join Your Fellow Citizens In Helping To Save The Environment
c) Help Save Resources For Future Generations
Social Proof
Recognition

http://www.youtube.com/watch?v=cky279qTibo
Relationships: what does this mean for OHS?
We care what other people think of us

Daniel Kahneman:
People paid more on an honor system when pictures of eyes were posted.
We care what other people think of us

Shame 'boosts hand-washing rate'

The message "Is the person next to you washing with soap?" boosted rates of hand-washing with soap by 11% in women and 12% in men. The researchers suggested people were most sensitive to the idea that others were watching their behavior: "What other people think - what is deemed to be acceptable behavior - is probably a key determinant in shaping behavior.

Doctors aren’t washing their hands
By Scott Dobson-Mitchell | January 26th, 2011 | 4:06 pm

If a doctor, nurse, or technician forgets to wash up before entering the room, the badge will turn red and results will be instantly sent to nurses’ stations and multiple computers.
3. Commitment and Ownership:

- Endowment Effect
- IKEA Effect
- Foot-in-the-Door
http://www.ted.com/talks/lang/eng/dan_gilbert_asks_why_are_we_happy.html (excerpt)
THE ENDOWMENT EFFECT

VALUING THE SAME THING MORE WHEN YOU OWN IT THAN WHEN YOU DON’T
The IKEA Effect: We place greater value on things we build ourselves

Scott Belsky
http://the99percent.com/tips/5874/strive-for-the-ikea-effect
Endowment and IKEA effects: What do they mean for health and safety?

They work for programs and procedures as well as art and furniture

Antonsen, S. , Safety Culture: Theory, Method and Improvement
Endowment and IKEA effects: People are more likely to follow programs that they have developed themselves.

Dr. Michael Gardam, Director of Infection Prevention and Control at UHN in Toronto has achieved world-wide attention for promotion of hand washing.

“If you really want to bring about lasting, sustained change, people have to come up with the ideas themselves and they have to implement the ideas themselves,” he said. “There are all sorts of things we can start doing with this. Our job is to show them all the stuff they can do, and then allow them to go wild.”
FOOT IN THE DOOR TECHNIQUE

GETTING AGREEMENT TO SOMETHING BIG BY FIRST GETTING AGREEMENT TO SOMETHING SMALL
The Safety Pledge:
Foot in the Door, Social Proof

The Seoul Declaration on Safety and Health at Work was adopted on 29 June 2008 by some 50 high-level decision-makers from around the world as a major new blueprint for constructing a global culture of safety and health at work.

Download the Seoul Declaration

160 million people are affected by occupational diseases each year.
The Seoul Declaration commits to placing occupational safety and health high on national agendas.

Quick facts...
Can these ideas point us to questions for research and testable strategies on promoting prevention culture?

- Loss Aversion: are penalties more effective than rewards?
- Does framing affect choices?
- How can we use present-bias preference?
  - Convert delayed outcomes to immediate outcomes?
  - Get commitment to future action?
Can these ideas point us to questions for research and testable strategies on promoting prevention culture?

- Relationships?
  - Strategies based on reciprocity/recognition/shaming?
- Commitment and foot-in-the-door?
- Endowment and IKEA effects?
Questions?

Thank you!

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