

A photograph of a panel discussion at a conference. Four men are seated at a long table on a stage, facing an audience. The man on the far left is speaking, with his hands clasped. The other three men are listening attentively. On the table in front of them are water bottles and coffee cups. In the background, a large screen displays text, including "Vicbullet (2015 America's Safest Companies winner)" and "safetyleadershipconference.com". To the right of the panel, a podium features the logo for "EHS Today Safety Leadership CONFERENCE". The audience is visible in the foreground, seen from behind.

EHS Today

Safety Leadership CONFERENCE

September 18-20, 2023

Orlando World Center Marriott | Orlando, FL

safetyleadershipconference.com

Who are we and why do you care?

Caleb Baker

Operations Safety Coordinator



Andrew Scharff

Department Safety Coordinator



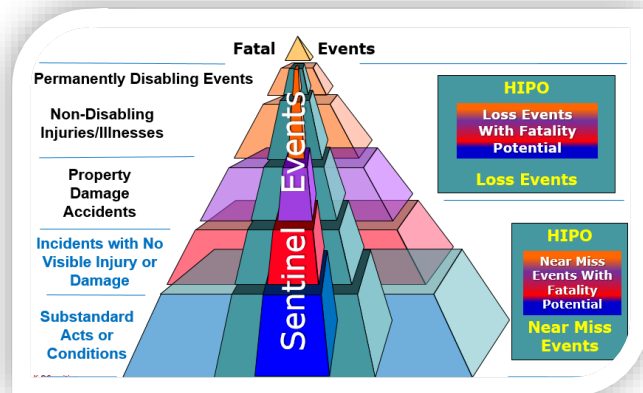
A VIACOM COMPANY


Sentinel Events: Extreme Focus of the Critical Few

What are Sentinel Events?

Communicating Sentinel Risk.

Mitigating risk through Expanded Communication



KCNA Significant Incident Notification							
 Sentinel Event							
Injury Classification (check all that apply?)							
KC Reportable (old)	NA	KC Reportable (new)	NA	Local Recordable	NA	First Aid	NA
Severity Level	NA	Lost or Restricted Time?	NA	Start Date:	NA		
Region:	KCNA	Mill:	Ogden	4SPS	In Process		
EtQ #:	EHS Event Reporting # C22EHS-UT-23-00323		Contact:	Caleb Baker			
Incident Notification							
Incident Classification:	Sentinel	Routine:	<input checked="" type="checkbox"/>	or	Non-Routine:	<input type="checkbox"/>	



What are Sentinel Events?

- **Definition**

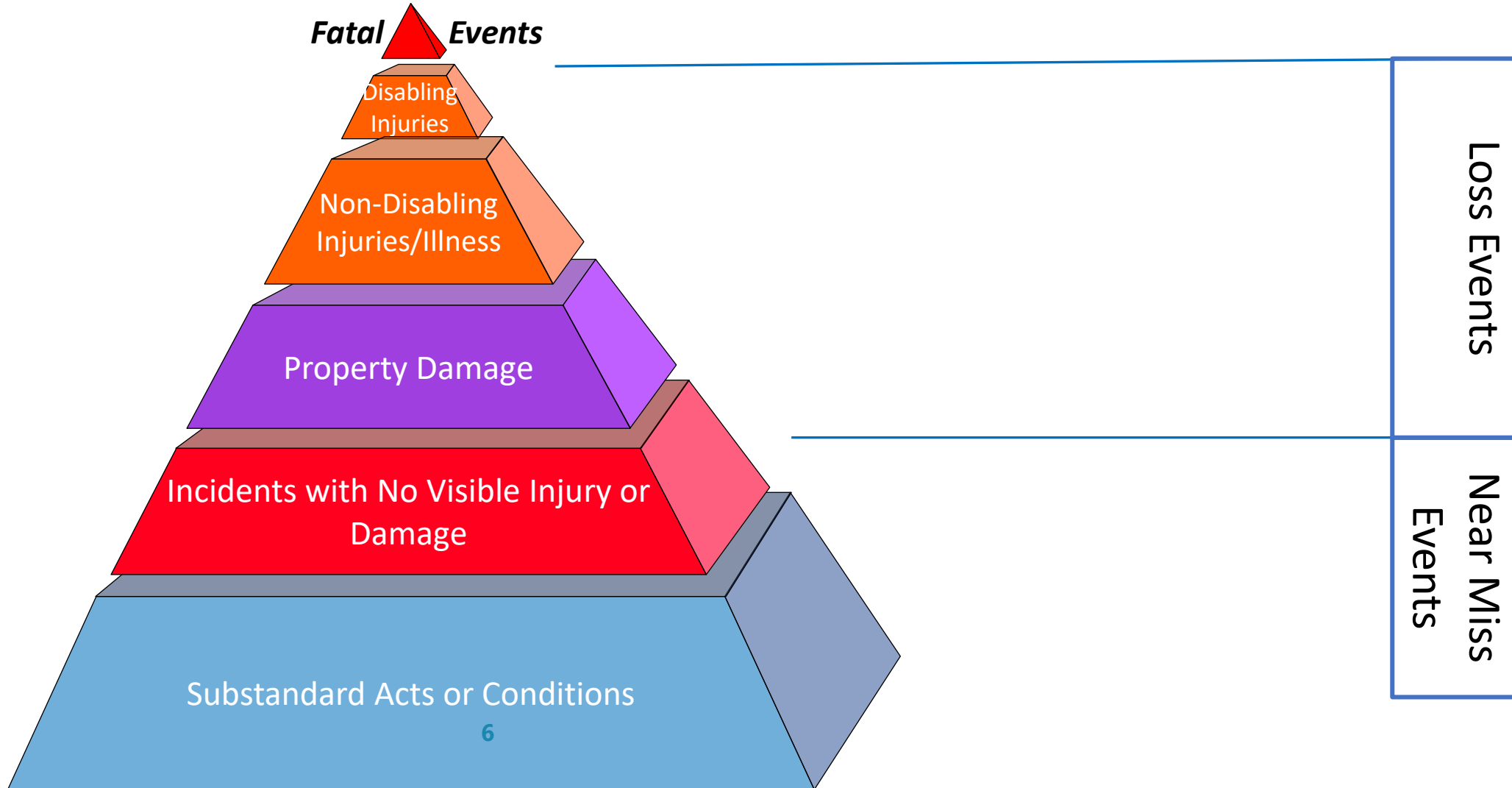
- **Sentinel Event** - A Loss Event, Near Miss, or Substandard Act or Condition where the **most likely** potential outcome is a **fatal** or catastrophic loss.

Sentinel Events – A different approach to the Loss Pyramid



What are Sentinel Events?

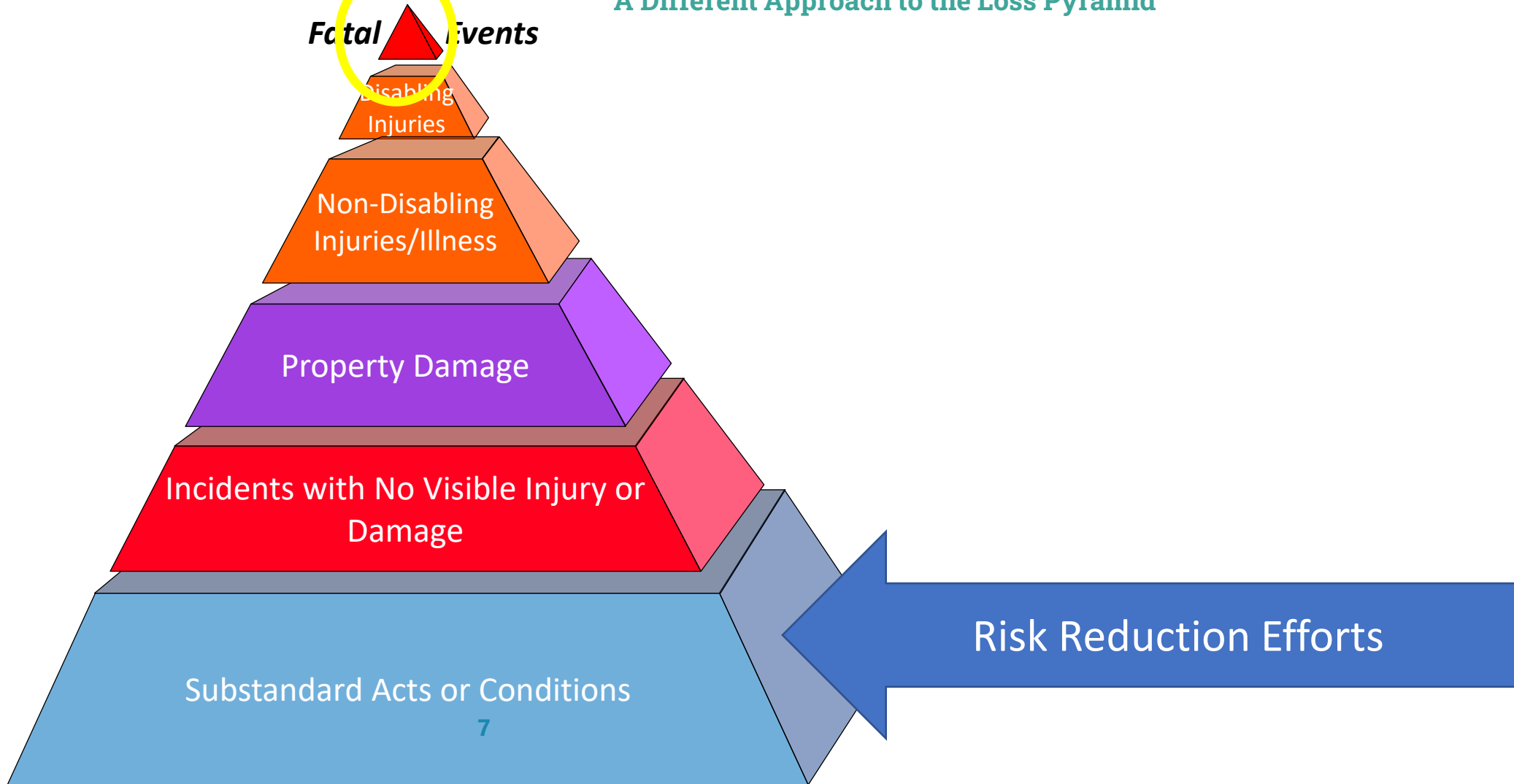
A Different Approach to the Loss Pyramid



What are Sentinel Events?

A Different Approach to the Loss Pyramid

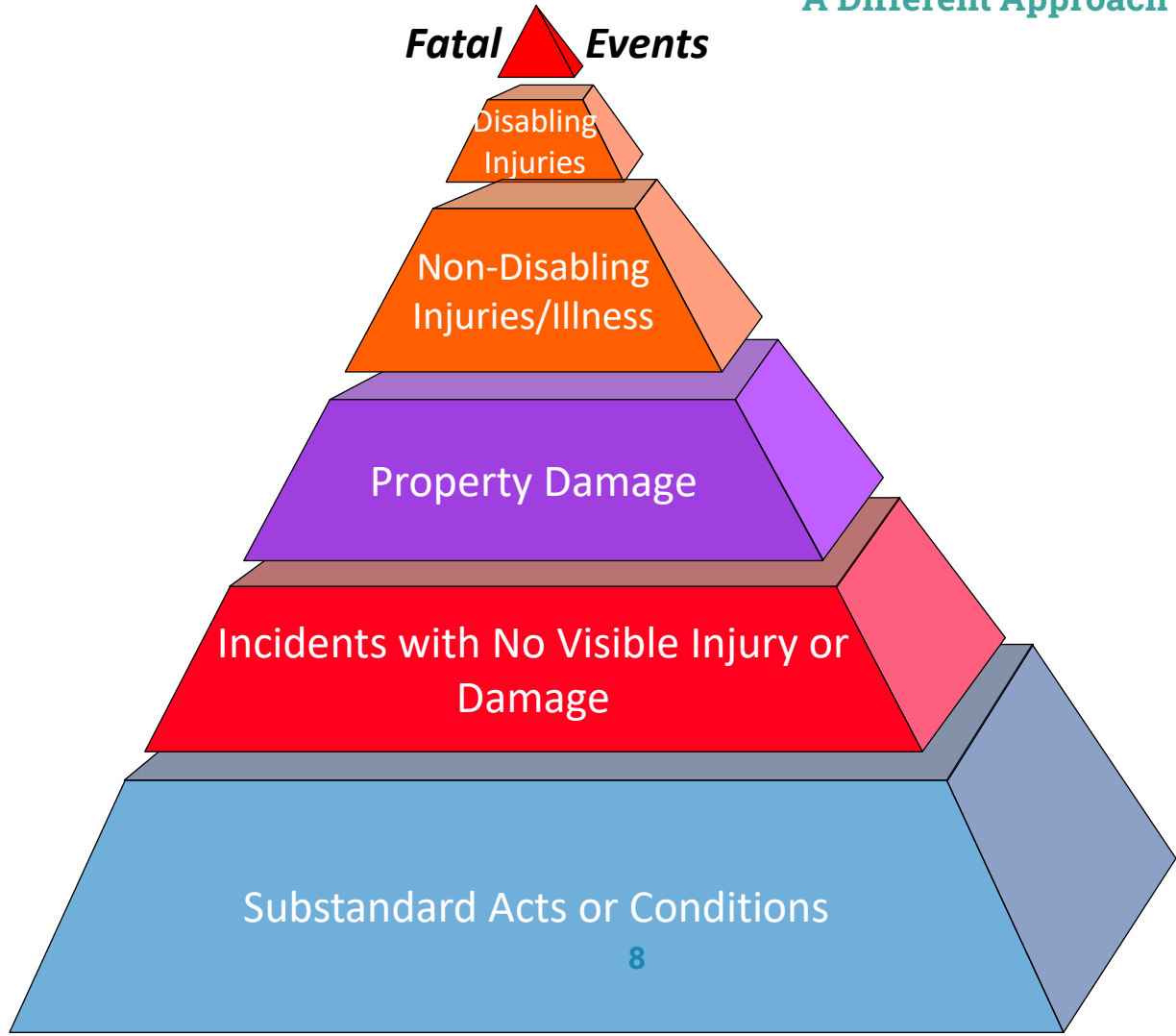
Fatal Events



7

What are Sentinel Events?

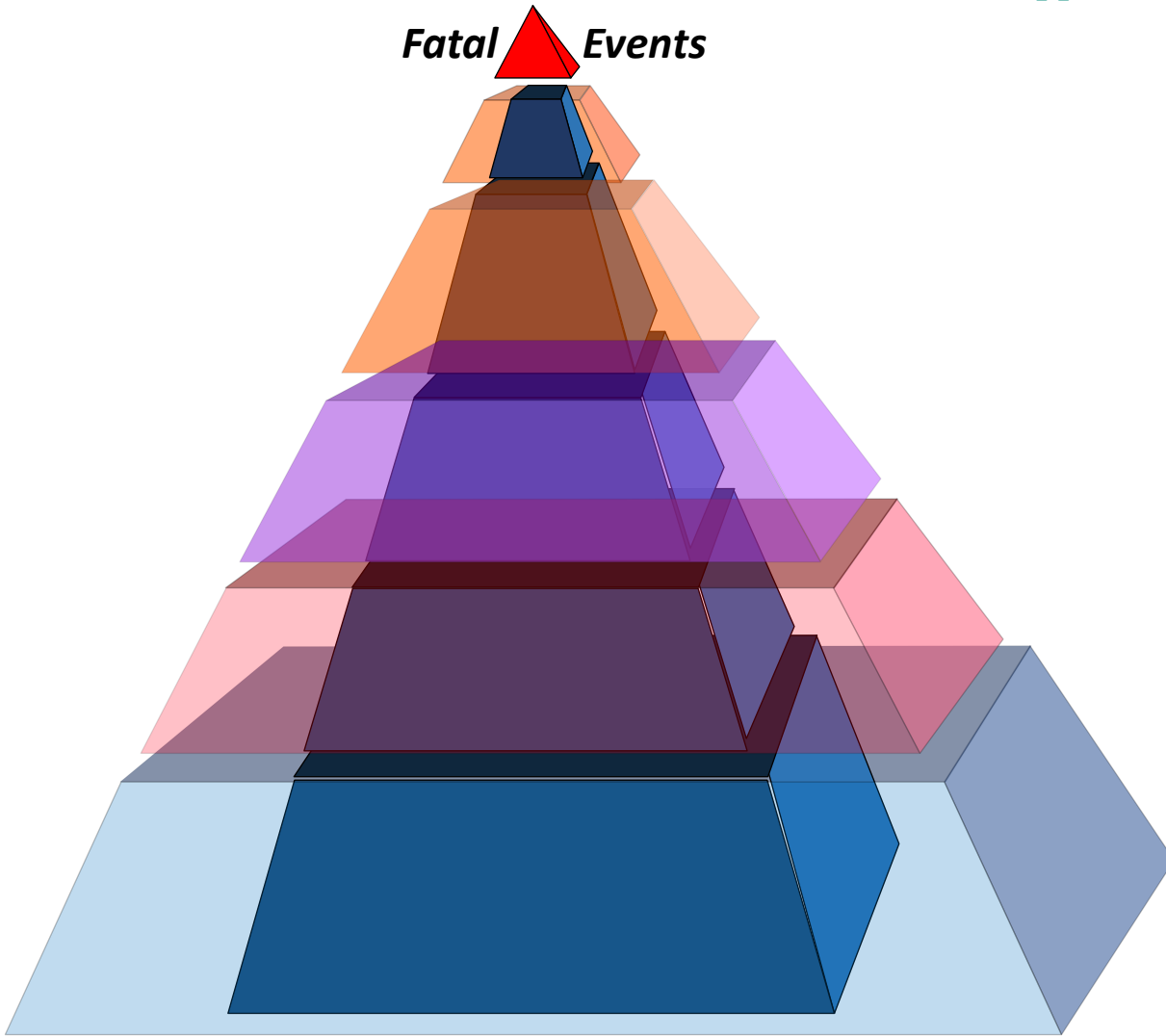
A Different Approach to the Loss Pyramid



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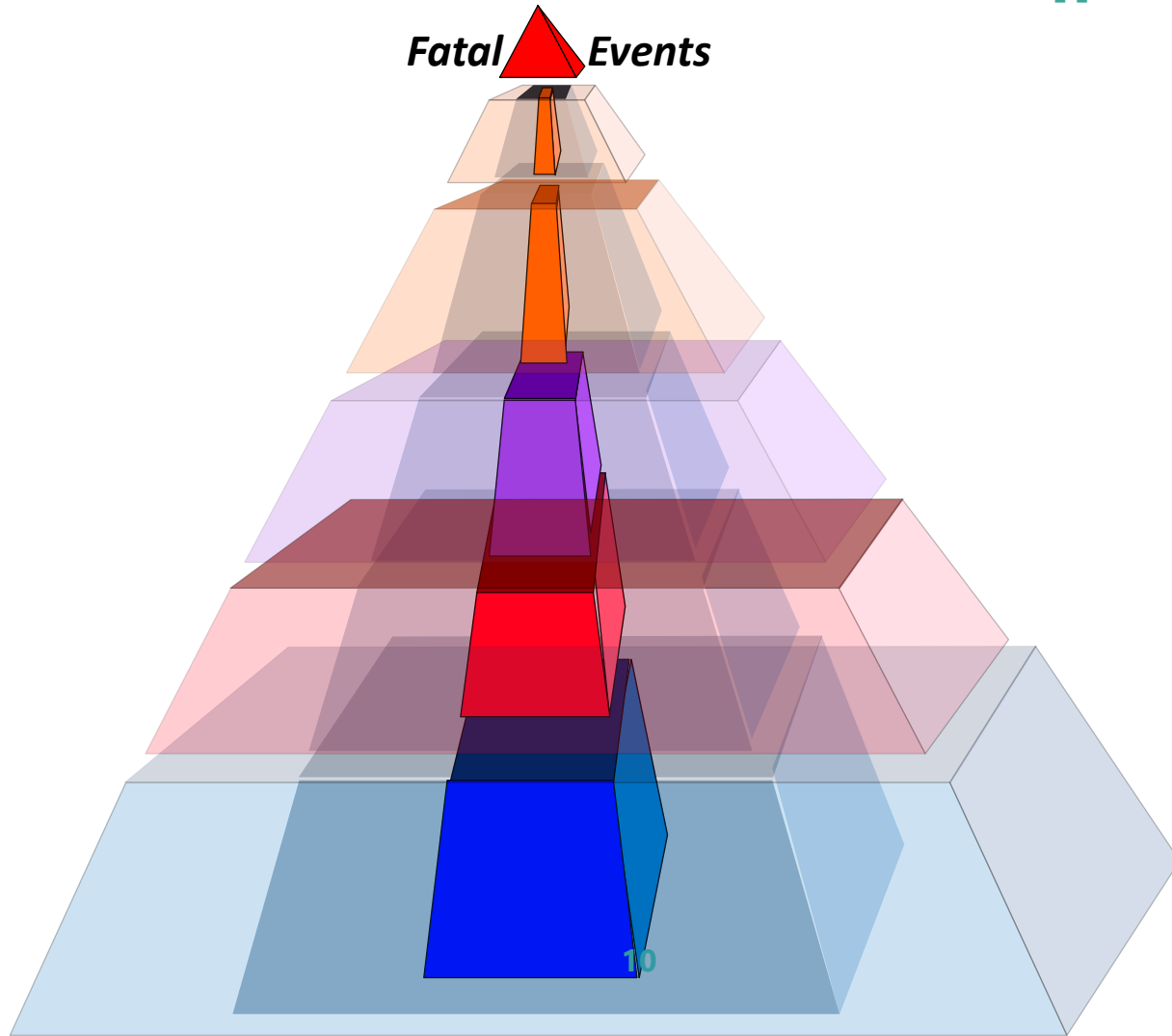
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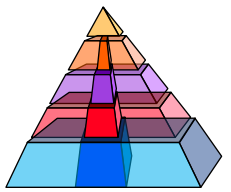
Fatal  **Events**



What are Sentinel Events?

A Different Approach to the Loss Pyramid





Examples of Sentinel Events.

1. Falling objects

- Dropped loads during lifts - mechanical failure or incorrect equipment use
- Improper or unstable stacking of raw material or product; rack storage failure
- Failure of overhead structure

2. Lift-truck events

- Pedestrian contact
- Tip-over
- Dock drive-off

3. Falls

- Ladder use (fixed or portable)
- Unexpected or unprotected elevation change
- Roof activities (repair or construction)

4. Electrical contact (arc potential)

- Servicing, troubleshooting or repairing
- New installation

5. Contact with energized equipment (whole body)

- Movement past established equipment barrier or guard
- Improper application of energy control procedure
- Uncontrolled ejection of equipment or parts

6. Confined space operation

- Unexpected formation of hazardous atmosphere or condition
- Improper application of confined space operations procedure

7. Fires and explosions

- Fire or potential fire resulting in evacuation
- Failure of pressurized vessel (e.g. boiler, Yankee dryer)
- Explosion or potential for explosion

8. Transportation (road & highway)

- Product transport
- Sales (fleet) vehicles operation
- Facility-sponsored employee transportation
- General business travel

Question #1:

- *What is your next Sentinel Event?*
- *What plan are you going to put in place before it happens?*



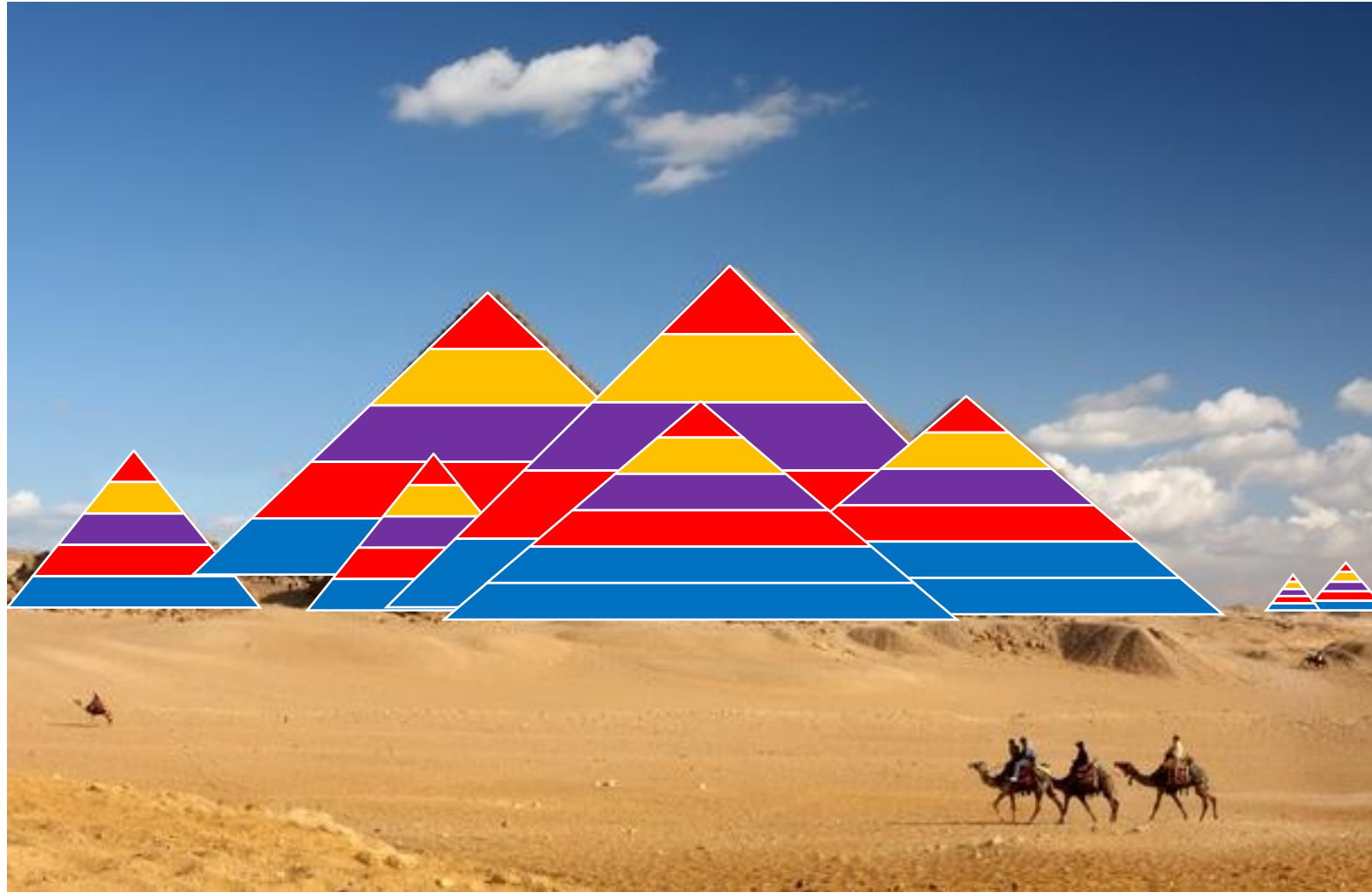
Communicating Sentinel Events

How do you react when a Sentinel Event happens at your facility?

Mitigating Risk Through Expanded Communication



Mitigating Risk Through Expanded Communication





Communicating Sentinel Events


- Recognize the event as a Sentinel Event.
- Safety Shutdown
 - Problem Solving.
 - Meet with affected group (e.g. department, machine crew).
 1. "This is ***what happened.***"
 2. "This is our ***root cause.***"
 3. "This is our ***temporary fix.***"
 4. "These are our ***Lessons Learned.***"

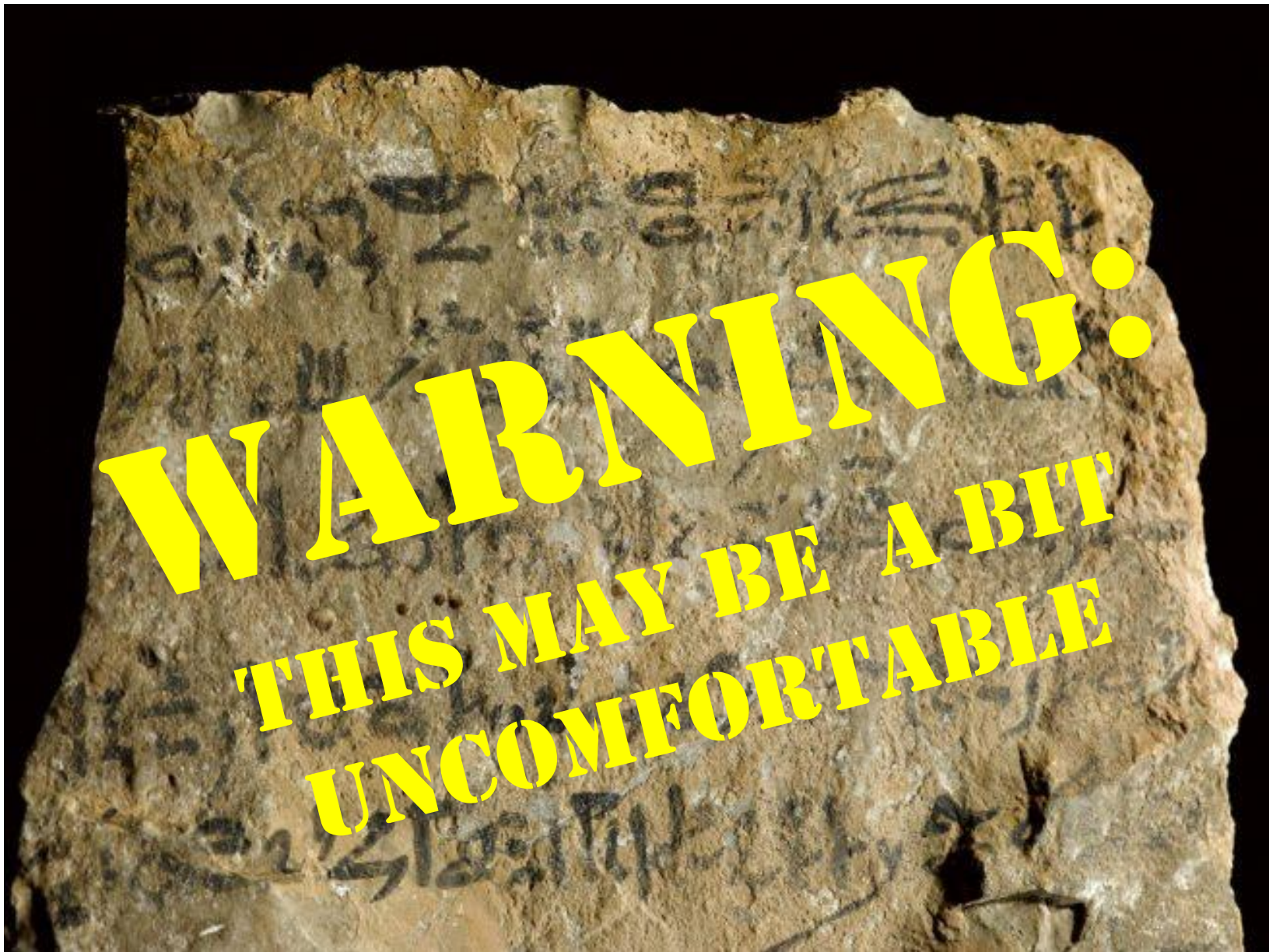
Communicating Sentinel Events

- **How do you react when it happens at your facility?**

- **Standardized Communication Across Facility/Company**

- Date/Time
- Location
- Type
- Description
- Immediate Action
- Reference

KCNA Significant Incident Notification									
 Kimberly-Clark		Sentinel Event							
		Injury Classification (check all that apply?)							
KC Reportable (old)	NA	KC Reportable (new)	NA	Local Recordable	NA	First Aid	NA		
Severity Level	NA	Lost or Restricted Time?	NA		Start Date:	NA			
Region:	KCNA	Mill:	Ogden	4SPS		<small>In Process</small>			
EtQ #:	EHS Event Reporting # C22EHS-UT-23-00323		Contact:	Caleb Baker					
Incident Notification									
Incident Classification:	Sentinel		Routine:	<input checked="" type="checkbox"/>	or	Non-Routine:	<input type="checkbox"/>		
Department:	Operations		Time of Day:	7:00		am			
Date of Event:	5/30/2023		Day of Week:	Tuesday					
Date Reported:	5/30/2023		Emp/Temp/Vis/Cont.:	Employee					
Date of Hire:			Asset/Section:	Operations Tractor Aisle					
Years of Service:									
Injury Description									
Body Part Injured:	NA		Additional Body Parts:	NA					
Body Orientation:	NA		Nature of Injury:	NA					
Nature of Activity:	Other - see description		Hospitalization:	NA					
Incident Details and Response								Critical 10 Violation	
Describe the Incident That Occurred:									
A K-C Operator was returning to the line using the crosswalk in-between U05 and U06, on the south side of the machines. They stopped at the crosswalk stop sign and looked to their right, where there was an MAU driver who stopped for them. The K-C Operator then continued to take a step without looking in the other direction. Another MAU driver, coming from the opposite direction, was honking their horn to warn the pedestrian and ultimately had to slam on their brakes to prevent hitting them. Nobody was injured during this incident.									



Receiving Sentinel Communication

- The Sentinel Event airs our dirty laundry.
- If I take that risk, we need to take the notice seriously.
- Do not want that to happen here or anywhere else again.



Communicating Sentinel Events




Treasure Tip #1:

If there is no reaction based on a Sentinel Event, it is as if nothing happened. It was a missed opportunity to save a life.

When receiving a Sentinel Event Notice from another site/department.

- Learnings

1. "Does this risk apply to my site/department?"
2. "Who can mitigate this risk?"
3. "What can we learn from this event?"
4. "How can we communicate this risk to my organization?"

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Communicating Sentinel Events



Treasure Tip #2:

How you communicate is just as important as the communication itself.

Communicating a Sentinel Event

- How you communicate will tell me how important this is.
- Be Specific.
- Show passion for the incident.
- Demonstrate plan.
- Connect safety concepts



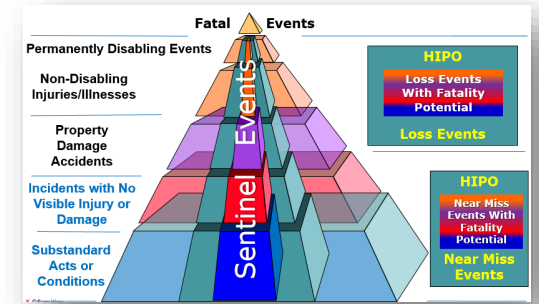
How to respond when I receive a Sentinel Notice.

- How do you communicate a Sentinel Notice?
 - Make Noise!
 - Leadership team
 - Turnover Meeting
 - Gemba/Leader Standard Work
 - "Act as if..."
 - Track Countermeasures in place to make sure it doesn't happen at your facility.
 - Get Employees Involved!
 - The Test: Does it move your organization to action?



To Sum It All Up...

- We all have a Risk Pyramid.
- We must explore the Risk Pyramid to find Sentinel Events.
- Attacking Sentinel Events Reduces Fatal Risk.
- We must air our dirty laundry to avoid Fatalities.
- Act as if...



QUESTIONS



Additional Information

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