SESLHD PROCEDURE COVER SHEET

NAME OF DOCUMENT	Health, Safety and Wellbeing Hazard and Incident Management
TYPE OF DOCUMENT	Procedure
DOCUMENT NUMBER	SESLHDPR/727
DATE OF PUBLICATION	August 2025
RISK RATING	Low
LEVEL OF EVIDENCE	National Safety and Quality Health Service Standards: Standard 1 – Clinical Governance Incident reports, investigations and improvement plans, Injury Notification Form, Hazard Register and Alerts AS/NZS ISO 45001:2018 – 10.2 Incident Non-Conformity and Corrective Action
REVIEW DATE	August 2030
FORMER REFERENCE(S)	SESLHDPR/727 - Safety Incident Report Management SESLHDPR/322 - Incident Management, Investigation and Reporting Procedure
EXECUTIVE SPONSOR	Director, People and Culture
AUTHOR	Naomi Kent Safety Audit and Systems Manager
POSITION RESPONSIBLE FOR THE DOCUMENT	Vee-Lyn Tan Head of Health, Safety and Wellbeing Veelyn.tan@health.nsw.gov.au
FUNCTIONAL GROUP(S)	Workplace Health and Safety
KEY TERMS	Significant and notifiable incidents, injury, investigation, reporting, safety incident report, workplace incident, corporate incident management
SUMMARY	This procedure provides all employees within SESLHD on the managing and reporting of workplace (corporate) safety incidents. It meets the NSW Health Incident Management Policy and provides direction for consistency in managing safety incidents and learning from these incidents. This procedure is activated by reported workplace safety incidents and is followed by the Workplace Safety Investigation Procedure.

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1. POLICY STATEMENT

This procedure has been developed in line with NSW Health Policy Directive PD2025_024 - Work Health and Safety: Better Practice Procedures, NSW Health Policy Directive PD2020_047 - Incident Management, AS/NZS ISO 45001:2018 WHS Management Systems, the *Work Health and Safety Act 2011* and *Work Health and Safety (WHS) Regulation 2017*, SafeWork NSW Code of Practice - How to Manage Work Health and Safety Risks and outlines reporting and managing work health and safety incidents.

2. BACKGROUND

The purpose of this procedure is to support South Eastern Sydney Local Health District's (SESLHD) commitment to an integrated approach in the effective identification and management of health, safety and wellbeing related hazards, risks and incidents across SESLHD.

All Health, Safety and Wellbeing incidents are classified as a Corporate Incident in reference to NSW Health Policy Directive PD2020_047 - Incident Management.

This procedure details the internal workplace safety hazard and incident management processes, roles and responsibilities, to support SESLHD in meeting its duties under the WHS Act and Regulations.

2.1. DEFINITIONS

Refer to Appendix A for a full list of definitions of terms used in this document.

3. RESPONSIBILITIES

Role	Responsibilities
Employees	• Implement emergency procedures where needed immediately when an incident or emergency is identified • Report all hazards and incidents to their manager and in the incident management system ims+ as soon as is safe to do so • Follow safety instructions provided by their manager or other response workers • Participate in incident investigations as requested by management
Line Managers	• Adopt a risk management approach to the management of all reported hazards and incidents • Ensure workers have been trained in the department's emergency duress response and incident management procedures • Implement department's emergency procedures when notified of an incident or emergency • Preserve the work area, as far as is reasonably practicable following a notifiable incident (see definitions) • Report significant or notifiable incidents to the General Manager and HSW Team immediately • Undertake incident investigations/reviews and risk assessments in consultation with relevant staff

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Role	Responsibilities

	• Ensure appropriate corrective action is taken to resolve reported hazards or minimise likelihood of a report incident reoccurring
	• Ensure all hazards and incident in are reported in ims+ and that the following is updated:
	  ○ Incident status
	  ○ Confirmed Impact of Incident and Confirmed care and/or treatment required
	  ○ Investigations and corrective actions
	• Follow injury management processes as required
	• Escalate and report to their senior manager as required
	• Support incident management processes including but not limited to:
	  ○ Reportable Incident Brief (RIB) processes
	  ○ SafeWork NSW investigations

General Managers/Service Directors	• Adopt risk management principles to the management of all safety hazards and incidents • As soon as practicable, ensure that a hazard or incident entered in ims+ is completed and confirmed • For all incidents where an injury has occurred confirm the incident investigation is completed and subsequent controls are adequate to prevent a recurrence • Ensure that the corrective action plans are implemented in a timely manner • Ensure that any significant or notifiable incident has been called through to the Health Safety and Wellbeing Team • Consult with other Senior Managers and Persons Conducting a Business or Undertaking (PCBU) to ensure they are aware of incident management procedures and action regarding the incident
Health Safety and Wellbeing (HSW) Partner/Team	• Adopt risk management principles to the management of all safety hazards and incidents • Review the Daily Triage Report, make an assessment on any incidents on whether they are Significant or Notifiable. • Follow up on any incidents entered in ims+ that require action or amendments and ensure that all fields have been addressed correctly. • Notify SafeWork NSW if a notifiable incident has occurred • Support the manager to investigate any Significant or Notifiable Incidents • Follow up on completed investigations to confirm that corrective actions are being met. • Support any incident process such as RIB or SafeWork NSW inspections • Support managers in conducting risk assessments as required • Issue a Safety Alert/Notice/Information where an incident or hazard

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Role	Responsibilities
	has been identified which has the potential to affect other services. • Communicate and share learnings

4. PROCEDURE

Hazards and Incident management should address system issues and involves the following steps:

1. Identify the incident, near miss or hazard
2. Follow emergency procedures where needed
3. Ensure the safety of people and the environment
4. Assist anyone who has been injured
5. Escalate incident, near miss or hazard as needed
6. Report incidents, near miss or hazards in reporting system
7. Review/Investigate the incident, near miss or hazard
8. Implement corrective actions and monitor
9. Update and close incident reports

Refer to Appendix B – HSW Incident Management Flow Chart.

4.1. Identify the incident, near miss or hazard

All staff are responsible for identifying and reporting incidents, near misses or hazards. As soon as possible staff must notify managers of any incidents, near miss or hazard.

4.2. Follow emergency procedures as needed

Incidents may occur because of an emergency; staff must follow Emergency procedures as outlined in Flipcharts and SESLHDPR/265 - Emergency Management.

4.3. Ensure the safety of people and the environment

Once the emergency has passed or where the incident is not a result of an emergency; staff must take appropriate action to ensure safety, this may include:

- Providing first aid and immediate care to any injured persons
- Making the environment safe to prevent further injury or recurrence of incident
- Preserving the site for regulators (i.e. SafeWork NSW, NSW Environmental Protection Authority), the Coroner or NSW Police, if it is safe to do so
- Tagging and removing from use any faulty equipment, if safe to do so; isolate and keep intact for biomedical engineering or manufacturer
- Notifying security or police where needed
- Supporting patient, carers or families who are involved/impacted
- Supporting staff as needed
- Any other immediate action

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4.4. Assist anyone who has been injured

In addition to providing any immediate first aid, where an employee has been injured follow the procedures as outlined in SESLHDPR/276 - Return to Work Program.

4.5. Escalate incident, near miss or hazard as needed

Where an incident is potentially significant or notifiable, the manager or supervisor must contact

- **During Office Hours**

  the site Health and Safety Partner or Health, Safety and Wellbeing Manager. The HSW Team will generally make notifications to SafeWork NSW.

- **After hours (including weekends and public holidays)**

  the most senior manager on duty at the time of the incident, for example the After-Hours Nurse Manager/Facility on-call.

  The After-Hours Nurse Manager/Facility on-call can escalate to SESLHD Exec on-call who can contact the Head of Health, Safety and Wellbeing or their delegate to make notification.

Please see SESLHDPR/410 - Escalation Process and Expectation In-Hours and Out-of-Hours (On-call), and Appendix C - Determining if an Incident is Notifiable to SafeWork NSW.

For more information about SafeWork NSW inspections or investigations please refer to SESLHDPR/269 - Managing Notifiable Incidents and Regulator Interactions.

An incident may not be notifiable to a safety regulator; however, all serious incidents will still need to be escalated to senior manager

For any incidents with a confirmed Harm Score 1 a safety check must be undertaken within 72 hours of the event.

Where a piece of equipment or device has been found to be faulty request must be sent to relevant support service such as biomedical engineering, or maintenance for repairs.

4.6. Report incident, near miss or hazard in reporting system

All incidents should be reported into the incident reporting system, ims+ on the same day or as soon as practicable following an incident. Hazards should be reported as soon as practicable following identification.

Managers should be updating the status of incident reports from “New” to “Under Investigation” and confirming the Harm Score within:

- 24 hours for Harm Score 1 incidents
- 5 calendar days for Harm Score 2, 3 or 4 incidents

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The HSW Team review the daily Incident Triage Report for all incidents reported into ims+ from the previous day. There may be occasions where following this they determine an incident needs to be escalated and is notifiable to the SafeWork NSW or other regulators. Where this occurs, the HSW Partner will contact the manager to advise.

4.7. Review/Investigate incident, near miss or hazard

All incidents must be reviewed or investigated to ensure that they do not recur. This process is to identify:

- what happened
- why it happened
- what could be done to improve safety

Workers who identified or witnessed the incident, near miss or hazard should be included as part of an incident investigation to help identify risks and determining any actions or improvements necessary to prevent recurrence or mitigate risk.

Investigations may be documented directly into ims+ for Harm Score 3 or 4 incidents or in the Health Safety & Wellbeing Incident Investigation Template.

The HSW Team can provide support and guidance to managers to complete any investigations and determining actions or improvements needed.

For Harm Score 1 and 2 incidents additional processes may need to be followed as outlined in NSW Health Policy Directive PD2020_047 - Incident Management.

Timeframes for completing investigations:

- For Harm Score 1 incident, an investigation must be completed within 60 calendar days
- For Harm Score 2, 3 or 4, an investigation must be completed within 45 calendar days

For further information about incident investigations processes please refer to SESLHDPR/322 - Health, Safety and Wellbeing Incident Investigation.

4.8. Complete a risk assessment

Following a hazard being identified or an incident report that raises a previously un-identified hazard a risk assessment may need to be completed.

Risk assessments must be completed in consultation with workers who are impacted by the hazards or risks.

A risk assessment should include:

- Identification of the Hazard that is being managed
- The specific risks related to the hazard

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- What controls are currently in place to manage those risk
- How effective those controls are
- What are the consequences if harm was to occur
- What is the likelihood of those consequences happening
- What is the level of risk
- Control plan to manage risk/mitigate any potential for harm
- Timeframe for Review

Risk assessments should be documented in Health, Safety & Wellbeing Risk Assessment (Form F424).

Where a risk assessment is related to an ims+ report, a copy of the completed risk assessment may be attached to the report.

Please see Appendix D - Risk Assessment for information on common hazards & risks, definitions for control effectiveness, risk matrix and hierarchy of control for safety incidents

4.9. Implement corrective actions and monitor

Following investigation, managers should communicate any actions or improvements implemented to their team and make any additional adjustments as needed. After that the managers should monitor the improvements to ensure they are effective.

Where a risk assessment has been completed, any corrective action should be documented in Health, Safety & Wellbeing Risk Assessment (Form F424).

4.10. Update and Close incident reports

Investigations, including relevant contributing factors, outcomes and actions or improvements should be documented in the ims+ report and the report closed off. Where appropriate, the HSW Team will support the sharing of information and learnings across teams to support overall improvements to safety, this may include developing a Safety Alert/Notice

4.11. Performance reporting

Hazard and incident reporting will be reported by the HSW team in the monthly facility dashboards provided to the executive. This information also helps inform safety initiatives.

Data reported includes (but not limited to):

- Reporting within 48 hours of incident/hazard identification
- Investigations completed within 45 days
- Incidents causing harm to worker

4.12. Confidential or Sensitive Incident

Anyone can report a health, safety or wellbeing incident, injury / illness, hazard, risk or concern, ***confidentially*** and directly to the Head of Health Safety and Wellbeing.

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These incidents are currently not reported into the ims+ as the system does not have a capability for flagging and processing these incidents confidentially.

5. DOCUMENTATION

- ims+
- Incident Investigation Template (Form F458)
- Health, Safety & Wellbeing Risk Assessment (Form F424)

6. AUDIT

The procedure will be reviewed to determine how effective the process operates when it is initiated, and during the Ministry of Health Work Health and Safety audits conducted every two years.

7. REFERENCES

Legislation and Codes of Practice

- *Work Health and Safety Act 2011*
- *Work Health and Safety Regulation 2017*
- SafeWork NSW Code of Practice - How to Manage Work Health and Safety Risks

NSW Ministry of Health

- PD2025_024 - Work Health and Safety - Better Practice Procedures
- PD2020_047 - Incident Management

Internal

- SESLHDPD/265 - Emergency Management
- SESLEDPR/322 - Health Safety and Wellbeing - Incident Investigation
- SESLHDPR/269 - Managing Notifiable Incidents and Regulator Interactions
- SESLHDPR/276 - Return to Work Program
- SESLHDPR/410 - Escalation Process and Expectation In-Hours and Out-of-Hours (On-call)

8. VERSION AND APPROVAL HISTORY

Date	Version No.	Author and approval notes
March 2022	1	Drafted by Agah Smith, Manager Safety Governance and Assurance and Rosanna Martinelli, Head of Health Safety and Wellbeing. Approved by Executive Sponsor and SESLHD Executive Council.
4 August 2025	2.0	Reviewed by Naomi Kent, Safety Audit and Systems Manager. Addition of risk assessment processes and title name change to include hazards. Approved at SESLHD Executive Meeting.

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APPENDICES

APPENDIX A – Definitions

Term	Definition
Confidential or Sensitive Incident	An incident is classified as 'confidential' or 'sensitive' if it involves any of the following factors: • Bullying or harassment within the workplace (but does not include harassment of workers by members of the public) • Person affected by drugs or alcohol • Any other health, safety or wellbeing matters that require confidentiality or sensitivity in managing.
Corporate Incident	• Incidents related to workers or visitors e.g. death, assault • Loss or disruption to service • Loss of assets • Fraud or theft • SafeWork NSW claims or prosecutions • Environmental incidents e.g. toxic release, fire
Event	An occurrence or change of a particular set of circumstances whereby the hazard leads to the consequence. Events include occurrence events and individual actions.
Harm Score 1	Unexpected death or a worker or visitor or a complete loss of service
Harm Score 2	Major harm to a worker or visitor, or major loss or disruption of service.
Harm Score 3	Minor harm to a worker or visitor, or minor loss or disruption of service.
Harm Score 4	No harm, Near miss, or a hazard
Hazard	A situation, condition or source that has the potential to lead to negative consequences, harm or loss to people, property or the environment, or a combination of these. A hazard is not the negative outcome itself i.e. it is not an incident or accident.
High Risk Near Miss	An incident involving high potential consequences, such that could have caused a serious injury or death resulting in a Harm Score 1 or 2 if the occurrence had eventuated to its potential.
Incident	An unplanned event resulting in, or having the potential for injury, ill health, damage or other loss e.g. an occurrence, which affects or could affect the safety of operation.
Investigation	A process conducted for to prevent reoccurrence, which includes the gathering and analysis of information, the drawing of conclusions, including the determination of causes and, where appropriate, the

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Term	Definition
	development of agreed corrective and/or preventive actions.
Near Miss	Any unplanned occurrence in the workplace which, although not resulting in any injury or disease, had the potential to do so.
Notifiable Incident	• the death of a person, or • a 'serious injury or illness of a person' or • a 'dangerous incident' arising out of the conduct of a business or undertaking at a workplace. Further definitions of '*serious injury or illness*' and '*dangerous incident*' can be found under Section 36 and 37 of the Work Health and Safety Act 2011 and also Appendix C of this document.
PCBU	A 'Person Conducting a Business or Undertaking' is a broad term used throughout work health and safety legislation to describe all forms of modern working arrangements, commonly referred to as businesses.
Risk	The effect of uncertainty on objectives, which is often expressed in terms of the consequences of an event and the associated likelihood of occurrence.
Significant Incident	A workplace or worksite-related incident with any one of the following: • An incident resulting in a Harm Score 1 • An incident resulting in a Harm Score 2 • An incident resulting in a High Risk Near Miss

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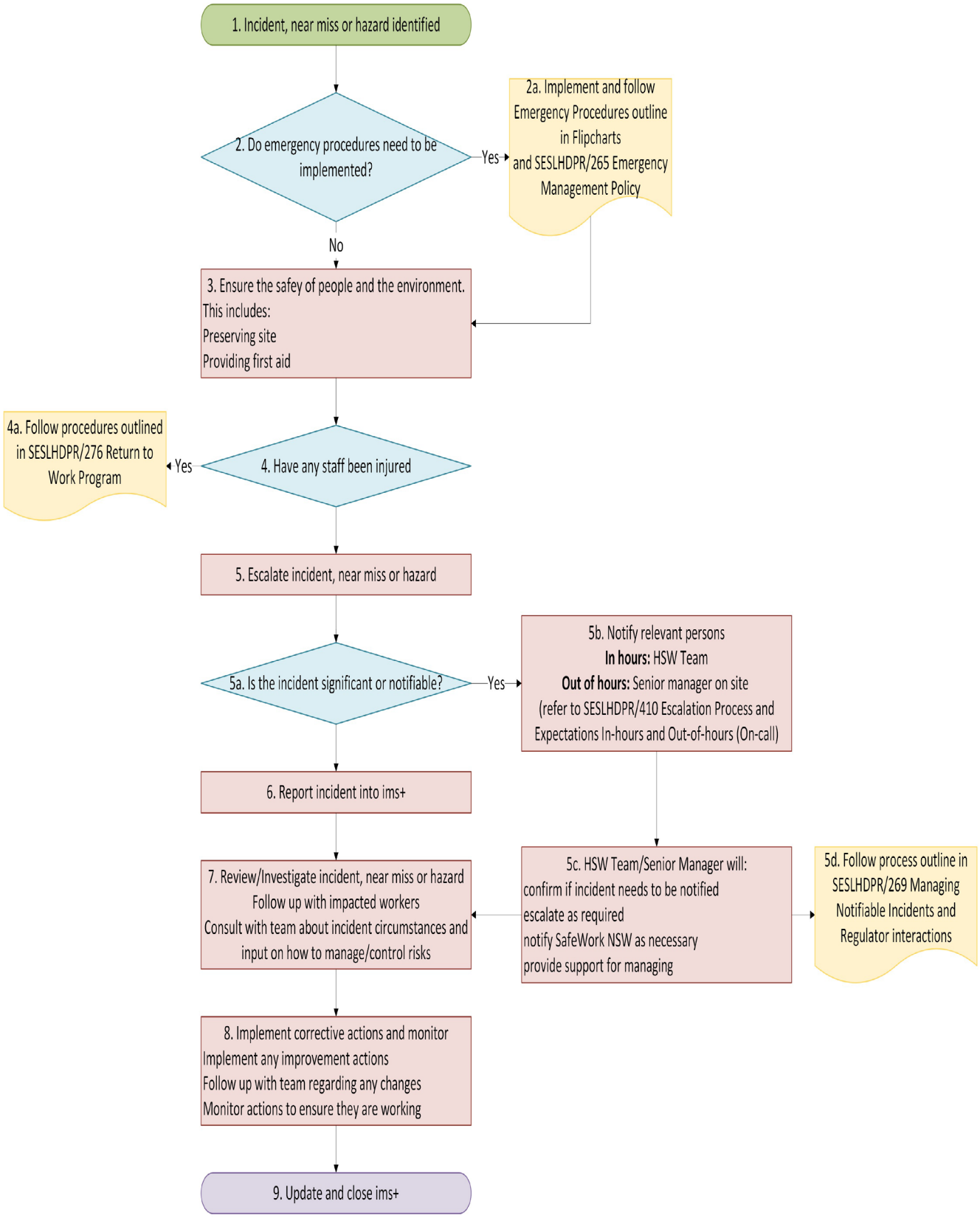
APPENDIX B – Safety Incident Management Flow Chart



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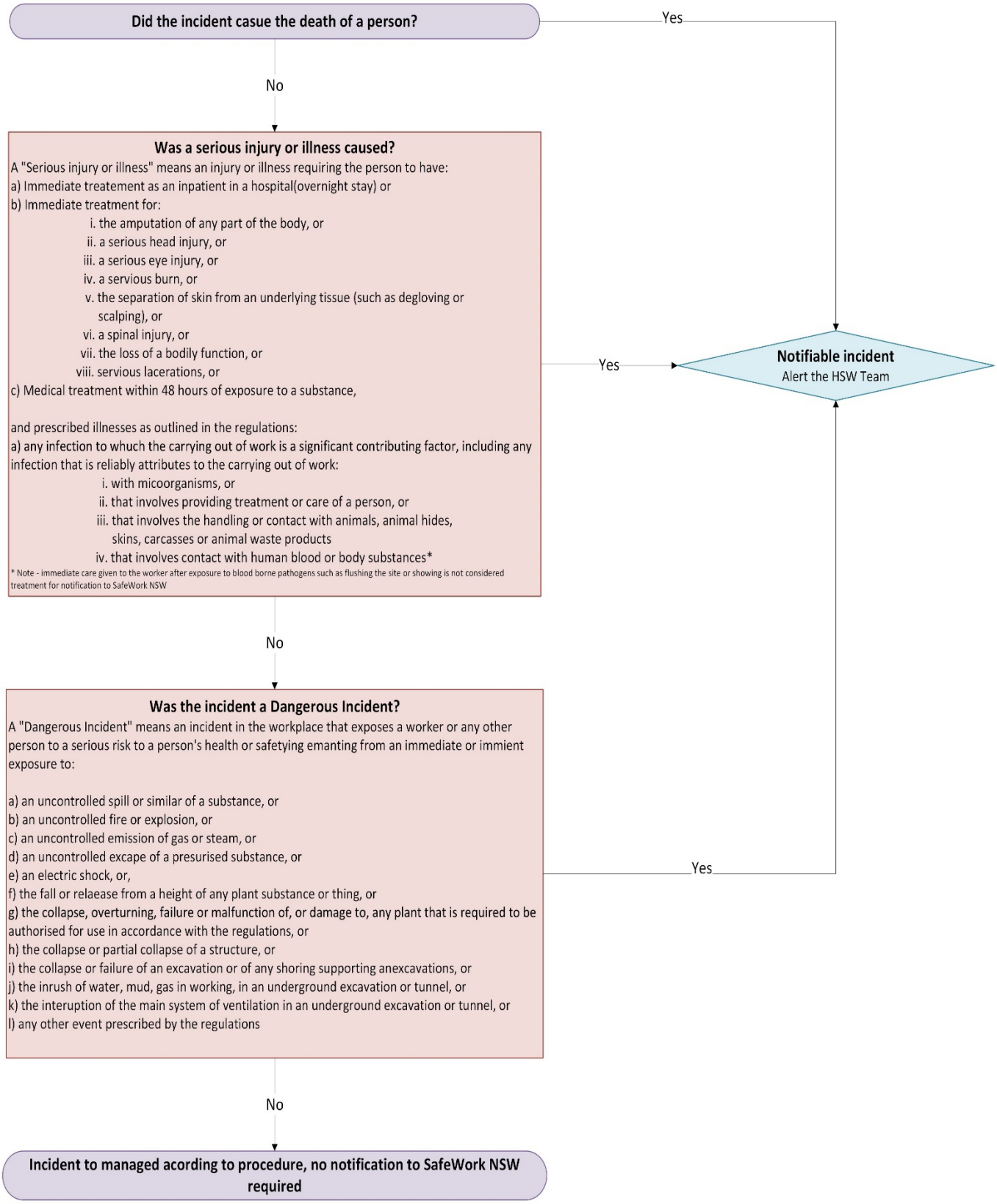
APPENDIX C – Determining if an Incident is Notifiable to SafeWork NSW



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Appendix D – Risk Assessment
Examples of Hazards and Risks

Hazard	Risk	Potential harm
Biological	Exposure to infectious diseases	Illness
Body hitting objects	There is a limited space where a person is working, and they walk into a piece of furniture	Soft tissue injury or bruising
Electricity	Plugging a piece of equipment into a power board a worker receives a shock	Shock, burns
Falls from a height/off object	A person falls from the loading dock during unloading of stores	Fractures, head injury, musculoskeletal injury, damage to joints, ligaments, muscles
Fatigue	There are both work and non-work risks associated with fatigue. • A person may be getting insufficient sleep • Have a long commute to work • Shift work • Mentally or emotionally draining work	Psychological or physical injury or illness
Hazardous Chemicals	A worker is exposed to a hazardous chemical (e.g. an acid, asbestos) in the course their work	Respiratory illness, cancer, dermatitis
Hot or cold temperatures	A person touches the hot surface in the kitchen with their hand A person is exposed to a hot or cold work environment	Heat may cause burns, heat stroke or injuries related to fatigue Cold may cause burns, hypothermia or frost bite
Infectious diseases	A worker is exposed to an infectious disease in the course of their work	Illness
Machinery or equipment	A worker may be hit by a moving vehicle They may be caught in the moving parts of a machine	Fractures, bruises, lacerations, dislocations, permanent injuries or death
Manual tasks	Repetitive movement during the lifting and moving of patients	Musculoskeletal injury, damage to joints, ligaments, muscles
Noise	Whilst working in the workshop, a worker is exposed to loud noisy machinery for an extended period	Hearing loss
Psychosocial	A person is experiencing things such as high workloads, time pressure, bullying, violence or work-related fatigue	Psychological or physical injury or illness
Slips, Trips or Falls on the same level	A person trips over a cable running along the floor A person slips on a wet floor	Musculoskeletal injury, damage to joints, ligaments, muscles

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Control Effectiveness Definitions			
Effective	**Satisfactory**	**Needs Attention**	**Ineffective**
Controls are well designed and are operating effectively, and Management monitoring and review of controls is established	Controls are reasonably well designed, and most aspects are operating effectively with some areas for improvement	Controls are not well designed and/or are systematically not operating effectively	Significant gaps in the design and operation of controls. No confidence that any degree of control is being achieved

HSW Risk Matrix (adapted from PD2022_23 NSW Health Enterprise-wide Risk Management)

		Consequences				
	Impact *How severely could it hurt someone or how ill could it make someone*	**Catastrophic** Unexpected death or permanent disability or ill health	**Major** Long term illness or serious injury	**Moderate** Requires medical attention / several days off work	**Minor** Minor harm, first aid needed	**Minimal** Minor harm, no treatment needed
		Risk Rating				
Likelihood	Almost certain (will happen almost every time)	**Extreme**	**Extreme**	**High**	**Medium**	**Medium**
	Likely (could happen most of time)	**Extreme**	**Extreme**	**High**	**Medium**	**Medium**
	Possible (may happen some of the time)	**Extreme**	**High**	**Medium**	**Medium**	**Low**
	Unlikely (could happen but very rarely)	**High**	**High**	**Medium**	**Low**	**Low**
	Rare (happens in exceptional situations)	**High**	**Medium**	**Medium**	**Low**	**Low**

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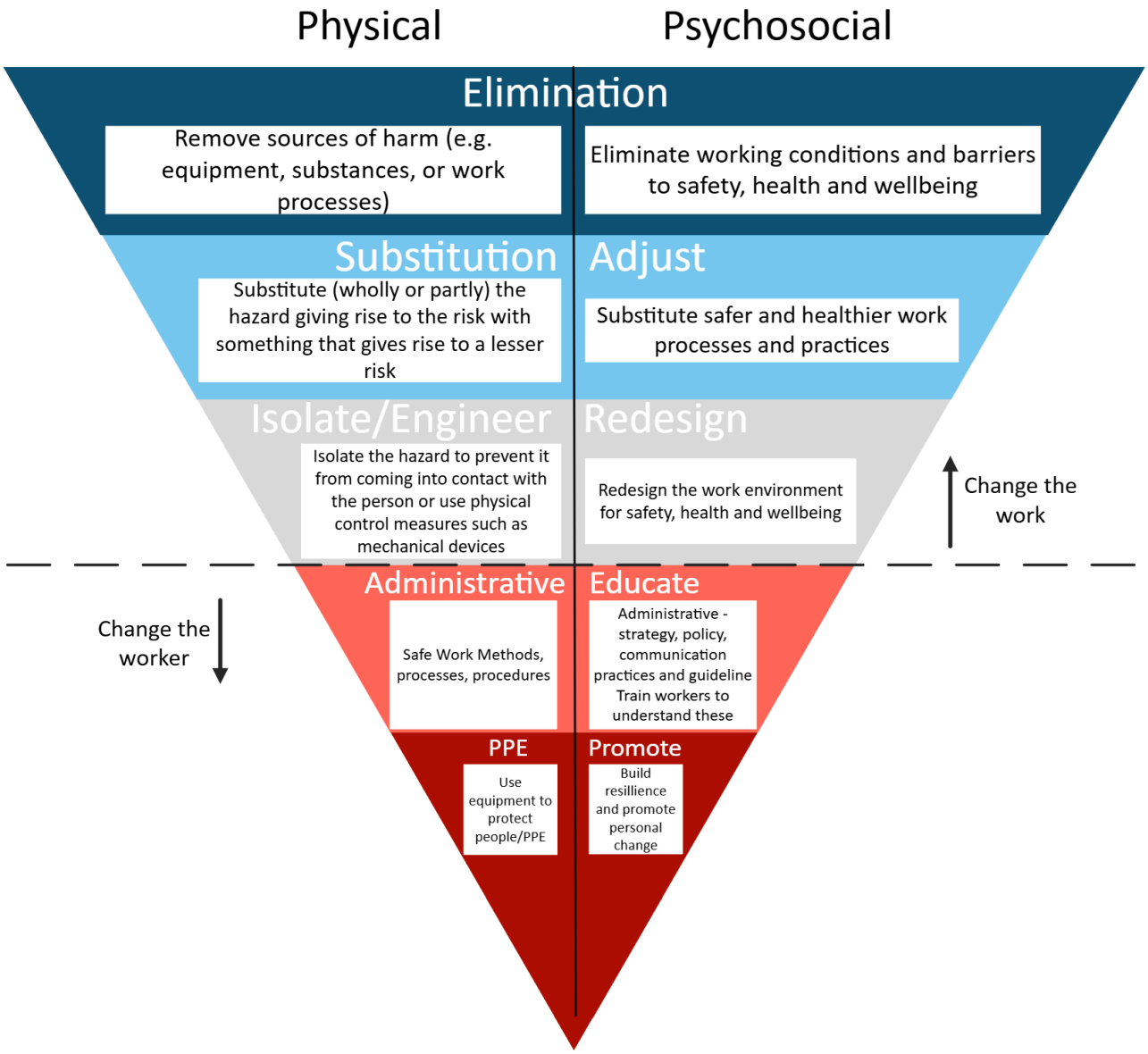
The Hierarchy of Control



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