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## Seadrill: Acts to Reduce Hand Injuries for Offshore Workers

### How a prevention campaign can refocus attention and reduce risks

Seadrill, winner of International SOS Foundation's 2018 Duty of Care Award for Remote Healthcare, ran a successful campaign to reduce hand injuries among its offshore workers, resulting in a reduction of incidents by a third.

Seadrill, the major offshore drilling company, is acutely aware of the challenges faced by workers in remote oil and gas rig locations. Safety is one of its core values and it constantly reviews its practices and procedures, going above and beyond the stringent industry requirements. Late in 2014, it identified what it felt to be an unacceptably high incidence of injury to offshore workers' hands and fingers. These ranged from minor injuries to more serious crush incidents. Aligned with Seadrill's focus on 'potential harm' rather than the industry standard of 'actual harm', the organisation identified this as a threat to business continuity that should be addressed.

In response, the QHSE team ran a focused assessment of the root causes of these injuries and implemented a health campaign to address each factor. The Seadrill Offshore Hand Injury Prevention Campaign led to a significant reduction in hand injury rates.

#### Consider the potential for harm

Mr Neil Forrest, SVP for Operational Integrity at Seadrill, explains their approach:

"Seadrill's Health and Safety team vision is to ensure no worker gets hurt. Our focus has shifted from the industry standard of classifying an injury and recording the 'actual harm' of an incident, to considering the 'potential harm' which might have occurred. Dropped objects for example, may result in no actual harm or perhaps a minor injury, but may have the potential to cause a far more serious injury, or, at worst, a fatality. We pay close attention to near misses and consider what might have happened."

The team believes each incident comes with a learning opportunity and an obligation to reduce the likelihood of recurrence. A first step therefore was to carry out detailed assessments of what led to an incident or injury. A combination of factors were identified. These included human error, inadequate operational procedures, inappropriate PPE, the need for better training and some equipment issues.

#### Senior management support

As ever, senior management leadership and support was a key factor. It was important to achieve a consistent approach across the global workforce. Mr Neil Forrest, designed the programme with input from Global Medical Director Dr Jonathan O'Keeffe to drive global awareness.

CEO Anton Dibowitz and SVP of Operations Mr Leif Nelson reinforces senior management's commitment to this programme with clear messaging at monthly town-hall meetings and offshore operational updates. The importance attached to the initiative was clear: 'Seadrill management sees hand injury as a worker health issue of primary concern.'



#### Establish detailed procedures

The next step was to review — and where necessary improve — Seadrill's existing safety procedures and Task Based Risk Assessment (TBRA) processes. This establishes standard procedures to be followed at all times across the global workforce.

To ensure everyone fully understood these procedures, Seadrill's team of medics delivered detailed health promotion presentations to all offshore staff.

The presentations included practical advice, from appropriate positioning of hands during various routine work situations, to highlighting potential consequences of injury such as loss of limb, permanent disability and possible death, with a positive focus on nurturing the culture of prevention over and above accident investigation. The presentations were delivered through a mix of visuals, graphics, instructions, case studies and also emergency response drills.

The medics partnered with Seadrill's Topside Support providers to run a medical emergency response plan (MERP) drill. The drill takes those medics located onboard an offshore installation through a scenario in which they have a patient with a crush injury to the hand. It tests how they would deal with the initial examination and escalate it to the co-ordinating doctor located 'topside'.

The approach of looking at the potential for harm rather than just focusing on industry injury classifications was evident in the programme. Global sessions on 'Professionals Follow Procedures' and 'Step Change in Safety' reinforced this message. More details on the format of the sessions and a few of the key messages

Dr Jonathan O'Keeffe

**"We implemented the Hand Injury Prevention Campaign in April 2015 and it continues today. It has been well worth it, as hand injury rates fell by over 33% by Jan 2017. This underlines the importance of establishing procedures that go behind industry statistics and address the potential harm that can occur in remote locations."**

#### KEY ELEMENTS

**In establishing processes to mitigate risks it's important to do the following:**

Go beyond looking at 'actual' harm and consider the 'potential' for harm

Ensure clear messaging from senior management to underline their commitment

Establish detailed procedures and embed these with presentations, training and drills.

For information on the 2018 Duty of Care Awards winners in all categories, go to [www.dutyofcareawards.org](http://www.dutyofcareawards.org).