

5. Health and Safety											
Basic			Developing			Advanced			Leading Edge		
1	2	3	4	5	6	7	8	9	10	11	12
<b>Strategic Direction</b>	The NPHI does not prioritize occupational health and safety unless required by donors.		The NPHI is increasingly concerned about providing a safe and healthy workplace. Safety concerns are often incorporated into plans for building renovation and equipment purchases.			Worker health and safety is an NPHI priority. All managers are responsible for ensuring the safety of their employees.			Workplace health and safety is integral to all NPHI planning. The NPHI commits substantial resources towards ensuring workers are safe and promoting health and well-being.		
<b>Systems</b>	Safety guidelines and procedures, when they exist, are rarely implemented or enforced. The NPHI lacks specific systems for reporting hazards, injuries, or other work-related health and safety problems.		The NPHI has health and safety guidelines for many areas, but these are not widely shared. Procedures for reporting hazards, injuries, and other problems are rarely followed.			The NPHI's health and safety guidelines and SOPs are easily accessible to staff. Equipment and environments that may be of concern are routinely checked, and staff compliance with safety measures is high. Systems for reporting hazards and incidents of concern function well.			The NPHI strictly enforces health and safety policies and protocols. Where possible, engineering and other approaches reduce reliance on individual behaviors. A strong culture of safety increases compliance with safety requirements and reporting systems.		
<b>Resources</b>	Buildings are rundown, and worksite hazards are common. Furniture and workspaces are rarely designed ergonomically. Few resources are available to ensure safety of staff, especially in the field. Safety training is minimal, even for high-risk jobs.		The environment is improving as buildings are renovated and replaced. However, many work areas remain uncomfortable or unsafe. Personal protective equipment, medications for prophylaxis, etc. are sometimes provided when staff are in the field. Some safety training is provided, for example, in high-risk labs.			The NPHI invests significantly in workplace health and safety, including ergonomic workstations. When staff are in the field, they receive all necessary protective equipment and supplies. All staff, including those in the field, receive regular health and safety training relevant to their jobs.			The NPHI provides infrastructure, training, and supplies related to safety for all staff, including those in the field. In addition, the NPHI provides lifestyle classes and opportunities for workers to exercise and eat healthily at work. All staff have 24/7 access to assistance for workplace health or safety issues.		
<b>Quality</b>	Injuries, unsafe workspaces, hazardous exposures, and complaints about the work environment are common. Staff working in the field are often injured or become sick.		The NPHI addresses the most obvious hazards, but responses are often delayed. Due to inadequate resources, work in the field often remains hazardous.			Reporting of work-related injuries or illnesses is encouraged, with an emphasis on preventing future incidents, not on punishment.			The NPHI's safety and lifestyle programs serve as models for others. External reviews, as well as staff feedback, attest to the excellence of the NPHI's safety and lifestyle programs.		
<b>Engagement</b>	Staff often worry about their health and safety on the job and feel that the NPHI does not take adequate steps to protect them. Staff in the field often feel at particular risk and often use their resources to buy supplies and medicines.		Staff use informal channels to report on health and safety concerns, and some of these complaints result in action. Staff in the field continue to feel the NPHI puts them at excessive risk. They sometimes need to use their personal resources for supplies.			Formal channels exist for staff to report health and safety concerns, including anonymously. Staff proactively identify issues and suggest solutions. Staff in the field appreciate the NPHI's efforts to ensure they have the needed equipment and supplies and to keep them safe.			Leadership and staff share a commitment to health and safety and work together to identify and evaluate innovative approaches to improving the workplace and safety of work in the field. Accidents and workplace-related illnesses are almost always reported and are used as a basis for continuous improvement.		
<b>Impact</b>	Hazards are left unaddressed for extended periods and impact health, safety, and productivity. Some staff have become sick or injured on the job.		Health and safety measures prevent some workplace injuries or illnesses, but preventable injuries and illnesses remain a problem, resulting in continued impacts on morale and productivity.			As a result of the NPHI's efforts, there are few workplace injuries or illnesses, but some preventable issues persist. Staff generally feel that the NPHI prioritizes their well-being, which increases their loyalty to and efforts on behalf of the NPHI.			Workplace injuries or illnesses are rare. Some staff have documented personal health improvements from lifestyle programs. The NPHI uses staff input and new technologies to continuously improve its health and safety programs, leading to higher job satisfaction and greater productivity.		