



FROM REACTIVE TO PROACTIVE: TRANSFORMING A RISK AND SAFETY PROGRAM — Compass Group partners with Origami Risk to provide tools that facilitate adjustments in workplace behaviors and drive a culture of safety

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Brian Van Allsburg

Vice President Risk Management
Compass Group, North America

At-A-Glance

Company

Family of companies with over 10,000 locations and approximately 240,000 employees that provide food, hospitality, and support services to a number of diverse industries

Challenge

Implementation of technology solutions that facilitate the company’s transition from a successful claims-based, post-loss program to a behavior-based, pre-loss model that reduces accidents/workplace injuries and underpins a strong organization-wide safety culture

Solutions

Implementation of Origami Risk’s Audit; Mobile Forms; Safety Workflows; Data Imports; Third-Party Integration; Client Portal; Anonymous Portal Entry; Automated Batch Processes

Results

Successful implementation of audits and workflows are elevating safety awareness across all of the company’s operating sectors, enabling individual employees to own procedures that drive safe workplace behavior



Headquartered in Charlotte, North Carolina, Compass Group is a family of companies delivering the best in food, hospitality, and support services to a number of diverse industries.

Since 2012, Compass Group USA has used an innovative and effective claims assessment program to raise awareness and improve loss prevention results across their portfolio of business. With thousands of active payroll sites spread across the country, Compass leveraged a centralized claims-based program to drive improvement.

Despite the program's steady record of success in raising safety awareness and reducing claims frequency, Risk Manager Brian Van Allsburg and members of the Compass Group USA leadership team understood that continuous evolution of risk and safety programs is necessary to further improve a workplace safety culture. Change came with the adoption of a proactive, behavioral approach—one designed to focus on leading indicators.

"When you operate in a post-loss, claims management model, there is only so much that can be done to manage behavior and costs," says Van Allsburg.

So, while the Compass Group Risk Management team continued to make improvements to the claims-assessment program, they also worked with the Safety team to design and implement a sustainable, behavior-based risk and safety management model.

PARTNERSHIP WITH ORIGAMI RISK

In 2015, the Compass Group Risk Management team entered the marketplace in search of a RMIS platform better suited to manage their enterprise risk needs. The flexibility of the Origami Risk platform, its focus on reporting technology, and the accessibility and ease of use of administrative settings that allow the team to make changes themselves were all key factors in their selection of Origami Risk.

Today, Compass Group uses the platform as a primary communication vehicle across the business for risk- and safety-related performance. Compass Group continues to leverage Origami Risk to run their claims penalty assessment program, analytics, and OSHA logs. More



importantly, with Origami Risk, Compass Group has found an adaptable and intuitive solution for collecting and reporting on safety behaviors.

A PRE-LOSS APPROACH AND ITS CHALLENGES

With the underlying goal of adding to the number of injury-free locations, year-after-year, Compass Group's behavior-based approach uses internal audits to increase safety awareness among unit managers and associates. To obtain an objective measure of each unit's performance, independent third-party audits that use an identical question set are conducted periodically.

Developing a library of audits and finding an effective means of collecting responses—while also simplifying manager workloads—were the first hurdles the group had to clear. Given the broad range of services provided by Compass Group companies, different question sets were created to account for such factors as:

- The various types of facilities in which Compass Group operates
- The various industries Compass Group services
- The technical work performed by the operating company
- Unique cultures and brands



AUDITING SOLUTIONS AND SUCCESSES

Origami Risk's adaptable platform, combined with a collaborative approach to problem solving, allows Compass Group to tailor the system to meet its nuanced requirements, including:

- **Online auditing functions.** With Compass Group companies operating in a broad range of facilities, unit managers can perform audits using an online portal or (for facilities with no internet connection) the Origami Mobile Form app.
- **Ease of use.** An intuitive format makes it easy for unit managers to respond to audit questions. Tool-tips for each help answer any questions that may arise when performing an audit.
- **Custom audit libraries.** With a family of companies, Compass Group wanted to develop targeted content tailored to the business needs.
- **Company-specific branding.** To present each Compass Group company with a product that appears customized to their business, logos for each company are embedded in the mobile audit forms.

"To really continue to develop a safety culture that everyone buys into, we want any associate to be able to take their phone and answer five or six questions, instead of 50," says Van Allsburg. "That way anybody, at any time, can do an audit."

In April 2017, internal audit collection using the platform was rolled out as part of a pilot program across four Compass Group sectors. During the month, more than 1,200 audits were entered via online portal and mobile app.

Initial feedback from the field was positive. Users responded enthusiastically to having multiple options—online and mobile app—for providing responses. Unit managers also appreciated the fact that they could instantly view their internal audit score. (Upon completion and submission of

an audit, a PDF file is emailed to them with their audit results and actionable measures.)

With the success of the pilot program, Compass Group launched their behavioral safety audits company-wide. Thousands of audits have been completed to date, enabling far greater insight into the safety behaviors at each location and improving communication and transparency across the business.

CONTINUAL IMPROVEMENT

After examining the initial audit results, Compass Group worked with Origami Risk's development team to enhance the Risk Assessment Scoring model for audits. With input and testing by Compass Group users, the audit solution now allows for the weighting of individual questions based on their criticality. This enables audits to drive safe workplace behavior more effectively by targeting specific safety issues encountered at one or more locations.

Additional development has occurred with the creation of "mini" or sub-category audits. Compass Group realizes an effective safety culture requires active participation by all associates, and a full safety audit may not necessarily be realistic given time constraints in the business. The purpose, says Van Allsburg, is to develop a culture of safety that is not simply enforced from the top down or that is merely the responsibility of unit managers.

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By fostering a greater sense of ownership among Compass Group associates, the team hopes to improve the focus on safety.

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Compass Group USA risk management team acts quickly to collect business interruption and property damage details using audit and workflow tools

Sept. 22, 2017—In a recent interview, Origami Risk CEO Bob Petrie was asked for his thoughts on the evolution of the RMIS marketplace over the past five years. Petrie cited two factors as key drivers of change in the RMIS market. The first, rapid advances in technology, has allowed RMIS vendors to provide new tools that gives users the ability to “quickly and easily integrate data” and “make full use of mobile technology”. The second driver is an increased focus on risk mitigation. While claims management features have always been a central RMIS systems component, it’s this change that has spurred the development of adaptable “tools to help manage pre-loss processes and streamline workflows, as well as to collect and disseminate critical data.”

The way in which Compass Group USA used Origami Risk in the days and weeks following Hurricanes Harvey and Irma, has served as an example of an innovative and timely use of these tools.

As the scope of flooding throughout East Texas became evident in the days that followed Hurricane Harvey’s landfall, Scott Echerd—Compass Group’s Director of Strategic Initiatives for Risk and Safety—saw an opportunity to leverage existing location hierarchy and audit functionality in Origami to capture business

closure and property damage information for units in the region. After discussions with Karen Mouton—Compass Group Director of Insurance—and within minutes (literally), Echerd created an audit made up of critical questions designed to improve the gathering of property loss details. An anonymous collection link was sent out to designated contacts at East Texas locations. 48 hours later, the first responses began to arrive.

This audit functionality continues to be used as the conduit by which properties provide information such as reopen dates, estimates related to inventory loss and physical damage, clean-up expenses, and potential payroll exposure. The workflow has improved response time, enhanced reporting efficiencies, and ultimately increased transparency during a difficult time.

By replicating the process set up for Hurricane Harvey, Compass Group has also been able to react quickly to assess claims in the wake of Hurricane Irma.

“We’re seeing that a RMIS platform like Origami Risk is not just a claims management platform,” states Brian Van Allsburg. “There’s so much more that can be done given the flexibility of these tools.”

ABOUT ORIGAMI RISK

Origami Risk is a leading provider of integrated SaaS solutions for the risk and insurance industry—from insured corporate and public entities to brokers and risk consultants, insurers, third party claims administrators (TPAs), and risk pools. Highly configurable and completely scalable, Origami Risk delivers a full suite of risk management and insurance core system solutions from a single secure, cloud-based platform accessible via web browser and mobile app.

Our software is supported by a service team of experienced risk and insurance professionals who possess a balance of industry knowledge and technological expertise. A singular focus on helping clients achieve their business objectives underlies Origami Risk’s approach to developing, implementing, and supporting our risk management and insurance core system technology solutions.

CONTACT OUR TEAM

US 312.546.6515
EUR +44 (0)1617 917740

E-mail
info@origamirisk.com

Contact us
<http://www.origamirisk.com/contact/>



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