**Chapter 2: Creating a Safety Culture: Building a Comprehensive Risk**

**Management Plan**

**The basic “risk management” information covered in Chapter 2 is essential in order to develop/implement effective risk management strategies as presented in the remaining chapters.**

Review the learning objectives listed on page 39 in the text. After reading this chapter, complete the following study questions. **Instructions:** **Click on the shaded box provided - then type in your answer.**

**Study Questions**

1. Describe four reasons why fitness managers and exercise professionals need to focus on injury prevention?

(1)

(2)

(3)

(4)

1. List and briefly describe three causes of injuries associated with physical activity.

(1)

(2)

(3)

1. After reading the summary of the *Baldi-Perry v. Kaifus and 360 Fitness Center, Inc*. case and the 26 and 16 claims against the personal fitness trainer and facility, respectively, (pp. 43-45), answer the following questions.
   1. The personal fitness trainer had a college degree in the field and NSCA

certification. The plaintiff alleged the trainer failed to carry our many functions of a competent exercise professional. Why do you think the trainer failed on so many accounts?

* 1. The personal trainer testified that he did not have to obtain medical clearance, as recommended by NSCA, because his certification had lapsed and, therefore, did not have to follow that recommendation. Why is this an ineffective defense to refute negligent conduct?
  2. If personal fitness trainers have a degree and a nationally-recognized certification, explain why employers (e.g., fitness managers) should not assume these credentials equate to a “competent” professional?

1. The fitness facility in *Baldi-Perry* was named as a defendant based on what common law doctrine that imposes vicarious liability, described in Chapter 1?
2. Legal liability exposures are defined as:
3. First, define risk management and then list the four steps in building a comprehensive risk management plan.

(3)

(4)

**NOTE:** The first two steps are addressed in detail in chapters 5-11 to cover the 7 areas shown in Figure 2-1 (p. 47).

1. How is preventive law similar to preventive medicine?

Is risk management a proactive or reactive process?

1. Describe how the four risk management steps are similar to the steps used when an exercise professional develops an individual exercise program and when a program coordinator develops a “new” fitness/wellness program for a fitness facility?

Individual exercise program

New fitness/wellness program

1. List the knowledge and skills the professional staff member (e.g., fitness manager, program director) leading the development of the facility’s risk management plan should possess.
2. Why should a fitness facility/program have a risk management advisory committee (RMAC)?

Briefly describe the roles of each of the following four members of this committee.

* 1. Legal Counsel

* 1. Licensed Health Provider

**Note:** Failing to have a medical liaison (or medical advisory committee) was a claim made against the facility in the *Baldi-Perry* case.

* 1. Insurance Advisor/Agent

* 1. Clinical exercise physiologist

1. Why is strategic planning necessary in the development and implementation of a comprehensive risk management plan?
2. List the six steps involved in a basic strategic planning model.

1. In order to complete Step 1 in the risk management process, fitness managers and exercise professionals need to review:

(1)       (2)

1. Step 2 of the risk management process involves developing risk management strategies. Briefly describe and provide an example of each of these.

(1)

(2)

(3)

2. What are three key points to remember when developing “written procedures” that are included in the Risk Management Policies and Procedures Manual (RMPPM)?

(1)

(2)

(3)

1. The RMPPM will cover “what” staff members need to do and “how” to do it. As a fitness manager/exercise professional, how would you convince your staff members during a RMPPM staff training “why” it is important for them to follow the policies/procedures in the manual? Describe three reasons.

(1)

(2)

(3)

1. The four Ps of staff training should be used by managers and other supervisors when conducting on-the-job (OTJ) staff training. List and briefly describe the four Ps.

(1)

(2)

(3)

(4)

1. Failing to train staff is a common negligent claim made against fitness facilities. Of the

16 claims against the facility in the *Baldi-Perry* case (p. 45), list those that reflect negligent training. (Hint: There are at least eight).

1. **True or False:** Place a T or F in the space provided**.**

      A) The injuries listed in Table 2-3 (p. 44) reflect “foreseeable” injuries (i.e., types of injuries that can occur in any fitness facility).

      B) In addition to negligence cases, fitness facilities have faced violations of federal and state statutes.

      C) Step 1 in the risk management process involves assessing all legal liability exposures.

      D) Only the fitness manager of the fitness facility is involved in the development

and implementation of the risk management plan.

      E) The development of a comprehensive risk management plan is a simple and quick process.

      F) On-the-job training (OJT) is a type of informal training.

      G) Presenting too much information at one time is a common error made when

designing in-service staff training programs.

      H) All staff training programs should be conducted on an individual basis.

      I) Documentation of in-service staff trainings should include the content (*e.g.,* a lesson plan) covered at each training program.

      J) A loss prevention strategy mitigates an injury after it occurs.

      K) Safety culture can be measured.

      L) A comprehensive risk management plan can enhance the reputation of the exercise profession.

1. List at least three times when on-the-job training (OJT) is needed?



1. Formative evaluation is conducted on an on-going bases. List and briefly describe three situations that warrant a formative evaluation.
2. Summative evaluation involves measuring positive outcomes (progress toward the goals) of the comprehensive risk management plan. In addition to outcomes #1 and #2 listed in Figure 2-5 (p. 61), explain how outcomes #3 and #4 can also be achieved?

**Continue to next page for final question, #23**

23. **Matching**: Indicate the correct response in the space provided from the list of terms below.

A type of evaluation that is conducted throughout the year to help ensure the facility’s

risk management policies and procedures are carried out properly by facility staff.

      A procedure in which a second set of important documents (written and/or electronic) are

stored at another location as a backup in case primary documents are ever lost or

destroyed.

      A system that tracks injuries that have been treated in hospital emergency departments.

      A type of evaluation that is conducted on a formal, annual basis in which the entire risk

management plan and the RMPPM is reviewed and updated.

      A definitive course or method of action selected to guide and determine present and future

decisions.

      A checklist to help determine risk management strategies that have been developed and

those that have not been developed.

      A particular way of accomplishing something or a series of steps followed in a regular

definite order.

      A type of staff training that involves bringing in outside resources/experts.

      A set of core values and behaviors that emphasize safety as an overriding priority,

expressed through what is said and done.

      A type of risk management strategy when a fitness facility manager has decided not to

provide treadmills.

A. Duplication G. Exposure Avoidance

B. Formative H. Summative

C. Policy I. National Electronic Injury Surveillance System

D. External J. Risk Management Audit

E. Procedure K. Safety Culture