



**Massachusetts Bay
Transportation Authority**

Safety Review Panel Report: One-Year Lookback

Fiscal and Management Control Board

December 7, 2020

Ron Ester, Chief Safety Officer

Agenda

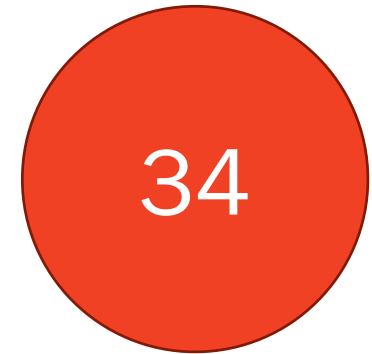
- Introduction
- COVID-19 Response
- SMS Implementation
- Safety Policy: Employee Engagement with Strategic Vision, Mission, Values, and Strategic Plan Goals
- Safety Risk Management: Commuter Rail Sleep Apnea Program
- Safety Assurance: Green Line Speeding
- Safety Promotion: Communications
- Safety Hotline



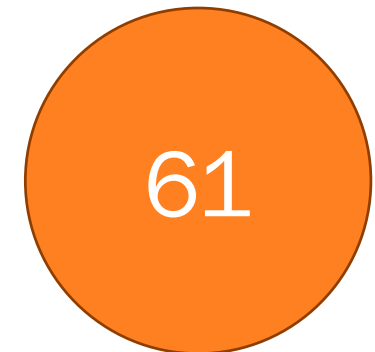
Year in Review

- All recommendations lead to implementation of a strong Safety Management System (SMS)
- Interdepartmental leadership meetings on approach to findings and recommendations began in December 2019
- Multiple initiatives were created to address each recommendation
- Core Team meetings to oversee specific sets of initiatives began in July 2020
- **Used COVID-19 crisis as opportunity to implement and apply recommendations on safety culture and promotion**

Safety Panel Findings



Safety Panel Recommendations



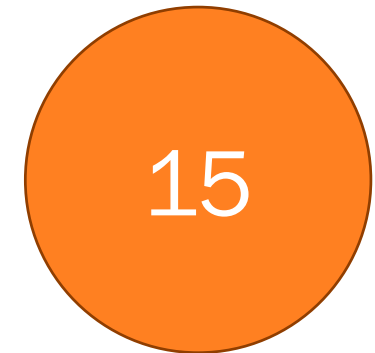
Safety Policy/Financial Review

- Establish, Track, and communicate Safety Objectives & Targets ✓
- Daily Safety Dashboards ✓
- Establish QA/QC Program ✓
- Build Leadership with operations and safety experience ✓
- **Establish MBTA Vision, Mission, and Values ✓**

Safety Panel Findings



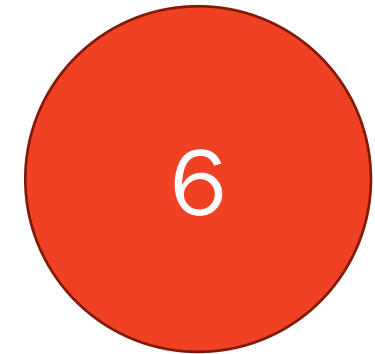
Total
Recommendations



Safety Risk Management

- 3rd Party Assessments of Infrastructure and Fleet ✓
- Enhance CAP Process ✓
- Evaluate Closed CAPs ✓
- Benchmark with Other Transit Agencies ✓
- **Commuter Rail Fatigue Management Program** ✓

Safety Panel Findings



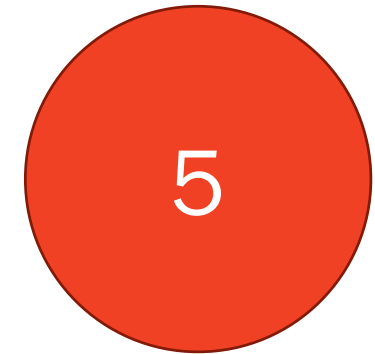
Total
Recommendations



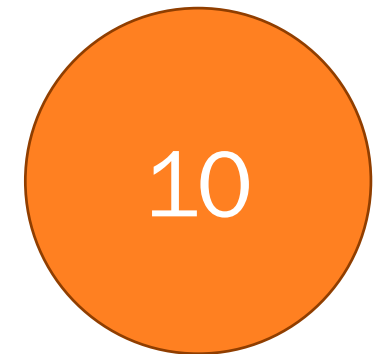
Safety Assurance

- No Meeting Day for Operations Management ✓
- Enhance and Promote Employee Reporting System ✓
- Monitor Safety Performance Indicators ✓
- Subject Matter Experts Hired in Safety Department ✓
- 24/7 Safety Department presence on property ✓
- **Enhanced Risk Mitigation Monitoring**
 - **Green Line Speeding Monitoring** ✓

Safety Panel Findings



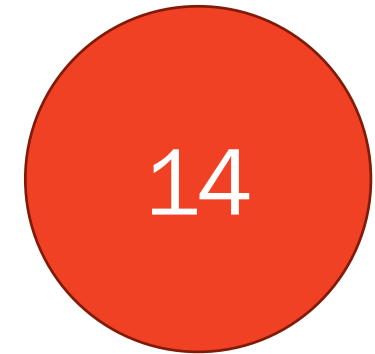
Total
Recommendations



Safety Promotion/Safety Culture

- ROW Training Improvements Implemented ✓
- SMS Gap Analysis Performed ✓
- SMS Implementation Support Received ✓
- Enhancements to Onboarding Process ✓
- Equity Analyses Performed ✓
- SMS Fundamentals Course Launched ✓
- Cross-functional working groups formed ✓
- **Enhanced communication channels from GM to frontline employees ✓**

Safety Panel Findings



Total
Recommendations



Safety & COVID-19

Nick Boyd



MBTA Planning and Response Framework

COVID-19 RESPONSE PLANNING

COVID-19 ADAPTATION PLANNING

MBTA COVID-19 Response *Weekly Calls and Dashboard Reports*

*

PPE Working Group

Cleaning/Decon Working Group

Communications Working Group

Workforce/Policy Working Group

Service Planning Working Group

MBTA Forging Ahead Initiative



- *Weekly Lead Calls*
- *Situation Reports*
- *Resource Library*
- *Dashboard*

By the Numbers

COORDINATION	RESPONSE	SITUATION	RIDERSHIP
<p>100+</p> <p>MBTA Internal Situation Reports Issued</p>	<p>\$36.9m</p> <p>MBTA COVID-19 Spend to Date</p>	<p>26</p> <p>Active MBTA employee cases (261 total to date)</p>	<p>24%</p> <p>Rapid Transit Ridership (% Baseline)</p>
<p>240+</p> <p>MBTA COVID Working Group Meetings Held</p>	<p>2,040+</p> <p>MBTA COVID-19 Tests Conducted</p>	<p>8.8m+</p> <p>Items of PPE on hand</p>	<p>40%</p> <p>Bus Ridership (% Baseline)</p>
<p>100+</p> <p>Employees Members of COVID Working Groups</p>	<p>184,000+</p> <p>Employee Temperature Screenings Conducted</p>	<p>988</p> <p>Flu vaccinations completed this year</p>	<p>14%</p> <p>Commuter Rail Ridership (% Baseline)</p>

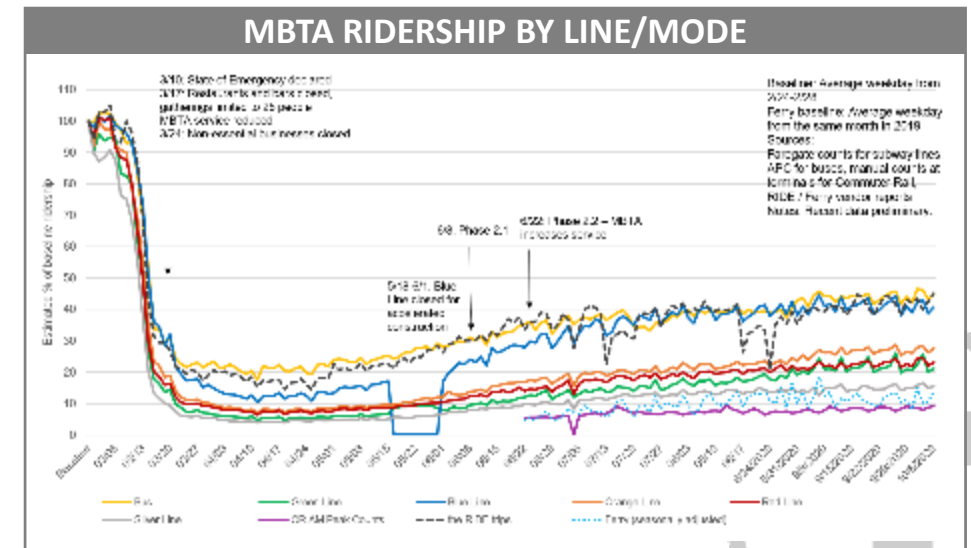
Key Updates

- Dedicated COVID-19 Workplace Safety protocols and training course produced and made available internally
- Continued healthy inventory of all critical PPE items
 - Automatic inventory alerts implemented for PPE items falling below 3 month on-hand stock; also addresses PPE expiration dates



Key Updates

- RideSafer campaign enhancements
 - New Balance partnership; MBTA to distribute 100,000 masks to riders in need, beginning 11/17 at 8 stations
 - Per Governor's latest face covering directive, Transit PD enforcing and offering masks prior to issuing citation
- Minor winter service adjustments to provide increased flexibility and reliability based on COVID trends; continuing to monitor all modes



Covid-19 Impacts to Safety Initiatives

36 initiatives have been impacted in some way by COVID-19.

- **Concerns around violating social distancing guidelines**
 - New employees site visits
 - Supervisor ride checks for motor persons
- **Limited staff capacity due to Covid-19 activities**
 - Emergency Preparedness Training for all MBTA employees
 - Regular SMS implementation meetings with unions
- **Redirection of resources to Covid-19 activities**
 - Restructure and augment Safety Department
 - Adopting a third-party employee safety reporting system
- **There were some positive outcomes:**
 - Communication from GM to workforce
 - Sustained internal outreach campaign



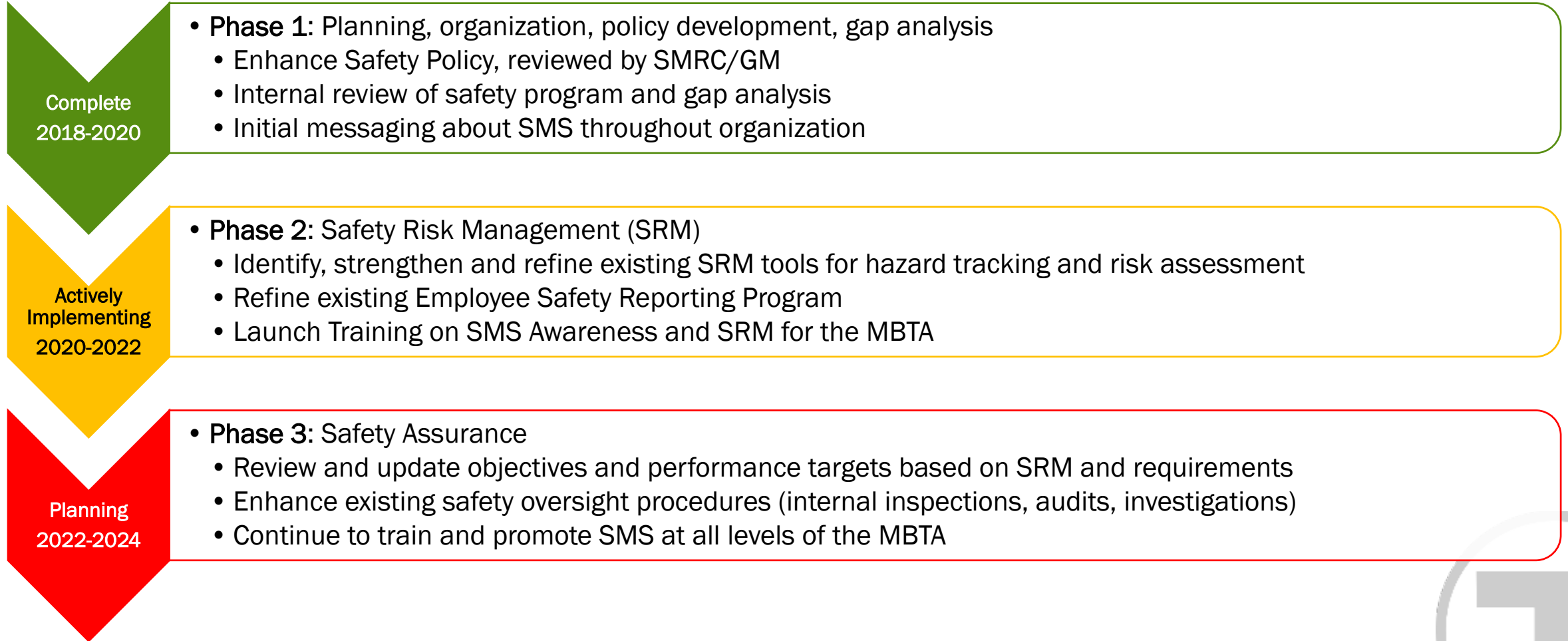
SMS Implementation Update

Kelly Chronley

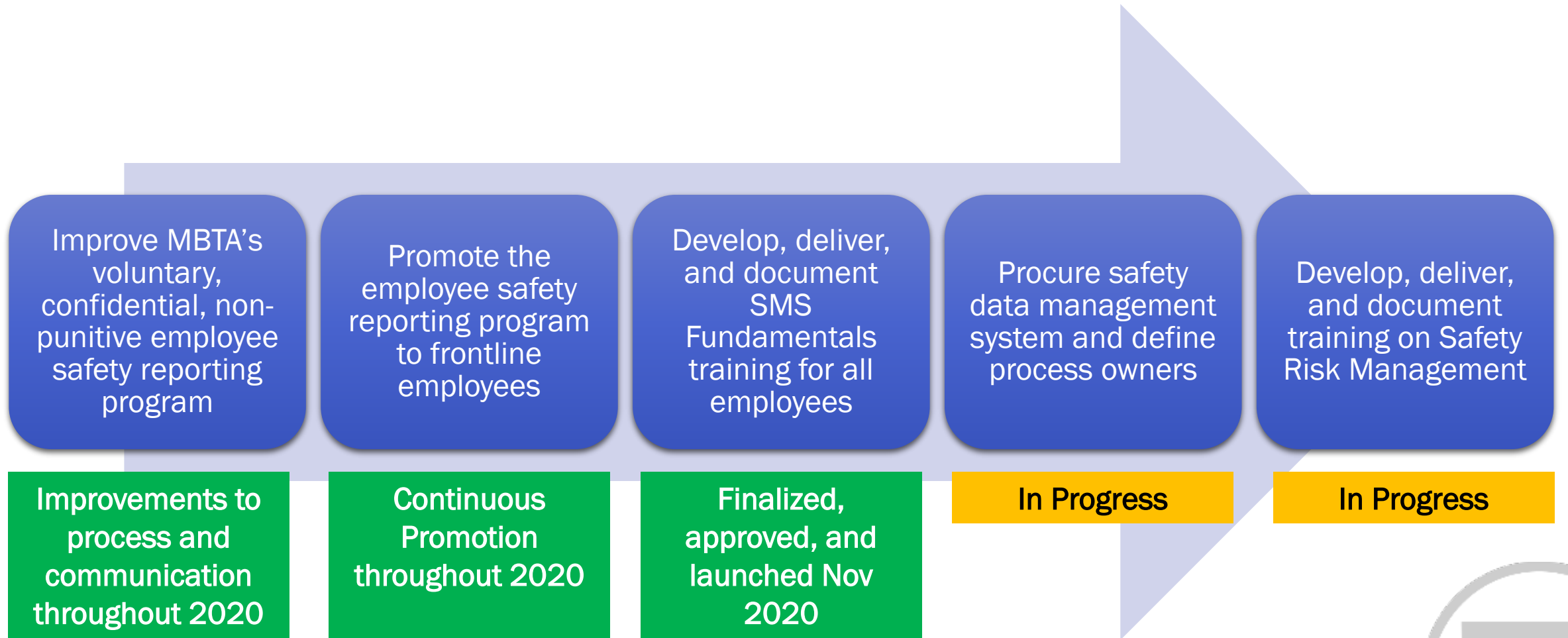


MBTA SMS Implementation Plan Update

Multi-phased approach to develop and implement SMS:



Phase 2: SMS Implementation Milestones



Safety Policy

Employee Engagement with Strategic Vision, Mission, Values,
and Strategic Plan Goals

Lynsey Heffernan



Safety Policy: Alignment Across Departments

- In May 2020, the Board adopted new Mission and Vision Statements, core values and priority strategic initiatives.
- Our core values and strategic initiatives have been developed into organizational performance measures.
- All departments and all executives are in the process now of creating goals **aligned** and **supportive** of the organizational goals for the MBTA.
- Every executive and leader will have personal and departmental performance measures designed to support the **safety** of the MBTA.



Safety Policy: Strategic Session

- MBTA leaders have continued to hold Strategic Planning sessions focused on implementation of strategic initiatives which cut across the organization.
- Most recent session focused attention on supporting our workforce during COVID-19, both our frontline workers and our teleworking staff. We are now attempting to implement suggestions for how we could do a better job supporting our staff during this unprecedented time.
- Next session will focus on how leadership will engage our frontline workforce and ensure there is a partnership in this process.



Safety Risk Management

Commuter Rail Sleep Apnea Program

Ryan Coholan



Background

“...The one area that needs immediate attention is [Commuter Rail’s] fatigue management program, which does not contain an effective Obstructive Sleep Apnea (OSA) screening program; however, their management is diligently pursuing this goal.” – Safety Review Panel Report

What is Obstructive Sleep Apnea (OSA)?

Sleep apnea is a potentially serious but highly treatable sleep disorder. **It causes breathing to repeatedly stop and start during sleep.** There are several types of sleep apnea, but the most common is obstructive sleep apnea, which occurs when throat muscles intermittently relax and block the airway during sleep. This can lead to:

- Hypertension
- Heart disease
- Mood/memory problems
- Drowsiness/daytime sleepiness
- Loss of concentration

Cycle of Obstructive Sleep Apnea



Commuter Rail Sleep Apnea Program

- Major Accomplishments

- Union leadership agreed that employee wellness is a priority, even if OSA screening was not required by the FRA.
- All locomotive engineers have been screened for OSA; **24% of those screened were referred for further study.**
- Commuter Rail's medical review provider tracks treatment compliance, and **employees face disciplinary action for non-compliance.**

- Next Steps

- This initiative is in monitoring stage.
- If resources become available, **the screening program will be expanded to all safety-sensitive employees,** beginning with conductors.



Safety Assurance

Green Line Speeding

Alicia Gomes



Green Line Speeding

- Since the streetcar incident in June 2019 the Green Line has enlisted the assistance of other departments and vendors to mitigate operator speeding.
- Safety Assurance Recommendation 5d: “MBTA management must evaluate the current Motorperson training to ensure employees are adequately trained on their duties and understand the consequences of their actions, such as over-speeding as one example.”
- There is a 5 MPH tolerable over speed for operators to focus on safety sensitive cues such as:
 - Track ahead, signals, switches, vehicular traffic, overhead catenary system, customers, etc.



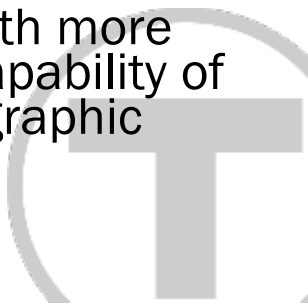
Green Line Speeding

Past

- Management, the union and the Light Rail Training department have worked together to emphasize the importance of mitigating speeding hazards
- Digital speed signs were affixed in certain tunnel locations to display vehicle speeds
- RADAR/LiDAR audits are conducted in key locations at various times to monitor speed compliance

Present

- Operations Control Center (OCC) has developed a SRCP Green Line Speed Pilot using GPS data
- OCC GPS e-mail OverSpeed notifications to Light Rail Supervisors in real-time
 - Notifications note the train number, time, posted speed, vehicle speed.
 - It also indicates the over-speed when greater than 25 seconds and the last Geo-fence of the over-speed
 - Supervisors are provided with graphic depictions of the violation on the OCC overview route ladder and the Geo-fence map
- Older digital speed signs replaced with more modern digital signs that have the capability of sending real-time notifications with graphic depictions of the possible violation



Green Line Speeding

- Compliance, Enforcement and Tracking
 - The Green Line management team keeps an updated internal tracking report, with detailed information on trends of over speed in various location, accuracy of downloads and discipline issued or the violation
 - We continue to monitor and adjust GPS speed thresholds and zones as needed, conduct OCC SRCP Speed and LiDAR Audits and continue to install additional electronic speed signs along high profile locations.
 - GLTPS System project that will provide Speed control, switch protection and safe trolley separation.



Safety Promotion

Communications

Danny Levy

Implement sustained internal outreach campaign

Improve communication from GM to workforce

Effective and Communication Distribution Channels



Ongoing Employee Communications

COVID-19 Updates from the General Manager employee email

EMPLOYEE UPDATES & REMINDERS

October 30, 2020

Dear Colleagues,

Since the outset of the pandemic, I have said I will share relevant and timely information with you, our dedicated workforce, so you can understand how decisions are being made and to help us get through these challenging times together. Written updates, video messages and our quarterly newsletter, *Between the Lines*, are all ways I have been using to share information with you.

During the peak of the pandemic, you heard from me weekly and in some cases multiple times a week. As summer descended and the Commonwealth began the reopening process, communications became less frequent but continued to focus on relevant issues.

Now that cooler temperatures are with us and the state is planning for a surge in COVID cases, employees have indicated they would like to see an increase in communications from me. I am happy to do that and will be communicating more frequently in the coming weeks.

Employee Assistance Program
This weekend marks the end of daylight savings when we set our clocks back one hour. Daylight savings also brings with it **Seasonal Affective Disorder (SAD)** which is a type of depression that's related to changes in seasons. **SAD** begins and ends at about the same time every year. If you are like most people with **SAD**, your symptoms start in the fall and continue into the winter months, sapping your energy and making you feel moody. If you or a family member are one of an estimated 10 million Americans that feel down or suffer depression-like symptoms this time of year, the MBTA's **Employee Assistance Program** is available as a resource to help you and members of your immediate family by calling **617.222.5381**.

COVID Testing
Massachusetts is experiencing a resurgence of COVID-19 cases. As a community, we sacrificed this year to contain the virus. It is imperative that we do not become complacent or fall victim to COVID fatigue, to let our guard down, and lose all that we sacrificed during those difficult months. As a reminder, the MBTA offers employees free COVID-19 testing at the Everett Main Repair Facility. I have used it myself and found it easy and convenient.

REMEMBERS

...unity to ... all that ... for the ...

... urging ... others ... the virus ...

... low the spread, it is up to ... people outside of your ... minimize what appears ... New England.

... employees and contractors ... busa.com/covidtesting ... for a test. Testing should ... must wear a mask at all ...

... since that Fill-A-Bus with ... cover that provides ... ater Boston. Once again, ... of Cruelty to Children ... Home. Last year, MBTA ...

... awntuan, the need will be ... to make a contribution ...

MASSACHUSETTS BAY TRANSPORTATION AUTHORITY

MBTA Commuter Rail	MBTA Commuter Rail	MBTA Commuter Rail	MBTA Commuter Rail
10/31-11/2/20	11/11-11/20/20	11/11-11/20/20	11/11-11/20/20
11/28 a.m. - 12/08 p.m.	11/28 a.m. - 12/08 p.m.	11/28 a.m. - 12/08 p.m.	11/28 a.m. - 12/08 p.m.



Ben Fonseca
Chief Inspector



Aisheea Isidor
Division Chief



Glenn Harding
Machinist



Cheryle Bradley
Full Time Operator



Patrick Paul
Inspector



Tanya Boman
Streetcar Motorperson



Joseph Dulong
Supervisor

RONALD ESTER
Chief Safety Officer, MBTA

COVID-19
Get the latest information from

DR. ASHISH JHA
Dean, School of Public Health at Brown University
Director, Harvard Global Health Institute

EARN MORE

Ronald Ester speaks with Dr. Jha about COVID-19



TSTOP - Station for Information

A new web-based intranet and communications platform available on desktop, mobile, and tablet devices

The Internal Digital Communications Platform will:

- Content includes information on Safety, COVID, Special Orders, Employee resources, GM updates, training
- Allow employees to receive critical alerts, announcements, news, or events
- Centralize policies and resources
- Keep employees connected to the MBTA, their department, the facilities they work in, and each other
- Deliver content information in a manner that is fully accessible to employees with disabilities, including those who use assistive technology
- Addresses the need to provide an Authority-wide communications platform to communicate to our vast workforce, many of which have no access to MBTA email.
- Launched November 12, 2020
- Mobile app for Apple and Android (beginning of 2021)
- On-site digital screens in facilities (late winter 2021)



TSTOP - Station for Information

The screenshot shows the desktop version of the TSTOP website. At the top left is the TSTOP logo. The navigation menu includes: About, COVID-19, Directories, News & Updates, Employee Center, Ops & Safety, and Tools. A search icon, a notification bell, and a user profile icon are on the right. The main banner features a large red virus icon on the right and the text "Travel Policy Update And FAQ 11/12/2020" on the left, with a "Read More" button below. Below the banner are three columns: "COVID-19" with a photo of a worker, "News & Updates" with a newsletter titled "Between the Lines" and a sub-headline "The financial impact of COVID-19: Charting a path through uncertainty", and "Operations & Safety" with a photo of a worker. At the bottom are sections for "Latest Updates", "Cost Saving Ideas", and "Applications and Portals" with a link to "SSTA HR CMS".

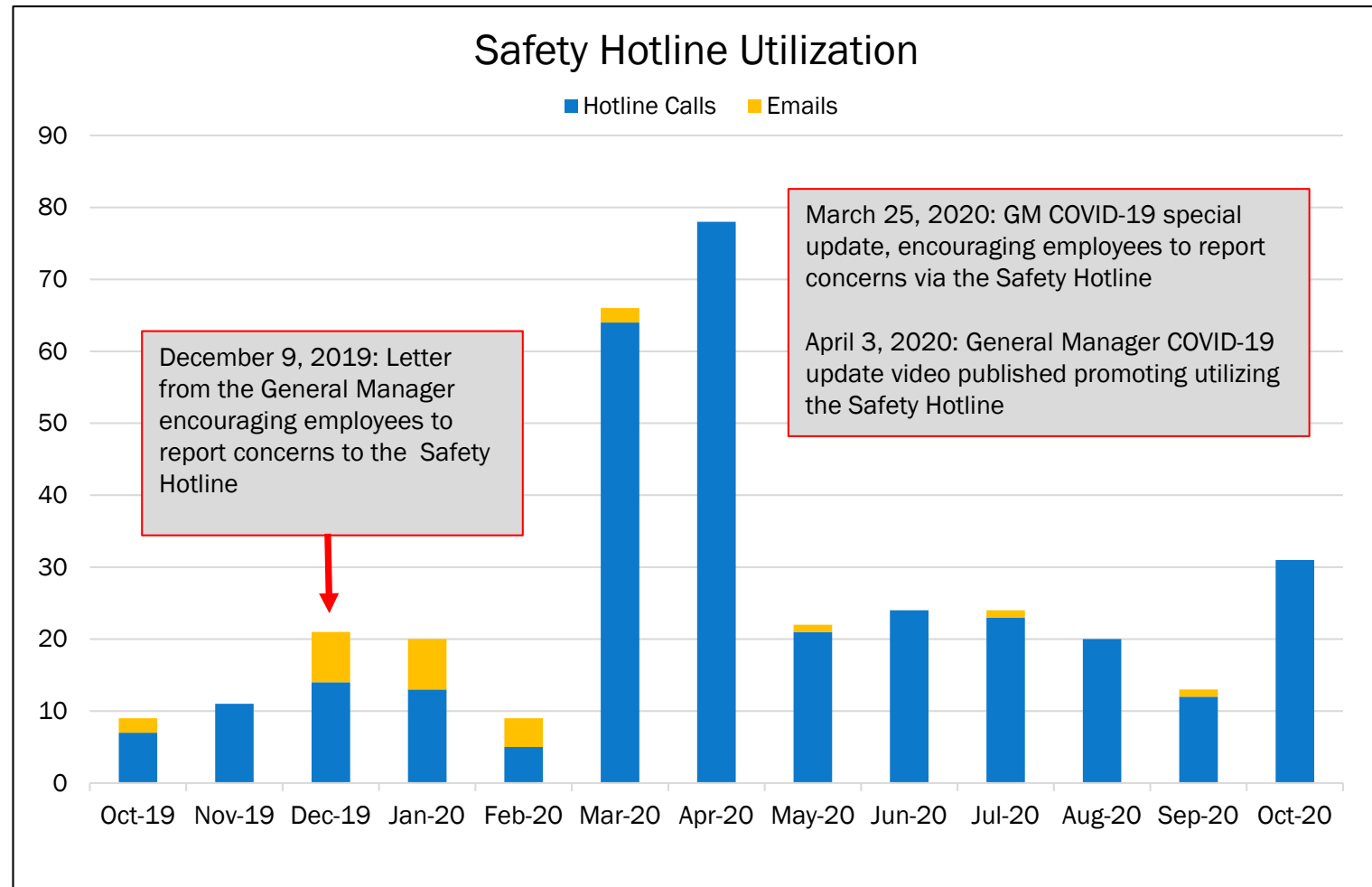
The screenshot shows the mobile version of the TSTOP website. The browser address bar shows "tstop.mbta.com". The TSTOP logo is at the top left, and a user profile icon is at the top right. The navigation menu includes: Home, Search, Notifications, and Menu. The main banner features a large red virus icon and the text "Travel Policy Update And FAQ ...", with a "Read More" button below. At the bottom is an "Apps" button.

Tying It Together: Safety Hotline




Safety Hotline – Promotion and Utilization

- **Safety Review Panel Recommendation:** *“MBTA management must actively encourage employees to report safety concerns and promote existing and future employee safety reporting systems.”*
- Promotion activities have resulted in significant increases in Hotline report volume since December 2019, particularly during the start of the COVID-19 pandemic




Safety Hotline – Report Resolution

- **Safety Review Panel Recommendation:** *“MBTA management must implement mechanisms to provide feedback to employees on actions that have been taking in response to reported safety concerns.”*
- Following resolution, MBTA Safety directly communicates findings back to the employee that made the initial report
- Findings are also published in monthly safety reports






Massachusetts Department of Transportation
Rail & Transit Division




MBTA Safety

Safety Hotline: Orange Line, Green Street Station

MBTA Safety received a Safety Hotline notification regarding an unsafe platform observed at Green Street Station by an employee. Located at the north end of the Northbound platform, there is a set of stairs leading to the ROW without any return. MBTA Safety investigated the location and checked if there was a similar layout at other stations that could create any hazards as well. The hazard was only identified at Green Street Station; a work order was placed for the installation of the railing pictured below.



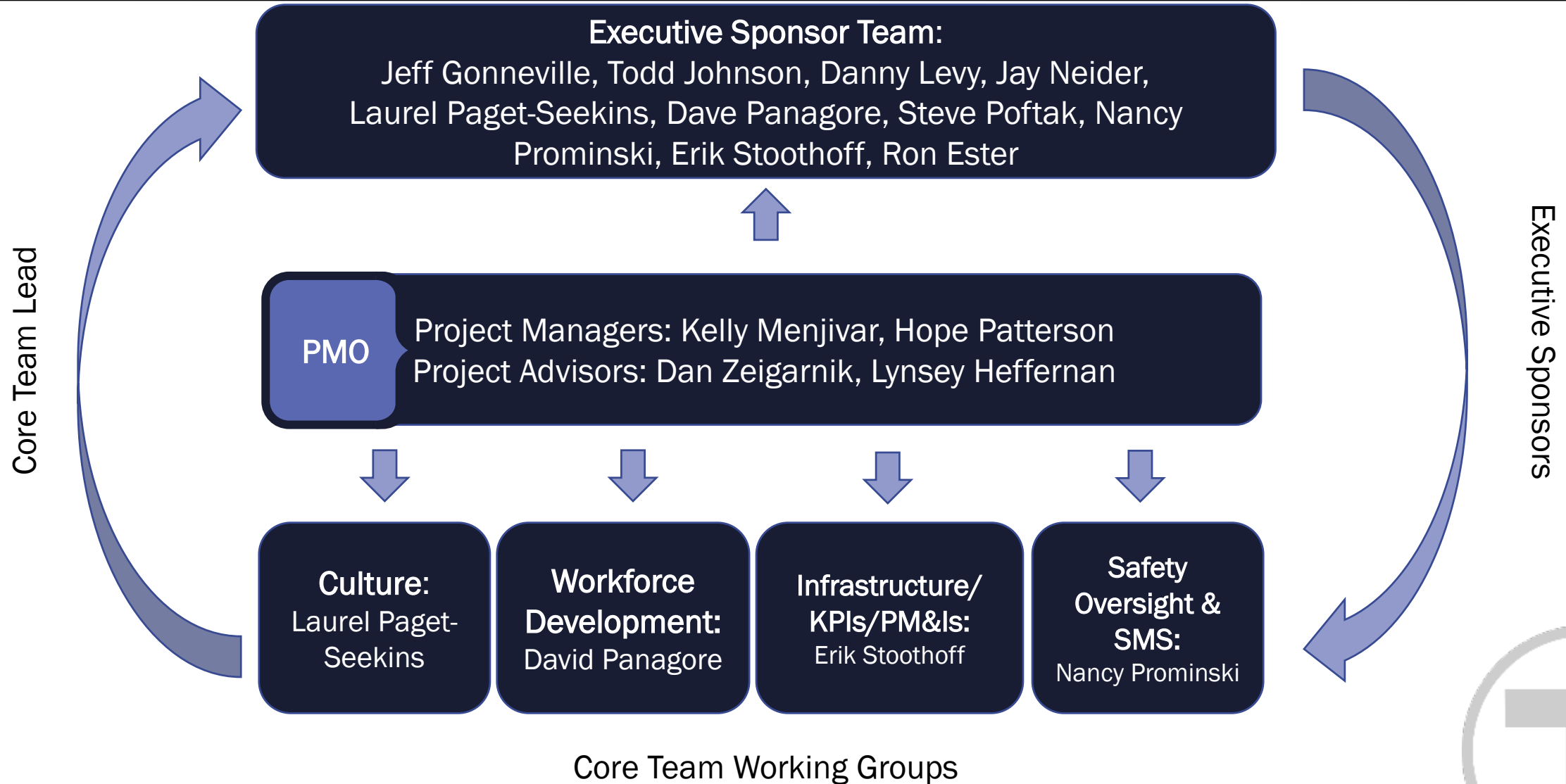
[Back to Table of Contents](#) 

Appendix

Governance Structure



Governance Structure



Executive Sponsors

Who	Responsibilities	Frequency
Jeff Gonneville Todd Johnson Danny Levy Jay Neider Laurel Paget-Seekins Dave Panagore Nancy Prominski Erik Stoothoff Ron Ester	<ul style="list-style-type: none">• Collaboratively set vision, goals, and milestones for Core Teams• Identify budget and headcount for ease of implementation criteria• Make financial trade-off decisions for initiatives• Sequencing decisions based on headcount needs• Ensure collaboration across Core Teams• Resolve issues identified by Core Teams• Identify additional new initiatives as they arise• Determine what should be in Core Team Charters• Meet regularly	Monthly meetings



Project Managers

Who	Responsibilities	Frequency
Kelly Menjivar Hope Patterson Lynsey Heffernan Dan Zeigarnik	<ul style="list-style-type: none">• Support Core Team Conveners• Take notes for Executive meetings and Core Team meetings• Call Executive meetings• Elevates issues to executive team• Shares data and outcomes from four Core Teams• Identify process for monitoring milestones and flag initiatives that are not on track	<ul style="list-style-type: none">• Attend monthly executive team meetings• Attend monthly core team meetings• Meet weekly



Core Teams Conveners

Core Teams	Who	Responsibilities	Frequency
Culture	Laurel Paget-Seekins	<ul style="list-style-type: none">• Work with PMO to schedule Core Team meetings• Set working group meeting agenda• Facilitate Core Team meetings• Uphold Charter	Monthly meetings and updates to executive sponsors
Workforce Development	David Panagore		
Infrastructure/PM/KPIs	Erik Stoothoff		
Safety Oversight & SMS Implementation	Nancy Prominski		

