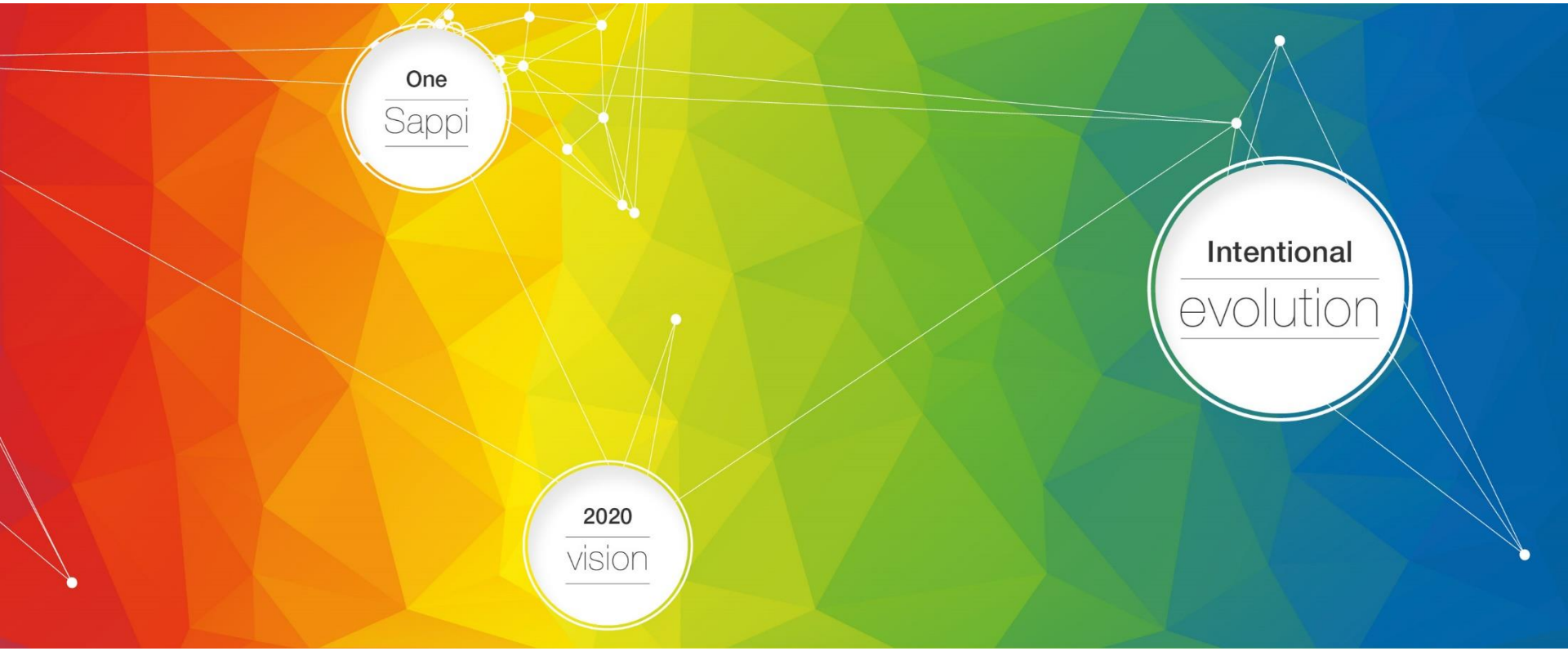
“If you can, someone will”
Winder injury



Kenneth D Fox
Corp Manager Safety & Health

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Introduction & Purpose

Introduction & Purpose

Our group strategy

Through intentional evolution we will continue to grow Sappi into a profitable and cash-generative diversified woodfibre group — focused on dissolving wood pulp, paper and products in adjacent fields.

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Sappi's International Footprint

GLOBAL REACH

PAPER CAPACITY: approx. 6.1 million short tons

PAPER PULP CAPACITY: 1.7 million short tons

SPECIALISED CELLULOSE CAPACITY: 2.1 million short tons

We employ over 13,700 people in 20 countries worldwide

Sappi North America	3 Paper Mills 2 Pulp Mills

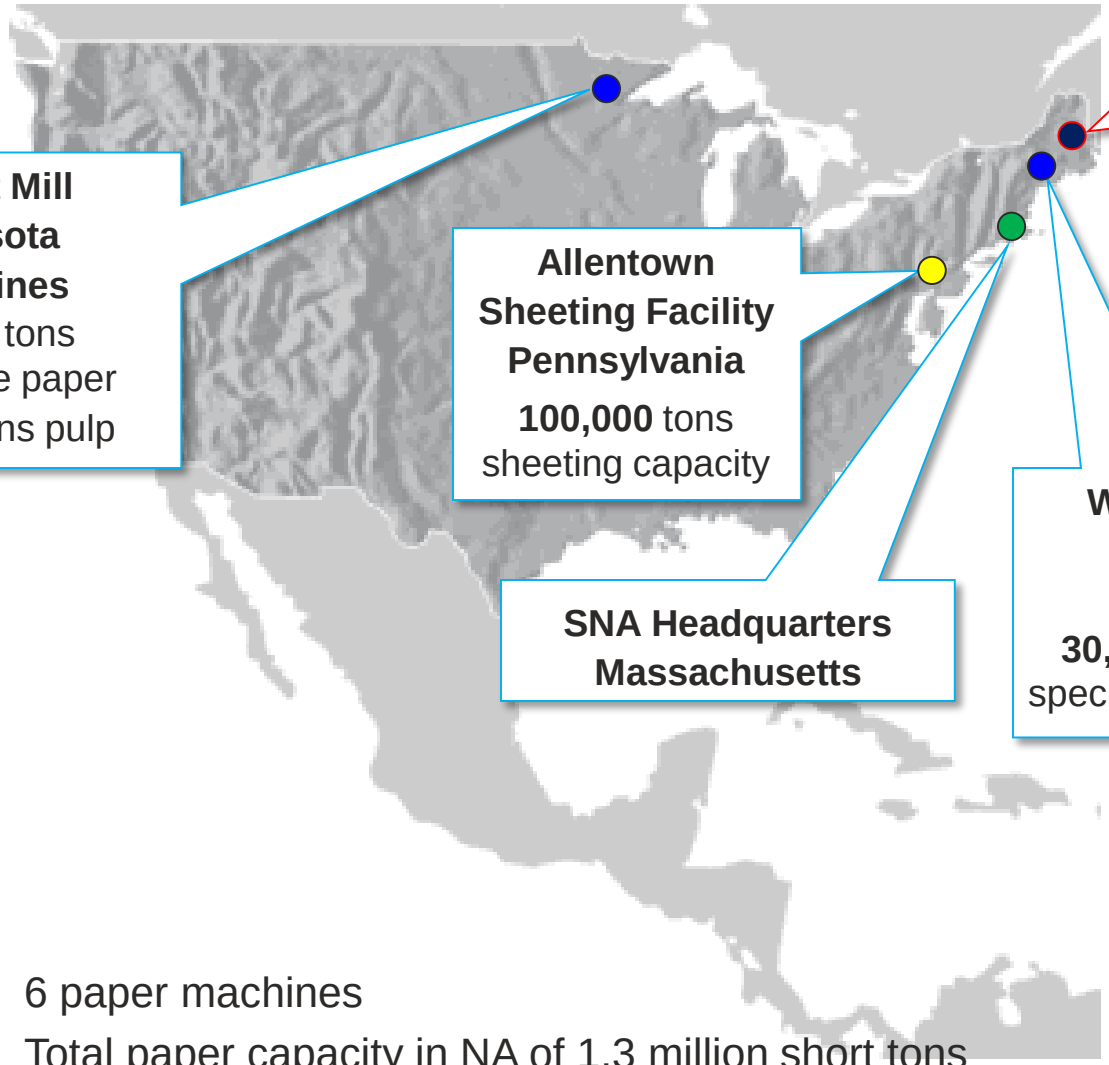
Sappi Europe	7 Paper Mills 6 Pulp Mills

Sappi Southern Africa	3 Paper Mills 2 SC Pulp Mills 1 Sawmill

Sappi Trading	11 Sales Offices 2 Logistics Offices

- Corporate head office
- Regional head offices
- Mills
- Sales offices

Sappi North America Operations



Cloquet Mill
Minnesota
2 machines
350,000 tons
coated fine paper
450,000 tons pulp

Allentown
Sheeting Facility
Pennsylvania
100,000 tons
sheeting capacity

SNA Headquarters
Massachusetts

Somerset Mill
Maine
3 machines
850,000 tons
coated fine and
packaging papers
560,000 tons pulp

Westbrook Mill
Maine
1 machine
30,000 tons coated
specialty release paper

6 paper machines

Total paper capacity in NA of 1.3 million short tons

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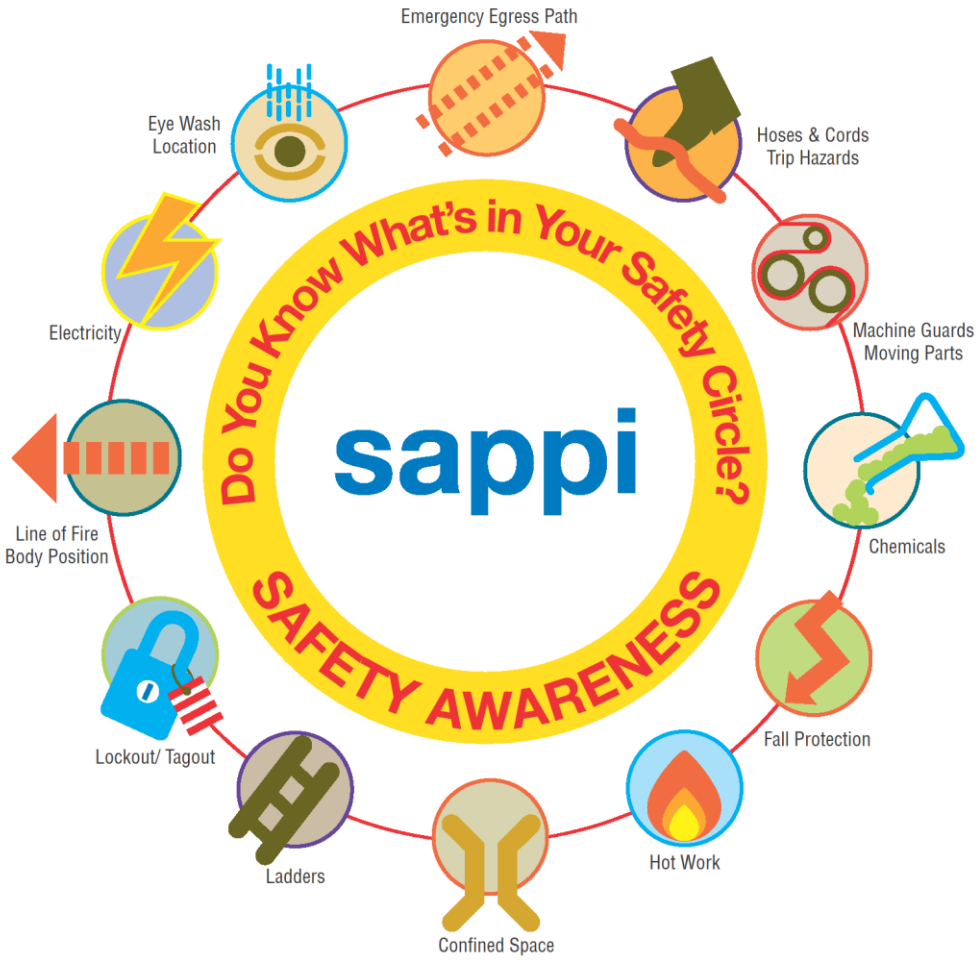
Somerset Mill

Safety

Do You Know What's in Your Safety Circle?

Imagine a 10-foot circle around you.

What are the hazards in that area?
Think ahead, what could potentially go wrong?
Identify and understand the hazards before they do harm.



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Somerset Mill Emergency Phone Number: x5222

Aesop's: Circle of Safety

The Four Oxen and the Lion

A Lion used to prowl about a field in which Four Oxen used to dwell. Many a time he tried to attack them; but whenever he came near they turned their tails to one another, so that whichever way he approached them he was met by the horns of one of them. At last, however, they fell a-quarrelling among themselves, and each went off to pasture alone in a separate corner of the field. Then the Lion attacked them one by one and soon made a meal of all four.

Moral of Aesop's Fable: United we stand, divided we fail

If you really want to live in safety, keep close to your friends, retain your confidence in them and challenge your enemies.

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Overview of Incident

- On February 10th, 2011, an employee slipped/tripped while working at **Salvage Winder #1**.
- The winder was at thread speed when her right hand fell against the drive drums. While pulling that hand back, the employee's left arm went between the winder drums and the empty core.
- The core carriage was moving into the drum
- The employee pulled the emergency-stop cable located above the ingoing nip, but received a severe crushing injury to the left forearm.

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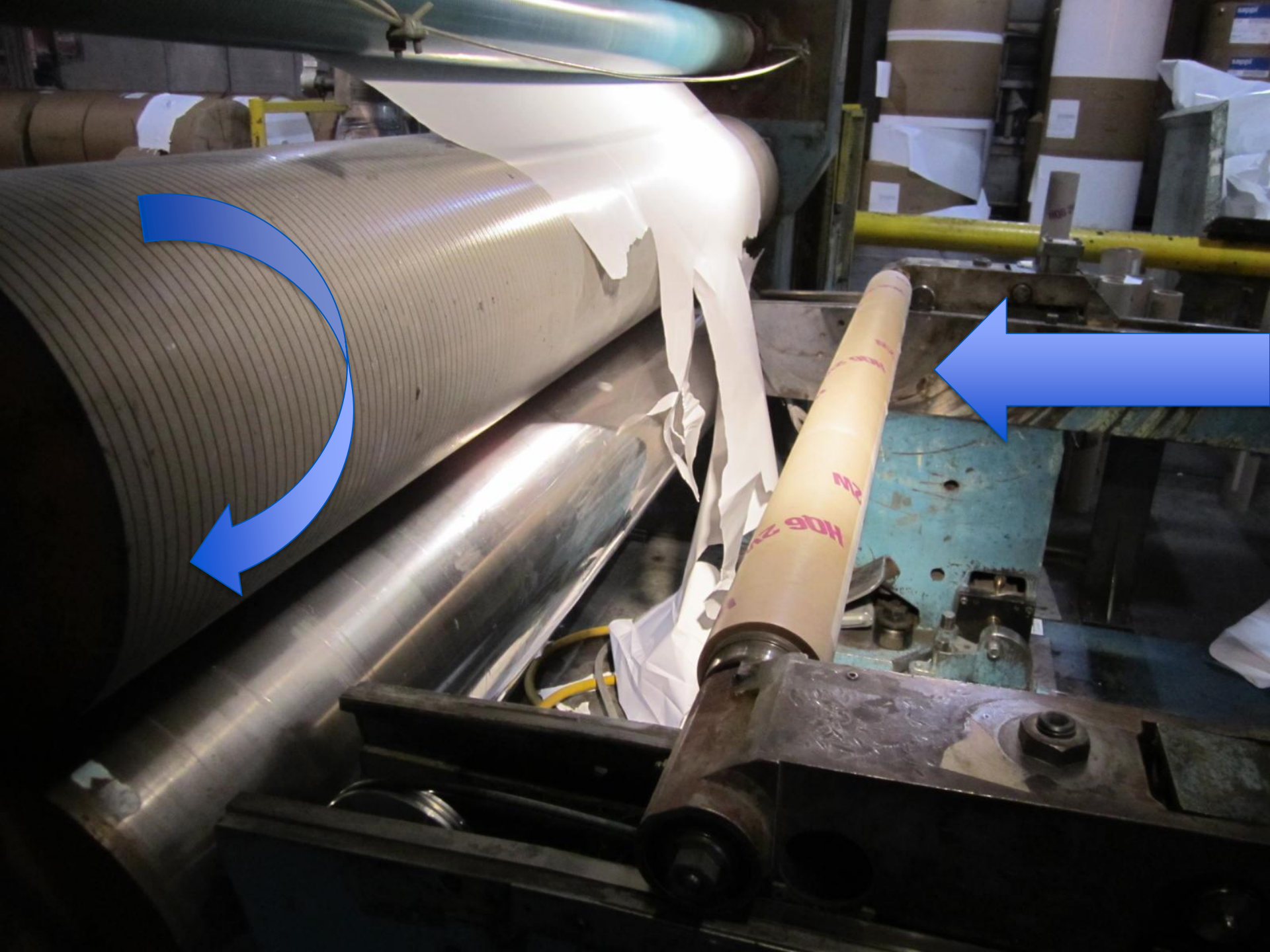
EAST
DANGER
MOVING
ROLLS AND
FRAMES



Injury Investigation

Investigation Process

Team: Safety & Security Managers, F&S Operator, PM1 Winder Operator, F&S Shop Steward, USW Safety Council member, F&S Managers.

- Joint investigation team with **no-discipline guarantee.**
- The team was initially unable to interview the injured Employee, and the witnesses did not see the actual event occur.
- The team built a root cause tree that compiled possible scenarios that could have resulted in the injury.
- The goal of the team was to correct **all possible scenarios**, not just the one that actually occurred.

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Root Causes (possible)

1. Slip/trip hazards: uneven floor, gaps in floor, slippery surface, obstacles
2. Job required the operator to do tasks in a hazardous area: threading, re-positioning core, taking tape off of core, flattening sheet, etc
3. Machine was turning at thread speed (40 fpm) at time of injury: only run (not thread) logic included photo eye protection due to tasks requiring winder to be turning with operator in area
4. Station carriages could move with operator in the area: Line of fire, no safeguards incorporated into winder design
5. Exposed nip point: original machine design

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Injury Investigation

Q: Why did she get into the winder?

A: Because she could!

•The team tackled the injury investigation with a shared belief that if you put a hazard in a work area, then sooner or later someone will get into that hazard.

•The goal was to eliminate the hazard or minimize risk using an appropriate hierarchy of controls.

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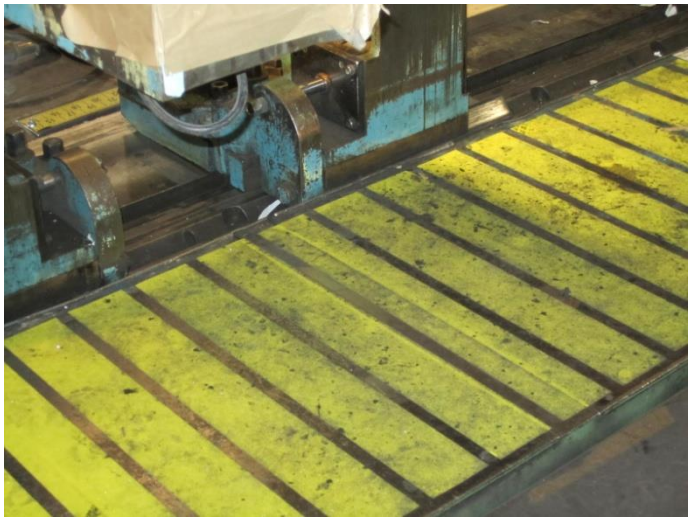
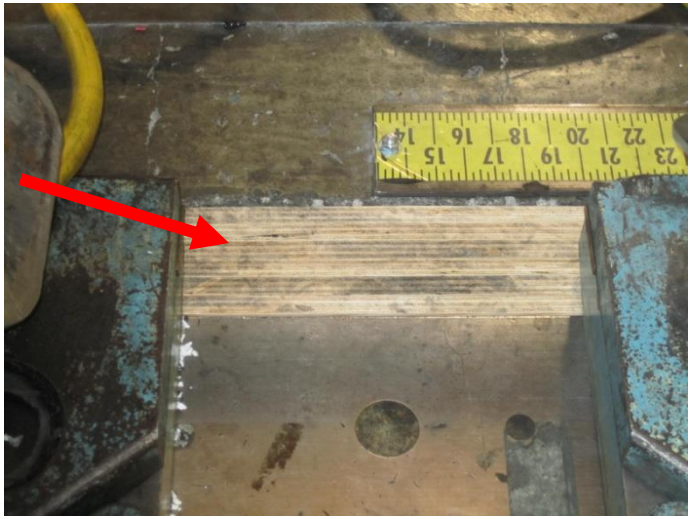
Corrective Actions

Corrective Actions

1. Addressed slip/trip hazards





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Corrective Actions

2. Changed interlock so that winder goes to emergency-stop mode anytime the light beam is crossed.

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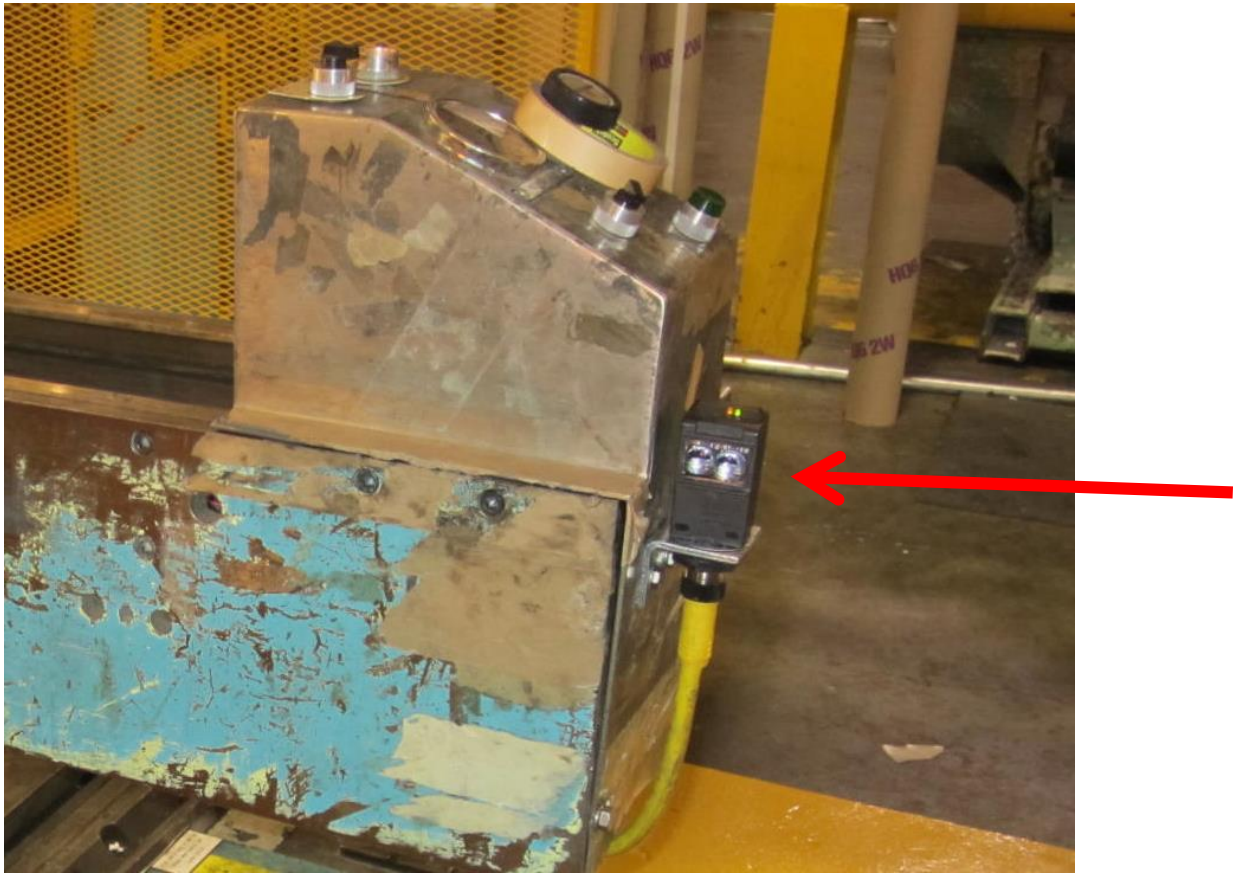
#1 Salvage Winder
10 Feb., 2011
Post Accident - Before Improvements

Privileged and Confidential
Attorney Client Communications

Corrective Actions

3. Changed “carriage in” logic to ensure that the operator is physically positioned away from the hazard when the core moves towards the nip point.



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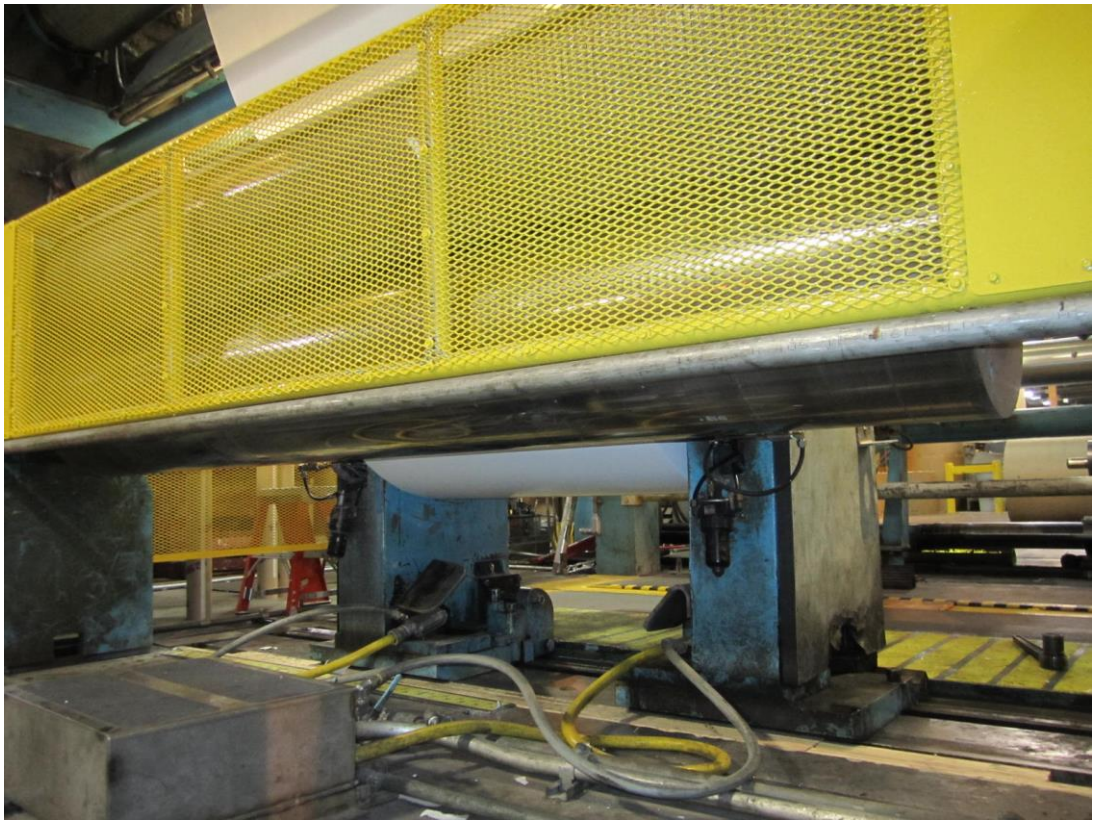
Corrective Actions

4. Installed new threading air shower to blow paper off of bottom drum while threading prior to wrapping core; this allows threading without entering the hazard zone.



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Corrective Actions

5. Installed new audible and visible alarms activated by the emergency stop circuit to alert other operators of an emergency.

6. Updated risk assessments, operator work instructions, and qualifications checklist for the winder.

    - Even though we did a risk assessment on this task, we did not identify the hazard that the employee was exposed to. We need to look at tasks with an unbiased eye and carefully observe the task being done to make sure we do not miss any hazards in the risk assessment.

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Other Comments

Critical incident social counselor brought onsite (EAP).

OSHA Compliance Officer found the mill to be compliant with applicable regulations.

- **"Legal" does not equal "safe".**
- This equipment had been observed by OSHA during 2009 machine guarding audit.

What about the personal responsibility of the injured employee?

- Safe conditions and safe behaviors are both required.
- Difficult to find fault with the employee's behaviors in this incident.

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What did we do ?

- VP of Manufacturing “No one gets caught in a nip again”
- Analyze all captured winder injuries and near misses.
- Two mill OLD managers
- Assembled a team – GOYA Operations supervisors and manager
  - Experienced winder Engineers
  - Safety
- Set the Stage & GLAS
- What did we find?

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Thank you