in tandem: community • diversity • solutions
WSPS 2015/2016 TO 2017/2018 STRATEGY

activating KNOWLEDGE,
sustaining LIFE...
in tandem

WSPS.CA
in tandem: community • diversity • solutions
WSPS 2015/2016 TO 2017/2018 STRATEGY
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37 in tandem: Execution is Everything
This was one of the messages that came through loud and clear in our consultations about this strategy – conversations that took place, we estimate, with over 150 stakeholders across Ontario, generating over 330 responses.

We are excited that we’ve mapped out a plan that will move us so much closer to creating a culture of health and safety in Ontario, and that it is truly grounded in reality. Our stakeholders have provided that confidence by being so generous in sharing their experience and expertise, goals and aspirations, and by being so candid about their expectations of us.

Our conversations took place across the province in a variety of settings, and despite geographic differences and diversity of perspectives, there were several themes that emerged in all of our discussions:

- Work with others to ensure that the health and safety message is being reinforced at an earlier age
- Leverage technology to make our message more accessible, including using smart phones and social media
- Ensure tools and resources are accessible and cost-effective
- Reach new business owners before they begin operating and consider the impact of incentives
- Make it easier for employers and employees to do the right thing
- Define “vulnerability”, “high hazard” and even “small business” meaningfully and realistically
- Reach out to small businesses in a manner that suits them and follow up
- Build health and safety culture by starting at the top – engage senior leaders

And, stakeholders told us they want to stay engaged and want us to continue creating opportunities for them to contribute to the implementation of the strategy.

On this, we need little convincing.

We have a hefty mandate to meet the health and safety needs of over 154,000 workplaces in Ontario, and we have set the bar even higher by promising to be a trusted business partner to our customers -- helping them grow their businesses. It is not possible for us to do this alone. We can only achieve our goals by working in tandem with all of our stakeholders and continuously inviting new contributors to the table.

We feel extremely fortunate that there is such support for this strategy. We thank you for your engagement so far and we look forward to working in tandem with you to create healthier and safer workplaces and communities and a culture of health and safety in Ontario.
In our volatile economy, it’s difficult to know what’s around the corner that may impact your business 60 or 120 days out, let alone three years down the road. So setting out to develop a strategy that will help customers grow the life of their businesses today and three years from now might seem like a difficult undertaking. That’s why, in the development of in tandem: Community, Diversity, Solutions 2015/16 to 2017/18, we’ve taken the steps outlined below. They give us confidence that we’ve carved out an ambitious, but realistic plan that will improve health and safety outcomes and will move Workplace Safety & Prevention Services (WSPS), our customers, partners and the communities in which we live and work, closer to creating a culture of health and safety.

**Work with customers to improve the overall health of their organizations**

WSPS is committed to being a trusted business partner to the customers with whom we work with. As such, this strategy must help our customers reduce risk, improve employee engagement and customer satisfaction levels, strengthen the bottom line, enhance efficiency, reduce waste, secure their supply chain, and relieve their paper burden. We know that these outcomes cannot be achieved by simply complying with legislation and regulations. In order to do this, we need to support our customers’ efforts in achieving overall organizational health, which includes the physical work environment, personal health resources, enterprise community involvement, and psychosocial work environment. The goals and work we’ve outlined in this strategy will build on the work that WSPS has already started toward moving more workplaces to this level of health and safety performance.

**Take an inclusive approach that brings a variety of perspectives to the table, and engage stakeholders in the development and implementation of the strategy**

This strategy has been developed based on industry trends and data, environmental scans, market research, and input from a wide cross-section of stakeholders, including:

<table>
<thead>
<tr>
<th>Customers</th>
<th>employers and employees representing small, medium and large-sized workplaces in the agriculture, manufacturing and service sectors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteers</td>
<td>over 800 community-based volunteers</td>
</tr>
<tr>
<td>Partners</td>
<td>prevention system counterparts, research and education partners, more than 50 industry associations, and strategic alliance partners, including CSA and ESA</td>
</tr>
<tr>
<td>Employees</td>
<td>WSPS’s 245 employees, located across Ontario</td>
</tr>
<tr>
<td>Governance</td>
<td>WSPS’s Board of Directors and our funder the Ministry of Labour</td>
</tr>
</tbody>
</table>
We’ve reached out through a number of forums – one-on-one conversations, regularly scheduled meetings; community-based events, such as regional roundtables, conferences, Networking and Knowledge Exchange Sessions; and strategy-specific stakeholder consultations to gather the necessary insight to inform our planning and decision-making over the next three years.

And this is just the beginning. We will continue to consult and collaborate as we implement the strategy to ensure that we are developing solutions that are relevant and realistic and to monitor our progress, along with trends and market changes, to determine whether we need to adjust the strategy and our goals in any way.

**Adhere to quality principles and practices**

We will implement this strategy with a commitment to achieve the highest standards. To do this, a comprehensive Quality Management System has been established enabling WSPS to meet all ISO 9001 requirements.
INTRODUCTION
Growing in tandem to Create a Culture of Health & Safety

Creating a culture of health and safety based on world class standards takes time, commitment and courage. It takes people – many people – working in tandem – collaborating, innovating and constantly reaching out to engage others.

And it takes a solid strategy to make it happen. In Tandem: Community, Diversity, Solutions, WSPS’s 2015/16 to 2017/18 strategic plan, builds on the momentum we’ve gained over the past five years and maps out a clear course to create a culture of health and safety in Ontario.

It’s an ambitious plan, but we know it is achievable. And by aligning our strategic drivers to the WHO’s (World Health Organization) Healthy Workplace Model and our work with the priorities outlined in Ontario’s prevention strategy, we know it will be relevant and sustainable.

We serve over 154,000 workplaces and 4.0 million employees in the agriculture and horticulture, manufacturing and service sectors – three very distinct sectors. Our customers range from micro businesses to global leaders, and they are located in every pocket of the province.

They employ a wide cross-section of people, from highly skilled, seasoned professionals, to those who are just entering the workforce for the first time. Workers we reach may be born and raised in Canada, new to Canada, speak multiple languages or English as a second language, and have various levels of essential skills. Some are seeking long-term employment, looking to gain new experience for the next opportunity, and others are faced with the reality of only finding part-time or precarious work.

Our customers are faced with the challenges of engaging and retaining these employees, adapting to an ever-changing work environment, understanding and leveraging evolving technology, meeting the complex and ever-growing legislated demands placed on them, and growing their businesses in a sluggish economy.

However, increasingly, they are realizing that by creating a culture of health and safety in their workplaces and communities, they are giving themselves a distinct advantage.

This has fuelled our work over the past five years. WSPS has become a trusted business partner helping employers and employees to achieve their goals. Together, along with the support of our partners and hundreds of volunteers, we’ve designed and deployed new and innovative health and safety solutions, we’ve actively sought out new channels and partners to make them accessible to more Ontario workplaces, and we’ve engaged in critical conversations about where we need to go next.

And the answer is clear; WSPS must grow to meet the growing expectations and aspirations of our customers.

1 Source: WSIB Enterprise Information Warehouse (EIW) as of July 2012.
2 Source: Based on Stats Canada CANSIM Table 282-0088 accessed November 18, 2014.
And so, in tandem: community • diversity • solutions will build our capacity and capability to meet customers where they want to be met, expand our sphere of influence with others, and provide solutions to new markets and diverse communities. It will increase revenue to meet growing customer demands that surpass the support provided by our core funding. It will see us establish new partnerships and strengthen existing relationships so that we can extend our reach through others to help more Ontario businesses become healthier, safer and stronger.

And perhaps most importantly, it will enable us to grow the network of leaders we are so privileged and proud to work with, who are coalescing from workplaces and communities of all types and sizes to create a culture of health and safety in Ontario.
WHERE ARE WE NOW?

Workplace Safety & Prevention Services (WSPS) is a leader in providing impactful health and safety risk management solutions that drive lasting business success for our customers. WSPS offers unparalleled health & safety expertise, insight and solutions for creating healthy work environments where employees thrive and businesses prosper.

Key Business Challenges
Like any organization, WSPS faces business challenges that affect the way we run our own business. Some of these include the range of sectors and variety of demands with 154,000 member firms, their location across Ontario and Canada, customer diversity due to size of business, increasing number and types of hazards for the unique sub-sectors we support, and changing demographics. We also recognize that external influences such as the economy, globalization, new patterns of employment and technology all play a role in shaping the business environment that our customers operate in. Growth and reach are vital to WSPS future plans.

WHERE ARE WE GOING?

Our Vision
The elimination of all work-related injuries, illnesses and fatalities

Our Mission
activating KNOWLEDGE, sustaining LIFE...

Our Values
1. We measure our success based on the results of our customers and the community
2. Our people are fundamental to our success
3. We will work collaboratively with our partners

Source: WSIB Enterprise Information Warehouse (EiW) as of July 2012.
Our Competitive Advantage

- Not-for-profit organization linked to the Ministry of Labour which provides credibility and greater insight for customers
- Level of insight, technical expertise, and proficiency from WSPS field and support staff
- Span of solutions across lines of business – training, consulting, products and conferences – and the H&S continuum (compliance to culture) offered from one organization
- Non-billable solutions that our customers can draw upon
- Availability of support to answer questions, and choice of mechanisms for connecting through phone, email, web or face-to-face
- Breadth of partnerships offered across Ontario and Canada, extending WSPS market presence and brand value in collaboration with others
- Access to industry and community expertise and advice to ensure relevancy through our volunteers - Board of Directors, Advisory Committees, Volunteer Council and both Industrial and Rural Volunteers

Our Organizational Goal

Grow our ability to reach customers in tandem with others to build a healthy, safe, and sustainable Ontario.

Corporate-wide Strategic Drivers

1. community
   - Empower others to lead and create culture change

2. diversity
   - Recognize and support the diversity of our customers and communities

3. solutions
   - Focus our expertise on the areas of greatest need
HOW ARE WE GOING TO GET THERE?
2015/2016 to 2017/2018 - 3 Year Goals and Objectives

**Customer**

**Community STRATEGIC DRIVER**
Empower others to lead and create culture change
- **OBJECTIVE** Recognition of the value of H & S to business sustainability, and a shift to a more proactive health and safety mindset for a greater number of Ontario workplaces

**diversity STRATEGIC DRIVER**
Recognize and support the diversity of our customers and communities
- **OBJECTIVE** Workplaces to identify characteristics of vulnerability and precarious work, understand the risks, and feel empowered to eliminate factors within their control
- **OBJECTIVE** Meet small business needs via community and business partners to leverage local touch points

**solutions STRATEGIC DRIVER**
Focus our expertise on the areas of greatest need
- **OBJECTIVE** Understand how to address high hazard needs of our customers, including emerging hazards that could contribute to future injuries and illnesses

**Financial**

**GOAL** Align efforts around the expense and revenue commitments to the Ministry of Labour in order to achieve a balanced budget.
- **OBJECTIVE** Achieve a balanced budget through sustained funding and an increase in the percentage of cost recovery and alternate revenue streams.

**Process**

**GOAL** Strengthen core business functions.
- **OBJECTIVE** Enhance efficiency and value of our core business processes.

**People**

**GOAL** Improve our human resource capacity.
- **OBJECTIVE** Increase per person productivity (reach and resources), employee engagement and business mindset to support customers.
HOW ARE WE GOING TO GET THERE?
2015/2016 Annual Corporate Objectives, Initiatives and Metrics

Customer

OBJECTIVE Increase direct and indirect reach by using one-to-many approaches.

- INITIATIVE 1: Active customer count
- INITIATIVE 2: Partnerships, volunteers, and technology
- METRIC – Grow active customer count by 5%
- METRIC – Increase indirect reach by 5% using one to many approaches
- METRIC – Achieve 2015/16 Transfer Payment Agreement targets

Financial

OBJECTIVE Achieve a balanced budget, aligning expense and revenue commitments to the Ministry of Labour, through sustained funding and revenue growth.

- INITIATIVE 1: Value for money audit
- INITIATIVE 2: Develop and implement a new pricing model for training, consulting and non-billable services
- METRIC – Balance annual budget (Y/N)
- METRIC – Complete VFM audit
- METRIC – Complete new pricing model and begin implementation by March 31, 2016
Process

**OBJECTIVE** ISO and Z1000 compliance.

- **INITIATIVE 1:** ISO 9001 Registration
- **INITIATIVE 2:** CSA Z1000 Registration
- **METRIC** – Maintain ISO 9001 Registration (Y/N)
- **METRIC** – Pursue CSA Z1000 conformance (Y/N)

**OBJECTIVE** Integration and reporting of all transfer payment agreement commitments into the 2015/16 business plan.

- **INITIATIVE 1:** Align business strategies and resources to achieve primary customer commitments and support Healthy and Safe Ontario Workplaces strategy.
- **METRIC** – Execute integrated market, sales & delivery and functional plans (training, consulting, and product development) that address the Transfer Payment Agreement and business plan commitments.
- **METRIC** – Develop a baseline model to value the resources allocated to implementing the Healthy and Safe Ontario Workplaces strategy and Ministry of Labour commitments. (Y/N)

People

**OBJECTIVE** Build a WSPS culture and improve engagement by closing critical management skill gaps.

- **INITIATIVE 1:** Employee engagement survey
- **INITIATIVE 2:** Respect in the workplace program
- **METRIC** – All staff complete Respect in the Workplace Program (Y/N)
- **METRIC** – Launch identified high potential leaders program (Y/N)
- **METRIC** – Identify and address management skills that support employee performance and engagement: scheduling & work estimates and performance management skills for accountability (Y/N)
HOW WILL WE MEASURE OUR SUCCESS?

Integrated. Aligned.
OHS Provincial Strategy and WSPS Strategy

WSPS 3 Year Goals
and Objectives Scorecard

<table>
<thead>
<tr>
<th>Vision &amp; Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Firm Injury Reduction</td>
</tr>
<tr>
<td>• LTI Rate Reduction (Monitor Only)</td>
</tr>
<tr>
<td>• Total Injury Rate Reduction (Monitor Only)</td>
</tr>
</tbody>
</table>

| Customer Likely to Recommend Rating (Total) |
| • Training |
| • Educational Sessions |
| • Consulting |

<table>
<thead>
<tr>
<th>Customer Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Customers (Total)</td>
</tr>
<tr>
<td>• Direct – Retained (with sales)</td>
</tr>
<tr>
<td>• Direct – New (with sales)</td>
</tr>
<tr>
<td>• Direct – Other (without sales)</td>
</tr>
<tr>
<td>• Extended – Web Visitors</td>
</tr>
<tr>
<td>• Extended – Key Accounts</td>
</tr>
<tr>
<td>• Extended – Through Partners</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Direct – Small Business Customers</td>
</tr>
<tr>
<td>• Direct – Potential “Precarious Work” Customers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transfer Payment Agreement Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Training (Participant Hours)</td>
</tr>
<tr>
<td>• Educational Sessions (Participant Hours)</td>
</tr>
<tr>
<td>• Consulting (Consulting Hours)</td>
</tr>
<tr>
<td>• Products Distributed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invoice Revenue (millions)</td>
</tr>
<tr>
<td>Balanced Revenue (on track/balanced)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Maintain Contribution Margins</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Training</td>
</tr>
<tr>
<td>• Consulting</td>
</tr>
<tr>
<td>• Conferences</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internal Business Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain ISO 9001 Registration</td>
</tr>
<tr>
<td>CSA Z1000 Conformance</td>
</tr>
</tbody>
</table>

| Execute integrated market, sales & delivery, and functional plans that address the Transfer Payment Agreement (TPA) and business plan commitments |
| Volunteer Engagement |
| • # of Registered Volunteers (monitor only) |
| • Planning and Delivery Events/Volunteer Development |

<table>
<thead>
<tr>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Staff Development</td>
</tr>
<tr>
<td>• Enhance per person productivity, (reach and resources), employee engagement and business mind-set to support customers</td>
</tr>
</tbody>
</table>

Updated: February 3rd, 2015, BOD approved
**WSPS Strategic Driver – community**
Empower others to lead and create culture change

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### 1. MOL Pillar – Culture of Health & Safety

<table>
<thead>
<tr>
<th>PRESERVE</th>
<th>STABILIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote the CEO Health + Safety Leadership Network</td>
<td>Grow community and grassroots leadership for health &amp; safety with participation, recognition and acknowledgement of progress by local business</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>ENHANCE</th>
<th>REINVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEOs recognize value of health &amp; safety to business sustainability</td>
<td>Shift to a more proactive health and safety mindset for a greater number of Ontario workplaces</td>
</tr>
</tbody>
</table>

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### 2. MOL Pillar – Collaborative Partnerships

<table>
<thead>
<tr>
<th>PRESERVE</th>
<th>STABILIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify key partnerships to support change and build capacity for advice, consultation, and dissemination</td>
<td>Deepen relationships to engage stakeholders in planning and support; identify partnerships to reach new audiences</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENHANCE</th>
<th>REINVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor and evaluate collaborative partnerships to extend reach and meet customer’s need</td>
<td>Understand current issues, attitudes and beliefs to inform collaborative working relationships</td>
</tr>
</tbody>
</table>
**WSPS Strategic Driver – diversity**
Recognize and support the diversity of our customers and communities

### 3. MOL Pillar – Vulnerable Workers

<table>
<thead>
<tr>
<th>PRESERVE</th>
<th>STABILIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise awareness of the factors that contribute to vulnerability</td>
<td>Expand our networks and build relationships with key influencers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENHANCE</th>
<th>REINVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build new networks and utilize existing channels to quickly and effectively disseminate information related to recognizing the characteristics of vulnerability</td>
<td>With support, employers are able to self-identify characteristics of vulnerability and feel empowered to eliminate risk factors within their control</td>
</tr>
</tbody>
</table>

### 4. MOL Pillar – Small Businesses

<table>
<thead>
<tr>
<th>PRESERVE</th>
<th>STABILIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build relationships with key community and industry associations to access small business</td>
<td>Continue support of the prevention system five-year small business plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENHANCE</th>
<th>REINVENT</th>
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<tbody>
<tr>
<td>Expand our networks to include more integrated planning with other organizations that reach small business day-to-day</td>
<td>Promote the one-to-many approach to grow our reach to small businesses across Ontario</td>
</tr>
</tbody>
</table>
WSPS Strategic Driver – solutions
Focus our expertise on the areas of greatest need

5. MOL Pillar – Highest Hazards

<table>
<thead>
<tr>
<th>PRESERVE</th>
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<tbody>
<tr>
<td>Continue to consult with WSPS sectors to identify significant (high) hazards</td>
<td>Develop a common understanding of what is meant by “high hazard” and build awareness</td>
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<tr>
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<td>Use data and evidence to create targeted interventions addressing high hazards</td>
<td>Monitor and evaluate the effectiveness of standards, WSPS solutions, and campaigns for high hazards</td>
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6. MOL Pillar – Integrated Service Delivery & System-wide Planning

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<thead>
<tr>
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<tbody>
<tr>
<td>Continue implementation plans to support the Healthy and Safe Ontario Workplaces Strategy</td>
<td>Extend our reach through products and solutions that meet customers’ needs</td>
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<td>Integrated planning for the prevention system, and monitoring of outcomes</td>
<td>Anticipate future areas of need by drawing on data, research and evidence to determine focus areas</td>
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See Appendix A for The Model of “Strategy Scale Types”.

WSPS Strategic Driver – solutions
Focus our expertise on the areas of greatest need

5. MOL Pillar – Highest Hazards

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See Appendix A for The Model of “Strategy Scale Types”.
The Consultation Process

This strategy is the result of substantive consultation with our customers, representative volunteer groups, industry partners, the research and standards community and members of the community at large. For the better part of 2014, we reached out to our stakeholders to talk about the next three years. You will see the results of these consultations throughout the document. This is not an end point, but the beginning of an ongoing dialogue that will improve health and safety outcomes in workplaces and communities across the province. This document provides highlights of how we intend to continue consulting, collaborating and innovating with our stakeholders. We distilled all of the feedback received from our stakeholders to come up with a key goal, drivers and measures that will direct the efforts of our organization and build success for our customers in support of the Healthy and Safe Ontario Workplaces Strategy (December 2013).

Where did we gather feedback from?

200 stakeholders: WSPS volunteer network, trade associations, MOL, WSIB and volunteers

Who provided feedback?

331 responses: regional roundtables, annual general meeting, Advisory Committee chairs and vice chairs, WSPS staff

Advisory Committees representing 10 industry subsectors serving: manufacturing, service and agriculture sectors
What did we hear?

- Connect with young people
- Leverage Technology
- Needs to be accessible and cost-effective
- Consider Incentives

154 VOLUNTEER PARTICIPANTS SPOKE!
You gave us a lot to think about. Here are some highlights of consistent themes that surfaced across all of the consultations we conducted:

What We Heard from You
- We need to continue to do more of the right things, like connecting with young people through programs like HSAP – and we need to work with others to ensure that the health and safety message is being reinforced from a younger age
- We need to leverage technology to make our message more accessible, including smartphones and social media
- Tools and resources need to be accessible and cost-effective
- Training isn’t the only lever – the system needs to think about reaching new business before they begin operating and consider the impact of incentives

What We Learned from You
- WSPS can’t do this all on its own – we need to engage volunteers, communities and industry partners
- Vulnerability, high hazard and even small business need to be defined in a way that reflects your experience and understanding of how your business runs
- The system needs to make it easier to do the right thing

What We Believe Is Important to You
- We need to reach out to small business in the way that serves them best – and follow up to ensure that they don’t fall off the radar
- There is no one size fits all approach
- Health & safety culture starts at the top, so engaging senior leaders is critical
- We’ll know we have been successful when health & safety becomes part of everyone’s every day
While we’ve organized the information in this document into different priority areas, there are no boundaries between them. For instance, a small business working toward creating a culture of health and safety in their workplace will need to first understand and address the high hazards that exist in their work processes and environment and the characteristics of vulnerability they possess. You will see that these priorities overlap, and in many ways, are interdependent.

1. MOL Pillar – Culture of Health & Safety

Promote a Culture of Health and Safety

There is a definite shift occurring in Ontario and a groundswell of support for creating healthier and safer workplaces and communities. Creating this culture of health and safety requires leaders of all types – formal, informal and individual – in the workplace and the community. WSPS is seeing more and more leaders step up every day. Working together, we are pushing the boundaries of conventional thinking, building the capacity of future leaders and creating sustainable strategies and solutions that will support generations to come.

Your Thoughts on Promoting a Culture of Health and Safety

Below are just a few of the ideas and suggestions that came forward in discussions on this priority with our stakeholders:

- Connect CEOs who share a commitment to building sustainable businesses and communities
- Engage volunteers to lend their experience and expertise as mentors to businesses in the agriculture, manufacturing and service sectors
- Collaborate with hospitals and public health agencies to build awareness of health and safety through their communication channels and training opportunities
- Extend WSPS’s reach and ensure health and safety resources are readily available through other organizations, such as Industry associations, Chambers of Commerce, Business Improvement Associations
- Inspire political leadership among members of legislative assembly constituency offices to raise awareness of health and safety
- Expand the role of Board members outside of the boardroom – speaking to other CEOs about health & safety
The Voice of the CUSTOMER

WSPS’s Work in Supporting This Priority

Following are a few examples of the types of activities that WSPS has already started or will be initiating in support of this priority area.

Understand Attitudes, Beliefs and Behaviours to Grow and Evolve with Customers and Communities

- Work with research partners such as the Institute for Work and Health, the Conference Board of Canada and The Campbell Institute to understand society’s attitudes, beliefs and behaviours
- Continue outreach activities such as focus groups, regional roundtable discussions and leverage experience and insights of members of WSPS’s ten advisory committees
- Engage a broad spectrum of stakeholders and members of the community in critical conversations to understand diverse perspectives, needs, goals and aspirations

Transform Workplace Culture and Create Competitive Advantage through Organizational Health

- Work with organizations that have made the connection between business success and a healthy work environment that takes into account physical health and safety, psychosocial health, personal well-being, and community involvement
- Support the implementation of managed systems to propel businesses beyond compliance toward superior performance, based on the application of quality principles and leading indicators
- Facilitate collaboration between workplaces and society to improve the health and safety of workers, their families and the community

Empower Future Generations

- Provide Health and Safety Awareness Presentations to school-aged Ontarians to ensure they have the tools to be healthy and safe before they start work
- Support education programs such as the Minerva Summer Institute and Learning Forums and The Institute for Leadership Education in Engineering (ILead) to engage future leaders in conversations about safety early in their career development
- Build the problem-solving, creativity and collaboration capacity of students to enable them to create healthier and safer schools, workplaces and communities
Nurture Health and Safety Leaders and Champions

- Nurture health and safety champions to build awareness and capacity at a community level
- Create mentoring and coaching opportunities that connect experienced professionals with those in need of guidance
- Engage CEOs across Ontario to
  - Develop a sustainable strategy for a province-wide culture of health and safety
  - Help shape health and safety policy in our province and nation-wide
  - Demonstrate the return on investment and business value of health and safety
  - Recognize Leaders of Safety Cultures among the CEO community
  - Engage in peer to peer dialogue to facilitate knowledge sharing and promote leadership by example
- Use Networking and Knowledge Exchange Sessions to engage operational leaders in conversations about best practices and continuous improvement, organizational health and creating a culture of health and safety
- Create opportunities for CEOs to share insights and best practices at events like the Partners in Prevention Conference and Trade Show

Strategy Initiatives

Horizon 1

- Establish a CEO Health + Safety Leadership Network
- CEOs share successes and challenges at Roundtable events

How WSPS is already doing this:

- Elizabeth Mills participated in the judging panel for “Canada’s Safest Employers (CSE)”
- View from the Top panel at PIP 2014
- In partnership with Thomson Reuters, develop criteria for an Organizational Health & Safety Culture Award
- New strategic partnership with Thompson Reuters’, COS (Canadian Occupational Safety) Magazine and CSE Award Program

Horizon 2

- Growth of community and grass-roots leadership for health and safety, with participation, recognition and acknowledgment of progress by local businesses

Horizon 3

- Value of health and safety to business sustainability recognized by CEOs, and a shift to a more proactive health and safety mindset for a greater number of Ontario workplaces
2. MOL Pillar – Collaborative Partnerships

Build Collaborative Partnerships between the Occupational Health and Safety System and Other Organizations

At WSPS, we use the expression “creating shared value” to describe the work we do with our customers, our prevention system partners other government agencies, and the community at large. The concept of shared valued, introduced by a Harvard University professor⁴ is based on connecting company success with social progress. This approach to our work is transformative. It causes us to challenge assumptions and to reconceive traditional approaches and, most of all it brings so many new opportunities for growth and innovation to the fore. This philosophy is at the core of what we do every day because we believe the only way to truly create a culture of health and safety is to collaborate, innovate and achieve success in tandem with the broadest spectrum of stakeholders possible.

WSPS’s Work in Supporting This Priority

Following are a few examples of the types of activities that WSPS has already started or will be initiating in support of this priority area.

- **SUPPORT** Ministry of Labour regional projects (Extend reach through our trusted networks)
- **ENGAGE** workplaces and community members in critical conversations to ensure health and safety outcomes are achievable and grounded in their reality
- **WORK WITH** system partners, sharing data and insight to inform policies and programs, including recommending consultation with stakeholders or alternative approaches when necessary
- **INTRODUCE** WSPS to other ministries and deepen our understanding of their priorities in order to identify overlapping requirements so we can align and simplify requirements for customers
- **COLLABORATE** with community groups and prevention partners to deepen our collective understanding of regional differences and extend our reach
- **LISTEN** to the customer voice and bring their insights to policy discussions and implementation of the strategy and help partners understand how regulations and requirements impact workplaces
- **ADDRESS** specific regional concerns by collaborating with volunteers, and community groups like Chambers of Commerce, Business Improvement Associations and Boards of Trade
- **LEVERAGE** established relationships with sub-sector specific associations to disseminate information and facilitate knowledge sharing

⁴ Source: Creating Shared Value, Harvard Business Review, Michael E. Porter and Mark R. Kramer
- **WORK COLLABORATIVELY** with a broad spectrum of stakeholders to shift attitudes, beliefs and behaviours on specific high hazards, such as Motor Vehicle Incident (MVI) Summit which brings HSAs, other government agencies, workplace representatives, researchers and members of the community together

- **COLLABORATE** with programs such as iLead and Minerva to reach students and shape attitudes and behaviours regarding health and safety

- **CONNECT** board members with other senior leaders to build awareness of, and commitment to, health and safety

- **ENGAGE** CEOs across the province in the process of building a sustainable health and safety strategy for the province and enlist their support in building commitment and bringing additional members to the group

- **WORK WITH** system partners to elevate awareness of specific hazards, including supporting Working from Heights campaign and working together with MOL – informing customers when they are occurring, providing information to consultants and customers to help them prepare, evaluate uptake of products to ensure we’re meeting the needs of customers

- **CONNECT** workplaces and the research community to facilitate a deeper understanding of beliefs and behaviours related to occupational health and safety and to determine how best to apply findings in Ontario workplaces

- Bring a variety of WSPS stakeholders into **CONSULTATIONS** on legislation, regulations, policies and strategy implementation

- **INFLUENCE** roll out of high impact initiatives such as Certification Training, communicate expectations and compliance requirements and help to keep employers in compliance during transition.

### Strategy Initiatives

#### Horizon 1

- Identify the key partnerships that will support implementation of the strategic plan and build capacity of a trusted network that we will draw upon for advice, consultation, and dissemination

- Understand regional diversity and explore current issues, attitudes and beliefs to inform collaborative working relationships and projects

#### Horizon 2

- Deepen relationships to engage stakeholders in ongoing planning and support with implementation plans, and identify new partnerships to reach new audiences

#### Horizon 3

- Monitor and evaluate collaborative partnerships to ensure we are extending reach and meeting our customer’s needs
Target the Areas of Greatest Need

Identifying characteristics of vulnerability is not about boxing people into categories and jumping to conclusions about the health and safety solutions that will work best for them. There are many workplace, individual and dynamic factors that contribute to a worker’s degree of vulnerability. WSPS is committed to empowering employers and employees with a deeper understanding of the factors that impact them so they can make healthier and safer decisions and seek the support and information they need to reduce risk factors and create healthy and safe workplaces and communities.

Examples of factors that impact vulnerability

- Level of Risk
  - High
  - Low

- Examples of Individual Factors
  - Age
  - Literacy level
  - Length of time in Canada
  - Experience of racialization
  - Physical and mental ability
  - Newness of job tasks
  - Hours of work
  - Wage / earnings

- Examples of Workplace Factors
  - Level of employment stability
  - Knowledge of occupational health and safety rights/ responsibilities
  - Fear of reprisal
  - Personal occupational health and safety skills

Source: Illustration from Healthy and Safe Ontario Workplaces, Dec 2013, published by the Prevention Office, Ministry of Labour, pg 19
Your Thoughts on Vulnerability

Below are just a few of the ideas and suggestions that came forward in discussions on this priority with our stakeholders:

- **UNDERSTAND** the characteristics of “vulnerability” in the workplace
- **ENGAGE** volunteers to circle back with customers who are using WSPS solutions to find out how implementation is going and whether they’ve had success with the solution
- **COLLABORATE** with community-based groups such as temp agencies, Safe Communities, cultural associations, etc. to understand regional characteristics of vulnerability and extend WSPS’s reach
- **LEVERAGE** Health & Safety Awareness Program sessions to learn about younger workers
  - we understand how students want to learn and developing practical teaching strategies
- **CONNECT** WSPS volunteers with workplace parties who need implementation support, mentoring or translation services
- **START THE CONVERSATION** at an earlier age by delivering safety “camp” days to kids through existing forums such as rural events and consumer shows
- **PARTNER** with industry in the development of programs and services to enhance credibility and uptake
- **DEVELOP** relationship/partnership strategies with other ministries, like the Ministry of Education, Ministry of Transportation, etc.
WSPS’s Work in Support of this Priority

Following are a few examples of the types of activities that WSPS has already started or will be initiating in support of this priority area.

Work with the research community and stakeholders to deepen understanding of vulnerability factors

- **CONDUCT OR SUPPORT RESEARCH** and seek expert advice about the individual, workplace and other characteristics that contribute to vulnerability.
- **CONNECT** the research community and appropriate stakeholders to assist with knowledge transfer.
- WSPS will work with others to continuously re-position the dialogue from one of stigma to one of capability.
- WSPS offers a range of services to help businesses meet their AODA obligations including:
  - Policy development and training
  - Assistance with compliance requirements

Learn from our trusted networks and work with them to disseminate information and knowledge

- **CULTIVATE** relationships in workplaces and communities in aid of understanding and building awareness of vulnerability factors
- **ENGAGE** our volunteers in research, consultations and awareness building
- **WORK WITH** appropriate community groups to enhance our cultural awareness
- **PURSUE** non-traditional partnerships to reach vulnerable populations (e.g. community and faith-based organizations, immigrant service organizations, youth and student groups)
- **CONTINUE TO LEVERAGE** relationships with industry associations and Chambers of Commerce

Continue to improve effectiveness of health and safety training for all audiences

- **ENGAGE** vulnerable worker groups in identifying requirements that are needed to meet their needs
- **APPLY** the appropriate standards to meet the literacy and language requirements of diverse audiences

Support the Healthy and Safe Ontario Workplaces Strategy

- Support partner initiatives to produce better health and safety outcomes among industries with high proportions of vulnerable workers
Strategy Initiatives

Horizon 1

- Integrate the index of characteristics of vulnerability into solutions and interactions with customers to raise awareness of the factors that contribute to vulnerability
- Build new networks, and utilize our existing channels, to quickly and effectively disseminate information on how to recognize factors that impact vulnerability

How WSPS is already doing this:

- Use other channels to distribute news and information through industry associations and other publications
- Leverage technology, such as web, social media and, mobile applications (where appropriate) to raise awareness
- Talk to our customers (various form of research and consultations) to better understand needs and preferences, including listening for how to address vulnerability

Horizon 2

- Expand our networks, and further build relationship with key influencers (Ministries, School Boards, Public Health, and Community Organizations) that touch vulnerable segments to integrate health and safety into complimentary conversations and touch points.
- Work with customers on how to best address vulnerability factors they encounter, and build solutions that are targeted to support action plans

Horizon 3

- Employers able to self-identify characteristics of vulnerability in their workplace, understand the risks, and apply knowledge, skills to address concerns
- Employees feel knowledgeable and empowered to engage in conversations to eliminate vulnerability factors within their control
4. MOL Pillar – Small Businesses

Support Occupational Health and Safety Improvements in Small Businesses

Small business is the critical engine that keeps Ontario’s economy moving. Most owners are busy running the business and managing the bottom line and often don’t have time to research, read and understand obligations under the Occupational Health and Safety Act. In addition, many have a low risk perception. They need partners like WSPS to understand their frustrations, motivations, fears and goals to help them zero-in on what matters most. We are committed to working in tandem with small businesses and the associations and community groups they trust to deepen our understanding of their evolving needs. And, we are listening, collaborating, and engaging small business employers and employees as leading partners in the development of solutions designed to improve health and safety and grow their businesses.

Your Thoughts on Supporting Improvements in Small Business

Below are just a few of the ideas and suggestions that came forward in discussions on this priority with our stakeholders:

- **MAKE EDUCATION EASILY ACCESSIBLE** and affordable as the cost of training is a significant concern
- **HELP** small businesses understand what legislation and regulations are mandatory
- **CONDUCT FOCUS GROUPS** to deepen WSPS’s understanding of the support that is needed and how it is best received
- **PROVIDE** the necessary **INFORMATION** to enable volunteers to follow up with local small businesses
- **CONTINUE TO BUILD** relationships with Boards of Trade and Business Improvement Associations
- **ENGAGE** all stakeholders in the education of students (e.g. encouraging supply chain associates to donate time to high school co-op programs for safety training)
- **PARTNER** with the Board of Registered Safety Professionals to create a mentoring program that could earn CRSP maintenance points for participants
- **LINK** to established business start-up processes, such as business registration
- **BUILD** a program similar to the SmartServe, which is designed to ensure that everyone is trained to the same consistent level using easily accessible resources
WSPS’s Work in Supporting This Priority

Following are a few examples of the types of activities that WSPS has already started or will be initiating in support of this priority area.

Listen to understand opportunities and challenges and the support needed to help small businesses across Ontario stay healthy and safe

- **IMPROVE** collaboration among industry partners and associations
- **CONTINUE TO EXPLORE** alternative venues for collaboration and outreach in the community.
- **ENGAGE** agriculture, manufacturing and service customers as participants on ten advisory committees, lending their insights and skills to help WSPS understand and address safety challenges in their industries, including diversity, vulnerable workers, and small business
- **ENGAGE** small business owners in Networking and Knowledge Exchange opportunities to discuss and share information on a variety of topics including legislation
- **REACH OUT** to small businesses and members of their communities to understand regional goals, aspirations and challenges through stakeholder consultation sessions and regional roundtables
- **CAPTURE VITAL INFORMATION** gleaned through staff and volunteer relationships with small business owners and employees

Collaborate to extend our reach, build health and safety awareness and deliver practical, relevant solutions that meet the needs of small businesses

- **WORK WITH** Chambers of Commerce and Boards of Trade to reach greater numbers of small businesses across the province and enhance accessibility of resources
- **ENABLE** businesses with limited time, resources and finances to develop their health and safety programs, without having to leave their workplaces – providing program development support and coaching through a variety of channels including online, face-to-face in-person or virtually or a combination of both, and group consulting opportunities
- **OFFER** “on-demand” consulting services through trusted associations such as the Canadian Federation of Independent Business
- **DELIVER** information sessions to Small Business Centre business advisors to raise awareness of occupational health and safety and build their capacity to connect small businesses to WSPS resources and services
- **INTRODUCE** getting started resources through sub-sector specific small business channels
- **DELIVER** health and safety conferences and events throughout Ontario to enable small businesses to receive information and resources on multiple topics, in one location
ENGAGE Advisory Committees in the development of solutions, such as easy-to-use posters, checklists and tip sheets, designed to help workplaces, including small businesses, deal with priorities and hazards more effectively

LAUNCH Getting Started Guide and small business job aids, such as checklists, decision guides, flow charts, etc. to provide foundational health and safety program elements and information on the processes, decisions necessary to support the program and monitor performance

COLLABORATE with trade associations to develop and disseminate, as free download, “Closing the Loop: Setting up a Health & Safety System in Your Small Business”, tailored to five industries, to help small businesses establish a basic health and safety program

Influence policies and programming with insight garnered through critical conversations with small businesses and their trusted partners

SUPPORT system working groups focused on small business and collaborate on the Small Business Action Plan with system partners

WORK WITH research partners, such as the Institute for Work and Health to understand leading indicators to enable employers to benchmark their practices against industry peers, and support regulatory authorities in developing resources and interventions that will have the greatest impact

RAISE AWARENESS of and encourage participation in prevention system consultation opportunities as a means of influencing decisions and outcome that have a direct bearing on small businesses.

COLLABORATE with other ministries to streamline and simplify regulations and small business requirements where possible
Strategy Initiatives

Horizon 1
- Build relationships with community and industry associations with access to small businesses and identify key intermediaries and touch points

How WSPS is already doing this:
- WSPS is taking the lead on system working group to create this tool, in collaboration with system and small business stakeholders
- Continue to deepen relationships with Chambers of Commerce as a conduit to reaching small business, and explore other community connections such as small business enterprise centres
- 2014 Small Business Campaign: launching tools, presence at Small Business Week events, media releases

Horizon 2
- Develop a small business lens tool to help others understand the how to support small businesses with their health and safety
- Continue participation on the prevention system five-year small business action plan

Horizon 3
- Create a toolbox of sector-specific tools to assist small business (i.e. Create a compliance wizard similar to that of AODA)
- Expand our networks to include more integrated planning with other organizations that reach small businesses day to day including partnering with banks for risk assessments
- Continue participation on the prevention system five-year small business action plan
5. MOL Pillar – Highest Hazards

Address the Highest Hazards that Result in Occupational Injuries, Illnesses or Fatalities

What are the hazards that result in the most frequent or severe traumatic and gradual onset injuries and illnesses and fatalities in the agriculture, manufacturing and service industries? They exist and they pose a very real risk to your employees and your business, however, we’re just scratching the surface when it comes to clearly defining and addressing them. We’re digging deeper, working in tandem with customers, the research community and our prevention partners to build our collective understanding. Gathering and analyzing the necessary data – individual workplace data, injury analysis reports, Ministry of Labour orders and more, we can develop effective solutions to address these hazards and mitigate the significant risk they present to Ontario businesses.

Your Thoughts on Addressing High Hazards

Below are just a few of the ideas and suggestions that came forward in discussions on this priority with our stakeholders:

- Engage volunteers in reaching out to workplaces to share their experiences working with high hazards and provide another touch point in addition to consulting relationships
- **CONTINUE PARTNERSHIP** with the Canadian Standards Association, including supporting technical committees that draw on members’ expertise to develop standards that create healthier and safer workplaces
- **BOOST AWARENESS** of high hazards and the fact that they exist in all workplaces, not just in the construction sector
- Use the Certification Part II process as a mechanism for **BUILDING AWARENESS** of and addressing high hazards

WSPS’s Work in Supporting This Priority

Following are a few examples of the types of activities that WSPS has already started or will be initiating in support of this priority area.

- Improve use of data, information and research to identify and address activities with the greatest risks
  - **IDENTIFY GAPS** in research and data and implement strategies to address them, such as working in collaboration with industry initiatives such as the Canadian Agriculture Injury Reporting program, analyzing WSPS injury analysis reports, and conducting market research
SHARE RESEARCH findings and data with prevention partners to identify trends and potential areas of collaboration

BUILD AWARENESS and create new and improved programs and services that are relevant

USE BEST AVAILABLE DATA to reduce potential hazards, particularly where the risk of not taking action is very high

WORK WITH government partners to share information and strategies to address hazards related to the underground economy

Co-ordinate and focus resources where they are needed most

BUILD on work done by sector-specific committees appointed by the Ministry of Labour, in addition to insight gleaned from WSPS advisory committees to identify and address high hazard activities

CONTINUE WORK with prevention system and industry partners to develop co-ordinated awareness campaigns and resources like the Working at Heights campaign

HOST MVI Summit in conjunction with the Infrastructure Health and Safety Association to address driving as a high hazard

Develop rigorous training standards for specific high hazard work

IDENTIFY hazardous activities that should be the focus of future mandatory training standards

CONTINUE TO WORK with ISO and CSA on the development of standards to address high hazards and drive the implementation of best practices

MONITOR the effectiveness of WSPS solutions by following up with customers after consulting, training and education services have been delivered

ENSURE high hazard training is READILY ACCESSIBLE in all pockets of the province, including remote regions, based on our customer needs

ESTABLISH PARTNERSHIPS to deliver high hazard or specialized training that complies with current and proposed standards

ACTIVE PARTICIPATION in Ministry of Labour, Section 21 Health and Safety Committee for Film and Television & Live Performance and Technical Advisory Committee for Agriculture
Strategy Initiatives

Horizon 1
- CSA committees would have single point of contact, and contact information would be distributed through various channels
- Consult with sectors on the high hazards they are encountering

How WSPS is already doing this:
- WSPS representatives currently sit on many CSA and MOL standard setting committees helping to develop and revise standards. As a result, we have subject matter experts that understand the intent and written word of the standard. As participants, WSPS representatives are also kept abreast of emerging issues

Horizon 2
- Use data and evidence to create targeted interventions addressing high hazards
- Create awareness so everyone has a common understanding of what is meant by a “high hazard” and can identify those relevant to their business
- Continue to monitor for new and emerging hazards through consultations and advisory committee structure

Horizon 3
- Monitor and evaluate the effectiveness of standards, WSPS solutions and campaigns related to high hazards including where refresher training may be required.
Integrate Service Delivery and System-wide Planning

Imagine WSPS as an individual being hired by your company. To be successful at our job, we’d be expected to work with our colleagues to share information so we could deliver exceptional service and streamline processes to make it simpler for our customers to work with us. We’d be held accountable for managing costs, optimizing resources and developing sustainable strategies and enduring solutions to meet our customers’ needs. This is exactly the way we approach our work in Ontario’s prevention system. We strive for this level of performance so that we can improve health and safety outcomes in all workplaces and communities across Ontario.

WSPS’s Work in Supporting This Priority

Following are a few examples of the types of activities that WSPS has already started or will be initiating in support of this priority area.

- **SUPPORT** the roll out of the Healthy and Safety Ontario Workplace Strategy by participating on, and in some cases leading, strategic, operational and functional committees
- **CONTRIBUTE** to the implementation of action plans, such as the Working from Heights action plan and soon-to-be-released small business action plan, including working with customers and system partners to develop solutions in support of the plans
- **ENSURE** WSPS’s work is aligned with system priorities
- **MEET** the governance and accountability **EXPECTATIONS** of customers and funders by meeting funder reporting requirements
- **INFLUENCE** reporting requirements to ensure that they enable WSPS and our system partners to appropriately measure health and safety outcomes
- **DETERMINE MEASURES OF SUCCESS** and monitor quantitative and qualitative improvements
- **SECURE** WSPS’s position as a trusted strategic business partner to system partners by collaborating, sharing responsibility for outcomes, working together to engage stakeholders, being transparent and accountable
- **SHARE** appropriate research and customer insights with system partners to identify opportunities for alignment, facilitate evidence-based decision-making, enhance service delivery, increase efficiency and simplify processes for the customer
- **DEVELOPMENT** of a province-wide integrated pilot addressing the OHS needs of the agricultural sector
Strategy Initiatives

Horizon 1

- Transparency about governance, resource management and metrics which includes improving reporting as a Transfer Payment Recipient and not-for-profit
- Co-development of implementation plans to support the Healthy and Safe Ontario Workplaces Strategy
- Risk management working group, with focus on greenhouses and wood manufacturing

How WSPS is already doing this:

- WSPS meets the governance and reporting requirements of our funder and Board of Directors through quarterly reports
- Launch of initiatives that support the Small Business Action Plan and collaboration on regional initiatives such as small business manufacturing in Southwestern Ontario and Stop Falls campaign at the CNE
- WSPS is participating on a prevention system committee to improve data management, measurement and metrics and to streamline reporting and transparency
- Participation in market metrics research project being conducted by the Ministry of Labour to ensure sector representation and to identify data that could inform future strategic planning
- Participation in Enterprise Risk Assessment project with system partners, involving sector stakeholders in workshops to identify sector and subsector risks

Horizon 2

- Anticipate future areas of need by drawing on market data and risk management work to determine where to focus going forward

Horizon 3

- Enhanced integrated planning for the prevention system, and monitoring of implementation plans, including outcomes
- Improve market knowledge to extend our reach and to develop products and solutions that meet customers’ needs.
- Integrate risk assessment outcomes into marketing, communications and product and solution mix to better serve customers
in tandem: 
NOW EXECUTION IS EVERYTHING

“Strategy without tactics
is the slowest route to victory,
tactics without strategy
is the noise before defeat.”
—Sun Tsu
Ancient Chinese Military Strategist

At WSPS, we are committed to ZERO
and we will NOT be defeated.

in tandem is not just the title of the document, it is our way forward. To that end, we have framed our outcome measures in part on the World Health Organization’s Healthy Workplace model. This framework helps to provide context for our balanced scorecard, and reminds us to keep the health of the whole person and workplace in mind. The themes of community, diversity and solutions can be overlaid on the Healthy Workplace framework, and are directly tied to the Five Keys:

1. Leadership commitment and engagement
2. Involve workers and their representatives
3. Business ethics and legality
4. Use of a systematic, comprehensive process to ensure effectiveness and continual improvement
5. Sustainability and integration
At WSPS, we are ALL committed to YOUR healthy workplace model

Due to mounting social and public pressure and rising consumer expectations, enterprises are increasingly being expected to go beyond their legal requirements and act more responsibly. Creating workplaces that are healthy for their employees and that prevent illness and disease, is one way in which companies can meet these rising expectations, while also improving productivity and competitiveness.  

Source: http://www.who.int/occupational_health/healthy_workplaces
activating
KNOWLEDGE,
sustaining
LIFE...
in tandem
The above-referenced “Strategy Scale Types” were adapted from an action planning exercise used by the City of Pittsburgh focused on community housing. The four quadrants (Preserve, Stabilize, Enhance, Reinvent) encompass the continuum of “Very Targeted Strategies” to “Very Broad Strategies” which aligns with the work of WSPS, from the customer level to the efforts of the Prevention System and beyond.
WHERE WE LIVE IS WORTH INVESTING IN.

Using paper manufactured by Rolland Enterprises Inc. is a simple, concrete and effective way of conveying our concerns for the environment. This piece was printed on Rolland Enviro100 Satin which is EcoLogo, Processed Chlorine Free (PCF) and Forest Stewardship Council (FSC) certified, and manufactured in Canada from 100% post-consumer recycled material from North American recycling programs by Rolland using biogas energy (methane from a landfill site). This alternative green energy source is supplying the paper mill with 93% of its thermal energy needs. Manufacturing Rolland Enviro100 Satin produces 85% less greenhouse gas emissions than the average 100% recycled paper and 94% less than the average 100% virgin paper. To date, Rolland has reduced greenhouse gas emissions by 26% compared to the year 1990. For more information, visit www.rolland.com

ENVIRONMENTAL SAVINGS based on the products we selected compared to products made of 100% VIRGIN FIBERS of the industry are:

- 4 trees
- 15,302 L of water
- 44 days of water consumption
- 188 kg of waste
- 615 kg of CO2
- 4,116 km driven
- 4 gJ of light bulbs for one hour
- 1 kg of NOx emissions of one truck during 2 days

Generated by: calculateur.rollandinc.com

Sources: Environmental impact estimates for the North American marketplace are made using the Environmental Paper Network Paper Calculator Version 3.2. For more information, visit www.papercalculator.org. The fine papers’ environmental savings related to greenhouse gas impacts are based on the Life Cycle Assessment methodology. The LCA was made by Rolland and validated by a third-party, www.rolland.com.

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WORKPLACE SAFETY & PREVENTION SERVICES

Workplace Safety & Prevention Services (WSPS) is a leader in providing impactful risk management solutions that drive lasting business success for our customers. WSPS offers unparalleled health and safety expertise, insight and solutions for creating healthy work environments where employees thrive and businesses prosper.

A dynamic $43-million organization servicing 154,000 member firms, WSPS is primarily focused on the agricultural, industrial/manufacturing and service sectors. A key player in the Ontario occupational health and safety system, WSPS brings together community and business leaders to influence positive change to create a safer and more profitable Ontario.

wsps.ca