

Adapting to Changing
Mindsets and Practices
in Health & Safety

PIVOT

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Letter from the Board Chair and CEO



Korinne Collins



Glenn Cullen

We often equate the term ‘pivot’ with complete shifts in strategy and drastic change organization-wide. But, more often than not, only small variations or select aspects of the organization require a change to effectively respond to an important issue, better deliver on market needs or propel growth.

Over the past few years, we have redesigned and refined our organization to align with our mandate and strengths, opportunities, and market trends to enable stable growth, while also creating dynamic elements that can pivot and adapt quickly to environmental changes or events.

Thoughtful planning and execution, and a workplace culture that embraces opportunity and change, provide the balance necessary to propel PSHSA’s continued shift toward more affordable and accessible delivery of health and safety solutions. This past year saw the development of *JHSC Certification Part 1* eLearning – the first of its kind in our province, this interactive program provides the learner with an immersive training solution that reflects the very best in instructional design and technology. We also focused on augmenting the client experience by bringing our customer service function in-house. The integration of client experience provides direct access to our market so that we can more decisively act on clients’ needs and enhance our customer-first mindset. Also in 2019–20, we successfully revamped our regional training strategy to ensure more workers have access to the health and safety training they need while providing internal efficiencies.

Our agile organizational design, along with our robust corporate strategy, underpins our ability to pivot and enables us to build on our strengths, adapt to new challenges and capitalize on new opportunities, particularly in the face of uncertainty.

And this couldn’t be more important than at a time like this.

This past year, our world of work changed. How we work, where we work, and what we work on has transformed as a result of COVID-19. At the onset of the pandemic, PSHSA did not hesitate to pivot our approaches to adapt quickly and effectively as we moved through this unprecedented time. We have demonstrated leadership and capability in responding to the needs of our clients, stakeholders and funder in their time of greatest need, moving with boldness and speed to modify projects and deliverables, reallocate resources, increase productivity and deliver maximum value and impact.



Safe Environments.
Healthy Workers.

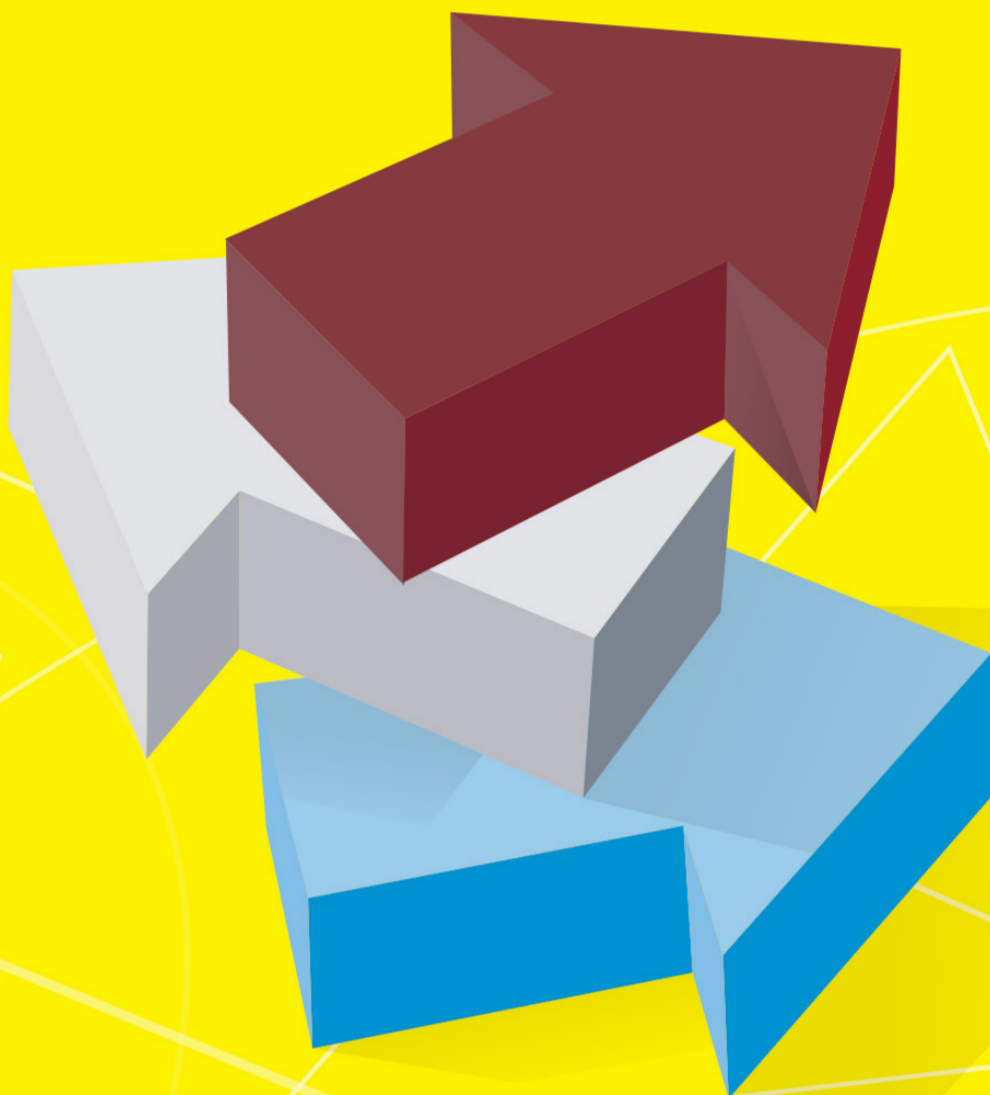
In response to the pandemic, PSHSA seamlessly transitioned to a remote workforce while meeting the increased demand for health and safety expertise. Our forward-thinking strategic plan laid the roadmap for success with the quick adoption of new delivery modes for our training programs and expansion of core consulting services. We swiftly launched Distance Learning as a new delivery channel for our health and safety training programs to enable workplaces to maintain their compliance requirements. We hosted the province's first virtual health and safety conference, engaging nearly 1,500 registrants from across the country on key issues in the return to the workplace discussion. We also delivered 71 Ministry-approved workplace-specific guidance documents in English and French to support healthy and safe work during COVID-19. Further, we conducted numerous risk assessments of various workplaces to inform operational decisions as public and broader public sector organizations began planning for reopening.

On behalf of PSHSA's board and the leadership team, we are so proud of what our staff, stakeholders and clients have been able to accomplish over the past year as they pivoted to meet new, unprecedented workplace challenges head-on.

As we enter the final year of our current strategy – *Safe Environments. Healthy Workers.* – it becomes essential to look at the organization with fresh eyes to ensure that we continue to manage organizational performance and health, and decide on the next set of bold moves. We have seen firsthand the positive impacts of a well-planned and executed strategic plan, and authentically believe in its power to influence decision making and activities on a day-to-day basis. We look forward to shaping our next strategic plan to ensure continued focus on measurable outcomes in the reduction of occupational injuries and illnesses in Ontario. There is no question that health and safety practices have changed in our province and beyond; however, on behalf of PSHSA's board, leadership team and staff, we commit to a forward-looking agenda. We will ensure that PSHSA continues to demonstrate leadership and agility in supporting our clients and stakeholders as we welcome the future of health and safety in Ontario.

Korinne Collins
Acting Chair, Public Services
Health & Safety Association

Glenn Cullen
CEO & COO, Public Services
Health & Safety Association



To pivot is to change direction, shift or adapt in response to the external landscape. An organization's ability to effectively pivot and adapt to new circumstances and unexpected changes, particularly in challenging times, ensures that it can stay resilient and thrive within the new environment.

PIVOT 2019-20 Annual Report



To pivot is to change direction, shift or adapt in response to the external landscape. An organization's ability to effectively pivot and adapt to new circumstances and unexpected changes, particularly in challenging times, ensures that it can stay resilient and thrive within the new environment.

For PSHSA, the 2019-20 year brought to light the agility and responsiveness of our organization, our people, our clients and our broader community to meet new, unprecedented workplace challenges head-on.

This past year has brought occupational health and safety to the forefront. Workplace health and safety has now risen to be top of mind for organizational leaders as they strive to sustain their businesses and protect employees, stakeholders and the public.

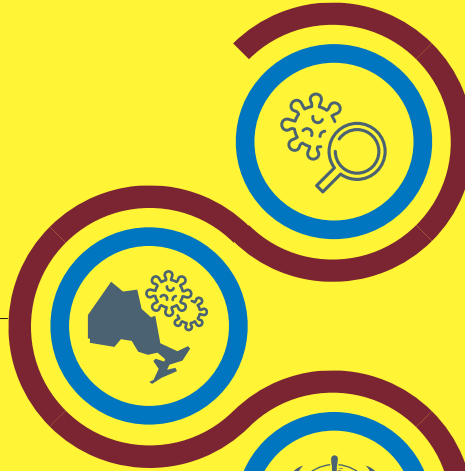
In response to the changing occupational health and safety landscape, we demonstrated leadership and agility through the modernization of our business model to adapt to these extraordinary circumstances, rising to support our clients effectively in their time of greatest need. Over the past year, we have been quick to recognize when shifts were necessary and implement sustainable changes to programs, projects and initiatives in response to the evolving landscape. This all while moving forward the pillars of our current organizational strategy – focusing on core business, stimulating emerging markets, leading in and connecting the employee and customer experience, enabling technology and governing for growth.

This report recognizes and celebrates the impacts of our collective agility and responsiveness as we look forward to continuing to challenge ourselves and our clients to discover new, alternative strategies for advancing occupational health and safety in Ontario. It is through this that we're able to unleash the full potential of our organization.

COVID-19 TIMELINE

January 22

The first case of COVID-19 in the province of Ontario is identified.



January 2020

A novel coronavirus (COVID-19) is identified as the cause of an outbreak of pneumonia originating in Wuhan, China.

March 11

WHO declares COVID-19 a pandemic.

March 11

The first COVID-19 related death is recorded in Ontario.

March 12

Ontario government announces the closure of all publicly funded schools.

March 17

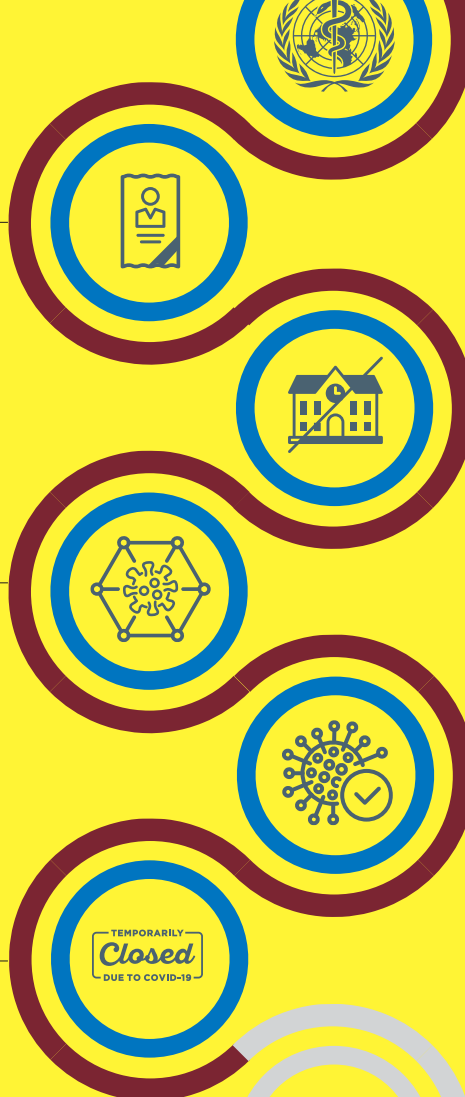
Ontario government announces evidence of community transmission of the virus and declares a state of emergency, resulting in the closure of businesses, including daycares, restaurants and theatres.

March 20

An outbreak is declared at Pinecrest Nursing Home. The scene would be repeated at long-term care homes across the province.

March 23

Government orders the closure of all non-essential businesses across the province.



RESPONDING to COVID-19

Pivoting to Confront Unprecedented Workplace Challenges and Influence the Future of Health & Safety in Ontario

As a Health and Safety Association, we simply cannot release our annual report without acknowledging the current occupational health and safety landscape in our province. COVID-19 has had an unprecedented impact on the world of work – affecting the way we work, the people we work with, the places we work and the things we do at work.

The workplace has shifted, and the world has changed.

As leaders, employees and individuals, we have all had to adjust to changes in various aspects of our lives in reaction to the pandemic. For PSHSA, the emergence of COVID-19 in January 2020 disrupted the final quarter of our 2019–20 year, forcing our organization to pivot in new directions to support clients as they grappled with exceptional workplace challenges.

As an organization, we have always taken pride in our ability to be nimble in finding new ways to address occupational challenges and deliver core health and safety services to our clients. However, the COVID-19 pandemic was the impetus for our taking action to introduce changes which progress the modernization of health and safety in our province.

While our work in responding to COVID-19 continues to occur in 2020–21, it is this foundational work in 2019–20 that set the stage for our success in supporting our clients and influencing the next evolution of Ontario's health and safety system.

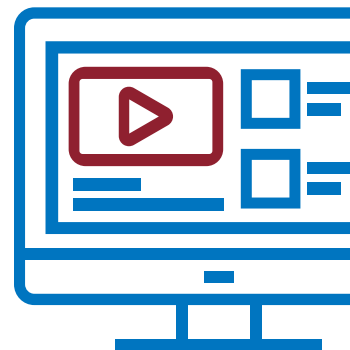
Our Classrooms Have No Walls

Physical distancing measures meant that in-person classroom training was no longer an option for employers and workers. Understanding the importance of our clients' business continuity and the need to maintain a healthy and safe workplace, especially at a time like this, PSHSA swiftly pivoted to deliver all health and safety training, prioritizing core programs including Train the Fit Tester and Certification courses, via Distance Learning.

PSHSA's Distance Learning is virtual instructor-led training delivered online in real-time. The instructor teaches the course in a virtual classroom, leading learners through discussions and exercises and providing ongoing feedback and support throughout the live synchronous session. Distance Learning ensures access to the health and safety training Ontario workers need while allowing them to learn remotely, and provides participants with the same critical occupational health and safety content and access to expert guidance as the classroom equivalent.

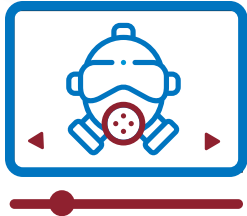
84 Distance Learning Courses Delivered
(March–July 2020)

751 Participants Trained Via Distance Learning
(March–July 2020)



Training the Fit Tester Virtually

Given the critical importance of infection prevention and control for healthcare workers during COVID-19, PSHSA pivoted to recreate its *Training the Fit Tester for Respiratory Protection (TTFT)* training course as a digital blended offering. The new virtual course entails two components: a self-paced eLearning module which covers the content and instruction and a distance competency check to evaluate practical knowledge application.



21 TTFT Distance Learning Courses Delivered
(March-July 2020)

113 Participants Trained Via TTFT Distance Learning
(March-July 2020)

Influencing the Provincial Response

Since the onset of the outbreak, PSHSA has remained in constant communication with the Province to monitor and respond to COVID-19 and ensure we are taking appropriate action to safeguard our people, clients and communities, and effectively share workplace health and safety guidance and expertise.

We have participated on the Ontario Ministry of Health's Emergency Operations Committee (EOC) which entailed daily calls updating stakeholders on the current COVID-19 situation in our province. We further supported the EOC with guidance around personal protective equipment (PPE) specifications for potential procurement. As more cases were confirmed in Ontario, it became apparent that stakeholder voices needed to be heard. PSHSA has been a member of the resulting smaller, more exclusive collaboration table since its formation, where we have been able to have more robust

conversations and provide necessary guidance around critical workplace health and safety issues.

Further to this, PSHSA has also been a member of the Ontario Ministry of Health and Ontario Health's PPE Table and Stakeholder Communications Table, and the Ontario Ministry of Labour, Training and Skills Development's Guidance Document Committee, where we worked to deliver necessary job-specific guidance documents for workers and employers.

PSHSA REPRESENTS
762,875
FTE ONTARIO WORKERS
(Schedule 1 and 2)

170,184 in Education & Culture

48,315 in Municipal,
Government & Public Safety

544,376 in Health & Community Care

PSHSA REPRESENTS
9,762
ONTARIO FIRMS

1,257 in Education & Culture

797 in Municipal,
Government & Public Safety

7,708 in Health & Community Care

Source: WSIB EIW Firm Experience Schema and Employer Coverage Schema, June 2020 snapshot.



Increased Uptake for eLearning

As the delivery channel of choice for workplace training has moved online, PSHSA has seen no interruption to its eLearning Design+Build business since the pandemic hit. All eLearning Design+Build clients have continued with their eLearning projects, including two clients who moved up their timelines for completion. In fact, there has been substantial uptake; PSHSA has seen a significant amount of new requests from clients looking for the development of custom eLearning programs on various topics, including leadership of virtual teams, mental health and return to the workplace.

We were also able to support our clients as they executed their own pivots to online learning. This included the complete reinvention of a custom training program originally set to be delivered in-person to a new digital blended program. We are pleased to have the opportunity to sustain our clients' online learning goals and support them through their COVID-19 journey.

Return to the Workplace (RTWp)

Returning to the workplace during COVID-19 will be unique to every business and organization. How a business navigates through the recovery phase of the pandemic depends on many factors, including its workforce, operations and resources. However, the need for preparedness, thoughtful planning, and coordination will be fundamental for achieving and managing a safe and sustainable return to the workplace.

Stay Safe. Learn. Interact. Lead #RTWp Virtual Conference

PSHSA's #RTWp Virtual Conference took place on June 16, 2020 to explore how COVID-19 has impacted the world of work and support organizational leaders with information and resources as they navigate the return to the workplace process.

Nearly 1,500 participants registered for the conference from Ontario and beyond to learn how COVID-19 has created the next normal for businesses, interact with experts for guidance on how to navigate return to the workplace during COVID-19, and hear about innovations that will help them lead in keeping employees and customers healthy and safe.

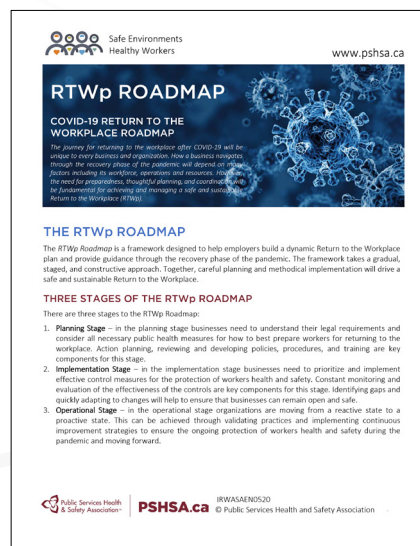
The packed agenda featured nearly 30 speakers, including a welcome address from the Ontario

Minister of Labour, Training and Skills Development Monte McNaughton, and our two keynote speakers: Dr. Bill Howatt, Chief of Research at the Conference Board of Canada, who spoke on workplace innovations during COVID-19 and mental health, and David Diamond, co-founder of OPN, who spoke on the role of technology in stopping the spread and safety reopening the economy. The Research Expo also featured 14 researchers from across Canada currently conducting COVID-19 related studies.

RTWp Tools and Resources

PSHSA also developed several new tools and resources to support employers as they plan a safe and sustainable return to the workplace during COVID-19, including the Readiness Assessment and RTWp Roadmap. The Readiness Assessment is a self-administered questionnaire to help organizations assess how prepared they are for returning to the workplace. It is meant to prompt thinking and bring to light considerations for a safe and sustainable return to the workplace. Nearly 500 organizations have completed the assessment so far, whose results identify potential areas of focus for developing return to the workplace plans. The RTWp Roadmap is an action plan template for businesses to build their Return to the Workplace plan. Structured into 3 stages of recovery, the Roadmap outlines specific control measures for people, places and things with considerations for evidence-informed health and safety advice and practical solutions.

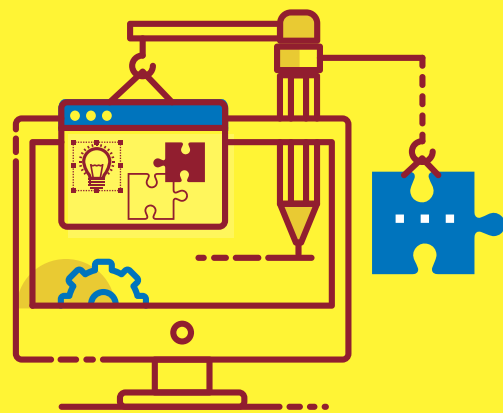
RTWp





371 COVID-19 Risk Assessments Completed (April 1, 2019 – Sep 11, 2020)

- **253** Courtrooms at **75** Courthouse Locations
- **35** Tribunal Hearing Rooms at **5** Tribunal Sites
- **17** Schools
- **24** Employment Ontario Apprenticeship Exam Centres
- **2** Municipalities
- **15** Service Ontario Locations
- **3** Ontario's Independent Electrical System Operator Sites
- **3** Hearing Rooms and **9** Mediation Rooms at the Ontario Labour Relations Board
- **6** Hearing Rooms and **4** Mediation Rooms at the Workplace Safety & Insurance Appeals Tribunal



71 COVID-19 Guidance Documents Developed for Employers and Workers

Available in French and English

178,605 COVID-19 Information Materials Distributed

(April 1, 2020 - June 30, 2020)

- **160,410** Total Downloads of Workplace Guidance Documents
- **15,067** Total Downloads/Accesses of Fact Sheets & Tools
- **3,128** Blog Views



21 Additional Tools and Resources

Developed to Support Workplaces with COVID-19



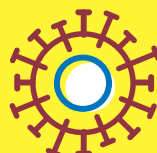
95%

Satisfaction Rate for #RTWp Virtual Conference

(event rated good, very good or excellent)



1492 Registrations for #RTWp Virtual Conference



Focus on Core Business

Pivoting toward Enhanced Performance
and More Accessible Delivery of
Key Programming



Advancing the health and wellness of Ontarians is at the core of everything we do. Through training delivery, consulting, product development and major project work, PSHSA works with clients to systematically improve the health and safety of workers and their work environments. We consistently invest in the continuous improvement of these programs: analyzing their performance and implementing shifts in approach and strategy at the program-level to serve our clients better – minor pivots to large-scale reimaginings that allow us to better deliver on our mandate.

More Ontarians Trained

Regional training is an important offering for our clients; it allows them to access the health and safety training they need within their local community. PSHSA also offers regional training at a price that's below the market mid-point, thereby improving accessibility and providing more options for Ontario's smaller businesses.

However, the reduced appetite for more specialized, niche courses in some regional markets can result in cancellations and cost inefficiencies, and can impact the client experience. Recognizing that a course correction was required, this year saw a full review of PSHSA's regional training program, which included a deep dive into market needs and growth areas so that clients receive the training they want and PSHSA can deliver more efficiently and effectively.

Now, rather than scheduling all PSHSA courses as regional offerings, the regional training

strategy concentrates on those courses suitable for all workplaces, while our onsite and combo training programs focus on the delivery of more sector-specific training. The review also identified training locations to leverage based on the likelihood of achieving a set participation rate, course reductions in underperforming training locations and potential growth areas to increase the number of course offerings. Outreach efforts were also enhanced to more proactively engage clients and highlight upcoming training in their communities.

This shift in strategy has resulted in a significant surge in the regional training program's annual revenue as well as the number of participants trained and sessions delivered. PSHSA's Blended Learning offerings were perhaps the largest beneficiary of the revamped strategy, benefiting from an 85% increase in sales year-over-year. Naturally, the regional training strategy has also led to reduced course cancellations, a better client experience and improved internal efficiency, and the change in direction continues to have spillover effects and complementary benefits for our combo and onsite training programs.

Non-Fatal Lost-Time Injury Counts by Type in 2019 for PSHSA Sectors (Schedule 1 and 2)

Injury Type	LTI Counts
Musculoskeletal Disorders	5,206
Falls	5,009
Workplace Violence	3,721
Contact with/Struck by	3,363
Exposures	2,368
MSD – Client Handling	1,759
Not Classified	1,241
Motor Vehicle Incidents	677
Machinery	179
Transportation	147
Fires and Explosions	13

Source: WSIB EIW Claim Cost Analysis Schema, June 2020 snapshot.

Regional Training:

Training that is delivered in communities across the province. Class participants are typically individuals from various organizations. This cost-effective training option works well for organizations that only have a small number of people to train at one time, and allows them to select dates and times that work best with individual calendars.

Onsite Training:

Training delivered at a client site with only participants from that organization. This training option is sector and organization-specific, and results in valuable conversations where participants bring forward practical examples and discuss how the content specifically relates to their organization.

Combo Training:

Combo sessions occur when an organization interested in doing an onsite session is willing to open up seats to the community for individuals from other organizations to join in, allowing the cost of the course delivery to be shared.

15%

**Increase in Number
of Regional Training
Sessions Delivered
Year-Over-Year**

32%

**Increase in Total
Training Participants
Year-Over-Year**

**Revenue Target
for Regional Training
Exceeded by**

28%

**Revenue Target
for All Training
Exceeded by**

20%

18%

**Increase in
Year-Over-Year
Revenue for
Regional Training**

19%

**Increase in
Year-Over-Year
Revenue
for All Training**

Winning More Business

This past year also saw changes in the way we manage consulting contracts and bids for business. PSHSA's ability to secure increased contracts and win more bids has greatly improved by leveraging a collaborative approach across the organization where our Client Outreach team manages invitational quotes and our Client Acquisition team leads formal, public proposals. This new way of doing things has better organized our efforts, resulting in enhanced opportunities for our staff, growth in consulting revenue, improved health and safety outcomes for our clients, and the formation of new and lasting relationships.



\$1M+

**Revenue from
Formal Bids**



22%

**Increase in
Year-Over-Year
Revenue**

Training and Consulting in the Development and Delivery of a Job Hazard Analysis Program

PSHSA began work in January 2020 with a large regional municipality to deliver a Job Hazard Analysis (JHA) program. This multifaceted project required expertise from our product development and consulting teams to:

- **Design, develop and deliver a customized JHA training program;**
- **Provide ongoing coaching and support to the client's staff; and**
- **Deliver ongoing workshops to encourage continuous learning.**

We had completed the development of the in-class program in preparation for delivery in April when COVID-19 hit. With in-class training no longer an option, our team worked with the client to produce the promised training deliverables in an alternative, online format. We pivoted to fully re-create the JHA training program using multiple learning components, including a self-paced eLearning module and a virtual instructor-led distance learning session that will be followed by a shorter in-person session once it is safe to do so.

With the support of the client and the dedication of PSHSA staff, we are pleased to have seen this project continue as promised despite major changes to the original work plan.

Strengthening Psychological Health & Safety within a Community Support Organization

A community support organization was looking for guidance on strengthening psychological health and safety in the workplace. Building on our long relationship with this client, we worked with them to develop a customized *Psychological Health & Safety for Leaders* training course and delivered it to 40+ leaders across the organization, including supervisors, managers and directors. The program prepared the leadership team with foundational, workplace-specific knowledge regarding psychological hazards and controls, incident reporting, Return to Work and Stay at Work responsibilities, as well as general mental health awareness. It also served to attain leadership commitment and encourage a culture shift that prioritizes psychological safety just as much as physical safety.

This training program laid the foundation for further work in this area, and led to a team of PSHSA consultants also facilitating the development of the client's complete Psychological Health and Safety Program. We were also engaged to develop a musculoskeletal disorders prevention program and execute a multi-site workplace violence risk assessment.

We are proud to continue to support our client's clear commitment to occupational health and safety, and we applaud them for making the health and safety of their staff a strategic priority.

Development and Delivery of Custom Fit for Duty Training Program

In 2019–20, we worked with a large municipality on the development of a *Fit for Duty* training workshop. Designed for supervisors, the objectives of this workshop were to ensure participants understand how an employee's physical, physiological and psychological state enables them to perform safely at work, to teach participants how to recognize the condition of an employee, and to provide participants with steps they should take if they suspect an employee cannot perform their assigned tasks.

By the end of this project, this new training program will be delivered to 200 supervisors and management staff across several divisions, including waste management, water and wastewater, transportation, operations and planning and development.

Supporting a Community Hospital to Take Action Against Workplace Violence

Workplace violence continues to be a major hazard in health and community care workplaces, but with regular risk assessment and appropriate controls in place, these incidents can be prevented.

In February 2020, we began an extensive organization-wide workplace violence risk assessment with a community healthcare system. The three-pronged project kicked off with a policy, program and training review which evaluated the client's workplace violence and harassment policy, procedures and training. In assessing the risk of workplace violence, this foundational step is necessary to evaluate what the organization has in place and determine any gaps.

The second phase of the project entailed analyzing information about workers' safety

perceptions collected via an online survey. The voluntary and anonymous survey contained 35 questions aimed at identifying opportunities and hazards in support of a comprehensive workplace violence risk assessment. These results will also be valuable for senior leadership in future decision making, implementation efforts and guiding conversations around future workplace violence measures.

The final phase involved in-person assessments of work environments across the two sites, including a physical environment assessment to assess risks in general public areas, 60 department/unit-specific assessments to assess risks related to work activities, working conditions and specific work areas, and direct care assessments to assess risks related to the face-to-face care activities provided to patients that may contribute to incidents of violence.

While this last phase of the project was interrupted by the onset of the pandemic, we continue to work with the client to find alternative means to deliver, with the potential to pivot to virtual assessments. The client has made workplace violence prevention a strategic priority and remains motivated to protect their staff, and we look forward to continuing our partnership to support a safe and healthy work environment for all.



The Inaugural Health & Safety Excellence Program

Always a strong supporter of the WSIB's former health and safety promotion programs, PSHSA shifted to deliver their new Health and Safety Excellence program in January 2020 —now WSIB's only recognition and rewards-based program.

WSIB's Health and Safety Excellence program provides a clear road map for Ontario businesses to improve workplace health and safety. Whether you're just getting started or want to optimize existing systems and processes, the Health and Safety Excellence program can help you create a safer workplace, while earning performance-based rewards and recognition for your achievements.

Organizations who join can:

- **Earn rebates and lower WSIB premiums (Schedule 1 firms).**
- **Receive formal recognition demonstrating their commitment to health and safety.**
- **Attract talented job seekers, customers and investors.**
- **Comply with legislative requirements and best practices.**
- **Keep employees healthy and safe.**
- **Gain exclusive access to resources, support and guidance.**
- **Network, learn and share with other like-minded businesses**

Having been a delivery partner of WSIB Safety Groups for 14 years, this move to the new program required a shift in approach to provide the optimal experience for our members and organization.

As an Approved Provider, PSHSA created the delivery strategy which provides everything organizations need to be successful in the Health and Safety Excellence program, including expert guidance on setting goals for improvement, professional coaching and continuous support, and launched the program across our sectors in the New Year. We now work with firms throughout their enrollment period to move them through the program. This work includes everything from topic selection, to creating their action plan, to supporting topic implementation following a comprehensive 5-step implementation model. Finally, we review evidence that each completed topic is "living and

breathing” in their workplace before submitting to the WSIB for validation. By following a progression that moves organizations from awareness to excellence, the program takes a structured approach, but remains flexible in terms of implementation.

For PSHSA, the Health and Safety Excellence program is directly aligned with our vision, mission and mandate, and centered around the building blocks of a successful health and safety management system. As a Health and Safety Association and Occupational Health and Safety System partner, we believe this is an essential program. While the Health and Safety Excellence program supports a key element of our strategic plan, more importantly, by enabling organizations to create robust health and safety management systems which ultimately promote reductions in injuries and illnesses, it will contribute to our mission by helping us to demonstrate positive outcomes and impact.

For clients, this program comes at the same time as WSIB’s new rate framework which was also implemented on January 1, 2020. Going forward, premiums will be linked more closely to claims performance over time for Schedule 1 firms. Thus, in addition to direct financial rewards that can be earned in the Health and Safety Excellence program for Schedule 1 firms, improving health and safety will ultimately reduce injuries and illnesses, and therefore reduce costs over time for all firms.



Demonstrating the Impact of Project Work

Major project work now makes up a considerable component of our core business. It is through these large-scale initiatives that we expand our perspectives and explore the possibilities, often resulting in significant training, consulting and product development opportunities.

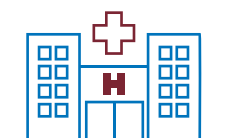
Workplace violence remains to be a risk to staff, patients, residents and clients across Ontario’s healthcare sector. Between 2015 and 2017, PSHSA’s Violence, Aggression and Responsive Behaviours (VARB) project has been instrumental in developing tools and resources in partnership with healthcare and labour stakeholders to support healthcare workplaces in reducing and preventing the risk of workplace violence.

As the next step in PSHSA’s Violence, Aggression & Responsive Behaviours (VARB) project, an evidence-based evaluation was completed this past year to better understand the awareness, use and effectiveness of the workplace violence prevention toolkits. The evaluation concluded that the tools are indeed having a significant impact among Ontario’s public hospitals.

The positive results are encouraging and indicate that hospitals are aware of the tools and using them to improve their processes for assessing and managing workplace violence. Key factors contributing to the effectiveness of the toolkits were their credibility, comprehensiveness, flexibility, ease of use, and guidelines for effective stakeholder engagement. Hospitals used the VARB toolkits to identify safety risks, consider safety proactively in planning, and validate or improve existing practices.

Also contributing to this are external factors. Attitudes toward workplace violence continue to shift as workers’ associations and unions roll out public awareness campaigns. Healthcare workers are becoming less willing to tolerate violence as just “part of the job” and raising more concerns about safety.

We look forward to continuing to demonstrate our impact in creating healthier and safer work environments for Ontario’s healthcare sector and beyond through collaborative, evidence-based projects such as the VARB initiative that address pervasive and systemic workplace health and safety issues head-on.



75%

of Ontario Public Hospitals are aware of at least one of the VARB toolkits

89%

of hospitals that used the toolkits ended up improving their processes, programs and systems to prevent and manage workplace violence



67%

of the public hospitals in Ontario are using at least one of the VARB toolkits

Stimulate Emerging Markets and Promote Commercialization

Pivoting to Investigate and Explore Opportunities that Address Areas of Greatest Need



Taking evidence-based knowledge and transforming it into useful, practical information, tools and resources to support clients with their most prevalent and pressing workplace needs is an ongoing focus at PSHSA. We believe that leading, supporting and participating in various research studies enables us to identify emerging workplace issues, act on promising practices and bring to life validated, evidence-informed health and safety solutions that are making a real difference within Ontario's public and broader public sector.

The research portfolio saw significant interest in three key areas during the 2019–20 year — mental health, violence and the workplace response to COVID-19.



**Supported 17
Research Projects**



**Secured over \$4.5M
for our Research Partners**

Building Resilient Organizations

Resilience is considered critical for recovery from mental health-related issues and injuries. This past year, we partnered with Dr. Michael Ungar, professor at the School of Social Work and Principal Investigator for the Resilience Research Centre at Dalhousie University.

Dr. Ungar's research takes a holistic approach and considers multiple factors which impact an individual or organization's level of resilience. His findings also indicate that resilience is a process or learned skill, not a fixed quality of an individual or organization.

Over the past year, we worked with Dr. Ungar to translate his research into an innovative new training program for organizational leaders to improve the resilience of individuals, work teams and organizations. *R2 for Leaders* draws on the expertise of researchers, psychologists, exercise and nutrition specialists, as well as the broader scientific evidence, to support leaders in building and promoting resilience practices and prevention programs within their organizations. The course encourages a deep understanding of the internal and external qualities of resilience which are essential for protecting us when we experience adversity. The course also helps leaders integrate these qualities into their organizations' prevention programs, such as workplace policies, procedures and the types of resources offered to workers.

Over the next year, we will be piloting this program with clients, following which it will become a standard offering as part of PSHSA's training curriculum.

Managing Mental Health: Stay at Work & Return to Work in First Responder Organizations

A recent stakeholder consultation identified challenges related to Return to Work (RTW) as a significant workplace issue faced by supervisors in first responder organizations. This coupled with high claim rates has made RTW a key focus area for PSHSA's Public Safety team over the past year.

Part of the evolution of the presumptive PTSD legislation is that first responders have been able to get the help they need and, now, they are starting to return to work. While employers of Ontario's first responder organizations want people to come back

to work, they also don't want to cause additional harm through this transition.

To address this need, PSHSA created a new RTW program to support supervisors and first responder organizations in helping people return to work successfully to continue out their careers following an occupational stress injury (OSI). The training course facilitates raw and open conversations about mental health and return to work among leaders in like professions with similar challenges, and acts as a catalyst to start or continue these conversations in the workplace, thus breaking down the stigma as well as barriers to help-seeking behaviours.

This past year we ran pilots of the program in six police service organizations of varying sizes and regional areas across the province, training over 150 frontline supervisors. Given exceptional uptake and success of the pilot, this program will now be integrated as part of PSHSA's regular course offerings.

Welcome to Copilot

In 2019-20, we welcomed Occupational Therapy to our suite of services. Recognizing that Occupational Therapy looks at prevention and early intervention in the workplace through a unique lens, we believe this expansion of services can truly help workers solve problems and overcome barriers that interfere with their day-to-day lives.

Copilot was our first OT-related program to launch – a virtual consulting service with a commitment to provide accessible care to enhance prevention activities by delivering comprehensive assessment and interventions in real-time, in one's natural environment. Copilot offers assistance with issues such as overcoming functional or cognitive restrictions and limitations, adapting processes or materials and making environmental changes. Solutions range from preventive assessment and intervention to therapeutic interventions to assist with Return to Work planning, all delivered online and via any device. Learn more at pshsa.ca/copilot.

Psychological Health & Safety Hazard Assessment Tool

Many resources exist to assist employers in identifying organizational risk factors for psychological health and safety, but there are few tools that have been developed to recognize and assess job factors that contribute to psychological illness or injury among workers.

Developed based on input from internal and external stakeholders, PSHSA's Psychological Health and Safety Hazard Assessment Tool addresses this gap by assisting employers in recognizing, assessing and controlling psychological hazards at the worker-level. The purpose of the tool is to identify job factors that contribute to the possibility of psychological injury or illness to the worker, determine associated risk and guide the employer in the development of an action plan to mitigate risk. This tool represents promising practices for recognition, assessment and control of psychological hazards in the workplace at the worker-level as a primary prevention tool to be incorporated into a comprehensive psychological health and safety program within the context of a psychological health and safety management system.

In addition to its development, the tool was also piloted in two public sector organizations in 2019-20. Additional small to mid-sized public sector organizations will pilot the tool throughout the next year. Feedback from these pilots as well as from additional stakeholder groups will be incorporated as part of the continuous improvement process.

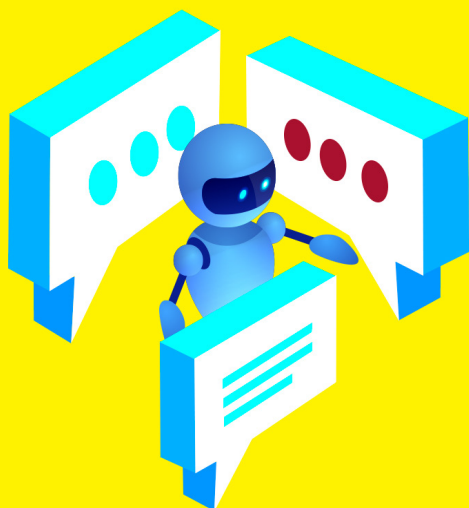


Enable the Market through Technology

Pivoting to Meet Market Expectations
Driven by the Ever-changing Digital Landscape



As we know, the digital landscape is fast-paced and continually evolving, and Ontario's tech community is a major driver of this. PSHSA continues to maintain a laser focus on advancing Intelligent Safety™ – a strategic direction aimed at driving change in workplace health and safety outcomes through the adoption of new and emerging technologies. New technologies and trends, and changes in our digital behaviour, constantly inspire us to challenge ourselves, look at things from different perspectives and consider endless possibilities. The ability to stay ahead of the curve and adapt to new market needs and demands in the way we deliver our services requires agility and the need to change direction as an organization based on new information and insight. In collaborating with technology partners and leveraging the latest tools and trends, we are creating solutions that help us to serve our clients better, drive change in health and safety outcomes and execute on our mandate in new and exciting ways.



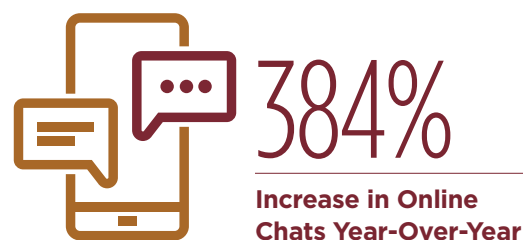
Our First AI

For several years now, PSHSA's eConsulting solution has been a useful tool for our online visitors. The solution enables users to receive prompt answers to their health and safety questions with help from our health and safety experts or Client Experience team. This technology has provided us with rich insight into the needs of our broad community. It has allowed us to uncover key areas of interest and frequently asked questions, which continue to influence and inform our efforts and activities.

The chatbot represents the next evolution of PSHSA's eConsulting solution, which integrates artificial intelligence to enable users to receive instant and efficient answers to simple and often recurring online questions. While more complex questions are still forwarded to PSHSA team members to respond, the integration of this technology frees up internal answering capacity while still ensuring a seamless client experience. The chatbot provides clients with a faster, more streamlined experience by directing them to online information and web products instantly. With the chatbot, multiple client inquiries can be addressed simultaneously, thus increasing the potential for traffic to the livechat system.

In 2019–20, after a successful proof of concept, we completed development of our first bot with technology partner Qualius, as well as user testing and integration of feedback from the testing phase, and officially launched the chatbot on PSHSA's website.

We were fortunate that the timing of this project's implementation aligned to support our clients in their time of greatest need. Of course, the chatbot provides efficient support to our clients, but it has also been an exceptional help to our Client Experience team, whose workload has increased significantly since the onset of the pandemic, by enabling us to handle high chat volumes. The chatbot continues to undergo constant review to ensure it is functioning as intended and to identify ongoing improvements.



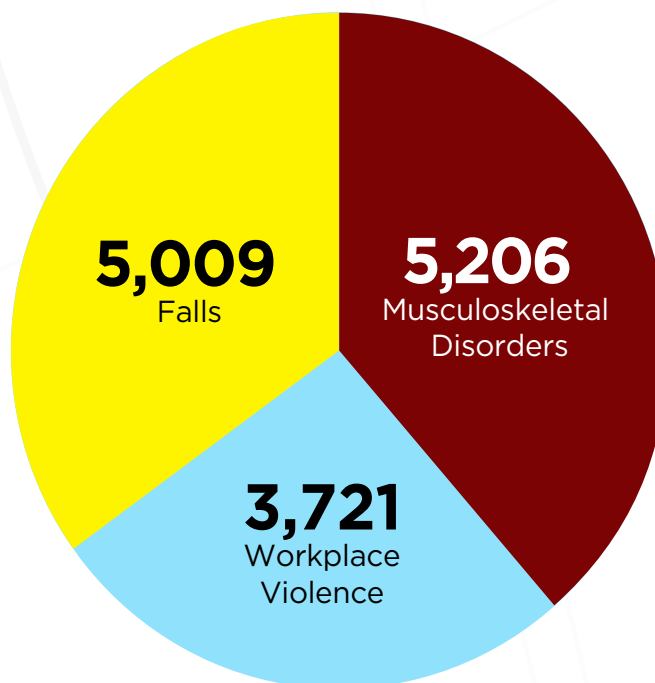
Working at Heights: Integrating VR to Convey Real Risks

By its nature, working at heights is a high-risk activity. For health and safety training to be effective, we believe that learners must truly understand the risks involved. When it comes to working at heights, we believe this is done best through experiential learning.

PSHSA partnered with Ontario Tech University to build a virtual reality component which was integrated within our existing Working at Heights training suite this past year. The virtual reality exercise allows learners to feel as if they are standing on a roof. Donning the virtual reality headset, learners will receive instruction and go through the actions of putting on a harness and other personal protective equipment, approaching an edge and maintaining 100% tie-off. The application also allows for the incorporation of several weather variables, such as snow, rain and wind, and provides instruction as to how these factors may affect the worker's ability to work safely at heights.

By integrating the virtual reality component into our existing suite of Working at Heights training, learners now have the opportunity to fully experience and feel as if they are at heights in order to gain an appreciation of the risks involved. The program allows learners to practice and apply classroom learnings and enhance their understanding of the risks involved with working at heights, thereby improving the learner's overall experience as well as training outcomes.

Top 3 Lost-Time Injury Counts by Injury Type in 2019 for all PSHSA Sectors (Schedule 1 and 2)



Source:

WSIB EIW Claim Cost
Analysis Schema,
June 2020 snapshot.

Learn Your Way — First to Market with JHSC Certification Part 1 eLearning

Effective May 1, 2020, the Ontario Ministry of Labour, Training and Skills Development (MLTSD) enacted new changes to the Joint Health and Safety Committee (JHSC) Certification Training Program and Provider Standards. These revised changes include allowing JHSC Certification Part 1 training to be taken entirely online. This is an exciting development as it provides Ontario businesses with additional options and channels for accessing the training and certification they need, especially given our current environment.

Having anticipated this development for some time, PSHSA invested significant time and resources during the 2019–20 year to design and develop a complete JHSC Certification Part 1 eLearning program.

Designed with the learner at its core, *PSHSA eCert* provides the learner with a positive, immersive experience that reflects the very best in instructional design and technology. *PSHSA eCert* engages a diverse set of learners through knowledge application activities, video, interaction with experts and other cutting edge instructional techniques, on top of delivering the required health and safety knowledge foundational to such a course. Applicable for all Ontario workplaces with 20 or more workers, the eLearning program provides learners with the knowledge and skills needed to meet the learning objectives and requirements of Ontario's Joint Health and Safety Committee Training Program Standard.

Our program promptly submitted to MLTSD for review, and was the very first program to be officially approved. JHSC Certification Part 1 eLearning is now available at pshsa.ca/jhsc-elearning.

Benefits for Learners	Benefits for Employers
<ul style="list-style-type: none">→ Control the pace and scheduling of your own learning.→ Study when you want, where you want.→ Review the material and test yourself as many times as you wish.→ Get access to support at any time.→ 24/7 access to course information and resources on the job.→ Widely accessible.→ No travel required.	<ul style="list-style-type: none">→ Faster outcomes.→ Lower training costs.→ Competitive pricing.→ Simple management of results — records and analytics readily available.→ Single knowledge base — modules can be used as a resource even after training.→ Built to WCAG 2.0 Level AA accessibility — the required level for all government web content by 2020→ Built in ID verification, test proctoring and learner activity monitoring.



Be an Employee and Customer Experience Leader

Pivoting to Always Put
Our Clients First



Our focus on being a client and employee experience leader is a central part of our current strategy, and will remain a key area of focus as we execute the remainder of our 2018-21 strategic plan. Above all else, we are motivated by the success of these two remarkable groups. As an organization, in all our conversations, we have grown accustomed to putting our internal and external customers at the core of everything we do and maintaining focus on their needs, desires and overall experience at all times. It is this mindset that enables PSHSA to pivot so effortlessly, exploring ideas, making decisions and affecting changes that act on our clients' and staff's desired outcomes first instead of getting caught up in organizational systems and internal processes.

Reclaiming the Client Experience

The client experience function plays a critically important role in our work delivering health and safety solutions across Ontario. This frontline support, both internally and externally, is what has allowed us to achieve such significant results. Recognizing this, a number of client-first strategic approaches and initiatives were implemented during the 2019-20 year. Most notably, this included the transition of our client experience team back within PSHSA.

For the past several years, PSHSA's client experience function, which managed activities such as client inquiries, training registration and product fulfillment, was outsourced to take advantage of various efficiencies. However, over this past year it became clear that a pivot was necessary – if we wanted to become a customer experience leader, we needed to reclaim ownership of this critical business area. Ownership would allow us to decisively act on our clients' common issues and challenges and enable us to make valuable changes which promote improved experiences. We wanted to engage with our clients directly on a day-to-day basis to understand their

needs and how best to react and adapt to meet these needs. In order to do this, we needed to bring it in-house.

The transition involved creating a new Client Experience team and bringing them together with PSHSA's Operations team to act as partners in delivering health and safety services to our clients. This team brings significant leadership, knowledge, skills and experience to PSHSA, allowing us to fully create and deliver a client experience that enables us to grow and adapt.

The Client Experience team has demonstrated agility, responsiveness and dedication to our clients since day one. When the pandemic hit, this new team was just getting started with PSHSA. To effectively respond to the circumstances, this meant they needed to go live ahead of schedule, shift to a fully remote work environment and work together to be there for our clients in their time of need. Since then, the Client Experience team has played a key role in the launch of Distance Learning, creating and establishing processes that support client-facing activities, and providing technical support and leadership in creating a customer-first mindset.



384%

Increase in Live Chat Volumes Year-Over-Year



466

Agent Hours Invested in Live Chat



Up 30%

Live Chat Sentiment Year-Over-Year

The New PSHSA.ca

Our website is a critical communications tool and an important gateway to health and safety awareness, compliance and excellence for our clients. Recently launched in the summer of 2019, the new PSHSA.ca is the culmination of a two-year project where we completely reimagined the user's experience, our online storefront, the type of content we display and how this content is organized. As a starting point, the information architecture was designed to align with our strategic approach – *Safe Environments. Healthy Workers* – where content is organized based on resources and information to support the workplace (employer) as well as the worker.

Recognizing the several stakeholder groups that rely on our website to access necessary information and resources, this project involved multi-level consultations with staff, clients and partners to better understand the various stakeholder needs as well as desired features and functionality. These groups were also engaged in usability testing to further inform how the website will be used and provided additional opportunities to share feedback and suggestions to ensure we were on the right track. We also drew on external expertise from a development and usability perspective to ensure a seamless user experience. We thank all participants for their contributions and feedback; there is no question that your input has built a stronger website.

Like many of the initiatives we work on, our website is iterative and evolving, with a focus on always getting better. We continue to evaluate our website performance and take note of feedback regularly to consider new ways to enhance the user experience. The website will never be considered as completely finished; it is a constant stream of pivots and iterations to better serve our clients – and that's exactly how it should be.



15%

**Increase in Users
Year-over-Year**



5%

**Increase in
Pageviews
Year-over-Year**



Govern for Growth

Pivoting to Creatively
Enable Growth while Balancing
Prudent Management



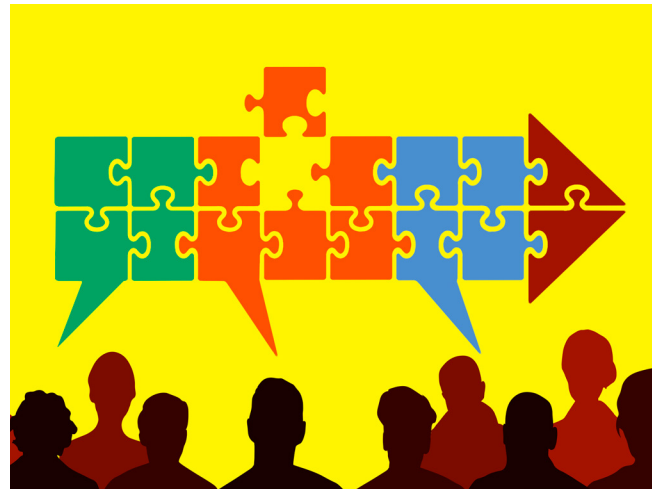
Unlocking the potential of PSHSA can be achieved through organizational and operational excellence. By defining and promoting accountability, as well as continuously pursuing improvement opportunities to increase effectiveness, we position ourselves to grow and execute on our strategy each year. When challenges arise, this underpins and supports our flexibility to quickly adapt and refocus both internally, and in how we support clients. PSHSA's processes, structures, management practices and strategic oversight fuel our ability to pivot.

Enhanced Engagement of Voting Members

Our Voting Member organizations are engrained in the fabric of PSHSA, and embedded directly within our corporate by-laws. These organizations, generally worker and workplace associations and unions that span the breadth of the sectors and subsectors we serve, directly influence our organization's corporate governance by ensuring we function in accordance with our mandate.

There are various ways in which we engage our Voting Members. In addition to the governance function, including electing Directors to the Board and voting on organizational matters, such as the audited financial statements and changes to by-laws, leaders and staff of PSHSA's Voting Member organizations also participate on sectoral committees and partner with us on various health and safety initiatives throughout the year. Our Voting Members are valuable partners for PSHSA as they represent the voice of their membership on matters of occupational health and safety, and are integral to disseminating important information and resources to their members.

While a fulsome engagement plan is in development and set to launch in the next year, throughout 2019-20 we have been working to build stronger relationships with our Voting Members, ensuring they are kept abreast of large occupational health and safety initiatives and invited to events as well.



Listening to All Voices to Better Inform Decision Making

PSHSA's Advisory Councils are instrumental in helping our organization determine priorities, plans and approaches for supporting Ontario's employers and workers within the sectors we serve. Participation, engagement and insight from the membership allows us to recognize and understand crucial, systemic issues and enables us to better respond to our clients' needs.

This past year saw the expansion of membership of all our Advisory Councils – Government and Municipal, Education and Culture, and Health and Community Care – to enhance representation within the subsectors and ensure we are listening to the voices of all our clients.

With more data, information and guidance, we are able to make better, more informed decisions, not to mention in a better position to make a change and shift course if required. We are confident that an expanded, more representative membership will enable us to stay even further ahead of the curve and lead to more fruitful partnerships and health and safety initiatives.

Staff Spotlight



Marla Wolfe

Product Services Specialist

With enthusiasm, energy and positivity that is second to none, Marla Wolfe is a skilled and experienced instructional designer and project management tour de force for PSHSA's Product Development and Digital Creations team.

As an eLearning and instructional designer with over a decade of experience, Marla works with PSHSA's clients to create comprehensive learning solutions that best meet their needs. The multifaceted role requires a broad range of skills as this can include the development of training and learning solutions as well as the creation of digital tools and other resources.

An Unparalleled Approach

“Marla brings to her work such a unique approach that balances contagious positivity and energy with thoughtful pragmatism”, shares Shannon Hunt, Vice President of Organizational & Operational Excellence. “I’ve never before worked with anyone like her.”

On top of her irresistible energy, Marla truly immerses herself in her projects and approaches her work in a way that is thorough, intentional and collaborative. “I am a curious person by nature”, Marla explains. “So at the start of every project I try to get into the mindset of the learner and take in as much about the subject as I can. Then I think of how best to ensure we achieve the ultimate goal of affecting behaviour change. After researching, I begin to prototype the learning solution, involving learners and key stakeholders early, and then check in at every phase to ensure we are moving towards achieving that goal until completion.”

Not only does Marla have the right attitude, knowledge and experience to create impactful learning solutions for our clients, she also has significant leadership and team building skills that bring people together towards a common goal. She is incredibly effective at engaging staff and clients and bringing them into the process to move projects forward and achieve desired results.

Always Up for a Challenge

As we know, every project has its own set of requirements, stakeholders and outcomes that may be extremely different than the previous one. Marla is known to never shy away from a challenge. “I look at navigating through what sometimes feels like chaos at the starting bell, as an opportunity”, shares Marla. “My goal, no matter what the challenge, is to always create outcomes-based solutions that drive results”.

Marla led a number of key projects this year, chief among them being the development of JHSC Certification Part 1 eLearning – the first of its kind in our province. Marla managed this massive development project from start to finish. Not only did she work on the content development itself, Marla coordinated the building of each of the nine modules, managed the production of a new set of videos, integrated audio and oversaw the review cycles.

When the Ministry of Labour, Training and Skills Development released the new training standard and opened applications for JHSC Certification Part

1 eLearning, Marla led the charge to ensure PSHSA’s application stood out. She also acted quickly, fully preparing the course for submission in less than one week. We have since received approval and have launched the much-anticipated program. It was met with overwhelming interest beyond our expectations.

The many outcomes of Marla’s work and glowing testimonials from past clients speak for themselves. “Everyone loves to work with Marla. In the feedback we receive from clients, we are always told that her work is outstanding, she is very good at what she does and they always want to work with her again”, explains Shannon.

The Keys to Success

Marla’s character, distinctive approach and remarkable skills and experience all play a major role in her success delivering exceptional learning experiences to PSHSA’s clients. Further to this, Marla upholds that “it is always key to have a solid focus on the deliverables our clients are depending on us for, but we can never forget what is needed to achieve and support their journey”.

Of course, true to her character, Marla also shares her success with her colleagues: “Integral to all the projects I do is having a team I can depend on to see the work through to the finish line. I continue to be amazed by what we can achieve. My best work is credited to the outstanding support of our team”.

So, what’s next for Marla at PSHSA? This year has proven that we never truly know, but one thing is for sure: Marla will remain positive and enthusiastic about the prospects. “It’s most rewarding being part of a team of exceptional individuals that are driven to protect workers in Ontario. And it takes on a whole new meaning in these challenging times. Developing innovative, easily accessible learning solutions is more important than ever. I’m really excited about all the changes I see in learning and the prospect of working on a team that continues to provide innovative solutions”.

Thank you, Marla, for inspiring us to come together, motivating us to do our best work and reminding us to have a good time along the way. We are grateful for your commitment to our organization and our clients, and for the palpable positivity and passion you bring to work every single day. We are proud to have you on our team.

Thank you.

It wouldn't be possible without you.

We would like to thank our staff, Board of Directors, Voting Members, Advisory Councils and System Partners for their support and contributions over the 2019–20 year. Together, we are making a real difference.

OUR PEOPLE

Adeeba Ahmed
Amanda Allan
Rushi Amin
Stephen Bahm
Suthan Bala
Sherri Bastos
Reanne Bélisle
Ernie Beltran
Carol Besler
Kurt Bohme
Jessica Burroughs
Faye Carter
Toni Cavaliere
Olena Chapovalov
Joanne Clark
Patricia Clausen
Christy Conte
Glenn Cullen
Carolyn Cuthbertson
Aimee Danao
Christopher Decaire
Kimberley Dell
Tina Dunlop
Sandra Excellent
Era Mae Ferron
David Fretz
Janice Gallant
Mary Lou Giglio
Gerry Gill
James Glenda
Gary Goguen
Anat Goldschmidt

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Randall Gwyn
Tony Hart
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Shelly Hurry
Cassandra Ibrahim
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Emad Karras
Allison Kelley
Maryam Khan
Noreen Khandaker
Mariam Khoromi
Kitty Ki
Hillarie Klass
Paul Kim
Jill Kovacs
Breanne Knowles
Blaine Larock
Connie Limnidis
Linda Lorenzetti
Adriana Lozada
Christina Machowski
Nyla Maharaj
Elise Marentette
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Leon Matrosov
Hanna Mayer
Peter McBride
Neil McDermott
Samantha McFarlane

Tim Metcalfe
Omar Mohamed
Shamilla Mohamed
Olivia Monk-Saigal
Derek Morgan
Tanya Morose
Hassan Mujtaba
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Laura Norwood
Rob Oliver
Jeff Pajot
Tim Regan
Lily Rhodes-Novicki
Kamil Rizvi
Jackie Sam
Viviane Sampaio Maia
Siva Shanmugalingam
Manvir Singh
Liz Sisolak
Kim Slade
Tegan Slot
Seth Sobel
Kim Takata
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Ricky Theriault
Travis Thompson
Henrietta Van hulle
Adrian Varao
Marla Wolfe
Patricia Yu
Frances Ziesmann
Lia Zitoli

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Nina Reznikova
Ravil Veli

VOTING MEMBERS

AdvantAge Ontario
Association des conseils scolaires
des écoles publiques de l'Ontario
Association franco-ontarienne
des conseils scolaires catholiques
Association of Local Public Health Agencies
Association of Municipal Managers Clerks
and Treasurers of Ontario
Canadian Mental Health Association,
Ontario Division
Canadian Union of Public Employees
Colleges Ontario
Conference of Independent Schools
of Ontario
Council of Ontario Universities
Health Shared Services Ontario
Ontario Association of Chiefs of Police
Ontario Association of Fire Chiefs
Ontario Association of Medical Laboratories
Ontario Association of Medical
Radiation Sciences
Ontario Association of Paramedic Chiefs
Ontario Catholic School Trustees' Association
Ontario Community Support Association
Ontario Home Care Association
Ontario Hospital Association
Ontario Library Association
Ontario Long Term Care Association
Ontario Medical Association
Ontario Municipal Administrators Association

Ontario Municipal Health and Safety
Representative Association
Ontario Municipal Human Resource Association
Ontario Museums Association
Ontario Nurses Association
Ontario Professional Firefighters Association
Ontario Public School Boards' Association
Ontario Public Service Employees Union
Ontario Recreation Facilities Association Inc.
Ottawa-Carleton Association for Persons
with Developmental Disabilities
Police Association of Ontario
Service Employees International Union

ADVISORY COUNCILS

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Chris Boccinfuso
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Carol Fletcher
Leigh Harold
Adrienne Hood
Dr. Rahim Karim
Steven Kraus
Ronald Landry
Tim Lauzon
Karen McKissick
Lisa Morine
Cam Mustard
Leslie Page
Michel Séguin

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Erna Bujna
Liliana Catapano
Kevin Chhangte
Eve Clancy-Brown
Ray Copes
Anne Duffy
Susan Fuciarelli
Jayne Graham
Linn Holness

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Terri Szymanski
Eugene Versteeg

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Bruce Chapman
Humberto Da Silva
Ronald Landry
John Milton
Cam Mustard
Ian Nash
Remo Petrongolo
Jim Power
Ryan Schubert
Derrick Stein
Tim Waite
Janelle Warren

Ontario's OHS System Partners

Centre of Research Expertise for the
Prevention of Musculoskeletal Disorders
(CRE-MSD)
Centre for Research Expertise in
Occupational Disease (CRE-OD)
Centre for Research in Occupational Safety
and Health (CROSH)
Infrastructure Health & Safety Association
(IHSA)
Institute for Work and Health (IWH)
Occupational Health Clinics for Ontario Workers
(OHCOW)
Workers Health and Safety Centre (WHSC)
Ontario Ministry of Labour, Training
and Skills Development
Workplace Safety & Prevention Services (WSPS)
Workplace Safety North (WSN)

Summary: Financial Statements

March 31, 2020





Report of the Independent Auditor on the Summary Financial Statements

To the Board of Directors of Public Services Health & Safety Association

Our opinion

In our opinion, the accompanying summary financial statements of Public Services Health & Safety Association (the Association) are a fair summary of the audited financial statements, on the basis described in the note to the summary financial statements.

The summary financial statements

The Association's summary financial statements derived from the audited financial statements for the year ended March 31, 2020 comprise:

- the summary statement of financial position as at March 31, 2020;
- the summary statement of operations for the year then ended; and
- the related note to the summary financial statements.

The summary financial statements do not contain all the disclosures required by the Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The audited financial statements and our report thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated August 11, 2020.

Management's responsibility for the summary financial statements

Management is responsible for the preparation of the summary financial statements on the basis described in the note.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements.

PricewaterhouseCoopers LLP

Chartered Professional Accountants, Licensed Public Accountants

LLP

PwC Tower, 18 York Street, Suite 2600, Toronto, Ontario, Canada M5J 0B2

T: +1 416 863 1133, F: +1 416 365 8215

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

Summary Statement of Financial Position

As at March 31, 2020

(expressed in thousands of Canadian dollars)

	2020 (\$)	2019 (\$)
Assets		
Current assets		
Cash	3,107	4,116
Short-term investments	2,247	2,203
Accounts receivable	630	652
Prepaid expenses	93	113
	6,077	7,084
Investments	222	215
Capital assets	28	48
	6,327	7,347
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	1,686	2,196
Customer deposits	318	263
Deferred revenue	207	861
	2,211	3,320
Employee future benefits	2,578	2,634
	4,789	5,954
Net assets		
Restricted	27	27
Unrestricted	1,511	1,366
	1,538	1,393
	6,327	7,347

Summary Statement of Operations

For the year ended March 31, 2019

(expressed in thousands of Canadian dollars)

	2020 (\$)	2019 (\$)
Revenue		
Ministry of Labour, Training and Skills Development funding	8,146	8,846
Training and publication recoveries	3,329	3,372
Special projects and other income	8	204
Investment income	121	133
Amortization of deferred capital contributions	7	25
	11,611	12,580
Expenditures		
Personnel costs	8,025	8,937
Program delivery	982	943
Occupancy costs	393	374
Advertising and promotion	311	308
Office and general	353	307
Communications	184	302
Travel and business meetings	173	209
Consulting and professional fees	358	132
Finance charges and bad debts	50	44
Governance	34	43
Amortization of capital assets	20	34
Insurance	32	29
	10,915	11,662
Excess of revenue over expenditures from current operations	696	918
Project costs approved by Ministry of Labour, Training and Skills Development	(643)	(255)
Excess of revenue over expenditures for the year	53	663

Note to Summary Financial Statements

March 31, 2020

(expressed in thousands of Canadian dollars)

BASIS OF PRESENTATION

The summary financial statements have been derived from the audited financial statements of Public Services Health & Safety Association (the Association) as at and for the year ended March 31, 2020, based on the following criteria:

- i) The information in the summary financial statements is in agreement with the related information in the complete audited financial statements; and
- ii) The summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related audited financial statements, including the notes thereto.

The summary financial statements of the Association are reported using the deferral method of accounting for contributions, in accordance with Canadian accounting standards for not-for-profit organizations. Under the deferral method, restricted funding from the Ministry of Labour and other government ministries is deferred and recognized as revenue when the related expenses are incurred. Training course and seminar recoveries are recognized as revenue when services are rendered and there is reasonable assurance of collection. Safety product recoveries relating to inventory are recognized as revenue when goods are shipped and there is reasonable assurance of collection. Unrestricted funding is recognized as revenue when received or receivable. Funding received for capital expenditures is deferred and recognized as revenue on the same basis as the amortization of the related assets. Interest income is recognized as revenue when earned.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Management does not consider a summary statement of changes in net assets, summary statement of cash flows or any additional note disclosures to be necessary for the intended users of these summary financial statements.

For a copy of Public Services Health & Safety Association's complete audited financial statements as at and for the year ended March 31, 2020, write to Suite 1800, 4950 Yonge Street, Toronto, Ontario, Canada..

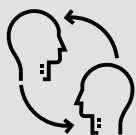
PSHSA Strategic Plan 2018–21

Safe Environments.
Healthy Workers.

Our current strategic plan includes five key strategies that will enable us to cultivate enduring connections, expand multi-channel access to our products and services and positively impact health and safety performance.

Now two years in, we are seeing the positive impacts of a well-planned and executed strategic plan, and how it influences decision making and activities on a day-to-day basis. We will continue to work closely with our clients, partners and stakeholders to keep up the momentum as we enter the final year of *Safe Environments. Healthy Workers.*

Goals



Cultivate Enduring Connections

Measured by retention and engagement of stakeholders.



Expand Multi-Channel Access

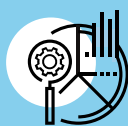
Measured by multi-channel utilization and reach.



Positively Impact Health & Safety Performance

Measured by change in leading indicators.

Strategies



Focus on Core Business



Stimulate Emerging Markets & Promote Commercialization



Be an Employee & Customer Experience Leader



Enable the Market through Technology



Govern for Growth

Foundation

VISION

Enable a healthier and safer tomorrow for Ontario's Public Sector Community.

MISSION

Create safer workplaces through collaboration, innovation and knowledge transfer.



VALUES

Innovation
Collaboration
Accountability
Respect & Integrity
Excellence

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