

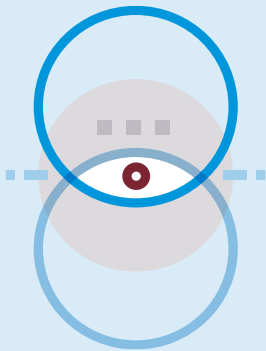
PURPOSE

Annual Report
2020-21

 Public Services Health
& Safety Association™

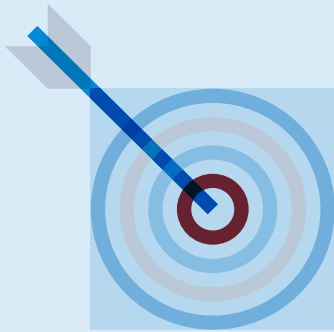
PSHSA.ca

VISION, MISSION AND VALUES



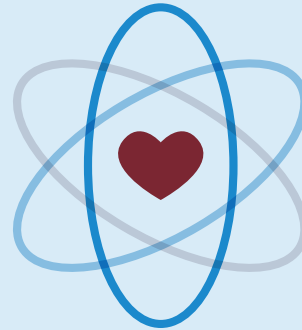
Vision

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



Mission

Create safer workplaces through collaboration, innovation and knowledge transfer.



Values

Innovation: PSHSA understands that to be leaders in health and safety and cultivate solutions relevant to our stakeholders' needs, we must actively dream, change, take risks and be creative.

Collaboration: PSHSA knows that the outcomes of engaging, partnering and sharing ideas to include multiple perspectives will improve our ability to succeed.

Accountability: PSHSA takes pride in our commitment to responsibly own our actions, decisions and obligations. We believe in transparency as well as acknowledging and celebrating accomplishments.

Respect & Integrity: PSHSA will earn the trust and confidence of our stakeholders through living up to the right commitments, while recognizing and valuing differences and diversity.

Excellence: PSHSA delivers results by setting high standards and goals. We achieve these goals by distinguishing ourselves through persistence, continual improvement, competence and professionalism.

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Safe Environments.
Healthy Workers.

LETTER FROM THE BOARD CHAIR & CEO

By any measure, 2020-21 was an extraordinary year. Against this challenging backdrop, we hope that you and your families are staying healthy and safe.

As we take a breath to reflect on the year that was, we're left with consideration for what's really important and a profound appreciation for our people. 2020-21 made us consider our purpose and enabled us to truly connect with our meaning and values. This year we demonstrated why we exist.

Our fundamental purpose is to create healthy and safe environments so that workers can thrive. And isn't the safeguarding of some of our most basic human needs the ultimate purpose?

2020-21 was another reminder that change is constant, but it is our purpose that keeps us grounded. Our role in fostering safe environments and healthy workers keeps us motivated and underpins our ability to respond quickly to meet the changing needs of Ontario's workplaces, propelling our continued shift toward practical, outcome-focused and accessible health and safety solutions.

Navigating the Knowns and Unknowns

Our clients needed us more than ever and PSHSA responded with professionalism and expertise, at times moving at the speed of

thought, delivering both virtual and person-to-person solutions to ensure ongoing support and continued satisfaction while keeping safety top of mind. As Ontario navigated these difficult, uncertain times, our ability to react to the unknown and proactively create our own knowns was critical to our success.

This past year saw the launch of several new initiatives to augment the client experience, such as innovative digital learning solutions. *eCert* – JHSC Certification Part 1 eLearning – the first of its kind in our province, provides employers with a more flexible training option while offering the learner an immersive experience that reflects the very best in instructional design and technology. Our free Infection Prevention and Control Basic Awareness training also leads learners through an interactive, engaging experience and came at a time when workplaces needed it most.

Also in 2020-21, we successfully piloted and launched new, evidence-based programs in emerging areas including resilience and mental health stay at work and return to work.

This is all in addition to incredible efforts supporting workplaces as they grappled with unprecedented workplace challenges and the impacts of COVID-19. PSHSA has demonstrated dedication and commitment in responding to the needs of our clients, stakeholders and funder

in a time of monumental need, moving with confidence and speed to create new resources and tools, adapt services and projects, and deliver maximum value and impact. In 2020–21, we conducted hundreds of COVID-19 Return to the Workplace risk assessments within essential workplaces to ensure the health and safety of employees and the public as in-person operations resumed. We swiftly launched Distance Learning as a new delivery channel for all training to ensure uninterrupted access to critical health and safety knowledge while enabling workplaces to maintain their compliance requirements. We hosted two virtual health and safety conferences, engaging over 2,500 registrants from across the country in important, timely discussions. Further, we delivered 132 free resources, including 97 Ministry-approved workplace-specific guidance documents, to support healthy and safe work during COVID-19.

A Culture of Shared Values

How were we able to accomplish it all?
An extraordinary team of true professionals.

After such a demanding, challenging and, for many of us, career-defining year, we are left with awe, respect and gratitude for the people who made it all happen. Our staff continue to inspire us with their health and safety expertise, dedication to service excellence and true commitment to our purpose and values. 2020–21 is a testament to their willingness to be challenged, their ability to rise to the occasion and the powerful difference they make through important, meaningful work. We are proud to have built a workplace culture that embraces opportunity and change and where everyone looks to contribute where they can.

On behalf of the board and leadership team, we thank our staff for their time and hard work over the past year. It's only possible with you.

Health and Safety is Here to Stay

Now, as we wrap up our previous strategic plan – *Safe Environments. Healthy Workers.* – we are ready to think forward.

In the wake of a global pandemic, all eyes are on health and safety. The need to prioritize occupational health and safety is now obvious, but will this always be the case?

Elevate 2021-24 aims to advance the elevated role health and safety has recently assumed in Ontario and confirm it remains a top priority for leaders and all workplace parties. Determinedly, as we embark on the first year of our new strategic plan, we are actively harnessing our purpose and challenging ourselves and those we work with to ensure the recent spotlight on health and safety continues to shine bright. *Elevate 2021-24* sets the roadmap for our continued success by investing our efforts toward outcome-focused initiatives that generate real value, reimagine the way we work and make health and safety effortless for our clients and stakeholders. Led by this plan, and by truly committing to our purpose and allowing our principles to guide all decisions, we will unleash our full potential.

Thank you to our valued clients – employers, workers and their representatives within Ontario's public and broader public sector – for your ongoing trust, partnership and initiative in advancing occupational health and safety in our province.

Thank you to our stakeholders – Ontario's Ministry of Labour, Training and Skills Development, our board members, voting members, advisory council members and partners – for your continued support and guidance towards our shared vision.

We're excited to continue the momentum!



Korinne Collins

Chair, Public Services
Health & Safety Association



Glenn Cullen

CEO & COO, Public Services
Health & Safety Association



PURPOSE

For PSHSA, 2020–21 has brought clarity and impetus around our reason for being. The need to prioritize occupational health and safety is more obvious than ever. But, at PSHSA, we stand for something bigger than just training and resources.

*We create safe working environments.
We promote healthy workers.*

Today, we stand resilient and revitalized, more motivated than ever to advance safe environments and healthy workers in Ontario. This is what drives us, and the path forward has never been clearer.

RIISING TO THE OCCASION

TO SUPPORT OUR CLIENTS

301 COVID-19
RETURN TO THE
WORKPLACE RISK
ASSESSMENTS
COMPLETED

132 COVID-19 TOOLS
AND RESOURCES
DEVELOPED

359 DISTANCE
LEARNING
COURSES
DELIVERED

6,191 PARTICIPANTS
TRAINED
VIA DISTANCE
LEARNING

56 HEALTH AND
SAFETY TRAINING
COURSES OFFERED
VIA DISTANCE
LEARNING

2 VIRTUAL CONFERENCES

- **63** speakers
- **35** exhibitors and **26** researchers
- **2,598** registrants
- **95%** satisfaction rate
(events rated good, very good, excellent)

122,643 VISITS TO OUR
COVID-19
RESOURCE CENTRE
PSHSA.CA/COVID-19

377,125 DOWNLOADS OF
COVID-19 WORKPLACE
GUIDELINES

PURPOSEFUL WORK

COVID-19 Prevention & Workplace Planning

COVID-19 has had an extraordinary impact on the world of work. To ensure the health and safety of Ontario's workplaces, we moved quickly, rising to the occasion to support clients with expert guidance and tailored information as they dealt with exceptional workplace challenges.

Return to the Workplace Risk Assessments for Essential Workplaces

Given the nature of our clients' work and the type of services they provide, some organizations were unable to make the transition to remote delivery and operations. Our background and expertise in infection prevention and control (IPAC), risk reduction and the recognition, assessment, control and evaluation of workplace hazards enabled us to offer comprehensive COVID-19 Return to the Workplace risk assessments to ensure clients could safely resume or continue in-person work while controlling the risk of transmission and ultimately protecting the health and safety of employees and the public.

Risk assessments entailed physical site inspections, careful consideration of floor plans, control measures and personal protective equipment (PPE), the flow of workers and materials, and reviews of organizational safety plans. Based on this information, occupational health and safety considerations were identified to help clients protect the health and safety of their staff and the public, and to assist in implementing practices to address risks associated with the biohazard. In many cases, a Return to the Workplace Playbook and training webinar were also delivered.

PSHSA's COVID-19 Return to the Workplace risk assessments provided recommendations on the following:

- **Key messaging/signage**
- **Screening and reporting requirements**
- **Protocols for physical distancing**
 - One-way routes
 - Staggering of work schedules
 - Path controls, such as plexiglass, floor markings, stanchions, directional postings, barriers
- Occupancy limits
- **PPE**
- **Employee training**
- **Cleaning and disinfection protocols**
 - Eliminate/reduce touchpoints
 - Alcohol-based hand-rub
 - Hand hygiene



In working with us on re-opening Ontario's courthouses amidst COVID-19, we found the team at PSHSA to be responsive, empathetic and knowledgeable in collaborating on the specific environmental and facility-related pressures. Their professionalism when engaging with staff and stakeholders and taking the time to answer questions in a caring, supporting way helped calm the anxiety of the circumstances. Thanks to their help, we became a leader in Ontario on how to mitigate risk of transmission within the workplace and respond to cases. Now, one year later, over 1 million active screenings have been completed, 78 MLTSD field visits have taken place and very few workplace transmissions have occurred. PSHSA was absolutely critical to our success.

🗣️ Samantha Poisson
*Assistant Deputy Attorney General (A),
 Ministry of the Attorney General*



Over the 2020-21 year, COVID-19 risk assessments were completed for several clients, including the Ontario Ministry of the Attorney General, Superior-Greenstone District School Board, ServiceOntario and Employment Ontario. Due to clients' considerable needs and high demand for this specialized service, some projects were completed in collaboration with Ontario's occupational health and safety system partners, including Infrastructure Health & Safety Association (IHSA), Workplace Safety North (WSN) and Workplace Safety & Prevention Services (WSPS), and with input from Occupational Health Clinics for Ontario Workers (OHCOW).

QUICK FACTS

301 risk assessments performed, including:

- ✓ **87** courthouse locations
- ✓ **5** tribunal sites
- ✓ **40** Provincial Offences Act courts
- ✓ **88** Legal Aid Ontario offices
- ✓ **24** Employment Ontario apprenticeship exam centres
- ✓ **21** schools
- ✓ **14** Service Ontario locations
- ✓ **12** hearing/mediation rooms at the Ontario Labour Relations Board
- ✓ **10** hearing/mediation rooms at the Workplace Safety & Insurance Appeals Tribunal



Through the use of risk assessment templates, manager training and a playbook developed by PSHSA, offices were able to confidently open additional wickets, return more staff to work and get back to regular hours of operation. Following PSHSA recommendations, additional protective measures were implemented for the public and staff as needed in keeping with ongoing updates about COVID-19 precautions. The safety culture promoted within ServiceOntario in response to the pandemic helped to foster the confidence and trust to allow ServiceOntario offices to remain open and serve the public throughout the duration of the pandemic.

Beth Preszcator
Senior Manager, Ministry of Government and Consumer Services Branch

I've always preferred to be involved with new and challenging projects where there is no "playbook" for how to proceed. That's why I found this challenge to be so professionally rewarding. I believe PSHSA delivered quality, timely products to our clients to help them navigate the changing work environment. Work like this shows how caring, passionate and engaged our people really are, while demonstrating PSHSA's credibility, reliability, forward-thinking and willingness to take chances.

Rob Oliver
Consultant Lead on COVID-19 Risk Assessments, PSHSA

The risk assessment work was important as this was new terrain for Ontario employers. They needed assistance to ensure actual and potential health and safety risks to staff were addressed and all precautionary measures were taken.

Liz Sisolak
Consultant Lead on COVID-19 Risk Assessments, PSHSA

This was a huge undertaking! For me, it proved that we can pivot quickly and have the skills, expertise and knowledge to lead critical, large-scale projects at a moment's notice.

Carolyn Cuthbertson, MHSc, CRSP
Consultant Lead on COVID-19 Risk Assessments, PSHSA

Our Classrooms Have No Walls — The Transition to Distance Learning

COVID-19 public health measures meant that in-person classroom training was no longer an option for Ontario's employers and workers. Given the significance of health and safety training at a time like this, and to ensure employers remained compliant, it was crucial that PSHSA found a way to offer continued access to the occupational health and safety training workplaces needed.

Understanding the importance of our clients' business continuity and the need to maintain a healthy and safe workplace, especially during a global pandemic, PSHSA swiftly pivoted to deliver all health and safety training via Distance Learning.

PSHSA's Distance Learning is virtual instructor-led training delivered online in real-time. Facilitated in a virtual classroom, learners are led through discussions and exercises while the instructor provides 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 safely and remotely, providing participants with the same critical content and access to expert guidance as the classroom equivalent.

Within a period of weeks, course content was adapted, a new digital learning platform and tools were implemented, and training facilitators were provided with online facilitation training to build new skills and ensure they were confident in taking on this new teaching environment.

A prime example is our *Training the Fit Tester for Respiratory Protection* (TTFT) program. Given the critical importance of personal protective equipment for healthcare workers during

COVID-19, TTFT was in high demand. PSHSA quickly transitioned the training program to a blended digital format to meet client needs. The new virtual course is comprised of two components: a self-paced eLearning module which covers the content and instruction, and a remote competency check to evaluate practical knowledge application.

Our swift transition to Distance Learning meant that employers and workers had virtually uninterrupted access to crucial health and safety knowledge and training, while ensuring continued compliance with provincial training requirements. This new delivery channel offers employers and workers more flexibility and will continue as a learning option into the future. Learn more at pshsa.ca/distancelearning

QUICK FACTS

- **359 Distance Learning courses delivered**
- **6,191 participants trained via Distance Learning**
- **56 health and safety training courses offered via Distance Learning**



All our team members showed up each day and did their part to transition to Distance Learning. Not only did we rock it, but we now know how to serve a whole new group of workers that weren't previously able to access our services due to the remote areas they reside in. Although I prefer to work in person with my clients, I do recognize the ease of connecting with them more often! My reach is now greater, easier and more efficient. We have an accountability to each other within PSHSA, to the Ministry of Labour, Training and Skills Development, to our prevention system partners, and to Ontario workers. Getting Distance Learning right was so important because we are accountable to so many!

🗣️ **Shelly Hurry, M.Sc. CRSP, CHSC**
Health & Safety Consultant, PSHSA





Virtual Conferences Provide Clear, Targeted Guidance at a Critical Time

How an organization navigates through the recovery phase of the pandemic depends on many factors, but preparedness, thoughtful planning and coordination will be fundamental to achieving a safe and sustainable return to the workplace.

Early on in the pandemic, it was difficult for employers and organizational leaders to determine a clear path forward with so much information and misinformation out there, compounded by the uncertainty of the situation. With large in-person events no longer possible and no time to make the transition to virtual, we saw flagship health and safety conferences and tradeshow cancelled or rescheduled in the Spring of 2020. This was a time when employers were looking for clear information and direction, and it presented a unique opportunity.

PSHSA was quick to respond and fill this gap, providing employers with a free virtual forum to access targeted health and safety information at a critical time. PSHSA's *Return to the Workplace* (#RTWp) virtual conference took place on June 16, 2020, exploring how COVID-19 has impacted the world of work and to support organizational leaders with information and resources as they navigated the return to the workplace process. Nearly 1,500 participants registered for the conference from Ontario and beyond to learn and interact with experts and hear about innovations to help them lead the way in keeping employees and customers healthy and safe.

The packed agenda featured nearly 30 speakers, including a welcome address from Ontario's Minister of Labour, Training and Skills Development, the Honourable Monte McNaughton, and our two keynote speakers: Dr. Bill Howatt, former 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 safely reopening the economy. Additional sessions explored COVID-19 guidance for specific sectors, workplaces and job categories. The event also featured a Virtual Expo showcasing 14 researchers from across Canada conducting COVID-19-related studies as well as booths from 16 industry sponsors.

Given the interest in our first event, we followed up with a second free virtual conference — *The Workplace, Reimagined* — on November 17, 2020, which focused on where we go from here and gathered innovative perspectives on what our new world of work should look like. The conference featured 6 knowledge streams and consisted of 33 sessions, including topics such as leadership, emerging technologies, resilience, digital learning, change management and diversity, equity and inclusion.

Complete session recordings from both virtual conferences are available on our YouTube channel, or by visiting pshsa.ca/covid-19.

QUICK FACTS

2 virtual conferences

- **63** speakers
- **35** exhibitors
- **26** researchers
- **2,598** registrants
- **95%** satisfaction rate
(events rated good, very good, excellent)



Ontario's First JHSC Certification Part 1 eLearning Program

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 which allowed for JHSC Certification Part 1 training to be taken entirely online. This exciting development provides Ontario businesses with more choice for accessing the training and certification they need and was especially welcome 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. In 2020-21, PSHSA submitted the program to Ontario's Chief Prevention Office for approval and in August 2020, we launched *eCert* – Ontario's first JHSC Certification Part 1 eLearning program.

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

QUICK FACTS

- **1,126 *eCert* participants trained**
- **5-10% weekly growth of *eCert* participants since launch**

This new program provides incredible flexibility and benefits for both learners and employers, including:

- ✓ No travel required and lower training costs
- ✓ 24/7 access to course content
- ✓ Anytime access to support
- ✓ Faster learning outcomes
- ✓ Readily available training records and analytics
- ✓ WCAG 2.0 Level AA accessibility

To leverage efficiencies across the system, PSHSA's *eCert* has also been licensed by Workplace Safety North (WSN) and Workplace Safety & Prevention Services (WSPS), and is currently being offered to clients within their sectors across Ontario.

Learn more at pshsa.ca/jhsc-elearning



Having years of experience developing traditional classroom and blended JHSC Certification Part 1 training programs, developing a more agile, more collaborative and asynchronous offering was exciting, challenging and rewarding. This program offers so many benefits to the learner with its high impact, engaging and accessible delivery.

Marla Wolfe
Product Services Specialist, PSHSA

Free Online Infection Prevention and Control (IPAC) Training Now Available to Ontario Workers

This year we launched a free eLearning program to support Ontario employers, supervisors and workers in recognizing infectious hazards and prevent infections in the workplace, throughout the pandemic and beyond. Developed in consultation with infection control consultants and epidemiologists, this 30-minute program is available in French and English and relevant for all workers across all sectors in Ontario.

As we have learned from the COVID-19 pandemic, infectious hazards can have a devastating impact on our health. While many tend to think that infectious hazards are only relevant for healthcare environments, we can now see how they may exist in any type of workplace and that Infection Prevention and Control (IPAC) is an integral component of any workplace's occupational health and safety program. It is everyone's responsibility – employers, supervisors and workers – to recognize and control these hazards with the same diligence as other workplace health and safety hazards.



As Ontario seeks safe ways to reopen, the time is right to help enable and inspire workers and their employers to practice infection prevention and control measures. This will help workers and employers protect themselves, their colleagues and, ultimately, everyone's communities.

🗣️ Ron Kelusky
*Former Chief Prevention Officer, Ministry of Labour,
Training and Skills Development*

This free training will reinforce how workers can help prevent infectious diseases like COVID-19 from spreading on the job.

🗣️ Hon. Monte McNaughton
Minister of Labour, Training and Skills Development

Infection Prevention and Control at Work: Basic Awareness Training helps workers familiarize themselves with infectious hazards, including COVID-19, and helps workplace parties to prevent them as more workplaces reopen. The program equips workers with an understanding of what IPAC is and why it's important, how infections spread and what steps can be taken to prevent and control infections in the workplace. All Ontario workers are encouraged to take the free training to better understand the roles and responsibilities of workplace parties in recognizing and controlling infectious hazards in the workplace.

Start learning at pshsa.ca/ipacelearning (English) and pshsa.ca/pcielearning (French).

QUICK FACTS

- **3,453 participants trained**
- **6 additional organizations hosting the program on their own Learning Management Systems**

This program was important because it allowed PSHSA's Product Development team to contribute to the pandemic effort in a timely and meaningful way. The result says a lot about us: We're creative under pressure. We deliver. And we're able to improve public health and safety in meaningful ways with our technological, creative and pedagogical skills.

🗣️ Christy Conte
Curriculum Development Specialist, PSHSA



Mental Health Stay at Work & Return to Work – New Offering for First Responder and Healthcare Organizations

Frontline workers are the first to handle crisis situations and experience the highest rates of occupational stress injuries. First responder and healthcare employers need to provide psychologically healthy and safe workplaces and this includes improving support for mental health stay at work and return to work.

In 2020-21, PSHSA developed and began piloting two new Mental Health Stay at Work and Return to Work training courses – one designed for first responder organizations and another for healthcare organizations – to help tackle stigma and assist supervisors in building a customized resource toolkit to support healthy, safe and successful stay at work and return to work for workers following a mental health-related absence.

The pilots were created based on extensive stakeholder engagement with internal teams and external groups, including our advisory councils. As the pilots progressed, input and learnings from course discussions and evaluations were fed back into development to build stronger, well-rounded training programs.



As an organization, we are very aware of what's going on in our sectors. We listen to what our clients need and are very quick on our feet to think about how we can help develop new, applicable solutions to meet these needs.

Maryam Khan
Health and Safety Consultant, Emerging Markets,
PSHSA

These courses have since been added to our regular training catalogue as ongoing offerings, in which participants learn about:

- ✓ The impact of chronic stress and traumatic stress exposures, including signs and symptoms and how to support workers
- ✓ The mental health continuum
- ✓ Factors that improve or inhibit a person's ability to stay at work or successfully return to work following an absence due to mental injury or illness, including the impact of stigma
- ✓ Legislation and policies
- ✓ How to build an individualized toolkit that can be used in the workplace to support successful Stay at Work or Return to Work
- ✓ How to take proactive steps to support positive workplace mental health
- ✓ Considerations for disability management

With frontline workers showing signs of strain in the wake of COVID-19, this new training offering couldn't have come at a more important time. Training like this helps equip supervisors with the knowledge and tools to support employees in the long and short term, creating opportunity for growth in mental health awareness and ensuring a safe and supportive space to work for Ontario's first responders and healthcare workers.

QUICK FACTS

- **8 healthcare pilots**
- **3 first responder pilots**
- **309 registered participants**
- **94% of participants agreed the course content was relevant to their work**
- **83% would recommend this course to others**



In recent years, many first responder organizations are learning that they don't always have all the answers, particularly around topics like mental health. They are recognizing that they need help and support in many ways, and PSHSA has become their go-to. This type of training and skill needs to be developed in first responder organizations, and this course should be just the beginning. The program creates paths to open and frank conversation and the participants have just as much to learn and teach one another. I had a small group in a recent session which was great. By the end of the day, they were sharing emails and program elements with one another.

Ⓜ Tony Hart
Health and Safety Consultant, PSHSA

I enjoyed the training and was able to take away new ideas as well as strategies to improve our workplace mental health initiatives.

Ⓜ Pilot Participant

The facilitators were very well-versed in the topics and did a fantastic job facilitating this training session.

Ⓜ Pilot Participant

The training was excellent and so relevant in our pandemic world today.

Ⓜ Pilot Participant

How Resilient are You?

From everyday challenges to traumatic personal events to major societal upheaval, individuals and organizations have to adapt to change. There is no clear roadmap; we are all affected differently, but it is our resilience that guides us to a more balanced life, enabling us to cope, overcome and thrive.

Research suggests that resilience involves a combination of internal qualities and external resources to positively deal with stress, setbacks and work through problems. Put simply, resilient people draw from both their strengths and support systems to face challenges. In this sense, resilience is more than just mental toughness and perseverance. Resilience isn't a single skill or trait that one either possesses or doesn't, it involves a variety of skills, behaviours and actions that anyone can learn and strengthen.

As resilience can be influenced by employer supports, employee perceptions and employee behaviours, the workplace is an important support system and resource to help workers build and strengthen resiliency. There are many ways that leaders and the work community can foster qualities for resilience. This year, PSHSA launched new programs to help build on these practices, improve employees' capacity for resilience and promote positive mental health in the workplace.

Learn more at
pshsa.ca/resilience

R2 for Leaders: Building Resilient Organizations

Developed by PSHSA in conjunction with Dr. Michael Ungar from the Resilience Research Centre at Dalhousie University, this new training program draws on the expertise of resilience researchers, psychologists, exercise and nutrition specialists, as well as broader scientific evidence, to create a holistic approach to building resilience. R2 builds resilience by strengthening two types of factors: the rugged qualities that reside within all of us, and the resources that support us.

This one-day program helps organizational leaders understand what resilience is and how qualities for resilience can be used to increase organizational capacity and integrated within prevention programs to build resilient organizations. By the end of this program, participants will be able to identify and describe:

- ✓ What resilience is and how it applies to the workplace
- ✓ The role leaders play in establishing a resilient organization
- ✓ How to define the R2 qualities for resilience and why fostering qualities for resilience is important to organizational success
- ✓ How to build a resilience-based prevention program ideal for your workplace, including developing a vision, implementing a methodology, identifying specific tasks and actions, evaluating success and making improvements
- ✓ Ways to help employees navigate resources to support mental health and wellbeing inside and outside of the workplace

This course was first offered as a pilot in the 2020-21 year and, given the interest it generated, has since been added to our regular training catalogue as an ongoing offering.

QUICK FACTS

- **11 pilot courses completed**
- **253 registered participants**
- **93% of participants would recommend this course to others**



When dealing with any type of challenge, our clients can benefit from learning how to foster and strengthen resilience. R2 is an innovative approach to learning about and building resilience as individuals, work teams and organizations. As a facilitator, every session has been enjoyable and an open space to learn from others' experiences and stories, and share strategies for promoting positive mental health outcomes inside and outside the workplace.

Jackie Sam
Health & Safety Consultant, Emerging Markets, PSHSA

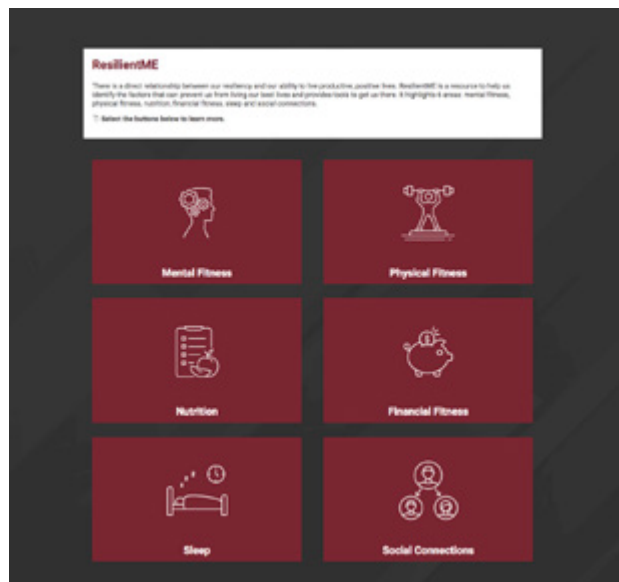
I loved that it was practical action-based and application-based learning.

R2 for Leaders Pilot Participant

Thank you for the opportunity to participate in this training. I see great value in the information you are sharing and look forward to seeing the impact we will see in our organization and day-to-day interactions with colleagues. I think that this will also translate to benefits for employees outside of the workplace.

R2 for Leaders Pilot Participant

ResilientME



ResilientME is a free, 30-minute self-guided microlearning program designed for workers across all sectors to help mitigate the risk of occupational stress injury. The program helps learners to recognize factors that contribute to resiliency as well as how to cope better, overcome stress and potentially have more balance in their lives. The six bite-sized learning sections—mental fitness, physical fitness, nutrition, financial fitness, sleep and social connections—feature strategies and tools to help learners strengthen and improve their resiliency.

Get started at pshsa.ca/training/free-training/resilientme



We took an innovative approach in developing something that would be easy to digest, highly interactive and very accessible. *ResilientME* is engaging with all of its buttons, checklists and infographics, instructions, flash cards, recipes, external links and short videos. It offers immediate access to essential skills and knowledge. Being short and sweet is another bonus that contributes to its appeal to today's busy learner who prefers to learn at their own pace in a new and exciting way.

Marla Wolfe
Product Services Specialist, PSHSA

Occupational Stress Injury Resiliency (OSIR) Index

First responders and frontline healthcare workers are directly and indirectly exposed to significant events and critical incidents outside the realm of normal throughout the course of their employment. Many factors can contribute to vulnerability to increased occupational stress injury (OSI) risk, including moral conflict, physical fatigue and chronic work-related stress. A mental injury can result in lost time at work, reduced productivity and increased risk of disability and mental duress, which can have negative, long-lasting effects. If not dealt with properly, it can lead to mental illness such as depression, addictive behaviours and post-traumatic stress disorder (PTSD).

The Ontario government has outlined a PTSD prevention strategy which includes various support initiatives, including presumptive legislation entitling first responders to benefits through the *Workplace Safety and Insurance Act* and enhanced coverage for chronic and traumatic mental stress arising from employment.

Between January 1, 2016 and April 30, 2020, the Workplace Safety and Insurance Board (WSIB) received 9,613 claims under the Mental Stress Injury Program category within presumptive occupations. Of these registered claims, 5,691 were allowed.



While significant efforts have been made to understand the prevalence of PTSD and mental health disorders among first responders in Canada, a gap remains in understanding what preventative actions employers and workers can take to reduce the risk of mental harm. Employers and workers need support in targeting prevention efforts and identifying what factors might have the most significant impact on prevention programming.

That's why, in 2020-21, PSHSA and the Conference Board of Canada partnered to create a non-diagnostic screening tool for assessing occupational stress injury risks among first responders and frontline healthcare workers in Canada. The OSIR Index generates a predictive resiliency score where individuals are grouped into four vulnerability profiles from high to low risk for OSI.

620 Canadians completed the OSIR Index screening tool this past year. The tool predicted important outcomes for mental health, physical health and the workplace, such as absenteeism. Preliminary results of this study demonstrate significant evidence that the OSIR Index is a valid, reliable tool that employees can use to evaluate current OSI risk.

This tool can also help organizations reduce occupational stress injuries by targeting investments in more focused ways. Employers can use aggregate results to better select supports and tailor resources to mitigate OSI risk based on their OSIR Index score. If used over time, the OSIR Index can help to evaluate the effectiveness of programs, policies, resources and supports. Additionally, employees can use the tool to monitor risk and initiate services when needed.

Key findings:

- ✓ The higher a respondent's OSIR Index score, the lower their risk for negative mental health outcomes (e.g., general mental outlook score), health outcomes (e.g., sick days, feeling unwell at work) and workplace outcomes (e.g., motivation at work).
- ✓ Respondents who reported higher OSIR Index scores had lower presenteeism and absenteeism (due to illness) levels than those with lower scores.
- ✓ Respondents who reported lower OSIR Index scores were more vulnerable to experiencing psychosocial hazards (e.g., stress, fatigue, burnout).
- ✓ Correlations were found between the OSIR Index score and workplace outcomes such as motivation, short-term disability time off and workers' compensation claims.
- ✓ Employer supports, employer perceptions and employee behaviour factors were all identified as important for the prevention of OSI risks.
- ✓ On average, respondents fell into the Concern vulnerability profile. The Concern profile ranges from 79 to 93, and the average OSIR Index score was 92 out of a possible score of 160.

Despite these applications, it's understood that more needs to be done to support mental injury harm prevention efforts in these sectors. PSHSA will be launching pilots in select workplaces to further test and validate the tool's use at the organizational level, and will continue to work closely with healthcare and public safety stakeholders to determine how these findings can be best applied.

QUICK FACTS

- **620 study participants**
 - Occupations
 - **36% police officers**
 - **21% paramedics**
 - **16% firefighters**
 - **7% nurses**
 - **6% dispatch**
 - **14% other**
 - Location
 - **84% Ontario**
 - **9% Alberta**
 - **5% British Columbia**
 - Service
 - **40% 21+ years of service**
- **Average OSIR Index score: 92 out of a possible 160**
- **14 registered pilot organizations**



PSHSA is committed to continuing this work and partnering with interested organizations to understand the greater application. It is our strong belief that the OSIR Index can be impactful for the sectors and markets we serve.

Jackie Sam

Health and Safety Consultant, Emerging Markets PSHSA

The need to better understand and support mental health among first responders has never been greater than it is today. The role of first responder carries great responsibility. This includes exposure to highly stressful situations. OSIR is a purpose-built and practical organizational assessment tool that leaders can use to identify potential mental health risks across their workforce. This allows for more targeted investments and preventative actions in support of building resilience. We were pleased to have the opportunity to partner with PSHSA throughout the development of this exciting new product.

Bryan Benjamin

Vice President, Conference Board of Canada

We wanted to build a tool to help first responders and healthcare workers understand their vulnerability to occupational stress injuries and help workplaces identify specific actions to prevent OSI risk. Our collaboration with the Conference Board of Canada has enabled us to develop a resource that has the potential to make a significant impact for first responders and healthcare workers in Ontario.

Glenn Cullen

CEO & COO, PSHSA

ELEVATE

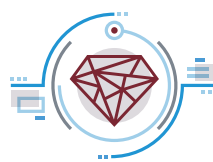
2021-24 Strategic Directions

We have now seen firsthand the business case for occupational health and safety. We understand how organizations can be overwhelmed in its absence, and how the threat of illness or insecurity can affect workers' performance, livelihoods and personal lives. More than ever, the significance of workplace health and safety is clear.

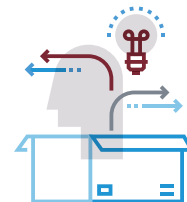
As we progress through the next three years, external factors and environmental changes will undoubtedly influence Ontario's organizations and where they choose to focus their time and resources. **Elevate 2021-24** aims to advance the elevated role health and safety has recently assumed in Ontario and confirm it remains a top priority for organizational leaders and all workplace parties. By prioritizing commercial excellence and our customer-centric framework, we will reinvest our efforts in outcome-focused initiatives and programs that generate value, reimagine the way we work, and make health and safety effortless for our clients and stakeholders.

At PSHSA, we are making it our duty to ensure the current spotlight on health and safety in Ontario is not short-lived, but a continued trend engrained within workplace culture.

The following strategies reinforce this notion and aim to inspire our clients, partners, staff and stakeholders to further elevate the profile of health and safety and ensure it's here to stay.



GENERATE
VALUE



REIMAGINE
THE WAY
WE WORK



MAKE
HEALTH & SAFETY
EFFORTLESS

ELEVATE

2021-24 STRATEGIC PLAN

STRATEGIES

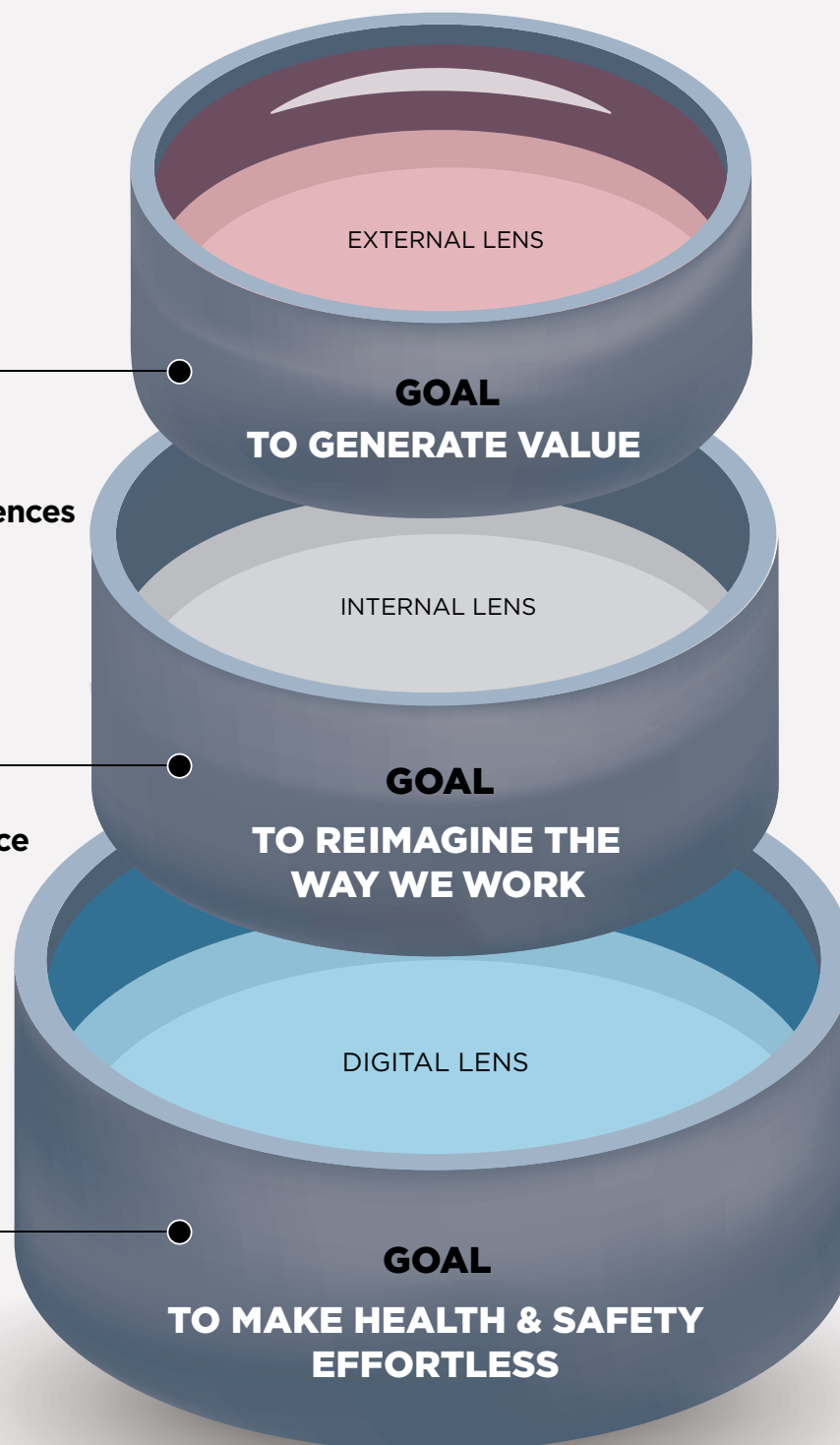
- ▶ Ignite Purpose
- ▶ Create Signature Stakeholder Experiences

STRATEGIES

- ▶ Invigorate the Employee Experience
- ▶ Be Future Ready

STRATEGY

- ▶ Mobilize Digital Capabilities





YEAR IN REVIEW

253

NEW OHS MATERIALS
DEVELOPED

733,646

INFORMATION
MATERIALS
DISTRIBUTED

1,405

JHSC CERTIFICATION
TRAINING SESSIONS
DELIVERED

11,691

CLIENT
CONSULTATIONS

4,454

UNIQUE
WORKPLACES
CONSULTED

7,402

CLIENT EXPERIENCE
INQUIRES HANDLED
(CALLS, LIVE CHATS, EMAILS)

4.5/5.0

AVERAGE NET
PROMOTER
SCORE



LiveHelpNow!
BEST CUSTOMER
SERVICE WINNER
OF THE YEAR 2020



SUPPORTED 135 REGISTERED
FIRMS WORKING ON 571
OHS TOPICS AS PART OF
WSIB'S HEALTH AND SAFETY
EXCELLENCE PROGRAM



5-STAR
HEALTH & SAFETY
CONSULTANT
AWARD RECIPIENT



4 5-STAR
HEALTH & SAFETY
TRAINER AWARD
RECIPIENT



Association for Workplace Tragedy Family Support



\$20,000 IN COMMUNITY
SUPPORT DONATIONS

THE MARKET AT A GLANCE

PSHSA REPRESENTS

9,653

ONTARIO FIRMS (Schedule 1 and 2)

7,187 in Health & Community Care

1,345 in Educational Services

1,121 in Municipal, Government & Public Safety

Source: WSIB EIW Employer Coverage Schema and CRM (for sectors), June 2021 snapshot.

PSHSA REPRESENTS

733,918

FTE ONTARIO WORKERS (Schedule 1)

505,161 in Health & Community Care

161,246 in Educational Services

67,511 in Municipal, Government & Public Safety

Source: WSIB EIW Firm Experience Schema, June 2021 snapshot.

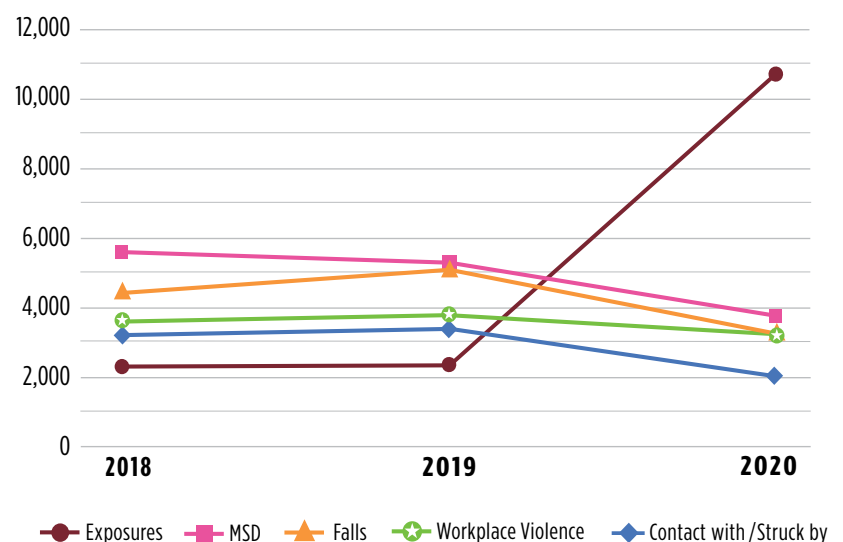
Non-Fatal Lost-Time Injury Counts by Injury Type in 2020 for PSHSA Sectors (Schedule 1 and 2)

Injury Type	LTI Counts
Exposures	10,714
Musculoskeletal Disorders	3,776
Falls	3,262
Workplace Violence	2,481
Contact with/Struck by	2,054
MSD - Client Handling	1,881
Not Classified	1,175
Motor Vehicle Incidents	404
Machinery	148
Transportation	123
Fires and Explosions	10

Source: WSIB EIW Claim Cost Analysis Schema, June 2021 snapshot.

Top 5 Non-Fatal Lost-Time Injury Counts by Injury Type for all PSHSA Sectors (Schedule 1 and 2), 2018-2020

Injury rates in thousands



Source: WSIB EIW Claim Cost Analysis and Firm Experience Schema, June 2021 snapshot.

THANK YOU

Thank you to our staff, board of directors, voting members, advisory councils and system partners for your support and contributions over the 2020-21 year.

OUR PEOPLE

Adeeba Ahmed
Amanda Allan
Anna Asiryan
Stephen Bahm
Suthan Bala
Sherri Bastos
Réanne Bélisle
Ernie Beltran
Kurt Bohme
Jessica Burroughs
Faye Carter
Toni Cavaliere
Olena Chapovalov
Patricia Clauson
Christy Conte
Glenn Cullen
Carolyn Cuthbertson
Aimee Danao
Christopher Decaire
Kimberly Dell
Amy Dicks
Athena Dunlop
Tina Dunlop
Sandra Excellent
Era Mae Ferron
David Fretz
Janice Gallant
Mary Lou Giglio
Gerry Gill
James Glена
Gary Goguen
Anat Goldschmidt

Alexandra Gutnik
Randall Gwyn
Tony Hart
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Christina Machowski
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Leon Matrosov
Michael Mattina
Peter McBride
Neil McDermott
Samantha McFarlane
Tim Metcalfe
Omar Mohamed
Shamilla Mohamed
Olivia Monk-Saigal
Derek Morgan
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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
 Ottawa-Carleton Association for Persons with Developmental Disabilities
 Police Association of Ontario
 Service Employees International Union

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 Lynette Katsivo
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 Humberto Da Silva
 Ronald Landry
 John Milton
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 Ian Nash
 Remo Petrongolo
 Jim Power
 Ryan Schubert
 Derrick Stein
 Tim Waite
 Janelle Warren

HEALTH & SAFETY SYSTEM PARTNERS

Centre of Research Expertise for the Prevention of Musculoskeletal Disorders
 Centre for Research Expertise in Occupational Disease
 Centre for Research in Occupational Safety and Health
 Infrastructure Health & Safety Association
 Institute for Work and Health
 Occupational Health Clinics for Ontario Workers
 Workers Health and Safety Centre
 Ontario Ministry of Labour, Training and Skills Development
 Workplace Safety & Prevention Services
 Workplace Safety North
 Workplace Safety and Insurance Board

SUMMARY: FINANCIAL STATEMENTS

March 31, 2021



Report of the Independent Auditor on the Summary Financial Statements

To the Directors of Public Services Health & Safety Association

Our opinion

In our opinion, the accompanying summary financial statements of Public Services Health & Safety Association (the Entity) 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 Entity's summary financial statements derived from the audited financial statements for the year ended March 31, 2021 comprise:

- the summary statement of financial position as at March 31, 2021;
- 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 June 18, 2021.

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

Vaughan, Ontario

August 5, 2021

PricewaterhouseCoopers LLP
200 Apple Mill Road, Vaughan, Ontario, Canada L4K 0JB
T: +1 905 326 6800, F: +1 905 326 5339

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

Summary Statement of Financial Position

As at March 31, 2021

(expressed in thousands of Canadian dollars)

	2021 (\$)	2020 (\$)
Current assets		
Cash	3,262	3,107
Short-term investments	2,454	2,247
Accounts receivable	1,625	630
Prepaid expenses	93	113
	7,409	6,077
Investments	224	222
Capital assets	14	28
	7,647	6,327
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	1,528	1,686
Customer deposits	343	318
Deferred revenue	97	207
	1,968	2,211
Employee future benefits	2,785	2,578
	4,753	4,789
Net assets		
Restricted	27	27
Unrestricted	2,867	1,511
	2,894	1,538
	7,647	6,327

Summary Statement of Operations

For the year ended March 31, 2021

(expressed in thousands of Canadian dollars)

	2021 (\$)	2020 (\$)
Revenue		
Ministry of Labour, Training and Skills Development funding	8,163	8,146
Training and publication recoveries	3,629	3,329
Special projects and other income	91	15
Investment income	47	121
	11,930	11,611
Expenditures		
Personnel costs	8,245	8,937
Program delivery	778	943
Occupancy costs	380	374
Communications	341	184
Office and general	244	353
Advertising and promotion	231	311
Consulting and professional fees	98	358
Insurance	33	32
Governance	22	34
Amortization of capital assets	14	20
Finance charges and bad debts	12	50
Travel and business meetings	9	173
	10,407	10,915
Excess of revenue over expenditures from current operations	1,523	696
Project costs approved by Ministry of Labour, Training and Skills Development	-	(643)
Excess of revenue over expenditures for the year	1,523	53

Note to Summary Financial Statements

March 31, 2021

(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, 2021, 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, Training and Skills Development 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, 2021, write to Suite 1800, 4950 Yonge Street, Toronto, Ontario, Canada.







Safe Environments.
Healthy Workers.

Contact Information

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