

INFINITE

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22







Safe Environments.
Healthy Workers.

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LETTER FROM THE BOARD CHAIR

A small but mighty organization, PSHSA has demonstrated a remarkable ability to anticipate, adapt, and respond to the emerging health and safety needs of Ontario's public sector virtually and on-demand.

In the five years since I joined PSHSA's board, PSHSA has made significant strides toward bringing evidence-based and effective health and safety management solutions on a broad scale across Ontario and beyond. As Board Chair for the past two-and-a-half years, I'm proud to have kept a front row seat to PSHSA's expansion into a full spectrum provider of occupational health and safety solutions for the public sector.

Together, we expanded PSHSA's track record for excellence and I'm proud to have informed the organization's current strategic plan – Elevate – which launched in September 2021.

PSHSA's 2021-24 Strategic Plan aims to further elevate the profile of health and safety and ensure it's here to stay. By prioritizing commercial excellence and our customer-centric framework, PSHSA is reinvesting its 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, it is a duty to ensure the current spotlight on health and safety in Ontario is not short-lived, but a continued trend engrained within workplace culture.

Nearly halfway into the strategic plan, we've achieved major milestones, such as:

- **Expanding Diversity:** Launching a revamped competency model to bring a broader range of diverse voices to the board table.
- **Enhancing the Employee Experience:** Renewing our focus on the employee experience to recruit and retain the best, purpose-driven talent.
- **Going Digital:** Adapting PSHSA's education and training offers to support a virtual-first environment while staying on top of emerging trends.

By leveraging the talents of our purpose-driven teams, PSHSA embarked on research and development to expand our delivery models and ensure the organization's ability to be future ready. Although no one could anticipate the challenges of the past few years, PSHSA was proactively prepared to meet the demands of the new virtual-first environment and empower its clients to keep running while continuing to expand the safety of its workplace environments.

In 2021-22, PSHSA achieved incredible success by all accounts - we completed nearly 10,500 client consultations for over 2,000 unique workplaces, well beyond our initial targets of 8,000 and 1,200, respectively. Our training programs continued to see growth, recording 187,772 total participant hours at 113% over target and delivering 2,580 JHSC certification sessions, for an increase of nearly 84% over last year. We supported Ontario workplaces by developing 84 new occupational health and safety products and distributing over 770,000 information materials, ensuring our clients have the latest information and tools for improving the health and safety of their workplace environments.

This annual report will take you on a journey highlighting our achievements over the past year, but most importantly introduce you to the future of workplace health and safety in Ontario. We've shattered a number of ceilings, collapsed the boundaries separating psychological and physical health and safety, and we've landed in a new realm where employee wellbeing is at the forefront of business activities. I encourage you to take a few moments and browse through our annual report to learn more about our accomplishments and our plans for harnessing the limitless potential that lies ahead.

It's been my distinct pleasure to have informed this chapter of PSHSA's legacy during my time as Board Member and, especially, as Board Chair. Thank you to our stakeholders - Ontario's Ministry of Labour, Immigration, Training and Skills Development, our board members, voting members, advisory council members and partners - for your continued support and guidance towards our shared vision.

See you at infinity,



KORINNE COLLINS

Board Chair
Public Services Health &
Safety Association

On behalf of PSHSA, we are honoured to share our story of 2021-22—a year that opened limitless potential.

Motivated to further elevate the profile of workplace health and safety, this past year we invested our efforts toward strengthening our programs and approaches, mobilizing our digital capabilities and initiating new outcome-focused opportunities and solutions that generate value, reimagine the way we work, and make health and safety effortless for our clients and stakeholders.

Evidence-based and effective workplace health and safety solutions are more important than ever-before, and these solutions need to be accessible, integrated and optimized for the end-user across a variety of platforms. By leveraging technology, we're striving to transform the delivery of health and safety services to provide an integrated, convenient, full spectrum suite of occupational health and safety solutions that empower Ontario workplaces to be nimble, innovative and in the vanguard when it comes to keeping workers healthy and safe.

This past year presented numerous new opportunities, but above all it crystallized an exciting new vision PSHSA is actively working toward. As we look to the future, we see a connected and centralized health and safety

ecosystem that takes a whole-person approach to employee wellbeing. At PSHSA, we will be investing and reinvesting in the development of emerging predictive health and safety solutions that are targeted at workplace wellbeing and on the leading edge in learning technology.

We know that effective training is a cornerstone of successful occupational health and safety programs. Organizations can foster a healthy workplace culture by providing workplace parties with the right information, knowledge and skills at the right time. Recognizing the crucial role workplace health and safety training plays in establishing a healthy and productive workforce, we're motivated to reinvent the learner's journey and accelerate the impact of training with dynamic, leading-edge learning solutions that transcend traditional training. By leveraging new and emerging technology and instructional design and building off of on PSHSA's established experience delivering digital learning solutions, we're actively developing new projects and initiatives to augment the learner's experience and their ability to practice or apply knowledge, reinforce understanding, enhance knowledge retention and affect positive health and safety outcomes for the long term.

We're grateful for our team.

Our confidence in the future comes from our confidence in our people. Together, we've built a strong strategy and we're successfully implementing it. Our mindset and our ways of working are changing. We've become faster, more efficient and more creative. Team PSHSA will continue to serve our clients with care, dedication and compassion. They'll dare, dream, challenge and learn. They'll build a PSHSA that is more resilient and more impactful for our clients and stakeholders. And, as they do, they'll continue to save lives.

We thank our employees for their tremendous efforts, our clients for their trust, and our funder, partners and stakeholders for your continued support.



GLENN CULLEN

CEO and COO
Public Services Health &
Safety Association

MESSAGE FROM THE CHIEF PREVENTION OFFICER OF THE MINISTRY OF LABOUR, IMMIGRATION, TRAINING AND SKILLS DEVELOPMENT

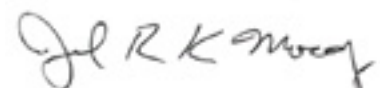
At the Ministry of Labour, Immigration, Training and Skills Development, we are deeply committed to the health and safety of all Ontario workers. Ontario's occupational health and safety (OHS) strategy – Prevention Works – was released in July 2021 with a vision to build an Ontario where workplaces are free from occupational injuries, illnesses and fatalities. The Ministry will continue to work together with our partners across the OHS system to implement and measure the effectiveness of Prevention Works, while helping to ensure that Ontario remains one of the safest and healthiest places to work in Canada.

As Ontario's public sector adapts to both virtual and on-site work, the Public Services Health and Safety Association (PSHSA) is playing a critical role in providing industry advice and leadership towards creating and maintaining safe work environments and promoting workplace health and safety across the province's public sector community.

Evidence-informed initiatives are at the foundation of the Prevention Works strategy, with PSHSA continuing to champion this approach. For example, through a risk assessment and root cause analysis process, PSHSA was able to determine the OHS hazards that paramedics are most exposed to, and are working to develop solutions to mitigate risks for the paramedic sector. Utilizing the best available and most up to date evidence will enable PSHSA to improve both OHS knowledge and practices in Ontario's public sector workplaces, which is exactly aligned with the objectives of the Prevention Works strategy.

Improving work-related mental health supports and preventing occupational illnesses are also important areas of focus of the Prevention Works strategy, and PSHSA is making meaningful contributions. PSHSA continues to lead important initiatives related to preventing workplace violence and harassment in the healthcare sector, for example through their Violence, Aggression and Responsive Behaviours (VARB) tools. PSHSA is also supporting the OHS system to conduct better occupational illness surveillance and research, and to deliver more effective training and education, which will help to prevent occupational illnesses and diseases across the province.

I want to thank the PSHSA team for your ongoing work to support a strong, safe, productive and prosperous public sector workforce. I look forward to partnering with PSHSA as we implement the Prevention Works strategy and respond to the needs of the province's public sector workplaces as the landscape continues to evolve.



DR. JOEL MOODY

Chief Prevention Officer
(CPO) / Assistant Deputy
Minister, Prevention
Division, Ministry of Labour,
Immigration, Training and
Skills Development

PREVENTION WORKS

ONTARIO'S OCCUPATIONAL HEALTH AND SAFETY SYSTEM IN ACTION



Objective 1: Build and use the best evidence to target initiatives, measure performance and increase system oversight



Objective 2: Improve OHS knowledge and practices



Objective 3: Support workplace parties to fulfil their OHS roles and responsibilities and achieve excellence



Objective 4: Make OHS easier for small businesses

Areas of Systems Focus

Occupational illnesses

Work-related mental health and workplace violence and harassment



INFINITE



For Ontario workplaces, the boundaries have been redrawn. The sectors we serve have launched from a period of rapid change and accelerated growth into a world of limitless potential. At Public Services Health & Safety Association, we believe workplace health and safety should follow suit.

No longer the responsibility of a department or individual, workplace health and safety has moved out of the silo and into the spotlight of all business activities. As a result, demand for integrated occupational health and safety solutions that place an equal emphasis on psychological and physical wellbeing has skyrocketed to levels never previously seen.

At PSHSA, we operate from a mandate committed to breaking down the barriers to accessing evidence-based and effective workplace health and safety solutions – in fact, we are taking it a step further by continuing to invest in digital optimization and ensuring multiple delivery methods for our most popular products and services.

This year's annual report will explore how PSHSA is expanding and refining our full spectrum of occupational health and safety solutions. We remain motivated by our commitment to keep Ontario workplaces nimble, innovative and in the vanguard when it comes to keeping workers healthy and safe.

No longer limited to the confines of time and space – we've traversed the finite and landed at infinity.



AT INFINITY

2021-22's Impactful initiatives that propelled PSHSA forward while uncovering limitless potential

Paramedic Services Risk Assessment & Root Cause Analysis to Inform Future Prevention Efforts for the Sector

The two-part, industry-led project supports the sector in preventing workplace injury and illness by identifying the high-risk hazards workers are most exposed to and developing solutions to mitigate risk.

Far from a small sector, Ontario's paramedic workforce is made up of over 11,000 Paramedics, 1,200 Ambulance Communication Officers and more than 2,000 Support Staff who handle 1.75 million emergency calls every year. Further, these workers are among the highest risk occupations that PSHSA represents. Research from the Workplace Safety and Insurance Board also identifies the paramedic and emergency services sector as at the highest risk, and reporting the highest rate, of work-related mental health injury for Schedule 1 sectors.

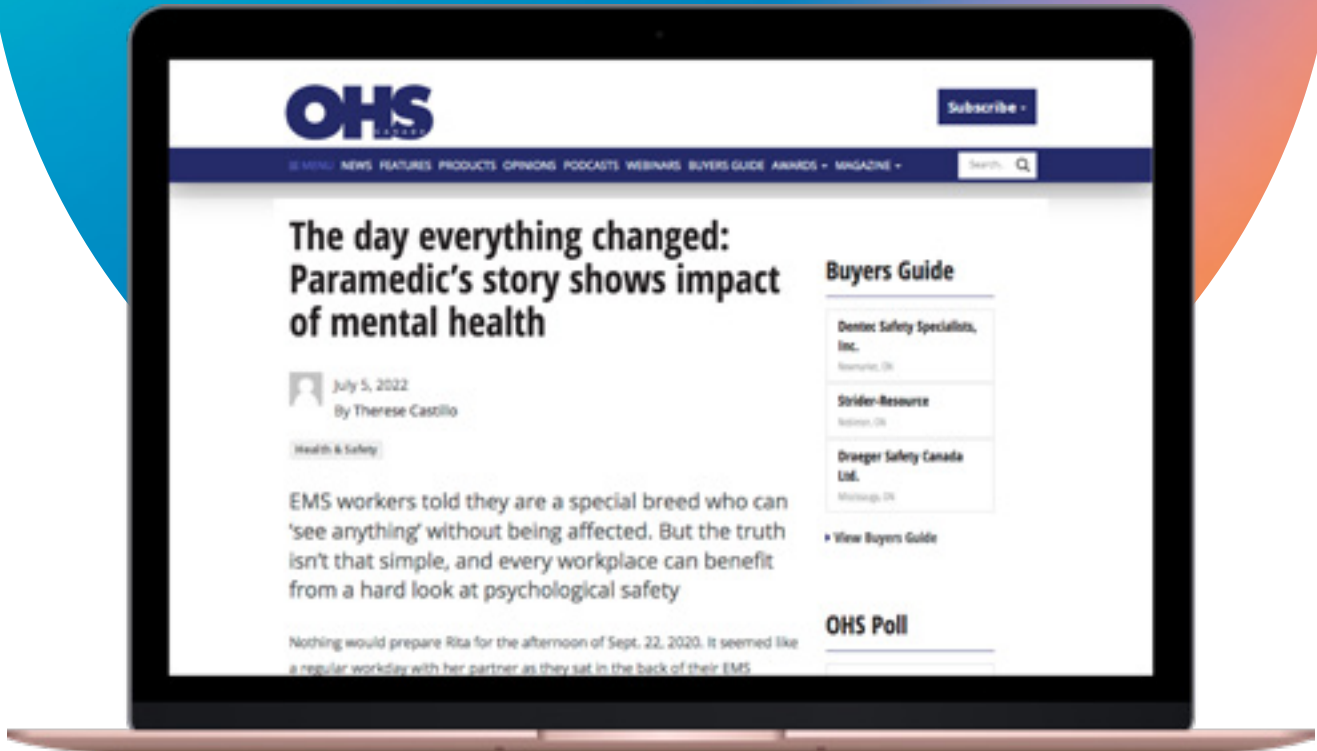
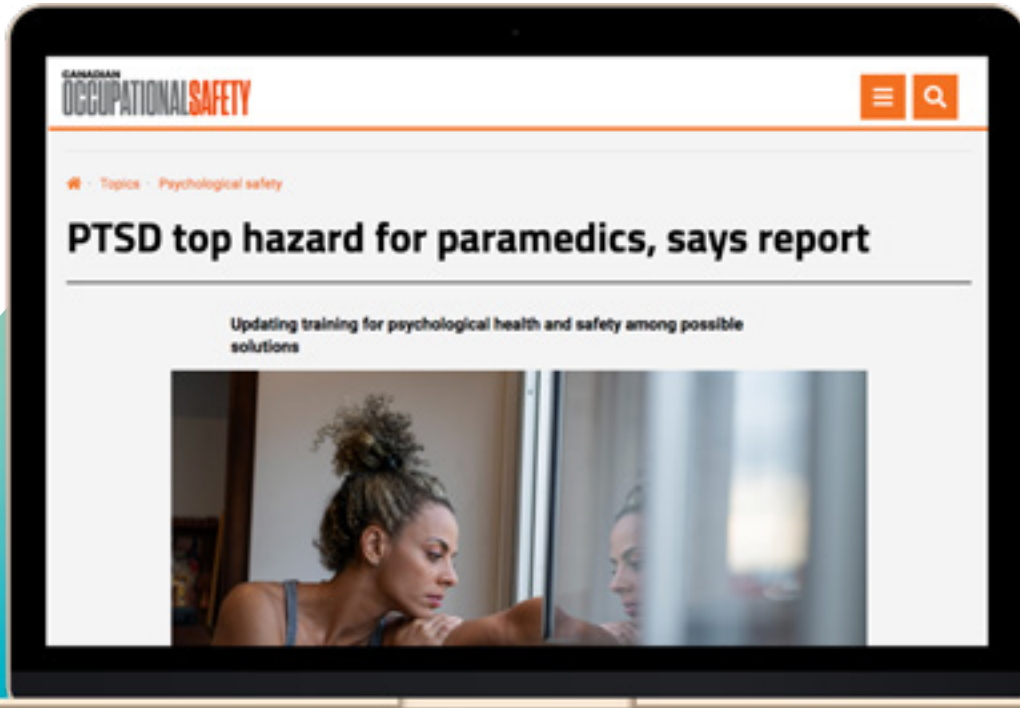
Using the ministry's framework, PSHSA embarked on an industry-led Risk Assessment (RA) and Root Cause Analysis (RCA) project for the paramedic services sector. The purpose of the two-part project was to support the sector in preventing injury and illnesses by identifying the occupational health and safety hazards that paramedics and ambulance communication officers are most exposed to,

understanding the associated risks and root causes, and developing solutions to mitigate, control or eliminate these risks.

PSHSA was able to secure a balance of perspectives for both project components, including worker and employer representatives from first nations, rural, urban and remote paramedic services, individuals with lived experience, members of peer support groups at their services, clinicians, ministry representatives, academic representatives and more.

In Fall 2021, project participants came together for the RA component and identified a total of 105 hazards they perceived paramedics faced in the workplace. The group rated each hazard according to its likelihood and consequence to determine the overall risk rating for all hazards. Of these, 48 were found to be high-risk, 54 medium-risk and 3 low-risk. Post-traumatic stress disorder (PTSD) injuries were identified as the top hazard.





Risks involving ambulance design, equipment concerns, workplace violence, traffic protection and fatigue rounded out the top ten.

Ontario's EMS Section 21 Sub-Committee reviewed the top ten hazards from the first project phase and selected the top identified hazard – psychological harm – to be explored in the second project phase or RCA.

In Winter 2022, project participants identified root causes fundamental to the elimination and control of exposures to events that could

lead to psychological harm for paramedic service workers, their families and the public they serve. The focus was on the occupations of paramedics providing patient care and ambulance communication officers. Participants documented 36 causal factors and rated their relative importance to determine the top 11. A total of 150 unique solutions and controls for the top primary causal factors were then identified as possible interventions to reduce the risk of psychological harm to workers. The following themes emerged from the proposed solutions.

- ✓ **Updating training** (i.e., materials, facilitation, time allotted, methods) for workplace violence, psychological health and safety, fatigue, handling traumatic events, stigma, self-care, stay-at-work and return-to-work, and resiliency
- ✓ **Providing trauma-informed and paramedic-specific mental health support**
- ✓ **Increasing collaboration between educational institutions, base hospital programs and service providers on training, mentorship and program development**
- ✓ **Allowing for protected or dedicated time for training and continuing education, breaks and operational pause time to reset and re-energize**
- ✓ **Highlighting the need for paramedic-specific health and safety legislation in addition to increased participation from, and consultation with, paramedic service workers when there are system or legislative changes**
- ✓ **Continuing forums and workshops where various workplace parties and decision makers can focus on issues and brainstorm solutions**
- ✓ **Encouraging self-care at the service level by enhancing facilities (e.g., gyms, break rooms, quiet spaces), and spreading awareness**



Some of the recommended solutions or controls represented quick wins that are relatively simple to implement in a short period of time, while others are system-level changes that require support and coordination from multiple stakeholders. For each recommended solution stakeholders (i.e., ministries, organizations, associations, PSHSA) with a potential role in implementation were identified. These stakeholders are encouraged to review the proposed solutions and control measures and consider collaborating with others identified to determine the viability of, and best practices for, implementing these recommendations. This project will inform PSHSA's work within the sector for years to come.

Comprehensive reports for both project phases detailing additional background, methodology, findings and recommendations for next steps can be accessed at pshsa.ca/paramedicproject.



“There’s a misconception that PTSD injuries are exclusively call-related – instead of multi-faceted. For me, I didn’t realize Ambulance Communication officers who answer calls develop work-related PTSD, but these workshops have opened my eyes to the reality that, when it comes to PTSD injuries, it’s not always a visual cause. The two-day workshop sharpened my investigation skills and taught me to ‘dig deeper.’”

PROJECT PARTICIPANT

“Having the opportunity to attend the workshops virtually meant that northern services could have a seat at the table without the strain of budget restrictions for lodging and travel.”

PROJECT PARTICIPANT



**RISK ASSESSMENT
IDENTIFIED**

**105
HAZARDS
IN
26
HAZARD
CATEGORIES**

INCLUDING
**48 HIGH-RISK,
54 MEDIUM-RISK
AND
3 LOW-RISK**

PTSD INJURIES

IDENTIFIED AS THE

**TOP
HIGH-RISK
HAZARD**



**ROOT CAUSE
ANALYSIS
IDENTIFIED**

**36
CAUSAL
FACTORS
FOR
PSYCHOLOGICAL
HARM TO
PARAMEDICS
AND
AMBULANCE
COMMUNICATION
OFFICERS**

TOP PRIMARY CAUSAL FACTORS:

1. WORKPLACE VIOLENCE
2. DIFFICULTY ACCESSING APPROPRIATE SUPPORT
3. DEDICATED TIME FOR TRAINING
4. PRIORITIZE SELF-CARE
5. NEGATIVITY IN WORKPLACE
6. HEALTHY PEOPLE THROUGH CAREER
7. STIGMA
8. CODE RED/BLACK/ZERO
9. KNOW YOUR STUFF
10. WORK ENVIRONMENT
11. FAMILY SUPPORT

**150
POTENTIAL
SOLUTIONS/CONTROLS
IDENTIFIED TO ADDRESS THE
TOP PRIMARY
CAUSAL FACTORS**

**23
ORGANIZATIONS
PARTICIPATED IN THE RA
AND RCA WORKSHOPS**



**THE PARAMEDIC SERVICES RA
AND RCA PROJECT LANDING PAGE
HAS BEEN ACCESSED OVER**

**800 TIMES
SINCE ITS LAUNCH IN MAY 2022**



Expanded Workplace Violence Prevention Toolkits for Healthcare

New resources for Emergency Response (Code White), Care Transitions and Work Refusals the latest tools to help healthcare organizations protect workers and combat rising incidents in wake of COVID-19.

To meet sector needs, and further fortify Ontario's healthcare workforce, PSHSA unveiled three additional workplace violence prevention toolkits in 2021-22 specifically designed for implementation in healthcare environments and with healthcare workers in mind. The new toolkits were built in partnership with stakeholders across Ontario's healthcare sector and are available to workplaces free of charge. Focusing on the topics of Emergency Response (Code White), Care Transition and Work Refusals, each toolkit contains a comprehensive resource manual and practical appendices, such as fillable forms, flowcharts and sample templates.

These three added resources are part of the broader

Violence, Aggression and Responsive Behaviours (VARB) project and join the original five foundational validated toolkits: Workplace Violence Risk Assessment, Individual Client Risk Assessment, Risk Communication/Flagging, Security Gap Analysis and Personal Safety Response System, which are currently in use within healthcare settings across Canada and beyond.

While a tangible reduction in violent workplace incidents within the healthcare sector will take time to recognize, the VARB project as a whole has already resulted in a number of significant outcomes, including the delivery of eight prevention toolkits, the launch of a resource hub at workplace-violence.ca, promising uptake of resources



1,022
downloads of the
**Emergency Response
(Code White) toolkit**
since its launch.

and positive evaluation results. Anecdotally, we are observing that healthcare workers no longer see violence as “part of the job” and that something can and should be done about workplace violence. This is a mindset PSHSA has been eager to shift. Since the release of the VARB toolkits and related campaigns, we have seen an increase in incident reporting which is a positive sign.

All eight VARB toolkits can be accessed at workplace-violence.ca. A ninth and final toolkit on Incident Reporting and Investigation is planned for release later in 2022.



653
downloads of
the Work Refusal
toolkit since its
launch.

402
downloads of the
Care Transition
toolkit since its
launch.

**Nearly
1,000**
views of the
three toolkits'
introductory
webinars.

Realizing Client Potential with WSIB's Health and Safety Excellence Program

Whether you are just getting started with workplace health and safety or want to optimize systems and processes already in place, the Health and Safety Excellence program helps organizations reach their health and safety goals and create a safer workplace while earning premium rebates and recognition.

Now two years since its launch, PSHSA has assisted over 60 valued clients in completing their selected program topics and achieving healthier and safer workplaces, while obtaining over \$2.1-million in collective premium rebates through the Health and Safety Excellence program.

The WSIB Health and Safety Excellence program provides a clear roadmap for organizations to improve workplace health and safety and receive rebates and recognition for their efforts. As an approved provider of the WSIB Health and

Safety Excellence program, PSHSA provides everything participants need to be successful, including expert advice on goal setting, professional coaching and continuous support throughout the 12-month program.

For more information about the Health and Safety Excellence program or the new pandemic support initiative for smaller businesses, visit pshsa.ca/excellence.



To date,
\$2.1 million
in rebates earned by
Schedule 1 employers
who participated in
PSHSA's Health and
Safety Excellence
program

PSHSA has supported
client completion of
142
program topics
to date

Last 2021-22 rebate run:
\$615,284
shared by 19 clients
(February 2022)

Ninety-one
clients currently
enrolled in PSHSA's
Health and Safety
Excellence program



"We're seeing Health and Safety Excellence program members into their second year. It is rewarding to see them succeed and grow with our dedicated one-on-one assistance."

CAROLYN CUTHBERTSON
Health and Safety Consultant, PSHSA

"At PSHSA, we're uniquely positioned as both a system partner [to WSIB] and a health and safety association with a vast network of well-established relationships that our clients can tap into. Time and time again, we've witnessed our clients come together to systemically raise the bar for health and safety excellence within their sectors."

SHERRI BASTOS
Director, Stakeholder and Government Relations, PSHSA

Free Guide Demystifies Psychological Health and Safety for the Public Sector

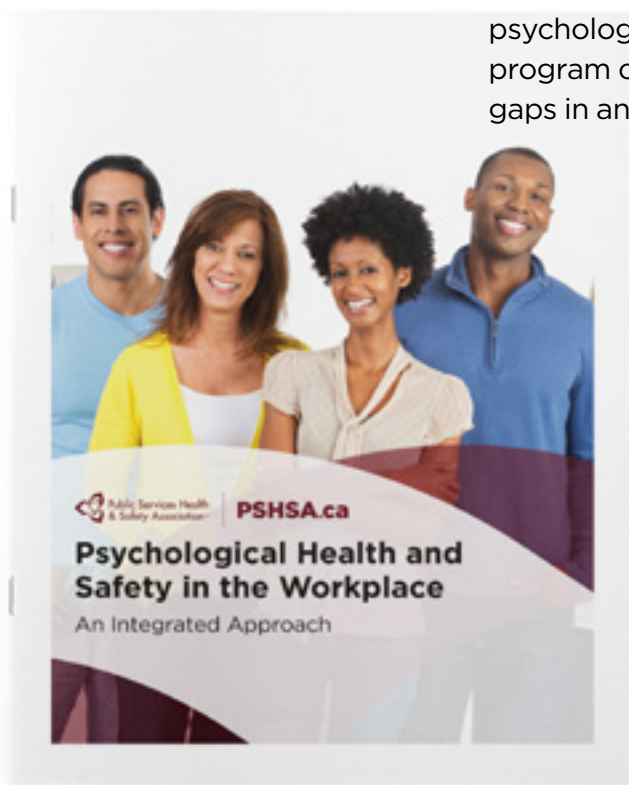
The comprehensive resource offers new and innovative tools and solutions to enhance and support workplaces at all stages of their psychological health and safety program journey.

In 2021-22, PSHSA completed Psychological Health and Safety in the Workplace: An Integrated Approach, a comprehensive and free online guide that provides information, guidance, tools and resources to foster psychologically healthy and safe workplaces in the public, and broader public sectors, for employers, Joint Health and Safety Committees or Health and Safety Representatives and other interested parties.

The complete and all-inclusive guide presents a framework for an integrated approach to psychological hazard management by focusing on prevention, intervention and recovery program elements. It can be used to build a new psychological health and safety program or to identify program gaps in an existing one.

Intended to inform an organizational approach to psychological health and safety, the resources include:

- An overview of supporting provincial legislation and national/international standards
- An introduction to workplace psychological health and safety and psychosocial factors and the additional healthcare factors
- Occupational health and safety hazard mitigation concepts at the organizational level and at the job-position levels
- Information to support the development and implementation of psychological health and safety programs, using systematic occupational health and safety and continuous improvement processes
- Links to existing supporting resources and tools for successful implementation
- Additional tools and checklists to augment existing public resources



For more information and to access the guide, visit
pshsa.ca/psychological.

Meeting Increased Demand for Respiratory Protection Training

Responding to unprecedented client needs with creativity, speed and uncompromised quality service.

Participation in PSHSA's TTFT distance learning course increased by **30%** in 2021-22 from the year prior.

86% of all sessions for 2021-22 were delivered during the period between December 2021 and March 2022, when the new directive came into effect.

A directive from Ontario's Ministry of Health, fortifying personal protective equipment (PPE) requirements for healthcare workers, came into effect December 2021. This directive required all employees providing direct care to, or interacting with, patients or residents with confirmed or suspected COVID-19 to have access to a fit-tested, seal-checked N95 respirator (or approved equivalent). A surge in demand for provincially compliant respirator fit testing across Ontario's healthcare sector was observed in response.

With in-person learning suspended, PSHSA leveraged its resources and commitment to future readiness to launch its Training the Fit Tester for Respiratory Protection (TTFT) training course in a blended digital format. The virtual course comprised of three components:


1. A self-paced, two-hour eLearning module covering the reasons and requirements for effective respiratory protection programs, fit testing, respirator selection, use and care for today's healthcare environment
2. A practical 1:1 session in a virtual classroom where learners apply their knowledge remotely and demonstrate the proper donning and doffing of the N95 respirator,

user seal check, comfort assessment and fit testing with an instructor for feedback and guidance.

3. An online evaluation.

PSHSA's TTFT Distance Learning course may be delivered in a new format, but it continues to cover the necessary material and learning objectives that are required of the course, including:

- The importance of respiratory protection programs and fit testing
- The implications of the routes of transmission of aerosols and bioaerosols
- The main legislative requirements and standards related to infectious diseases and respiratory protection programs
- How respiratory protection fits into the context of hazard recognition, assessment, control and evaluation (RACE)
- The types of particulate respirators and their selection, use, care and limitations
- The required elements of an effective respiratory protection program
- How to perform qualitative fit testing (QLFT)



PSHSA's swift action enabled Ontarians to have uninterrupted access to crucial health and safety knowledge and training, in compliance with provincial requirements. While the directive is no longer in effect, the need for a respirator when caring for a patient or resident with confirmed or suspected COVID-19 infection remains. This new delivery channel offers employers and workers more flexibility and continues to be the most popular learning option for TTFT.

PSHSA Joins Effort to Advance Workplace Mental Health in Long-Term Care

Collaborating with multiple stakeholder organizations to promote and protect the mental health of everyone living and working in long-term care.

For Ontario's long-term care (LTC) sector, psychological health and safety has come to the forefront. Now more than ever, the intersection between occupational stressors and workplace psychological health and safety is clear. The unprecedented and evolving environment of the past few years has resulted in burnout, coping difficulties, poor employee morale and recruitment and retention challenges. These issues can have a devastating impact on the delivery of quality care. While adapting to an ongoing and changing landscape is the new norm, most workplaces lack a robust psychological health and safety management system to help identify, assess and control contributing

psychosocial factors that result in occupational stressors.

The Ontario Centre for Learning, Research and Innovation (CLRI) in Long-Term Care hosted at the Research Institute for Aging (RIA) is leading a collaborative initiative – Workplace Mental Health in LTC – to help LTC homes in Ontario adopt the National Standard for Psychological Health and Safety in the Workplace.

From Fall 2021 to Spring 2022, PSHSA proudly supported CLRI as a partner with The Workplace Mental Health in LTC Program. This initiative provides free training and coaching support for Ontario LTC homes and LTC management organizations to



adopt the National Standard of Canada for Psychological Health and Safety in the Workplace. The Workplace Mental Health in LTC is a program of the Ontario CLRI at the Schlegel-UW Research Institute for Aging. Participating LTC Homes learn how to build an organizational culture that promotes and protects the mental health of all team members, and improves workforce productivity, recruitment and retention.

PSHSA's involvement included the delivery of the following activities for up to 17 LTC organizations:

- Group coaching support (co-led by RIA)
- Joint Health and Safety Committee (JHSC) training workshops
- R2 for Leaders: Building Resilient Organizations training workshops
- One-on-one consulting for LTC leaders
- Cognitive Demands Descriptions (CDD) for four positions in LTC, including:
 - Personal Support Worker (PSW)
 - Recreation
 - Dietary Aide
 - Assistant Director of Care/ Director of Care.

Information collected by PSHSA from the CDDs will be adapted for broad application and shared with RIA for dissemination and use within their program. PSHSA and RIA continue in synergetic alliance toward the shared objective of promoting mental health and preventing psychological injuries in workplaces across Ontario's LTC sector.



“ In the event of a workplace injury, it's essential for employers to support employee health and well-being and prevent further injury by establishing strong stay-at-work and return-to-work processes. Job Demands Descriptions are a key part of successfully providing post-injury work that is both meaningful and in-line with the employee's functional abilities as assessed by a healthcare professional.”

SCOTT MITCHELL

Knowledge Broker, Schlegel-UW Research Institute for Aging

Optimizing Stay-at-Work and Return-to-Work Protocols for Police Services

Empowering employers and employees to make informed, effective and specific recommendations that enable employees to safely continue, or return to, meaningful work following a workplace injury.

11

JDDs completed across 5 organizational pillars



In 2021-2022, we conducted comprehensive job demands descriptions (JDD) for various pillars within a large regional municipality's police service, including their priority response unit, communications operators, cadets, parking enforcement, emergency task force, explosive disposal unit and annual in-service training among others.

A Job Demands Description (JDD) is a structured process designed to identify the specific physical, psychosocial and environmental requirements of the essential duties of a job. A comprehensive JDD can provide an employer with a relatively clear picture of the physical and cognitive needs of a particular position as well as the stressors that may give rise to mental stress in the workplace. It is most used to support organizational stay-at-work and return-to-work or processes and protocols.

This phased project required guidance and expertise from our consulting teams to:

- Identify the physical, cognitive, sensory and environmental demands required to perform the essential and non-essential duties of each job.
- Create a tailored functional abilities form that matches the job demands description.
- Conduct interviews and review injury data to identify gaps in the service's existing return-to-work and stay-at-work processes.

Further, PSHSA is coordinating a cross-organizational and informed work hardening process that builds on the identified job demands of foundational positions within the service. As Ontario's police services continue to expand their workplace health and safety protocols, there is a growing emphasis on protecting service members from psychological health and safety hazards. We anticipate that the demand for JDDs will continue to grow and PSHSA will continue to refine and enhance our approach for JDD service delivery across different sectors.

“In the event of a workplace injury, it's essential for employers to support employee health and well-being and prevent further injury by establishing strong stay at work and return to work processes. Job Demands Descriptions are a key part of successfully providing post-injury work that is both meaningful and in-line with the employee's functional abilities as assessed by a healthcare professional.”

TEGAN SLOT

Lead, Specialized Services Delivery, PSHSA

We're Better Together: Our Clients as Service Delivery Partners

Empowering our clients to further improve and optimize sustainable health and safety management systems and processes long after the project is complete.

Quality health and safety solutions involve collaborative, evolving processes from outside of the silo. Supporting the Region of Peel's Public Works department, multiple teams across PSHSA rallied together to complete a multi-year consulting and delivery services project. This project involved the delivery of several Job Hazard Analyses (JHA) as well as Quality Assurance and Quality Control (QA/QC) of their departmental Health and Safety Management System's development.

At PSHSA, we believe that project completion is only the starting point for our clients. Simply put, it's not enough for us to complete service delivery – we want to ensure our clients are empowered to build on the work well beyond the last delivery date. To support the client in expanding their departmental workplace health and safety ecosystem, our health and safety experts offered a bonus of six informal task reviews and trained 154 participants in completing their own JHAs using a combination of self-paced eLearning and distance learning delivery modes.



“PSHSA's team provided consistent support over the multi-year project and was adaptive to the changing needs and environment throughout the pandemic. The tools and strategies that were presented by PSHSA are valuable resources that we will continue to use as part of our ongoing health and safety programs.”

BRIAN GREER

Manager, Public Works,
Occupational Health & Safety,
Region of Peel

98

**JHAs
completed**

154

**participants
trained on JHAs**

58

**QA/QC of the
completed JHAs**

13

**QA/QC Training
Workshops to
review the
completed JHAs**

64

**onsite ergonomic
assessments and
reports**

Paving the Way to Accreditation for CMHA

Delivering expert consultation and producing strong results across a multitude of services to build solid client relationships that stand the test of time.

From August to December 2021, the Canadian Mental Health Association – York and South Simcoe (CMHA-YRSS) recruited PSHSA's support in developing a robust and comprehensive emergency response program, one of several components required for accreditation under Accreditation Canada.

Working closely with CMHA-YRSS senior leadership, PSHSA developed an Emergency Management Manual tailored specifically to the needs of the client and the environment they work in. We're pleased to share CMHA-YRSS successfully achieved accreditation, scoring an impressive 97% overall.

Building on our strong relationship, CMHA-YRSS also engaged PSHSA in the completion of over 40 detailed job hazard analyses (JHA) across the organization. After interviewing nearly all CMHA-YRSS staff, PSHSA's health and community care experts identified over 100 recommended controls and provided a structured format for implementing these hazard mitigation strategies.



“Far from applying a one-size-fits-all approach, PSHSA's team delivered a customized emergency management program that not only reflected our organization's unique environment, but also was instrumental in supporting our successful completion of accreditation. It is for these reasons and more that we felt confident continuing to expand and refine our workplace health and safety procedures with PSHSA.”

HEATHER HILKER

Senior Director, People & Culture, CMHA-YRSS

A silhouette of a person's head and shoulders is centered against a large, circular background. The circle has a horizontal color gradient, transitioning from a bright yellow on the left to a vibrant cyan on the right. The person's face is in shadow, and the text 'EMPLOYEE SPOTLIGHT' is superimposed across the center of the image in a bold, white, sans-serif font.

EMPLOYEE SPOTLIGHT

Kurt Bohme

“If no one remembers my name, I don’t mind as long as public services have been improved by the work I’ve done.”

A seasoned health and safety instructor, Kurt joined PSHSA as a health and safety consultant supporting Ontario’s first responders and public safety sectors in 2006 after an already long and successful career including stints as a volunteer firefighter, working in white-water, rope and technical rescue environments and providing leadership training to the upper echelon of Canada’s largest corporations.

Kurt shares that, “joining PSHSA meant navigating new challenges, adapting my skillset with a health and safety lens and empowering me to educate a broader range of audiences. I’ve taught everyone from members of military special forces to Indigenous communities and even small municipalities – emergency services are more diverse than most people realize.”

An eager and adaptable team player, Kurt is credited for his team’s quick pivot from classroom learning to training online. “Kurt is the unsung hero of our team. Once our work environment changed, Kurt went full-force to ensure his



co-workers were comfortable and ready to jump into a virtual training environment,” shared Tanya Morose, Director, Prevention, Retention and Engagement for Healthcare and Public Safety.

Kurt credits his field experience working with Indigenous and remote communities for his enthusiastic adoption of the virtual classroom: “Looking back, my most rewarding training experience as a health and safety instructor would be our initial work with the Indigenous community living in Dryden, Ontario and served by the Keewatinook Centre of Excellence. At the time, their community was in need of confined spaces training and we were only organization ready to meet the specialized training needs of their northern and remote location. For me, online is just another tool we can leverage to make safety training that much more accessible.”

For some workers there are misconceptions about virtual learning being difficult or time consuming. “Our eLearning is excellent and our webinars are fantastic. When it comes to removing barriers to health and safety training, I believe distance learning is the key to elevating occupational health and safety from the round table and into ubiquity across the province.”

Comparing his experience in the classroom environment to online, Kurt shares “There’s more I achieve with distance learning [as an instructor] than I can face-to-face – with tools like private chats and breakout rooms, participants feel more comfortable asking questions than they do when we’re in the traditional classroom.”

Thank you, Kurt, for nearly sixteen years of service to Ontario’s public services sector with PSHSA. We look forward to expanding Ontario’s integrated eco-system of health and safety with you on our team.

“At PSHSA, I’m tasked with coming up with solutions to emerging issues, novel hazards or topics that our research indicates will impact the sectors we serve – whatever the need, I make sure we can answer the call.”

Among those responsible for keeping PSHSA’s solutions and responses to new and evolving health and safety challenges on the cutting edge is Jackie Sam, a health and safety consultant on our emerging markets team.

A chiropractor-turned-health-and-safety-professional, Jackie Sam first joined PSHSA in 2018 to complete a four-month internship on a part-time basis as part of University of Toronto’s Master of Public Health program. She formally joined PSHSA on a full-time basis in 2020.

“During my roughly five-years as a chiropractor I was treating patients clinically and simultaneously working with WSIB at one of their regional assessment centres. Working across these two contexts opened my eyes to the world of occupational health and safety – often I’d see patients who weren’t getting better and that’s when I was inspired to move into supporting prevention protocols.”

Jackie’s diverse experience, team spirit and skillset make her a natural fit for the rapidly changing environment of emerging markets. “At PSHSA, I’m tasked with coming up with solutions to emerging issues,



novel hazards or topics that our research indicates will impact the sectors we serve. The projects change from time to time in response to the evolving occupational health and safety landscape, directives from the ministry or PSHSA-led initiatives – whatever the need, I make sure we can answer the call,” summarizes Jackie.

Commenting on the experience of having Jackie on her team, Director of Market Optimization and Client Experience, Rebekah Warner shares: “Jackie is curious, thoughtful, driven and intelligent. She is collaborative and happy to jump in and help move any project along. She is great at getting into the details but also to take a step back and think about the big picture and strategy.”

Looking to the future, Jackie envisions PSHSA building more programs and more portfolios to empower organizations across Ontario to take a calibrated pulse check on their occupational health and safety and workplace wellbeing policies and make targeted investments toward reducing incidences and injuries.

“Currently, a lot of the projects I’ve been working on are related to topics like mental health and workplace wellness. Drawing on my experience in clinic, there’s a symbiotic relationship between mental health and physical health and we’re finally moving into a space where the boundaries between psychological health and safety and physical health and safety are starting to collapse.”

The quintessential jack-of-all-trades, in addition to her research in emerging markets, Jackie also provides training related to certification training, mental health and PSHSA’s R2 for Leaders Building Resilient Organizations Distance Learning Program.

“What I really enjoy at PSHSA is the diversity of the work that I get - I feel like I’m constantly making strides in learning more and more about the connection between occupational health and safety, and employee wellbeing - whether it’s a new sector or hazard I haven’t learned about — the only predictable aspect of my job is that it’s constantly changing.”

Thank you, Jackie, for your infectious passion and unwavering dedication to keeping Ontario’s workers healthy and safe. We’re proud to have you join us at infinity.



Public Services Health
& Safety Association™

PSHSA.ca

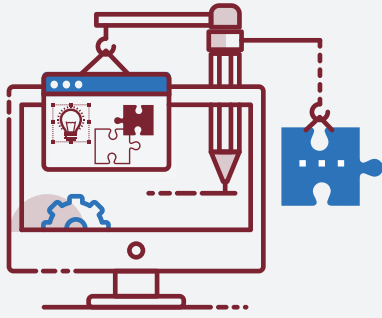
YEAR IN

DNA

0221 PFF2
EN 149:2001+A1:2008
CE 0643



REVIEW



84 NEW
OHS MATERIALS
DEVELOPED

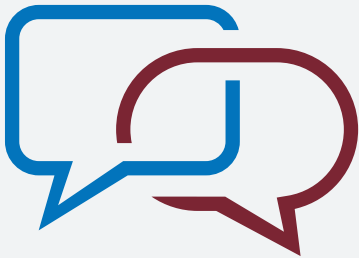
772,343

PRODUCTS AND INFORMATION
MATERIALS DISTRIBUTED



2,581

JHSC CERTIFICATION
TRAINING SESSIONS
DELIVERED



10,484
CLIENT
CONSULTATIONS



187,772

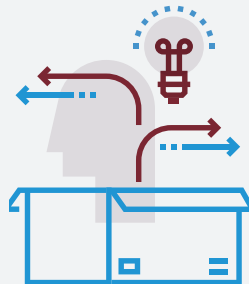
TOTAL PARTICIPANT
HOURS OF TRAINING

4.6/5

AVERAGE NET
PROMOTER SCORE

2,095

UNIQUE
WORKPLACES CONSULTED



Association for Workplace Tragedy Family Support



2021
5-STAR
HEALTH & SAFETY
CONSULTANT AWARD
RECIPIENT



2021
5-STAR
HEALTH & SAFETY
TRAINER AWARD
RECIPIENT

\$20,000
IN COMMUNITY
SUPPORT DONATIONS



THE MARKET AT A GLANCE

PSHSA REPRESENTS

9,440

ONTARIO FIRMS

(Schedule 1 and 2)

7,112 in Health & Community Care

1,288 in Educational Services

1,040 in Municipal, Government & Public Safety

Source: WSIB EIW Employer Coverage Schema and CRM (for sectors), June 2022 snapshot

PSHSA REPRESENTS

769,338

FULL TIME ONTARIO WORKERS

(Schedule 1)

548,538 in Health & Community Care

172,228 in Educational Services

48,566 in Municipal, Government & Public Safety

Source: WSIB EIW Firm Experience Schema, June 2022 snapshot

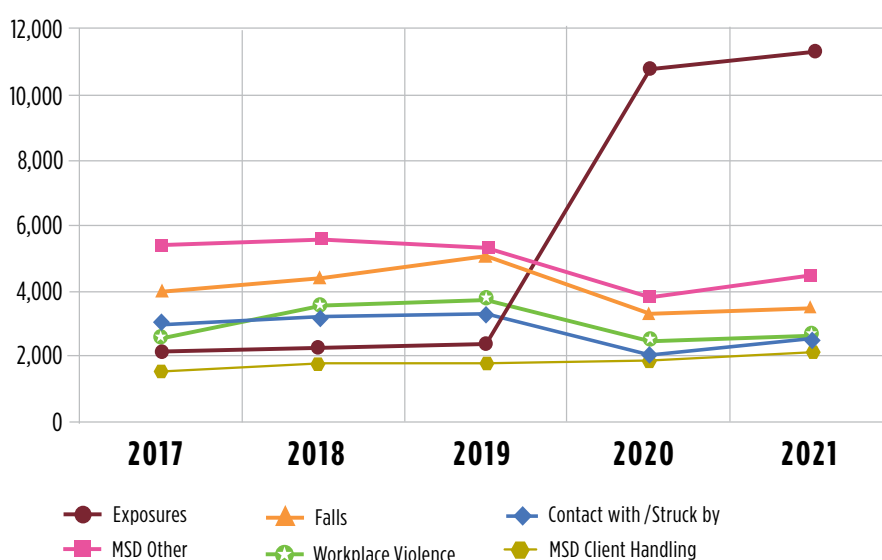
Non-Fatal Lost-Time Injury Counts by Injury Type in 2021 for PSHSA Sectors (Schedule 1 and 2)

PSHSA Injury Type	LTI Counts
Exposures	11,445
MSD Other	4,508
Falls	3,533
Workplace Violence	2,723
Contact with/Struck by	2,649
MSD Client Handling	2,220
Not Coded	1,713
MVI	435
Machinery	176
Transportation	126
Fires and Explosions	13

Source: WSIB EIW Claim Cost Analysis Schema, June 2022 snapshot

Top 6 Non-Fatal Lost-Time injury Counts by Injury Type for all PSHSA Sectors (Schedule 1 and 2), 2016-2021

Injury rates in thousands



Source: WSIB EIW Claim Cost Analysis and Firm Experience Schema, June 2022 snapshot



We would like to thank our staff, board of directors, voting members, advisory councils and system partners for their dedication, support and contributions over the 2021–22 year. It wouldn't be possible without you.

OUR PEOPLE

Adeeba Ahmed	Jeffrey Pajot
Adriana Lozada	Jennifer Marshall
Adriana Villegas Mayorga	Jeremy Holden
Aimee Danao	Jessica Burroughs
Alexandra Gutnik	Karla Urbano Cabrera
Allison Kelley	Kathleen Morrison
Amanda Allan	Kayla Thomson
Amy Dicks	Kim Takata
Anat Goldschmidt	Kimberly Dell
Andrew Reitzel	Kristina Karabegovic
Anna Asiryan	Kurt Bohme
Athena Dunlop	Laura Norwood
Breanne Knowles	Leon Matrosov
Carolyn Cuthbertson	Linda Lorenzetti
Christina Machowski	Manvir Singh
Christine Joli-Coeur	Marla Wolfe
Christopher Decaire	Mary Lou Giglio
Christy Conte	Maryam Khan
Connie Limnidis	Mauricio Leal Dias Mongon
David Fretz	Mingqi Huang
Dawn Clinch	Muhammad Nasir
Derek Morgan	Neil McDermott
Douglas Kube	Nowrin Khandaker
Elaine Skinner	Olena Chapovalov
Elise Marentette	Olivia Monk-Saigal
Elizabeth Sisolak	Omar Mohamed
Emad Karras	Patricia Clausen
Ernesto Beltran	Patricia Yu
Evan Corbett	Paul Kim
Faye Carter	Raman Banwait
Frances Ziesmann	Randall Gwyn
Gangasuthan	Reanne Belisle
Balasubramaniam	Rebekah Warner
Gary Goguen	Renee Magwood
Gary Haitzer	Robert Oliver
Gerry Gill	Rochelle Jamil
Gianne Gonzalez-Piña	Samantha McFarlane
Glenn Cullen	Sandra Excellent
Henrietta Van Hulle	Shamilla Mohamed
Hillarie Klass	Shannon Hunt
Jackie Sam	Shelly Hurry
James Glenna	Sherri Bastos
Janice Gallant	Sivajini Shanmugalingam

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Penelope Smiley
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Ontario Public School Boards' Association;
Ontario Catholic School Trustees' Association;
Council of Ontario Universities;
Association of College of Applied Arts and Technologies of Ontario;
Ontario Library Association;
Ontario Museums Association;
Independent School Associations of Ontario;
Association des conseils scolaires des écoles publiques de l'Ontario;
Association franco ontarienne des conseils scolaires catholiques;
Canadian Union of Public Employees;
Ontario Municipal Health and Safety Representative Association;
Association of Municipal Managers Clerks and Treasurers of Ontario;
Police Association of Ontario;
Ontario Municipal Administrators Association;
Ontario Professional Firefighters Association;
Ontario Municipal Human Resources Association;
Ontario Long Term Care Association;
Ontario Association of Paramedic Chiefs;
AdvantAge Ontario – Advancing Senior Care;
Ontario Hospital Association;
Health Shared Services Ontario;
Ontario Community Support Association;
Association of Local Public Health Agencies;
Ontario Home Care Association;
Canadian Mental Health Association, Ontario;
Ontario Association of Medical Laboratories;
Ottawa Carlton Association for Persons with Developmental Disabilities;
Ontario Medical Association;
Ontario Association of Medical Radiation Sciences;
Ontario Nurses Association;
Ontario Public Service Employees Union;
Service Employees International Union;
Ontario Association of Chiefs of Police;
Ontario Association of Fire Chiefs; and
Ontario Recreation Facilities Association Inc.

ADVISORY COUNCILS

Education and Culture Advisory Council

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Carol Fletcher
Adrienne Hood
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Angelle Rebelo
Steven Kraus
Ronald Landry
Tim Lauzon
Anne Marie McCusker
Karen McKissick
Cameron Mustard
Monica Varga
Michel Séguin

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Kevin Chhange
Eve Clancy-Brown
Bryn Hamilton
Linn Holness
Frank Inglis
Lynette Katsivo
Craig Lawrie
Cameron Mustard
Olivia Nero
Ursula Rehdner
Dr. Vince Spilchuk
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Ryan Schubert
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Tim Waite
Eric Young
Jim Power
Janelle Warren

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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,
Immigration, Training and
Skills Development

Workplace Safety &
Prevention Services

Workplace Safety North

Workplace Safety and
Insurance Board

FINANCIAL STATEMENTS



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BDO Canada LLP
360 Oakville Place Drive, Suite 500
Oakville ON L6H 6K8 Canada

Report of the Independent Auditor on the Summary Financial Statements

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

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2022 and the summary statement of operations for the year then ended (the "summary financial statements"), are derived from the audited financial statements of Public Services Health & Safety Association (the "Association") for the year ended March 31, 2022.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the criteria disclosed in Note 1.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by 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 Association's audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

In our report dated July 7, 2022:

- We expressed an unmodified audit opinion on the audited financial statements.
- We included an Other Matter paragraph referring to the report of the predecessor auditor for the information presented for the year ended March 31, 2021.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with the criteria disclosed in Note 1.

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 Standards (CAS) 810, *'Engagements to Report on Summary Financial Statements'*.

Comparative Information

The summary financial statements for the year ended March 31, 2021 were reported on by another auditor who expressed an unmodified opinion on those summary financial statements on August 5, 2021.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants
Oakville, Ontario
July 7, 2022

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

Summary Statement of Financial Position

As at March 31, 2022

	2022	2021
(expressed in thousands of Canadian dollars)		
Assets		
Current		
Cash	\$ 5,113	\$ 3,262
Short-term investments	2,466	2,454
Accounts receivable	1,235	1,625
Inventories	13	17
Prepaid expenses	63	51
	8,890	7,409
Long-term Investments	211	224
Capital assets	5	14
	\$ 9,106	\$ 7,647
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 1,015	\$ 1,528
Customer deposits	340	343
Deferred revenue	280	97
	1,635	1,968
Employee future benefits	2,612	2,785
	4,247	4,753
Net assets		
Restricted	27	27
Unrestricted	4,832	2,894
	\$ 9,106	\$ 7,647

Summary Statement of Operations

For the year ended March 31

	2022	2021
(expressed in thousands of Canadian dollars)		
Revenue		
Ministry of Labour, Training and Skills Development funding	\$ 7,903	\$ 8,163
Training and publication recoveries	3,835	3,629
Special projects and other income	53	91
Investment income	22	47
	11,813	11,930
Expenditures		
Personnel costs	\$ 8,327	\$ 8,245
Program delivery	446	778
Occupancy costs	377	380
Communications	253	341
Office and general	248	244
Advertising and promotion	155	231
Consulting and professional fees	142	98
Insurance	40	33
Governance	25	22
Amortization of capital assets	24	14
Finance charges and bad debts	9	12
	10,054	10,407
Excess of revenue over expenditures for the year	\$ 1,759	\$ 1,523

Note to the Summary Financial Statements

March 31, 2022

1. Summary Financial Statement Preparation

Management is responsible for the preparation of the summary financial statements. The summary presented includes only the summary statement of financial position and the summary statement of operations. It does not include the statement of changes in net assets, statement of cash flows, or the notes to the financial statements. The summary financial statements are derived from the complete set of financial statements prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Copies of the March 31, 2022 audited financial statements are available at the Public Services Health & Safety Association's head office.

ELEVATE

2021-24 STRATEGIC PLAN

STRATEGIES

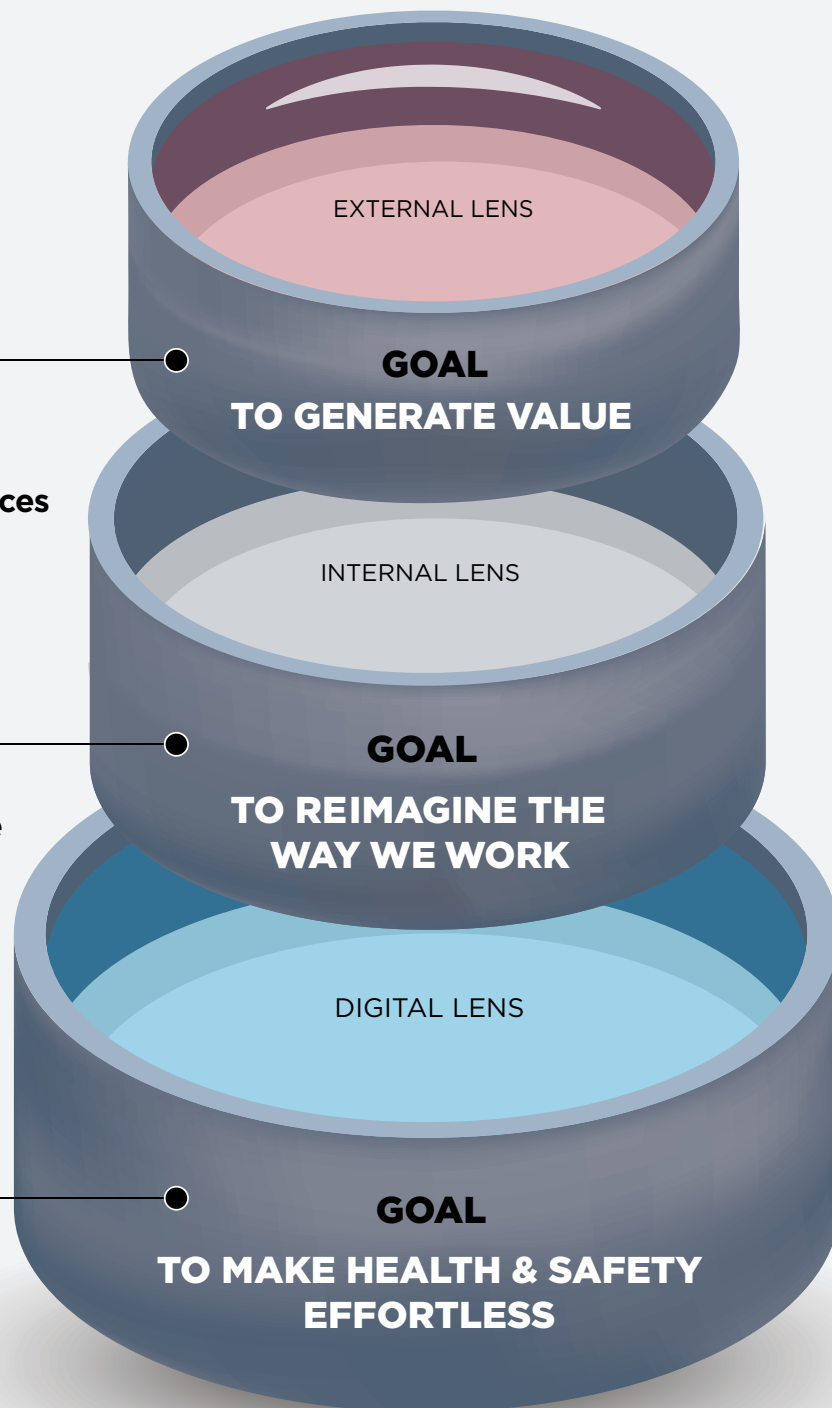
- ▶ Ignite Purpose
- ▶ Create Signature Stakeholder Experiences

STRATEGIES

- ▶ Invigorate the Employee Experience
- ▶ Be Future Ready

STRATEGY

- ▶ Mobilize Digital Capabilities









Safe Environments.
Healthy Workers.

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Fax: 416.250.7484

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Safety Association
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