

# CONNECTED<sup>'23</sup>

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# Letter from the CEO and Board Chair

A handwritten signature in black ink, appearing to read "Glenn Cullen".

**Glenn Cullen**  
CEO and COO  
Public Services Health &  
Safety Association

A handwritten signature in black ink, appearing to read "Ravil Veli".

**Ravil Veli**  
Board Chair  
Public Services Health &  
Safety Association

It is our pleasure to invite you to take some time to read our annual report which we hope will bring you closer to the accomplishments and future direction of our organization.

The past few years have marked a turning point in the connection between the workplace and the employee. We have witnessed a shift in the way organizations perceive and prioritize the wellbeing of their workforce. In this evolving landscape, workplaces are no longer just physical spaces where tasks are performed; they have become environments that directly impact the physical, mental and emotional health of employees. This paradigm shift is not limited to the workplace; it extends to how employees themselves perceive their roles. They now seek workplaces that align with their values, promote personal growth, and foster a sense of belonging. To stay on the leading edge, we made psychological health and wellbeing our priority and set out to explore how the concepts of connection, interaction and wellbeing could help navigate this new landscape.

**Connection.** This is PSHSA's annual report theme this year and for good reason. Consider the various threads of connection that are woven into our daily lives. We are connected to people, places and things. People at home, people at work, people in our communities, people with common interests and goals; one on one, small, medium and large size groups. Places that connect us; home, work, community locations. Things that connect us; technology, planes, trains and automobiles. These existing connections all play a significant role in bridging the gaps between us, leading us to question whether increasing the number of ways to connect truly enhances our lives, or create complexities that we hadn't anticipated.

**Interaction.** Without interaction there is no connection. Interaction forms the bedrock of connection, the bridge that unites us. For an organization like PSHSA, it is crucial to

reflect on the impact of each positive connection cultivated with clients and stakeholders. Reflecting is not a mere exercise; it's a strategic requirement. These connections, nurtured and strengthened, hold the potential to increase health, safety and wellbeing in our workplaces.

**Wellbeing.** Is wellbeing, whether physical, and mental, or both, the outcome of interactions that create connection? At PSHSA we are committed to continuing this journey with our clients, exploring the intricate link between worker wellbeing and the overall health of their organizations. We invite you to engage with us to better understand the vital connection between employees and their organizations, where wellbeing becomes a mutually beneficial outcome.

Just as intricate webs of connections bind us to people, places, and ideas, we recognize that our interactions are intricately linked to the strength of our connections and our collective achievements. As we enter the final year of our current strategy - *Elevate* - it becomes essential to not only embrace this interconnectedness but also proactively nurture it to ensure our continued success. The health and safety of Ontario's public service workplaces deserve nothing less.

As always, Ravi and I would like to thank all our stakeholders — our staff, board members, clients, funder, voting members, advisory council members and partners — for your continued support and guidance in advancing occupational health and safety in the public sector.

# MIND BODY

## A Holistic Approach to Health and Safety

### Connected: Physical and Psychological Health and Safety

Traditionally, occupational health and safety focused on identifying and preventing the physical hazards of a workplace such as slips, falls, illnesses and disease. Psychological concerns were not always part of the focus. However, over time, research has shown the undeniable impact of psychological hazards and illness. Data indicates that physical and psychological health are inextricably connected: improved psychological health improves physical wellbeing; just as improved physical health improves psychological wellbeing.

To remain on the leading edge of workplace health and safety, PSHSA is constantly evolving to adapt to the needs of employees and

workplaces. With more employees vulnerable to burnout, compassion fatigue, as well as chronic and traumatic stress, we continue to expand the number of solutions available to support psychological health and safety in the workplace. We believe we have never been better prepared to understand the connection and deliver more.

By embracing this mind-body connection and making psychological health and safety a priority, we are broadening the potential reach of occupational health and safety. With more workplaces, big and small, our organization now has the opportunity to develop and implement a holistic health and safety program suited to their unique needs.

**We continue to expand the number of solutions available to support psychological health and safety in the workplace.**





**The stronger  
the mind-body  
connection is,  
the more resilient  
everyone will be.**

## **Connected: Employee and Workplace Wellbeing**

Workplace wellbeing accounts for all aspects of an employee's working life: from the health and safety of the physical environment to the psychological and social health of the workplace. Employee and workplace wellbeing is the product of job satisfaction, workplace climate, work-life balance, accessible health and support programs, a sense of belonging as well as personal and professional development opportunities, among other variables.

By bringing a wellbeing approach to workplace health and safety, organizations benefit on many fronts. Organizational effectiveness is just the beginning. We also cultivate more resilient employees and workplaces, empowering them to better manage uncertainty. The stronger the mind-body connection is, the more resilient everyone will be.

Of course, workplace wellbeing isn't just a destination, it's also a journey. One that requires continuous improvement and refinement in tune with the needs of stakeholders, workplaces and

circumstances. By continuing to deepen our understanding of the psychological factors that influence employee and workplace health, safety and wellbeing, we will be ready to adapt to opportunities as they emerge.

## **Connected: Employee Wellbeing and Stakeholder Success**

The advantages of integrating wellbeing into workplace health and safety are well understood. PSHSA clients report benefits such as increased employee engagement, commitment and motivation; reduced absenteeism and turnover; as well as fewer staff conflicts and greater organizational success. Wellbeing is a mutually beneficial investment in the future of workplace health and safety. It is also an investment that no one can afford to ignore.

So, while workplace wellbeing needs and benefits may vary from organization to organization, the wisdom of a connected mind-body approach to health and safety is common to all.

# PSHSA SECTORS

## Sector Stakeholders and Partners

At PSHSA, we serve almost 10,000 organizations and 1.6 million employees across Ontario. Our regional teams bring together different interests with sector-specific expertise and experience to create healthier, safer workplaces. Below are three case studies that represent just a few of the workplace challenges we have successfully navigated this year. In each case, we advanced the health and safety of Ontario public service workplaces and employees with a collaborative spirit, diverse expertise and a customized solution.



**With  
connection  
comes  
resilience  
and with  
resilience  
comes the  
strength  
to adapt  
and rise  
above  
adversity.**



## Healthcare Partners

### **Supporting and Contributing to Workplace Mental Health in Long Term Care**

The Ontario Centre for Learning, Research and Innovation in Long-Term Care (CLRI) at the Schlegel-UW Research Institute for Aging (RIA) was first created in 2011. Since then, it has been dedicated to enhancing the quality of life and care that the province's over 600 long-term care (LTC) homes offer their residents by educating and training current and future LTC employees. The CLRI also provides support to LTC homes with

complex care requirements or staff recruiting and retention challenges.

Due to the nature of their work, LTC leaders and team members are frequently exposed to workplace situations that may cause psychological harm. Research shows teams in LTC felt burned out, overwhelmed and unrecognized, which was amplified by the stressors of the last 3 years.

Two years ago, the CLRI connected with PSHSA, collaborating on programs and services that would help address workplace stressors that were a growing concern at that time.



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## Situation

Workplace mental health in the Long-Term Care sector is a priority. To succeed, that meant creating and supporting organizational cultures that promote and protect the mental health of all employees and leaders.

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## Solution

The Workplace Mental Health in LTC project set out to promote happier, healthier, more resilient LTC work environments. Our solution and contributions as part of the project team were multi-faceted. The following represent this year's highlights:

- Check-in sessions that provided participants group coaching, identified additional training needs, facilitated sharing, and gathered feedback on current program activities
- Provided resilience training sessions for facility leaders so they can better understand how to increase organizational capacity within prevention plans
- Facilitated Joint Health and Safety Committee training workshops that are customized for the LTC sector
- Developed cognitive demand general descriptions for four key LTC positions (Director of Care, Personal Support Worker, Dietary Aid and Recreation Aid)
- Collaborated in the development and facilitation of a mental health in LTC Community of Practice

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## Results

The training programs delivered by PSHSA showed positive knowledge translation. In fact, over 90% of participants agreed that what they learned in the course would help them better perform their role. This coming year, we look forward to working with this sector partner again, co-facilitating a collaborative workshop with LTC system leadership, researchers, employers and workers. Together, we will identify workplace hazards that lead to psychological harm in LTC, explore the root causes, and brainstorm a list of controls and solutions that will mitigate risks to further support mental health in LTC.

## Municipal, Education and Culture Partners

### **Making Toronto libraries safer places to work**

The Toronto Public Library (TPL) has operated the library system in Toronto since 1884. It is the largest public library system in Canada and the busiest urban public library system in the world. City-wide, library services are provided through a network of 100 branches, including 81 neighbourhood libraries, 17 district libraries and two research and reference libraries. Online resources,

bookmobile and home services further extend public access to the Toronto Public Library's collections and services.

The Toronto Public Library employees preserve and promote universal access to a broad range of human knowledge, expertise, information and ideas in a welcoming and supportive environment. To foster this, an environment that is safe and free from all forms of violence is paramount.



**PSHSA helped conduct complex workplace violence risk assessments throughout our library system. Their expert knowledge and experience helped us identify and control risks, improving the health and safety climate of the branches.”**

**Nic Manson**

Manager  
Health, Safety and Wellness  
Toronto Public Library



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## **Situation**

Over the previous several years, library branches across the city had been experiencing a growing number of violent events, making the workplace more dangerous for employees. The TPL sought the expertise of PSHSA to help assess and develop workplace strategies that would eliminate and prevent violence and harassment. Providing answers that would protect staff yet maintain public access to library services would pose a unique challenge. Given the complexity and range of issues, PSHSA's unique ability to bring a diverse range of stakeholders and consultants together would be vital to any effective plan.

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## **Solution**

Working closely with the TPL and stakeholders, PSHSA consultants were brought into the 11 branches that had experienced the highest increases in violent events. Here, they assessed the specific psychological and physical risks and hazards posed then developed a systematic plan to eliminate or control them. Recommendations addressed sources of violence that included: Client-to-Client, Client-to-Employee, External Perpetrator and Domestic Violence. Specific solutions included standardized emergency protocols, increased security patrols, improved lighting outside buildings and repositioning convex mirrors for improved visibility inside, among others.

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## **Results**

The outcome included a range of recommendations that were designed to protect employees and ensure a safe workplace. Priority recommendations are already being implemented with the collaboration of stakeholders ranging from senior management to unions to Joint Health and Safety committee members. Initial results are encouraging and will continue to reveal themselves as more recommendations are put into action. Thanks to the very positive results of our partnership with the TPL, we look forward to a continuing relationship that provides employees with a safer and healthier workplace.

## Public Safety Partners

### **Partnering with the Toronto Police Service to Reintegrate Workers After Injury or Absence**

The Toronto Police Service (TPS) is the largest municipal Police Service in Canada and the third largest Service in Canada after the Ontario Provincial Police and the RCMP. The Service employs over 7,500 employees, with approximately 5,000 sworn members, representing multiple specialized units. These include Priority Response, Mounted, Dog Services, Marine Unit, and Emergency Task Force, among others.

A collaborative partnership with PSHSA began two years ago as the TPS was seeking help identifying and describing the physical, psychological and environmental job demands for roles across the service. These job demands descriptions are a key component in stay-at-work and return-to-work programs that support employee re-integration after an injury, illness or extended absence. It was this successful partnership that provided the foundation for our ongoing collaboration.



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## Situation

Starting in 2022, the TPS partnered with PSHSA to work towards developing a seamless reintegration program for members to help support their overall wellbeing as they returned to the workplace after an absence or workplace incident.

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## Progress Toward a Solution

After year one of development, the comprehensive reintegration program is beginning to take shape and is anticipated to launch in 2024. The holistic and collaborative partnership between the TPS and PSHSA has provided opportunities to ask more questions and make more connections. Together, we worked to understand current state in the Service, identify stakeholder needs, and explore leading practices for stay-at-work and return-to-work across sectors in the public service. Building on foundational work identifying physical, cognitive and psychological job demands for civilian and sworn members, meaningful connections were made with workers, frontline supervisors and the Service's Wellness team to identify work tasks that can be modified during reintegration or stay-at-work.

A thorough review of these data has revealed some key outcome-focused solutions:

- Improved program consistency with defined processes
- Improved trust in communication
- Improved education in roles and responsibilities
- Improved tools and resources
- Reduced stigma toward reintegration

As we continue to work together, these criteria will inform service-specific reintegration programming.

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## Results So Far

To date, job demands descriptions have been completed for over 25 positions across the TPS. Available modified work tasks have been identified for several roles and job positions across the Service as we prepare for next year's program launch. This innovative work is being shared with Police Services provincially and nationally, promoting best practices for worker wellbeing after injury, illness or long absence across the public safety sector.

## Numbers and Workplace Health and Safety

The easier we make it for stakeholders to access the resources and tools they need, the **healthier** and **safer** Ontario's public service **workplaces** will be. This year, we continued to invest in technology that provides stakeholders with the content they want, delivered the way they want, when they want it.

**52**

New  
OHS Materials  
Developed

**433,330**

Products and Information  
Materials Distributed

**1,620**

Unique Workplaces Consulted

**181**

New Collaborative  
Partnerships

**17,385**

Client Consultations

**168,220**

Total Participant Hours of Training



# CLIENTS

# PSHSA

**On the ground and in the air: Ornge paramedics, pilots and aircraft maintenance engineers now have more tools to prevent workplace injuries.**

Ornge is a vital part of Ontario's health care system, providing not-for-profit air ambulance and ground transportation for people who are critically ill

or injured. In the air or on the ground, Ornge serves over 13-million people and a vast territory, covering over one-million square kilometres. With Canada's largest air ambulance and critical-care land ambulance fleet, Ontarians count on Ornge for almost 20,000 patient-related transports every year.



**The PSHSA Ornge Project was an interesting challenge. There were many moving pieces which meant the team had to be flexible and ready to pivot to meet the client's evolving needs. In the end, each team member lived up to the project's high expectations and executed their parts flawlessly."**

**Tegan Slot**  
Manager  
Workplace Wellbeing  
PSHSA



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## Situation

Ornge employs approximately 400 aircraft maintenance engineers, pilots, and paramedics who face the risk of a musculoskeletal disorder (MSD) every day. MSDs are work-related injuries most commonly caused by sudden, frequent or repetitive motions and are a common risk for individuals in physically demanding occupations. To minimize the risk of future MSD injury and promote worker wellbeing, Ornge sought PSHSA to help develop a series of MSD prevention modules.

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## Solution

Having collaborated with Ornge on an injury analysis and prevention project in the past, PSHSA made an excellent partner for this, the next phase. We proposed creating a multimedia, video-intensive e-learning program to support Ornge's MSD prevention program.

Our team travelled to the Ornge facility in Thunder Bay which was the only facility that could accommodate the variety of aircraft the video shoot required. Our actor talent pool was composed of Ornge staff since they possessed the technical operating knowledge to deliver accurate performances. The logistics of the shoot required a collaborative and adaptable mindset. We had to instantly pivot priorities whenever one of the Ornge aircraft was called upon to perform a critical patient transport

As we continue to work together, these criteria will inform Service-specific reintegration programming.

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## Results

Over 30 well-executed ergonomic demonstration videos using real Ornge aircraft and equipment were shot over two days. They were embedded in AODA-compliant e-learning modules that demonstrated ergonomic best practices to all Ornge staff in a compelling, memorable way. The success of this collaborative and demanding work experience has created a strong connection between Ornge and PSHSA, sector partners that share many interests across the public safety sector.

## Occupational Stress Injury Resiliency

### **Working together to help employers understand and address vulnerabilities to occupational stress injuries**

The Occupational Stress Injury Resiliency (OSIR) tool was the result of a collaborative effort between the Conference Board of Canada and PSHSA. By measuring the many factors that can contribute to occupational stress injury

(OSI) vulnerability, such as moral conflict, physical fatigue and chronic work-related stress, this tool provides employers with evidence-based results that help them assess and address OSI risk in their workplace. Organizations will help target prevention and resiliency efforts where they are needed most, elevating employee and workplace wellbeing.



**The OSIR team was incredibly supportive in helping guide us through this work. They provided clear communication and timelines and readily adapted to meet templates and materials. They were also agile, pivoting with us as our timelines shifted due to competing priorities and our pandemic response. The OSIR team was focused on our success as much as we were!”**

**Erin Firmani**  
Staff Support Specialist

**Nancy Lawrence**  
Manager  
Workforce Wellness  
London Health Sciences Centre

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## Situation

Starting in late 2022, PSHSA engaged interested organizations and stakeholders from a range of different sectors to test the generalizability and real-world application of the OSIR tool. This work continued in 2023. By gaining insight into the unique factors that influenced the OSIR tool's effectiveness in different organizations, PSHSA can offer tailored approaches wherever necessary to ensure a successful launch across sectors and markets.

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## Solution

We adapted the implementation strategy of the OSIR tool to meet the unique needs presented by different sectors and settings. Close collaboration with clients was integral to understanding the nuances of their organizational processes and needs. To ensure meaningful data, custom-designed templates, survey materials and timelines were the norm. Custom-built analytic and reporting functions for the survey platform were developed by the PSHSA IT team.

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## Results

Iterative OSIR pilot testing successfully demonstrated the tool's practical application and efficacy across a wide range of sectors and settings. Customized plans that accommodate unique client needs ensure that the OSIR tool will deliver meaningful, actionable findings at an organizational level. Essential to this success was PSHSA's collaborative, client-centred approach. Safer, healthier employees and workplaces are the result.



## e-Learning Clients

### Bringing lasting knowledge to learners with the latest technology

#### Technology smart enough to teach

At PSHSA, connecting clients with the knowledge and skills they need to become healthier and safer is our calling. Knowing what to teach is only a part of the challenge. Knowing how to create engaging, continuous, streamlined content that can be delivered in a way that is retained and that can be tested and tracked is equally vital. To stay on the leading edge of health and safety learning, we are constantly seeking technology that will better ensure workers have the training they need, whenever they need it.

### Technology that tracks and adapts

This year, we introduced a new learning management platform for testing that accommodates all of these requirements.

It allows PSHSA to:

- Ensure that the training has the intended impact
- Confirm the impact training has had on target behaviours over time
- Connect learning to key performance indicators

It offers PSHSA clients:

- Microlearning content that delivers bite-sized, focused, on-demand, flexible and engaging learning experiences
- Question-based reinforcement content that supports the learner's knowledge levels after training has ended
- The opportunity to boost learning by helping workers retain knowledge so it can have a lasting, measurable impact on job performance and, ultimately, organization performance



### Technology that teaches the way the brain likes to learn

Learning isn't so much an event as it is a continuous process. Research has shown employees are more likely to forget what they've learned if it isn't reinforced. This learning management platform is designed to help employees remember more of what they learn by applying daily reinforcement. Here are some of the strategies:

- **Chunking:** Matching the capacity of short-term memory, this technique delivers curriculum information in short bursts or bites that include four to five pieces of knowledge. These 'chunks' occur within a period between 60 seconds and 60 minutes
- **Question-Based Reinforcement:** Retrieving information from memory produces a more permanent trace. Even if that's only twice
- **The Spacing Effect:** Information is better retained over the long term when it's presented repeatedly with specific time gaps between each repetition
- **Gamification:** By employing tactics such as leaderboards, prizes, incentives, team activities and social elements that make learning fun, we also make it more engaging

## Coming soon: The future of e-learning

To test this learning management platform in the real world, PSHSA is partnering with existing stakeholders that are equally intrigued by the possibilities of this innovative technology. Going forward, we will continue to refine this tool with the learning gained during the trial. We will also innovate new designs that are tailored to meet each sector's needs. The learning truly never ends. The strength of our client connection depends on it.



## CXT and Clients

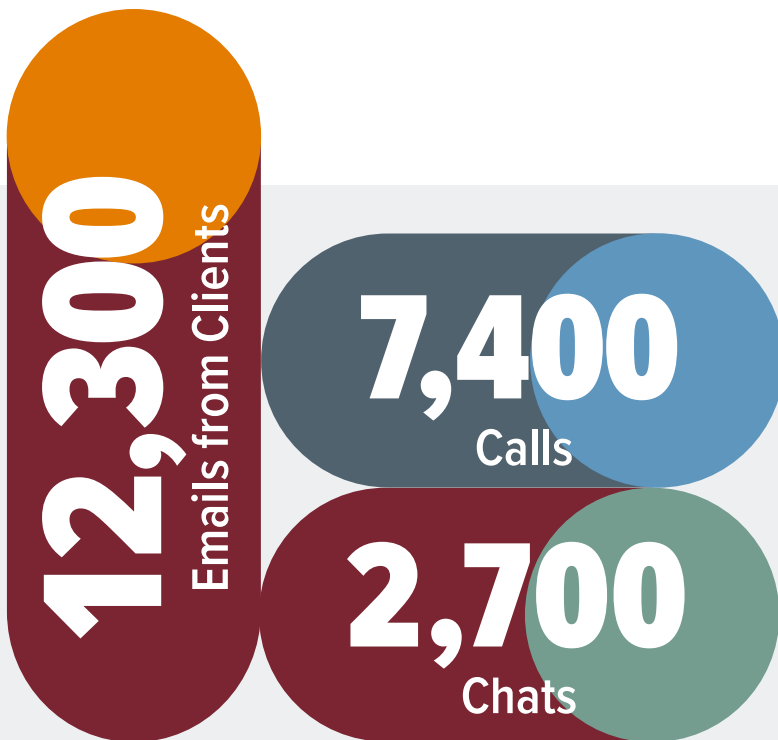
### Adapting to meet client experience need

One of the main reasons PSHSA continues to lead in workplace health and safety practice is because of the exceptional quality of our client experience. Thanks in part to a Client Experience Team (CXT), we meet and exceed client expectations as a matter of routine. The secret to our success is an unwavering client-centric focus.

### No two connections are exactly alike

Our CXT team treats each and every customer touchpoint as an opportunity to earn trust and build a stronger connection. By employing a multi-channel approach, we make it easy for clients to interact with us in the way that is most convenient for them. Last year, that meant our CXT engaged in thousands of calls, emails and chats, making it their mission to answer and resolve each concern promptly.

Personalization is the bedrock of our approach. Whether we are addressing a complex inquiry or a minor concern, our CXT meets the client where they are at. There are no one-size-fits-all



This year, our CXT team once again managed an impressive number of client connections. Their ability to navigate diverse communication channels while maintaining an exceptional standard of service is a testament to their enviable client-first reputation.

answers. We listen with an empathetic ear. We ask questions and avoid assumptions. Not surprisingly, tracking numbers continue to show that our clients feel valued and understood.

### **One connection leads to another**

To build durable long-term client relationships, we look beyond individual transactions. The quality and continuity of our service is what makes the difference. That's why we assign a dedicated team to the issue at hand. The team takes ownership of the problem, standing by the client until it is fully resolved. And, should their needs change, the team will be ready and waiting to adapt with them.

### **Turning connections into advocates**

We never lose sight of the fact that the success of the workplace health, safety and wellbeing programs that we implement depends on seamless client experiences. That's why we listen closely to our clients and invest in the technology that makes it easier for them to connect to the resources they need. After all, nurturing loyal clients is the key to developing the advocates who attract new clients.

**“Our CXT team leads the industry by consistently prioritizing rapid, successful resolutions for our clients. Their tireless dedication to answering queries and addressing concerns is industry-leading. No matter what challenges arise, this team adapts and prevails every time.”**

### **Rebekah Warner**

Senior Director  
Client & Employee Experience  
PSHSA







# CONNECTED ORGANIZATION

ASAN

# An Organization and Its People

## Becoming a Remote-First Organization

Since the pandemic first necessitated wide-spread remote working, the benefits to organizations and employees continue to be embraced by workplaces. PSHSA was no exception.

### **The experiment begins**

Beginning in 2020, it became necessary for our teams to conduct business and support clients remotely. The shift fundamentally changed how we communicated and delivered our services to clients – even when many of the sectors that we supported were required to show up in person at their workplaces.

We adapted by introducing live instructor-led distance learning as well as by increasing our e-learning options. We became skilled at developing critical new training modules in record time. At the same time, we continued developing a deeper understanding of how we could better serve each client's needs from a remote-work perspective.

### **Stay remote or return to the office?**

When the time came that we could return to the workplace, we paused. We considered the future of our organization and its clients. We consulted leaders in other industries. We studied various return-to-work strategies. We conducted an extensive employee survey. We explored the wellbeing benefits. And we couldn't argue with the evidence. PSHSA officially became a remote-first organization in October 2022.

### **Maintaining a strong workplace connection**

Supported by all the resources and technology necessary for an effective office, team members thrived working at home. The shift presented significant benefits: employees could better manage their work-life balance; employees gained more local autonomy in how they functioned; and, with less commuting, they saved time and money while also creating environmental benefits.



### **There's more to remote-first than working away from the office**

Of course, there is a lot more to establishing a successful remote-first workplace than employees working from home. To maintain a strong internal working connection, we invested in leadership training that provided insight into best practices for managing remote teams. We changed the way we on-boarded new employees to include more access to senior management. We involved new hires in projects that crossed teams and organizational structure to nurture a wider sense of connection. And, as a health and safety association, we made sure new hires had access to ergonomic assessments to ensure their home offices met PSHSA standards.

### **The best of both workplaces**

When it comes to building trust within teams, there is simply no substitute for being together in-person. To make gathering easier PSHSA downsized the head office and invested in renovations designed to create a range of inviting workspaces suitable for individuals, small groups or large teams. Team members were encouraged to use the spaces as often as they wanted. To further cultivate trust, we committed to bringing all team members together in person twice a year in addition to scheduling regular team meetings. Complementing the advantages of a remote-first workplace with the benefits of in-person engagements keeps workplace wellbeing at the centre of our health and safety focus.

## An Organization and Its People

# Building an Equity, Diversity and Inclusion Strategy

### **Many cultures — One team**

Psychological healthy and safety and a sense of belonging are essential to any measure of workplace wellbeing. This year, PSHSA embarked on a journey to build and implement an equity, diversity and inclusion (ED&I) strategy and vision. Some of the questions we set out to explore included: What are current best practices? What would better prepare us for the future? How could we better support the communities that we serve?

### **Diversity starts with teamwork**

From the beginning, this initiative inspired organization-wide involvement. Propelled by the opportunity to re-imagine our workplace and a passion to enhance employee experience, together, we stepped into a brave new future.





Any kind of sustainable long-term ED&I strategy would require honesty, objectivity and considerable experience. With this in mind, a dedicated group of employees collaborated with senior leaders to select a suitable external consulting firm.

Our mutual choice has proven to be an excellent one. In relatively short order, our consulting partner has initiated an environmental scan in addition to an organization-wide cultural competency survey and employee focus groups. In the coming months, the results of this research will provide a mirror, identifying where we need to improve and which goals we should pursue. The better we understand our employee experience of inclusion and belonging, the more impactful our ED&I strategy will be.

### **Learning that never ends**

To create a shared understanding, we emphasized education. To that end, the Employee Resource Group (ERG) hosted ED&I information sessions. The ERG was also spotlighted at PSHSA staff town halls to acknowledge cultural events of significance, such as Black History, Asian Heritage, Pride and Indigenous History Months. Here, our wide diversity was recognized, elevated and celebrated.

### **The beginning of a more diverse and inclusive future**

More recently, we have implemented a four-part internal ED&I foundations certification through our consulting partner. By opening minds and encouraging discussion, we raise new possibilities for diversity and inclusivity. Of course, if there's one thing we know about ED&I, it's that the learning never ends. What better way to stay on the leading edge of workplace wellbeing?

## Market at a Glance

# Market at a Glance

## PSHSA REPRESENTS

9,754  
ONTARIO FIRMS  
(Schedule 1 and 2)

7,150 in Health & Community Care  
1,454 in Educational Services  
1,150 in Municipal, Government & Public Safety

Source: WSIB EIW Firm Experience Schema, June 2023 snapshot

## PSHSA REPRESENTS

769,004  
FULL TIME ONTARIO WORKERS  
(Schedule 1)

563,003 in Health & Community Care  
181,060 in Educational Services  
48,940 in Municipal, Government & Public Safety

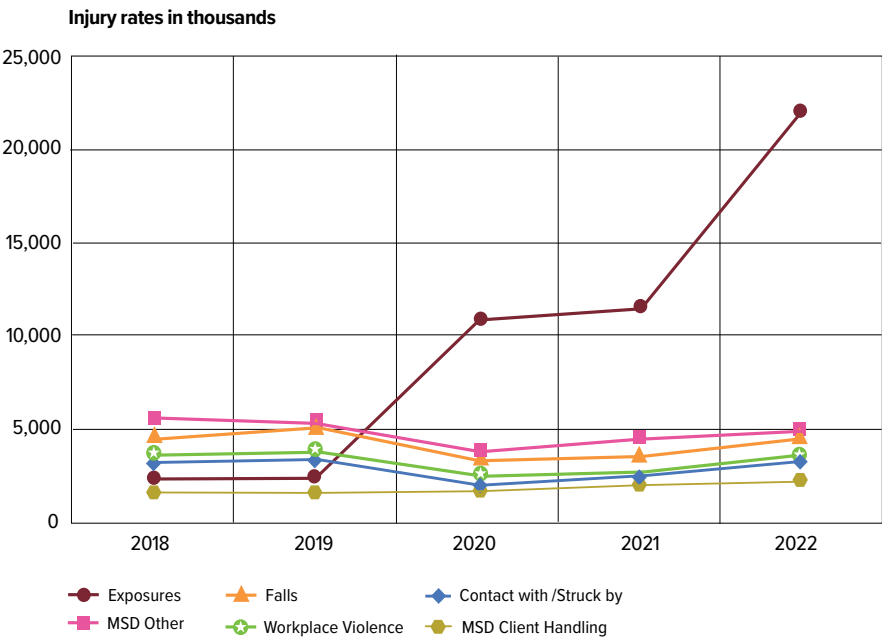
Source: WSIB EIW Employer Coverage Schema and CRM (for sectors), June 2023 snapshot

## Non-Fatal Lost-Time Injury Counts by Injury Type in 2022 for PSHSA Sectors (Schedule 1 and 2)

PSHSA Injury Type	LTI Counts
Exposures	21,958
MSD Other	4,963
Falls	4,597
Workplace Violence	3,644
Contact with/Struck by	3,404
MSD Client Handling	2,409

Source: WSIB EIW Claim Cost Analysis Schema, June 2023 snapshot

## Top 6 Non-Fatal Lost-Time Injury Counts by Injury Type for all PSHSA Sectors (Schedule 1 and 2), 2018–2022



Source: WSIB EIW Claim Cost Analysis and Firm Experience Schema, June 2023 snapshot

# Financial Statements



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## Report of the Independent Auditor on the Summary Financial Statements

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### 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, 2023 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, 2023.

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

We expressed an unmodified audit opinion on the audited financial statements in our report dated June 15, 2023.

#### 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'*.

*BDO Canada LLP*

Chartered Professional Accountants, Licensed Public Accountants  
Oakville, Ontario  
June 15, 2023

## Public Services Health & Safety Association Summary Statement of Financial Position

**March 31** **2023** **2022**  
(expressed in thousands of Canadian dollars)

### Assets

#### Current

Cash	\$ 5,696	\$ 5,113
Short-term investments	2,503	2,466
Accounts receivable	1,853	1,235
Inventories	8	13
Prepaid expenses	145	63
	10,205	8,890

#### Long-term investments

	187	211
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#### Capital assets

	8	5
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	\$ 10,400	\$ 9,106
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### Liabilities and Net Assets

#### Current

Accounts payable and accrued liabilities	\$ 1,582	\$ 1,015
Customer deposits	280	340
Deferred revenue	539	280
	2,401	1,635

#### Employee future benefits

	2,550	2,612
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	4,951	4,247
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#### Net Assets

Restricted	5,186	27
Unrestricted	263	4,832

	5,449	4,859
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	\$ 10,400	\$ 9,106
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On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

The accompanying note is an integral part of these summary financial statements.

## Public Services Health & Safety Association Summary Statement of Operations

**For the year ended March 31**

**2023**

**2022**

(expressed in thousands of Canadian dollars)

### Revenue

Ministry of Labour, Immigration, Training and Skills Development\$	<b>8,302</b>	\$	7,903
Training and publication recoveries	<b>4,025</b>		3,835
Special projects and other income	<b>20</b>		53
Investment income	<b>195</b>		22
	<b>12,542</b>		11,813

### Expenditures

Personnel costs	<b>9,579</b>		8,327
Program delivery	<b>658</b>		446
Office and general	<b>369</b>		248
Occupancy costs	<b>343</b>		377
Consulting and professional fees	<b>216</b>		142
Communications	<b>202</b>		253
Finance charges and bad debts	<b>192</b>		8
Advertising and sales promotion	<b>180</b>		155
Travel and business meetings	<b>111</b>		24
Insurance	<b>44</b>		40
Governance	<b>39</b>		25
Amortization of capital assets	<b>5</b>		9
	<b>11,938</b>		10,054

### Excess of revenue over expenditures from current year operations

**604** 1,759

### Utilization of surplus

**(103)** -

### Excess of revenue over expenditures for the year

**\$ 501 \$ 1,759**

The accompanying note is an integral part of these summary financial statements.

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## Public Services Health & Safety Association Note to the Summary Financial Statements

**March 31, 2023**

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### **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, 2023 audited financial statements are available at the Public Services Health & Safety Association's head office.

**Thank you**

# Our People

## Board Of Directors

Ravil Veli  
 Penelope Smiley  
 Andy Potter  
 Andréane Chénier  
 Anna Fitzsimmons  
 Avinesh Sundar  
 Devon Mymko  
 Dianne Fox  
 Geoffrey Ren  
 Holly Brooks  
 Shannon Brooks

## Voting Members

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.

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## Advisory Councils

### Education and Culture Advisory Council

Douglas Cettina  
Nancy Delcellier  
Carol Fletcher  
Dr. Rahim Karim  
Steven Kraus  
Ronald Landry  
Anne Marie McCusker  
Karen McKissick  
Cameron Mustard  
Kyle Nhan  
Angelle Rebelo  
Michel Séguin  
Monica Varga  
Kate Windsor

### Municipal and Provincial Government Advisory Council

Mark Baxter  
Bryce Gartner  
Jake Herring  
Ronald Landry  
Kerri Meier  
John Milton  
Cameron Mustard  
Remo Petrongolo  
Ryan Schubert  
Derrick Stein  
Eric Young

### Health and Community Care Advisory Council

Michael Benoit  
Athena Brown  
Kevin Chhange  
Ernie Dodgson  
Bryn Hamilton  
Linn Holness  
Frank Inglis  
Craig Lawrie  
Cameron Mustard  
Olivia Nero  
Ursula Rehdner  
Dr. Vince Spilchuk  
Susan Stark  
Denise Werner

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## 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 and  
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 and  
Prevention Services

Workplace Safety North

Workplace Safety and  
Insurance Board

## Staff

### Senior Leadership

<b>Glenn Cullen</b>	CEO & COO
<b>Henri Van Hulle</b>	Vice President, Client Outreach and Stakeholder, Government Relations
<b>Shannon Hunt</b>	Vice President, Organizational and Operational Excellence
<b>Rebekah Warner</b>	Director, Market Optimization and Client Experience

### Client Outreach and Stakeholder, Government Relations

#### Prevention, Retention, Engagement

Breanne Knowles  
Patricia Clausen  
Reanne Belisle  
Tanya Morose

#### Education and Culture

Elaine Skinner  
Janice Gallant  
Kamil Rizvi

#### Government

Allison Whyte  
David Fretz  
David Sproule  
Jeff Pajot  
Liz Sisolak  
Rob Oliver  
Tai Vo

### Healthcare

Carolyn Cuthbertson  
Connie Limnidis  
Derek Morgan  
Evan Corbett  
Jeremy Holden  
Neil McDermott  
Olena Chapovalov  
Sandra Excellent  
Shelly Hurry  
Tina Dunlop

### Public Safety

Dawn Clinch  
Kurt Bohme  
Ricardo Romero  
Tony Hart

### Specialized Services

Tegan Slot  
Laura Villeneuve

### Stakeholder and Government Relations

Sherri Bastos

### Market Optimization and Client Experience

#### Emerging Markets

Nathan Kolar  
Jackie Sam

#### Client Aquisition

Laura Norwood  
Faye Carter

#### Client Experience

Gianne Gonzalez  
Hamza Berhan  
Orooj Khalid  
Shamilla Mohamed

#### Marketing and Communications

Amanda Allan  
Jordan Cole  
Kayla Thomson  
Viviane Sampaio Maia

### **Organizational and Operational Excellence and Product Development**

Miranda Borris

### **Employee Experience and Human Resources**

Anna Asiryan

Holly Hurley

Lyndsey Dos Santos

### **Finance, Administration and Reporting**

Mary Lou Giglio

Siva Shanmugalingam

Toni Cavaliere

Viktor Kurylo

### **Information Management and Technology**

Ernie Beltran

Farhan Nasir

Khushali Pathak

Omar Mohamed

Roy Saldana

Suthan Balasubramaniam

### **Product and Digital Solutions**

Adriana Lozada

Aimee Danao

Anat Goldschmidt

Christy Conte

Dirie Hersi

Jennifer Anderson

Linda Lorenzetti

Shahzeen Jiwani

Tracelle Palmer

### **With Thanks**

Adeeba Ahmed

Adriana Villegas Mayorga

Christina Machowski

Christine Joli-Coeur

Emad Karras

Frances Ziesmann

Katie Morrison

Maryam Khan

Nowrin Khandaker


Raman Banwait

Tim Regan

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