

FUNDING AT WORK PREVENTION IN ACTION

2024-2025 Annual Report



PSHSA.ca Public Services Health
& Safety Association

You will find this graphic used throughout our annual report, offering a glimpse into the article you're about to read. PSHSA's trillium—and the three petals of **health**, **safety**, and **wellbeing** that create it—represent the moment we became involved in the project, acting as the vanguard that prevents the cascade of tipping dominos. In each instance, one or two of its petals are illuminated, providing you with a clear picture of what type of work you'll read about. For example, the graphic shown below describes an article about health.

This is more than just a graphic—it is a representation of our emphasis on prevention and proactivity, and of our vision: to shape a future where health, safety, and wellbeing converge seamlessly. Every project featured in this report drives our vision forward and is an example of what's possible when we put funding to work to effectively enhance prevention in Ontario.



CONTENTS

- 4 Message from the Board Chair and CEO
- 7 Health, Safety, and Wellbeing in Ontario

9 For You

- 10 Data-Driven Disability Management:
Aligning Roles with Worker Capability
- 15 Workplace Psychosocial Safety and
Musculoskeletal Disorders: Finding
the Missing Link
- 20 Putting into Action: Enhancing
Training with Microlearning

25 For Us

- 26 Investing in Organizational Health
from Within

31 With Us

- 32 Putting Funding to Work to Enhance
Prevention and PSHSA's Impact
- 36 Leading Innovation and Breaking Down
Interprovincial Barriers
- 39 Supporting Ontario's Public Safety Personnel:
Advancing Psychological Health, Safety,
and Wellbeing
- 44 Frontline Futures: Building Safer
Workplaces with AFFES

47 Numbers and Trends

- 48 Market at a Glance
- 50 Financial Statements

55 Thank You

- 56 Our Partners
- 58 Our Staff
- 60 Leading with Purpose: PSHSA's Journey
into AI Integration

MESSAGE FROM THE BOARD CHAIR AND CEO



We are pleased to present PSHSA's 2024-2025 Annual Report, marking a year of bold innovation, strategic partnerships, and measurable impact across Ontario's public sector. As a digitally progressive, prevention-driven organization, PSHSA remains steadfast in its mission to advance health, safety, and wellbeing through education, capacity building, and collaborative public sector engagement.

This year, we continued to redefine prevention through a systems lens recognizing that sustainable organizational health and worker wellbeing are inseparable. Our work focused on integrating psychosocial risk assessment tools and embedding wellbeing principles into both organizational design and health and safety practices. These efforts reflect a growing shift in how we measure success—not just by compliance, but by the strength of our communities and the resilience of our workplaces.



We successfully deployed Radius, our web-based solution for assessing job based psychological risk, across multiple sectors. This tool is helping organizations proactively identify and mitigate psychosocial hazards. At the same time, we expanded the reach of intu, our reinforcement-based training platform, which has supported modernization efforts in Ontario Mine Rescue and other high-risk programs such as Traffic Control. We developed effective new solutions to address clients' needs, such as a dynamic disability management database to enhance the efficiency and effectiveness of return-to-work and stay-at-work procedures. Over 59,000 training sessions were delivered this year, with a growing proportion offered through digital platforms—underscoring our commitment to flexible learning in formats that meet the needs of our communities. Surplus funding was again accessed to support blended learning initiatives and the development of new digital products, including virtual reality modules and microlearning content.

Looking ahead to 2026, PSHSA is actively exploring the deployment of AI-based knowledge transfer channels to further

personalize and scale our training and consulting services. These include AI-enabled facilitator supports, intelligent learning pathways, and conversational support tools designed to enhance learner engagement, reduce barriers to access, and ensure timely, context-aware guidance across sectors. These innovations will allow us to extend our reach, support continuous learning, and deliver health, safety, and wellbeing expertise in ways that are both efficient and deeply human-centered.

Our strategic direction for 2025–2027, built on the pillars of *For You*, *For Us*, and *With Us*, guides our efforts to personalize services, strengthen organizational capacity, and deepen community partnerships. This framework ensures that our work remains responsive, inclusive, and aligned with the evolving needs of Ontario’s public sector.

We are grateful to our Board of Directors for their leadership and to our staff for their dedication and expertise. We also extend our sincere thanks to our public sector partners—across healthcare, education, government, and emergency services—whose collaboration and shared expertise has been vital to our shared success.

As we look ahead, we remain focused on advancing prevention, fostering innovation, and building systems that protect and empower all workers.

Thank you for your continued support. We invite you to explore this report and celebrate the progress we’ve made together.



Penny Smiley
Chair, Board of Directors



Glenn Cullen
Chief Executive Officer
& Chief Operating Officer



HEALTH, SAFETY, AND WELLBEING IN ONTARIO

The convergence of health, safety, and wellbeing is no longer a conceptual ideal—it is an emerging imperative for organizations seeking to build resilient, high-performing workplaces. This report explores how these domains, once treated in isolation, are now being integrated through strategic investments, policy alignment, and cultural transformation. As the nature of work evolves, so too must our understanding of what it means to protect and empower workers—not just physically, but psychologically.

Funding at Work, Prevention in Action

Drawing on recent initiatives, sector-wide collaborations, and applied research, this report highlights how prevention is being redefined through a systems lens. From tools that assess psychosocial risk to frameworks that embed wellbeing into organizational design, the evidence points to a growing recognition: sustainable organizational health and worker wellbeing are inseparable. The convergence is not only possible—it is already underway, reshaping how we measure success and investment in prevention efforts.

This report is both a reflection of progress and a call to action. It invites leaders, practitioners, and policymakers to consider how funding, leadership, and innovation can accelerate this convergence. By showcasing real-world examples and emerging practices, it aims to equip leaders, teams, and champions with the knowledge and tools to lead with intention—where health, safety, and wellbeing are not competing priorities, but mutually reinforcing pillars of a thriving workplace.

Where health, safety, and wellbeing in the workplace converge seamlessly.





For You

DATA-DRIVEN DISABILITY MANAGEMENT: ALIGNING ROLES WITH WORKER CAPABILITY



FUNDING AT WORK

In 2024-25, the Peel Region’s Water and Wastewater Operations Division, in consultation with the Public Works Department and Corporate Health and Safety partners, initiated a two-phase project to improve their return-to-work process.

Faced with the challenge of simplifying ergonomics reports jargon and sorting through relevent job demands data for their supervisors and disability specialists, the Region reached out to PSHSA for their expertise and recommendations.

PSHSA responded to their request by creating a Microsoft Excel-based solution tailored to the Region’s Phase-1 goal of building a database concept that supports the selection and sorting of data obtained from the existing ergonomic assessment reports to meet the limitations prescribed by health professionals.

This database empowers supervisors and disability specialists to compare the limitations prescribed in the functional abilities form and treatment memorandum with the existing job demands identified in the ergonomic assessment reports.

Backed by evidence that modified work leads to greater purpose and higher rates of successful reintegration, the Region and PSHSA championed a shared vision: that every employee deserves the opportunity to contribute, recover, and thrive. Together, we delivered a model of disability management that balances compassion with operational efficiency.



The Challenge:
Frequency, Lack of Efficiency, and Varying Return to Work Requirements

Despite an existing comprehensive disability management program and a strong commitment to workplace safety, Peel Region found its return-to-work process challenging to administer.

The volume and complexity of ergonomic assessments required extensive review before reintegrating employees, making the process time consuming and inefficient. To ensure appropriate accommodation, the Region needed a consistent approach to interpreting these assessments and a clear understanding of the physical demands across various activities and roles. Although detailed evaluations had already been completed, the sheer amount of information required significant time, expertise, and resources to match employee restrictions with job requirements.

To address this, the Region sought a streamlined method that would enable supervisors and return-to-work specialists to efficiently match job tasks with employees’ physical capabilities and determine necessary accommodation.

PREVENTION IN ACTION

The PSHSA Solution:
A Dynamic Disability Management Database

PSHSA saw the potential to combine the data and assessments that the Region already had with our team’s expertise to create a new and adaptive tool.

Our team of experts, using a mix of existing ergonomics assessments and return-to-work criteria, supported the design and development of a dynamic disability management database. Our health, safety, and wellbeing consultants utilized their extensive knowledge and experience in ergonomics to tailor the database to ensure it accurately reflected the physical demands of various tasks and roles.

This tool allowed Peel Region to systematically consolidate and review the available ergonomic assessment data in an efficient manner. It provided a robust platform where all physical demands of tasks within the department were meticulously catalogued and could be compared against returning employees’ physical capabilities to identify tasks, duties,



Example of database capabilities

and roles suitable for them. The innovative Work Accommodation Job Database was engineered to handle the complex task of matching employees' physical capabilities with appropriate job roles. By allowing supervisors and return-to-work specialists to filter job tasks based on physical capabilities, the database ensured that employees with work restrictions are consistently placed in roles where they can safely contribute. This solution not only enhances the wellbeing and job satisfaction of employees but also optimizes the operational efficiency of the department by reducing the time and resources spent on manual processes.

The Results: Improved Efficiency and Accommodation for Employees

The database has provided Peel Region with a low-cost configurable tool that saved them approximately \$50,000 for procuring and maintaining an ergonomics software to manage job demands and ergonomics data.

Since successfully integrating Phase 1 of their goal of improving their return-to-work process, Peel Region is working on expanding the job demands database to make it robust to match employees returning with physical restrictions to suitable roles that were previously evaluated and reviewed.

This innovative tool ensures the consistent interpretation of physical requirements for each position, and the conclusions drawn about what an employee can safely do are uniform, based on their own specific capabilities.



PSHSA's approach turned a time-consuming process into an efficient system that better aligns employee capabilities with operational needs."

Elaine Gilliland Director Water & Wastewater Operations



Applications for the Future

This has already proven to be an excellent solution for Peel Region's initial phase of enhancing their return-to-work and stay-at-work process. It creates a centralized repository for consistent interpretation of available physical requirements, reducing time and effort spent on administrative tasks, and has empowered the municipality by making the return-to-work process easier.

As a large municipality, the number of workers returning to work following disability can be notable, but the Region's situation may not be unique. With the firsthand knowledge and demonstrated effectiveness of the database, coupled with our expertise and learnings from this project, PSHSA stands poised to replicate this success with other municipalities, schoolboards, and healthcare organizations seeking to manage their return-to-work and stay-at-work processes differently.

WORKPLACE PSYCHOSOCIAL SAFETY AND MUSCULOSKELETAL DISORDERS: FINDING THE MISSING LINK

Musculoskeletal disorders (MSDs) and mental stress injuries are among the most significant workplace injuries, with **WSIB** reporting claims costs exceeding \$350 million between 2024 and 2025.

As a leading health and safety association with substantial expertise in the field, and having made considerable investments in digital solutions and research, PSHSA was strategically positioned to respond proactively with a focus on prevention.



FUNDING AT WORK

We connected with Dr. Heather O'Reilly of McMaster University, whose recent research shows a clear link between workplace psychosocial factors and MSDs. In our collaborative discussions, we recognized an opportunity to use Radius—our job-based psychological risk assessment tool—to better understand the connection and driving factors.

Securing Opportunities and Funding

In collaboration with Dr. O'Reilly as the primary researcher and Bruyère Health as an industry partner, we responded to a funding opportunity from the Centre of Research Expertise for the Prevention of Musculoskeletal Disorders (CRE-MSD). Our response was based around a bold question: **how can a tool designed to assess psychosocial risk factors be integrated into MSD prevention and ergonomics best practices?**

Our proposal outlined an approach that would see Radius assessments conducted at Bruyère Health, a leading Ontario health organization specializing in aging, rehabilitation, and care for those with multiple complex medical conditions, to address psychosocial and musculoskeletal disorders in the workplace.

Bruyère Health has a strong commitment to worker wellbeing, but—like many healthcare organizations—was facing a persistent issue: high rates of musculoskeletal injuries among staff. Despite the availability of equipment and training, as well as ongoing interventions and assessments, injuries continue to occur, prompting the organization to seek additional support. When looking to understand psychosocial determinants of MSDs, most assessment tools, while useful at an organization level, are too broad or complex, and aren't focused on job-specific factors. There was a clear need for a more nuanced, participatory approach—one that could bridge the gap between organizational strategies and the realities of frontline workers.

We found that physical injuries like back or shoulder pain may actually have root causes linked to job-based psychosocial factors like organizational planning or availability of equipment. Using Radius to identify these factors can reveal new strategies to mitigate risk of harm and enhance worker wellbeing.”

Dr. Heather O'Reilly, McMaster University



PREVENTION IN ACTION

Enter Radius: an occupational psychological risk assessment tool designed to evaluate job-based risk of psychological harm and generate actionable solutions through collaboration between workers and leaders.

Our workplace wellbeing consultants led Radius assessments for two jobs—one clinical, one non-clinical—alongside Bruyère Health’s own health, safety, and wellness team, initially participating as observers.

2 jobs 2 worker sessions 2 supervisor sessions

After the first assessment, Bruyère Health’s team was confident in the tool and the process and, with our wellbeing consultants’ support, led the second assessment themselves, setting them up for continued success with the Radius tool.

The clear and engaging modules, combined with the user-friendly interface, have not only enhanced my understanding but also equipped me to champion its rollout across my organization, driving positive transformation and change.”

Wellness Coordinator, Bruyère Health

The Results

Radius’s unique job-based approach was instrumental in uncovering psychosocial factors tied to individual roles that affect both the mental wellbeing and physical health of workers. These included issues such as access to appropriate equipment, the physical demands of moving, repositioning, and lifting residents, emotional stressors encountered during daily tasks, and the influence of workplace culture and dynamics.

Through the assessments, the physical demands of the job were identified as high risk for psychological harm and deemed to be contributing to workers’ wellbeing. Now armed with knowledge and actionable solutions to address those risks, workers and supervisors alike had ideas for enhancing their health and safety.

New ideas for enhanced workplace wellbeing and safety that came out of the Radius sessions included:

- Staff Kinesiologists performing regular safe resident handling in-service training sessions to address some of the identified MSD risks
- Empowering staff in front-facing clinical roles to perform quick bedside mobility assessments
- Fostering a culture of teamwork through team-building initiatives that strengthen collaboration, partnership, and a shared responsibility for staff health, safety, and wellbeing

Future Prevention Activities for Radius

Through our collaboration with Bruyère Health and Dr. Heather O'Reilly of McMaster University, we gained deeper insight into how job-specific psychosocial factors—such as emotional demands, workplace culture, and perceived control—can be linked to an increased risk of developing musculoskeletal disorders. Conversely, the presence of MSDs can also exacerbate psychological strain, creating a feedback loop that impacts both physical and mental health.

Psychosocial factors like high job demands, low job control and support can contribute to both psychological harm and musculoskeletal disorders yet are often overlooked in standard ergonomic assessments. This presents a clear opportunity for ergonomists, who can now add Radius as a unique tool to evaluate job-based risk, where before their options were far more limited.

We see a future where Radius is a go-to tool for professionals of many disciplines and backgrounds to identify psychosocial factors impacting workers. Ergonomists, workplace wellness experts, human resources, and health and safety professionals across Ontario—and beyond—can use Radius to address the links found between their work and psychological health and safety.



Your voice. Our expertise.

Radius offers deep insight into the unique risks to worker mental health across jobs and sectors. Combine insights from Radius with PSHSA's expertise to reduce psychological harm on the job. Lean on our team of consultants to put knowledge into practice and create healthier, safer workplaces.

Get started with Radius today.

Connect with us
via email at
radius@pshsa.ca
to learn more.

radius
Psychological Wellbeing on the Job

PUTTING INTU IN ACTION: ENHANCING TRAINING WITH MICROLEARNING



intu:
Powered by PSHSA.ca

FUNDING AT WORK

Last year, we launched intu—a learning platform that delivers focused microlessons to help learners remember infrequent yet important information to feel more confident in the topics that matter the most. Our goal is to make safety and prevention part of everyday work by investing in technologies to create lasting learning experiences.

intu represents a significant investment in enhancing learning experiences for working Ontarians, and was born from the work and research of our dedicated product experts over the course of more than two years. Our adoption and championing of an innovative microlearning approach to health, safety, and wellbeing training has seen us applying intu in unique and interesting ways.

Over the past year, we've taken our investment of intu to the next level and expanded how it is used through new product launches and partnerships with other health and safety organizations that demonstrate intu's ability to be a powerful tool for promoting workplace safety.



PREVENTION IN ACTION

Partnering with IHSA: A New Take on Traffic Control Training

In March 2025, after collaborating for more than six months, we launched a Traffic Control Training program using intu's microlearning approach. This was made possible through a partnership with another one of Ontario's health and safety associations, the Infrastructure Health and Safety Association (IHSA).

Leaning on intu's strengths—simplifying the complex, creating microlearning moments, and reinforcing key concepts—we saw an opportunity to collaborate, broaden intu's adoption, and enhance learner experiences.

Together with IHSA, we created a new learning experience for supervisors and workers, exemplifying how collaboration and sharing knowledge creates meaningful learning experiences and enhances Ontario's health and safety efforts.

Through intu's machine-learning driven reinforcement, learners could be better equipped to recall key course concepts while on the job. This project expanded intu's use, while setting the groundwork for a research study that seeks to better understand the learner's experience and knowledge adoption whether a course is taken in class, virtually or in a microlearning format.

As we continue to learn and iterate, the insights gained from this collaboration will inform future projects and help us reimagine training experiences across the health and safety landscape.



This new training offers:

33

interactive modules

270+

engaging questions



Escalated Behaviours: Prevention Through Awareness

We have continued to expand upon intu's unique applications and have created an entirely new program called Escalated Behaviours: Prevention Through Awareness, available now for free through the intu platform for a limited time.

Many workers across Ontario—especially those in healthcare, education and community support roles—face emotionally charged situations. Often, people respond reactively, without fully understanding what's behind the behaviour. This course helps shift that approach by building awareness of how stress, trauma, and communication breakdowns can lead to escalation, and how empathy and early action can help prevent it.

This was a new approach to de-escalation training that delivered strongly on our prevention goals. Most available de-escalation training is focused on handling escalated scenarios as they occur, whereas this new course emphasizes prevention through proactivity, equipping frontline workers, supervisors, and support staff with the tools they need to prevent and manage situations before they escalate. Like other intu training, this new program will be delivered in mobile-friendly, bite-sized learning chunks that can be consumed quickly and efficiently without requiring the time investment that would typically be required with other training modalities.

Why This Training Matters

- Many workers feel unsure or uncomfortable when faced with aggressive or distressed individuals
- Responses to escalation are often inconsistent
- There's a need for a shared, person centered approach that prioritizes empathy, safety, and dignity

What Learners Will Gain

This course introduces a proactive, trauma-informed mindset. Instead of waiting for a crisis, learners will explore how to:

- Understand behaviour as a response to stress, trauma, and past experiences
- Recognize early signs of stress and emotional dysregulation
- Respond with empathy and calm to reduce tension and avoid conflict
- Communicate clearly and respectfully
- Reflect on personal biases and how they may unintentionally escalate situations

How the Course Works

- Short, focused lessons (microlearning) make it easy to learn on the go
- Real-life scenarios help learners apply what they've learned
- Self-reflection prompts encourage deeper understanding and personal growth
- Printable job aids support learning on the job

By using intu's microlearning format, these strategies stay top-of-mind and are easier to apply in real-world situations—especially when things get tense.

The Future for intu and JHSC Certification

There are exciting new possibilities ahead for intu. On the horizon, we see an opportunity to bring intu's microlearning and reinforcement approach to one of Ontario's most widely recognized programs: Joint Health and Safety Committee (JHSC) Certification training.

The value—to be effective, members must be knowledgeable, informed, and up to date on their responsibilities. Retaining all that information over a five-day course delivered in two parts can be demanding for learners. Now imagine a JHSC Certification experience that delivers short, focused lessons to help learners stay engaged and retain key information. Because intu's content is modular and built with a rapid development authoring tool, it can be updated quickly and efficiently.

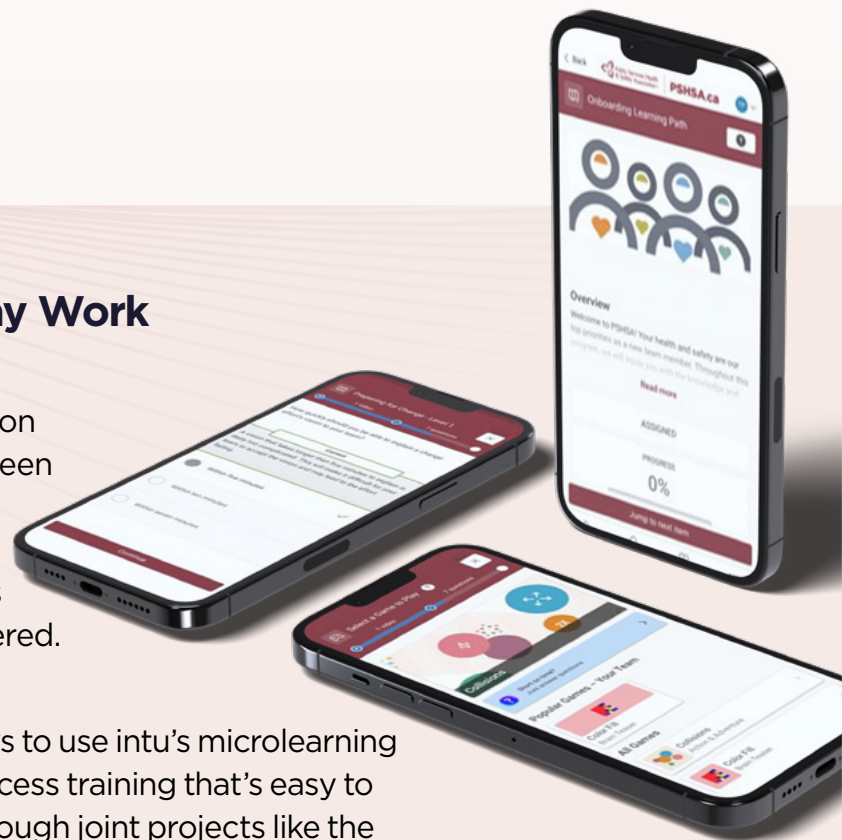
The outcome we can expect—this approach makes it easier for learners to absorb and retain essential information, while also allowing the training to grow and evolve as regulations and best practices change. It offers significant benefits for JHSC Refresher training, where staying current is critical and updates are often needed as priorities shift. With intu's flexible and responsive content model, JHSC members can remain effective and compliant in a dynamic safety landscape.

As we continue to grow intu's course offerings, this project shows how we're using strategic funding to create flexible, future-ready tools that support prevention and learning across Ontario's workplaces.

Making Prevention Part of Everyday Work

intu isn't just a learning tool—it's a new way of thinking about how we build safety and prevention into daily routines. From the start, our goal has been to make learning simple, practical, and lasting. By working with partners, creating new courses, and focusing on what learners really need, intu is changing how health and safety training is delivered. And we're just getting started.

As we move forward, we'll keep finding new ways to use intu's microlearning approach so more people across Ontario can access training that's easy to use, effective, and empowering. Whether it's through joint projects like the Traffic Control course with IHSA, proactive programs like Escalated Behaviours: Prevention Through Awareness, or future plans like JHSC certification, intu is helping us turn innovation into real-world impact.





For Us

INVESTING IN ORGANIZATIONAL HEALTH FROM WITHIN



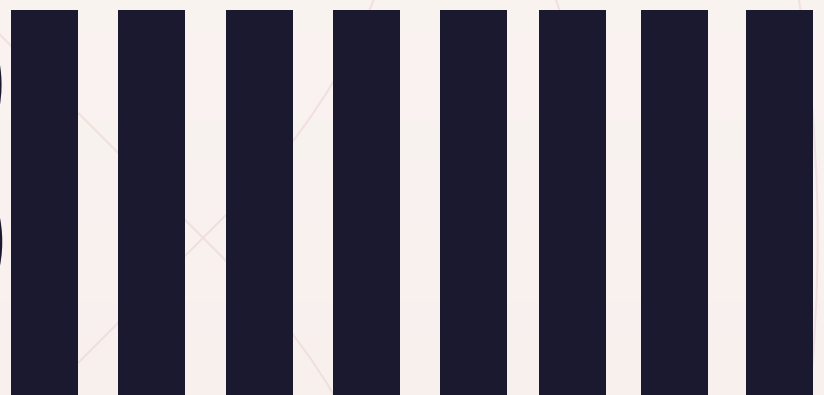
FUNDING AT WORK

This past year, PSHSA made an intentional shift that would shape our future impact.

When PSHSA launched its 2025–27 Strategic Plan, we recognized that achieving stronger health and safety outcomes for Ontario’s public sector meant looking inward as much as outward. That realization gave rise to **For Us**, our strategic focus on organizational health—one of three pillars alongside *For You* and *With Us*.

Committing to organizational health represented a strategic, long-term investment that would support the goals under our other two pillars. Even without knowing exactly what the process would reveal, we understood it could challenge our thinking and highlight areas where stronger alignment or leadership focus was needed.

This commitment required tangible resources: leadership attention, staff time, and financial investment to participate fully in the pilot and embed organizational health as a long-term priority.





Committing to Organizational Health

To guide this work, PSHSA was selected to participate in an exciting McKinsey & Company pilot for non-profit organizations using the Organizational Health Index (OHI)—a trusted tool rooted in decades of research. This science-based diagnostic tool offered a rigorous way to identify strengths, pinpoint gaps, and chart a path to long-term sustainability.

Participation brought opportunity, but also unique risk. It required an honest assessment of employee experiences, leadership behaviours, and the systems shaping our day-to-day work. With organizational

health placed squarely in focus, employees understandably expected meaningful action to follow.

Taking part in the OHI signaled our dedication to transparency, trust, and accountability. It wasn't just about metrics; it was about meaningful progress. We saw this initiative not as a standalone assessment, but as an embedded component of our business strategy and leadership development. This was a chance to align our values with action and embed organizational health into our strategy and leadership development efforts.

PREVENTION IN ACTION

Learning from the Inside Out

With this groundwork laid, we moved from investing in organizational health to seeing prevention in action. We began turning insights into tangible practices that strengthen how we lead and work together.

The first OHI survey launched in September 2024, with two more planned at strategic 18-month intervals to track progress. The survey measured 52 leadership behaviours across nine dimensions—like accountability, innovation, and motivation—revealing how our employees experience the organization and how consistently leaders model behaviours linked to long-term organizational health.

The findings provided a rich and detailed picture of how our people experience leadership. We learned which behaviours leaders are engaging in frequently and where targeted support through coaching, training, and knowledge sharing may help cultivate stronger habits. Patterns emerged across role types and tenure groups, helping us identify areas and management practices to look into further.

These insights directly shaped the *For Us* pillar and its three areas of focus:

Alignment: Connecting our mission, strategy, and culture in clear and consistent ways

Execution*: Ensuring people have the tools, clarity, and motivation to succeed in their roles

Renewal: Supporting learning, adaptability, and resilience across the organization

*According to McKinsey's research, Execution is an outcome that is historically challenging for non-profits to achieve successfully compared to private organizations, but of vital importance. With our mission and vision in mind, we sought to do things differently.



Building a Foundation Based on Organizational Health

To supplement the formal OHI assessments, we've launched ongoing initiatives to reinforce progress:

- **Monthly employee Net Promoter Score (eNPS)** surveys to provide quick, anonymous feedback on employee sentiment over time
- **Internal leadership sessions** based on key OHI behaviours and outcomes, to build shared experiences and consistent approaches

Together, these efforts create opportunities for continuous learning, reflection, and measurable progress. Key findings are communicated across the organization, reinforcing transparency and encouraging reflection, dialogue, and continuous improvement.

Feedback from employees has been promising:

■ ■ **It's good to see the eNPS results being shared. It feels like leadership is paying attention, and I'm hopeful we'll start to see some changes based on employee feedback."**

Anonymous PSHSA employee,
via the eNPS survey

Transparency, active communication, and demonstrated responsiveness have become cornerstones of our strategy. When trust is strong internally, we're better positioned to make preventative impacts externally—enhancing workplace health and safety across the province.

What Comes Next

Our commitment to organizational health does not end with a single survey. We will conduct two additional OHI assessments—in 2026 and 2027—to evaluate progress and determine priorities of focus. We will also continue our monthly eNPS pulse checks, leadership sessions, and other ongoing initiatives to stay closely connected to employee sentiment and emerging trends in real time. These efforts will allow us to remain accountable not only to our staff, but to the clients and partners we support every day.

Just as we guide clients to prevent harm before it happens, we're applying the same foresight internally. Our internal health is what allows us to show up with clarity, consistency, and care for the clients who rely on us. A stronger PSHSA means better service delivery, deeper collaboration, and greater value across the public sector.

This is the essence of *Funding at Work, Prevention in Action*: our investment in organizational health today fuels the preventative practices that strengthen workplaces across Ontario tomorrow. *For Us* is how we lead with intention—because the best outcomes for our clients and partners start with the people behind them.



With Us

PUTTING FUNDING TO WORK TO ENHANCE PREVENTION AND PSHSA'S IMPACT

FUNDING AT WORK

As one of four sector-based health and safety associations in Ontario funded by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), we play an essential role in the province's health and safety system. As a measurement of our impact, we set ambitious goals for ourselves with our funder that reflect our commitment to leadership in health, safety, and wellbeing.

The attainment of these goals is an essential part of our place in Ontario's health and safety system and is one of many ways we demonstrate our value—for a glimpse into the broader reaches of our impact, one need only look to some of the other ambitious and innovative projects in this annual report.

Looking Closer at Key Metrics

These metrics and the results we achieved in the past year demonstrate a meaningful connection between the utilization of our funding and the measurable health and safety outcomes of those we serve.



Training



59,000 + training sessions delivered

65,000 + participants trained

397,079 hours of training

Consulting Services



20,000 + hours of consulting

2,000 + unique firms consulted

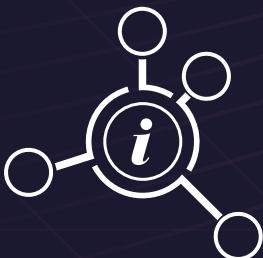
150 + new and ongoing partnerships

Educational Events



9,000 + individuals attending educational events

Occupational Health and Safety Materials



315,000 + distributed

36 + developed

PREVENTION IN ACTION

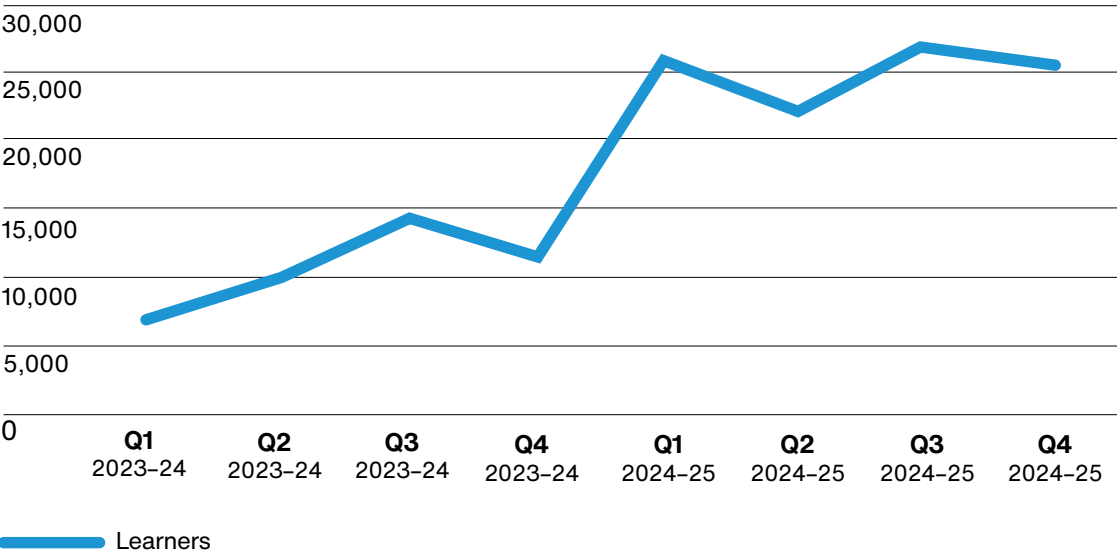
Providing Choice and Flexibility in Learning Modalities

A recent [study of systematic reviews conducted by the Institute for Work & Health](#) compared the effectiveness of face-to-face and instructor-led synchronous distance learning formats for work-related training.

The Differing effects of in-person and online methods of delivering JHSC Certification Part 1 Training report found that, regardless of modality, Joint Health and Safety Committee (JHSC) Certification Part 1 training has a positive impact on learners, equipping them with essential knowledge and confidence to apply health and safety principles in the workplace.

With clear evidence-based research indicating consistent learning outcomes regardless of how learners take the course, PSHSA is well positioned to meet the demands of a shifting training landscape that is indicating a continued interest in digital training. We were the first licensed provider to create an eLearning module for JHSC certification, and our data from the last two years demonstrates a growing demand for eLearning, with more than a 130% increase in the number of learners completing an eLearning course between FY 2023-24 and FY 2024-25.

eLearning Completions



A Rising Tide of eLearning at PSHSA: Data from April 2023 – March 2025

Connecting with Working Canadians through Consulting

Our health, safety, and wellbeing consultants are the backbone of PSHSA and the experts who directly connect with our clients, listen to their concerns, and provide tangible guidance to support prevention efforts and elevate workplace health and safety.

Trusted Relationships that Drive Change

Consultants are positioned as long-term partners in health and safety, not simply service providers. They assess each client's position within a health and safety maturity model and tailor services accordingly. Through consistent engagement, they build trust and credibility, becoming the go-to resource for health and safety guidance. This relationship-centric approach fosters loyalty and encourages clients to proactively seek support beyond immediate needs.

Strategic Alignment with Provincial Goals

Consultants help clients align with broader initiatives such as the WSIB's Health and Safety Excellence Program (HSEp) and the Ministry's Supporting Ontario's Safe Employers (SOSE) program. This not only enhances workplace safety but also positions clients for recognition and financial incentives, reinforcing the value of PSHSA's support.

Culture Shift Toward Integrated Wellbeing

Beyond compliance, consultants influence a cultural shift where health, safety, and wellbeing become embedded in business practices. This includes psychological safety, leadership engagement, and proactive risk management—contributing to healthier, more resilient organizations.



Looking Beyond the Measurements

Training and consulting services make up much of our day-to-day work with the sectors we serve, but not all. Our expert consultants also spend significant time and effort working on comprehensive research, large-scale projects, contributing expertise to resources and training content, collaborating on committees and Advisory Councils, and more—all in support of our goal of enhancing prevention efforts for Ontario's public sector.

This data and the targets we set collaboratively with our funder offer a glimpse into the measurable impacts of our work within Ontario's public sector, but we have much more to offer that can't be fully realized in statistics and spreadsheets. One need only take a closer look at some of the other exciting work contained in this annual report.

LEADING INNOVATION AND BREAKING DOWN INTERPROVINCIAL BARRIERS

In response to economic uncertainty, Canada has renewed its focus on strengthening internal trade by removing existing barriers that impact its effectiveness through efforts like [The Protect Ontario through Free Trade Within Canada Act, 2025](#). This focus on Canada and its provinces presents an opportunity to carry forward that momentum and apply it to our work in health and safety prevention, enhancing a collective commitment to worker health, safety, and wellbeing.



FUNDING AT WORK

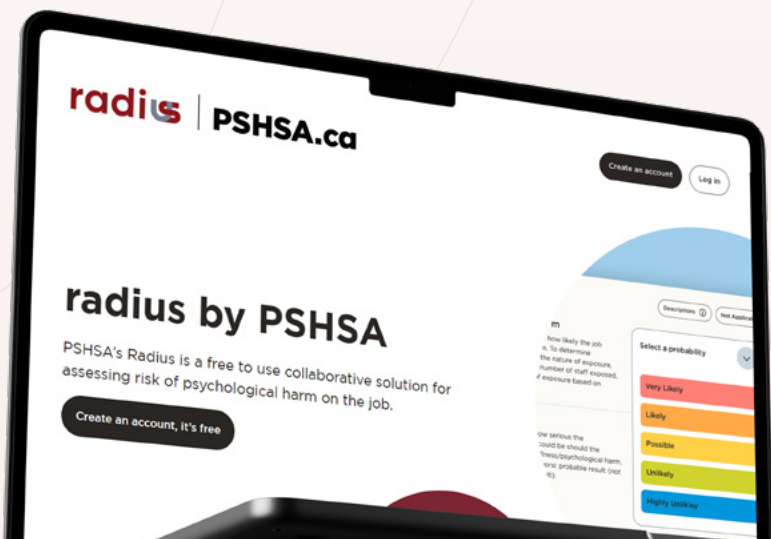
Investing in National Collaboration and Innovation

At PSHSA, we recognize that meaningful change in workplace health, safety, and wellbeing requires more than just ideas—it demands strategic investment of funding, time, expertise, and partnerships. That's why we've committed our resources to initiatives that transcend provincial boundaries and elevate safety standards across Canada.

As a founding member of the **National Alliance for Safety and Health in Healthcare (NASHH)**, PSHSA has played a pivotal role in fostering cross-provincial collaboration. This alliance, which includes eight provincial health and safety associations, was created to break down silos, share leading practices, and collectively address the challenges facing healthcare workers nationwide.

One of our key funded innovations is **Radius**, a job-based psychological health assessment tool developed to support mental wellbeing in public sector settings. PSHSA invested in the development, testing, and dissemination of Radius, and shared it with both NASHH and the **Association of Workers' Compensation Boards of Canada (AWCBC)**. With additional support from Quebec's Association paritaire pour la santé et la sécurité du travail du secteur affaires sociales (**ASSTSAS**), Radius is now being translated into French, expanding its accessibility. Discussions are underway to pilot Radius in Alberta and Manitoba, further extending its reach.

We've also directed funding and expertise toward developing a suite of resources to combat workplace violence. These include our **Violence, Aggression & Responsive Behaviour (VARB)** toolkits and healthcare violence risk assessment tools, which have been adopted by provinces such as Saskatchewan and Manitoba. These provinces now link directly to our dedicated microsite, workplaceviolence.ca, integrating our tools into their own practices.



PREVENTION IN ACTION

Sharing Solutions, Strengthening Systems

Our investments are not just theoretical—they're actively shaping safer workplaces across Canada. Through NASHH and our broader network, PSHSA is sharing impactful, evidence-informed solutions that address the real-world challenges healthcare workers face.

These collaborations are reciprocal. By working closely with our provincial counterparts, PSHSA gains valuable insights that inform our own initiatives. For example, when launching our **anti-stigma campaign** with the Ministry of the Solicitor General's Mental Health Secretariat—which includes updating firstrespondersfirst.ca—we drew inspiration from similar efforts in British Columbia, Saskatchewan, and Nova Scotia. This cross-provincial learning helped shape a more inclusive and effective resource for first responders.

Together with our NASHH partners, we've also submitted joint recommendations and feedback on national health and safety matters, including:

- COVID-19 PPE and vaccination guidance to the Federal Minister of Health and the Auditor General
- National standards through the Health Standards Organization and Accreditation Canada
- Policy input for the Future of Aging in Canada Symposium, the Safe Long-Term Care Act, and the National Dementia Strategy

These efforts demonstrate a powerful truth: while provincial systems may differ in standards and approaches, the challenges facing workers are shared—and so are the solutions. PSHSA's tools and resources are proving valuable not only in Ontario, but across the country, reinforcing our belief that safer, healthier workplaces are a national priority.



SUPPORTING ONTARIO'S PUBLIC SAFETY PERSONNEL:

ADVANCING PSYCHOLOGICAL HEALTH, SAFETY, AND WELLBEING

FUNDING AT WORK

Ontario's public safety personnel—our first responders, corrections officers, and communications professionals—are the backbone of our communities. They routinely face operational and organizational risks that can lead to emotional and psychological distress, impacting not only their personal wellbeing but also workplace and societal outcomes.

PSHSA recognized the urgency of these issues early on and made investments in advancing psychological health, safety, and wellbeing across Ontario's public safety sector. This past year, we've put research into action and continued our work to drive a crucial shift in how mental health is understood and supported through initiatives that reflect our commitment to prevention in practice.



Reflecting on Progress: From Research to Action

The Enabling Mental Illness Prevention in First Responder Workplaces project has moved from research to implementation, beginning a sector-wide movement toward meaningful change fueled by research and data. We sought to better understand Post-Traumatic Stress Disorder (PTSD) prevention and the unique mental health needs of public safety personnel and how to address them. With the research phase now complete, we are translating knowledge into action by developing new resources, collaborating with partners, and informing a comprehensive anti-stigma strategy that will have a lasting impact on the sector.

Public safety personnel experience a disproportionately high rate of mental health disorders.¹

Canadians who screen positive for at least one mental health disorder:

44.5%

public safety personnel

10.5%

general public

¹ Carleton RN, Afifi TO, Turner S, et al. Mental Disorder Symptoms among Public Safety Personnel in Canada. The Canadian Journal of Psychiatry. 2017;63(1):54-64. doi:10.1177/0706743717723825

Key Research Findings:

- Stigma remains a major barrier to seeking help with concerns around confidentiality, career impact, and judgment preventing individuals from accessing support
- A stepped-care model, peer and leadership support, and regular, considerate contact with workers on leave emerged as crucial elements of support
- Family members are a critical—yet often overlooked—part of the support network, with many personnel turning to loved ones first, many of whom often lack the tools and resources to help them effectively
- Anonymity, confidentiality, low barrier entry to support, and culturally relevant resources are key to building engagement and trust

These insights have informed an updated prevention framework that emphasizes not just planning, but implementation. This evolution reflects a growing need to support public safety personnel not only in planning but in actively delivering and sustaining mental health supports. As more organizations move beyond compliance with the 2017 PTSD prevention plan requirement, PSHSA is helping them embed mental health supports into everyday practice.

Post-Traumatic Stress Injury (PTSI) Prevention Framework

An integrated, holistic approach to PSTI prevention and management within an organization's occupational health and safety management system, aimed at supporting stay-at-work



PREVENTION IN ACTION

Challenging Perceptions: An Anti-Stigma Strategy

Despite growing awareness, stigma continues to hinder public safety personnel from seeking treatment and inhibits the necessary culture shifts around mental health within organizations. In partnership with the Ministry of the Solicitor General's Mental Health Secretariat, PSHSA was selected to implement components of a province-wide anti-stigma strategy. Our approach is grounded in comprehensive engagement with the sector. Together with Cinnamon Toast, a key research and project partner, we engaged public safety personnel, families, employers, and labour groups through surveys, focus groups, and interviews.

Key Insights by Format:

- **Focus groups**—peer support is trusted, relatable, and impactful, as are family members and close connections, even more so than professional support.
- **Engagement survey**—57.8% reported hesitation to seek help, either personally or through someone close to them, and skepticism of support and services was high, with 38.3% doubting that support would be effective.
- **One-on-one interviews**—words like "hero" or "broken" and other buzzwords like "safe space" should be avoided, as most want to be seen as human, capable, and resilient, not superheroes or victims.

The message was clear: peer support was consistently ranked as the most trusted and impactful form of help, and authentic, emotionally grounded communication—delivered in real, relatable language—resonates most. There were also clear generational differences in attitudes toward mental health and willingness to access support. These insights are shaping the development of resources and campaigns that reflect lived experience, foster trust, and promote open dialogue.

It was incredibly eye-opening to learn about the challenges and stigmas that public safety personnel face in the line of duty, as well as the sacrifices they make to uphold the public's wellbeing. Our research underscores how essential it is to meet public safety personnel, their employers, and their families wherever they're at in their respective mental health journeys, and it's our hope that our project will do so with immediacy so that no one feels unsupported or alone in their struggles."

Andrea Dyer, Director of Content
Cinnamon Toast New Media Inc.

Redesigning FirstRespondersFirst.ca

Building on best practices from across Canada, we are redesigning firstrespondersfirst.ca with a planned launch in Spring 2026. The enhanced website will incorporate key findings from other projects and anti-stigma strategy research and expand its scope beyond PTSD to include a broader range of supports for families and employers. The redesigned platform will offer curated, accessible, and inclusive materials designed to create a network of support for the entire public safety community. By making resources easier to find and more relevant, we're creating a digital hub that puts prevention into action, ensuring help is available when and where it's needed.

Building Capacity: Training, Resources, and Campaigns

To support leaders in fostering psychologically safe workplaces, PSHSA has developed a new mental health leadership training course specifically designed for public safety personnel. This course equips leaders with practical tools to address stigma, manage mental health challenges, and promote wellbeing. By investing in leadership development, we are strengthening the sector's capacity to respond to mental health needs proactively and compassionately.

Rising to Meet Emerging Trends

PSHSA's foundational work is rising to meet emerging trends and support Ontario's public safety personnel, demonstrating that investment towards evidence-based initiatives leads to tangible prevention outcomes.

Through research-driven action, collaborative partnerships, and a focus on stigma reduction and mental health support, we are committed to building a safer, healthier, and more resilient public safety sector. These efforts serve as both evidence of our commitment and a strategic framework for the future, where psychological health and safety are integral to the wellbeing and sustainability of those who serve our communities.

As we look ahead, we invite leaders, practitioners, and policymakers to join us in accelerating this convergence of health, safety, and wellbeing. Together, we can dismantle the barriers of stigma and ensure public safety personnel have the support they need to thrive.

FRONTLINE FUTURES: BUILDING SAFER WORKPLACES WITH AFFES

Workplace wellbeing consultants **Madi Stratis** and **Laura Villeneuve** pose outside a fire response helicopter following a physical demands analysis.



FUNDING AT WORK

In 2025, PSHSA proudly launched a strategic partnership with Aviation, Forest Fire and Emergency Services (AFFES), a branch of Ontario’s Ministry of Natural Resources, to deliver a comprehensive program to address job demands and psychological risk at the job-based level. This initiative marks a significant step forward in our shared commitment to advancing health, safety, and wellbeing in high-risk, operational environments.

This project will make a meaningful difference for AFFES employees by prioritizing their health, safety, and overall wellbeing through evidence-based assessments and collaborative support, including:

- **20+ Job Demands Descriptions (JDDs)** to assess physical, cognitive, and environmental demands of each role
- **Multiple facilitated Radius assessments,** focused on job-based risk of psychological harm to evaluate risks specific to individual roles

By embracing this innovative and comprehensive approach, AFFES demonstrates a forward-thinking commitment to its workforce, proactively anticipating needs and investing in strategies that not only address current employee risks but help prevent future challenges. This dedication ensures that employees are empowered, protected, and valued at every stage of their professional journey, setting a powerful example for proactive care and leadership in public safety.



PREVENTION IN ACTION

Through these evidence-based assessments, delivered as part of a multi-year initiative, AFFES will be armed with the data they need to affect real change in their organization and enhance prevention.

The work that AFFES workers do is critical, and so PSHSA is working with AFFES to allow for optimal review of their operational needs, capturing information as the demands for their operation are at their highest levels while ensuring minimal disruption. Some of our workplace wellbeing consultants have already begun their work, with several job demands analyses already underway.

A PSHSA team recently travelled to Sioux Lookout and Pickle Lake in northern Ontario to conduct initial assessments to begin to understand the job demands and psychological factors at play. Initial findings have been positive, and the team is excited to continue this crucial work with them over the next three years.

In collaboration with AFFES, reports will be reviewed jointly across teams, enabling direct engagement with workers and supervisors. The Radius platform supports this process by providing real-time insights into psychological risk and tracking progress effectively.

The Future of AFFES and PSHSA

Over the course of the next three years, we will continue to foster a strong relationship with AFFES as we carry on our work, making meaningful progress to ensuring a safer, healthier workplace.

This partnership exemplifies PSHSA's mission to shape a future where health, safety, and wellbeing converge seamlessly. As we embark on this journey with AFFES, we are not only supporting the wellbeing of their workforce—we are co-creating a model of excellence for public safety organizations across Ontario.



Numbers and Trends

MARKET AT A GLANCE

PSHSA REPRESENTED IN 2024

9,843
ONTARIO FIRMS

(Schedule 1 and 2)

7,156 in Health & Community Care
1,361 in Educational Services
850 in Municipal, Government & Public Safety
476 Schedule 2

Source: WSIB EIW Firm Experience Schema, June 2025 snapshot

862,656
FULL TIME ONTARIO WORKERS

(Schedule 1)

608,886 in Health & Community Care
199,640 in Educational Services
54,130 in Municipal, Government & Public Safety

Source: WSIB EIW Employer Coverage Schema and CRM (for sectors), June 2025 snapshot

Non-Fatal Lost-Time Injury Counts by Injury Type in 2024 for PSHSA Sectors

PSHSA Injury Type	
Exposures	8,068
MSD Other	5,665
Workplace Violence	4,993
Falls	4,348
Contact with/Struck by	4,217
MSD Client Handling	2,457

Source: WSIB EIW Claim Cost Analysis Schema, June 2025 snapshot

The top 6 non-fatal injury types contributing to lost-time have all been steadily increasing since 2020, with MSD other, workplace violence, and contact with/struck by increasing with every passing year.

PSHSA's emphasis on prevention, the products and services we offer and develop, and the projects highlighted in this report, directly correlate to many of these priorities, such as our work with Bruyere Health and Radius to illustrate MSDs, mental stress injury, and client handling risks. In addition, we've developed innovative solutions to address workplace violence, such as the workplace violence and education risk assessment tool and two new Violence Aggression and Responsive Behaviours (VARB) toolkits for the healthcare sector.

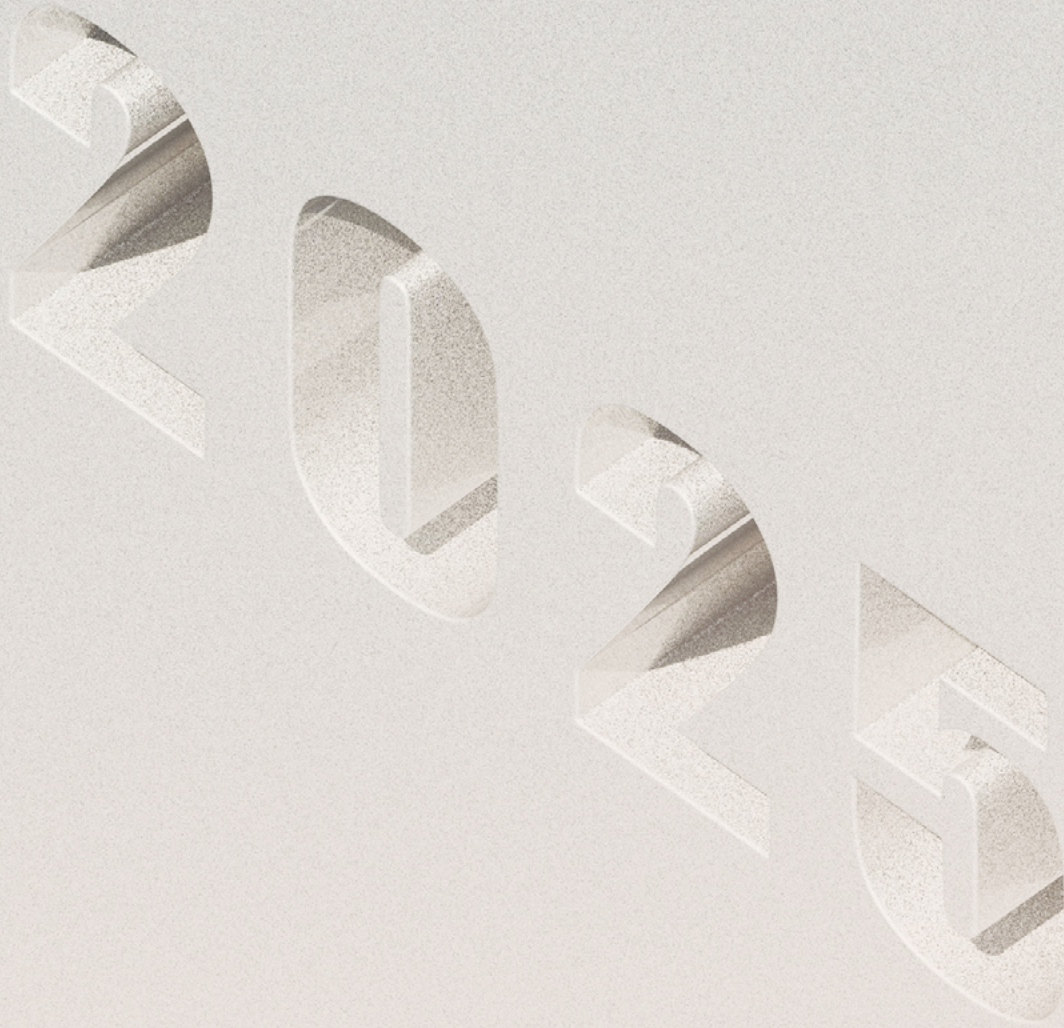
Armed with data and insights, we are effectively putting our funding to work to enhance prevention for Ontario workers' most common and significant injury types.

Top 6 Non-Fatal Lost-Time Injury Counts by Injury Type for all PSHSA Sectors (Schedule 1 and 2), 2020-2024



Source: WSIB EIW Claim Cost Analysis and Firm Experience Schema, June 2025 snapshot

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, 2025 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, 2025.

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 21, 2025.

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 21, 2025

Public Services Health & Safety Association Summary Statement of Financial Position

March 31 **2025** **2024**
(expressed in thousands of Canadian dollars)

Assets

Current

Cash	\$ 2,559	\$ 6,072
Short-term investments	2,703	2,587
Accounts receivable	526	862
Inventories	3	2
Prepaid expenses	208	299
	5,999	9,822

Long-term investments

	179	204
--	-----	-----

Capital assets

	5	6
--	---	---

	\$ 6,183	\$ 10,032
--	----------	-----------

Liabilities and Net Assets

Current

Accounts payable and accrued liabilities	\$ 1,146	\$ 2,703
Customer deposits	-	65
Deferred revenue	265	533
	1,411	3,301

Employee future benefits

	2,492	2,316
--	-------	-------

	3,903	5,617
--	-------	-------

Net Assets

Internally restricted reserve	15	-
Restricted	2,675	3,840
Unrestricted	(410)	575

	2,280	4,415
--	-------	-------

	\$ 6,183	\$ 10,032
--	----------	-----------

Public Services Health & Safety Association Summary Statement of Operations

For the year ended March 31

2025

2024

(expressed in thousands of Canadian dollars)

Revenue

Ministry of Labour, Immigration, Training and Skills Development	\$ 10,534	\$ 9,816
Training and publication recoveries	4,206	4,316
Special projects and other income	16	13
Investment income	360	439
	<u>15,116</u>	<u>14,584</u>

Expenditures

Personnel costs	12,119	11,116
Program delivery	738	1,046
Office and general	553	935
Advertising and sales promotion	501	380
Communications	334	336
Consulting and professional fees	317	320
Travel and business meetings	286	209
Occupancy costs	222	210
Governance	47	48
Insurance	47	46
Donation and grant expenses	20	-
Amortization of capital assets	1	2
Finance charges and bad debts (recovery)	(84)	(85)
	<u>15,101</u>	<u>14,563</u>

Excess of revenue over expenditures from current year operations

15 21

Utilization of surplus

(2,000) (1,319)

Deficiency of revenue over expenditures for the year

\$ (1,985) \$ (1,298)

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

March 31, 2025

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, 2025 audited financial statements are available at the Public Services Health & Safety Association's head office.

**EVERYONE'S
CONTRIBUTION
MATTERED**



Thank you

Our Partners

2024 –25

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(AdvantAge)

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scolaires des écoles
publiques de l’Ontario
(ACEPO)

Association francoontarienne
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Association of Municipal
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(AMCTO)

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Canadian Union of Public
Employees (CUPE)

Conference of Independent
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of Police (OACP)

Ontario Association of Fire
Chiefs (O AFC)

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Medical Laboratories (OAML)

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(OLA)

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Ontario Medical Association
(OMA)

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Association (OMHSPA)

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(OMHRA)

Ontario Museums
Association (OMA)

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(ONA)

Ontario Professional
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for Persons with
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(OCAPDD)

Police Association of Ontario
(PAO)

Service Employees
International Union (SEIU)

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April 1, 2025 – March 31, 2026

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Centre of Research Expertise for the Prevention of Musculoskeletal Disorders
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Enhancing the Prevention of Injury & Disability at Work at Lakehead University
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Occupational Cancer Research Centre
Occupational Health Clinics for Ontario Workers
Ontario Ministry of Labour, Immigration, Training and Skills Development
Workers Health and Safety Centre
Workplace Safety and Insurance Board
Workplace Safety and Prevention Services
Workplace Safety North

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Tyler Nicholas Di Cristofaro
Xiaodie Ren

LEADING WITH PURPOSE: PSHSA'S JOURNEY INTO AI INTEGRATION



Artificial intelligence (AI) is no longer a strategic luxury, it is an essential tool delivering our mission, increasing impact, and ensuring access to services. It is about execution, speed, and the courage to reinvent. As an early adopter, PSHSA is exploring how to harness AI's potential to enhance our work and empower our people to better serve working Ontarians.

The integration of AI into health, safety, and wellbeing presents a transformative opportunity for organizations to embed AI into the core of their operations, unlocking new and exciting possibilities like:






- Rethinking how organizations approach the design and delivery of products and services, integrating AI and adaptive learning platforms or digital assistants to enhance value.
- Augmenting services like workplace audits or risk assessments with AI tools to summarize and offer accurate insights for an expert's consideration.
- Enhancing operational efficiency—automated meeting notes, summarizing comprehensive reports, or compiling research studies and sources for review.

As AI continues to evolve, its thoughtful integration into health and safety practices will be key to driving meaningful change. For PSHSA, this means not only embracing new technologies but also changing how we work—empowering our teams, enriching our services, and ultimately creating safer, smarter workplaces for Ontarians. By staying curious, collaborative, and committed to innovation, we can ensure that AI becomes a reliable tool in advancing health, safety, and wellbeing across the province.

Contact Us

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