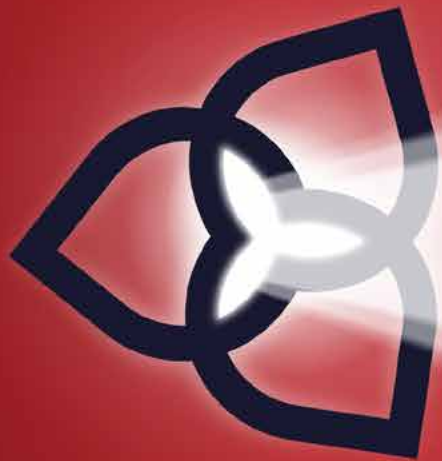




PREVENTION



PSHSA.ca

Public Services Health
& Safety Association

This year's theme reflects the impact our work has on working Ontarians and reinforces PSHSA's role in advancing the visible work of prevention. This annual report demonstrates how PSHSA's approach to prevention is modern, proactive and intentional—turning strategy into meaningful action and measurable impact. It shows that

PREVENTION

is not an abstract concept, but something that can be seen, measured and acted upon. Because visibility isn't about being louder. It's about making a difference that can be seen and felt.

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MESSAGE FROM THE **BOARD CHAIR AND CEO**



A blue ink signature of Shannon Brooks.

Shannon Brooks
Board Chair



A blue ink signature of Henrietta Van hulle.

Henrietta Van hulle
Interim CEO

At the heart of workplace accident, injury, and illness prevention efforts is a simple challenge: when prevention works, much of its impact is never seen.

The accidents and injuries that never happen have no incident reports; the illnesses prevented never threaten workers' health or safety, and the hazards identified early become managed and mitigated before they cause

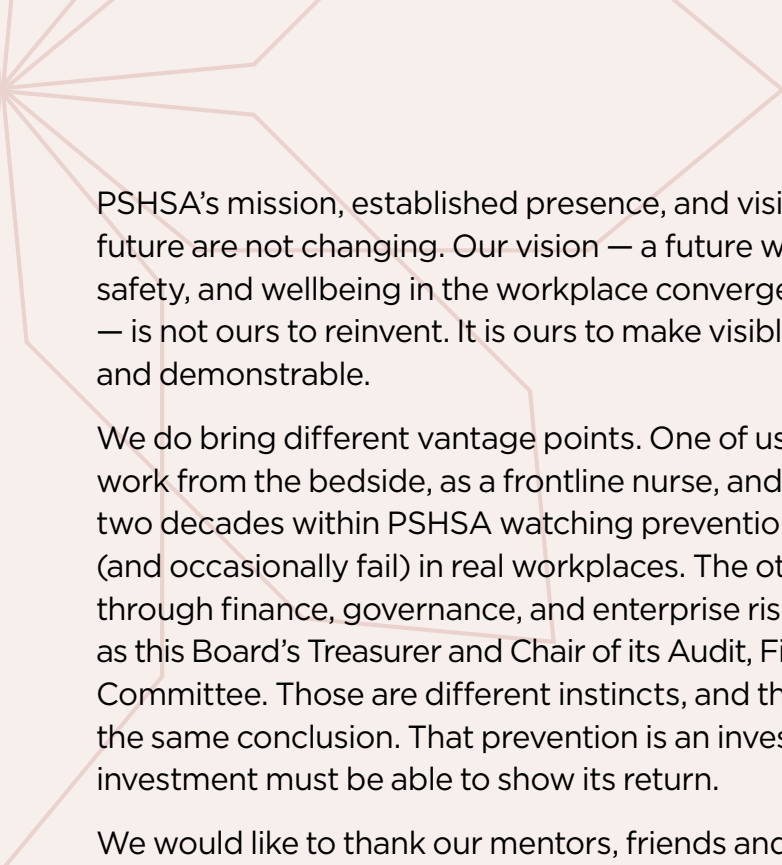
significant harm or perhaps are removed entirely.

And yet behind every workplace where someone ends their day and returns home safe, there is deliberate, expert, evidence-informed work — and that deserves visibility.

The Visible Work of Prevention is more than a theme for the pages that follow. It is a statement about how we intend to operate. The visible work of prevention happens every day in both big and small ways: it is a job demands descriptions conducted at a forward attack base for wildfires in northern Ontario, a wet floor sign in the hallway of a school or the lobby of a hospital cafeteria, or a worker naming, in a facilitated session, the part of her job that has been quietly wearing her down and a manager who finally has something specific to act on.

Work like that is concrete. It can be described, measured, and repeated. To us, visible does not mean loud. It means legible and effective, prevention you can see the shape of, and can therefore trust.

We write jointly as a Board Chair and a Chief Executive Officer, both new to our seats. Transitions raise a fair question: what changes?



PSHSA's mission, established presence, and vision for the future are not changing. Our vision — a future where health, safety, and wellbeing in the workplace converge seamlessly — is not ours to reinvent. It is ours to make visible, practical, and demonstrable.

We do bring different vantage points. One of us came to this work from the bedside, as a frontline nurse, and has spent two decades within PSHSA watching prevention succeed (and occasionally fail) in real workplaces. The other came to it through finance, governance, and enterprise risk, most recently as this Board's Treasurer and Chair of its Audit, Finance and Risk Committee. Those are different instincts, and they converge on the same conclusion. That prevention is an investment, and an investment must be able to show its return.

We would like to thank our mentors, friends and outgoing counterparts, Glenn Cullen, CEO and COO, and Penny Smiley, Board Chair, for their support, guidance, and everything they've done to advance the prevention system through PSHSA. Much of what follows in this report rests atop foundations they laid, and it is a big part of the reason PSHSA has so much to be proud of this past fiscal year.

The commitment to making prevention visible shaped three major areas of work this year.

First, PSHSA established Intelligent Safety™, a new human-to-technology division of PSHSA dedicated to digital and AI-enabled prevention. The division is founded on a simple truth of scale: that expertise designed into a well-built tool reaches thousands of workplaces at lower cost, and at the

moment a client needs it. The launch of All Day TA in our training was the first Intelligent Safety™ capability to launch, with two further launches close at hand.

Second, PSHSA expanded Radius, our job-based psychological harm risk assessment, from a promising tool to effective, proven prevention infrastructure across more than 300 organizations and four provinces.

Third, PSHSA deepened our collaboration with Ontario's other health and safety associations. These include examples like traffic control training with the Infrastructure Health and Safety Association (IHSA); shared work with the Workplace Safety and Prevention Services (WSPS) on workplace violence and de-escalation training, and gender-based violence resources that will be made available to all the system partners.

To PSHSA's staff: the work in this report is yours. Consultants, instructional designers, developers, client-facing teams, and everyone who keeps the organization running, you turned a strategy into something workplaces can actually use.

To our Board of Directors, voting members, and Advisory Councils: thank you for governance and counsel that is engaged rather than ceremonial.

And to the organizations and workers who let us in, made the time, and trusted our expertise: none of this happens without you.

Two yellow plastic A-frame signs are placed on a light-colored wooden floor. Each sign features the text 'CAUTION WET FLOOR' in black capital letters and a black silhouette of a person slipping. The background is a blurred indoor space with large windows and a clock on the wall.

BEHIND EVERY SAFE WORKDAY IS **DELIBERATE PREVENTION WORK**

You see it every day.

In the wet floor sign in the school hallway, the safety harness equipped to a maintenance worker, the mask, gloves, and personal protective equipment the hospital staff don, to the hard hats and reflective vests of a municipal road crew.

**The prevention of workplace
accidents, injuries, and illnesses
is everywhere.**

INTELLIGENT SAFETY

INTRODUCING INTELLIGENT SAFETY™

Intelligent Safety™ is PSHSA's dedicated AI and digital innovation division, bringing trusted health, safety, and wellbeing expertise into a new era of human-centred, technology-enabled support for Ontario's public sector.

- Extends PSHSA's human expertise
- Improves health, safety, and wellbeing outcomes
- Grounded in Ontario legislation and proven PSHSA methodologies
- Designed to evolve alongside the prevention system, organizational needs, and emerging challenges

Our Intelligent Safety™ division consolidates our growing portfolio of intelligent products and digital capabilities under a single, cohesive framework while establishing a scalable foundation for future AI-enabled services across the prevention system.

This new division reflects our commitment to Ontario's workers to protect their health, safety, and wellbeing in new and innovative ways, improving our efficiency, effectiveness, and capacity to deliver essential prevention services, products, and resources at scale.



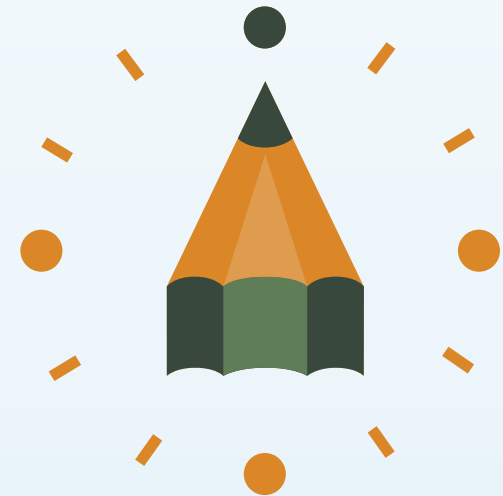
EXTENDING THE REACH OF PREVENTION: **ALL DAY TA AND THE FUTURE OF LEARNING**

Strong prevention depends on knowledge that persists. Not just what someone can recall on a test, but what they can actually use when it matters on the job.

That's where training can be challenging. Research shows that much of what people learn in a course doesn't make it back to the workplace, especially if there's no reinforcement. It isn't that the instruction or the content is poor. It's that once training ends, there's often nothing in place to help people keep using what they learned. They go back to work, the

day-to-day takes over, and the knowledge fades. For health, safety, and wellbeing training, where what you know can make a real difference in keeping people safe, that's a problem worth solving.

It's something we've been thinking about for a long time. It's part of why we've invested in microlearning, eLearning, and learning science over the years. And it's what led us to **All Day TA**, our first Intelligent Safety™ capability, and a new way to support learners after a course is done.



WHAT IS ALL DAY TA?

All Day TA is a Toronto-based EdTech company focused on providing instructors with a complete AI-powered teaching toolkit. It combines an AI assistant that provides instant, accurate answers with Intelligent Quiz technology that creates adaptive assessments from course content.

HOW AND WHY ALL DAY TA WORKS TO ENHANCE LEARNING

All Day TA begins with a straightforward idea: the most important questions don't always come up during training. They come up later, when someone is back at work and needs an answer they can count on.

We partnered with All Day TA to bring an AI assistant into our courses alongside our instructors, a first for Ontario's prevention system. During training, learners are prompted to engage with the assistant, as well as to ask questions on their own. In either case, they get answers right away, based exclusively on the course content. After training, they keep access to that same assistant and can come back to it when something comes up on the job, when they want to go deeper on a topic, or when they're planning how to put what they learned into practice.

For learners, it means support that's there when they need it, in the language that works for them. For organizations, it means workers who are better prepared to apply what they've learned, and less risk from the gaps that open up when training ends and real work begins.

All of this makes prevention more visible, not just in the training room, but in the days and weeks that follow, when knowledge becomes action.

FROM LAUNCH TO LEARNING: ALL DAY TA IN ACTION

All Day TA launched on April 1, 2026, with our **Health and Safety for Leaders** course, followed by **JHSC Certification Part 1** in July 2026, and **JHSC Certification Part 2** in October 2026.



“

I think the value of All Day TA is in how it complements the work we already do as learning professionals. It gives learners another way to access information and support, while the expertise of our instructors, subject matter experts, and content developers remains at the heart of the experience. AI is the tool. It's the people behind the learning who make it meaningful.”

Amrit Bamrah, Product Services Specialist

The early results are encouraging:

- **500+ learners** completed a course with All Day TA
- **79% of learners** agreed that All Day TA improved their engagement
- **615+ questions** answered by the AI assistant to date

What stands out is that learners are coming back to All Day TA after their course ends. They're using it to revisit what they learned, work through questions that came up on the job, and figure out how to put things into practice. That's exactly what it's designed for. And it's a good sign that with the right support, prevention knowledge is something people carry with them.

LOOKING AHEAD: EXPANDING ALL DAY TA'S REACH

Questions don't stop when a course ends. Neither should the answers.

In the year ahead, we'll continue expanding All Day TA to more of our courses, reaching more learners across Ontario's public sector. The potential goes well beyond any single course. As an Intelligent Safety™ capability, All Day TA has real potential to shape how Ontario's prevention system supports workers over time, and that's something we're committed to building on.

We'll continue to work with system partners, add new courses, and grow what All Day TA can do based on what learners and organizations show us they need.

Every course we add is another step toward making prevention more visible: giving people the support they need to use what they've learned, long after the course is done.

With All Day TA, prevention extends beyond the classroom.



All Day TA



REACHING NEW HEIGHTS AND EXPANDING SCOPE WITH RADIUS: **PSHSA'S PSYCHOSOCIAL RISK ASSESSMENT TOOL**



Psychological Wellbeing on the Job

In Ontario, lost-time injury rates have held roughly steady since 2012, while allowed mental stress injury claims have nearly tripled, costing an estimated **\$88 million in 2021 alone**, according to the Workplace Safety and Insurance Board (WSIB). Since then, psychological injury rates have continued to increase, becoming one of the fastest-growing categories in occupational health, safety, and wellbeing.

EXPANDING RADIUS ACROSS CANADA AND ONTARIO'S PREVENTION SYSTEM

To match the rising pace of claims, PSHSA created Radius, a digital psychological harm risk assessment tool that identifies unique job-based factors that lead to psychological harm and provides action plans for employers to implement.

Radius launched in 2024 and was deliberately created as a scalable tool to be used across any sector and

occupation, allowing it to continue to scale and grow into a cornerstone of prevention infrastructure. Now firmly established as a valuable and effective prevention tool, PSHSA is looking to work more closely with other system partners to expand access to its unique job-based assessments beyond PSHSA.

In collaboration with other prevention system partners, we have continued to grow Radius's uptake, both in the number of users and the organizations and system partners across the country who are now utilizing it themselves.

RADIUS AS ONTARIO PREVENTION INFRASTRUCTURE

PSHSA is one of four sector-based health and safety associations (HSAs) in Ontario funded by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD).

As the prevention system continues to collaborate and modernize, we foresee Radius's adoption continuing to grow to support more of Ontario's sector-based HSAs and their clients.

RADIUS EXPANDS TO OTHER PROVINCES

Radius has also expanded beyond Ontario, creating opportunities to support workplaces across Canada in identifying and addressing psychosocial hazards.

In Alberta, the Continuing Care Safety Association (CCSA) is piloting Radius, following efforts by PSHSA to train CCSA staff with the knowledge and skills needed to facilitate Radius assessments and support workplaces.

In British Columbia, Radius has been incorporated into silviculture-focused research to advance understanding of psychological health and safety in high risk work environments and identify organizational, operational, and geographic differences within the sector.

In Quebec, Radius has been translated into French with Quebec's Association paritaire pour la santé et la sécurité du travail du secteur affaires sociales (ASSTSAS), expanding access to French-speaking users and supporting broader uptake of psychological health and safety resources across the country.

RADIUS AS AN INTELLIGENT SAFETY™ OFFERING

Radius fits under our Intelligent Safety™ division as part of our broader effort to use technology, data, and practical insight to improve health, safety, and wellbeing. As this new division continues to expand, we look forward to the impactful ways that Radius can continue to meaningfully improve psychological health and safety in Ontario and across Canada.



RADIUS IN ACTION

Since its launch in 2024, Radius has been used by nearly **1,000 workers and leaders** across the public services sector, and generated more than 2,500 solutions to prevent psychological harm. Peer-reviewed research from 169 assessments across education, government, healthcare, and public safety shows the same job factors repeatedly surfacing as highest risk.

~1,000

**workers and leaders
using Radius**

2,500+

**solutions identified to
prevent psychological harm**

169

**job-level assessments
studied across sectors**

70%

**of groups rated
Workload high risk**

65%

**of groups rated
Workplace Violence high risk**

64%

**of groups rated
Working Time high risk**

Psychological hazards affects all workplaces in Canada, and Radius was created to be utilized by all sectors and industries. This allows it to further broaden its reach and expand its impact, which is something we're already beginning to see in the data. **20% of Radius profiles are from outside of PSHSA's designated**

healthcare, education, public safety, and government and municipal sectors, and that's something anticipated to grow as we continue to expand Radius as prevention infrastructure to the system overall.

Despite its intended approach to be useable widely, Radius is also capable of surfacing valuable sector-specific

insights and data. Data by sector can indicate trends that help inform strategies, resources, and priorities. For example, for government and municipal organizations, workload was the highest rated risk factor, while workplace violence was the dominant concern for 82% of healthcare groups.

BUILDING A CLEARER PATH BACK TO WORK WITH A NEW INTELLIGENT SAFETY™ TOOL

PSHSA's new digital job demands description and accommodation tool turns the stay-at-work and return-to-work process into something organizations can see, measure, and act on. The visible work of prevention, applied to disability management.

PSHSA'S NEW DIGITAL JOB ACCOMMODATION TOOL

As featured in last year's annual report, the work accommodation job database built with Peel Region demonstrated the potential of a tool like this. That tool turned a time-consuming, expert-driven process into a system Peel Region's own supervisors and return-to-work specialists could run with confidence, while saving the Region an estimated \$50,000 in software costs alone.

Building on that success, PSHSA has developed a scalable, digital tool that brings the same discipline to organizations of every size. It's designed to be

accessible and low-cost, so that its use and all its benefits aren't limited to large municipalities with dedicated resources, but is within reach for any organization managing accommodation and return-to-work.

HOW IT WORKS

- **A centralized hub.** Organizations can develop, catalogue, standardize, and manage job demands descriptions for every role in one place, rather than through a patchwork of spreadsheets and assessment reports.
- **Smart matching.** The tool matches worker functional abilities to job demands, helping supervisors and return-to-work specialists identify suitable work efficiently.
- **Built-in checks and recommendations.** Mismatches between worker capabilities and job demands are identified automatically for review, with recommendations that help employers meet their accommodation obligations.

- **An accommodation library.** Users can browse and select from a library of possible accommodations for identified needs, rather than starting from a blank page.
- **A transitional work area.** Employers can add temporary work opportunities across the organization that support workers to stay at work and gradually return to full duties while recovering from illness and/or injury.
- **Cognitive and psychological demands, standardized.** Structured guidance and intuitive selection tools bring this frequently overlooked dimension into every job demands description, not just the physical ones.
- **A growing template library.** Organizations new to the process can clone and customize existing job demands description templates, dramatically cutting time-to-completion.
- **Sector-wide sharing.** Job demands descriptions can be shared and cloned across organizations, opening the door to sector-wide collaboration rather than each employer starting from scratch.



This tool extends the expertise and knowledge of PSHSA consultants and empowers employers' disability management programs through access to templates, smart matching, and built-in, evidence-informed recommendations."

Laura Villeneuve, *Health and Safety Consultant*

Prevention is most effective when it is systematic, consistent, and visible.

DISABILITY MANAGEMENT AS INTELLIGENT SAFETY™

By standardizing how job demands are documented and how worker abilities are matched to roles, the tool transforms a complex, specialist-driven process into one that supervisors and HR professionals can navigate with confidence, while providing

a consistent framework informed by ergonomics and disability management expertise, and freeing organizations to focus on outcomes rather than administration.

This tool also reflects something bigger about where PSHSA is headed. This tool is a continuation of work PSHSA has been building on for years — an evolving commitment, first trademarked as Intelligent Safety in 2017-18, to bring intelligent, data-informed tools into everyday prevention work. The digital job demands description and accommodation tool is a clear example of that idea in practice: job demands assessed not as a reactive measure taken after an injury, but as a proactive, measurable part of an organization's health, safety, and wellbeing program.

WHAT'S NEXT

Following its proof-of-concept development, we are now seeking active participant organizations in which to pilot it with. Looking ahead, PSHSA sees potential to expand the tool's library over time through a user-review process involving sector-based firms, with sector-specific review mechanisms to help ensure relevance and accuracy across PSHSA's diverse client base.

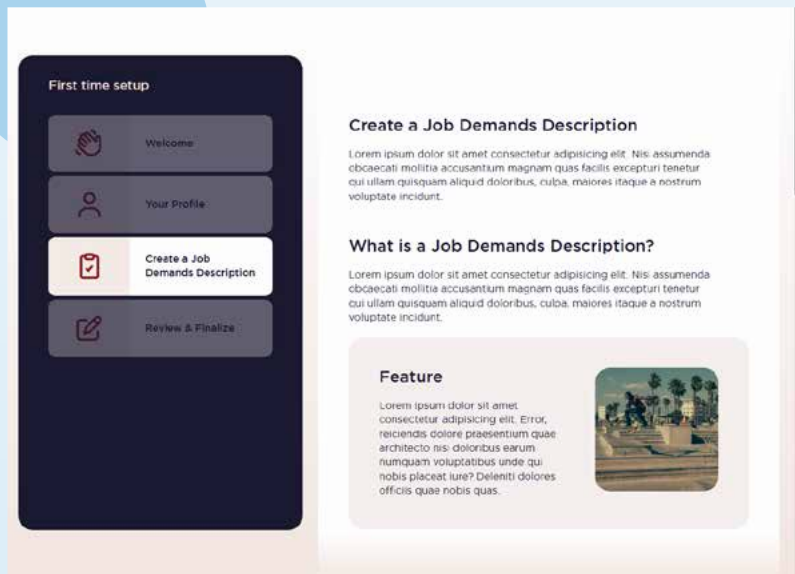
In the coming months, organizations can look forward to:

- **A broader launch** as we prepare for wider release following its current testing and pilot phases.
- **Iteration and expanded matching** that generate lists of alternative suitable roles for workers with restrictions, moving beyond role-level matching alone.
- **Continued development into accessibility by design**, exploring hosting and cost optimization options to keep the tool within reach for organizations of every size.

JOIN OUR PILOT GROUP AND TEST THE TOOL YOURSELF

We are actively seeking organizations who want to pilot the tool and learn more about how it can support your organization's disability management program.

[Request a Demo](#)



PUTTING AI BEHIND OUR **CONSULTANTS' EXPERTISE AND RISK ASSESSMENTS**

Risk assessments are moments when prevention becomes visible: identifying hazards and risks that may have been previously unknown or ill defined.

Before a risk assessment is conducted, a client likely has instincts about where its workers are most exposed to harm. Afterwards it has clear evidence: named hazards, ranked by likelihood and severity, each with a control attached to it.

In FY 2024-25, our consultants delivered more than 20,000 hours of consulting to more than 2,000 unique firms across Ontario, and for many of those clients, a risk assessment was where the relationship began. Identifying and

assessing risk is only the first step. What follows — recommending controls, supporting implementation, returning to evaluate — is where injuries are actively prevented, and where the expertise of our consultants truly shines.

A significant share of a consultant's time on any assessment, however, is spent away from the client conducting administrative work, including:

- Transferring notes across formats
- Writing reports and summarizing findings
- Pulling applicable legislation and reference material
- Conducting peer reviews

This work is crucial, but it requires significant time and attention to be done effectively. This means that precious consulting hours are spent at a laptop rather than on the floor with the workers whose safety is being assessed. The most valuable work of prevention had become the least visible part of the engagement.

INTELLIGENT SAFETY™: A LONG TIME IN THE MAKING

PSHSA trademarked Intelligent Safety™ in 2017. In that year's annual report, we described it as adopting emerging technologies, artificial intelligence among them, to augment the skillsets of our experts and improve our capability to reduce or eliminate risk. Since then, we have continued building on that concept, weaving its principles into our operations and the way we create, test, and ship new products and services.

In August 2017 we launched **workplaceviolence.ca**, and by April 2018, 146 Ontario hospitals and healthcare organizations were using those digital tools to identify gaps and build action plans, with more than 450 risk assessments initiated through them. In FY 2023-24, we rebuilt the education sector's Workplace Violence Risk Assessment as a digital solution, drawing on input from more than 1,150 individuals across the province.

And now we are ready to take the next step on the path we began nearly a decade ago with a new AI-assisted risk assessment tool.

BUILDING THE SOLUTION: SMALL TEAM, LARGE IMPACT

As Intelligent Safety™ gathered momentum internally, our Advanced Technology team sought ways to embed AI into the day-to-day work of PSHSA rather than alongside it. Risk assessments were a natural place to start. They are high value, conducted frequently across every sector we serve, carry a heavy administrative load for our knowledgeable experts, and an

improved process would return time to the part of the engagement clients value most: connecting directly with an expert.

The team set out to build a tool that would analyze a consultant's on-site findings, summarize the insights those findings contain, and surface recommendations for the consultant to review.

The work was a collaboration. Our health, safety, and wellbeing consultants brought the sector knowledge and occupational health and safety expertise that shaped what the tool needed to ask, flag, and reference. Our Advanced Technology team brought the engineering. Working together and using AI development tools including Lovable and Claude Code,

they produced a working model within months rather than years.

One principle governed every design decision: the AI must work alongside our consultants, preserving the human expertise clients come to PSHSA for. In the same way any tool in a doctor's office does not diagnose a patient, this tool does not assess a workplace, it extends the reach of the person who does. Our consultants review every recommendation before it reaches a report, and they make sure the report is accurate before it is provided to the client. As an Intelligent Safety™ capability, preserving the human expertise in the process was critical — something that extends to everything under Intelligent Safety™.



What would normally take a full team — two or three developers, a project manager, testers, a solutions architect, a scrum master — was accomplished in weeks and developed and tested within months. For PSHSA, this approach was significantly more efficient and cost-effective, which as a small organization is not a luxury, but a requirement."

Mostafa Shabka, Senior Director, AI & Digital Products

WELCOME TO AI-ASSISTED RISK ASSESSMENTS



As consultants, our expertise remains at the heart of this process. We decide what is relevant, what requires further consideration, and what may not apply, and can make those adjustments. Every assessment reflects the care, experience, and professional judgement of the consultant who conducted it.”

Elaine Skinner, Health and Safety Consultant

Guided by the task, the sector, and the requirements

The tool guides the consultant through the right sequence for the assessment in front of them, drawing on sector context and regulatory requirements. High-risk tasks are flagged as they are identified, not after the assessment is complete.

Scoring informed by evidence

Historical incident information, hazard and control libraries, and the consultant's own qualitative observations are

brought together to indicate likelihood and severity, and to surface the risks in a workplace that are currently under-controlled.

Recommendations that can be traced to their source

Every recommended control carries a plain-language rationale and a link back to the material behind it, whether that is PSHSA guidance or Ontario legislation. Clients can see why a control is being recommended, which makes it easier to act on and understand.

Centralized information, available on site

Legislation, hazard libraries, and PSHSA reference material are accessible during the assessment itself, so consultant and client can review support documentation together.

A consistent standard across every assessment

The variety in our consultants' approaches reflects the depth of their individual experience, and it is a strength we intend to keep. A common process underneath those approaches means clients receive reporting of a consistent standard, and that PSHSA can draw insight across sectors in a way that was not previously possible.

Our consultants remain in control

The tool prepares; the consultant decides. No output is issued automatically, and every assessment that reaches a client carries the professional judgment of the person who conducted it.

THE IMPACT FOR OUR CLIENTS

Prevention starts sooner. Findings collected during an assessment move into a draft report in substantially less time, so organizations can begin acting on recommendations instead of waiting on documentation.

Recommendations organizations can defend. Because each control links back to PSHSA guidance or legislation, workplaces have the supporting evidence they need for their own due diligence records and for conversations with their Joint Health and Safety Committees.

More of a consultant's time spent with workers. Hours that went into transferring notes and chasing references go back into walking the floor, briefing supervisors, and working through controls with the people who have to live with them. Organizations benefit more from our irreplaceable human expertise, and our consultants spend more time working directly with our clients.

LOOKING AHEAD

With this tool, our consultants will spend less time on administrative tasks and more time on the expert advisory work that changes outcomes. The hours do not disappear; they move from the parts of prevention nobody sees to the parts that reach workers.

Consultants are the ones whose judgment the tool has to earn, and their use of it in the field is what will refine it. As that work matures, the same guided process could eventually be put in the hands of the organizations we serve — internal health, safety, and wellbeing teams running their own assessments, with PSHSA's expertise built into the method rather than only into the person delivering it. That is a possibility we are working toward deliberately, but we intend to take the required time to learn and refine before we take that step.

The longer-term opportunity extends beyond our own operations. Earlier hazard detection and better-targeted controls reduce the high-severity events and near misses that drive Ontario's injury numbers. Consistent assessment data gathered across hundreds of engagements becomes a source of prevention insight no single consultant or organization could assemble alone — a picture of where Ontario's public sector workplaces are exposed, drawn from the field rather than from claims after the fact.

Intelligent Safety™ is rooted in human expertise and supported by intelligently designed products and services. Nine years after we named it, it is what will help propel us, and the prevention system, forward — and it is how the work of prevention becomes something Ontario can see, measure, and act on.

5x5 Risk Matrix Reference

LIKELIHOOD x CONSEQUENCE	1 Insignificant	2 Minor	3 Significant	4 Major	5 Catastrophic
5 - Almost Certain	5	10	15	20	25
4 - Likely	4	8	12	16	20
3 - Moderate	3	6	9	12	15
2 - Unlikely	2	4	6	8	10
1 - Rare	1	2	3	4	5

15-25 High 5-12 Medium 1-4 Low

Observations
5x5 Likelihood x Consequence scoring

All High Medium Low Not Assessed [+ Add Observation Manually](#)

#	Activity	Job Title	Hazard Category	Hazard Type	Current Controls	Likelihood	Consequence	Current Risk Rating	Actions
1	Test	Teacher	Chemical	Chemical Storage and...	Test	3	3	9 - Medium	Edit Delete
2	Teach students	Teacher	Psychosocial	Chemical Storage and...	Test	3	2	6 - Medium	Edit Delete

Risk Summary
2 of 2 hazards assessed

0 High 2 Medium 0 Low 0 Not Assessed

NEXT STEP
4. Apply Controls
Identify controls using the Hierarchy of Controls and evaluate residual risk.

[Proceed to Apply Controls](#)

1 Executive Summary — High-level overview of the assessment, key findings, and overall risk reduction

REFERENCE DATA
Overview Documents Observations Interviews Risk Scores Controls

ASSESSMENT OVERVIEW
Client: Thames Valley District School Board
Location: 1250 Dundas Street, London, Ontario N5W 5P2
Date: July 30, 2026
Sector: Education

2 Risks Assessed -50% Avg Reduction
0 High Risks 2 Observations

STANDARDS
• CSA Z1002:12 — Hazard ID and Risk Assessment
• ISO 45001:2018 — OHS Management Systems
• OHSA R.S.O. 1990

This workplace risk assessment was completed for the Thames Valley District School Board at 1250 Dundas Street, London, Ontario N5W 5P2. The assessment was completed using PHSIA's RACE process: Recognize, Assess, Control, and Evaluate. Hazard with risk scored through a 5x5 matrix in which likelihood and severity are combined to produce a score mapped to occupational health and safety practice and aligns with the preventive framework reflected in the Occupational Health and Safety Act (OHSA) set out in CSA Z1002 and ISO 45001.

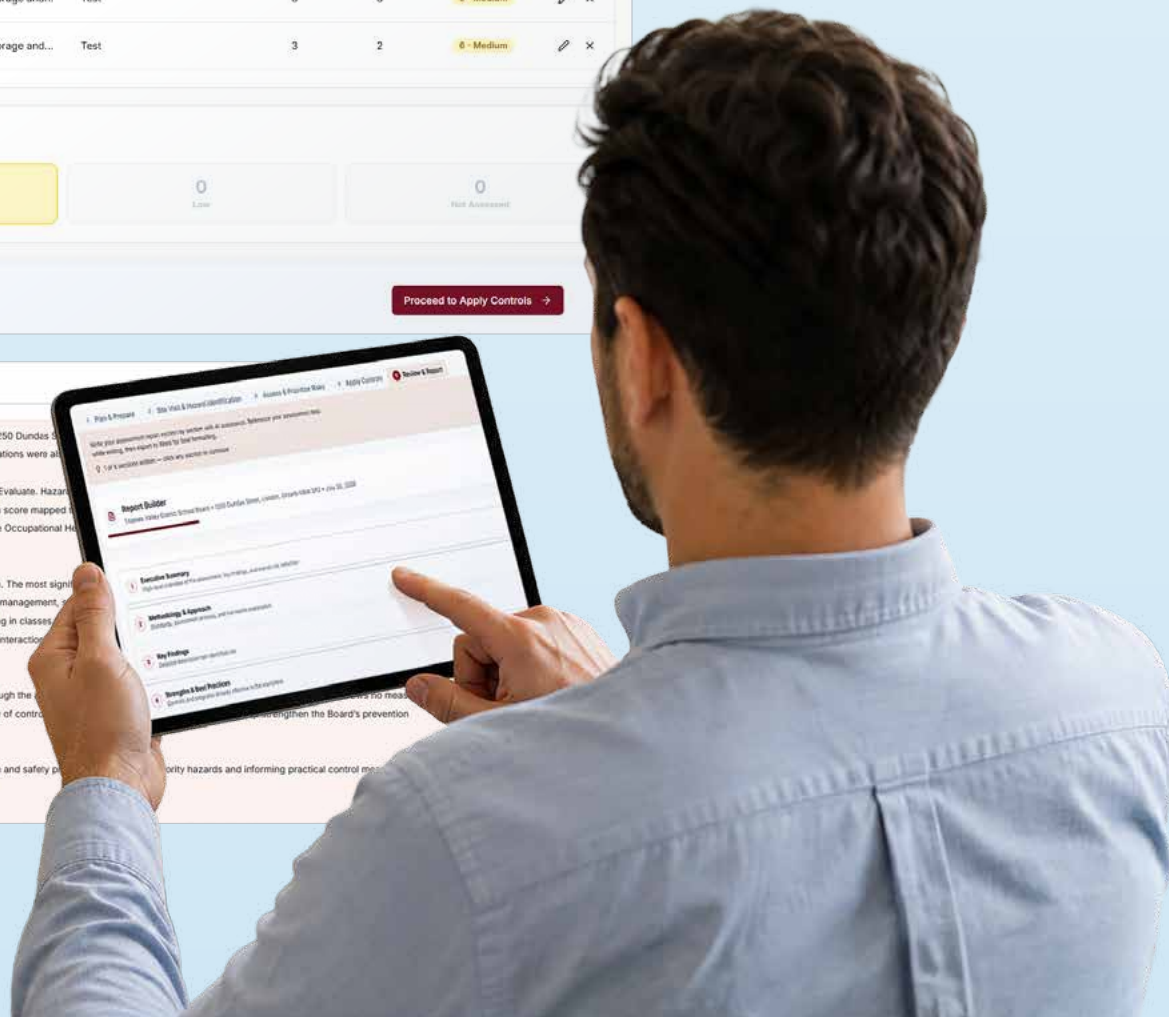
Overall, the assessment identified a moderate risk profile, with both risks currently rated Medium. The most significant findings were related to chemical storage and handling and remained Medium. The observation regarding overcrowding in classrooms, while a concern, was deemed Low. The broader workplace context, particularly where workload, supervision demands, and student interaction are considered, is reasonable in the circumstances under s. 25(2)(h) of the OHSA.

Implementation of the recommended controls is expected to reduce the overall risk profile, although the current risk level remains Medium at this time. Continued attention to safe storage, handling practices, and routine review of controls is essential to maintain and further reduce risk.

This assessment is intended to support Thames Valley District School Board in its ongoing health and safety program. The findings can be integrated into day-to-day operations.

Report Builder
Thames Valley District School Board - 1250 Dundas Street, London, Ontario N5W 5P2 - July 30, 2026

- 1 Executive Summary
- 2 Methodology & Approach
- 3 Key Findings
- 4 Strengths & Next Steps



ENHANCING HEALTH AND SAFETY THROUGH **HUMAN EXPERTISE AND DIGITAL TRANSFORMATION**

Artificial intelligence is creating new opportunities for PSHSA to strengthen service delivery, improve efficiency, and help clients achieve better health and safety outcomes. As part of our Intelligent Safety™ division, PSHSA is exploring practical applications of AI that support the expertise of our consultants. By reducing administrative effort and

surfacing meaningful insights, AI has the potential to help our experts spend more time where they create the greatest value: working directly with clients to prevent injuries and build safer workplaces.

This approach is already beginning to take shape through two practical areas of innovation.

AI-ENHANCED VIRTUAL OFFICE ERGONOMICS

The first focuses on virtual office ergonomic assessments, one of PSHSA's most requested consulting services. These assessments play an important role in preventing musculoskeletal disorders, a leading cause of workplace injuries. Today, the process begins with a client intake form that gathers information about an employee's workstation, work activities, and any discomfort or concerns they may be experiencing. Clients may also provide photographs and supporting information to help consultants evaluate the work environment. Using this information, a PSHSA ergonomics consultant conducts a review of the workstation against established ergonomic principles and best practices before developing recommendations to improve comfort and injury prevention.

Drawing from PSHSA-approved ergonomic resources, templates, and best practices, AI can help analyse intake information, identify potential risk factors, and surface recommendations for consultant consideration. Human expertise remains at the centre of the process, with consultants reviewing, validating, and refining all recommendations before they are shared with clients. By streamlining information review, consultants can dedicate more time to client engagement, education, and practical solutions.

ENHANCING MEMBER OUTCOMES OF THE HEALTH AND SAFETY EXCELLENCE PROGRAM

The second focuses on PSHSA's administration of the Workplace Safety and Insurance Board's (WSIB) Health and Safety Excellence program. Currently, PSHSA consultants conduct detailed reviews of member-submitted program materials to support quality, accuracy, and successful program implementation.



The future of AI at PSHSA is not about replacing people; it is about amplifying the expertise of our consultants so they can deliver even greater impact for the organizations and workers we serve. By combining intelligent technology with trusted professional judgement, PSHSA is helping shape the future of workplace health and safety.”

Rob Oliver, Health and Safety Consultant

In the future, AI can assist by reviewing submissions and highlighting areas that warrant additional attention based on expert-approved templates, guidance, and historical learnings for consultants' to review. This capability would allow consultants to focus their expertise on the highest-value aspects of the review process while spending more time supporting participating members on their health and safety journey.

Together, these initiatives demonstrate how PSHSA is thoughtfully integrating AI into its services to enhance consistency, improve efficiency, and strengthen the client experience.



****Human-to-Technology Partnerships***

A guiding principle of one of our strategic pillars. "For You, For Us, and With Us" from PSHSA's 2025-27 Strategic Plan.

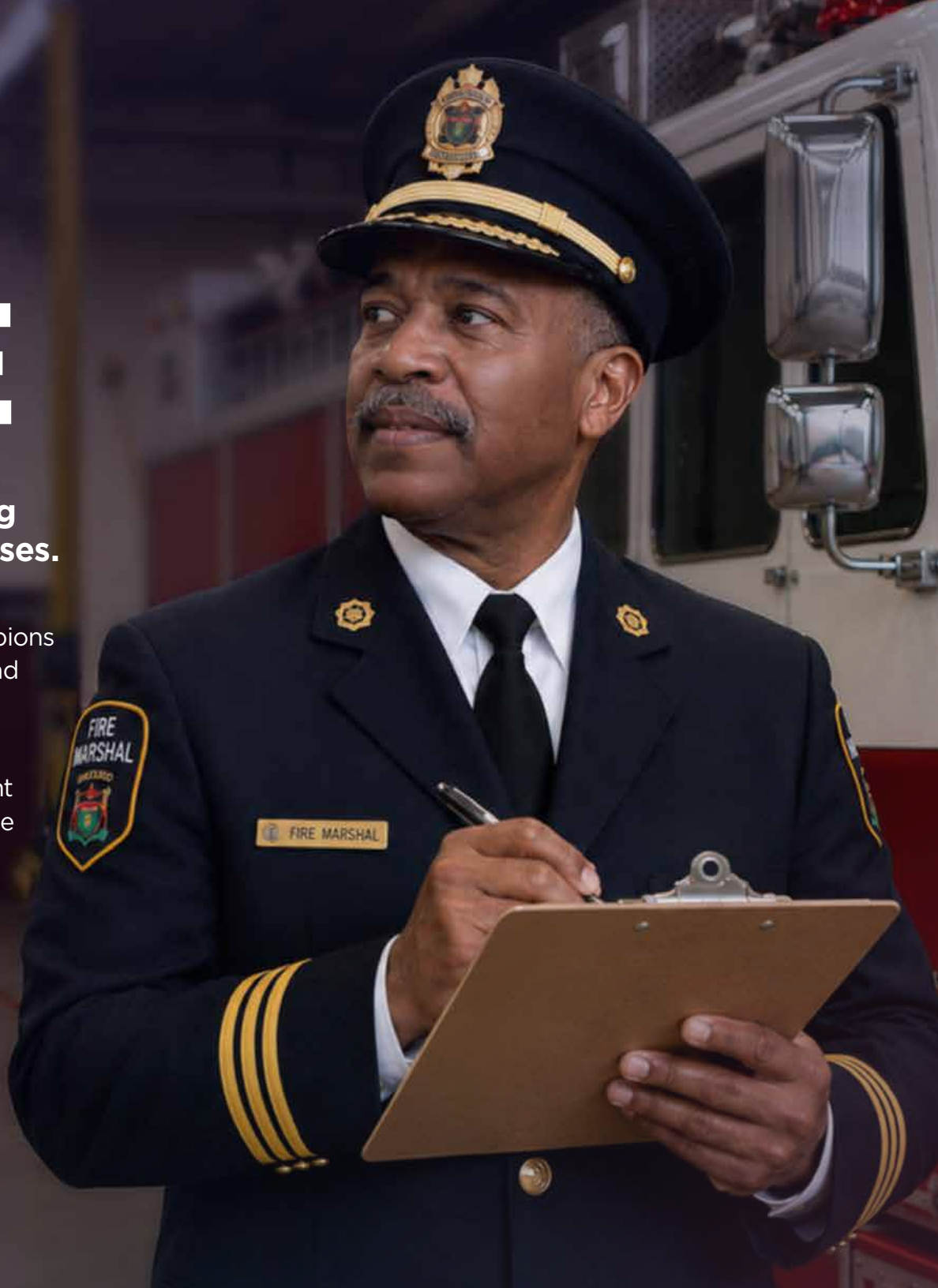
PREVENTION BROUGHT INTO FOCUS

PREVENTION BEGINS WITH PEOPLE

Everyone has a role to play in preventing workplace accidents, injuries, and illnesses.

For PSHSA, that means empowering workplaces, supervisors, and workers to become prevention champions and equipping them with the resources, knowledge, and support they need to do it effectively.

Effective prevention can be hard to see — accidents, injuries, and illnesses that never happen leave no incident reports, after all — but the work, system, and the people behind it should never be. And through visibility and understanding, we continue to empower workplaces and advance the prevention system's goals.



ENHANCING PSHSA **EFFICIENCY AND CAPABILITY WITH AI**

In last year's annual report, we outlined our journey into AI integration and how we would continue to embed AI in our day-to-day operations: rethinking the design and delivery of our products, augmenting services, and enhancing operational efficiency. Many of these integrations are summarized in this report, but there is so much more that goes into the everyday work of PSHSA than can be covered here.

Here are some of the stories our employees brought forward to showcase how they've incorporated AI into their workdays and operations:



Aimee Danao
Senior eLearning Developer

ENHANCING OUR PRODUCT CONTENT AND PROCESSES

Over the past year we've woven generative AI into development of our eLearning, and I have been able to introduce new tools like Midjourney, Adobe Firefly, and ElevenLabs, to explore new visual mediums and methods to engage our learners. I also introduced NotebookLM's podcast feature to turn learning content into a podcast-style conversation learners can listen to as another way to experience the material.

Creating new scenarios, images, and characters for our training more easily has enhanced the design of our products.

Paired with design tools already in use, AI has also expanded our capabilities and allowed us to reduce the number of hours spent on manual work.

Used thoughtfully alongside the skills already in the room, these tools are one part of producing better, more engaging training.



Immersive scenarios and visual storytelling were always something we knew had potential, but they always sat just beyond our reach. AI has helped us close that gap, enhancing our eLearning in new ways.” – Aimee Danao



Working with Claude, I built a macro that reformats print layouts across a whole slide deck in seconds. Previously, the team would have been updating each slide manually.”

– Aimee Danao



Christy Conte
Manager, Product & Digital Solutions

UPDATING JHSC CERTIFICATION CONTENT

This past year, the product team updated our JHSC Part 1 materials and training to align with the Ministry of Labour, Immigration, Trade and Skills Development (MLITSD) training program standards updates. It was a significant undertaking—the training itself includes more than 2,000 pages of resources and slides—and we sought to strategically leverage AI to supplement our team’s expertise and enhance their efficiency.

We used Microsoft’s Copilot in early stages of content development to help identify gaps between existing materials and the updated MLITSD standards.

This helped us quickly pinpoint areas that needed strengthening, allowing our Instructional Designers to focus their energy on the right places from the start.

Once the content was in good shape, we used Claude as a systematic proofreading and quality assurance tool across all training materials and resources. Claude reviewed each deck for spelling errors, wrong words, broken formatting, inconsistent terminology, missing punctuation, and missing page numbers, and surfaced recommendations for designers’ consideration.

“The combination worked very well. Both tools helped us move faster without cutting corners and freed up our team to focus on the instructional design and accessibility decisions that really matter. We’re pleased with how AI supported the human experts at work in identifying gaps, areas of strength, and areas in need of strengthening.” – Christy Conte



Leon Matrosov
Health and Safety Trainer

SUPPORTING OUR TRAINING AND LEARNERS

I use AI prompts to help online training flow more smoothly when there are limitations in our learning management systems. For example, I use AI to organize b.c.c. e-mails to learners for certain training communications, to help with learner engagement-tracking from our post-training surveys and polls, and to look for SCORM patterns in training test results to help improve future training delivery.



AI is particularly useful in an editor role for suggestions on structure and new ideas to consider, or when sifting through new research and data to pull insights out.”

– Leon Matrosov

Another way I've used it is to support my conversations with learners, either to help answer a complex question or brainstorm different approaches at communicating a response. This is especially helpful when trying to communicate with English-as-a-second language (ESL) individuals.



Madi Stratis

Knowledge Mobilization & Research Analyst

PSYCHOLOGICAL HEALTH AND SAFETY: FROM CONCEPT TO DESIGNED MOCK-UP

Over the past six months, I have been researching and updating a large-scale guidance document designed to support public safety workplaces in developing their psychological health and safety (PHS) programs, and I am now building a web-based version that will allow users to explore relevant sections at their own pace. To support this work, I used Claude AI to create a mock wireframe that translates the guide into the interactive web experience I am working toward.

Overall, this use case demonstrates how AI can support knowledge mobilization by helping translate complex, evidence-informed content into more accessible and user-centered formats that will support the mental health of public safety personnel.

“

Claude helped transform a complex 70-page guidance document into a visual concept that clearly communicated our vision to the vendor and helped ensure the final product aligned with the intended user experience.” – Madi Stratis

PUTTING EXPERTISE ON THE MAP (LITERALLY)

PSHSA offers health, safety, and wellbeing consulting and services across Ontario, which covers a large geographic distance, as well as diverse needs of clients, communities, and sectors. To meet the needs of employers across the province, our experts are assigned specific regions which they operate in, offering their services to Ontario employers.

This is a tried-and-true model, but it does have some small challenges. Notably, PSHSA consultants have specific skillsets and areas of expertise that can be quite unique, and knowing who has the right skillset for a given need has often relied upon institutional memory or manually updated lists and spreadsheets. When the right match isn't immediately

obvious, finding it takes time, and an employer facing a pressing hazard doesn't always have time to spare.

So, we built a better way to connect quickly with our experts. Using Claude AI, PSHSA developed and created a dynamic mapping system, where consultant expertise, regions, and skillsets are input, then mapped against filters that allow our teams to quickly and easily determine the best consultant to address specific client needs.

Beyond client matching, the tool also allows consultants to identify and connect with one another when they know a colleague's experience or expertise could help on a complex file, supporting peer consultation and knowledge-sharing across the organization.

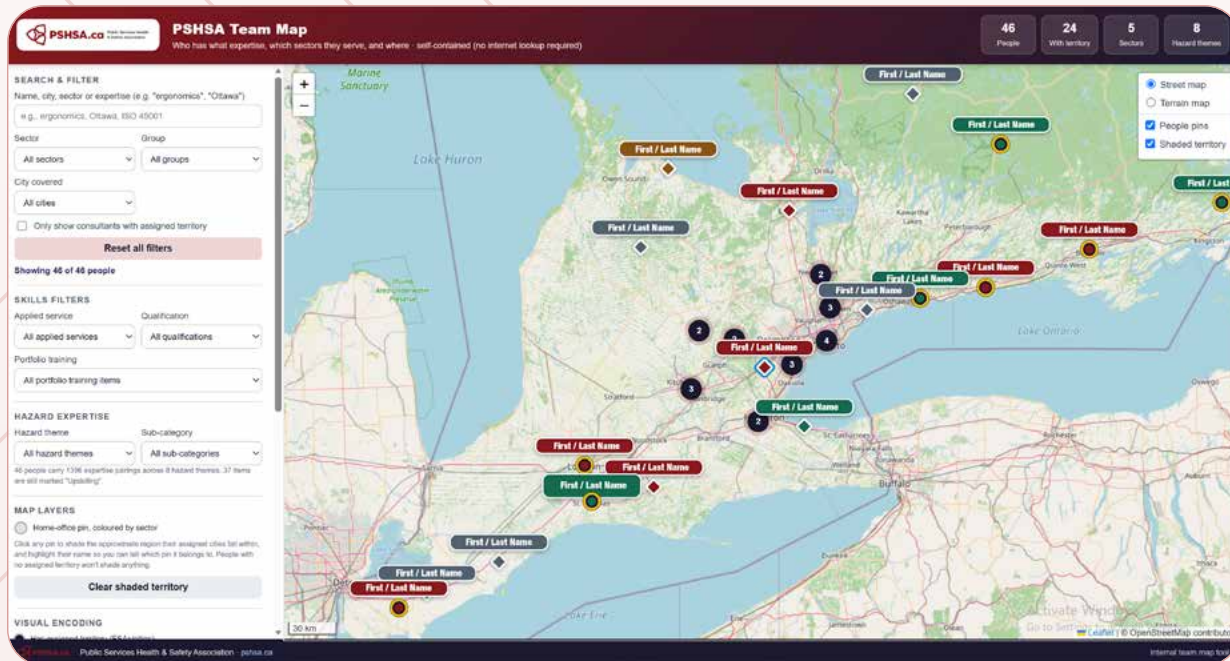
Just as importantly, the map is a **living tool**: as consultants join PSHSA or complete new certifications and training, we update their profile using the credentials and certificates already submitted for their personnel file, so the system reflects current expertise without creating new administrative work for consultants.

Taken together, this will improve our effectiveness and efficiency and make it easier for our teams to connect the right experts with the right clients, which improves our ability to deliver on the goals of the prevention system. For employers, that means faster, better-matched responses from the first point of contact.

Just as notable as what the tool does is how it came to be. The entire map, system, and logic was built using Claude AI by our Human Resources team in collaboration with the Delivery and Resourcing team, with little to no technical expertise required—just solid prompts, a clear idea of what they wanted, and a willingness to experiment.

And that is one of the most exciting things about this project: this kind of technical prevention innovation didn't come from an Advanced Technology department, but from the people doing the everyday work, and the experts with the right knowledge to build the tool the way they knew it needed to be built.

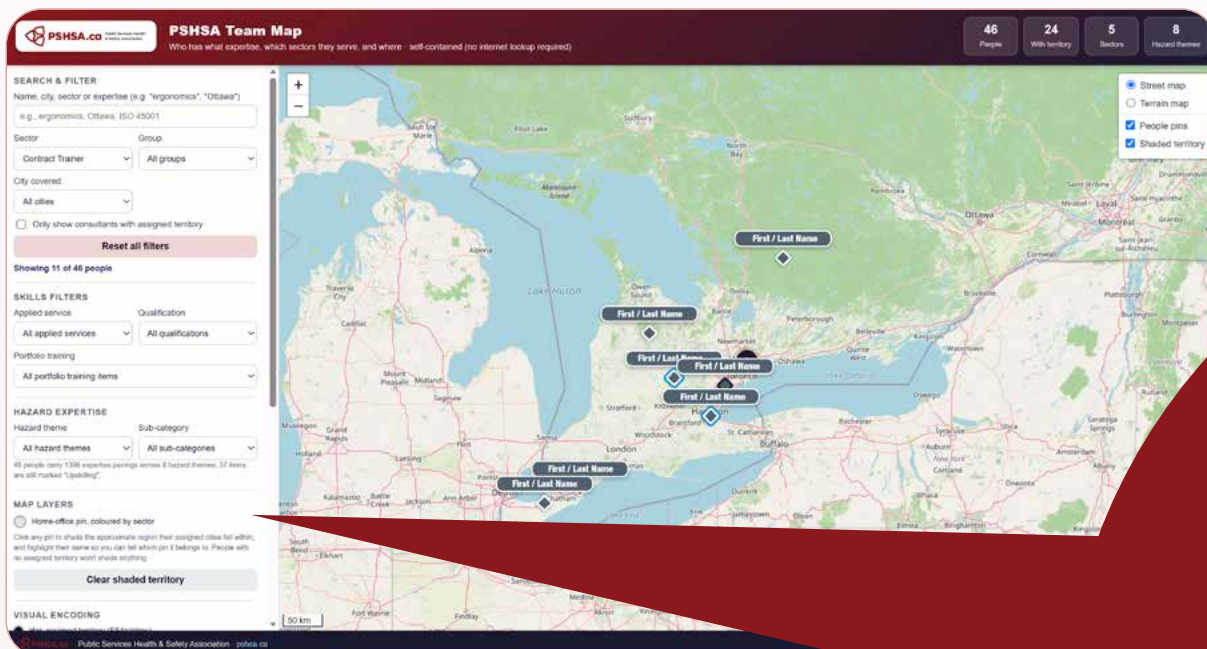
With this tool in place, we'll look ahead to other opportunities and ways we could adapt this concept to continue to enhance the delivery of expert consulting services to advance the goals of Ontario's prevention system.



HOW IT WORKS

A niche health and safety question comes in through the website: something highly specific, say, a question about ventilation requirements for a confined-space operation. Previously, the Client Experience Specialist receiving it might not know offhand which consultant has that particular expertise.

Now, the specialist opens the map, filters by expertise and region, and sees immediately which consultant has confined space and ventilation experience in that area. They route the question directly, often within minutes, turning what used to be a 24-hour response time into same-day, or even same-hour, service.



SEARCH & FILTER

Name, city, sector or expertise (e.g. "ergonomics", "Ottawa")

e.g., ergonomics, Ottawa, ISO 45001

Sector

All sectors

Group

All groups

City covered

All cities

☐ Only show consultants with assigned territory

Reset all filters

Showing 46 of 46 people

SKILLS FILTERS

Applied service

All applied services

Qualification

All qualifications

Portfolio training

All portfolio training items

HAZARD EXPERTISE

Hazard theme

All hazard themes

Sub-category

All sub-categories

46 people carry 1396 expertise pairings across 8 hazard themes; 37 items are still marked "Upskilling".

MAP LAYERS

☐ Home-office pin, coloured by sector

Click any pin to shade the approximate region their assigned cities fall within, and highlight their name so you can tell which pin it belongs to. People with no assigned territory won't shade anything.

NUMB3RS AND TRENDS

FINANCIAL **STATEMENTS**

The background of the slide is a dark blue gradient. On the left side, there are large, semi-transparent numbers '4' and '9'. Overlaid on this background is a complex financial chart. It features a candlestick chart with various bars, some of which are highlighted with a bright white glow. A smooth, white line graph curves across the chart, connecting several data points marked with small white circles. The overall aesthetic is modern and professional, typical of a corporate financial report.



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Fax: 905 845 8615
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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, 2026 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, 2026.

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 23, 2026.

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 23, 2026

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

March 31 **2026** **2025**
(expressed in thousands of Canadian dollars)

Assets

Current

Cash	\$ 3,573	\$ 2,559
Short-term investments	15	2,703
Accounts receivable	590	526
Inventories	5	3
Prepaid expenses	307	208
	<u>4,490</u>	<u>5,999</u>

Long-term investments

	207	179
--	-----	-----

Capital assets

	3	5
	<u>\$ 4,700</u>	<u>\$ 6,183</u>

Liabilities and Net Assets

Current

Accounts payable and accrued liabilities	\$ 2,221	\$ 1,146
Deferred revenue	369	265
	<u>2,590</u>	<u>1,411</u>

Employee future benefits

	<u>3,273</u>	<u>2,492</u>
	<u>5,863</u>	<u>3,903</u>

Net assets

Internally restricted reserve	-	15
Restricted	-	2,675
Unrestricted	<u>(1,163)</u>	<u>(410)</u>
	<u>(1,163)</u>	<u>2,280</u>

	<u>\$ 4,700</u>	<u>\$ 6,183</u>
--	-----------------	-----------------

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 **2026** **2025**
(expressed in thousands of Canadian dollars)

Revenue

Ministry of Labour, Immigration, Training and Skills Development	\$ 10,434	\$ 10,534
Training and publication recoveries	4,981	4,206
Special projects and other income	13	16
Investment income	149	360
	<u>15,577</u>	<u>15,116</u>

Expenditures

Personnel costs	11,945	12,119
Communications	821	334
Office and general	721	553
Program delivery	709	738
Advertising and sales promotion	506	501
Travel and business meetings	307	286
Occupancy costs	228	222
Consulting and professional fees	130	317
Finance charges and bad debts (recovery)	84	(84)
Insurance	49	47
Governance	42	47
Donation and grant expenses	10	20
Amortization of capital assets	2	1
	<u>15,554</u>	<u>15,101</u>

Excess of revenue over expenditures from current year operations

	23	15
--	----	----

Utilization of surplus

	<u>(2,360)</u>	<u>(2,000)</u>
--	----------------	----------------

Deficiency of revenue over expenditures for the year

	<u>\$ (2,337)</u>	<u>\$ (1,985)</u>
--	-------------------	-------------------

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

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

March 31, 2026

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, 2026 audited financial statements are available at the Public Services Health & Safety Association's head office.

MARKET **AT A GLANCE**

PSHSA REPRESENTED IN 2025

10,102

ONTARIO FIRMS

(Schedule 1 and 2)

7,341 in Health & Community Care

1,441 in Educational Services

842 in Municipal, Government & Public Safety

478 Schedule 2

Source: WSIB EIW Firm Experience Schema, June 2026 snapshot

895,103

FULL TIME ONTARIO WORKERS

(Schedule 1 only)

635,392 in Health & Community Care

202,560 in Educational Services

57,151 in Municipal, Government & Public Safety

Source: WSIB EIW Employer Coverage Schema and CRM (for sectors), June 2026 snapshot

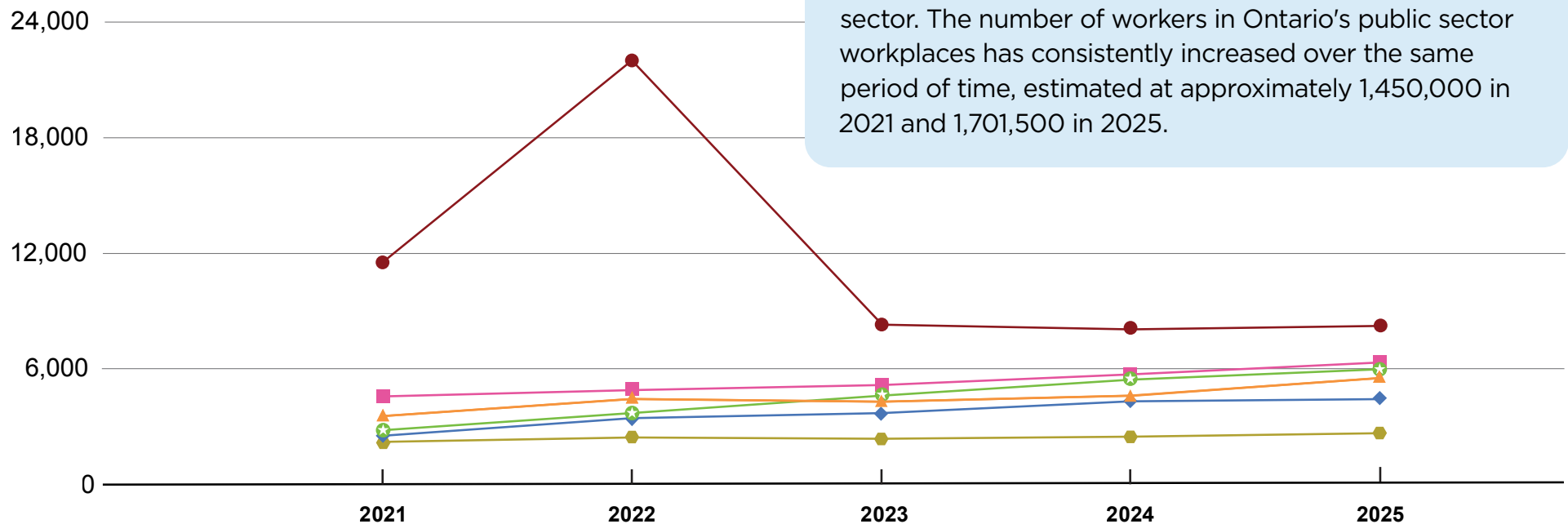
NON-FATAL LOST-TIME INJURY COUNTS BY INJURY TYPE IN 2025 FOR PSHSA SECTORS (SCHEDULE 1 AND 2)

Source: WSIB EIW Claim
Cost Analysis Schema,
June 2026 snapshot

PSHSA Injury Type	
Exposures	8,233
MSD Other	6,138
Workplace Violence	5,925
Falls	5,557
Contact with/Struck by	4,273
MSD Client Handling	2,623



TOP 6 NON-FATAL LOST-TIME INJURY COUNTS BY INJURY TYPE FOR ALL PSHSA SECTORS (SCHEDULE 1 AND 2), 2021-2025

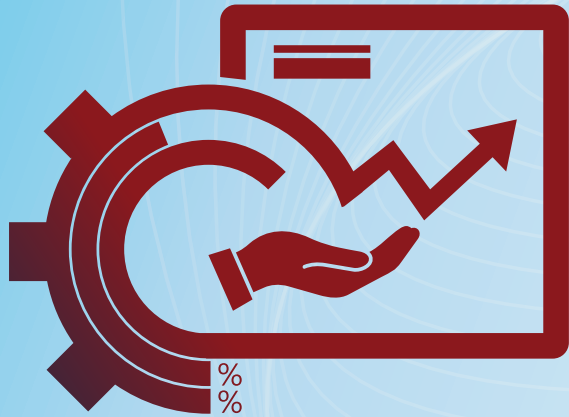


The below chart shows the top 6 non-fatal injury counts for Ontario's public sector workplaces, counting the number of WSIB-approved lost-time injury claims as an actual, not as a percentage. Although almost all injury types show slight increases year-over-year, this does not account for the commensurate growth of the public sector. The number of workers in Ontario's public sector workplaces has consistently increased over the same period of time, estimated at approximately 1,450,000 in 2021 and 1,701,500 in 2025.

Exposures	11,585	22,093	8,260	8,136	8,233
MSD Other	4,571	4,906	5,049	5,695	6,138
Falls	3,550	4,562	4,321	4,347	5,557
Workplace Violence	2,807	3,695	4,545	5,057	5,925
Contact with/Struck by	2,646	3,376	3,606	4,219	4,273
MSD Client Handling	2,241	2,384	2,306	2,465	2,623

Source: WSIB EIW Claim Cost Analysis and Firm Experience Schema, June 2026 snapshot

PUTTING FUNDING TO WORK



Training

62,000+

training sessions
delivered

71,000+

participants
trained

234,000+

hours of training

Consulting Services

26,150+

hours of
consulting

1,750+

unique firms
consulted

198

new and
ongoing
partnerships

Educational Events

17,395+

individuals attending
educational events

Occupational Health and Safety Materials

391,193+

distributed

31

developed

The background features a series of concentric circles and lines in shades of red and white, creating a dynamic, swirling effect. The text "THANK YOU" is centered in a bold, white, sans-serif font.

THANK YOU

OUR PARTNERS

2025 – 2026 Board of Directors

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*Vice Chair, Treasurer,
Chair of Audit, Finance
and Risk Committee*

Julie Thurlow
*Chair of Governance
and Human Resources
Committee*

Alicia Pereira

Andréane Chénier

Avinesh Sundar

Devon Mymko

Geoffrey Ren

Gerald Wu

Olu Ojikutu

Rustam Juma

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AdvantAge Ontario –
Advancing Senior Care
(AdvantAge)

Association des conseils
scolaires des écoles
publiques de l'Ontario
(ACEPO)

Association
francoontarienne des
conseils scolaires
catholiques
(AFOCSC)

Association of Local
Public Health Agencies
(aLPHa)

Association of Municipal
Managers, Clerks and
Treasurers of Ontario
(AMCTO)

Canadian Mental Health
Association, Ontario
(CMHA, Ont)

Canadian Union of
Public Employees
(CUPE)

Conference of
Independent Schools of
Ontario (CISOntario)

Home Care Ontario
(HCO)

Ontario Association of
Chiefs of Police
(OACP)

Ontario Association of
Fire Chiefs (O AFC)

Ontario Association of
Medical Laboratories
(OAML)

Ontario Association
of Medical Radiation
Sciences (OAMRS)

Ontario Association of
Paramedic Chiefs
(OAPC)

Ontario Catholic School
Trustees' Association
(OCSTA)

Ontario Community
Support Association
(OCSA)

Ontario Library
Association (OLA)

Ontario Long Term Care
Association (OLTCA)

Ontario Medical
Association (OMA)

Ontario Municipal
Administrators
Association (OMAA)

Ontario Municipal
Health and Safety
Professionals
Association
(OMHSPA)

Ontario Municipal
Human Resources
Association
(OMHRA)

Ontario Museums
Association (OMA)

Ontario Nurses
Association (ONA)

Ontario Professional
Firefighters Association
(OPFFA)

Ontario Public School
Boards' Association
(OPSBA)

Ontario Public Service
Employees Union
(OPSEU)

Ontario Recreation
Facilities Association
(ORFA)

Ottawa-Carlton
Association for Persons
with Developmental
Disabilities
(OCAPDD)

Police Association of
Ontario (PAO)

Service Employees
International Union
(SEIU)

Advisory Councils April 1, 2026 — March 31, 2027

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Carol Fletcher
Christine Martel
Diane Dyson
Douglas Cettina
Elyse Sawdon
Karen McKissick
Karen Reid
Kate Windsor
Kyle Nhan
Lisa Weiler Haskins
Michel Séguin
Morgan Lay
Rahim Karim
Ronald Landry
Steven Kraus
Teresa DuCroix

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Eric Young
John Milton
Kate Cowan
Liz Sisolak
Mario Menezes
Mark Baxter
Mischa Cochrane
Morgan Lay
Remo Petrongolo
Ronald Landry

Health & Safety System Partners

Centre for Research Expertise in Occupational Disease (CREOD)	Occupational Cancer Research Centre (OCRC)
Centre for Research in Occupational Health and Safety at Laurentian University (CROSH)	Occupational Health Clinics for Ontario Workers (OHCOW)
Centre of Research Expertise for the Prevention of Musculoskeletal Disorders (CRE-MSD)	Ontario Ministry of Labour, Immigration, Training and Skills Development (MLITSD)
Enhancing the Prevention of Injury & Disability at Work at Lakehead University (EPID@Work)	Workers Health and Safety Centre (WHSC)
Infrastructure Health and Safety Association (IHSA)	Workplace Safety and Insurance Board (WSIB)
Institute for Work and Health (IWH)	Workplace Safety and Prevention Services (WSPS)
	Workplace Safety North (WSN)

OUR STAFF

Senior Leadership

Glenn Cullen	<i>CEO & COO</i>
Henrietta Van hulle	<i>Vice President, Health, Safety & Wellbeing</i>
Patricia Clausen	<i>Senior Director, Health, Safety & Wellbeing</i>
Rebekah Warner	<i>Senior Director, Client and Employee Experience</i>
Miranda Borris	<i>Director, Employee Experience</i>

Client Acquisition

Asad Shams
Laura Norwood

Client Experience

Gianne Gonzalez
Hamza Berhan
Kwame Obour
Marwa Mohammed
Orooj Khalid

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Elaine Skinner
Kamil Rizvi
Kelly Hultink
Ksenia Tesanovic

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Anna McNaull
Lyndsey Dos Santos
Miranda Borris

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Sean Ewles
Siva Shanmugalingam
Toni Cavaliere

Government, Municipal & Public Safety

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David Sproule
Jeff Pajot
Kurt Bohme
Rob Oliver
Tai Vo
Tony Hart

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Stephen Fletcher
Tina Dunlop

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Tracelle Palmer

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Cara Hicks
Leon Matrosov
Reanne Belisle

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Era Mae Ferron
Jackie Sam
Kim Fossum
Laura Villeneuve
Madi Stratis
Miri Freimanis
Nathan Kolar
Tegan Slot

With Thanks

Adil Ladhani
Allison Kelley
Alyssa Hrycshyn
Amanda Karta
Anuysha Maharaj
Barry Norton
Blake Easto
Christian Caballero
Christopher Decaire
Connie Limnidis
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Ricardo Romero
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Shamilla Mohamed
Somiya Tabassum
Teresa D'Elia
Thomas Foster
Tiffany Heidt
Tyler Di Cristofaro
Viktor Kurylo
Warisha Khalid

PSHSA IN ACTION: **BRINGING HUMAN EXPERTISE TO ONTARIO'S PUBLIC SECTOR**

Conducting
on-site job
demands
descriptions
in northern
Ontario.



Working at Heights
demonstrations.



Connecting with clients at tradeshows.



Sharing health, safety, and wellbeing expertise at conferences and events.



Conducting instructor-led training on Ontario's top hazards

Contact Us

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Toronto, ON Canada M2N 6K1
Phone: 416.250.2131
Toll free: 1.877.250.7444
Fax: 416.250.7484

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