

# ***WorkSafe Saskatchewan***

## **Strategic and Operational Plan 2008 – 2009**



## BACKGROUND

Saskatchewan's workplace injury rate was on a steady increase through the earlier part of this decade. In response to this and to a recommendation from stakeholders that duplication of efforts between our organizations needed to be avoided, the Saskatchewan Workers Compensation Board (WCB) and the Occupational Health and Safety Division of (then) Saskatchewan Labour entered into a Memorandum of Understanding (MOU) in 2002 that created **WorkSafe Saskatchewan**.

**WorkSafe Saskatchewan** was intended to reduce workplace injuries and their impact by promoting positive safety cultures in Saskatchewan workplaces and by collaborating on safety and prevention programs. A steering committee with equal representation from both organizations was struck to implement the MOU.

**WorkSafe Saskatchewan** was officially launched at the 2002 Industrial Safety Seminar with three strategic imperatives:

1. Promote prevention – to develop and implement promotional campaigns that advance prevention, using the **WorkSafe Saskatchewan** brand name.
2. Education and training – to facilitate occupational health and safety education and training.
3. Share resources and information – to develop and coordinate initiatives and to share information that advances prevention activities.

To complement **WorkSafe Saskatchewan**, the Ministry implemented a plan with five integrated strategies that focused on increasing its education and enforcement initiatives and the WCB introduced workplace safety and prevention into its strategic and operational plan.

A re-branding exercise in late-2007 and early-2008 offered suggestions to better position the **WorkSafe Saskatchewan** brand. Mission: Zero became a new call to action within the broader **WorkSafe Saskatchewan** mandate.

## PROGRESS ON THE TIME LOSS INJURY RATE

Since the first **WorkSafe Saskatchewan** MOU was struck in 2002, the partners have taken a multi-faceted approach to reducing the number of Time Loss injuries. Efforts included social marketing, targeted interventions, information sharing between partners, and increasing the reach of best practice safety and health information.

While the Time Loss injury rate has dropped steadily from its 20-year high of 4.95 per cent in 2002 to 3.80 per cent in 2007, the incidence of workplace injury persists at unacceptable levels. Over 40,000 injury claims are received by the WCB each year. On average, nearly 13,000 of these result in lost time from work and more than 20 result in loss of life. Over 500,000 days of productive work are lost each year and annual claim costs exceed \$200 million.

As well, the MOU did not achieve the desired level of integration in planning, budgeting and programming. It was determined that a new MOU that incorporated each partner's fiercer emphasis on the elimination of workplace injuries, including illnesses, and keener



belief in collaboration would help to advance the implementation of a single prevention strategy for the province.

## NEW MEMORANDUM OF UNDERSTANDING

In July, 2008, a new MOU was signed that committed each partner to:

- Develop a single, integrated provincial prevention strategy focused on the elimination of work injuries
- Respect independence of the partners to administer their respective legislation and regulations
- Complete harmonization of planning processes
- Promote prevention and safety
- Target proactive field services, including education, training and inspections  
Facilitate education and training
- Use standardized data sets and analytical processes
- Share available resources and information to develop and coordinate initiatives that advance prevention activities
- Partner with other groups concerned with **WorkSafe Saskatchewan** mission objectives
- Foster supportive public policy.

The MOU's governance structure is comprised of:

- An Executive Committee that provides strategic direction and oversight through a formal strategic plan, and that includes:
  - Chairperson of the WCB
  - Associate Deputy Minister of Advanced Education, Employment and Labour
  - WCB's Chief Executive Officer
  - AEEL's Executive Director of Occupational Health and Safety
- A Steering Committee that develops and implements an operational plan to deliver the strategic plan, and that includes:
  - WCB's Chief Executive Officer
  - AEEL's Executive Director of Occupational Health and Safety
  - WCB's Vice President of Prevention
  - AEEL's Director of OHS Partnerships

Working groups are struck as needed to accomplish the operational plan, with a reporting relationship to the Steering Committee.

## WORKSAFE SASKATCHEWAN STRATEGIC AND OPERATIONAL PLAN

Zero is the only acceptable number of workplace injuries and illnesses. Both partners share this fundamental tenet and are committed to working together to achieve it.

**WorkSafe Saskatchewan** charts the path to zero. Its strategic and operational plan sets out basic beliefs that inform *direction* and *pace*, and the *milestones* and *landmarks* that define success.

Success depends upon a strategic and operational planning model that requires regular, thoughtful review that informs decision making at the strategic, operational and working levels. Approaching the **WorkSafe Saskatchewan** strategic and operational plan as a



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'living document' ensures that it remains current and relevant to the employers and working men and women of Saskatchewan.

Saskatchewan has one of the hottest economies in Canada. Record-breaking economic growth brings with it an increased risk of injury as employers and workers try to keep pace with stresses on the labour market. The **WorkSafe Saskatchewan** strategic and operational plan must account for the increased injury risk and help employers and workers to be vigilant about workplace safety and injury prevention.

The strategic plan has five elements:

- A vision statement
- A mission statement
- A statement of beliefs
- A values statement
- A set of strategy statements

### **VISION**

We will work cooperatively to eliminate occupational injury and illness.

### **MISSION**

We will develop and implement one integrated provincial prevention strategy. In support of our mission, we will:

- Promote health, safety and prevention
- Harmonize the planning process
- Share and maximize available resources and information
- Engage all stakeholders from all sectors of our economy, in active participation
- Facilitate education and training
- Use standardized data, research and analysis to focus the prevention effort

### **STATEMENT OF BELIEFS**

- Injuries are predictable and preventable
- The only acceptable number of injuries is *Zero*
- Injury prevention is everyone's responsibility
- Individual health and safety is a right and a responsibility
- Injury prevention and safety is non-partisan
- Strategies must be evidence based and outcome driven
- Strategies, plans, and results must be fully transparent
- Delivery of prevention and safety services must be transparent and seamless
- All stakeholders must share accountability
- Implementation of the strategy must be pragmatic and practical

## **VALUES**

Leadership – Partners will demonstrate leadership in workplace health and safety.

Dignity – Those we serve and those we work with are treated with respect and consideration.

Fair – Those we serve and those we work with are treated equally and without prejudice or bias.

Honest – We are truthful with those we work with and serve.

Open – Our decisions and actions are clear, reasonable, and open to examination.

## **STRATEGY STATEMENTS**

Leadership – We will assist and support Saskatchewan workplaces and communities to build a safety culture by seeking and recognizing the commitment of business, labour and community leaders.

Awareness – We will create an awareness of the importance of workplace safety and injury prevention as a social and public health issue that merits attention and action.

Education – We will work to provide workplace safety and injury prevention information and training in schools and workplaces.

Research – We will conduct research and analysis on Saskatchewan safety and injury data that allows for targeted interventions by industry, occupation or workplace.

Programming – We will implement programs that target resources at industries, occupations and workplaces most in need of support to achieve safety objectives.

The operational plan has four elements:

- Key Result Areas that describe the desired outcomes
- Operational Objectives that set targets and timelines for achievement of the desired outcomes
- Initiatives that describe sets of projects
- Projects that have distinct actions to achieve the Key Result Area and Operational Objectives

### Key Result Area: One Prevention Strategy

This Key Result Area intends to achieve the integration and collaboration required from both partners to jointly create a single prevention strategy for the province.

Operational Objective: To implement the MOU by June 2009.

Supports strategy statement:

Leadership – We will assist and support Saskatchewan workplaces and communities to build a safety culture by seeking and recognizing the commitment of business, labour and community leaders.

Initiative	Project	Timelines	
		Start	Finish
Harmonize processes	1. Define and document governance matrix.	Aug 2008	Mar 2009
	2. Establish and implement planning and budgeting processes.	Oct 2008	Mar 2009
	3. Establish MOU evaluation, review and reporting framework.	Jan 2009	Mar 2009
	4. Implement MOU evaluation, review and reporting framework. Emphasize continuous improvement.	Jan 2009	June 2009

### Key Result Area: Leadership Committed to Building Safety Culture

This Key Result Area intends to achieve a commitment to safer workplaces from business, labour and community leaders.

Operational Objective: To establish a leadership commitment program by June 30, 2009.

Supports strategy statements:

Leadership -- We will assist and support Saskatchewan workplaces and communities to build a safety culture by seeking and recognizing the commitment of business, labour and community leaders.

Awareness -- We will create an awareness of the importance of workplace safety and injury prevention as a social and public health issue that merits attention and action.

Programming – We will implement programs that target resources at industries, occupations and workplaces most in need of support to achieve safety objectives.

Initiative	Project	Timelines	
		Start	Finish
Build public sector leadership program	1. Build leadership charter program. Identify program supports.	Oct 2008	May 2009
	2. Promote a safety culture in the publicly funded sectors.	Oct 2008	Continuing
	3. Establish inspection and prevention programming to prioritized public sector organizations. Establish mentorship program.	Oct 2008	Dec 2009
Build community leadership program	1. Build leadership charter program. Identify program supports.	Nov 2008	May 2009
	2. Establish prevention programming to prioritized communities. Establish mentorship program.	Oct 2008	Continuing
	3. Establish and deliver events in targeted communities.	Oct 2008	Dec 2009
Build workplace leadership program	1. Build leadership charter program. Identify program supports.	Dec 2008	May 2009
	2. Promote existing and develop new recognition opportunities for workers and businesses showing leadership in injury prevention.	Oct 2008	Continuing
	3. Establish inspection and prevention programming to prioritized workplaces. Establish mentorship program.	Oct 2008	Dec 2009

## Key Result Area: Greater Safety Capacity

This Key Result Area intends to build capacity for occupational health and safety programming in Saskatchewan workplaces.

Operational Objective: To assist employers and employees in accepting responsibility for health and safety in the workplace.

Supports strategy statements:

Leadership – We will assist and support Saskatchewan workplaces and communities to build a safety culture by seeking and recognizing the commitment of business, labour and community leaders.

Education – We will work to provide workplace safety and injury prevention information and training in schools and workplaces.

Research – We will conduct research and analysis on Saskatchewan safety and injury data that allows for targeted interventions by industry, occupation or workplace.

Programming – We will implement programs that target resources at industries, occupations and workplaces most in need of support to achieve safety objectives.

Initiative	Project	Timelines	
		Start	Finish
Build workplace capacity	1. Support the use of best practices in safety and injury prevention.	Oct 2008	Continuing
	2. Build accessible education and training resources.	Oct 2008	Continuing
	3. Support research and innovation.	Oct 2008	Continuing
Build sector / industry capacity.	1. Partner with sector associations to advance prevention strategies.	Oct 2008	Continuing
	2. Partner with others in the safety community to advance workplace safety and injury prevention objectives.	Oct 2008	Continuing
	3. Partner with community, business and labour leaders to advance workplace safety and injury prevention objectives.	Oct 2008	Continuing
	4. Support the use of best practices in safety and injury prevention.	Oct 2008	Continuing
	5. Build accessible education and training resources.	Oct 2008	Continuing
	6. Support research and innovation.	Oct 2008	Continuing

**Key Result Area: Focus on Education**

This Key Result Area intends to reach all learners with health and safety information.

Operational Objective: To integrate health and safety into core curriculum for all learners by 2011.

Supports strategy statement:

Education – We will work to provide workplace safety and injury prevention information and training in schools and workplaces.

Initiative	Project	Timelines	
		Start	Finish
Build Kindergarten to Grade 12 curriculum	1. Partner with the K-12 system to integrate health and safety into the curriculum.	Oct 2008	2011
	2. Partner with First Nations and Métis schools to integrate health and safety into the curriculum.	Oct 2008	2011
Build adult / post-secondary student and teacher curriculum	1. Partner with post-secondary and adult training institutions to integrate health and safety into the curriculum for all courses.	Oct 2008	2011
	2. Partner with First Nations and Métis post-secondary institutions to integrate health and safety into the curriculum.	Oct 2008	2011

### Key Result Area: An Informed Public

This Key Result Area intends to inform a broad general public on the urgency of eliminating workplace injuries.

Operational Objective: To increase public awareness and acceptance that all workplace injuries are predictable and preventable events. To achieve a continual increase to the number of people who believe that workplace injuries are an inevitable part of life.

Target: 2008 results to serve as baseline. Target set at 2% improvement per year.

2008	46.0 per cent (baseline)
2009	47.0 per cent
2010	48.0 per cent
2011	49.0 per cent

Supports strategy statement:

Awareness – We will create an awareness of the importance of workplace safety and injury prevention as a social and public health issue that merits attention and action.

Initiative	Project	Timelines	
		Start	Finish
Social marketing	1. Develop, deliver and evaluate a social marketing campaign and public relations strategy targeted to a broad general public.	Oct 2008	Mar 2009
	2. Research, design and implement a community relations initiative.	Oct 2008	June 2009
	3. Support the development of national strategies.	Oct 2008	Continuing

## Key Result Area: Targeted Programming

This Key Result Area intends to deliver **WorkSafe Saskatchewan** interventions that help to eliminate workplace injuries in targeted workplaces and industries.

Operational Objective 1: To achieve a continual reduction to the number of workplace injuries as measured by injury rates and the total number of injuries.

Interim targets:

2008	3.70 per cent
2009	3.50 per cent
2010	3.30 per cent

The injury rate measures Time Loss injuries; that is, injuries that keep the injured worker from work beyond the date of injury. Currently, No-Time-Loss injuries are not measured. Targets to measure the total number of injuries (Time Loss and No-Time-Loss) will be considered as part of this Operational Objective.

Operational Objective 2: To achieve a continual reduction to the number of workplace injuries through targeted interventions as measured by injury rates and the total number of injuries.

Target: 15 per cent per year reduction in targeted workplaces and industries.

Supports strategy statements:

**Leadership** – We will assist and support Saskatchewan workplaces and communities to build a safety culture by seeking and recognizing the commitment of business, labour and community leaders.

**Awareness** – We will create an awareness of the importance of workplace safety and injury prevention as a social and public health issue that merits attention and action.

**Education** – We will work to provide workplace safety and injury prevention information and training in schools and workplaces.

**Research** – We will conduct research and analysis on Saskatchewan safety and injury data that allows for targeted interventions by industry, occupation or workplace.

**Programming** – We will implement programs that target resources at industries, occupations and workplaces most in need of support to achieve safety objectives.

Initiative	Project	Timelines	
		Start	Finish
Targeted focus	1. Establish and evaluate programs targeted to eliminate factors that contribute to a high incidence of workplace injury.	Oct 2008	Continuing

Initiative	Project	Timelines	
		Start	Finish
	<ul style="list-style-type: none"> <li>• By industry or sector</li> <li>• By firm</li> <li>• By occupation</li> <li>• By injury type</li> <li>• By demographic</li> </ul> <p>2. Deliver communications support for targeted interventions.</p>	Oct 2008	Continuing