



IHSA Strategic Plan

Strategic Aim, Goals and Directions

Approved by:
the IHSA Board of Directors
September 19, 2011

I. Introduction

Outline of the proposed plan

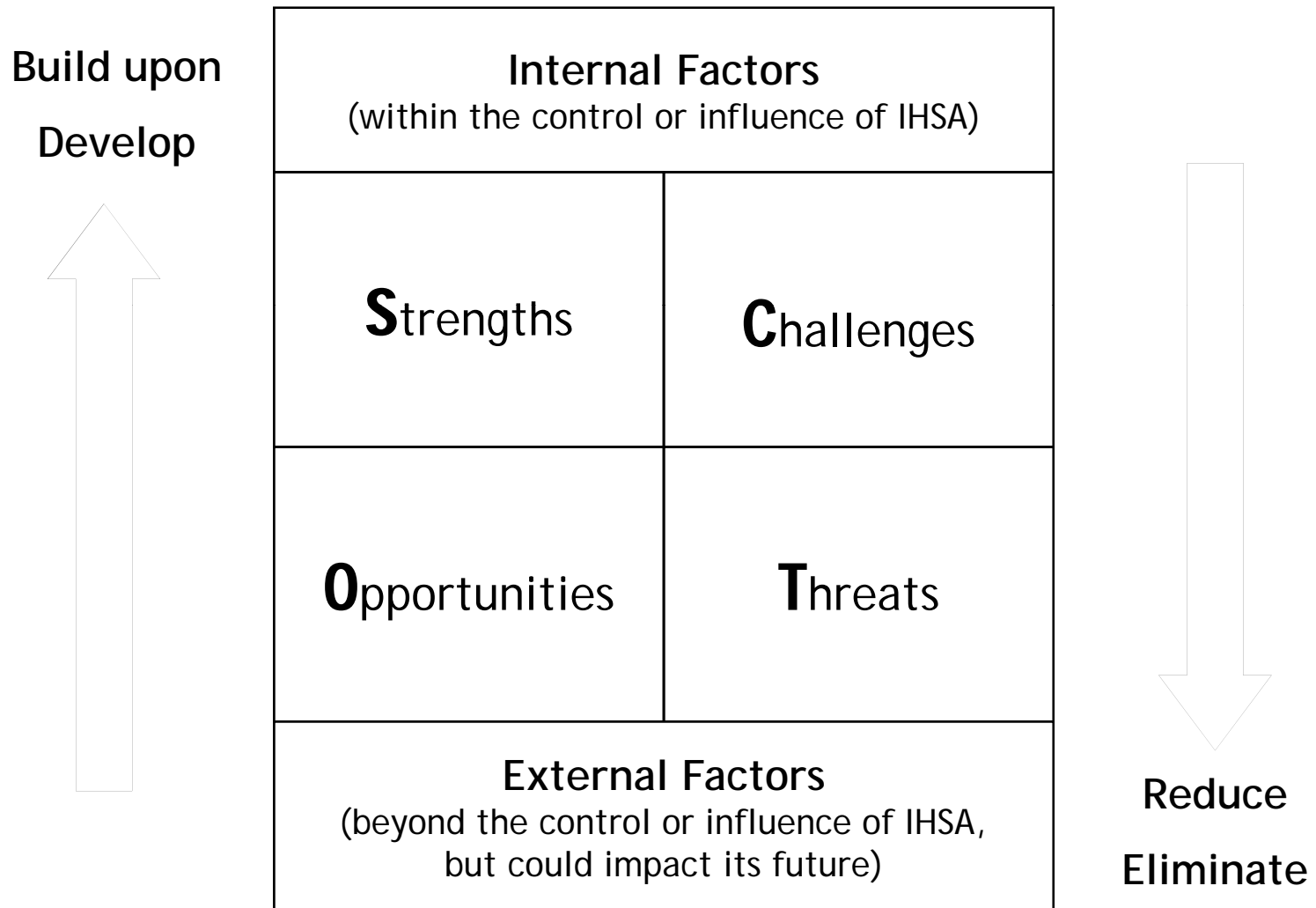
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Purpose of the strategic plan

- Define IHSA's strategic aim, goals and directions in order to:
 - Support prevention system priorities
 - Support effective governance by the IHSA Board of Directors
 - Facilitate system alignment among health and safety system partners
 - Inform clients and stakeholders of IHSA's strategic directions in response to their needs
 - Enable strategic management and operations by IHSA staff
 - Guide annual business planning for IHSA
- Meet the *Standards for Designated Entities* which require IHSA to have a strategic plan that:
 - Is posted annually on the IHSA website
 - Is consistent with and supports the prevention system's long range strategy
 - Demonstrates measurable and explicit outcomes and goals
 - Reflects a risk management approach to setting corporate objectives
- Define and communicate IHSA's desired strategic positioning to the Ministry, Chief Prevention Officer and system partners

II. Strategic Assessment

Framework for assessment of IHSA's strategic environment



Strengths

a) Strong industry sector knowledge and relationships

- Sector knowledge, expertise and credibility
- Subject matter experts from industry on staff
- Strong industry networks and relationships
 - Labour-Management Network
 - All sub-sectors represented
 - Industry networks cover all regions of the province

b) Effective health and safety system partnerships

- Partnerships with the Ministry of Labour (MOL), Workplace Safety and Insurance Board (WSIB), Ministry of Training, Colleges and Universities (MTCU), Ministry of Transportation (MTO), Human Resources and Skills Development Canada (HRSDC) and other Health & Safety Ontario partners.

Strengths

- c) Well developed relationships with influencing stakeholders
 - Fleet Safety Council
 - Sector Section 21 Committees & Network
 - Sector, Trade and Regional Associations
 - Building Trades and Unions representing Ontario Workers
 - Coroner's Office, Inquests and Fatality Review Committees
- d) Unique expertise and capability in managing the hazards of high-risk activities
 - Internationally recognized products and programs in high risk activities such as Working at Heights
 - Delivery of standards-based train-the-trainer programs
 - Use of industry subject matter expertise
 - Hands on skills-based and evaluated training approaches
 - Competency evaluation of trainers

Strengths

e) Unique training and program development capabilities

- Industry-driven program development
 - Developed with industry
 - Subject matter experts on staff from the industries IHSA serves
 - Recognized by stakeholders as an industry standard
 - Help industry to meet legislated requirements
 - Leadership in development of industry resource manuals
 - Rulebook for electrical and utilities industry embedded in legislation
- Proven product development process and capabilities
 - Research capability
 - Evidence-based approach
 - Skilled at establishing and drawing on industry partnerships
 - Fully developed design and marketing capability
 - Experts in training evaluation

Strengths

e) Unique training and program development capabilities (cont'd)

- Facilities to support hands-on, skills-based training
 - Mobile Classroom
 - Skills Development Centre
 - Voyager Court
 - Client sites throughout Ontario
- Designated training delivery agent for Ministry of Training, Colleges and Universities
- Training related partnerships with:
 - Trade unions
 - Trade associations
 - Cambrian College
- Province-wide training capacity
 - Field staff distributed across the province
 - Able to go to clients anywhere in the province

Strengths

e) Unique training and program development capabilities (cont'd)

- Breadth and depth of content is strong
- Programs and services are relevant and attractive to all types of clients
 - System leadership in training programs for small business
 - Consulting expertise and programs in specialized areas of value to large firms
 - Health and safety management systems relevant to all types and sizes of firms
 - Extensive experience with new and vulnerable workers
- Multiple training delivery models
 - Classroom training
 - Hands-on training
 - E-learning portal
 - Home-study programs
- Able to make use of multiple channels for knowledge transfer
 - Web-based capabilities
 - Physical materials (print)
 - In-person consulting and training
- Extensive train-the-trainer capabilities

Strengths

f) Strong business intelligence and functional capabilities

- Targeted approaches informed by solid business intelligence
 - Able to access and use good data on injury experience to target efforts
 - Have staff dedicated to analysis of injury experience
- Evidence-based approaches
 - Active in shaping research agenda
 - Use research results to shape IHSA strategies and programs
 - Strong program evaluation history, capability and in-house expertise
- Expertise and capabilities in customer service
- Expertise and capabilities in process mapping, design and management

g) Proven performance as a newly integrated organization

- In 2010 IHSA was the only health and safety association to not only meet the WSIB's injury reduction targets but also exceed them.

Challenges

a) Program framework not integrated

- IHSA's range of training programs is very broad and diverse
 - Expertise gaps can occur with such a large number of programs and staff retirements/turnover
 - There is duplication/overlap among programs with IHSA and other associations
 - Maintaining quality control/program integrity can be challenging
 - It is costly to administer so many programs

Challenges

b) Large client base with many small firms

- IHSA has a large number of firms to serve; many of them are small businesses
 - Approximately 80,000 firms
 - 80% have fewer than 20 employees – 75% of these have less than five employees
 - Difficult to know how to reach them

- Four sectors, most of which are comprised of small firms, account for 52% of MSDs and falls among IHSA's membership
 - General trucking
 - Home building
 - Lumber yards/building supply
 - Sheet metal/mechanical

- Diversity of firms a challenge
 - Large firms can consume significant resources
 - Small firms are difficult to reach and to serve efficiently

Challenges

c) Weaknesses in client engagement and leverage

- Low brand awareness resulting in loss of client relationships
 - Prevention system re-alignment has confused some clients
 - Some clients not sure who to contact
 - Need to raise awareness of IHSA brand
 - Need to re-establish relationships with key clients
- Engagement model not well targeted
 - Prescribed engagement model focuses on specific performance criteria and firms
 - Level of engagement prescribed too high for the bulk of the firms (ineffective use of resources); it is hard to influence these firms
 - This model is reactive rather than proactive
- Lack of leverage over transportation sector
 - At least 75% of transportation sector firms are federally regulated and are thus governed by the Canada Labour Code and exempt from the portion of the WSIB assessment rate premium that supports prevention work (Rate Group 570 has re-instated this contribution on a voluntary basis)
 - The absence of jurisdictional leverage requires a focus on promoting the benefits of prevention and added effort in partnerships and strategic linkages
 - The loss of IHSA field staff in the transportation sector has reduced capacity in this area

Challenges

- d) Financial model not integrated or comprehensive
- Funding formula is ad hoc by sector/rate group
 - Clients don't understand relationships between premiums and HSA prevention funding
 - No consistent definition of services/functions covered by funding versus revenue
 - Fee revenue models vary
 - Gap exists between funding and costs — needs to be covered by revenue
 - Risk of prevention system treating all firms who pay premiums as members will escalate funding/cost gap

Opportunities

a) Establishing an expanded, system-wide role in training

- Expansion of regulated safety training
 - Expert advisory panel recommendation and provisions of Bill 160 will increase range and amount of regulated safety training
 - Opportunity to increase impact and revenue
 - Need to influence how this plays out — potential to be resource intensive if no fees are charged for regulated safety training
- Opportunity to establish a system-wide role in skills-based training for high-risk, high-hazard activities. Examples include:
 - i) Working at Heights
 - IHSA developed a draft standard in partnership with prevention stakeholders
 - IHSA developed a new Working at Heights program to align with the standard
 - Working at Heights is a high-risk activity in all sectors

Opportunities

- Opportunity to establish a system-wide role in skills-based training for high-risk, high-hazard activities. Examples include: (cont'd)
 - ii) Driver training
 - Need to focus on commercial driver and G-class public delivery
 - Serve transportation rate groups
 - Requires adherence to *Highway Traffic Act*
 - IHSA has the expertise and relationship with MTO
 - High risk/profile in all of our sectors
 - iii) Powerline technician apprenticeship
 - High risk
 - Designated training delivery agency
 - Facilities and partnerships
- Opportunity to further implement instructor workshops/transfers and strengthen the quality, credibility, delivery and evaluation of high hazard activity training

Opportunities

- Opportunity to expand IHSA role in supervisory training
 - Aligns with Expert advisory panel and Bill 160
 - High risk, high hazard work areas require effective supervision
 - High need with turnover in membership
 - Can leverage off value of high contact engagement model history among legacy organizations
 - Considerable experience in this area
 - Have advantage of accessibility and capability
 - Staff credibility and experience as former supervisors

- b) Developing a system-wide role in product development and delivery for high-risk activities
 - Build on expertise in managing high-risk activities and in product development
 - Contribute to system realignment goals
 - Align facilities, locations and equipment to support system-wide role
 - Extend accreditation and certification approaches to encompass all sectors

Opportunities

- c) Building new and enhanced relationships
 - Leverage role and relationship with the MoL
 - Establish an open and honest dialogue
 - Opportunity to define IHSA's system role
 - MOL more directly accountable and connected to stakeholders
 - Expand participation in Safety Groups
 - Recruit new firms and generate more revenue and impact safety performance
 - Transition firms who have been in the program over five years into health and safety management systems
 - Relationship building needed with HRSDC
 - HRSDC have influence with federally regulated firms (transportation)
 - Not subject to WSIB/MOL audits
 - HRSDC lacks resources
 - Opportunity to extend application of program for federal health and safety competencies
 - Build stronger media relationships and public profile
 - Mass media and specialty channels with interest in construction
 - Social media marketing (Twitter, etc.)

Opportunities

d) Rationalizing product and program offerings

- Opportunity to rationalize products and programs
 - Currency of products and programs
 - Pricing of products and programs
 - Fit with our specialized focus versus role of others
 - Format of products and programs
 - Align with national and international accreditation standards

Threats

a) Continued implementation of system alignment

- System roles and competition
 - Others need to sustain revenue and compete for business
 - Others may define strategies that may or may not fit IHSA direction/capabilities
 - Industry associations/unions building safety training businesses
 - Large diverse clients could be served by other partners
 - Lack of control over e-portal program content
- Confusion created by Health & Safety Ontario (HSO) and realignment
 - Sustaining strong member/customer loyalty and relationships a challenge
 - Alignment with enforcement agencies may shift perception of IHSA

b) Political environment

- Provincial considerations
 - Period of political uncertainty and potential change
 - System tends to attract political attention
 - Tendency to want system to be all things to all people
 - Continuous review and assessment likely

Threats

c) Uncertain financial environment

- Hard to conduct long-term planning given uncertainty over budgets
- Growing demands, decreasing resources creating challenges
 - Need to balance revenue generation against achieving impact
 - Budget constraints hindering ability to recruit and retain top talent
 - Loss of capacity in program development with shift to front-line staffing
- No influence over cost of injuries and health care costs
 - Need information for unions, employers, health professionals
 - Return to work practices

d) Organizational environment in flux

- Uncertainty and change
 - Leading to staff turnover and potential recruitment challenges
 - Need to retain and develop subject matter expertise in order to add value
- Need for new, common processes and systems
 - Multiple systems (e.g. CRM)
 - Current systems not aligned and lack capability
 - Different business processes exist
- Hard to communicate within large, diverse organization

Summary of strategic assessment

<p>Strengths</p> <ul style="list-style-type: none">• Strong industry knowledge and relationships• Effective health and safety system partnerships• Well developed relationships with influencing stakeholders• Unique expertise and capability in managing the hazards of high-risk activities• Unique training and program development capabilities• Strong business intelligence and functional capabilities• Proven performance as a newly integrated organization	<p>Challenges</p> <ul style="list-style-type: none">• Program framework not integrated• Large client base with many small firms• Weaknesses in client engagement and leverage• Financial model not integrated or comprehensive
<p>Opportunities</p> <ul style="list-style-type: none">• Established an expanded system-wide role in training• Developing a system-wide role in product development and delivery for high-risk activities• Building new and enhanced relationships• Rationalizing product and services	<p>Threats</p> <ul style="list-style-type: none">• Continued implementation of system re-alignment• Political environment• Uncertain financial environment• Organizational environment in flux

III. Strategic Aim

IHSA vision and mission

IHSA Strategic Aim	
IHSA vision	IHSA mission
Workplaces without injuries, illnesses or fatalities.	To develop sector specific partnerships and support their implementation of prevention solutions that provide continuous improvement in health and safety performance.

IHSA values

IHSA values

Employee safety, development and accountability

We lead by example in our own health and safety practices and performance. We promote teamwork while fostering a working environment that values, empowers, and respects individuals and rewards performance. We offer our employees opportunities for professional development and continuous learning, as they take responsibility for their own success.

Commitment to quality and continuous improvement

Our programs, products and services are shaped by subject matter expertise, sector partnerships, and evidence-based practices. We are passionate about continuous improvement in health and safety performance and in the programs, products and services that contribute to success.

Value for members and stakeholders

Our primary focus is on our members and their prevention needs. We are committed to working in partnership with our stakeholders to deliver innovative, customized solutions through sustained customer engagement.

Defining a clear strategic positioning

Reasons for a clear strategic positioning for IHSA

IHSA will define and build on the strategic positioning presented by our unique role and capabilities within the health and safety system in order to:

- Support system priorities and directions
- Help to achieve the goals of system re-alignment
- Leverage enhanced value-added for clients' health and safety performance
- Build on the strengths of our integrated organization
- Help to define and reinforce our brand
- Differentiate our service offerings and capabilities from those of other health and safety partners
- Build a system-wide client and revenue base in unique service areas

Proposed strategic positioning within the health and safety system

IHSA will be the leading developer and provider of prevention solutions for work environments involving high-risk activities such as working at heights, working with high voltage electricity, driving motor vehicles, transportation of dangerous goods, suspended access, and hoisting and rigging.

In these areas, IHSA will stand out as the system leader as a result of our:

- Proven process and skill in utilizing subject matter expertise and sector specific knowledge from industry to develop and deliver innovative, customized solutions
- Provincial delivery capacity and industry networks
- Unique, safety training capabilities
 - Skills development training approaches
 - Supervisory training programs for high-hazard environments
 - Specialized training facilities
- Health and safety management systems, standards development, evaluation and consulting interventions

IV. Priority Goals and Strategic Directions

The plan contains two sets of goals

- 1. Prevention Priority Goals** — will advance health and safety performance in our industry sectors and address priorities and expectations identified by the MOL for all health and safety associations. It is particularly important at this time, following the Expert Advisory Panel Report, the restructuring of the health and safety associations, and the legislative and organizational reporting changes made by the MOL, that IHSA focus on these priority goals.
- 2. IHSA Development Goals** — These goals are important for advancing IHSA's organizational capabilities and effectiveness. Many of these advance unique needs created by the amalgamation of the predecessor organizations

Prevention priority goals

Prevention Priority Goals

1. Reduction in musculoskeletal disorders
2. Reduction in slips, trips and falls
3. System-wide leadership in skills-based training for motor vehicle incidents
4. Reduction in struck by object incidents
5. Implementation of the recommendations of the expert advisory panel on Occupational Health and Safety
6. Renewal of Joint Health & Safety Committees Certification Training
7. Stronger co-ordination and communication between the IHSA and the MOL on blitz activity and related prevention initiatives to benefit members
8. Greater development of cohort firms' internal responsibility systems
9. Increased engagement of vulnerable workers
10. Increased engagement of small firms
11. Improve injury performance of high risk firms and chronic violators within our sectors
12. Reduction in acute and future chronic diseases from exposures to health hazards.

Prevention priority goals

Goal 1 : Reduction in musculoskeletal disorders	Outcome: 7% reduction in MSD LTI frequency, based on the WSIB definition
<p>Why:</p> <ul style="list-style-type: none">• Account for 44% of all injuries in Ontario• Prevention priority for MOL and agreed upon health and safety system priority for 2012/2013• Important industry health and safety issue <p>Strategic Directions:</p> <ol style="list-style-type: none">1.1 Review and rationalize current products and training programs1.2 Assess needs and develop new products to address gaps1.3 Implement a general MSD awareness strategy1.4 Implement targeted strategies for key rate groups – General Trucking (570), Lumber & Building Supplies (681), Home Building (764) and Mechanical & Sheet Metal (707), Courier Services (577)1.5 Ensure that MSD reduction strategy address the needs of small business1.6 Ensure that MSD reduction strategy addresses needs of vulnerable workers1.7 Implement communication and brand awareness strategies in support of these efforts1.8 Identify opportunities for system collaboration on research into MSDs1.9 Promote mechanisms to support IRS in relation to MSDs (e.g. Ergonomic Change Teams)	

Prevention priority goals

Goal 2 : Reduction in slips, trips and falls	Outcome: 7% reduction in slips, trips and falls LTI frequency, based on the WSIB definition
<p>Why:</p> <ul style="list-style-type: none">• Aligns with need for training for high hazard work (Expert Advisory Panel)• Accounts for high percentage of cost for the system (fractures)• Prevention priority for MOL and agreed upon system priority for 2012/2013• Important industry health and safety issue <p>Strategic Directions:</p> <ol style="list-style-type: none">2.1 Review and rationalize current products and training programs2.2 Assess needs and develop new products to address gaps2.3 Implement a slips, trips and falls awareness strategy2.4 Implement targeted strategies for key rate groups – General Trucking (570), Lumber & Building Supplies (681), Home Building (764) and Mechanical & Sheet Metal (707), Courier Services (577)2.5 Ensure that the strategy address the needs of small business2.6 Ensure that the strategy addresses needs of vulnerable workers2.7 Implement communication and brand awareness strategies in support of these efforts	

Prevention priority goals

Goal 3: System-wide leadership in skills-based training for motor vehicle incidents (MVIs)	Outcome: Improved driver behaviour as tracked by ORSAR; greater awareness of safe operators
<p>Why:</p> <ul style="list-style-type: none">• Prevention priority for MOL and agreed upon system priority for 2012/2013• IHSA subject matter expertise in transportation• Important industry health and safety issue <p>Strategic Directions:</p> <ol style="list-style-type: none">3.1 Implement an enhanced, multi-sector strategy for road safety management3.2 Review and rationalize current products, training programs and facilities3.3 Assess needs and develop new products to address current gaps3.4 Develop and implement a general awareness strategy regarding MVI3.5 Implement communication and brand awareness strategies in support of these efforts3.6 Promote system collaboration on MVIs through partnerships with MTO, transportation trade associations, truck driver championships, IHSA's Fleet Safety Council, and other HSAs	

Prevention priority goals

Goal 4 : Reduction in struck by object incidents	Outcome: 7% reduction in struck by object incidents LTI frequency, based on the WSIB definition
<p>Why:</p> <ul style="list-style-type: none">• Significant cost in construction lost time injuries (LTIs)• Prevention priority for MOL and agreed upon system priority for 2012/2013• Important industry health and safety issue <p>Strategic Directions:</p> <ol style="list-style-type: none">4.1 Review and rationalize current products and training programs4.2 Assess needs and develop new products to address current gaps4.3 Develop and implement targeted strategies for key rate groups – Home Building (764), ICI (723), Heavy Civil (732), Road Building & Excavation (711) and Utilities (704/830/835)4.4 Implement communication and brand awareness strategies in support of these efforts	

Prevention priority goals

Goal 5: Implementation of the recommendations of the Expert Advisory Panel on Occupational Health and Safety	Outcome: Develop strategic directions and programs to implement specific recommendations from the Dean Report
<p>Why:</p> <ul style="list-style-type: none">• MOL and system priority based on extensive consultation with industry• IHSA currently offers a majority of the programs listed in the Expert Advisory Panel recommendations (high hazard programs) <p>Strategic Directions:</p> <ol style="list-style-type: none">5.1 Provide system-wide leadership in skills-based training for high risk, high hazard activities5.2 Convert Voyager Court and Tech Avenue facilities into skills-based training centres5.3 Utilize IHSA's mobile classroom to expand our training reach5.4 Develop a highly effective network of engaged stakeholders contributing to the IHSA's strategic aim5.5 Participate in the development of training standards for high risk activities5.6 Develop a proposal to the MOL for ZeroQuest® to be used as a standard for the graduated occupational health and safety awareness and training strategy	

Prevention priority goals

Goal 6: Renewal of Joint Health & Safety Committees Certification Training	Outcome: Align our programs to meet the standard
<p>Why:</p> <ul style="list-style-type: none">• MOL and system priority• New JHSC certification training standards• JHSC important industry health and safety issue <p>Strategic Directions:</p> <ol style="list-style-type: none">6.1 Develop an inventory of IHSA staff skills6.2 Align required skill profiles with certification instructor requirements6.3 Update/retrain staff to meet new requirements6.4 Forecast the expiry dates of existing certified workers6.5 Review statistics on annual certification training delivery6.6 Assess likely demand levels based on staffing information in firm profiles	

Prevention priority goals

<p>Goal 7: Stronger coordination and communication between the IHSA and the MOL on blitz activity and related prevention initiatives to benefit members</p>	<p>Outcome: Greater industry awareness of blitz related activity and related sector and prevention needs; greater alignment of programs with blitz related health and safety issues</p>
<p>Why:</p> <ul style="list-style-type: none"> • Promotes compliance at workplaces across the province • Focuses on hazards that are inherent in the work process • MOL and system priority <p>Strategic Directions:</p> <ul style="list-style-type: none"> 7.1 Develop a communication strategy to notify and educate the membership regarding blitz activity relative to prevention needs 7.2 Create needed communication tools 7.3 Develop a schedule of release 7.4 Train staff on the communication process 7.5 Leverage a variety of communication channels and networks 7.6 Align program offerings with blitz schedule pre and post 	

Prevention priority goals

Goal 8 : Greater development of cohort firms' internal responsibility systems	Outcome: A definitive, consistent strategy that moves firms up the continuum from compliance to self reliance
<p>Why:</p> <ul style="list-style-type: none">• Essence of the internal responsibility system• Produces a strong culture of health and safety• Increases competence, commitment and capacity <p>Strategic Directions:</p> <ol style="list-style-type: none">8.1 Review and rationalize current products and training programs regarding the IRS8.2 Assess needs and develop new products requiring to address gaps8.3 Pursue collaboration with system partners, particularly MOL8.4 Develop and implement a marketing and communication strategy both internally and externally	

Prevention priority goals

Goal 9: Increased engagement of vulnerable workers	Outcome: Approved strategies being implemented and effectively engaging vulnerable workers
<p>Why:</p> <ul style="list-style-type: none">• Based on the expert advisory panel, vulnerable workers have greater exposure to injuries, illnesses and fatalities• Vulnerable workers lack power to alter those conditions <p>Strategic Directions:</p> <ol style="list-style-type: none">9.1 Identify vulnerable workers within the sectors supported by IHSA9.2 Match current programs and strategies to each of the identified group9.3 Identify gaps and develop programs9.4 Identify conduit organizations that provide services to vulnerable workers	

Prevention priority goals

Goal 10: Increased engagement of small firms	Outcome: Engage with 10,000 small firms in IHSA sectors
<p>Why:</p> <ul style="list-style-type: none">• System priority• Identified in expert advisory panel report• Reflects IHSA membership profile• Opportunity to shape new firms' systems and thinking• Have relevant products and services <p>Strategic Directions:</p> <ol style="list-style-type: none">10.1 Diversify service delivery strategies to meet needs of small firms10.2 Review fee models to ensure viability for small firms to engage10.3 Implement a marketing strategy for increasing awareness and engagement among small firms10.4 Develop a targeting strategy for higher risk firms in specific rate groups10.5 Dedicate staff resources to the development and support of the small firm strategy	

Prevention priority goals

Goal 11 : Improve injury performance of high risk firms and chronic violators within our sectors	Outcome: 5% decrease in total injury frequency rate among high risk firms and chronic violators based on IHSA definition
<p>Why:</p> <ul style="list-style-type: none">• Current model does not align with small business needs• Require an approach that addresses those firms most vulnerable to risk• Essential to utilize frontline resources in a more efficient manner. <p>Strategic Directions:</p> <ol style="list-style-type: none">11.1 Identify IHSA rate groups who are significant contributors to system key hazards11.2 Recruit influencers (i.e. – trades, associations, etc) who will contribute to the rate group strategy and engagement model.11.3 Define IHSA's strategy to engage identified small business firms (<20 FTE)11.4 Identify chronic violators and engage them as per their HSMS status.11.5 Create consistent process for migrating firms upwards along the HSMS continuum.11.6 Implement revised system engagement model in April 201211.7 Measure outcomes, throughout 2012/13 and revise/adjust approach as needed	

Prevention priority goals

Goal 12 : Reduction in acute and future chronic diseases from exposures to health hazards.	Outcome: Increased awareness of health hazards and prevention measures to reduce acute and future chronic diseases.
<p>Why:</p> <ul style="list-style-type: none">• 522 fatalities from disease have occurred among IHSA member firms since 2001.• Non-fatal disease claims have increased at a rate of 10% per year since 2001 for IHSA firms.• Although we cannot impact current chronic disease due to past exposures, we can implement strategies to reduce the risk of acute and future chronic diseases resulting from current exposures to health hazards. <p>Strategic Directions:</p> <ol style="list-style-type: none">1. Identify high priority diseases, exposures and occupations and develop targeted strategies2. Stronger coordination between IHSA and the MOL on sector plan initiatives involving occupational health3. Review and rationalize current products and training programs4. Assess needs and develop new products to address current gaps5. Implement and measure awareness of occupational health hazards and controls (internally & externally)6. Ensure that occupational disease reduction strategy address the needs of small business7. Ensure that occupational disease reduction strategy address the needs of vulnerable workers8. Identify opportunities for system collaboration on research into health hazards and disease.	

IHSA development goals - summary

IHSA development goals

13. Increased awareness of the value of the IHSA brand among existing and potential customers/stakeholders
14. A highly effective industry network of engaged stakeholders contributing to IHSA's strategic aim
15. Effective and efficient policies and procedures to manage organizational risks
16. A common consolidated data system that meets current and future IHSA needs
17. Needed competencies are in place to achieve IHSA's strategic aim and meet customer needs
18. Improved internal communication
19. Enhanced IHSA Health and Safety Management System within IHSA
20. Results-based planning
21. Diversified markets and revenue streams

IHSA development goals

Goal 13: Increased awareness of the value of the IHSA brand among existing and potential customers/ stakeholders	Outcome: 10% increase in website traffic 10% increase in distribution lists
Why: <ul style="list-style-type: none">• Need to promote IHSA brand• Customers/stakeholders confused with system re-alignment• Need to reinforce with existing customers and develop awareness among new customers Strategic Directions: 13.1 Define value proposition for customers/stakeholders 13.2 Engage staff in discussions on the value proposition 13.3 Leverage stakeholder networks/organizations to promote IHSA brand awareness	

IHSA development goals

<p>Goal 14: A highly effective industry network of engaged stakeholders contributing to IHSA's strategic aim</p>	<p>Outcome: Defined goals and directions for each element of the network</p>
<p>Why:</p> <ul style="list-style-type: none"> • Potentially valuable network • Unique resource for IHSA • No strategy on how to get the best value from the network <p>Strategic Directions:</p> <p>14.1 Identify the stakeholders/partners and their roles in our industry networks</p> <ul style="list-style-type: none"> • Construction Labour-Management Network • Advisory Councils • Electrical PLMSC • Fleet Safety Council • AEUSP • Mining Section 21 Committee • Industry Associations (COCA, OGCA, OTA, OMCA, PMTC, ECAO) <p>14.2 Develop strategies for effective engagement of stakeholder networks in contributing to IHSA's strategic aim</p> <p>14.3 Educate IHSA staff on stakeholder network</p>	

IHSA development goals

Goal 15: Effective and efficient policies and procedures to manage organizational risks	Outcomes: Maintain compliance with prevention system/government policy and procedural requirements
<p>Why:</p> <ul style="list-style-type: none">• Important component of effective governance and operations• Supports accountability as a public agency <p>Strategic Directions:</p> <p>15.1 Assess organizational risks and policy and procedural requirements</p> <p>15.2 Ensure policies and procedures are developed, documented and implemented for relevant policy areas</p> <p>15.3 Monitor and report on policy adherence as part of ongoing operations and governance</p>	

IHSA development goals

Goal 16: A common consolidated data system that meets current and future IHSA needs	Outcomes: <ul style="list-style-type: none">• Measurable decrease in administration• Activity-based reporting (allows actual vs planned)• Measurable product use
Why: <ul style="list-style-type: none">• Existing three legacy systems do not support the business – inefficient, ineffective, not reliable• To support future growth and change• To enable measurement (contacts, product use, delivery), data collection and reporting Strategic Directions: <ul style="list-style-type: none">16.1 Identify staff to develop/implement and support initiative16.2 Acquire and implement the system and provide training for staff and users16.3 Define reporting requirements supporting IHSA needs and strategic aim16.4 Monitor and refine the system as required	

IHSA development goals

Goal 17: Needed competencies are in place to achieve IHSA's strategic aim and meet customer needs	Outcomes: Required competencies for each role are defined Effective and accepted job evaluation system in place Customer satisfaction levels at target levels
Why: <ul style="list-style-type: none">• Need to sustain and develop sector subject matter expertise• Many retirements anticipated• Staff resource allocation shifting to the front-line• Changing roles with shared services Strategic Directions: <ul style="list-style-type: none">17.1 Develop a competency system and define competencies for all roles17.2 Develop training and succession plans to ensure competencies are developed and sustained17.3 Develop a recruitment strategy for IHSA	

IHSA development goals

Goal 18: Improved internal communication	Outcomes: Measured increase in staff engagement/ satisfaction levels
<p>Why:</p> <ul style="list-style-type: none">• Larger organization now• Diverse locations• Period of significant and ongoing change• Consistent messaging to client starts internally• Concise/targeted information needed• High priority communication method required• Glut of emails <p>Strategic Directions:</p> <ul style="list-style-type: none">18.1 Benchmark current processes18.2 Conduct a communications assessment with management and staff18.3 Outline communication needs and methods to meet IHSA aims and goals18.4 Roll-out new approach, provide support and conduct ongoing evaluation	

IHSA development goals

Goal 19: Enhance IHSA's internal Health and Safety Management System	Outcomes: Health and safety management system implemented and operating effectively throughout the organization
<p>Why:</p> <ul style="list-style-type: none">• Health and safety a core priority of IHSA• Need to implement a common health and safety management system across IHSA <p>Strategic Directions:</p> <ul style="list-style-type: none">19.1 Document existing IHSA policies, procedures and processes19.2 Conduct gap assessment against OHSAS 1800119.2 Address the gaps19.3 Conduct full system assessment19.4 Declare self compliance19.5 Utilize ZeroQuest® to maintain the standard	

IHSA development goals

Goal 20: Results-based planning	Outcomes: Meet revenue commitments and be accountable for budgeted expenditures
<p>Why:</p> <ul style="list-style-type: none">• New transfer payment process with MOL with more prescriptive requirements <p>Strategic Directions:</p> <ul style="list-style-type: none">20.1 Set revenue-based performance objectives organizationally20.2 Link revenue objectives to individual performance goals20.3 Implement pay-for-performance20.4 Monitor and manage financial performance and risks20.5 Implement strategies to mitigate risks	

IHSA development goals

Goal 21: Diversified markets and revenue streams	Outcomes: Increased revenue from non-traditional sources
<p>Why:</p> <ul style="list-style-type: none">• Financial sustainability• Brand awareness• Support for increased front-line resources <p>Strategic Directions:</p> <ul style="list-style-type: none">21.1 Review product and service offering, to support new target markets21.2 Identify new target markets outside our membership21.3 Develop and implement a business development plan21.4 Equip front-line staff with information to support IHSA product and service sales	

Summary of priority goals

Prevention Priority Goals	IHSA Development Goals
<ol style="list-style-type: none">1. Reduction in musculoskeletal disorders2. Reduction in slips, trips and falls3. System- wide leadership in skills-based training for motor vehicle incidents4. Reduction in struck by object incidents5. Implementation of the recommendations of the Expert Advisory Panel on Occupational Health and Safety6. Renewal of Joint Health & Safety Committees Certification Training7. Stronger co-ordination and communication between the IHSA and the MOL on blitz activity and related prevention initiatives to benefit members8. Greater development of cohort firms' Internal Responsibility Systems9. Increased engagement of vulnerable workers10. Increased engagement of small firms11. Improve injury performance of high risk firms and chronic violators within our sectors12. Reduction in acute and future chronic diseases from exposures to health hazards.	<ol style="list-style-type: none">13. Increased awareness of the value of the IHSA brand among existing and potential customers/ stakeholders14. A highly effective industry network of engaged stakeholders contributing to IHSA's strategic aim15. Effective and efficient policies and procedures to manage organizational risks16. A common consolidated data system that meets current and future IHSA needs17. Needed competencies are in place to achieve IHSA's strategic aim and meet customer needs18. Improved internal communication19. Enhanced IHSA health and safety management system within IHSA20. Results-based planning21. Diversified markets and revenue streams