Strategic Plan
2018-2020

Extending Our Reach Through Public Awareness

IHSA instructors Deborah Moskal (l) and Alex Hernandez (r)
Message from the Board of Directors

The Infrastructure Health and Safety Association (IHSA) Board of Directors is pleased to present the third strategic plan for the association since its inception in 2010. As of that time, IHSA has worked hard to move forward from its three predecessor organizations and forge new, innovative paths that would lead to the elimination of injury and illness from Ontario’s construction, electrical, and transportation sectors.

This new plan has been created with the input of IHSA staff, management, and directors. In addition, thanks to a comprehensive survey process, it includes the perspectives of our member firms, peer organizations, governmental bodies, and other key stakeholders. Along with the new strategic plan, IHSA has realigned its mission and vision to better reflect its organizational direction:

**Vision:** Safe and healthy workplaces free from incidents, injuries, illnesses, or fatalities.

**Mission:** To be Ontario’s trusted health and safety resource for effective sector-specific engagement, education, products, and services.

After eight years, it was time to refresh our vision to speak to the outcomes we all expect in our workplaces. As well, our new mission better mirrors IHSA’s goal to be the best-known and respected authority in health and safety for our specific segment of Ontario workplaces.

We hope that you will find this strategic plan a reflection of not only IHSA’s vision and focus for the future but also one that you, as a stakeholder in creating safe workplaces, can support and rally behind. Together, we can help Ontario be the healthiest and safest place to work in Canada and in the world.

IHSA Board of Directors

IHSA Board Executive Joe Redshaw, Dave Johnston, and Michael Frolick
Message from the President and CEO

First of all, I would like to thank you for taking the time to read this document. The strategic plan not only shows IHSA’s future direction but also serves as a promise to its member firms and peers. This framework will guide all of the association’s actions and therefore stands as our intention to move forward and ensure that all of our efforts follow a distinct and clear path.

IHSA will continue to work hard to support the part of our membership that is vulnerable to potential hazards. This includes small businesses that may struggle to find a balance between safety and financial success. As you can see, our vision and mission statements have changed but our commitment to these areas have not. Our vision statement is about action—being free from injuries, illnesses, and fatalities requires commitment and effort. By engaging with our sectors and providing them with programs and resources, IHSA is, and will continue to be, positioned to assist workplaces in reaching this goal.

In this new cycle of strategic planning, IHSA will continue to work hard to build on our member’s trust, increase awareness of the resources available to them, and make our products and services available in the formats and means best suited to the their needs. We will strive to learn about new techniques and technology while demonstrating our clear value as a training and consulting leader. As training standards and expectations for excellence rise, IHSA must follow suit.

We have identified a greater need for training services and products for our transportation members and more transportation training for other sectors. Our new plan rectifies this shortcoming with the appointment of a Project Director for transportation. This role will focus on building better networks, improving service delivery, and creating a “buzz” about IHSA among our transportation sector firms. In this way, we will emerge as the trusted resource for training and consulting in this area leading to our ultimate vision of improved workplace health and safety outcomes.

The need for this change became evident in our survey results for this strategic plan, which you will learn about later in this document.

This strategic plan is IHSA’s roadmap to a journey that will continue to allow staff to develop professionally and continually improve, forge new and innovative relationships, focus research on new ideas and concepts to improve health and safety, and strengthen our existing stakeholder and partner network.

I want to recognize and thank our staff and management team for their dedication to worker and workplace health, safety, and wellness and our Board for its guidance and support through this journey of positive, impactful outcomes.

Enzo Garritano
IHSA President and CEO
Strategic plan overview

This strategic plan was developed with input from the Board of Directors, Labour-Management Network, Fleet Safety Council and IHSA staff. It builds on the achievements of the 2015-2017 strategic plan and sets the direction for the next three years.

Each of the sectors we serve continues to face the challenges of a skilled-trades shortage, which is being caused by an aging workforce and increasing growth in our industries. As the sectors look to fill the gap, we will work to provide greater access to IHSA’s programs, products, and services through the use of innovation and technology.

IHSA will continue to use our Training Partners and COR™ Associate Auditors to increase our reach as we continue to build awareness of the IHSA brand in new and existing markets. Aligning our outcomes with the strategic direction of the Ministry of Labour (MOL) will give us the best opportunity to change the health and safety landscape of Ontario as we continue to provide sector-specific value to our stakeholders.

This strategic plan was created in a three-step process that involved gathering stakeholder input, reviewing that input, and creating the document.

Stakeholder engagement leads to plan development

A comprehensive survey was undertaken in order to gauge the current outlook of our stakeholders and better understand what our members and peers wished for the future of IHSA. Our stakeholder survey received 578 responses. From the outset, there was strong consensus from the stakeholders we surveyed that IHSA needed to change its vision and mission statements to better align with our strategic intent.

- 94% agreed that the vision should be ‘Safe and healthy workplaces free from incidents, injuries, illnesses, or fatalities.’
- 91% agreed that the mission should be ‘To be Ontario’s trusted health and safety resource for effective sector-specific engagement, education, products, and services.’

Along with these changes, the remaining data was reviewed and this helped build the overall strategic plan framework.
## Strategic plan framework

**Vision**  
Safe and healthy workplaces free from incidents, injuries, illnesses, or fatalities.

**Mission**  
To be Ontario’s trusted health and safety resource for effective sector-specific engagement, education, products, and services.

### Themes

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| **Safety Excellence**  
- Engagement  
- Education  
- Evaluation  
- Events | **The Most Vulnerable Workers**  
- Safety Culture  
- Employer Culture  
- Employment Relationships  
- Multiple Language Products/Services  
- Accessible Formats | **Collaborative Networks**  
- Government  
- Influential Employers  
- IHSA Industry Networks  
- Training Partners  
- COR™ Associate Auditors |
| **Service Excellence**  
- Service Delivery Standards  
- Quality Assurance  
- Staff Development | **Small Business**  
- Increase Access to Resources  
- Increase Awareness of IHSA Services/Resources  
- Outreach | **Aligned Service Delivery**  
- Occupational Disease  
- Workplace Mental health |
| **Evaluation Excellence**  
- Measurement of Learning Outcomes  
- Continuous Improvement | **Performance Excellence**  
- Key Performance Indicators  
- Governance  
- Financial Sustainability  
- Business Innovation | **Culture of Health and Safety**  
- Certificate of Recognition (COR™)  
- Safety Groups  
- Social Marketing  
- Community Outreach |
| **Performance Excellence**  
- Key Performance Indicators  
- Governance  
- Financial Sustainability  
- Business Innovation | **High Hazard Work**  
- High-Risk Injury Data  
- High-Risk Potential Injury  
- Hazardous Trades | --- |

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Work Safe for Life
Business development and sustainability

In order to meet our strategic objectives, IHSA must invest in the capabilities and management systems required. IHSA looks to employ highly engaged and motivated subject-matter experts and ensure that the processes, structures, and rules that build capabilities and that reinforce and measure IHSA's strategic choices are in place.

Continually improving our sector-specific programs, products, and services and utilizing data to evaluate changes in participant learning and behaviour will allow IHSA to continue to grow and better serve our sectors. It will also ensure ongoing financial sustainability.

1. **Safety Excellence**: Maintain our commitment to staff health, safety, and wellness. Maintenance of COR™ certification and continual improvement of our health and safety management system is our highest priority.

2. **Service Excellence**: Adhere to the quality assurance mandate to meet service delivery standards and ensure credibility as the trusted industry source is maintained.

3. **Evaluation Excellence**: Demonstrate our value through measurement and evaluation.
   - Apply the evaluation process to more programs.
   - Analyse standards. Ensure and look for opportunities for continuous improvement.

4. **Performance Excellence**:
   - Successfully meet or exceed defined performance measures.
   - Regularly review policy review and make improvements.
   - Provide enhanced delivery and services through business innovation (i.e., get the most out of our limited resources and reach more of our members).

Target those of greatest need

IHSA's strategic plan targets vulnerable workers, small business, and workers who perform high-hazard activities. We will work to increase access to health and safety resources and awareness by providing products and services in multiple languages and accessible formats. Collaboration with employers, education providers, and other agencies will allow us to extend our reach and further foster a culture of safety in workplaces that employ vulnerable workers. IHSA's marketing efforts will focus on increasing the awareness of the social responsibilities we all have to ensure all workers arrive home healthy and safe every day.

IHSA will focus on strengthening individual knowledge and skills with an emphasis on small businesses that perform high-hazard work and experience a high frequency of injuries. Further, we will continue to devote resources to priority hazards and workers who perform high-hazard activities. Data analysis will help determine how workers are getting hurt and will identify the areas with the greatest potential for injury.

5. **Vulnerable Workers**: Provide accessible health and safety education.
6. **Small Business**: Increase awareness of health and safety resources and improve health and safety knowledge and commitment to overall safe work practices.
7. **High-Hazard Work**: Improve workplace practices and shift the culture of workplace health, safety and wellness to one in which it is embedded in the work.
Enhanced service delivery

Developing collaborative relationships and exploring new delivery methods will be fundamental in reaching those of greatest need. This will include engaging the public and working with childhood education providers. Mobilizing IHSA-approved training partners will also play a large role in accomplishing this goal. Effective partners will be a key resource to penetrate the transportation and other sectors and have a real impact on worker health and wellness.

Strengthening and cultivating partnerships within Ontario’s Prevention System will allow us to provide increased access to resources related to occupational disease and workplace mental health. As these issues gain prominence in the sectors we serve, we will augment our services by leveraging the strength already available within the Prevention System.

Recognizing workplaces with superior health and safety management systems and practices through programs like COR™ and Safety Groups will contribute to fostering a health and safety culture throughout the province. A culture of health and safety is something that IHSA’s stakeholder networks can help build through social marketing and community outreach. IHSA has worked hard to develop effective marketing campaigns aimed at changing Ontario’s outlook on workplace health and safety. IHSA will continue to work on social change within the province and the need for every worker, customer and citizen to embrace the concept of healthy and safe workplaces free from injury, illness and fatalities.

8. Collaborative Networks: Build and strengthen partnerships to extend our reach.


10. Culture of Health and Safety: Increase awareness and engagement of our members in order to foster the health, safety, and wellness culture.

Continual improvement

IHSA, together with its Board and stakeholders, has revised this roadmap for our next three years. As with any roadmap, there may be alternate routes we will take depending on trends, technological changes, events, or changing business needs.

IHSA will monitor all inputs and outputs of the services we provide to ensure that we continue to be effective and focused. We will keep our sights squarely on industry outcomes to ensure our efforts are contributing to the elimination of workplace injuries, illnesses, and fatalities and are helping create safe and healthy workplaces, as is reflected in our vision.