

Institute for Work & Health Strategic Plan, 2023-2027

**Building on the past.
Looking to the future.**

IWH Speaker Series
Dr. Peter Smith
President
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Institute for Work & Health

VISION

Healthy, safe and inclusive work through excellent research

MISSION

To conduct and mobilize research that supports policy-makers, employers and workers in creating healthy, safe and inclusive work environments

VALUES

Excellence
Integrity
Innovation

Respect
Collaboration
Equity
Accountability

Developing the strategic plan

3

meetings with our
tripartite Board of Directors

30

one-on-one interviews with
senior representatives of IWH's
key partners and collaborators

4

consultation sessions
open to all IWH staff

1,000

survey responses for
IWH subscribers

Our context today as we plan for tomorrow

A strong foundation

- 30 years of research and knowledge translation & exchange excellence
- Interdisciplinary expertise
- Strong, collaborative partnerships

Societal changes

- Growing inequality
- Rising rates of immigration
- Rapidly changing technology
- Low unemployment & labour shortages
- Renewed public interest in work as a social determinant of health

Complex work and health challenges

- Rise in non-standard work arrangements (e.g. remote & hybrid work)
- Increased focus on mental health & inclusive workplaces
- Stagnant rates of compensation claims and traumatic injuries and fatalities
- Aging workforce

Demand for information

- Proliferating mis- and dis-information
- Demand for rapid evidence-informed responses
- Increasing range of data and information sources

Building on the past. Looking to the future.

Continue to do what we are known and respected for and seize opportunities for change and renewal

Existing challenges need to be addressed and new areas need to be explored

Rigorous and independent research is needed now, more than ever and research must keep pace with the demand for information



STRATEGIC DIRECTIONS

- 1** Advance the science of work and health
- 2** Expand the reach and impact of IWH research
- 3** Strengthen the work and health ecosystem
- 4** Ensure IWH is a safe and healthy workplace

Strategic Direction 1

Advance the science of work and health



Conduct excellent research that deepens our understanding of how to improve the health, safety and wellbeing of working people and promote full and inclusive work participation

Provide expert advice to improve program and policy design and implementation in the work and health arena

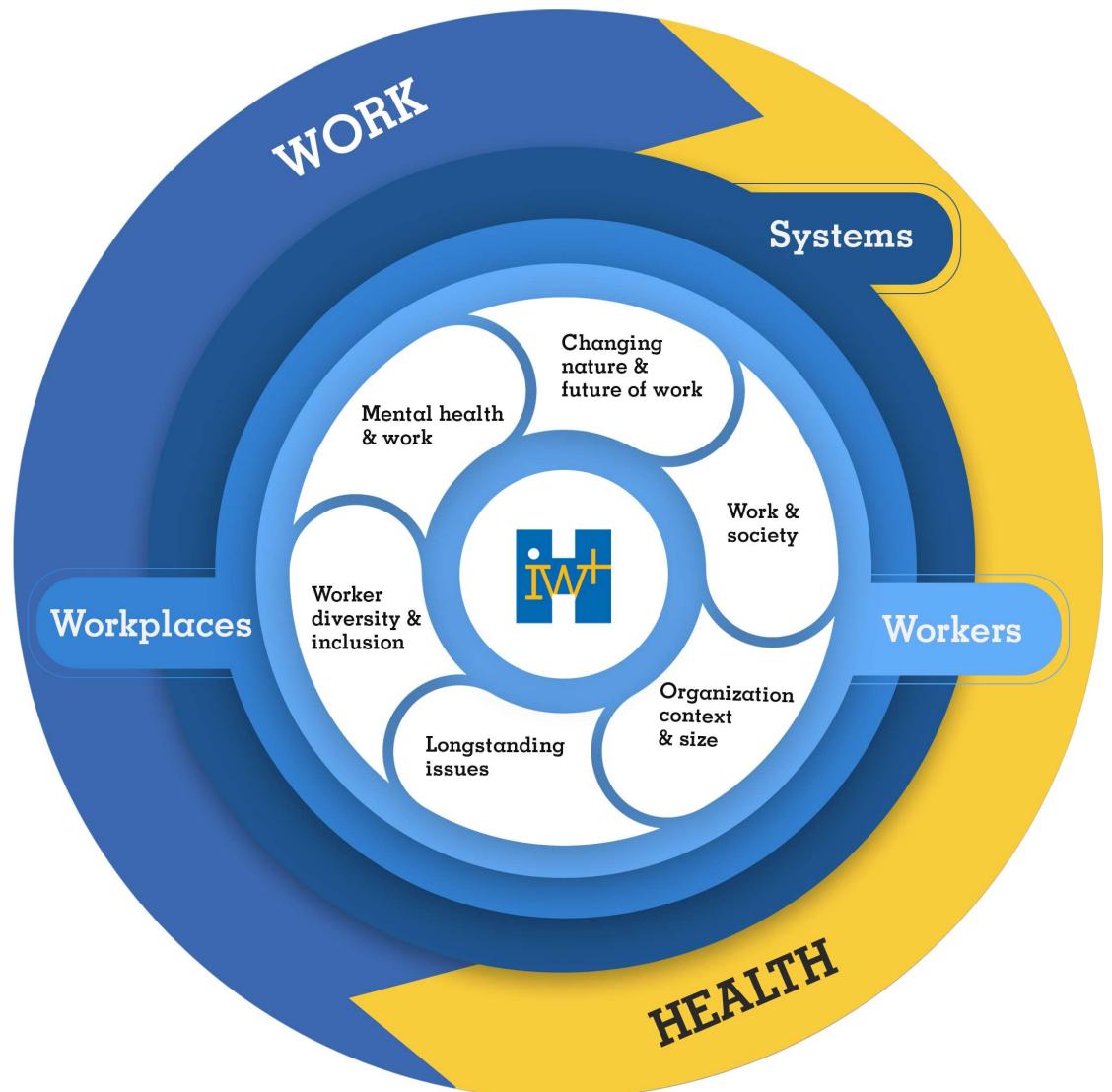
Strengthen the evaluation of worker, workplace and systems-level interventions to improve worker health and promote work participation

Strategic Direction 1

Key ways we'll measure success

- Grant application success rate
- Number of research citations in peer-review publications
- Number of occasions on which IWH experts provide advice to partners and collaborators
- Percentage of IWH research dedicated to evaluation

RESEARCH FOCUS OVER THE NEXT FIVE YEARS



Strategic Direction 2

Expand the reach and impact of IWH research



Strengthen our networks through continued and expanded engagement with stakeholders and partners

Deliver accessible evidence-based products and learning opportunities to catalyze the use of research among workers, workplaces and policy-makers

Expand our reach through strategic and creative dissemination of research findings

Strategic Direction 2

Key ways we'll measure success

- Number of events that bring stakeholders together to discuss high-priority work and health issues
- Percentage of our subscribers who indicate in surveys that they use our resources in the course of their work
- Number of subscribers, event attendees, social media followers and media requests

Strategic Direction 3

Strengthen the work and health research ecosystem



Develop and mentor the next generation of work and health research expertise

Improve data capacity within Ontario and across Canada to answer work and health questions

Develop novel research methods and approaches and accelerate their use and application in work and health studies

Strategic Direction 3

Key ways we'll measure success

- Number of students and trainees we support
- Number of population-level data sources held at IWH or accessed by IWH scientists
- Number of peer-reviewed contributions to developing and advancing work and health frameworks, methods and measures

Strategic Direction 4

Ensure IWH is a healthy, inclusive and engaging place to work



Implement workplace health and safety best practices to ensure the health and wellbeing of all IWH staff

Integrate diversity, equity, inclusion and accessibility (DEIA) principles throughout IWH's organization and research work by establishing and consistently applying policies and procedures

Cultivate an environment of continuous growth where workers at IWH are supported in their professional development and growth

Strategic Direction 4

Key ways we'll measure success

- Percentage of staff who indicate in anonymous surveys that they feel safe and satisfied at work
- Percentage of staff who indicate in anonymous surveys that they believe IWH is an equitable and inclusive place to work
- Degree to which Board of Directors, Scientific Advisory Committee and Executive reflect the diversity of the communities we serve
- Percentage of staff who indicate in anonymous surveys that they feel supported in their professional development
- Number of staff hours per year spent on training and development activities

Summary

- The IWH Strategic Plan's directions and associated metrics provide a meaningful road map for our organisation over the next five years.
- We look forward to working with a wide range of partners including workers, workplaces, policy-makers and researchers to bring the commitments in the strategic plan to life.
- Thanks to everyone who has contributed to the development of this document.
- For more information please visit: <https://www.iwh.on.ca/corporate-reports/iwh-strategic-plan-2023-2027>

Thank you

Peter Smith

President and Senior Scientist



psmith@iwh.on.ca

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