

IHSA Strategic Plan

2015-2017

Message from the CEO

The Infrastructure Health & Safety Association's (IHSA's) first strategic plan formed a solid foundation upon which we were able to construct our new identity. It included 22 goals that aligned with the recommendations of the Expert Advisory Panel led by Tony Dean. We worked in collaboration with industry partners to achieve each of the goals we set out for ourselves. By doing so, we all contributed to make Ontario workplaces safer, particularly for those who work in high-risk industries, which includes vulnerable workers and small businesses.



In 1915, one of IHSA's legacy associations, the Electrical & Utilities Safety Association was formed to provide safety education to 45 member firms. Today IHSA offers our 122,000 member firms over 250 years of safety education experience.

Over the past three years, IHSA has matured as an organization. Now that we have successfully completed most of our change management initiatives—such as streamlining our programs and products, developing our brand, and creating our culture—we can look to the future with an enhanced strategic direction, to develop, deliver, measure and evaluate safety education.

Creating unique, sector-specific value for our stakeholders was the guiding principle that formed the foundation of our first strategic plan. That hasn't changed. You'll see the same guiding principle stated in this new strategic plan. The difference is in *how* we are creating that sector-specific value.

IHSA uses a research-based educational methodology—from the needs assessment stage through to program and product development, delivery, and evaluation. Our comprehensive evaluation framework, which measures program and performance in the workplace, is a critical element in high-risk activity education. It is our ethical and moral responsibility to ensure the knowledge, safe work, and skills that we teach to workers in Ontario are consistently being applied. We're also incorporating quality

assurance principles into our methodology in order to identify what's being done well and what needs to be improved. We will continuously evaluate how effectively we are serving our stakeholders and the impact our services have on healthy and safe Ontario workplaces.

“It is our ethical and moral responsibility to ensure the knowledge, safe work practices and skills that we teach to workers in Ontario are consistently being applied in the workplace”.

We will continue to create value for our stakeholders by aligning with the Ministry of Labour's (MOL) *Healthy and Safe Ontario Workplaces*. When you read this strategic plan, you'll see that vulnerable workers, small business, and environments involving high-risk activities are just as prominent here as they are in the MOL's strategic plan. We will assess our effectiveness in reaching and serving those groups and will continue to look for new and innovative ways to engage them. While aligning with the provincial prevention strategy, we will continue to create and deliver unique sector-specific value for our stakeholders. We will also continue to lead and support the establishment of training standards for program content and providers. I believe that standards will play a crucial role in improving the health and safety of workplaces in Ontario.

I would like to thank IHSA's Board of Directors, staff, and stakeholders for contributing to the development of this strategic plan. I look forward to working together to effectively implement this new strategy.



Al Beattie
President & CEO
Infrastructure Health & Safety Association

Message from the Board of Directors

We are pleased to present IHSA's second strategic plan for 2015 to 2017. As the body responsible for strategy, governance, and financial accountability, we believe the course of action outlined in this strategic plan will focus our efforts where they are needed most—on vulnerable workers, small businesses, and environments involving high-hazard activities. Yet we will continue to serve our stakeholders, to enhance our service delivery and business sustainability, and to meet or exceed our performance measures.

This strategic plan was developed with input from the Board of Directors, the Labour-Management Network, the Fleet Safety Council, and IHSA staff. It reflects an overall consensus to align IHSA's strategy with the strategic direction of the Ministry of Labour (MOL). Aligning our outcomes with those of our funder will give us the best opportunity to change the health and safety landscape in Ontario.

IHSA's mission is to develop sector-specific partnerships and support their implementation of prevention solutions that provide continuous improvement in health and safety performance.

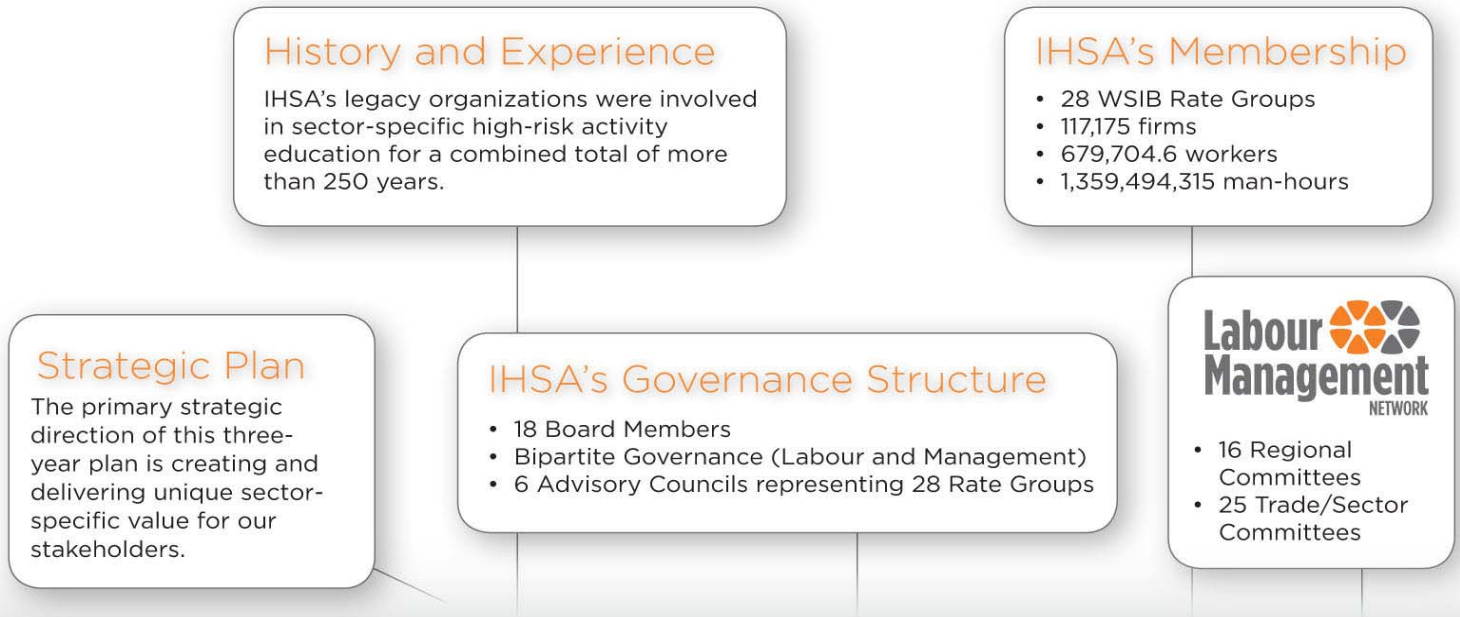
Findings from sector-specific environmental scans also informed the decisions that you'll see in the following pages. For example, we know that there will be significant activity related to infrastructure projects, particularly in the Northwest region of the province. We've learned that each of the three sectors IHSA serves has an aging workforce, which will likely lead to older workers leaving and new workers entering. We can establish closer relationships with Employment and Social Development Canada and the Ministry of Transportation. These all represent great opportunities for IHSA.



IHSA will continue to take on a leadership role in developing and promoting training standards. For example, we will continue to support the Ministry of Labour's Working at Heights and Mandatory Entry Level Training Standards for the construction sector. Once in place, these and other standards have the potential to prevent injuries and save lives.

Over the past three years, IHSA has made significant strides to define itself as an organization. With new methodologies and innovative ideas, our organization will keep moving in a positive direction and will continue to make a difference in Ontario workplaces and in the lives of Ontario workers.

What Makes IHSA Unique



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What Makes IHSA Unique

Section 21 Committees

- Provincial Labour-Management Health & Safety Committee - Construction (PLMHSC)
- Provincial Labour-Management Safety Committee - Electrical Utility (PLMSC)



- Transportation (210 participants)
- Electrical (22 participants)
- Construction (95 participants)



- 12 Chapters
- More than 600 members

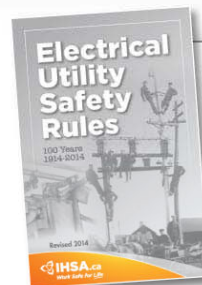
Training and Programs

- 365 firms involved in the Certificate of Recognition Program (COR™)
- 85 unique training programs
- 23 no-charge-to-member training programs
- 41 no-charge-to member products (printed)

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Collaborative Hands-on Training Agreements

- Cambrian College (Sudbury)
- Confederation College (Thunder Bay)
- St. Clair College (Chatham)



Electrical Utility Safety Rules

Since 1914, the EUSR has been the foundation of health and safety education in the electrical utility industry.

Association Recognized by Electric Power Research Institute (EPRI)

IHSA is the only third-party AP3-compliant administrator for EPRI in Canada.

Ministry of Training, Colleges & Universities

- IHSA is a Training Delivery Agent for the Powerline Technician Apprenticeship Program
- IHSA is a Training Delivery Agent for the Utility Arborist Program

Stakeholder and Environmental Research

When tasked with developing the organization's next strategic plan, IHSA created an internal working group to explore options and facilitate the plan's development. The working group first looked to IHSA's Board of Directors for guidance. Then, they surveyed internal and external stakeholders to get their thoughts and insights. There was a strong consensus from each of these groups that IHSA's strategic plan should align with the Ministry of Labour's (MOL) *Healthy and Safe Ontario Workplaces*.

Lastly, the internal working group completed environmental scans for each of the three main sectors IHSA serves: construction, electrical/utilities, and transportation.



Survey Results

IHSA's working group administered surveys to the Board of Directors, external stakeholders, and IHSA staff in order to gather thoughts and ideas for building IHSA's next strategic plan. In addition to the almost unanimous recommendation that IHSA should align with the Ministry of Labour's strategy, the survey results revealed some other valuable information. The group learned that IHSA's ability to build relationships with government and other partners was highly valued. IHSA staff members are well-respected subject-matter experts and there is strong internal and external support for quality assurance measures. It also became clear that consistent communication is a key expectation.

The survey results confirmed that Northern Ontario has some specific needs and that the transportation sector requires greater examination. In both cases, IHSA must ensure that it is providing unique products and services to these groups, which will lead to improved health and safety outcomes. Many survey responders focused their responses around small business and vulnerable workers.

Environmental Scans

To complement the information gathered from stakeholder surveys, the internal working group completed detailed environmental scans for IHSA's three main industries: construction, electrical/utilities, and transportation. For each one, the group looked at strengths, weaknesses, opportunities, and threats.

Construction

Research shows that there will be an increase in public infrastructure development in the coming years for transit, hospitals, and other public institutions. Metrolinx's "Big Move" transit plan is a perfect example. The province expects significant growth in Ontario's Northwest region, particularly with development of the "Ring of Fire", and Ontario's Southwest region near Darlington.

While the construction industry is expected to grow in terms of activity, many of its workers are expected to retire. With an aging workforce, many older workers will leave the industry and many new workers will enter the industry. As this happens, the number of small businesses within the industry will likely grow.

Electrical and Utilities

Future activity in the electrical and utilities industry looks very similar to that of the construction industry. Expected growth is due to the move away from coal-generated power and towards renewable energy. Energy development in the Northwestern region of Ontario is also expected, which mirrors construction forecasts. Relationships between First Nations, Hydro One, and Infrastructure Ontario will be key over the next few years, particularly in Northern Ontario.

Like the construction workforce, electrical and utilities workers are aging. Many will retire and take their skills and experience with them. New workers will likely be recruited to the industry and will require training and education.

Transportation

The working group found the transportation industry to be a challenging sector, albeit one with a great deal of opportunity. Among the sectors IHSA serves, motor-vehicle incidents (MVIs) are the leading cause of occupational injury and death. Dealing with this priority hazard becomes complicated because, in addition to the Ministry of Labour's *Occupational Health and Safety Act* and related regulations, the Ministry of Transportation (MTO) and the *Highway Traffic Act* govern much of the industry's activity. There is also cross-over between federal and provincial jurisdictions.

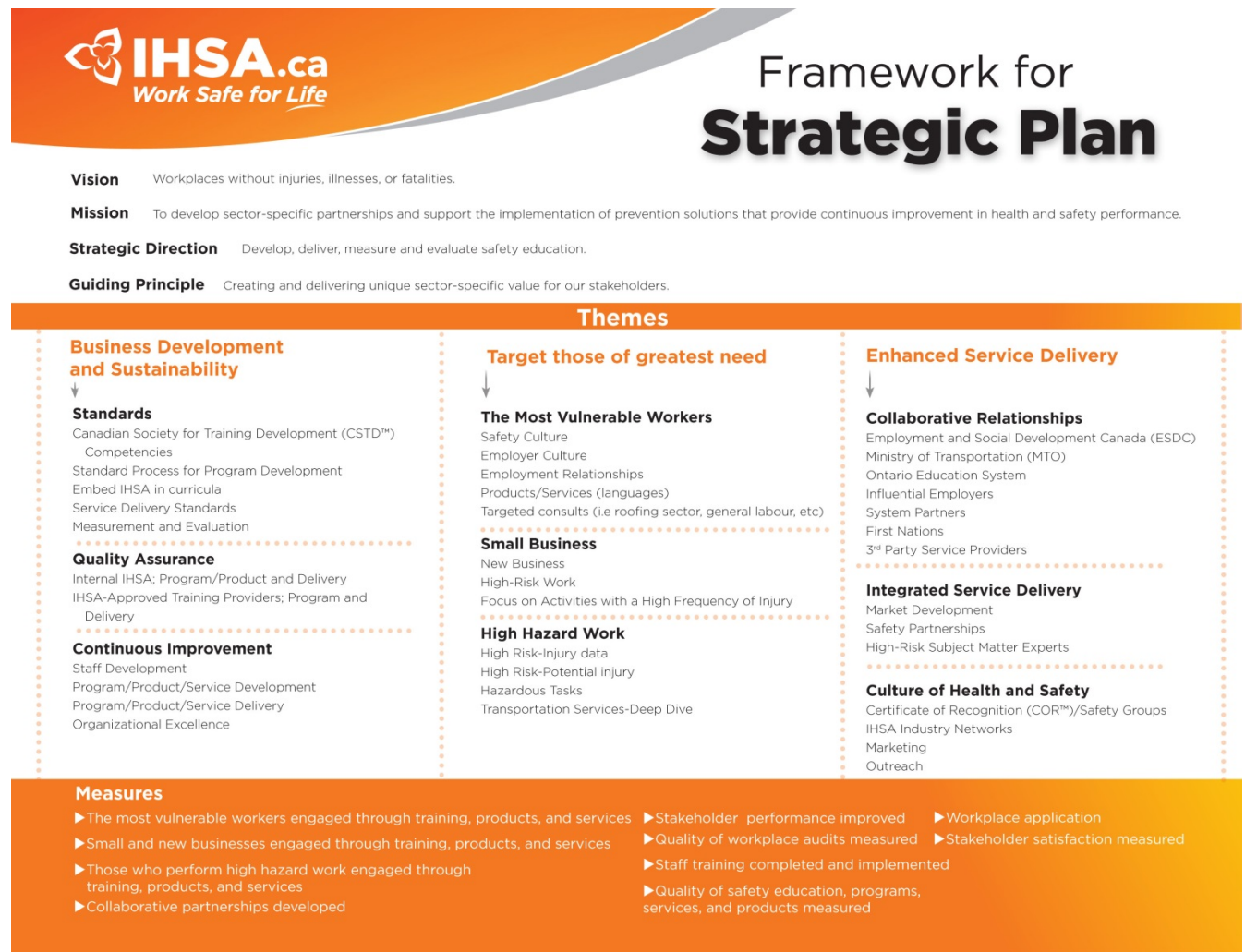
Despite these legislative challenges in servicing the industry, there is opportunity in its size and diversity. Stronger relationships with Employment and Social Development Canada (ESDC) and the MTO are a step towards better serving this industry. Leveraging the Fleet Safety Council and IHSA-approved training providers are also ways to meet the needs of this sector. Skills-based driver training is another area IHSA will explore.

As with the other sectors, the transportation sector also has an aging workforce. A recruitment effort will be needed to replace older workers, which will lead to many new workers in the field.

Strategic Direction

The foundation of this strategic plan is to develop, deliver, measure, and evaluate safety education. IHSA will work towards this by focusing on three main themes:

1. Business development and sustainability
2. Enhanced service delivery
3. Target those of greatest need



This framework outlines how IHSA will provide ongoing sector-specific value to our stakeholders. In fact, the organization has already begun to move in this direction by measuring not only participant learning, but also the application of that learning at the workplace. IHSA has started to gather meaningful data that will be used to create more effective programs, products, and services.

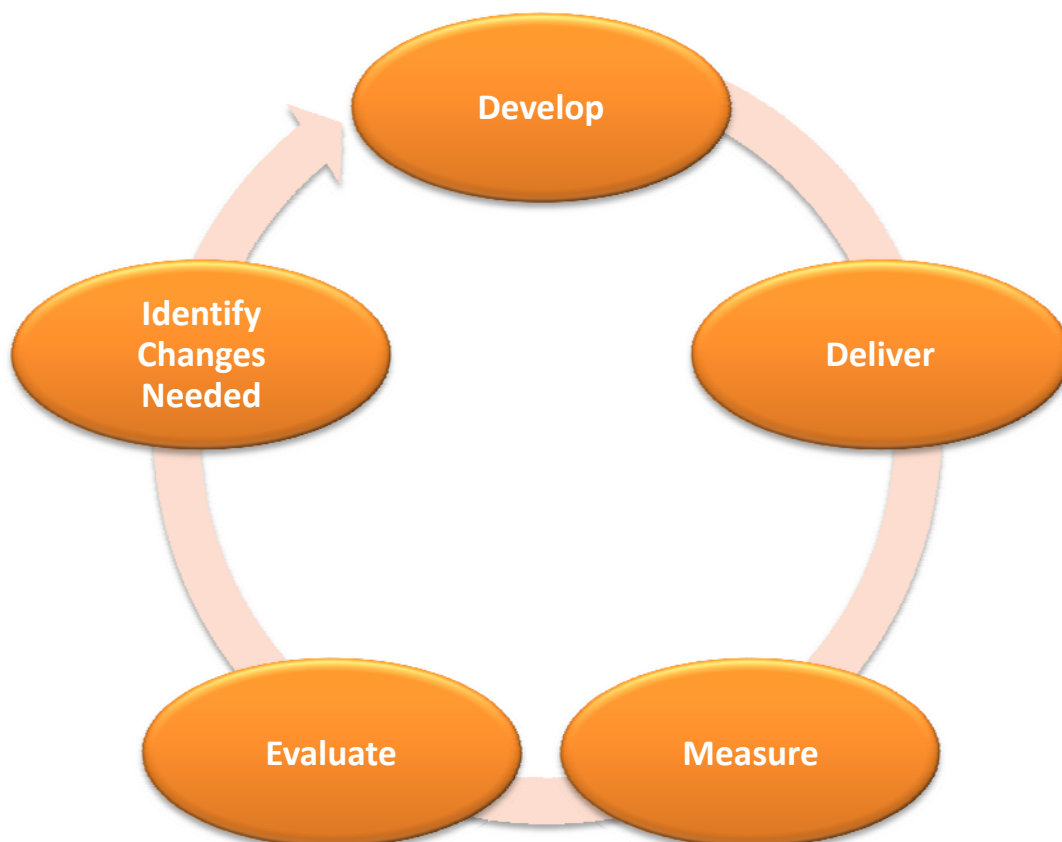
Business Development and Sustainability

The first theme of the strategic plan is business development and sustainability. In order to achieve the objectives outlined under the following two themes, IHSA must continue to grow and generate revenue sustainably. Training standards and quality assurance will play a significant role in this area, along with the cycle of measurement and evaluation.

Primary research has shown that traditional learning models involving little to no follow up after the training has been delivered result in only 15 per cent of participants achieving and sustaining new behaviours in the workplace. However, if learning models involve post-training follow up, 85 per cent of participants will achieve and sustain new behaviours. Finding new ways to encourage participants to apply the behaviours, knowledge, and skills they learn in our training once they return to the workplace is IHSA's goal—particularly in high-hazard environments. That is how IHSA can help build a safety culture, which will lead to a decrease in injuries, illnesses, and fatalities.

Standards, quality assurance, and continuous development

Over the next three years, IHSA will entrench a framework of continuous measurement and evaluation into its operations. The organization will continue to **develop** and **deliver** programs, products, and services following established standards. Once delivered, staff will **measure** the learning and behaviour outcomes to determine the extent to which participants have internalized what they've learned and are using it on the job. IHSA educational and subject-matter experts will **evaluate** the results to see where participants are successful and **identify changes needed**. Lastly, IHSA quality assurance specialists will analyze that data to identify the changes that are necessary for greater success. This will allow IHSA to continue to meet the unique needs of its stakeholders.



The chart below provides an overview of how IHSA will measure learning outcomes and changes in on-the-job behaviour.

Level	Measurement	Tools
1	The Reaction The degree to which participants react favorably to the training.	<ul style="list-style-type: none"> • Post-program survey
2	The Learning The degree to which participants acquire the intended knowledge, skills, and attitudes based on their participation in the training.	<ul style="list-style-type: none"> • Pre- and Post-Knowledge Tests • Practical Demonstration
3	The Application The degree to which participants apply what they have learned during the training when they are back on the job.	<ul style="list-style-type: none"> • Learning Contracts • Action Plan and Program Assignments • On-the-job Observations • Surveys • Questionnaires • Interviews • Focus Groups
4	The Results and Impact The degree to which outcomes occur as a result of training and subsequent reinforcement.	
5	The Return on Investment (ROI) The degree to which training benefits outweigh the costs in monetary terms.	

Target those of greatest need

On the recommendation of the Board of Directors, industry stakeholders, and staff, IHSA's strategic plan will target vulnerable workers, small businesses, and workers who perform high-hazard activities. Each of these groups is explained below.

Vulnerable workers are those who have a greater exposure than most to conditions hazardous to health and safety and who lack the power to alter those conditions. This includes new workers, non-permanent residents, workers in an unclear working relationship, and workers who may have low wage earnings. Since a portion of this group are new Canadians, IHSA will provide products and services in multiple languages and will work with employers and other agencies to foster a culture of safety in the workplace. In addition, dedicated consultants will target areas of highest need (e.g., roofing).

Small businesses are defined as businesses that have fewer than 50 employees. Under this definition, the majority of firms that IHSA serves are small businesses. Many firms have less than 20 employees. The environmental scans identified that all three of IHSA's sectors have a high percentage of small businesses and more are expected to emerge. To address this, IHSA will focus on small businesses doing high-hazard activities because those employees are among those at the greatest risk. Through data analysis, IHSA will target small firms with high injury frequency rates.

High-hazard activities are those activities with regular work exposure to potential sources of serious harm or serious health effects. This may include working at heights, working underground, or working with designated substances. IHSA 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. For example, using the data, the transportation sector was identified as an area that needs improvement. So a close look at how to serve the unique needs of those workers and employers is a priority.

Enhanced Service Delivery

IHSA will meet the needs of the groups described above with enhanced service delivery. This will be done through collaborative relationships, integrated service delivery, and a culture of health and safety.

Collaborative relationships with government agencies (e.g., ESDC and MTO) Ontario's education system, First Nations, and influential employer groups will be fundamental in reaching the target groups. IHSA will explore new methods to reach those of greatest need. Many of them are not currently engaged in Ontario's health and safety system, but they are performing high-hazard activities. The same is true for many small businesses. Effective partners will also be a key resource to penetrate the transportation sector and have a real impact on those injury rates.

Integrated service delivery is another way that IHSA will enhance its overall service delivery. Developing partnerships within Ontario's Prevention System as well as outside it will ensure that IHSA products and services are accessible to everyone who needs them. Mobilizing IHSA-approved training providers will also play a large role in accomplishing this goal.

A culture of health and safety is something that IHSA's industry networks can help build through social marketing and community outreach. By supporting the Labour-Management Network and the Fleet Safety Council, IHSA will work toward sending a positive message to local communities. Programs like COR™ and Safety Groups will also contribute to fostering a health and safety culture throughout the province.

Measurement

Measurement is crucial to any strategic plan. Objectives must be set in order to measure progress and achieve success. This three-year strategic plan will be executed through annual operational plans. Each operational plan will have specific targets, which will bring IHSA closer to achieving the overall objectives of the plan. These operational targets will be tracked based on the measures listed below.

- The number of vulnerable workers engaged through training, products, and services
- The number of small and new businesses engaged through training, products, and services
- The number of workers who perform high-hazard activities engaged through training, products, and services
- The number of collaborative partnerships developed
- The quality of workplace audits
- The quality of safety education, programs, services, and products
- Improvements in stakeholder performance
- Improvements in stakeholder satisfaction
- Improvements in workplace application
- Improvements in staff training completed and implemented

By collecting data based on the measures listed above, IHSA can evaluate how successful its approach is for each theme. Effectiveness will be evaluated on an ongoing basis over the next three years and adjustments to operational plans will be addressed accordingly.