

BASKATCHEWAN ASSOCIATION FOR

SAFE WORKPLACES

IN HEALTH

Workplace health and safety:
a priority for all.

2018 – 2020 Strategic Plan

**Building and Guiding a Culture of
Workplace Safety for
Healthcare Employers and Workers in
Saskatchewan**

January 2018

Message from the Chair

As Chair of the Board of Directors for the Saskatchewan Association for Safe Workplaces in Health, it is my pleasure to present the 2018-2020 Strategic Plan for the Association.

The SASWH Board functions as a model for collaborative effort on the part of healthcare employers and workers across the provider spectrum in Saskatchewan. Operating from a set of guiding principles every member of the Board is committed to a culture of safety that will ultimately see zero harm to the people who work in the healthcare system.

Our strategic directions are intended to support our members to achieve safer workplaces in health. We are committed to safety as a priority for all in the healthcare system. It is a priority for us to connect with members and seek your contributions and feedback on the breadth and quality of our programs and services. We understand that healthcare is experiencing the impacts of an aging workforce, staff recruitment and retention challenges, heavy care requirements, and new and changing technologies. SASWH's Strategic Plan has the necessary flexibility, diversity and focus on quality of service to adapt to the constantly changing landscape of healthcare industry. SASWH is here to provide you with resources to support injury prevention, safety education and training that you need to be a champion for safety in your workplace. SASWH has a focus on supporting the implementation of the Safety Management System in healthcare to the enhancement of a culture of safety.

Your safety association advocates for the culture of safety to be a top priority across the healthcare system and look forward to ongoing engagement on your behalf in the conversations that inform the development of important Provincial safety strategic directives. We encourage you to access our informative website to take a look at the data that we monitor and attempt to influence toward the achievement of specific staff safety targets on your behalf.

As SASWH moves forward with its 2018-2020 Strategic Plan, we will continue to provide valuable resources for our members and work collaboratively towards a positive safety culture.

Be safe,



Lori Johb
Chair, SASWH Board of Directors

Board Members

Employer Directors:

Dr. Petrina McGrath
Christina Denysek
John Knoch
Brent Kitchen
Vivienne Hauck (Director at Large)
Heather Monaghan (Director at Large)

Worker Directors:

Lori Johb (Chair)
Lorna Hamilton
Braden White
Randa Schikosky
Sandra Seitz
Denise Dick (Director at Large)

Executive Summary

The goals of the Saskatchewan Association for Safe Workplaces in Health (SASWH) 2018-2020 Strategic Plan provides a solid framework to continue our efforts at putting safety at the top of the agenda of our healthcare system and support the Association's mission and overall mandate. The plan outlines our commitment to working collaboratively with employers, assisting in identifying needs as well as celebrating our successes, and in providing standardized programs and resources important for our stakeholders. We have set a goal to support employers and workers on the implementation and now evaluation of the Safety Management System and build the support needed for our members. We will continue to identify and share leading practices and standards and set an example for healthcare organizations across Canada.

Our goal is to lead the industry to set the standard for health and safety education and training resources in the Province of Saskatchewan. The focus of our 2018-2020 Strategic Plan will enable our Association to focus our best attention, capabilities and resources to produce this result. We have listened to our members and sought out their input. As a result, we are being both thoughtful and deliberate about what we have identified as SASWH's strategic goals for the future of safety in health workplaces.

Our 2018-2020 Strategic Plan describes and provides a picture of the current situation and clearly articulates our broad strategic goals for the next three years.

SASWH will:

- Continue to support our members to achieve a culture of safety in their workplace.
- Ensure that our programs and services are timely and continue to add value to our members and the healthcare system.
- Examine the current safety practices of our members with intent to secure an accurate safety profile that is designed to promote good safety practices, identify areas of attention and alignment with legislative requirements.
- Maintain and establish relationships, partnerships and collaboration to achieve the common goal to reduce and eliminate injuries in healthcare.
- Research leading practices to encourage our members to set improvement targets and stretch goals that are supported by evidence-based research in healthcare safety.
- Strengthen its resources to support the full implementation of the Safety Management System.

We encourage you to access our informative website and to take a look at the data that we monitor and attempt to influence toward the achievement of specific staff safety targets on your behalf and the programs and services we deliver.

www.saswh.ca

The Association at a Glance

The Saskatchewan Association for Safe Workplaces in Health (SASWH) is a not for profit organization committed to work in partnership with healthcare workers and employers, to reduce the number of workplace injuries and illnesses in the health sector in Saskatchewan. The focus is on creating and maintaining safe and healthy workplaces. SASWH is dedicated to the sustainability of workplace health and safety through education, support and consultation. Our commitment is to support Saskatchewan's healthcare industry in the elimination of workplace illness and injury with a vision of *Workplace health and safety: a priority for all*.

SASWH exists to support its customers in eliminating injuries to workers in the healthcare industry.

The customers, clients and members include all employers from the following industries¹

- Special care institutions, homes and associations (i.e., for people with disabilities)
- Hospitals and healthcare administration
- District home care
- Ambulance services
- Health authorities

We work with our partners and stakeholders in order to achieve our Vision and Mission.

¹The description of industries is based on the Saskatchewan Workers' Compensation Board classification of healthcare industries.

Note: See *Appendix A* for highlights on the history of SASWH.

VISION STATEMENT

Workplace health and safety: a priority for all

MISSION STATEMENT

To guide the health related industry in the elimination of workplace illness and injury

Our Values

Our values are the basis and foundation for everything that happens in our workplace and for the services we provide to our members. These values align with our vision and mission. The Board has identified attitudes and behaviours that are supportive of the values.



Programs and Services

SASWH offers a variety of complimentary services to assist its members in order to meet the minimum requirements of Saskatchewan's occupational health and safety legislation, with a focus on creating and maintaining a safe and healthy workplace. Through the combined effort of employers and SASWH, the availability of continued education, training, support and follow-up will create and enhance supports necessary to assist with injury prevention strategies.

SASWH is available to educate and train all levels of public and private healthcare workers in a variety of programs specific for the industry. Working collaboratively with employers, assisting with identifying needs, as well as successes, SASWH's team of experts are available to assist employers with adopting and implementing a healthcare safety management system. SASWH will assess an employer's current situation based on the standard, consult with the employer regarding developing and implementing an action plan, as well as provide training and support as required.

Programs

- Occupational Health and Safety Legislation
- Safety Management System (SMS) Basics
- How to Complete a Self-Evaluation Using the Standards Tool
- Safety for Supervisors
- Occupational Health Committee (OHC) Training
- Effective Occupational Health Committees in Healthcare Inspections
- Incident Reporting & Investigation
- Transferring Lifting Repositioning (TLR®)©
- Professional Assault Response Training (PART)©
- Workplace Violence Assessment Education (W.A.V.E)©
- Safe Moving and Repositioning Techniques (SMART®)©
- Safety Talks
- Ergonomic Assessments
- Fit Testing
- Health and Safety for Board Members
- WHMIS 2015
- Transportation of Dangerous Goods TDG 6.2 (Ground and Air)

Services

Resources are developed for members' use. SASWH secures specific permissions from a variety of providers/sources in order to produce, customize and/or develop/distribute materials.

SASWH assists small employers in healthcare as well. One of the key resources is assisting employers in developing an Occupational Health and Safety Policy Manual.

SASWH is available to assist employers with using and implementing various resources. A number of these resources are available on SASWH's website (www.saswh.ca).

THE ASSOCIATION'S FUTURE

The following are the broad strategic directions and areas of focus identified as the most critical considerations for the next three years.

Strategic Priorities: 2018-2020

1.1 Promote the Safety Management System in the healthcare industry

- 1.1.1 Safety Management System is the standard methodology in healthcare that includes evaluation tools and guidelines for effective accountability:
- a. Management and Leadership;
 - b. Hazard Identification and Control;
 - c. Training and Communication;
 - d. Inspections;
 - e. Incident Reporting and Investigation; and
 - f. Emergency Response.
- 1.1.2 Provide healthcare safety expertise through safety education, training, coaching, guiding and supporting members to assess their safety needs and develop action plans for improvement:
- a. Assessment of Safety Management Systems based on the standard;
 - b. Consultation with regards to the development and implementation of action plans;
 - c. Training and support as required; and
 - d. Provision of tailored approaches that are accessible, responsive and practical to use.

We are proud of the successes and positive stories where we have had an impact. We need to 'spread the word' and 'demonstrate' to our stakeholders that we have a service that can assist in producing a positive safety culture in their organizations.

1.2 Building and enhancing partnerships with the goal of improving workplace health and safety and eliminating injuries.

- 1.2.1 Continue to align with and support the healthcare industry to achieve a culture of safety:
- a. Maximize collaboration with other partners in safety; and
 - b. To align the efforts of stakeholders to ensure optimal use of resources.

Collaborate with and understand our members' and employee needs to support safety needs in their respective organizations.

1.3 The Saskatchewan Association for Safe Workplaces in Health to lead the industry to set the standard for health and safety education and training resources in the Province of Saskatchewan.

- 1.3.1 Identify and share effective and accountable leading practices in healthcare safety by cultivating initiatives, approaches and strategies that have a direct path to enabling workplace safety.
- 1.3.2 Support the assessment of competency based learning as it relates to industry health and safety.

There is a need in Saskatchewan to have a repository of safety resources, practices, tools, policies and standards that are researched as leading practices that are valid, meets approved standards and ensures alignment with legislative requirements.

1.4 Support our members to achieve a culture of safety where there will be no harm to staff.

- 1.4.1 Work with members to identify and understand their safety profile (current state and future state).
- 1.4.2 Collaborate with members to set in place a course of action that is appropriate and timely to address areas of concern for that member and attend to the areas of concern.
- 1.4.3 Identify meaningful targets and measures that illustrate the impact of SASWH services to members in creating a culture of safety.

It is evident that what gets measured gets done; therefore selected metrics for workplace safety have to be well defined, visible, and accountable to elicit necessary improvements.

1.5 Maintain organizational sustainability with focused attention on continuity of service delivery.

It is expected that the organization will maintain SASWH safety programs and services in times of change in leadership.

Appendix A

SASWH History Highlights

- **2010:** The Association was established in March 2010 representing G-22 Safety Association members – this includes all the health regions, EMS service providers, small healthcare employers, and personal private care homes. A Board of Directors was elected consisting of both worker and employer representatives. Selection of key values were adopted by the Board; **Health & Safety, Stewardship, Trust, Collaboration, Innovation, Respect, Transparency, and Commitment.** A set of bylaws was established and an Interim Executive Director both contributed to assist and guide informed decision-making. In this early stage an environmental scan was also completed to identify best and promising practices in Occupational Health and Safety. With these elements in place the first strategic plan was developed.
- **2011:** The first CEO was hired and the staffing complement was completed. Much effort was placed in establishing the visual identity of the organization. The Association established the mission *To guide the Saskatchewan healthcare industry in the elimination of workplace illness and injury* along with a vision of *Workplace health and safety; a priority for all.* Dedicated work and collaboration with the healthcare industry to develop a Provincial Safety Management System was a key milestone for the Association and the healthcare system. This foundational requirement set the stage for more accelerated work by the Association to support members in achieving safer workplaces.
- **2012:** The Association experiences some transitions in structure and operations. During this time, Board members stepped up to provide more support to the Association and guided them through this transition. Meeting the deliverables of the strategic plan remains top of mind throughout the year. The dedication and commitment of staff was evident and workplace health and safety remained the top priority.
- **2013:** This year held some challenging yet exciting transitions for the organization. There were additional staffing changes that included the hiring of a new CEO. Focused attention was placed on connecting with all G-22 members with continued focus on service delivery and creating safer workplaces. As an approved agency for the delivery of training the Association covers various areas specific to healthcare such as, Occupational Health and Safety Level I and II, Safety for Supervisors, education in Safety Management Basics, development of the SASWH e-learning community, and focused attention on program evaluation and follow-up. SASWH supported the healthcare industry through training, guiding, coaching and consultative services to achieve significant reductions in injuries. This work also contributed to the reduction of premiums by \$0.09 from the higher levels of 2012-13. In 2013 the premium for healthcare was at \$2.13. Reducing this to \$2.04 was a savings to the system of **\$1.77M.**
- **2014:** There was continued attention to hold the gains achieved in 2013 and a change in the philosophy of delivering services to the point of supporting members to reach a level of safety competency. This included greater emphasis by safety specialists to ensure within the workplace, knowledge transfer of theory to practice, on-site follow-up, and to observe the active improvements in workplace safety. An additional reduction in premiums occurred bringing the rate down to \$1.98 for 2014-15, the lowest in the past five years. Reducing the premium again in the consecutive year to \$1.98 was an additional saving of **\$1.23M.** Improvements in the premium rate for healthcare hit some positive system milestones in the last two years. More important than the financial savings, employees are safer with less injuries occurring, shorter duration of claims and ***more people going home safer at the end of a work day.***
- **2015:** The drive towards a culture of safety and zero workplace injuries remained a priority for 2015. There has been an excellent uptake on the investigation of incidents of injury to identify the root cause and this commitment by members is a true sign of a culture shift. The implementation of the Provincial Safety Management System (SMS) has been an ambitious undertaking for healthcare employers and that will continue in earnest now and into the future. The connection between the proactive work that happens with investment in a fully implemented SMS and reducing the risk of workplace injury is undeniable. As evidenced by the year's results of a reduction of \$0.23 in the premium rate, healthcare was now placed at \$1.75 – a 10 year low with an estimated cost saving of **\$5M.**
- **2016:** In 2016 SASWH made it a priority to connect with all members to better understand their safety profile and reached 80% of our members. There was a continued commitment to the implementation of the Safety Management System. The results of this collective effort produced another \$0.15 reduction in the premium rate for the healthcare sector taking the system to an all-time low of \$1.60 per \$100 of assessable payroll with a savings of **\$3.4M.** SASWH experienced transition with members of our Board of Directors. Special acknowledgement is extended to Greg Cummings outgoing Board Chair as well as Corinne Pauliuk and Mike Higgins, Employer Directors and Rene Honoway, Worker Director. We welcomed Lori Jobb as Board Chair, Braden White, Worker Director and Heather Monaghan as Employer Director.
- **2017:** This year marked the celebration of a successful 2015-17 strategic plan for SASWH with a 99% connectivity with our membership. The momentum generated from the outcomes of the past three years empowered the Board of Directors to confidently build the next 3-year SASWH 2018-2020 Strategic Plan. Of the many highlights listed above, 2017 held a focus on those priorities as well as the development of a Provincial Violence Prevention Framework and Strategy. SASWH continues to meet the safety education and training needs of our membership. We will continue to lean on our teams for the commitment and engagement of all system partners for ongoing system improvements.



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