



Public Services Health
& Safety Association™
A Health & Safety Ontario Partner

PSHSA STRATEGIC PLAN 2011- 2013

PSHSA 2011 – 2013

As we build on the successes of 2010, the primary strategic focus of Public Services Health and Safety Association (PSHSA) remains on strengthening our ability to achieve our Road to Zero goal to eliminate all workplace injuries, illness and fatalities. We are committed to delivering a 35% reduction of lost time injuries from 2008 to 2012 and we are working closely with our HSA partners to develop a province-wide vision for a more integrated, client-focused system.

Outlined below is our Strategic Plan for 2011 to 2013. This Plan is consistent with and supports the prevention system's long range strategy. As such, it will continue to evolve with input from system stakeholders and other partner organizations. It forms the basis for our annual business planning and operational priorities over the coming years.

Our Clients

PSHSA serves more than 9,000 employers with \$21.7 billion in insurable earnings, employing more than 1.2 million workers across the province.

Employers range from small organizations with only a few workers to large provincial institutions employing thousands. The workers in our sector are diverse and range from doctors and nurses, to police and fire fighters, school teachers, personal support workers, development support workers, policy-makers, public works and road workers, administrators and food service workers. What unites them as a sector is a common commitment to serve the needs of all Ontarians, whether in healthcare and community services, education and culture, municipal or provincial public service.

Today's public services bear little resemblance to stereotypes of the past. The Canadian public sector leads the private sector on IT adoption by a significant margin, and knowledge workers are now the fastest growing segment of the public sector workforce. Healthcare and education are being transformed by the fast pace of technology adoption, balancing the dual pressures of cost and continuous improvement as they respond to growing demand for their services. And while Ontario is recovering from the economic downturn, fiscal constraint continues to be a factor for all public service organizations as they work to drive down costs while improving service, performance and efficiencies.

Our Current Environment

The pace of change is accelerating and tomorrow's workplaces will be dramatically different than what we see today – *for PSHSA, the status quo is not an option*. Expectations of the health and safety system are growing and as an integrated system we must do more to anticipate change and respond with innovative solutions and leadership.

Provided below are just a few of the changes that we have seen, among our clients, among our partners and within the prevention system.

Changing expectations among clients...

Increasing demand for greater accessibility & responsiveness

Increasing demand for low cost flexible options

Greater type & range of solutions offered

Greater range of technology offerings

...among our partners & stakeholders

Increasing complexity of health & safety issues

Leadership & expertise on emerging safety issues

Increasingly looking for scalable, sector-wide solutions

Getting senior leadership on board to drive culture of safety

...and within the prevention system

Need to be seen as a single seamless system

Untapped opportunities for integration

Pressure to manage costs & drive efficiencies

Greater accountability & measurement

In response to this changing environment, the business case for amalgamation of the Health and Safety Associations sets out a clear path for transformation that includes increasing the front-line resources available for prevention, improving customer service, extending services in the North, and enhancing system performance and accountability.

Core Mission & Strategic Directions

PSHSA is at a critical point in its evolution, with the unique opportunity to redefine itself as an organization and renew its commitment to the clients and stakeholders that depend on it. As a new association, we build on 3 strong legacy organizations and benefit from the dedication and experience of our Board members, management and staff. We believe strongly in the need to lay strong foundations and identify broader strategic directions to guide the organization's future direction.

Core Mission

PSHSA has adopted the Road to Zero Mission and four key thrusts as the starting point for our Strategic Plan. We strongly believe that we are well positioned to achieve the core Road to Zero mission: *the healthiest and safest workplaces in the world, where zero workplace injuries and illnesses is the only acceptable measure of success.*

Strategic Directions

Road to Zero and the Amalgamation Business Case shape our strategy and define system priorities not only for the outcomes we achieve but also for “*what we do*” and “*how we work*”. Three key strategic themes were identified as foundational to PSHSA’s Strategic Plan over the coming years:

STRATEGIC DIRECTION #1

Investing in Prevention

Invest in new programs and service opportunities, extend our reach and leverage the benefits of the system to diversify our offerings to the workers and employers that we serve.

STRATEGIC DIRECTION #2

Doing More with What We Have

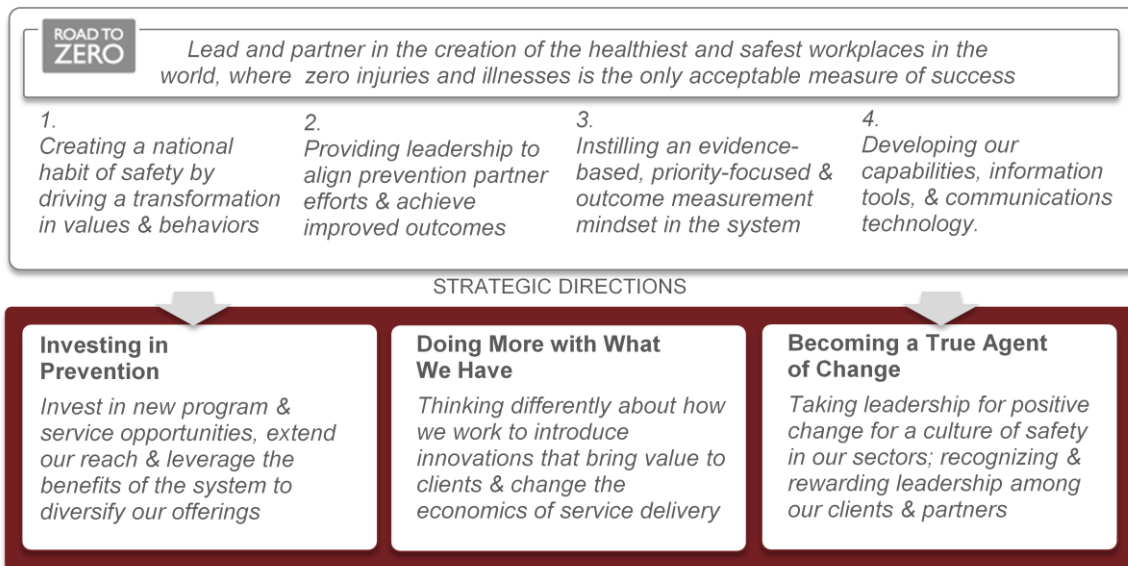
Think differently about how we work to introduce innovations that bring value to clients. Work with our system partners to change the economics of service delivery.

STRATEGIC DIRECTION #3

Becoming a True Agent of Change

Take a leadership role for positive change for a culture of safety in our sectors, recognizing and rewarding leadership among our clients and partners.

The relationship between these two key elements that frame our strategic plan – Road to Zero and PSHSA’s Strategic Directions – are pictured below.



PSHSA's multi-year directions align to system priorities and frame our commitments for action on priority hazards and claims, small businesses, new employers and young workers, the focus on the Internal Responsibility System, and working as system to achieve system goals.

Setting Performance Objectives for 2011 – 2013

As a team, we fundamentally believe in the vision of zero workplace injuries, illnesses and fatalities. Our goal is to achieve or exceed our target 35% reduction in lost time injuries through sustained commitment, detailed planning, and rigorous monitoring and evaluation of our impact and outcomes.

To achieve our common goals, the prevention system has set short and long term improvement goals through a balanced scorecard adopted by PSHSA and its partner associations. Using a balanced scorecard approach, we monitor our progress in four areas of activity that are fundamental to our success: Clients and Stakeholders, Employees and Organizational Capacity, Financial and Internal Business Operations. These are PSHSA's performance objectives for 2011 – 2013:

2011 - 2013 PERFORMANCE OBJECTIVES

- 7% reduction of lost time injuries and achievement of 35% reduction from 2008 – 2012
- 7% reduction in high impact claims (lower back injuries, shoulder injuries, fractures)
- 5% annual reduction in the total injury rate in the public sector
- 6% improvement client satisfaction based on PSHSA annual survey
- Increase frontline staff to 75% of our total staff budget
- 10% improvement employee satisfaction based on PSHSA annual survey
- Maintaining a balanced budget and full compliance with WSIB financial requirements
- Continued participation and leadership in prevention system integration activities and implementation of shared services

PSHSA monitors its performance on key indicators on an ongoing basis and is pursuing a range of prevention system initiatives to find efficiencies in how we work and reinforce accountability to our stakeholders. Sector risks and opportunities are tracked on an ongoing basis to identify and respond to emerging issues.

Looking ahead to the future, PSHSA will continue to work closely with our clients, sector partners and other stakeholders in the coming years to ensure that we meet our goals.