

Health and Safety Performance

Presented To:	City Council
Meeting Date:	November 8, 2022
Type:	Correspondence for Information Only
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Report Summary

The purpose of this report is to clarify erroneous information published by the Workplace Safety and Insurance Board (WSIB) on their Safety Check website and to provide information to Council on health safety performance, workplace injury data and current proactive health and safety initiatives being implemented across the organization.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy and Emissions Plan.

Financial Implications

There are no financial implications associated with this report.

Background

The WSIB Safety Check website (<https://www.wsib.ca/en/businesses/health-and-safety/safety-check>) provides the public with an opportunity to review the safety records of businesses across Ontario. This website provides the opportunity to see the number and types of injuries and to compare different companies within the same industry. Unfortunately, some of the information published on the Safety Check website up until September 23, 2022, was inaccurate and demonstrated an inflated measurement of the Lost Time Injury Rate for the City of Greater Sudbury (CGS).

CGS operates under two separate Firm numbers with the WSIB. One of our Firm numbers is specific to Pioneer Manor while the second firm number includes all other CGS Departments, including Police Services. What makes CGS unique is that Pioneer Manor is a Schedule 1 employer whereas the rest of CGS is a Schedule 2 employer. Schedule 2 businesses do not report insurable earnings to the WSIB due to the nature of their payment schedule and as a result, the WSIB does not have information relating to the hours worked for Schedule 2 workforces. This is very important as the calculation for Lost Time Injury Frequency

(LTIF) (or Injury Rate as used by the WSIB), requires this information, based on the formula used to measure LTIF:

$$\text{LTIF} = (\# \text{ of Lost Time Incidents} / \text{hours worked}) \times 200,000$$

As CGS does not report hours worked to WSIB, the published LTIF was significantly higher than what the actual LTIF is. The cause of this is the significantly lower-than-accurate number used for total hours in the formula.

Once the inaccuracy in the data was brought to the attention of the WSIB, they investigated further and as of September 23, 2022, the website has been updated to reflect that an Injury Rate “cannot be calculated as Schedule 2 businesses do not report insurable earnings”. All other information that was previously available on the Safety Check website, remains available and unchanged.

CGS is part of the Municipal Benchmarking Network of Canada (MBNC). This network includes sixteen (16) municipalities from across Canada (majority within Ontario). The LTIF is one of many service performance measures that CGS routinely benchmarks with this network of municipalities.

The LTIF for CGS has been consistently among the lowest in this network as can be seen in the table below:

HMRS108 Lost Time Incident- Frequency						
Publicly Reportable:	No					
Primary Board:	No					
Primary Support:						
Municipality	2020 Result	2019 Results	2018 Results	2017 Results	2016 Results	
Municipality A	4.82	5.57	5.20	4.97	3.82	
Municipality B	10.41	5.05	6.45	4.82	4.20	
Municipality C	3.12	3.40	3.74	2.51	4.28	
Municipality D	5.34	6.14	6.35	5.46	4.10	
Municipality E	3.60	3.32	2.99	2.76	2.51	
Municipality F						
Municipality G	3.68	4.27	3.36	3.51	3.48	
Municipality H	5.09	5.84	3.84	4.95	3.52	
Sudbury (Greater)	3.38	3.75	3.22	2.85	2.24	
Municipality I	7.38	10.15	7.14	7.62	6.70	
Municipality J	5.77	5.11	4.98	4.27	3.83	
Municipality K						
Municipality L	6.28	4.45	5.81	5.50	6.47	
Municipality M	3.96	3.62	3.75	4.10	3.73	
Municipality N	8.24	7.95	7.43	7.32	6.49	
Municipality O	6.82	4.49	3.61	3.80	3.14	
Median of Municipal Results 5.22		4.77	4.41	4.55	3.83	
Average of Municipal Results 5.56		5.22	4.41	4.55	3.83	
Standard Deviation of Municipal 2.10		1.90	1.55	1.55	1.41	
Results						

MBNC data has not yet been published for 2021 however the CGS LTIF for 2021 remained consistent with recent years at 3.5.

It is important to identify that a significant increase in the number of lost time injuries has occurred to date in 2022. Between January 1 and August 31, 2022, there have been 239 lost time injuries reported, whereas the average annual number of lost time injuries has been 82 when looking at the preceding 4 years. The increase in lost time injuries is a direct result of COVID-19 related occupational illnesses that have occurred at Pioneer Manor due to the multiple outbreaks along with some additional exposures occurring in Paramedic Services. The following chart will outline the number of occupational COVID-19 related exposures reported for CGS since the onset of the Pandemic:

Year	# Occupational Exposure COVID Claims
2020	4
2021	15
2022 (Jan 1 to August 31)	186

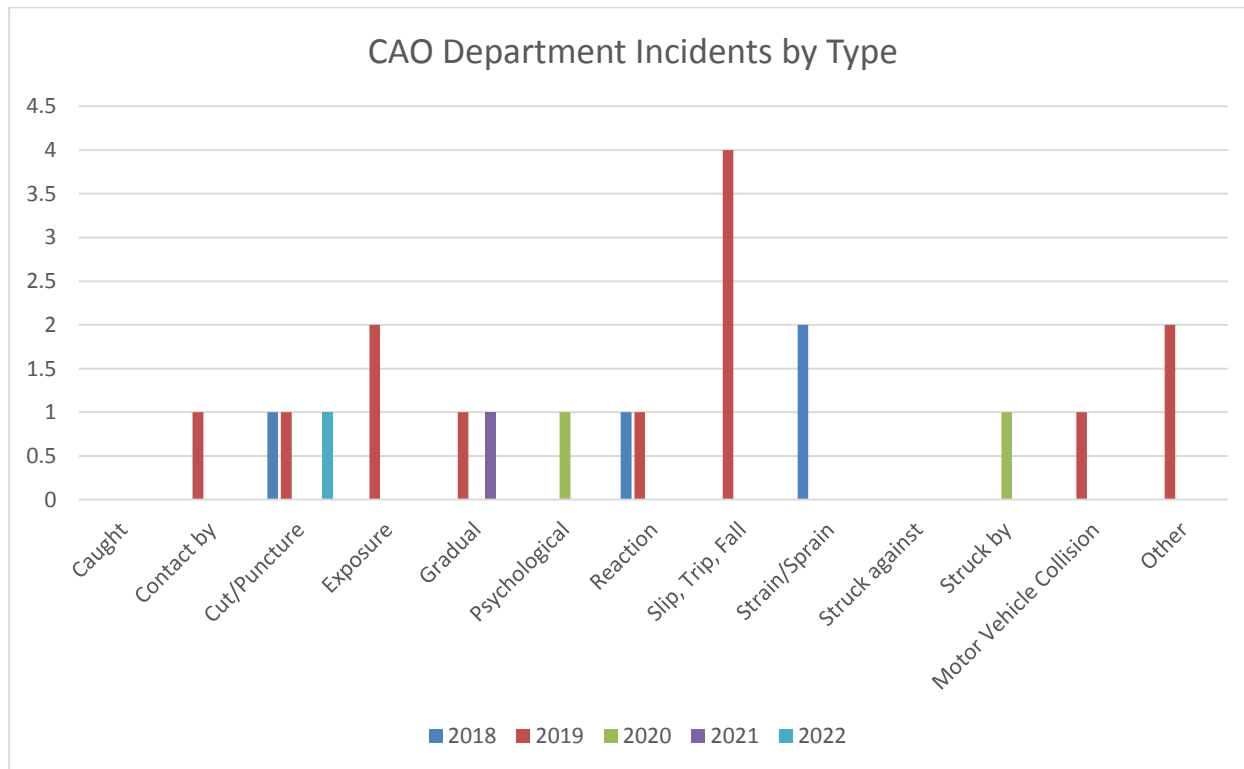
As of August 31, 2022, the LTIF for the City of Greater Sudbury for the calendar year is as follows:

2022 Lost Time Injuries (Jan 1 to August 31)		
	Total claims	COVID claims excluded from the total claims
Lost time incidents	186	53
LTIF	11.1	3.2

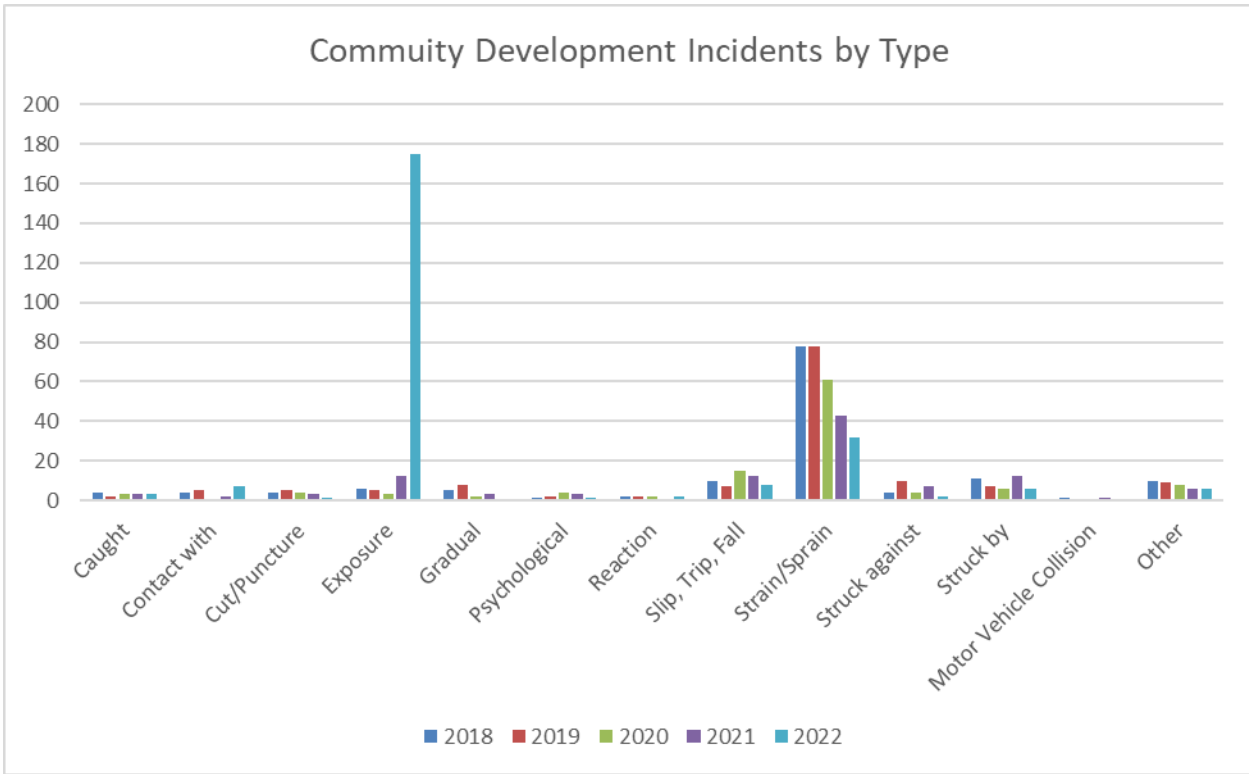
Details of Incidents

Incidents that require health care services or lost time are required to be reported to the WSIB. Each Department within CGS has a unique work and workplace characteristics. This means that different hazards and risks lead to different mitigation strategies, policies and standard operating procedures and where an incident occurs, different types of incidents or injuries.

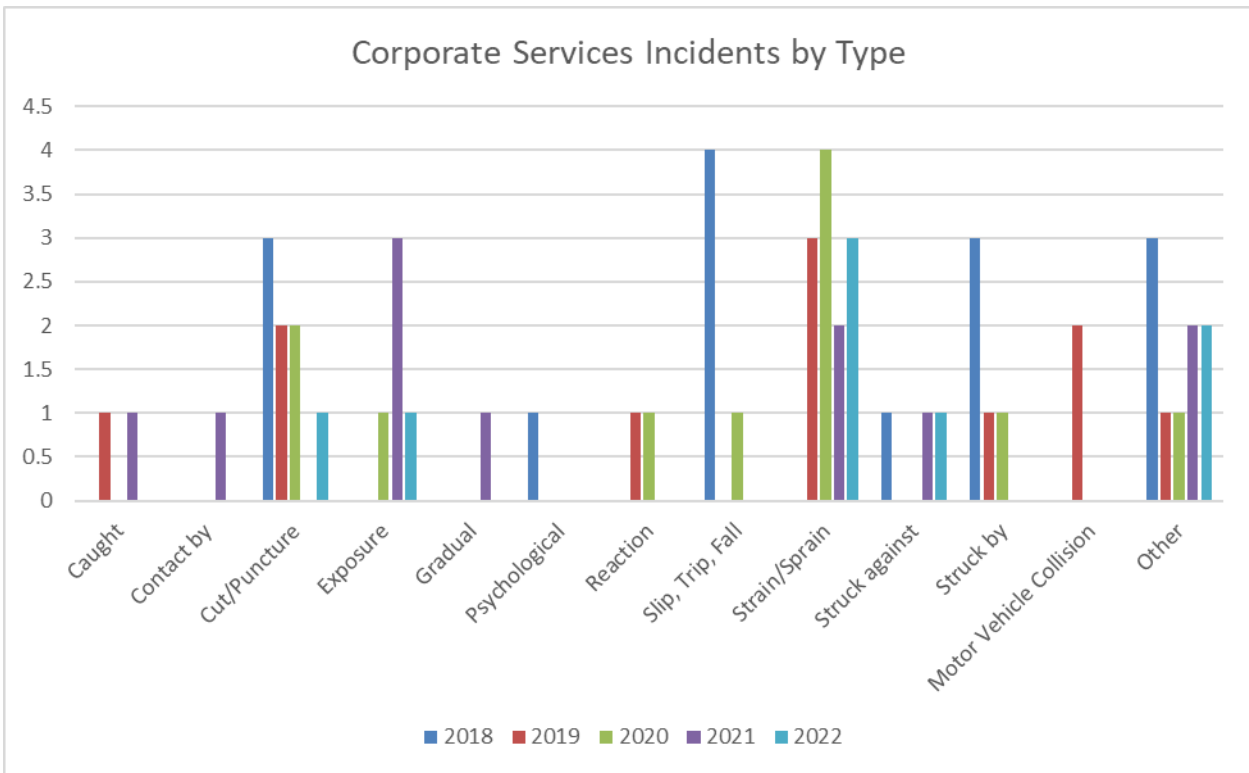
The CAO Department consistent of the Mayor’s office, Communications and Community Engagement, Strategic Initiatives and Economic Development. There are few incidents and injuries reported in this area.



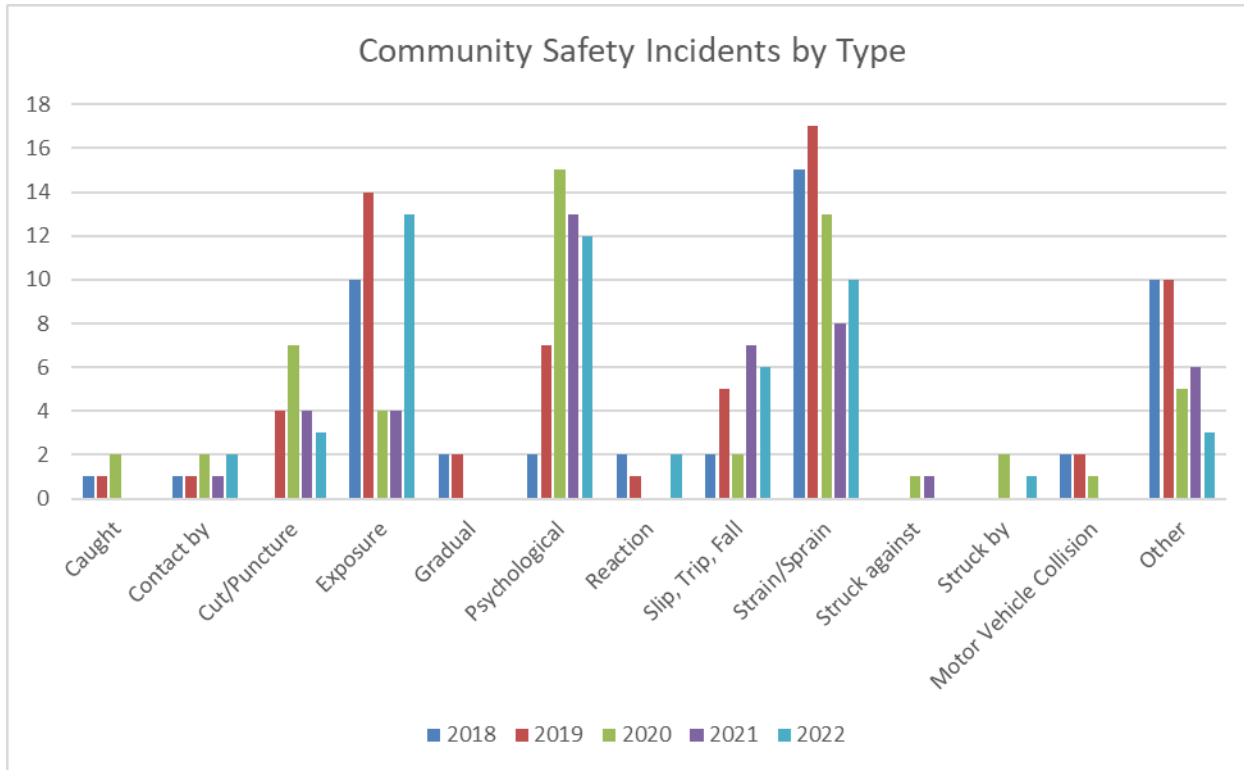
Community Development includes Housing Services, Housing Operations, Leisure Services, Transit, Social Services, Children & Citizen Services as well as Pioneer Manor. The impact of the COVID-19 outbreaks at Pioneer Manor can be seen in the chart below with the significant increase in occupational exposure incidents in 2022. Historically within Community Development, strains and sprains were the most significant type of health care and lost time incidents experienced. The chart below identifies that there has been a steady decline in these types of incidents over the last 5 years.



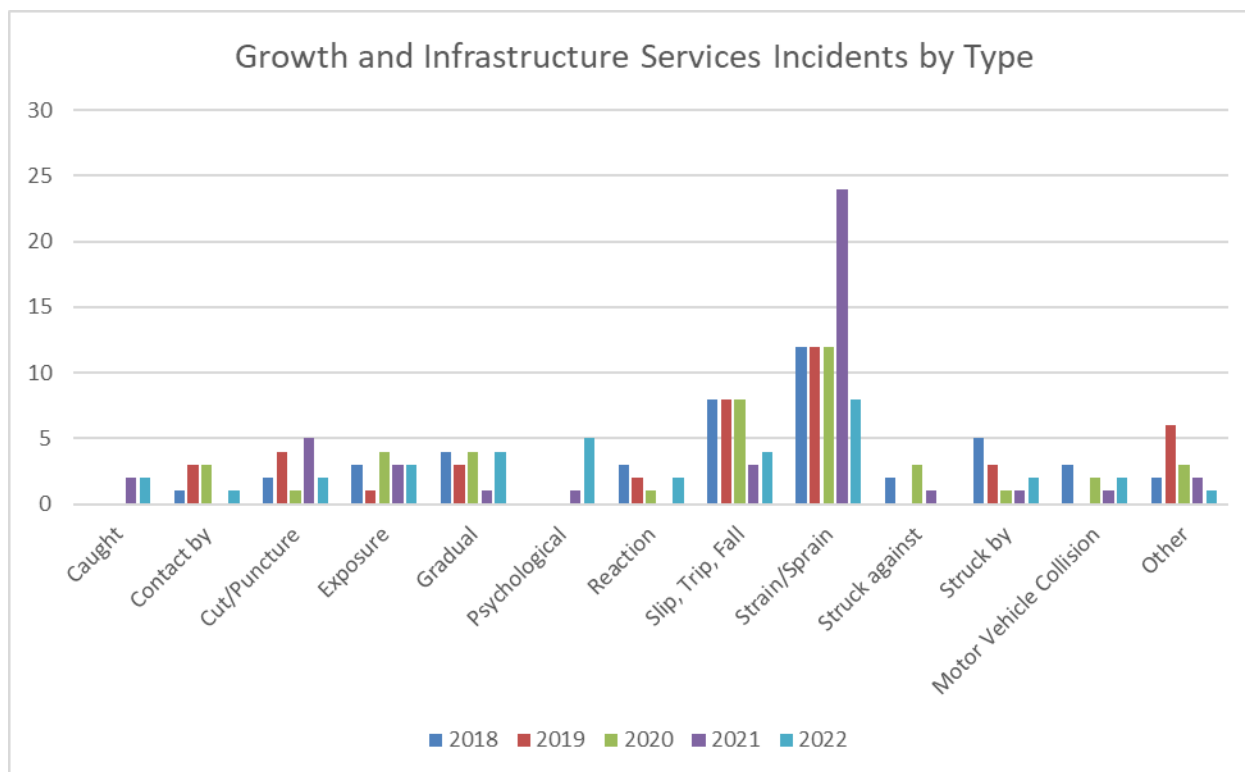
Corporate Services consists of Human Resources and Organizational Development, Information Technology, Finance, Assets and Fleet, Legal and Clerk's Services, and Security and By-law. The most common type of health care or lost time incident in Corporate Services are strains and sprains as outlined below:



Community Safety Consists of Fire Services (Career and Volunteer), Paramedic Services and Emergency Services. In Community Safety the number of psychological claims has increased and maintained an elevated level since 2020. The next highest measures for this Department are strains and sprains. A spike in exposures can be noted for 2022 YTD because of the COVID-19 exposure claims.



Growth and Infrastructure Department consists of Building Services, Engineering and Construction Services, Environmental Services, Infrastructure Capital, Linear Infrastructure, Planning and Water/Wastewater. The most common type of incidents are strains and sprains. In 2022 a spike in psychological claims is noted which were as a direct result of the fatal incident in May 2022.



Critical Injuries and Fatal Incident

Critical injuries are defined as follows under Ontario Regulation 420/221 of the Occupational Health and Safety Act:

“critically injured” means an injury of a serious nature that,

- a) places life in jeopardy,
- b) produces unconsciousness,
- c) results in substantial loss of blood,
- d) involves the fracture of a leg or arm but not a finger or toe,
- e) involves the amputation of a leg, arm, hand or foot but not a finger or toe,
- f) consists of burns to a major portion of the body, or
- g) causes the loss of sight in an eye.

To date in 2022 we have experienced four critical injuries and one workplace fatality.

Two critical injuries were as a result of a slip, trip and fall in the following areas:

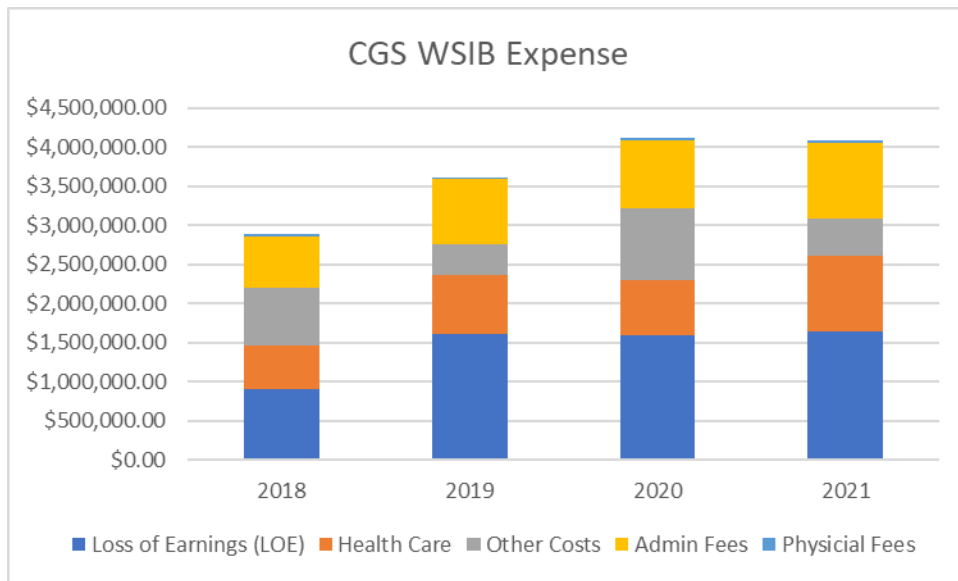
- Community Safety
- Community Development

Two critical injuries were as a result of the loss of consciousness determined to be as a result of a medical condition and did not require any further follow-up activity by the operating area or the Ministry of Labour, Immigration, Training and Skills Development (MLITSD).

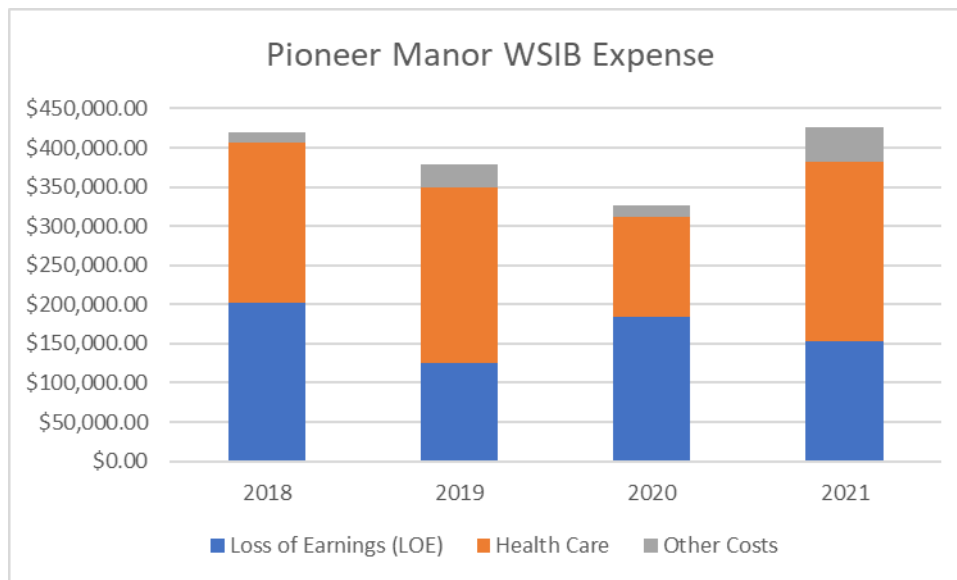
One fatality occurred on May 6, 2022 involving an employee working in Growth and Infrastructure Services. That incident remains under investigation.

Direct Costs

The cost of WSIB claims has been increasing each year. The graph below shows the WSIB costs year over year for CGS (Schedule 2) and Pioneer Manor (Schedule 1). Please note that costs for 2022 are not yet available.



**Other includes Retirement pensions, survivor benefits, vocational rehab and non-economic loss (NEL) awards.*



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The introduction of presumptive legislation for PTSD for first responders and designated workers in 2016 (retroactive to claims as of January 1, 1998) has contributed to the rise in WSIB costs. The complexity of these diagnoses and the extended period away from work when accessing appropriate support and treatment contributes to the increase in cost. In addition, presumptive legislation passed in 2018 (retroactive to January 1, 1960) for several cancers for Firefighters has also resulted in additional WSIB costs.

Indirect Costs:

Occupational injuries and illnesses impact the organization in a multitude of ways. Indirect costs of these incidents include lost opportunities for the injured employee, the employer, the co-workers and the community. It is not possible to put an exact price on all costs of occupational incidents including lost opportunities or productivity losses.

We can estimate the cost of the impact of replacing workers who are unable to return to the full requirements

of their position, often termed to be an employee on modified duties or modified worker. The Workplace Safety and Insurance Act (WSIA) requires employers to provide employees injured in the workplace with safe and suitable modified duties, otherwise risk a potential fine for a failure to accommodate. Although some of these employees can perform some or most of their occupational duties, for the purpose of this analysis we will be assuming that another worker is replacing their regular work responsibilities in full. By reviewing the number of employees requiring modified duties annually since 2018, along with the average length of modified duties and average salary, it is estimated that occupational injuries have indirect costs of approximately \$650,000 per year. The costs are higher due to the need to replace modified workers most of the time.

Summary of Key Health and Safety Initiatives

All levels of Management at CGS are responsible and committed to the health and safety of employees.

The organization remains committed to take every precaution necessary for the protection of employees from physical and psychological injury as well as occupational disease. These commitments are upheld by:

- Ensuring our Health and Safety Policies and related Programs comply with the Occupational Health and Safety Act, applicable regulations, and industry standards.
- Promoting a healthy and safe work environment by appointing competent supervision, ensuring workers receive the proper training, personal protective equipment, and tools to perform their jobs in a safe manner.

Active participation by all levels of CGS Employees, every day, in every job, is essential for achieving the safety excellence for which we strive.

The Organizational Development, Safety and Wellness Section assists with ongoing improvements to the health and safety program and provides advice and acts as a resource to prevent physical and psychological injuries across all CGS Departments.

Policies and Safe Operating Procedures

To align with the updated Health and Safety Commitment Policy, an overarching Health and Safety Policy was developed to support and enhance the workplace culture dedicated to ensuring a healthy and safe work environment. The policy outlines the health and safety expectations, requirements, and responsibilities for all CGS employees.

COVID policies continue to be updated in accordance with recommendations from Public Health Ontario and Sudbury and District.

Safe Operating Procedures continue to be developed and/or enhanced by each operating area to ensure employees have a set of safe work practices and step-by-step instructions that are required in the workplace to control identified hazards and help ensure employee safety.

Training

Formal and informal training continues to be a focus for the to ensure effective and ongoing delivery of health and safety training, as well as messaging and education through “toolbox talks”, work safe bulletins, and focused efforts on Ministry of Labour, Immigration, Training and Skills Development (MLITSD) blitzes as preventative measures.

In-person training has been limited in the past couple of years due to the pandemic, however required operational safety training continued to occur. In addition, over twelve new Health and Safety Training modules were updated and rolled out this year including both online and virtual training modules.

Hazard Identification and Risk Assessment (HIRA) Workshops

A new CGS wide Hazard Identification and Risk Assessment (HIRA) policy and process has been developed to further enhance the identification of risks and address gaps and hazards proactively. All CGS leaders will be participating in a Hazard Identification and Risk Assessment Workshop throughout the last quarter of

2022 to introduce them to this process. The process then requires that all CGS staff who supervise others lead a HIRA session with their employees to re-assess key hazards and risks and allow for feedback and comments on the mitigation steps that are in place. These assessments will be summarized and reviewed by ELT. ELT will oversee the collection of these assessments and consider which hazards and risks require additional resourcing and attention.

System Improvements

Software management systems are currently being explored to assist in the timely and effective distribution of documents across the organization focusing on those for workplace inspections, equipment and tool inspections and hazard identification and reporting.

Workplace Violence

The Workplace Violence, Harassment and Discrimination Policy has been updated. Training to Supervisors has focused on this area to improve response and ensure there is a supportive environment.

The Threat Assessment Team remains active and available to assist with assessing and responding to threats that have been received by CGS Employees.

Psychological Health and Safety

A Disconnecting from Work Policy was implemented in April 2022 to encourage employees to balance their work and personal lives and to provide clarity on a set of work-life balance principles and support from the organization.

A Request for Proposal (RFP) has recently been posted for bids for Employee Assistance Program (EAP) services to continue providing CGS Employees with access to professional assistance via telephone 24 hours per day, 7 days per week. This program also provides Employees with a variety of resources and access to local service providers. Since August 2021 CGS Employees have had access to an online Cognitive Behavioural Intervention program through EAP services. This training provides additional guided programs on anxiety, chronic pain, depression, mindfulness, sleep, and substance use. Personalized resources are also available on physical health conditions including smoking, diabetes and coronary artery disease.

The Community Safety Peer Support Network (PSN) had demonstrated its value since 2016 and was integral to the response to the May 6, 2022, workplace fatality. An RFP will be posted in the last quarter of 2022 to allow this PSN to expand and include members from across the organization. This will involve services of a psychologist and team of trained professionals who will also review the wellness services and provide recommendations for additional initiatives.

In October 2021 National Service Dog (NSD) Neely was introduced to the Community Safety Department. NSD Nelly is a service dog who is participating in ongoing training to provide both reactive and proactive support to Emergency, Paramedic and Fire Services. She visits employees at the beginning and end of shifts, will visit specific stations as needed and will spend time with any employee who requires her support.

LifeSpeak is a wellbeing platform that was introduced in December 2021 and is available to all CGS Employees 24 hours per day, 7 days per week. This platform provides CGS employees with access to expert advice on topics that matter from mental health and physical conditions to stress management and caregiving. Videos, action plans, podcasts and blogs are all available on desktop and phone apps.

To raise the profile of mental wellbeing for all employees, wellness messages continue to be included in the CAO's bi-weekly messages and all Supervisors receive weekly wellness emails with a key message to help relay to their employees with a different wellness focus.

Various Wellness Committees have been established to help improve the culture of wellness. These committees relay helpful information and coordinate activities specific to their areas of work. A committee has existed in Paramedic Services for a number of years. Committees have recently been established in Water/Wastewater, Distribution and Collection and Social Services/Children's Services with more

committees currently being coordinated in other areas.

A Cognitive Demands Analysis (CDA) project has commenced to help to determine the CGS positions that require the greatest cognitive demands and stress and thus help to identify mental health risks and allow us to work towards mitigating the identified risks.

With the prolonged COVID-19 pandemic and the change in the way work functions since the onset of the pandemic, several studies have identified that leaders in organizations are experiencing burnout at rates higher than even before. Additional proactive measures have been approved, including additional education to help create a culture that fosters greater awareness and support for mental health and to help identify employees who may be struggling and ways to connect them with available resources.

Resources Cited

Motion from September 13, 2022, Council Meeting: <https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=47499>

WSIB Safety Check: <https://safetycheck.onlineservices.wsib.on.ca/safetycheck/?lang=en>

Occupational Health and Safety Act and Regulations: <https://www.ontario.ca/laws/statute/90o01>
And <https://www.ontario.ca/laws/regulation/r21420>