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Strategic and tactical actions implemented across The City to improve safety performance include achieving COR by successfully passing the external certification audit which recognizes that The City's health and safety management system meets provincial standards and results in The City receiving the refund on its Workers' Compensation Board premiums. The establishment of 59 joint worksite health and safety committees (JWHSC's) improves The City's ability to address health safety and wellness concerns by providing a regular forum for management and employees to collectively develop solutions and continually inform safe work procedures.

The formation of the OHSW line of service has provided ESM and HR the opportunity to further integrate knowledge and enhance the linkage of services to maximize employee wellbeing. ESM and HR have been strong collaborators working toward common goals and objectives in support of employee health, safety and wellness and effective management of risks and key issues such as physical safety, psychological safety, wellness, and Workers' Compensation Board (WCB) costs. The Healthy Workplace Strategy aligns health and safety priorities to build capacity in leadership to focus on the wellbeing of employees. The Accommodation Strategy addresses issues and gaps for both non-occupational and occupational injuries and illness. Continued focus on this work is expected to contribute to continued improvements in the number of days lost and total lost time claim costs due to work-related incidents due to reduced performance on lost time incidents, accommodation, and on-time reporting to the Workers' Compensation Board.

Looking ahead to 2020, planned service line initiatives include an increased focus on mental health and psychological safety, completion of the 2020 COR Action Plan, an increased focus on measuring health and safety data to improve decisions, the development of a mandatory OHSW leader online training course, and a WCB claims cost reduction initiative. These and several other efforts are planned to progress The City's health, wellness and safety culture and achieve desired performance.