

**Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2020 July 22**

**ISC: UNRESTRICTED
UCS2020-0446**

Organizational Health, Safety and Wellness 2019 Annual Report

EXECUTIVE SUMMARY

The purpose of this report is to provide SPC on Utilities and Corporate Services with the 2019 summary of the Corporation's Organizational Health, Safety and Wellness (OHSW) performance. This joint report from Environmental & Safety Management (ESM) and Human Resources (HR) summarizes key performance measures, highlights initiatives delivered to improve performance and governance, and provides a line of sight to OHSW areas of focus in 2020.

The City's 2019 performance on Lost Time Claims Frequency (LTCF) has generally improved; however, there was a slight increase in 2019 over 2018, largely influenced by Calgary Police Services. Actions taken in operational departments resulted in notable LTCF improvements in 2019 for the Deputy City Manager's Office, Transportation and Utilities and Environmental Protection. Calgary's LTCF and lost time incident severity is comparable to that of eight other Canadian cities with populations greater than 500,000.

Some key OHSW accomplishments in 2019 include:

- Passing the external Certificate of Recognition (COR) Certification Audit, thereby qualifying for a WCB rebate and meeting provincial standards for municipal employers. The City received a refund of \$993,445 on Workers' Compensation Board (WCB) premiums;
- Establishment of 59 joint worksite health and safety committees (JWHSCs), advancing The City's intention to include employees in both identifying and addressing health, safety and wellness concerns;
- Approval of the Healthy Workplace Strategy, which aligns health and safety priorities while building capacity in leadership to focus on the wellbeing of employees; and
- Implementation of the Accommodation Strategy to address issues and gaps in accommodation of both non-occupational and occupational injuries and illness.

Increased reporting of near misses, hazardous conditions, supervisor site inspections and task observations was also recorded in 2019.

Looking ahead, planned 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 will continue to progress The City's health, wellness and safety culture and achieve desired performance outcomes.

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ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Utilities and Corporate Services recommend that Council:

1. Direct the OHSW Service Line to report back in Q4 2020 with a summary of the OHSW service line impacts and response to the COVID-19 pandemic.

RECOMMENDATION OF THE STANDING POLICY COMMITTEE ON UTILITIES AND CORPORATE SERVICES, 2020 JULY 22:

That Council adopt the Administration Recommendation contained in Report UCS2020-0446.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 May 15, the SPC on Utilities and Corporate Services recommended that Council direct Administration to change Environmental, Health and Safety (EHS) reporting frequency from biannual to annual and provide separate corporate Environmental Management and OHSW performance reports based on the One Calgary service lines.

Further to the 2019 May 15 presentation to SPC on Utilities and Corporate Services, an additional recommendation was proposed that Administration, as part of OHSW Service Line, include psychological safety and employee mental health performance measures to improve focus and outcomes.

BACKGROUND

Administration has been reporting annually on safety compliance and performance since 2006 when initially directed by SPC on Utilities and Environment (FCS2006-32).

INVESTIGATION: ALTERNATIVES AND ANALYSIS

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 WCB costs. The formation of the OHSW Service Line has provided ESM and HR the opportunity to integrate knowledge and link services to maximize employee wellbeing.

OHSW performance measures help inform management actions to improve workplace health, safety and wellness across The Corporation. The following key performance measures are being used to track OHSW performance and help inform management actions:

- **Improved LTCF** in 2019 including: DCMO's 29 per cent decrease from 2.4 to 1.7; Transportation's decrease from 10.1 to 9.3; and UEP's 22 per cent decrease from 6.0 in 2018 to 4.7.
- **Stable percentage of Claims Accommodated** in 2019. In Q2 2019, as part of the Healthy Workplace Measures report initiative, management teams identified and began to implement targeted actions within their business units to improve timely accommodations for employees returning to work after illness or injury (who were unable

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to immediately return to full duties or their base position). From 2018 to 2019, the total percentage of claims accommodated for The City remained steady at 77%.

- **Reduced Sickness & Accident (S&A) and stable WCB costs** in 2019. In 2018, Alberta WCB removed the cap on wage loss payments from \$98,700 to 90% of net salary. This change led to increased WCB costs for the City. In response, the City focused on improved S&A and WCB cost management, through the hiring of a designated WCB claims assessor and advancing the use of Occupational Injury Service (OIS) clinics to better assist injured workers return to work quickly and safely.
- **Increased proportion of accepted WCB claims attributed to psychological injury** in 2019. This is influenced by legislative changes in 2018, which resulted in increased WCB acceptance of psychological claims. Additionally, increased awareness, education and accountability for leaders to report all incidents and injuries, including psychological, means that psychological incidents and injuries previously submitted through S&A are now accurately captured through WCB.
- **Increased near miss and hazardous condition reporting** in 2019, demonstrating strengthened leadership commitment and focus on health and safety within several departments and BUs including: Calgary Transit, up 406 per cent; Roads, up 144 per cent; Transportation Infrastructure, up 116 per cent; Supply, up 64 per cent; and UEP, up 12 per cent over 2018. Further details are presented in Attachment 1.

The City participates in Municipal Benchmarking Network Canada, a partnership between Canadian municipalities that collects and shares standardized data for the purposes of service improvement. Eight cities with populations greater than 500,000 contribute data for lost time incident frequency and lost time incident severity. Calgary's safety performance is comparatively positive to these eight municipalities, given The City's delivery of police, fire operations, water treatment/supply and transit. Of the eight included municipalities, none deliver all the services that Calgary does, thereby lowering their overall operational safety risk.

Partnerships in Injury Reduction (PIR) is a joint program of Alberta Labour, WCB Alberta, and municipal employers represented by Alberta Municipal Health and Safety Association (AMHSA) as the certifying partner for the sector. In late 2019, The City underwent a COR Certification Audit, which occurs every three years. External auditors reviewed The City's OHS corporate and business unit-specific documentation, visited and observed 58 City sites and conducted 381 interviews with employees across the Corporation and at differing levels. In early 2020, AMHSA issued a COR which recognizes that The City's Organizational Health and Safety Management System (OHSMS) has been evaluated by a certified auditor and meets PIR standards. Being awarded a COR demonstrates that The City's OHSMS can identify, assess, and control day-to-day risks to City employees in accordance to standards set by AMHSA and qualifies The City for a WCB rebate. The amount of WCB rebate received in May 2020 for 2019 COR Certification was \$993,445.

Legislative changes in June 2018 required The City establish a health and safety committee at every worksite location. A risk-based approach was applied to establishing JWHSCs and over the course of 2019, 59 JWHSCs were established based on criteria that included operational risk, number of employees, and complexity of operations. JWHSCs improve The City's ability to respond to health and safety concerns of its employees, inform the development of health and safety policies and safe work procedures, and enable both management and employees to participate in health and safety recommendations and solutions. Further, JWHSCs promote

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education and training programs, enhance participation in site inspections and investigations, enable the investigation of worker concerns of dangerous work and refusal to work, and support health and safety orientations for new employees.

The Healthy Workplace Strategy was approved by the Administrative Leadership Team (ALT) in 2019 to address areas of opportunity identified by the Health Systems Review and aligns health and safety priorities and builds capacity in leadership to focus on the wellbeing of employees. The strategy is an important step to integrate formerly disparate strategies (e.g., safety, mental health) under one service line strategy for a healthy workplace. The strategy identifies three areas of focus in which to direct our activities over the current business cycle:

- Improve health and safety outcomes through targeted risk management and shared accountability;
- Improve the employee experience within the health and safety system; and
- Measure performance and report outcomes to support continuous improvement and long-term sustainability.

Looking ahead, planned service line initiatives include:

- An increased focus on mental health and psychological safety through building awareness and providing education to The Corporation, and integrating psychological safety in other corporate initiatives rolling out in 2020, including psychological safety governance, Code of Conduct, Respectful Workplace policy and training, and performance development competencies;
- Completion of the 2020 COR Action Plan for COR recertification, which include action items that address deficiencies found in the successful 2019 COR Certification Audit;
- Improvements on measuring health and safety data to better support decisions by reviewing, revising, and integrating existing health and safety measurement tools, such as the Safety Dashboard, Healthy Workplace Measures and Corporate Employee Survey, to create reports of employee health, safety, and wellness;
- The development of a mandatory OHSW leader online training course; and
- A WCB claims cost reduction initiative has been applied to increase the focus on ensuring claims are adjudicated properly, claims costs are transferred appropriately, and cost relief is obtained.

These and several other efforts are planned to progress The City's health, wellness and safety culture and achieve improved OHSW performance.

Stakeholder Engagement, Research and Communication

The following groups were engaged throughout 2019 to support the design, implementation, and delivery of strategic and tactical OHSW actions. Key partners and stakeholders include Senior Safety Committee (SSC), Human Resources Client Council (HRCC), business unit business planners, management representatives, and subject matter experts (SMEs).

Strategic Alignment

The OHSW 2019 Annual Report is aligned with One Calgary and the shift to a service-based approach to planning and budgeting for 2019 – 2022. Reporting performance through the

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service line lens recognizes that health and safety, including physical, psychological, and social well-being, are inextricably linked. As an enabling service, OHSW supports all employees in the safe delivery of City services and is foundational to all five Citizen Priorities (A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A City That Moves, A Healthy & Green City, and A Well-Run City).

Social, Environmental, Economic (External)

Improved corporate performance related to health, safety and wellness supports The City of Calgary's reputation as a healthy, safe, and desirable place to work. This OHSW Annual Report supports The City's accountability for enabling services.

From an external perspective, an improved safety performance supports all employees in the safe delivery of City services, which in turn supports The City as leaders in managing the risks associated with health and safety. Improved internal safety performance set the corporate foundation for City wide leadership in the pursuit of social, environmental and economic risk reduction and improved community benefit.

Financial Capacity

Current and Future Operating Budget:

Strategic and tactical actions described in the annual report are delivered within approved budgets in both ESM and HR.

Current and Future Capital Budget:

Capital budget planning and decision-making for these and other items is on-going through One Calgary.

Risk Assessment

Corporate OHSW risks are managed and communicated in accordance with the corporate Integrated Risk Management (IRM) model. In 2019, the 'Health & Safety' Principal Corporate Risk (which includes wellness) was identified as a 'Risk to Watch' for 2020.

REASON(S) FOR RECOMMENDATION(S):

To demonstrate accountability for the Organizational Health, Safety and Wellness (OHSW) line of service performance and provide the results of key OHSW strategies and initiatives completed in 2019.

The COVID-19 response has had a significant impact on City services, operations and employees. The OHSW Service Line is supporting the Corporate response to the Covid-19 pandemic, while also assessing its impact on the 2020 OSHW work plan and service delivery.

ATTACHMENT(S)

1. Attachment 1 – Organizational Health, Safety and Wellness 2019 Annual Report
2. Attachment 2 – Organizational Health, Safety and Wellness 2019 Annual Report Presentation