



Organizational Health, Safety and Wellness (OHSW) Annual Report – 2019

July 22, 2020

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1. Introduction

The purpose of this report is to provide the Administrative Leadership Team (ALT) and Council with a 2019 update on The City's Organizational Health Safety and Wellness (OHSW) performance, including programs and services. This is the first OHSW Service Line annual report following Council's April 2019¹ direction, providing key performance measures and trending for the last three years. It also highlights initiatives delivered in 2019 to improve performance and/or governance, and provides a line of sight to OHSW areas of focus in 2020.

Environmental & Safety Management (ESM) and Human Resources (HR) continue to work collaboratively toward the common goals of reducing injury, creating a safe and healthy workplace, and optimizing productivity. The OHSW Service Line allows us to focus collaborative efforts, better integrate planning and delivery of shared programs, and more effectively manage risks and key issues such as physical safety, psychological safety, wellness, and Workers' Compensation Board (WCB) costs.

The health, safety, and wellbeing of our employees is central to our success as a Corporation. Investing in health, safety, and wellness in the workplace strengthens employee engagement, improves morale, increases productivity, and improves financial performance. Strong employee engagement also leads to employee retention, thereby reducing costs associated with employee turnover.

2. Organizational Health, Safety and Wellness

With the shift to a service-based approach for the 2019-2022 planning and budgeting cycle, the OHSW line of service was formed. The City is committed to working with employees to provide a healthy and safe work environment by establishing and maintaining a culture of responsibility and accountability at the individual, leadership and corporate levels. 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).

¹ Prior to this direction, ESM was reporting to Committee semi-annually on Environmental, Health and Safety (EHS) governance and performance.

The service line delivers programs and initiatives to all City business units to reduce risk and contribute to a healthy workplace, including dedicated health and safety advisory support, disability management, occupational health services, consultation to leaders on complex psychological situations, wellness programs and services, learning and training, contractor safety management, and mental health supports.

In 2019, the City completed an internal health systems review with the purpose of strengthening corporate health programs and systems to create the best possible experience for key stakeholders, optimize employee well-being, and improve The City's health, safety, and wellness outcomes. In March 2019, the ALT approved recommendations² from the review which include:

- Defining employee accountability for their own health and leader accountability for supporting their employee throughout the health cycle;
- Consolidating governance and setting vendor performance standards;
- Streamlining key processes in supporting employees in their health journey, including access to resources, and appropriate pay;
- Introducing early intervention measures to support the employee and prevent further deterioration of health conditions;
- Creating a process to expedite the resolution of complex cases, involving key stakeholders;
- Eliminating major barriers to accommodating employees who are fit to return to work; and
- Developing key performance measures to ensure programs and services are making a difference.

The recommendations have clarified accountabilities, streamlined processes, and integrated many parts of the OHSW system. The OHSW service line is an example of an integrated approach.

Work directed through the OHSW service line focuses on active prevention of physical and psychological workplace injuries and illness, and promotion of health, safety, and well-being for all employees so they can continue to deliver services to citizens and go home safely at the end of each shift. The City recognizes the increasing profile of mental health and psychological safety as key contributors to a strong and resilient workforce and is committed to a healthy work environment that encompasses both physical and psychological safe work practices.

² Report reference: ALT 2019-0360

3. OHSW performance

The following key performance measures are being used to track OHSW performance and help inform management actions:

1. Lost time claims frequency^{3, 4}
2. Total lost time claims costs⁴
3. Sickness & Accident (S&A) and Workers Compensation Board (WCB) average days lost⁵
4. Sickness & Accident (S&A) and Workers Compensation Board (WCB) costs^{3, 6}
5. Claims Cost Ratio⁴
6. Percentage of Claims accommodated^{3, 7}
7. Psychological safety and mental health:
 - Proportion of accepted WCB claims attributed to psychological injury
 - Percentage of S&A claims accepted for short-term⁸ and long-term⁹ disability where mental health/mental disorders is the primary diagnosis category.

The Healthy Workplace Strategy¹⁰, approved by ALT in 2019, calls for the use of health and safety performance measures to inform targeted actions to improve workplace health and safety across the corporation. Ongoing monitoring of these key performance measures provides feedback on the effectiveness of strategies and actions toward desired results, and informs whether adjustments need to be made.

³ Measure was included in the Healthy Workplace Measures report (April 2019) (Report reference: ALT2019-0497). Metrics for 2019 have been added since that report.

⁴ Includes City Administration plus Calgary Police Services (CPS)

⁵ Includes All City

⁶ Includes City Administration

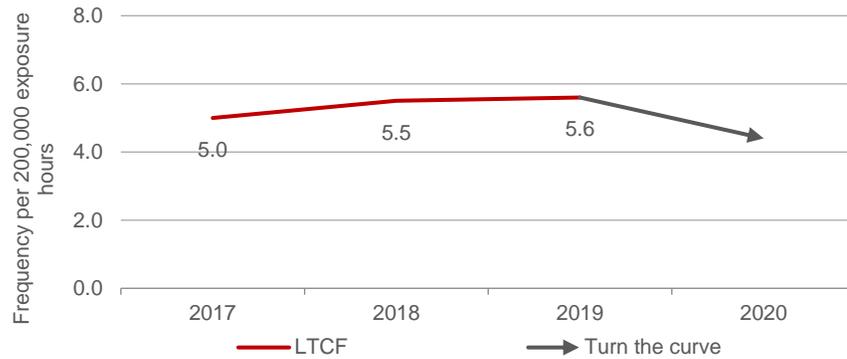
⁷ Includes City Administration, excluding Calgary Firefighters (IAFF)

⁸ Includes All City plus Ace Daycare

⁹ Includes All City, excluding IAFF, plus Ace Daycare

¹⁰ Report reference: ALT 2019-0360

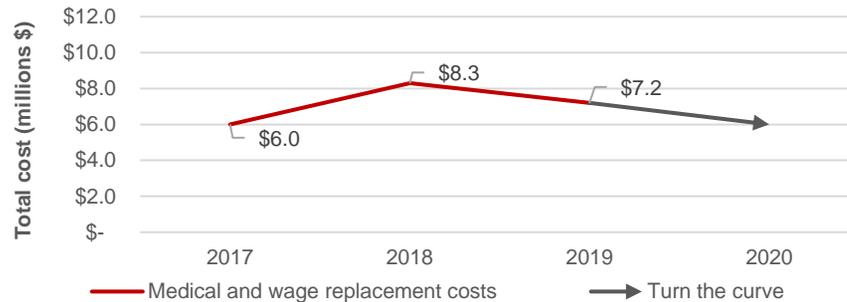
Lost Time Claims Frequency (LTCF)



Metric: LTCF accounts for injuries and illnesses that result in lost time. LTCF is calculated as the sum of lost time claims multiplied by 200,000 (2,000 hours/person/year worked x 100) and divided by the total number of exposure hours (i.e., hours worked) over a 12-month period.

Story behind the numbers: While The City’s LTCF has been trending unfavourably over the past three years, 2019 saw a slighter increase as a result of corporate and departmental safety performance improvements, notably UEP, DCMO and Transportation, suggesting a possible start to a turning of the curve.

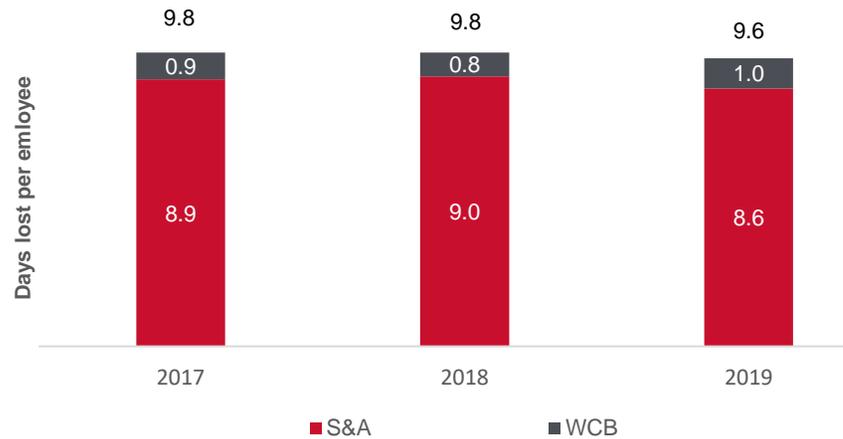
Total Lost Time Claims (LTC) Costs



Metric: Total LTC Costs are the medical costs plus the wage replacement costs associated with lost time claims. Total LTC Costs for each year is calculated as the cumulative costs (medical + wage replacement) associated with lost time claims.

Story behind the numbers: LTC Costs decreased from 2019 mainly due to a decrease in lost time claims across the corporation, particularly in Transportation, UEP and DCMO where the departments had a focus on improving near misses and hazardous condition reporting and increased site inspections frequency.

S&A and WCB Average Days Lost



Metric: The average number of days lost per eligible employee due to Sickness & Accident (S&A) and Workers Compensation Board (WCB) claims.

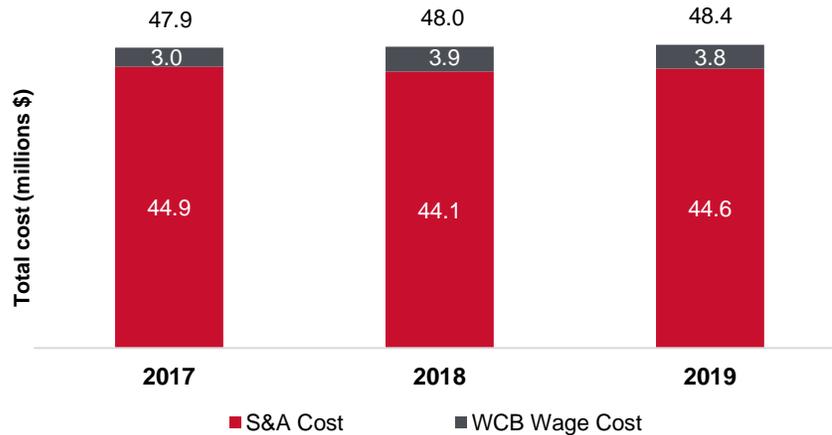
Eligibility is defined as:

- All active employees at The City are eligible for WCB benefits.
- To be eligible for S&A, employees must be actively employed and complete the waiting period as specified in the Municipal Employees Benefit Association of Calgary (MEBAC) agreement; some employee types (e.g., TESA, on-call, and non-established part-time) are not eligible for S&A benefits.

Story behind the numbers: The average number of days lost due to S&A decreased in 2019 after four years of increase. Some of the increase to WCB numbers could be a result of legislative changes that increased the volume of psychological claims for bullying and harassment, which may previously have been attributed to S&A.

We have also seen targeted efforts in larger departments where S&A and WCB days and costs are highest, such as Transportation, to reduce absenteeism due to illness and injury (see departmental safety overviews in this section below).

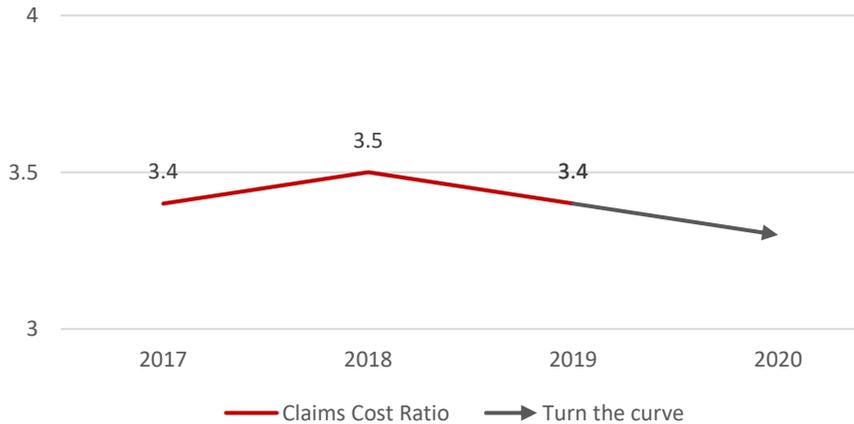
S&A and WCB Claims Costs



Metric: The cost attributed to time off for sickness or injury. S&A costs are included from the first day off work up to 119 days for any non-occupational absence. WCB Claims Cost (Wage Cost) includes the cost paid out by the WCB that is attributed to wage replacement due to an accepted work-related injury or illness.

Story behind the numbers: In 2018, WCB adjusted the cap on claims payments from \$98,700 to 90% of net salary. For business units such as Calgary Fire Department and Calgary Police Services, where salaries are higher than the previous cap, this resulted in a cost increase, which is reflected in the increased WCB Wage Cost from 2017 to 2018. Despite this increase to WCB costs, reduced S&A costs have resulted in overall claims costs remaining stable, demonstrating a corporate commitment to programs and services aimed at reducing illness and injury, as detailed in section (4) Key initiatives and accomplishments.

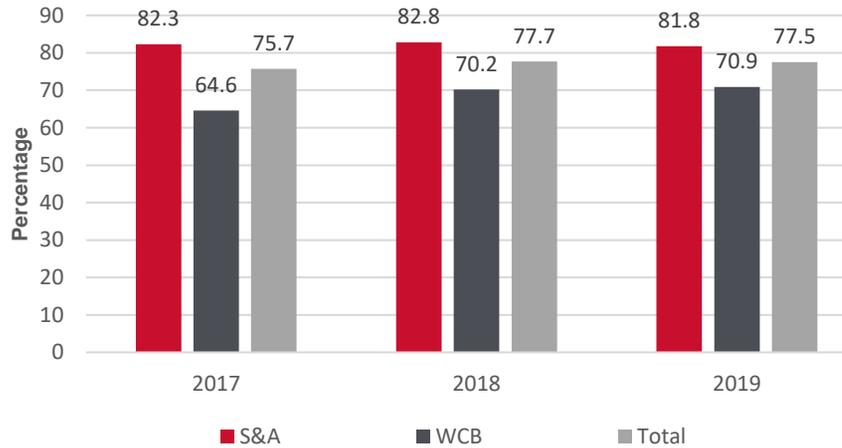
Claims Cost Ratio



Metric: Claims cost ratio is the ratio of S&A and WCB compensation costs to gross salary and wages.

Story behind the numbers: The ratio of claims costs to total salary and wages decreased by 0.1 in 2019. Taken together with the previous graph on claims costs, this graph helps us understand to what extent increased claims costs is accounted for simply by an increase in wages. As the ratio decreased (despite an increase in wages for most employees), we can conclude that increased claims costs can only partially be accounted for by higher salaries. On average S&A has accounted for 92 per cent of combined S&A and WCB compensation costs, trending down since 2017 from 93 per cent to 90 per cent in 2019.

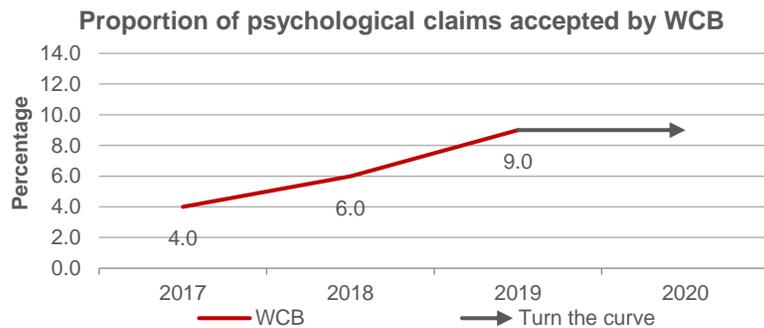
Claims Accommodated



Metric: Percentage of claims accommodated each year, including occupational and non-occupational disability claims, where the employee was deemed fit for work and was accommodated in the reporting year. These are the claims that have fitness for work effective dates within the reporting year and the year prior.

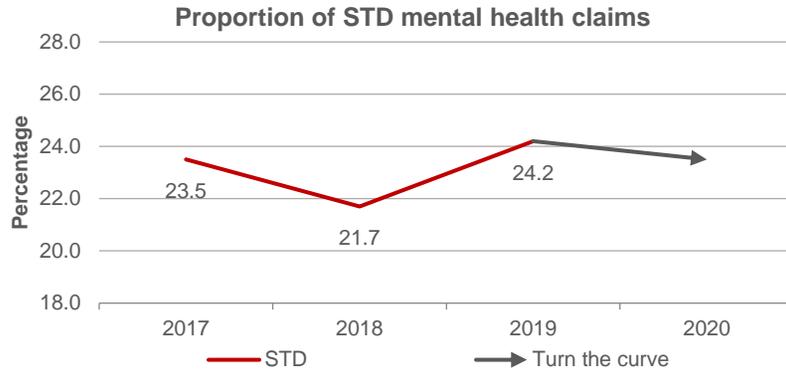
Story behind the numbers: In Q2 2019, as part of the Healthy Workplace Measures report initiative, management teams identified and began to implement targeted actions within their business units to improve access to timely accommodations for employees returning to work after illness or injury, who were unable to immediately return to full duties or their base position. Funding recommendations implemented through the Accommodation Strategy in the second half of 2019 will further support improvements to timely accommodations.

Psychological Safety and Mental Health



Metric: Percentage of accepted Workers' Compensation Board (WCB) claims attributed to psychological injury. This includes occupational claims only.

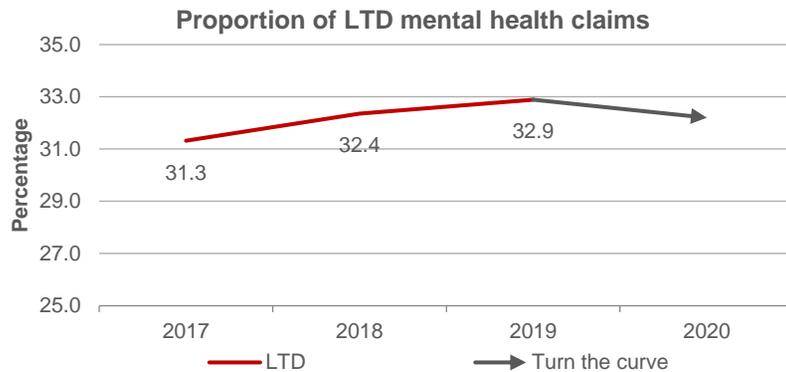
Story behind the numbers: The City has seen an increasing trend in the proportion of psychological WCB accepted claims since 2017. This is influenced by legislative changes in 2018, which resulted in increased WCB acceptance of psychological claims. Additionally, increased awareness, education and accountability for leaders to report all incidents and injuries, including psychological, means that psychological incidents and injuries previously submitted through S&A are now accurately being captured through WCB.



Metric: Percentage of Sickness & Accident (S&A) claims accepted for short-term disability (STD) where mental health is the primary diagnosis category. Data provided by third-party vendor, Homewood Health.

Story behind the numbers:

The percentage of STD mental health claims is lower for The City compared to research that indicates that mental illness-related claims account for one-third of disability claims in Canada. The City has robust mental health programs, services and resources that are regularly promoted and highlighted to employees, such as the Employee and Family Assistance Program (EFAP), which has seen a steady increase in utilization since 2017, and Green Shield extended benefits, which increased available funds for psychological services as of January 2019.



Metric: Percentage of Sickness & Accident (S&A) claims accepted for long-term disability (LTD) where mental disorders is the primary diagnosis category. Data provided by third-party vendor, Canada Life.

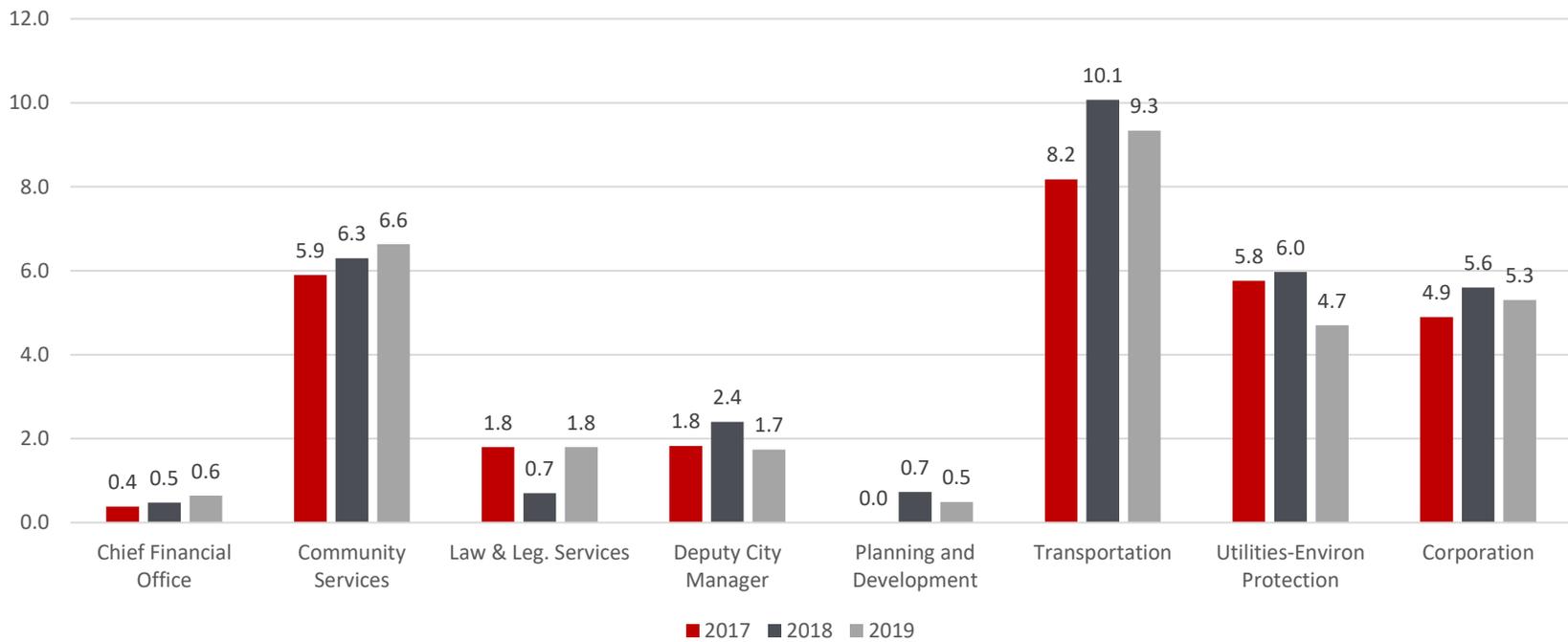
Story behind the numbers:

The proportion of S&A claims with a primary diagnosis of mental health/mental disorder has remained fairly consistent since 2017. The proportion of LTD claims with mental disorder as the primary diagnosis is lower for The City compared to the vendor’s municipal industry benchmark of 38.2%. The City continues to implement strategies to reduce the number and duration of mental health disability claims. Early intervention measures are being piloted in 2020, which will accelerate access to professional services for disability cases where mental health is the primary diagnosis.

Departmental safety overview

OHSW’s aim is to continually improve safety performance. A key measure to assess safety performance is lost time claims frequency (LTCF), which documents City employee lost time due to occupational injuries or illness. Safety performance will vary by department due to their size, complexity, and inherent risk associated with business unit operations and service delivery. In 2019, The City’s overall LTCF trended favourably¹¹.

Department LTCF (2017 - 2019)



¹¹ Corporate LTCF data is included in the following chart is for comparative purposes and does not include CPS data; this is different from the Corporate LTCF figures on page six, which does include CPS data.

Chief Financial Office

While the Chief Financial Officer's (CFO) Department has a relatively lower operational safety risk as compared to other departments, the CFO demonstrates a strong commitment to safety performance and is diligent in conducting site inspections within the department's work sites.

Community Services

LTCF has increased slightly in the Community Services (CS) Department over the past three-years. In 2019, two areas of safety focus and improvement across CS have been reviewing and updating job demands analysis (JDA), and completing Field Level Hazard Assessments (FLHA)—particularly in Recreation and Parks. Field level Hazard Assessment training has been completed for all operational work areas. Further, Parks has placed an emphasis on more proactive reporting of near misses and hazardous conditions.

Law & Legislative Services

Law & Legislative Services saw an increase in LTCF primarily due to four incidents occurring in the Corporate Security business unit, while the Law and City Clerks business units reduced their lost time claims in 2018 and 2019. Corrective action was implemented for each incident that occurred in Corporate Security in 2019.

Deputy City Manager's Office

The Deputy City Manager's (DCMO) Office Department demonstrated strong safety performance in 2019 with a 29 per cent LTCF improvement from 2018 (1.7 in 2019 from 2.4 in 2018). The Fleet Services business unit was a significant contributor to DCMO's safety performance improvement. Fleet Services' LTCF improved an impressive 59 per cent from 2018 to 2019 (2.7 in 2019 from 6.6 in 2018). With a strong emphasis on safety for 2019, key initiatives that drove performance improvement included a safety communication campaign, the establishment of Fleet's 12 safety rules, a new Field Level Hazard Assessment (FLHA) form, and a focus on reducing sprains and strains with the development of ergonomic training sessions for Fleet staff.

Other improvements and safety innovations within the DCMO included: a strong emphasis on near miss and hazardous condition reporting in Supply (64 per cent increase from 2018); the introduction of the Survey123 app for survey crews in Corporate Analytics and Innovation to complete required FLHAs as required, which eliminated the need for paper forms that could be

required to be completed multiple times a day; all position-based hazard assessment were reviewed and updated; and a mandatory safety re-orientation was conducted for all employees in the Facilities Management business unit.

Planning and Development

As evidenced by a low LTCF of 0.5 (an improvement from 0.7 in 2018), the Planning and Development Department (P&D) continues to maintain a favourable safety performance record. P&D places a strong emphasis on orientation and training for its employees, is consistent and diligent with regular site inspections and tracking, and demonstrates an effective and well-organized hazard assessment process that includes all the positions and tasks. Further, all business units in P&D have regular scheduled safety meetings that provide staff an opportunity to bring forward safety questions and concerns.

Transportation

Safety performance in the Transportation Department improved in 2019 over 2018, achieving an 8 per cent decrease in LTCF. Of note was Calgary Transit's LTCF decrease of 13 per cent (10.7 in 2019 from 12.3 in 2018). Transportation reduced WCB lost time claims costs by \$990,000 in 2019. Of these savings, \$940,000 was realized in Calgary Transit (CT).

The activities and initiatives that brought about the 2019 improvements include:

- An overall increased focus on safety within the department. Safety is a top commitment within the department and closely tied to overall business goals: *Deliver our Services. Be Safe. Be Respectful. Make a Difference.*
- Increased focus on reporting, as evidenced in Calgary Transit, Roads, and Transportation Infrastructure with 406 per cent, 144 per cent, and 116 per cent increases respectively in near miss and hazardous condition reporting.
- The Transportation Health & Safety Systems audit identified gaps within the department, business units and divisions, resulting in the development of specific action plans based on audit recommendations, an improved accountability framework, and increased clarity regarding roles and responsibilities.
- Workshops and education for leaders to develop skills and strategies to communicate, model, and improve safety behaviours.
- Enhancements to utilization of Occupational Injury Services (OIS) clinics through the delivery of the pilot in Calgary Transit. The pilot creates an increase in employee awareness of the service and simplifies the process for supervisors and staff. It's expected that the increased use of OIS will help prevent lost time claims and contribute to getting employees back to work faster.
- The development of an Immediate Accommodation Program to provide sedentary, non-driving accommodated work for CT employees during their recovery from injury.

- A weekly review of both leading and lagging performance metrics on a new safety dashboard, as well as a safety scrum with the director and managers in CT.
- Roads established a process through 311 to report near misses and hazardous conditions for field staff, which includes incentives for reporting. This has helped overcome limitations for field staff to report near misses and/or hazardous conditions.
- Implementation of Safety Cafés in Roads, which provide a ‘safe’ venue to listen to the safety related concerns of employees and communicate back the follow-up actions applied to address concerns.
- An increased focus on inspections across the department.

Utilities and Environmental Protection (UEP)

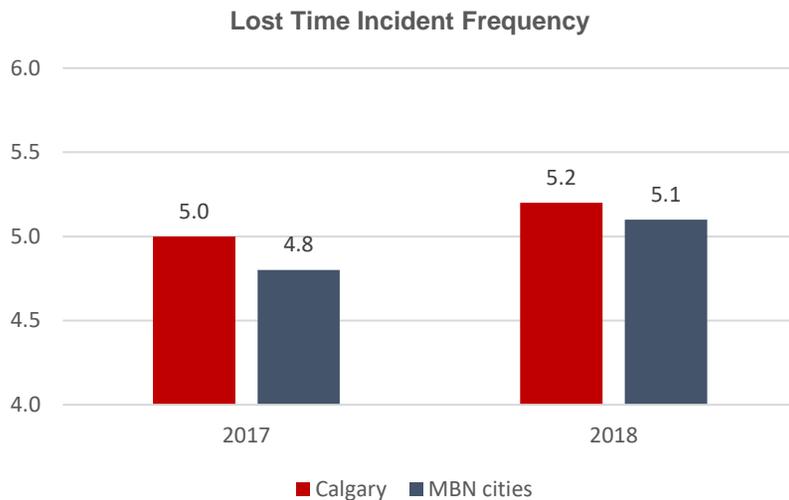
Safety performance in UEP improved in 2019 over 2018, as indicated by an LTCF decrease of 22 per cent (4.7 in 2019 from 6.0 in 2018). The Waste and Recycling Services business unit made an impressive 43 per cent reduction in LTCF from 2018.

The activities and initiatives that brought about the 2019 improvements include:

- Creation of a Departmental (UEP) Safety Oversight Team, which provides oversight, direction and coordination efforts to strengthen and maintain UEP’s safety culture.
- Safety culture assessment completed in Water Services, Water Resources and Waste & Recycling Services, including over 300 safety interviews and the completion of 1,000 safety surveys.
- The Creation of a UEP Safety Framework which includes focus areas of Governance, Leadership, Procedures, Safety leadership, Development & learning, Recruitment and on-boarding, Safety recognition, evaluation & measurement, and Safety communication.
- An overall increased focus on safety within the department, emphasized through enhanced leadership commitment and engagement;
- The UEP Safety Project and UEP safety communication strategy (program to be launched in 2020) will focus on shifting from a “reactive” to a “proactive” safety environment;
- Increased awareness on reporting. Near miss and hazardous condition reporting improved by 12 per cent in 2019 over 2018;
- Continued operational focus and an emphasis on the importance of tailgate meetings and increased site inspection frequency at all levels.
- Mandatory safety accountability awareness sessions for all supervisory staff in UEP (~400) with a focus on changes to provincial legislation, as it pertains to supervisory staff.

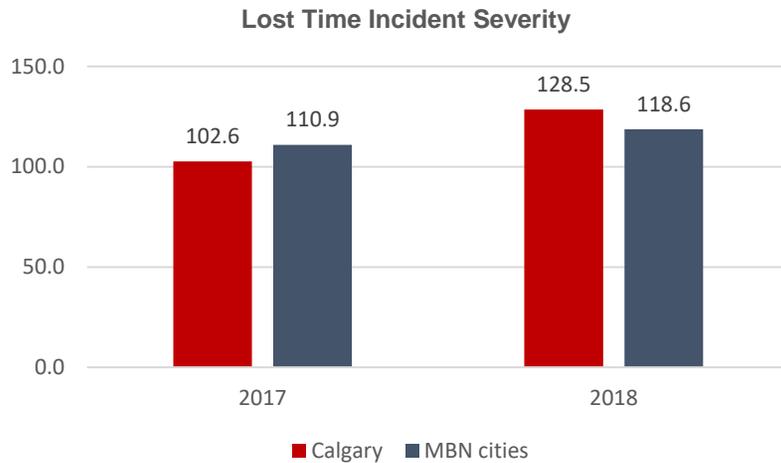
Benchmarking

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. Through this network, The City is able to benchmark lost time incident frequency and lost time incident severity¹². Eight cities with populations greater than 500,000 contribute data for these measures. There are restrictions on how the data can be presented because municipalities contribute data on a confidential basis; however, aggregate data from similar sized municipalities can be utilized as a starting point for benchmarking purposes in this report. The charts below show that Calgary's safety performance is comparatively positive given The City's delivery of police, fire operations, water treatment/supply and transit greatly increase risk exposure. Of the eight included municipalities, none deliver all the aforementioned services, thereby lowering their overall operational safety risk.



Benchmarking notes: Lost time incident frequency refers to incidents that result in a disability or an employee missing work due to an injury. Given the scope of The City's operational service delivery, Calgary safety performance is comparatively positive.

¹² Municipal Benchmarking Network Canada. 2020 April 23. Data Tables Report – Human Resources.



Benchmarking notes: Lost time incident severity provides the average number of lost hours per recordable incident. It should be noted that hours lost is affected by more than 'incident severity'. Other factors include how long it takes to submit the WCB claim, and how timely accommodation is provided. Given the scope of The City's operational service delivery, Calgary safety performance is comparatively positive.

4. Key initiatives and accomplishments

With a continued operational focus on organizational health, safety, and wellness management, 2019 involved the delivery of key corporate-wide initiatives, including: the Certificate of Recognition (COR) Certification Audit; implementation of joint worksite health and safety committees; development of a refreshed corporate safety dashboard; completion of the Health Systems Review; approval of the Healthy Workplace Strategy; completion of the UEP Safety Delivery Model Project; advancement of the contractor safety management program; and several departmental initiatives including the Transportation Safety Project, Healthy Workplace Measures reports and action planning, and external health and safety audit in Transportation.

Certificate of Recognition (COR) Certification Audit

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. A meaningful and well-implemented Organizational Health and Safety Management System (OHSMS) will lead to a reduction in workplace losses, injuries, and illness. The PIR program helps municipalities earn financial incentives (rebates) to encourage implementation of

effective health and safety management systems. All Alberta municipalities are eligible to participate in this voluntary program. Municipalities must receive a COR to qualify for a WCB rebate.

In late 2019, The City underwent a COR Certification Audit, which occurs every three years. The City's Organizational Health and Safety Division (OHS) engaged with 36 business units across all eight City departments to prepare for the Certification Audit. 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 OHSMS has been evaluated by a certified auditor and meets PIR standards. Being awarded a COR demonstrates that The City's OHSMS is able to identify, assess, and control day-to-day risks to City employees in accordance to standards set by AMHSA. The 2019 WCB rebate will be processed by WCB in mid-2020 (approximately \$900,000).

OHS will work to maintain The City's yearly COR, and to receive annual WCB rebates, for the next two calendar years (2020 and 2021). The three-year COR process cycle will restart with a COR Certification Audit in 2022.

Joint Worksite Health and Safety Committees (JWHSC)

Legislative changes in June 2018 required The City establish a health and safety committee at every worksite location. With The City having over 300 worksites and over 15,000 employees, and following consultation with other large employers (e.g. University of Calgary, Alberta Health Services), a risk-based approach to JWHSC establishment was applied. Over the course of 2019, 59 JWHSCs were established based on criteria that included operational risk, number of employees, and complexity of operations. While the Alberta government revised the legislation on December 13, 2019 to require only one health and safety committee per organization, The City made the decision to maintain its current structure and approach to JWHSCs to sustain committee effectiveness given the size and complexity of our organization.

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 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.

With the JWHSC structure now in place, the next step will be to evaluate the effectiveness of the committees. An evaluation will be conducted in the second half of 2020, and adjustments to JWHSC structure and implementation will be implemented based on the results of that assessment.

Safety dashboard

In December 2019, a refreshed Corporate Safety Dashboard was developed and launched through partnership between OHS and Corporate Analytics and Innovation (CAI). The refreshed Safety Dashboard has numerous new features, including an improved intuitive design, expandable viewing of metrics, and mobile-friendly functionality. Also, users are now able to view yearly and monthly safety performance trends, as well as distinguish between physical versus psychological incidents.

The Safety Dashboard provides a snapshot of safety performance to the business unit level. It allows leaders and key stakeholders to review and compare their department's or business unit's metrics to previous years and to other departments or business units, and enables analysis of detailed safety data to improve safety performance. Enhanced understanding and monitoring of key performance measures is important to drive continual performance improvements.

Safety resource risk allocation

In 2019, the OHS Division completed the Safety Delivery Model Project, which was an innovative approach to optimize safety staff allocation to improve safety performance, meet customer needs, and protect employees and The City. Improved alignment of safety advisors to better support higher-risk business units was achieved through risk-based analysis of each business unit's safety performance, customer-centric engagement to understand safety support needs and services valued by each business unit, and analysis of services and activities performed by OHS.

Implementation of the project's recommendations has contributed to a decrease in LTCF for higher-risk operations business units, a reduction of \$360,000 in direct costs, and an estimated \$1.1 million in indirect costs over the past year. These improvements have been achieved without an increase in budget. Customers, stakeholders, and employees from all departments and from all levels in the organization were involved in implementing recommendations, demonstrating that when it comes to safety, we are all responsible. The Safety Model Project was showcased in the recent update to Council's Priorities and Finance Committee as an example of achieving productivity gains and service outcomes.

Contractor Safety Management

Advancements were made to the contractor safety management (CSM) program in 2019. These included: the development a CSM standard that provides expectations, roles, and responsibilities for all parties involved in contractor management on City work sites; outlined due diligence activities to meet Occupational Health and Safety legislative requirements; and established mechanisms for contractor safety performance evaluation and monitoring. In partnership with AMHSA, a CSM training course was developed for project managers and will be piloted in 2020.

Safety and Health Month

OHSW, in partnership with departmental representatives, delivered Safety and Health Month programming in May 2019. The timing is aligned with the North American Occupational Safety and Health (NAOSH) Week and the Canadian Mental Health Association's Mental Health Week, and provides City employees the opportunity to reflect on how important working safely is all year long. The 2019 themes focused on mental health in the workplace, bullying and harassment, and having safety conversations.

Objectives of Safety and Health Month included improving attitudes toward mental health in the workplace, raising awareness of unique safety, health and wellness issues, and improving our ability to communicate on safety and health matters. It also targeted safety best practices for operational specific work at The City.

Over 2,500 City attendees participated in more than 60 planned sessions. Post-event survey feedback demonstrated that the topics and content were relevant, that participants learned new information during the sessions, and the keynote session for leaders, *Mental Health, Stress, Resilience and Coping Skills in the Workplace* delivered by Dr. Bill Howatt, was extremely well received. The session was recorded and is available at <https://mycity.calgary.ca/tools/safety/resourcelibrary/safety-month-2019.html>.

Senior Safety Committee (SSC)

Improving corporate safety governance is a strategic focus and the SSC is engaged each quarter to provide strategic and tactical guidance on health and safety direction and priorities, and to promote a positive safety culture. Committee members, comprised of

directors from a variety of business units, provide direction and recommendations, share best practices, and communicate decisions and information back to their business units.

Examples of direction and input provided by the Senior Safety Committee in 2019 include:

- Approved moving forward with the risk-based approach to corporate-wide JWHSC implementation;
- Endorsed implementation recommendations for risk-based safety resource allocation provided through the Safety Model Delivery Project;
- Represented City senior management during the COR Certification Audit;
- Provided input and endorsement on corporate-wide initiatives (e.g., Safety Dashboard refresh); and
- Provided departmental updates and identified specific issues where collaborative solutions can be pursued (e.g., fueling site concerns).

Quarterly Unions Safety Discussions

In 2019, Quarterly Unions Safety discussions were held with executives from all unions involved at The City to share health and safety information, provide an opportunity for roundtable discussions, and identify insights that will support a positive safety culture. Key agenda items discussed in 2019 included: The City's 2019 COR Certification Audit process; an overview of the structure of Joint Worksite Health and Safety Committee; Safety Dashboard updates implementation; and an overview of OHS safety priorities and initiatives for 2020.

The meetings have been very well received, and included open and challenging conversations regarding the overall direction of safety for the Corporation. As a result of these meetings, corporate safety leadership has created awareness with the unions on challenges faced by front line staff, representatives from unions and The City have an opportunity to transparently discuss what is working and areas for improvement, and unions are including safety messages provided by The City in their newsletters.

Healthy Workplace Strategy

The Healthy Workplace Strategy was approved by 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:

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

The three areas of focus and related actions are not mutually exclusive and work together to reinforce a culture of safety and wellbeing, produce positive health outcomes, and create financially sustainable practices.

Accommodation Strategy

It is vitally important to support employees to return to work as soon as they are able, as it improves their health outcomes and productivity. The accommodation process is complex and sometimes hampered by issues of union jurisdiction, funding, stigma, accountability, and manual processes. In addition, new legislation was introduced early in 2018 that requires the employer, once they have been notified of a fit-for-full work date, to provide an offer of work to their employee within a one-day period. If the employee is unable to perform their own job, the employer is expected to offer suitable, alternate work within a three-day timeframe. In 2019, most City departments saw an improvement to the percentage of occupational and non-occupational claims that require accommodation being offered within three days of receiving a fit-for-work date; however, as a Corporation we are not yet fully compliant.

The Accommodation Strategy offers a comprehensive approach to addressing accommodations issues and gaps for both non-occupational and occupational injuries and illness. The Accommodation Strategy team was comprised of partners from HR, ESM, and Finance.

Recommendations that were implemented in 2019 include:

- Council approved \$10M from the Budget Savings Account (BSA) to support accommodated work arrangements for temporary alternate accommodations where there is no operational budget available;

- Introduced a process step for Directors to sign off when accommodation is not possible at the business unit level to mitigate risk and reinforce accountability;
- Base pay continuation for temporary accommodations up to 30 days in duration to expedite return to work without need for job rating;
- Financial support for ergonomic assessments and providing job devices, aids and modifications with access to funding through the Health, Safety and Wellness Reserve;
- Increased return to work with restrictions reimbursement forms from \$15 to \$100. These costs are covered through the HSW Reserve as part of a trial in partnership with WCB; and
- Moved the oversight of the Job Demands Analysis (JDA) from ESM to HR to standardize the process, and will focus on updating priority jobs (safety sensitive & workplace injury) throughout this planning cycle.

In addition, work began on further recommendations to be implemented in the 2020-2022 planning and budget cycle:

- Develop technology to collect and track short-term temporary job options (i.e., bundled or alternate work) and a searchable database for job demands and employee abilities. Establish a central job library to which business units contribute current available work that can be considered for accommodations. This work will be piloted in Q2 2020.

5. Looking ahead

Our City Manager, David Duckworth, has identified health, physical and psychological safety, and wellness as priorities. Further, elevated health and safety risk, rising costs, and external pressures such as legislative changes are factors increasing organizational expectations pertaining to the promotion and advancement of physical, psychological, and social well-being of employees. The following initiatives were identified through the 2020 work planning process in support of managing health and safety risk and improving performance.

Inclusion of Safety and Health in Performance Development

The Individual Performance Development (IPD) initiative is being rolled out in four stages in 2020. Stage 1 and Stage 2 include software implementation and launch, basic training design and delivery, and senior and business unit leader engagement. Stage 3 is scheduled for Q2/Q3 and involves delivery of advanced training, continued engagement and supporting IPD adoption and

utilization. Stage 4 is scheduled for Q4 2020 and Q1 2021 and goals include system maintenance and upgrades as required, ongoing training, and sustained leader and employee participation.

To demonstrate the corporate commitment to a physically and psychologically safe workplace that promotes health and wellness, diversity and inclusion, employee engagement, and resilience, IPD plans will include the following behavioural expectations for all employees:

- Upholds safety standards; identifies and takes actions that affect physical employee safety;
- Demonstrates commitment to a healthy workplace by contributing to each other's wellbeing; and
- Understands how physical and psychological health and safety impacts their work e.g. engagement, balance.

Certificate of Recognition (COR) Action Plan

To maintain The City's COR for 2020 and to receive the 2020 WCB rebate, The City has the option to complete a COR Maintenance Audit, or an Action Plan in lieu of COR Maintenance Audit. OHS has chosen to complete a 2020 COR Action Plan since this approach promotes continuous improvement by setting corrective actions for 2020 based on the 2019 COR Certification Audit results. OHS also believes that an Action Plan will deliver more improvement benefits than conducting a COR Maintenance audit, which primarily ensures The City's health and safety management system is functioning well.

OHS will lead preparation of the 2020 COR Action Plan Application which includes key projects and activities, responsibilities, and target dates to be completed in the 2020 COR Action Plan. OHS will continue to lead and engage with City business units to complete the projects and activities in 2020 COR Action Plan. The City's 2020 COR Action Plan submission will be submitted to AMHSA for a quality assurance audit to ensure The City adheres to the PIR standards.

AMHSA will evaluate The City's 2020 COR Action Plan deliverables and is expected to provide initial quality assurance results in January 2021. The 2020 COR Action Plan demonstrates that The City is committed to improving our health and safety management system. By successfully maintaining COR for 2020, The City will be eligible to receive the annual WCB rebate.

Mental health and psychological safety

As an organization, The City is increasing its focus on mental health and psychological safety as key contributors to a strong and resilient workforce. A psychologically healthy and safe workplace is one that promotes employee well-being and actively works to prevent psychological workplace injuries. The OHSW Service Line is building awareness and providing education to the

corporation, and integrating psychological safety into the way we deliver services every day. Psychological safety will be a focal topic for the OHSW Service Line in 2020.

Research indicates that leaders and immediate supervisors are in the best position to impact a psychologically safe day-to-day experience for their employees. Continued work between OHS and HR partners has ensured psychological safety is consistently integrated in other corporate initiatives rolling out in 2020, including:

- Psychological safety governance;
- Code of Conduct;
- Respectful Workplace Policy and training; and
- Performance development competencies.

Improvements to the health system structure have provided the opportunity for HR to support business units and leaders to navigate complex situations where barriers related to a healthy workplace are preventing employees from performing their work duties or successfully returning to work after medical leave. This work began in Q4 2019 and will be continued through 2020.

OHSW leader training

A recommendation approved through the Health Systems Review was the development of mandatory online OHSW leader training to educate leaders on their roles and responsibilities to support a healthy and safe workplace. While in-person training opportunities for leaders on health, safety, and wellness have existed for many years, the modality, cost, and time commitment required created barriers for leaders to attend these courses.

Mandatory online OHSW training will be required for all leaders with supervisory responsibilities, at all levels of the organization. Aligned with a management system approach of *Plan, Do, Check, Act*, this training supports the Healthy Workplace Strategy and builds leaders capacity to:

- Describe how health, safety, and wellness integrates to support a healthy workplace;
- Fulfill their roles and responsibilities as a leader to contribute to the health, safety, and wellness of employees;
- Prioritize health, safety, and wellness of employees to mitigate risks; and
- Further their knowledge and abilities to drive health, safety, wellness conversations, actions, and business outcomes.

This training will educate leaders on the specific occupational health, safety and wellness responsibilities that are expected of them at The City, and provide tools and resources they will need to create an environment where everyone feels safe, stays safe, and can do their best work for the citizens of Calgary. The training is expected to roll-out corporately in Q3 2020.

Healthy Workplace websites for employees and leaders

New Healthy Workplace websites will connect information, tools and resources to help employees and leaders navigate the health cycle via a single site, from programs, services and resources to occupational and non-occupational absence to successful return to work. The websites will integrate health and wellness content to mimic the integrative approach of the Total Rewards and Healthy Workplace division of HR.

Separate websites for leaders and employees that align with the health cycle provide efficient and user-friendly navigation. By consolidating the health and wellness content, the websites clarify the roles and responsibilities of the different audiences and provide clear direction and expectation to ensure that all City employees are aware of how they contribute to and participate in a healthy workplace. The employee website was completed in Q1 2020, with the leader site to follow in Q2 2020.

End-to-end health navigation and early intervention

When an employee enters the short-term or long-term disability claims process, their primary contact is their case manager through The City's third-party providers. While The City has an internal disability team, the Ability Advisors (formerly Return to Work Coordinators) do not typically engage with an employee in the disability cycle until they are cleared to return to work. Therefore, as an employee moves through the disability process, they may have contact with their leader, a case manager at Homewood Health, staff from Pay, a case manager from our long-term disability provider and ability advisors. When employees are ill, this can be an especially confusing, inconsistent and disjointed experience. With all of these 'hand-offs', there is the potential for employees to fall through the cracks.

Connecting with employees as they enter the disability cycle, rather than waiting for fitness for work clearance, will allow the Ability Advisor to proactively support an employee throughout the full health and wellness cycle by providing end to end case management, including proactive support on interpretation of policies, processes, procedures, day to day vendor management, and requirements to assist in resolving issues that may arise for employees.

There is ample research that shows early intervention with the employee through regular contact, ensuring they are connected with the treatment they need, and supporting them as they continue to strengthen their functional abilities leads to positive health outcomes and an earlier return to work. In 2020 The City will be piloting a program that offers early access to mental health medical professionals for those who fall ill with a mental health diagnosis.

Data driven decisions

Continuously improving health and safety performance requires measuring health and safety data to make informed business decisions to create a safer and healthier work environment. The OHSW line of service continues to review, revise, and integrate existing health and safety measurement tools, such as the Safety Dashboard, Healthy Workplace Measures and Corporate Employee Survey, to create holistic reports of employee health, safety, and wellness.

Creating visibility of health and safety as a corporate value and identifying the challenges, recognizing successes, and reinforcing accountability will help to encourage employees and leaders alike to create a safer and healthier work environment. Key measures will be monitored and reported to ALT to inform the future direction, including financial sustainability, of our health and safety system.

City leaders play an essential role in improving workplace performance. This includes collecting, documenting and inputting quality data into health, safety, and wellness tools (e.g., Safety Data Management System (SDMS), Human Capital Management (HCM), and Corporate Employee Survey (CES)). Leaders can then use the available reports and data to identify priorities and inform strategic decision-making to achieve safe and healthy workplace goals. The final step is to implement actions to sustain and improve health, safety, wellness outcomes with support from OHSW partners, and assess if the intended results have been achieved.

WCB claims cost reduction initiative

WCB premiums are affected by legislative changes, lost time claim costs, industry rate increases, and employee earnings. To support WCB cost mitigation in future years, increased resourcing capacity has been applied to increase the focus on ensuring claims are adjudicated properly, claims costs are transferred appropriately, and cost relief is obtained. This initiative is expected to provide a significant return on investment.

Corporate OHS governance and functional structure

An opportunity to improve safety performance and strengthen safety culture is through enhancements to corporate safety governance. The expected benefits of improved safety governance and enhanced functional capacity include better role clarity for safety across the organization, improved WCB cost management, increased responsiveness when dealing with provincial investigations, improved ability to respond to legislative changes, and a shift to a more proactive approach to health and safety management.

A corporate OHS proposed governance and functional structure review along with identifying improvement options has commenced and an update is planned to be provided to ALT in Q2 2020.

6. Summary

The City's investments in the health, safety, and wellbeing of our employees and workplace creates employee engagement, drives productivity, and improves financial performance. OHSW performance measures help inform management actions to improve workplace health and safety across the Corporation. The City's 2019 performance on LTCF has been improving (despite a slight increase in 2019 over 2018, largely influenced by Calgary Police Services). This trending suggests that the tactical and strategic actions implemented corporately and across business units over the course of 2018 and 2019 are having a favourable impact on performance as The City is turning the curve on LTCF. Actions taken in higher risk departments resulted in notable LTCF improvements, including: UEP's 22 per cent decrease from 6.0 in 2018 to 4.7 in 2019; Transportation's LTCF decrease from 10.1 in 2018 to 9.3 in 2019, and DCMO's 29 per cent decrease from 2.4 in 2018 to 1.7 in 2019.

Compared to eight Canadian cities with populations greater than 500,000, Calgary's comparative lost time incident frequency and lost time incident severity safety performance is positive given The City's delivery of police, fire operations, water treatment/supply and transit, which increases our relative risk exposure. Of the eight included municipalities, none deliver all the afore mentioned services, thereby lowering their overall operational safety risk. Further, based on confidential aggregate LTCF data obtained for the past three years from a comparable municipality with a population over 700,000 residents and similar services provided¹³ had similar safety performance to The City in 2019.

In 2019, the optimization of safety staff allocation, the launch of an improved safety dashboard, and a campaign to promote safety, health and wellness awareness were implemented to improve safety performance, meet customer needs, and protect employees.

¹³ The comparable municipality has fewer employees, and a larger safety department.

Operational actions implemented by business units across The City contributed to positive safety performance. In addition, several departments and BUs strengthened leadership commitment, and increased their focus on health and safety. This commitment drove tactical actions that contributed to improved performance such as an increase near miss and hazardous condition reporting, as well as increases in the number of site inspections and task observations.

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.