

MHI's safety record has been challenged. This document defines the vision required to enhance MHI's safety culture, improve safety outcomes and drive the Ministry towards achievement of Mission Zero.

# MHI Strategic Safety Plan

Mission Zero

OH&S Promotion Office

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## I. Executive Summary

As of 2012, statistics indicate the province of Saskatchewan has 3% of Canada's population and accounts for 7% of Canada's injuries. This trend, double what is expected, is also prevalent within the Ministry of Highways and Infrastructure.

The existing culture at MHI is "get the job done". As an organization we should be proud of our ability to respond to any situation or emergency with a level of service that exceeds expectations.

However, based on the health of our organization, where the number and severity of injuries is unacceptably high, our safety climate needs to change (2012 "Safety Climate" benchmark survey = 3.55 out of 5; survey conducted by University of Regina).

If we continue to treat safety the same way then we should expect to see the same results. Clearly, based on a Workers' Compensation Board assessment of our safety system, this is no longer acceptable and we have been challenged to do better and significantly reduce both our injury rate and our lost time rate. Accordingly, the safety culture at MHI needs to become...

**"Consider safety in all you do"**

Within the context of "consider safety in all you do", this document contains an overview of a three year strategic safety plan for the Ministry of Highways and Infrastructure. Systematic implementation of the plan will drive the Ministry towards achievement of stated safety objectives;

- Objective: **Achieving *Mission Zero***
  - A number of actions have been defined to raise awareness and drive results
- Objective: **Improving Occupational Health and Safety Performance**
  - Safety performance will be monitored by way of the Safety Hoshin
- Objective: **Improving Occupational Health and Safety Management**
  - Implementing WCB assessment recommendations
  - Formalizing MHI's safety management system to a known standard
  - Establishment of Occupational Health & Safety Promotion Office
- Objective: **Complying with Occupational Health and Safety Regulations**
  - Formal review to identify and close gaps

Each objective has corresponding goals, actions and measures of success. The measures of success will be reported on as part of the "wall walk" in support of the Ministry's Safety Hoshin.

Resourcing is an important consideration of the strategic safety plan. With the formation of a branch specific to occupational health and safety the majority of the resourcing needed to execute the strategic safety plan will come from the safety branch. Consultants could be used for specific deliverables. There will, on occasion, be the need to engage employees in order to;

- Validate information previously developed by employees
- To roll out and train employees to new requirements

The strategic safety plan covers calendar years 2014 through 2016.

Finally, major initiatives detailed in this strategic safety plan will have corresponding project plans.

## II. Mission, Vision & Safety Policy

To support the strategic safety plan there is a need for a simple and concise safety policy that is easily communicated and understood by all MHI employees. The safety policy should state the Ministry's primary safety objectives and reflect both the Mission and Vision for safety.

An annual review of the safety policy and objectives will ensure relevancy. Changes to the safety policy and or safety objectives could result in changes to the strategic safety plan.

Mission Statement: [Nothing is more important than the health, safety and well-being of our employees, contractors, consultants, clients, customers, or visitors.](#)

Vision Statement: [An injury free workplace!](#)



### III. Objective: Achieve Mission Zero

In 2010 the Government of Saskatchewan signed onto the provincial Health and Safety Leadership Charter, aligning itself with seven principles for health and safety and the goal of Mission: Zero. The Health & Safety Leadership Charter is a result of WorkSafe and Safe Saskatchewan brainstorming ideas on how they could meet their shared vision of creating an injury-free province.

Additionally, Deputy Ministers have been mandated to reduce workplace time-loss and total injury rates by 10% each year.

In support of achieving Mission Zero and reduction in injury and time loss rates, the following actions or initiatives will be implemented;

#### A. Action (2014): Support Government Wide Safety Initiative

The government wide safety initiative is geared towards the spread of the Mission Zero message. As a result, safety posters have been created and will be distributed to each office. The Government has created Mission Zero hard hat decals for employees and Mission Zero vehicle decals for all CVAs. Central Services will also be placing 'Safety starts with you.' bathroom mirror decals in washrooms across government.

Monthly safety content will be sent around to all staff. Content will include personal stories, photo/video sharing and general safety tips and information. This information will be found on the main safety program website <http://minet/Pages/safety.aspx>.

It is anticipated that this initiative will evolve over time and should be fully supported by MHI. Resourcing required for this initiative will be by way the OH&S Promotion Office.

#### B. Action (2014): MHI Safety Awareness Campaign; *Owner - OH&S Promotion Office*

To achieve buy in at all levels it is imperative to create awareness around the existing health of our organization. The awareness campaign will primarily be directed at employees exposed to the greatest risk; however, all employees will benefit in understanding our health status. The awareness campaign will consist of the following short term deliverables;

- Deployment of "Lost Time Due to Injury" boards.
- Deployment of visual metrics that each manager, supervisor, and employee can use to better understand their contribution to injury and lost time reduction.
- Deployment of "Fab 4" poster highlighting the most common injuries and countermeasures.
- Deployment of tools that safety representatives and manager/supervisors can use to assess risk and develop control measures for identified hazards.
- Development and distribution of a "Safety Program" calendar highlighting an important safety consideration each month.

- Implementation of “safety goal” in employee work plans.
- Implementation of the Safety Accountability Framework. The framework will have two primary goals;
  - acknowledge contributions towards achieving Mission Zero and,
  - define roles, responsibilities, actions and process for safety improvement opportunities

Resourcing for this action will be exclusive to the OH&S Promotion Office.

### **C. Action (2014): Hazard Assessment Program;** *Owner - OH&S Promotion Office*

The goal of this program is to provide MHI employees with the tools needed to systematically identify potential hazards and mitigate occupational health and safety consequences.

To adequately deal with hazards a formal procedure for reporting, assessing and controlling identified hazards is required. Additionally, a registry is needed to ensure that identified hazards and controls from one location are made available to other locations.

This program and the resulting deliverables should drive the development of SOP's.

Resourcing for this program will be exclusive to OH&S Promotion Office and will require rollout and training components for managers and safety representatives.

### **D. Action (2014): Return to Work Program;** *Owner - OH&S Promotion Office*

The Return to Work Program will take a proactive approach with respect to employees who are off due to injury or illness. The goal is to place a greater emphasis on staying in touch with employees and regular communication as to their health care plan and status. This involves a coordinated approach with the employee, employer, medical practitioner and stakeholders from WCB or LTD. The goal of the program is to ensure that employees who are cleared to return to work are able to do so. This could mean returning to their existing position or a different position, with or without accommodations.

The primary resource for this program will be the Central Incident Resource Coordinator.

Engagement from managers will be required.

### **E. Action (2014): Safety Manual Refresh;** *Owner - Technical Standards Branch*

The Safety Manual provides important safety related information to our employees. The safety manual should be refreshed from the perspective of the employee to ensure they can find the information they need, when they need it, in the shortest amount of time possible. The safety manual refresh should focus on eliminating repetition, ensuring a consistent format and should only contain information relevant to employees.

To successfully refresh the manual from an employee's perspective will require “out of the box” thinking to break away from established paradigms.

A potential documentation control methodology that could be investigated is the use of a “Wikipedia” format that would allow for real-time update of information, by subject matter experts or concerned stakeholders, so that employees have the most current information that they need to make safety related decisions.

TSB will be the primary resource for this initiative and will receive full support from the OH&S Promotion Office.

## **F. Action (2014): SOP Refresh; Owner – Functional Groups**

Safe Operating Procedure’s (SOP’s) provide job or task information to employees. The original intent of SOP’s was to address identified hazards and to define activity guidance with the goal of mitigating occupational health and safety consequences. Existing SOP’s are dated and need to be reviewed and updated. To be effective, SOP’s need to be reviewed by the “owner” of the SOP. Additionally, as noted during the WCB assessment of our safety management system, the original work that was completed for assessing risk has been lost and needs to be recreated.

Resourcing to complete this action needs to be provided by the owners of the SOP’s. The OH&S Promotion Office will assist SOP owners in this initiative as needed. SOP categories currently include;

- Aggregate Resources
- Airports
- Bridges
- Common SOP’s
- Design & Construction
- Ferries
- Fleet
- Pavement Marking
- Preservation
- Sand Sulphur
- Testing Services
- Traffic Guidance

A potential improvement is to list SOP’s by activity instead of by functional group.

## **G. Action (2014): OH&S Handbook; Owner – OH&S Promotion Office**

The OH&S Handbook will be used as a quick reference by our employees for important safety information. There are many examples of safety handbooks both within government and private industry. The goal will be the development of a handbook that is geared towards employees exposed to the greatest risk but can be used by all employees.

OH&S Promotion Office will engage Technical Standards with the goal of taking ownership of certain documents currently contained in the safety manual. These documents would form the basis of the safety handbook.

Resourcing for this initiative will be exclusive to the OH&S Promotion Office.

**H. Action (2014): Training Matrix Development;** *Owner - OH&S Promotion Office*

The development of a training matrix will ensure that people who need general and job specific training receive the training. The matrix will be developed from a position perspective and will include mandatory training for that position and optional training available that could enhance operational delivery by the person in that position.

The matrix will also identify prerequisites for progressive training programs such as the 3/4/6 (or its derivative) program.

Resourcing for this initiative will be exclusive to OH&S Promotion Office. Managers and supervisors will be engaged to better understand “prerequisites” needed to be eligible for advanced or progressive training.

**I. Action (2014/2015): Training Program Refresh;** *Owner - OH&S Promotion Office*

There is a need to ensure training material and messaging related to training is consistent regardless of where the training is delivered. Additionally, MHI training personnel will take a lead role in the delivery of legislated and MHI required occupational health and safety training. Potential examples include;

- Supervision & Safety Training
- Safety Representative Training
- OHS Committee Training
- Incident Investigation Training

Given the expanded role of the training group there is a need to develop self-paced training material.

Resourcing for this initiative will be primarily through the OH&S Promotion Office. It is noted that the development of self-paced training material may require engagement from Communications.

**J. Action (2014/2015): Injury Prevention Program;** *Owner OH&S Promotion Office*

The goal of the Injury Prevention Program is to drive significant year over year reductions in injuries and lost time. The program will be geared towards;

- Awareness
- Education
- Guidelines and best practices

Initial program focus will be the top four injuries most likely to be incurred by ministry staff. As the frequency and severity of these injuries is brought under control the program will be expanded to include other priorities.



## **K. Action (2014/2015): Emergency Preparedness and Response Program;**

*Owner - OH&S Promotion Office*

MHI requires a formal program for the identification of potential emergency situations and a plan to respond to the emergency situation. Some development work has already occurred. This initiative will bring all the elements under one umbrella. It is anticipated that this will become a part of the Safety Handbook (Objective: Mission Zero, Action: OH&S Handbook).

Resourcing for the development and management of this program will be exclusive to the OH&S Promotion Office.

## **L. Action (2015/2016): Mental Health Program; Owner - OH&S Promotion Office**

MHI incident reports do not capture or provide an indication as to the mental health of our organization. A mental health program would strive to understand and mitigate the root causes for absenteeism, grievances, LTD and employee turnover.

This program directly correlates to the Deputy Ministers stated goal of annually reducing sick leave by 10%.

## **M. Action (2015/2016): Chemical Management Program; Owner - OH&S Promotion Office**

As a ministry, our ability to control workplace chemicals and related substances and our ability to understand and control the risks associated with those chemicals and substances needs to be improved and formalized.

Fleet has implemented a system that could be leveraged to the benefit of the entire Ministry.

## **N. Action (2015/2016): Critical Incident Stress Management Program;**

*Owner - OH&S Promotion Office*

This is a pre-existing program at MHI.

According to the mandate published on MHInet...

“The Critical Incident Stress Management (CISM) Program was designed to offer an integrated and comprehensive support system which covers the complete crisis continuum from pre-crisis preparation through to post-crisis intervention and follow up.”

Decisions need to be made regarding the ownership of the program, delivery of the program and quantifying effectiveness from an employee perspective.

## **O. Action (2015/2016): Hearing Testing Program; Owner - OH&S Promotion Office**

This is a pre-existing program at MHI. Similar to CISM, decisions need to be made regarding program ownership, delivery and effectiveness from an employee perspective.

## IV. Objective: Improve Occupational Health & Safety Performance

Measureable results are needed to verify OH&S performance and to verify that planned improvements meet safety objectives. Regular reporting of the results will ensure performance improvement is progressing as planned or requires countermeasure to bring performance back on track.

### A. Action (2014): Validate Safety Hoshin; *Owner - OH&S Promotion Office*

The Ministry's Safety Hoshin will define metrics and measures that will be used to verify and validate performance improvement. Although the Safety Hoshin has been reviewed and approved it is noted that certain elements of the Safety Hoshin could be improved over time as more information is known. Accordingly, the OH&S Promotion Office will collaborate with Strategic Planning to ensure the Safety Hoshin is fully aligned with stated safety objectives.

### B. Action (2014): Establish Safety Database; *Owner - OH&S Promotion Office*

To support the agreed to metrics and measures for the Safety Hoshin and ultimately, safety performance, data collection is required for historical, benchmarking and reporting purposes.

The goal is to consolidate all current data collection points into one location.

A factor that could impact this initiative at some point in the future is the possibility of government wide adoption of the Intelex safety software suite.

Resourcing for this initiative will be exclusive to OH&S Promotion Office.

### C. Action (2014): Reporting and Communication Plan; *Owner - OH&S Promotion Office*

To ensure employees and management are up-to-date regarding occupational health and safety performance there needs to be defined communication processes. This will lead to;

- consistency of messaging
- identification of target groups for information
- relevancy of information for target groups
- defined timeframes for distribution of information

A potential avenue of communication that could be leveraged is the use of social media to broadcast safety related information as it becomes available.

OH&S Promotion Office will resource this initiative. Engagement from Communications may be required to ensure the information and messaging is consistent with the government wide safety initiative messaging.

## V. Objective: Improve Occupational Health & Safety Management

MHI's safety management system consists of policies, procedures, organizational structure and other interrelated elements used to achieve safety objectives.

In 2012, WCB conducted an assessment of the ministry's safety management system. The assessment identified a number of areas of the management system that could be improved.

The assessment evaluated MHI's safety Management System against six major elements and MHI's aggregate score was 38%. The aggregate score is indicative of the ability of MHI's existing safety management system to meet safety objectives.

The following actions will greatly improve MHI's ability to manage safety.

### A. Action (2014/2015): WCB Assessment Implementation; Owner - OH&S Promotion Office

A detailed project plan, completed by the original project team, has been approved by executive. Implementation was delayed pending formation of the OH&S Promotion Office. With the establishment of the OH&S Promotion Office implementation of the project plan can begin in earnest starting in 2014.

Priority will be given to those elements that enhance awareness of the health of our organization and that support year over year reduction of injuries and lost time.

It should be recognized that certain activities addressed in *Objective: Mission Zero* will also satisfy requirements of the WCB assessment (actions – hazard assessment, SOP refresh, training matrix, training program refresh, emergency preparedness & response)

Systematic development and implementation will allow for first party (internal) validation of the safety management system by January 2015 and second party (external) validation by December 2015.

The following is a high level overview of the results of the assessment. This framework also defines the development that must take place to improve MHI's safety management system.

Note: the bracketed numbers reflect the assessment score for a particular element.

- Management & Leadership (246/490 or 50%)
- Hazard Identification and Control (58/395 or 15%)
- Training & Communications (280/486 or 58%)
- Inspections (20/130 or 15%)
- Investigations (10/120 or 8%)
- Emergency Response (52/103 or 50%)

The original project plan identified the need for significant resources within our Ministry in order to execute the plan. With the formation of the OH&S Promotion Office there are now

resources readily available for this project and the majority of the resources for this project can come from the OH&S Promotion Office. There will, on occasion, be the need to engage other branches and or employees to ensure the execution of the project plan is meeting planned requirements. Additionally, there will be a need to rollout certain elements and provide training to applicable personnel.

## **B. Action (2014/2015): OH&S Committees; *Owner-OH&S Promotion Office***

By legislation (OHS 15-20), MHI is required to establish an OHS Committee for every location that has 10 or more workers. If the location has less than 10 workers then an OHS Representative is designated for that location. The majority of MHI locations require a safety representative. A few locations (i.e. Victoria Ave, Millar Ave.) require the establishment of an onsite committee.

A unique development at MHI is the establishment of additional committees. Safety Representatives sit on Local Committees (LOHC). Local Committees have a voice on the Regional Committee (ROHC). Regional Committees have a voice at the Ministry Committee (MOHC).



The intent of the committee structure was to ensure communication at all levels and to provide a structure by which questions or issues could be elevated through the organization.

Two important considerations;

1. Does the existing structure support employee safety? and,
2. Do the committees leverage legislated duties to the benefit of employees?

In both instances there needs to be a critical review of the existing structure and duties to ensure employees realize safety benefits from the committees.

All committees will be engaged with the intent of determining;

- legislation gaps
- ideal system for enhancing work place safety

A structure within the ministry that merits consideration is the concept of a management group dedicated to safety. This group could be in addition to or a replacement for the MOHC.

## **C. Action (2015/2016): Formalized Safety Management System; *Owner - OH&S Promotion Office***

Collectively, the strategic safety plan and subsidiary programs address a number of elements that would be required to formalize MHI's Safety Management System to a known standard such as OHSAS 18001:2007.

As the strategic plan and programs are realized serious consideration will be given to having a third party audit of our system with the goal of continually improving the system and ultimately safety outcomes.

## **D. Action (2014): Finalize OH&S Promotion Office**

The OH&S Promotion Office will have two primary business lines that are focused on improving overall safety outcomes for ministry employees and stakeholders. The business lines can be defined as “improvement” and “training”.

### **1. Safety Improvement**

Improvement will be realized by leveraging identified opportunities within all aspects of MHI operational activities. Safety Improvement will be primarily realized through the following program elements;

- Injury Prevention Program
- Chemical Management Program
- Mental Health Program
- Emergency Response and Preparedness Program
- Critical Incident Stress Management Program
- Hearing Testing Program

Improvement methodologies to be used include;

- Audits
- Inspections
- Investigations
- Hazard Assessments

### **2. Safety Training**

Training will require an expanded role within the Ministry in order to achieve overall operational excellence and improve safety outcomes. Training will drive safety outcomes by becoming the first point of contact for new employees and by ensuring employees are assessed for competency for all high risk equipment and or activities. Safety Training will be primarily focused on;

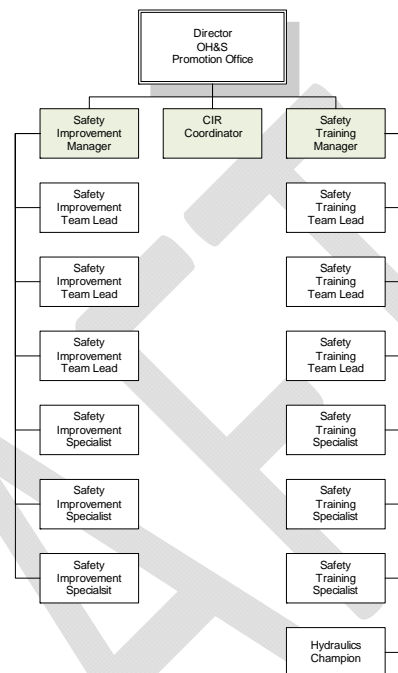
- Employee Safety Orientation and Onboarding Program
- OHS Training Program
- Equipment Training Program

### **3. OH&S Promotion Office Staffing**

The OHS Promotion Office will be staffed in accordance to the identified business lines of “improvement” and “training”. Additionally, staffing will be based on a provincial or enterprise wide model versus a regional model. OH&S Promotion Office staff will focus

efforts where there is the greatest need. The following new positions are in alignment with the previously approved FTE numbers for the OH&S Promotion Office;

- Central Incident Resource Coordinator
- Safety Improvement Manager
- Safety Training Manager



Pending Deputy Minister approval it is expected that all positions will be posted during the 1<sup>st</sup> quarter of 2014. Detailed position profiles for the new positions will be released as part of the staffing process.

## VI. Objective: Comply with Occupational Health & Safety Regulations

At MHI, complying with occupational health and safety regulations is generally understood to mean the OH&S Act and OH&S Regulations. While this needs to be the initial focus for this objective it should be noted that there are a number of sources that recommend, define or regulate our business or equipment. Examples include equipment manufacturers, vehicle manufacturers, Canadian Standards Association, Labor Codes and Canadian Occupational Health and Safety Regulations.

A defined process for evaluating existing and future standards is required. The goal is to meet legislated requirements and to assess the impact or changes required for the MHI safety management system.

Resourcing for this initiative will be exclusive to the OH&S Promotion Office.

## VII. Summary

The establishment of the Occupational Health and Safety Promotion Office and execution of the strategic safety plan will result in significant and measureable improvement to the overall health of our organization.

A formal and systematic review of the safety management system, at planned intervals, will ensure plans are meeting stated objectives.

A commitment to safety at all levels of the organization will allow for programs and elements to be developed and implemented that meet the needs of our organization in both the short and long term.

