

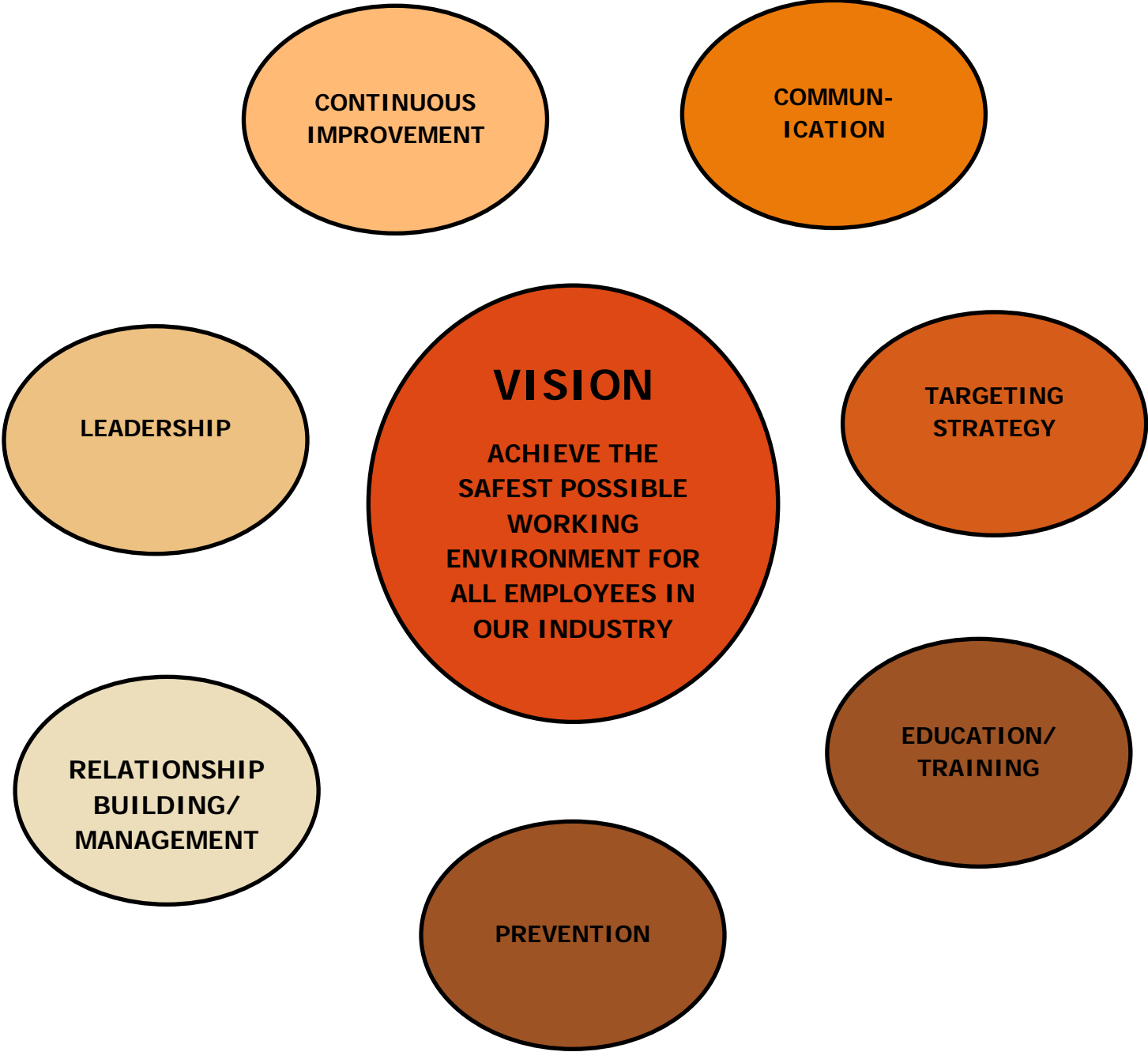


# STRATEGIC PLAN

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Prepared for: Motor Safety Association Board of Directors

2021 – 2023



## **Introduction - 2021**

The Motor Safety Association (MSA) will continue its efforts to reduce the frequency and severity of injuries for the C61 and C62 rate codes. Additionally MSA will remain committed to and recognize the value of injury prevention, safety and return to work education, programs and training for both employees and employers in the C61 and C62 rate codes.

### **MSA Vision**

Achieve the safest possible working environment for all employees in our industry.

### **MSA Mission**

Reduce time loss injury frequency rates and durations through the building of effective relationships with employers, employer groups and government agencies and through public awareness, education, training and motivation of targeted employers.

### **Organization Overview**

We plan to maintain five full time and one part time staff in Regina. We have three full time staff members operating out of Saskatoon. The Saskatoon staff will travel primarily in the North and the Regina staff primarily in the South portion of the province. This does not however negate the need for travel throughout the province when the need arises.

The Regina office will consist of the Executive Director, Programs Services Manager, Executive Assistant, part time Administrative Assistant, and two Safety Advisors. The three staff members in Saskatoon will be Safety Advisors. The number of staff at each location may change periodically depending on resources and demand for services.

All work is scheduled by the Safety Advisors through consultation with the Executive Director or Programs Services Manager. Planning is done in a team environment to maintain effectiveness and to ensure we are meeting our goals.

The Programs Services Manager and Safety Advisors submit reports to the Executive Director on a monthly basis. Our strategic goals are then measured against results of the data collected by the WCB on a quarterly basis. The Executive Director reports to the Board of Directors and the WCB on a quarterly basis.

## Strategic Goals

The Motor Safety Association has 2 major goals:

- **Goal #1** - Reduce the Time Loss Frequency for our Industry (both C61 and C62 combined) from 1.4% in 2019 to 1.2% by year end 2023.
- **Goal # 2** – Reduce the Frequency of Total Claims (time loss and no time loss combined) for our Industry (both C61 and C62 combined) from 3.6% in 2019 to 3.0% by year end 2023.

**Note: Statistics used for setting goals and for reporting of the goals were taken and will continue to be taken from the fourth quarter discs supplied to the Motor Safety Association from the WCB. These numbers may differ from the year end statistics reported by the WCB in their annual report and/or website.**



Our objective is to **communicate effectively with employers, workers, industry partners and colleagues**. Communication is an integral function of our safety association and we recognize the necessity to keep our members informed. We will strive to keep our members up to date of the various safety initiatives, safety events around the province, types of injury trends or any other safety related information pertinent to our industry.

We will accomplish this from many fronts including:

- MSA web site
- Twitter
- Member email updates
- Safety handouts
- Safety shares
- Member visits/blitzing/phone calls
- Attendance and participation at various safety related events
- Webinars,
- Workshops,
- Participation with Industry partners
- Any other forms of communication within our means

## TARGETING STRATEGY

Targeting companies and injury trends is a crucial component when trying to make a difference in a large industry. The use of a targeted approach assists our organization to make sound decisions of where to focus the majority of our resources.

The strategy for the next three years will be to continue to target companies based on frequency, severity and duration of injuries (priority companies). This strategy has worked well for us in the past and will continue to get positive results going forward.

The second targeting strategy will be to work towards lowering the number of hand injuries in our industry. Hand injuries continue to be the body part most frequently injured while at work and will be a major initiative for the MSA going forward.

### Priority Companies:

- Companies will be targeted by the MSA staff based on the WCB quarterly statistics. Time loss frequency, severity and duration of claims as well as company size will all be factors.
- Minimum of thirty companies will then be selected based on these statistics.
- The targeted companies will then be divided among the Safety Advisors, taking into consideration the company's location, who, if anyone they had previously worked with, as well as the type of work to be performed at their place of business.
- The Safety Advisor will then plan to meet with each employer on their list. During the first meeting the Safety Advisor will review the details of the employer's safety performance and attempt to set goals with the employer. An action plan will be developed to achieve the set goals. The action plan will include proactive measurements and goals.
- After the initial meeting, the Safety Advisor will attempt to meet with the employer on a regular basis to help the employer reach their health and safety goals.
- The Safety Advisor will prepare written reports detailing each visit and enter this information into the MSA Database. The report will include major initiatives, what was accomplished, what activities were delegated and the proposed activities for the next visit.
- We will make every effort to convince the targeted employers to participate in this initiative. However, if they choose not to participate, our energy will be refocused on another company.
- **MSA's goal for the participating companies will be a 10% reduction in their Time Loss Claim Rate (frequency) and a 10% reduction in their days lost per FTE (severity).** The time frame for the measurement of these goals will be following one year of participation by said companies.

## Hand Injuries

Hand injuries have accounted for over 25% of reported injuries to our member's employees over the years. Going back three years they accounted for:

2017	331 Total Claims
2018	336 Total Claims
2019	316 Total Claims
3 Year Average	328 Total Claims

**The goal will be to reduce the average total number of hand claims by 20%.**

Strategies to help accomplish the goal:

- toolbox talks,
- webinars
- online training
- handouts,
- in-house training
- any other form of marketing strategies within our means

These different strategies will help educate and inform members of:

- how workers are injuring their hands – falls, contact with objects, burns, etc.
- the types of hand injuries being experienced in our industry- cuts, broken, carpal tunnel, etc.
- the high frequency of hand claims experienced annually in our industry
- manners in which to control hand injury frequencies
- types of hand protection available for the different tasks performed at their facilities



Many studies show that education/training are two of the most important factors in successful businesses. Good leaders understand the importance of educated employees when it pertains to safety and efficiencies.

**The objective will be to provide our members easy, affordable access to quality education/training that pertains to the safety needs in our industry.** We will offer a variety of training avenues to our members, including: classroom training, virtual live training, online training as well as educational webinars. Listed below is a breakdown of the different options currently developed and offered to our members.

## **Classroom/Virtual Live**

- **Classroom** – *instructor lead workshops held in a classroom.*
- **Virtual Live** - *instructor lead live virtual training workshops occurring on a specific time and date.*

Below is a list of the Classroom/Virtual Live offerings currently offered:

### **Safety Fundamentals for Managers/Supervisors Workshop**

Topics include leadership, the guiding principles of safety management systems, legislated rights and responsibilities, how to research legislation, the WCB system and how Managers/Supervisors can have a direct impact on the organization's WCB premiums. Additional topics include risk and hazard analysis, assessment and control; inspections and investigations.

### **Occupational Health Committee (OHC) Level I**

MSA's Level I Occupational Health Committee training is created for Committee Co-chairpersons, Committee members and Occupational Health and Safety Representatives. It includes an overview of the legislation and a tour of how to navigate and find what you are looking for in the legislation. It looks at the principles of the Workplace Responsibility System (WRS) and roles and responsibilities of all involved (employers, supervisors, workers, LRWS Division). It looks at how the committee in your workplace should interact with each of the stakeholders. Duties of the committee are covered in detail, with a direct focus on hazard identification and control, how to run effective meetings, handling refusals to work, resolving worker concerns and recommending corrective actions to employers. This training is recognized by the LRWS Division to meet the requirements for OHC Level I.

### **Occupational Health Committee (OHC) Level II**

MSA's Level II Occupational Health Committee training walks the employer and employee co-chairs and representatives through their legislated obligations. The main focus of this one day workshop is to educate participants on the proper techniques of planning, conducting and communicating workplace inspections and investigations.

### **Workplace Ergonomics**

Workplace Ergonomics was developed to help our members understand the signs, symptoms and ergonomic hazards in their own workplaces with the goal of improved worker safety, comfort and efficiency. Practical ergonomic information is provided to them, such as "Causes of Ergonomic Injury", "Control Measures", "Improving Your Workplace" and "Vehicle Ergonomics".

## Online Training

*Online, computer/tablet based training courses that students can complete at their own pace.*

- Automotive Lift Training
- Claims Management
- Driving Defensively
- Eye, Hand and Back
- Introduction to Workplace Safety
- Office Ergonomics
- Safety Management System
- Basics of Safe Rigging
- Towing a Trailer Safely
- WHMIS 2015
- Workplace Ergonomics
- New courses developed as time permits

## Webinars

*Online, computer/tablet based information session (usually 45 minutes) offered live quarterly. All webinars are also recorded and reside on our website for those who miss the original time and date.*

- Asbestos Awareness
- Business Case for Injury Prevention
- Claims Management
- Confined Space Awareness
- COR Certification Explained
- Ergonomics for Ag Dealers
- Ergonomics in Industrial Environments
- Escort Vehicle Usage for Agricultural Dealerships
- Fall Protection/Fall Arrest
- Fire Safety Awareness & Prevention
- Hantavirus Awareness for Agricultural Dealership Staff
- Hiring Contractors
- Influencing Safe Behavior
- Inspection Results of Agricultural Dealerships
- Lifting Device & Stand Safety Awareness
- Lock Out Tag Out (LOTO) Generic
- MSA Emergency Response Management
- MSA Safety Orientation
- MSA Toolbox Talk
- Noise Exposure & Hearing Loss
- Occupational Hygiene
- Overhead Door Safety
- Personal Protective Equipment PPE Head to Toe Review
- Pesticide Safety for the Agricultural Technician
- Powered Mobile Equipment – Training Requirements
- Preventing Hand Injuries
- Risk Assessment & Job Hazard Analysis
- Severe Weather
- Three Ways To Make A Positive Impact on Safety
- Traffic Control Planning
- Training Requirements for Ag Dealers
- WHMIS 2015 Global Harmonization System Awareness
- Workplace Inspections & Investigations
- New webinars developed quarterly



## PREVENTION

The prevention of incidents should not be left to luck. There should be some type of system in place to help prevent incidents from occurring – no matter what size the company is.

The MSA has a host of tools at our disposal to assist our members with their prevention goals/needs.

### **Safety Management Systems and COR Certification:**

- Promote the importance of implementing a sound Safety Management System to our members.
- Assist the interested parties with the implementation of a Safety Management System.
- Promote the benefits of COR Certification to our members.
- Assist the interested parties in their attempt to become COR Certified.
- **Our goal will be to have 75 COR Certified companies by year end 2023.**

**Our objective is to offer assistance, explain the importance, and advise members to take advantage of the knowledge and safety services we have to offer. With the use of the tools below along with our mentorship, COR Certification or the creation of a Safety Management System is attainable for all committed parties.**

### **Motor Safety Association Services**

- **Industrial and Office Ergonomic Assessments** – Ergonomic concerns related to back injuries and repetitive strain injuries are all too common in the industries we represent. MSA has 4 certified ergonomists to help companies assess the work process and /or workplace and find solutions that work.
- **Safety Perception Surveys** – How “SAFETY” is perceived by employees is a strong indicator of the safety culture in any company and directly affects morale and performance. MSA has developed a survey tool that can help you find out where your company stands with its employees. The data from the surveys will help point you in the right direction when managing change.
- **Safety Management development** – At MSA we believe the best way to reduce and prevent injuries is an effective Safety Management System. Our safety professionals can assist your company in developing a Safety Management System that complies with legislation and is tailored specifically for your company's needs.

- **Safety Management implementation** – MSA’s safety professionals have worked in industry and understand what it takes to implement a Safety Management System. They are available to advise you during your implementation process.
- **Inspections of worksites** – Worksite inspections are a valuable tool for recognizing hazards and controlling the risk of hazards before they cause injuries. MSA staff can perform worksite inspections and provide you with a report recommending actions to reduce risk and protect your employees.
- **Development inspection checklists** – Inspection of a worksite can be simplified by creating a checklist that highlights specific concerns recognized in previous inspections, and allows you to work your way through the facility in the order that you physically come upon the items to be inspected. MSA can help you create a checklist that saves you time and steps during the inspection process while allowing you to keep tabs on those hazard controls that you have already implemented.
- **Hazard Analysis and Controls** – MSA’s safety professionals will work with you to educate your staff on how to identify hazards and to implement controls for those hazards.
- **Risk Assessments** – Assessing the risk of any hazard found is the next logical step before deciding what type of controls to implement to reduce the risks. MSA can provide further education to allow you to assess risks related to identified hazards before you decide what controls to implement.
- **Job Hazard Analysis** – Job Hazard Analysis is done to identify, control or eliminate potential or actual dangers in a job or task. MSA can help you perform Job Hazard Analysis on jobs or tasks that may cause injury or have caused injuries in the past.
- **Development and measurement of safety goals and objectives** – MSA’s Safety Professionals will help you recognize gaps in your Safety Management System and point you in the right direction to close those gaps. Creating goals and objectives to meet will give your company that direction. Once goals and objectives are clarified, your company will need to be able to measure the results of your efforts to achieve them. MSA can advise on the best methods of measurement to allow you to prove your success.
- **Development and implementation of a Return to Work program** – Returning your employees to work as soon as medically possible should be a priority for any company that wants to keep their experienced and trained employees at work and reduce costs. MSA has developed a Claims Management workshop that will help your company do just that. Check our website [www.motorsafety.ca](http://www.motorsafety.ca) for workshop dates in your area or contact us for specifics.
- **Assist companies with the development of a list of modified duties** – Do you have administrative tasks, training, or updates that are not getting completed by your staff due to a heavy workload? These are just the types of tasks that an injured worker who can’t

perform his/her usual duties could look after for you. MSA would be happy to work with you to design a list specific to your needs to ensure that if you have an injured worker, that you have meaningful alternative work for them to do.

- **Developing Emergency Plans and Response programs** – At MSA we know the value of being prepared. We will help you assess your needs and design emergency response plans to ensure your employees are protected in the event of an emergency.
- **COR Certification and Baseline Audits** – MSA's Safety Professionals can audit your Safety Management System to help you recognize gaps and advise on what must be done to close those gaps. We are also the certifying body for COR (Certificate of Recognition) certification audits for the C61 and C62 WCB rate codes.
- **Provide Supervisor/Manager educational workshop** – MSA has developed a Supervisor/Manager workshop to help companies ensure that supervisors and managers are aware of their responsibilities both personally and corporately relating to safety in the workplace. Contact MSA to find out more about in-house workshop delivery options.
- **Establishment of Occupational Health Committees** – MSA's Safety Professionals can guide you in how to initially setup your committee to improve safety culture and work with management to identify and resolve health and safety concerns in your workplace.



**The MSA's objective will be to build and maintain healthy relationships with many parties, including: our members, colleagues, government agencies, post-secondary institutes, and other safety associations.** Building and maintaining healthy relationships is an important to ensure trust, respect, integrity and success of the association.

Below are some of the initiatives the MSA will use to reach those objectives:

### **Attendance and participation at Industry Partner functions**

The MSA has built many positive relationships with our industry partners falling within our membership. We will strive to maintain the positive relationships with these industry partners without overstepping our boundaries. We will do this by attending the various functions throughout the province and offering our voice or opinion, whether through presentations, professional input or just conversations with the stakeholders.

## **Maintain a strong relationship with other Safety Associations and government agencies:**

- Attendance, representation and input at Safety Association meetings.
- Collaboration with other Safety Associations as needed.
- Continue to partner with Safe Saskatchewan and Work Safe Saskatchewan for the promotion of the Leadership Charter and the endorsement of Mission Zero.
- Continue a positive working relationship with the Saskatchewan Worker's Compensation Board and the Labor Relations and Workplace Safety staff and leadership teams



Leadership – in order for the MSA to have any influence whatsoever on a company's safety culture we need to gain buy-in from the company's leadership. Without commitment from the company's leadership change will never happen.

With that in mind the **MSA's objective is to be recognized as leaders in the province when dealing with workplace health and safety. We also want to develop our own leaders both internally as well as externally within our membership.**

The MSA has taken a leadership role in Saskatchewan's safety society for years now and will continue to do so by:

- offering Industry Leadership Breakfast meetings in partnership with Safe Saskatchewan (2 each per year in Regina and Saskatoon)
- promoting and endorsing the principles of the Leadership Charter and Mission Zero to our members
- continue developing safety leaders in our industry by offering the Competent Safety Leader designation (CSL)
- offering "young workers training" to students (future leaders) attending post-secondary institutions and studying the trades that regularly enter our industry
- sitting on the Early Safety Training Program (ESTP) steering committee
- sitting on the SaskPoly Safety Certificate Program steering committee
- hosting SaskPoly Occupational Health and Safety Program (OHSP) practicum students on a regular basis
- continuing to encourage and allow our employees to become involved in a leadership capacity with organizations such as the CSSE, Saskatchewan Safety Council and other non-profit organizations
- ensure our staff receive the professional development they personally need to succeed and assist them as leaders in their profession

## CONTINUOUS IMPROVEMENT

**Our objective internally is to continually improve as a business while offering quality programs and services to our members.** We will strive to identify and act upon opportunities for improvement in all our programs and services. Improvements will be based on small changes when needed or identified, not large shifts of focus.

In an effort to identify manners in which to improve, we will rely on our three most important stakeholders – MSA employees, members and our Board of Governance. Listed below are some of the manners in which we will use the influence of each party mentioned:

### **MSA Employees**

- engage our staff through discussion, meetings, and peer review of course development
- keep an open mind and open door policy to employees at all times to share their ideas and opinions on how to improve the quality of a program or service offering
- empower the staff to take a leadership role on the identified changes/improvements

### **MSA Members**

- use surveys on a regular basis in an effort to measure the effectiveness and quality of our programs and how to improve them
- use of surveys/questionnaires to assist us in deciding the types of new training/services our members may need
- use of evaluations for the training provided to members in an effort to continually improve our training offerings

### **Board of Governance**

- rely on the Board to share ideas during conversations or meetings
- rely on the Board for feedback pertaining to programs
- welcome Board members to sit on committees such as the Committee of Review for our COR program which meets to identify ways to improve our certification program
- ensure the Board is aware of any major changes taking place to our programs/services

## **Reporting**

Reporting the progress, both financially and strategically to our stake holders will be done on a quarterly basis as laid out in the Funding Agreement. This will ensure all stake holders are aware of the strategy's progress and the results.

## **Closing**

The Strategic Plan for the next three years is one that closely follows our Vision and Mission while also fulfilling our obligations to the Safety Association Funding Agreement and Guidelines. We feel the strategic plan is a well thought out plan and the goals are attainable. We also realize the need for continuous improvement, teamwork, and the collaboration of many parties will be contributing factors to our success.

*"Alone we can do so little, together we can do so much."*

Helen Keller