

# Organizational Health, Safety & Wellness

Led by: Director of Occupational Health & Safety

## Service Description

The Organizational Health, Safety and Wellness Service develops and implements policies, standards, and programs to advance a culture of safety in The Corporation. The service line delivers programs and initiatives such as: safety advisory support, health and safety systems, occupational health management, physical and psychological safety and wellness; to enhance the safety and well-being of our employees. In addition, the service line supports a safety culture of responsibility, productivity and accountability for employees and leaders at the individual, leadership, and corporate level, to ensure everyone completes their work without incident and goes home safe and healthy, every day.

## Service Updates

### Key Service Results

The City maintained its Certificate of Recognition (COR) with the Government of Alberta Partnerships in Injury Reduction program and the Alberta Municipal Health and Safety Association Certifying Partner. Certification was sustained through the development, submission and completion of The City's 2023 COR Action Plan which include 42 safety projects, 100% of which were completed successfully. This demonstrates the commitment for continuous improvement of The City's safety programs and culture

The City continues to focus on mental health and psychological safety as key contributors to a strong and resilient workforce. A psychological safety strategy and framework were developed to support the improvement on psychological safety at work. The framework which includes education and understanding of psychological safety will improve the employee experience. The City required participation in the Government of Alberta Occupational Health and Safety Proactive Cities Inspection Program which proactively monitors compliance to legislation with 19 other municipalities. In 2023, 15 inspections were conducted resulting in safer worksites and reduced likelihood of incidents and associated cost

### Service Challenges

The City identified health, physical safety, psychological safety and wellness as priorities for all employees. Societal safety challenges, safety risks, rising costs, external pressures, and legislative changes are increasing organizational expectations for the promotion and advancement of physical, psychological, and social well being. The City will continue to develop pragmatic policies, standards, programs, and targeted efforts to support business units.

To maintain compliance with Occupational Health and Safety, Workers' Compensation, and the National Standard for Psychological Health and Safety, The City must continually evolve its internal services. Safety culture, risk prevention, governance, standards, case law and legislation for accommodation, and social unrest are some of the influences impacting the City.

### Trends & Potential Uncertainties

The percentage of accommodations has been trending positively since 2020 when the rate was 73.1%, primarily due to work from home mandates and restrictions related to COVID-19. Prior to the pandemic, in 2019 the rate was 77.5% and has increased to 82.8% in 2023, a 7% improvement exceeding the target. The City will continue to provide targeted consultation to leaders to identify accommodation opportunities by focusing on corporate process improvements and advancing accommodation strategies to improve the employee experience. Accommodations support employees to safely return to the workplace, which can reduce lost time costs and support a healthy workforce which thereby supports service to Calgarians.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

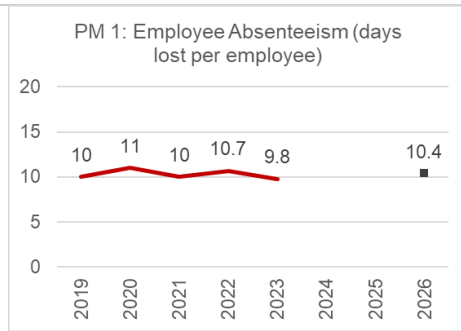
→ Progressing as planned

⊖ Not progressing as planned

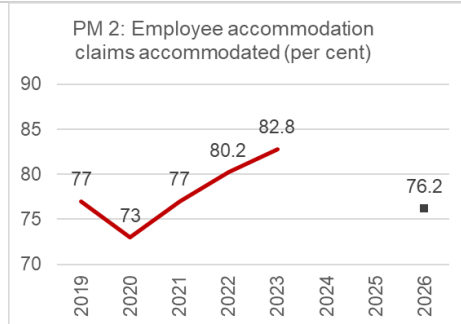
## Performance Measures

## Story behind the numbers

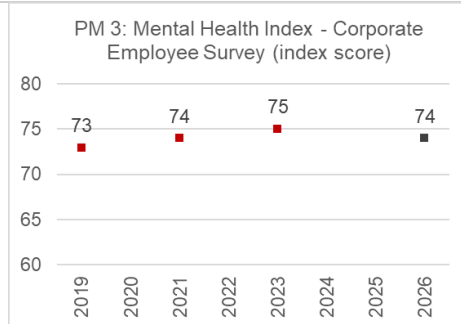
## Status



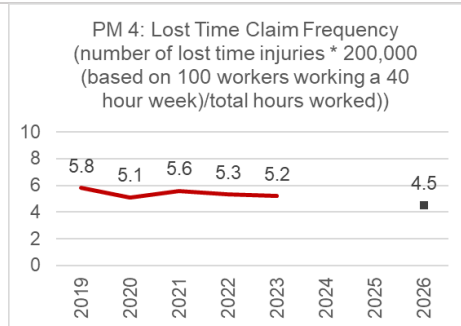
Employee absenteeism is the measure of sickness and accident days and workers' compensation days lost per employee. Absenteeism is down to 9.8 days from 11.2 days in 2022. With increased corporate focus on early intervention, injury and illness prevention programs, and education as well as increased evidence-based consultation to identify and implement health, wellness and safety opportunities. There may also be a positive impact resulting from the increase in employees accommodated back to work.



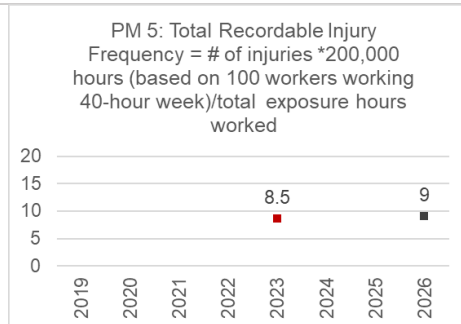
The percentage of accommodations has increased in 2023 to 82.8% from 80.2% the prior year. We have been trending positively since 2020 and have exceeded our target of accommodations accepted. The ability management teams support employees to return to work once they are safe and medically able to do so. Ongoing consultation with leaders and business units to actively search for accommodation opportunities in their areas continues. The service continues work to improve processes and advance accommodation strategies to improve the employee experience. This supports employees in their recovery and assists in mitigating lost time.



The mental health Index in the corporate employee survey includes 14 factors that can prevent harm to employee psychological health and promote psychological well-being. The survey was conducted in 2023 shows a slight positive trend; 73 in 2019, 74 in 2021, to 75 in 2023. For 2023, there was a slight increase in 12 of the factors, however there was a slight decrease in the workload management and balance factors. Protection of physical safety and psychological support continue to be the strongest performers while recognition and reward remained an area for improvement.



Lost time claims frequency measures the number of lost time injuries that occurred in the workplace and resulted in an employee's inability to work the next full workday. The three main contributors to the claims are: (1) contact with object/machinery; (2) motor vehicle accident/incident; (3) slips, trips, and falls. Since 2021, lost time claims frequency has been steadily going down. Organizational Health, Safety, and Wellness will continue to demonstrate its commitment for continuous improvement with risk mitigation, education, communications, and targeted engagement across the corporation.



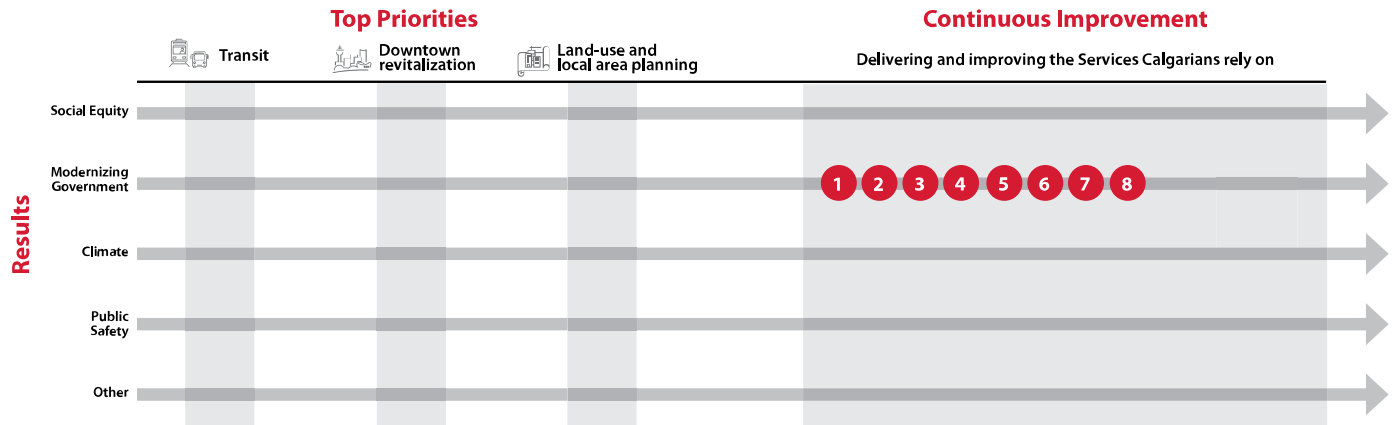
Total recordable injury frequency (TRIF) measures the number of injuries that requires medical attention and may result in lost time and suitable work accommodations. Similar to lost time claims frequency, the three main contributors to the claims are: (1) contact with object/machinery; (2) motor vehicle accident/incident; (3) slips, trips, and falls. This highlights the commitment to continuous improvement of The City's safety programs and culture.







# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

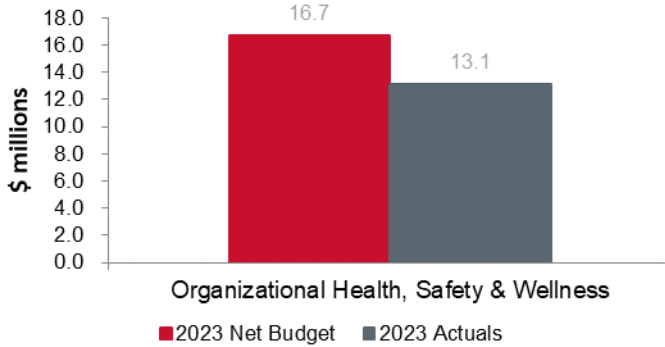
Initiative	Initiative Update	Status
1 Enhance the employee experience by advancing corporate wide health and safety systems, programs and initiatives.	In order to stay current and effective Health, Safety and Wellness has launched the multi-year initiative to update policies, standards, strategies, procedures, and programs to improve efficiencies and enhance the employee experience. In addition, the operational review and update of the health cycle, the accommodation strategy, and corporate physical wellness programs are underway. There is an increased focus at the City on injury/illness prevention, health promotion, technology, mental health, performance measures, and psychological safety.	
2 Advance organizational psychological safety by promoting a corporate-wide strategic approach.	A psychological safety strategy and corporate framework were developed to support the improvement on psychological safety at work, as mental health and psychological safety are key contributors to a strong and resilient workforce. The framework will improve employee experience of psychological safety. Initiatives include a psychological safety pulse tool, integration with key strategies, performance measures, and education plan to increase awareness of psychological safety.	
3 Prevent and resolve safety incidents and issues by improving appropriate standardization and processes across the organization.	Occupational Health and Safety developed a process to systematically modernize safety standards to meet legislative and societal requirements. This progression will improve the efficiency of occupational health and safety standard development, which will further advance safety culture, employee awareness, and reduce the likelihood of safety incidents.	
4 Prioritize health, safety and wellness programs, services and initiatives by collaborating with and educating leaders.	Healthy workplace education to build awareness and competence has been a priority to support leaders and employees. Trauma informed learning has been a focus by providing employees with learning on vicarious trauma, cumulative stress, and trauma experience. Weekly healthy workplace education sessions are available virtually to all employees on topics that support the dimensions of health. During World Mental Health Day, a variety of mental health and physical health learning and activities were provided and planning for the 2024 event will begin soon.	
5 Strengthen risk mitigation to reduce incidents and costs by utilizing a risk management framework.	Risk management tools are implemented to investigate the root cause of complex safety incidents. Investigations included a safety risk assessment, improved incident management processes, and human factors components. This lays the foundation for investigation improvements planned for 2024. Better investigations help identify risk that can then be mitigated reducing the likelihood of an incident or injury and the associated costs.	
6 Improve health, safety and wellness programs and initiatives by using data to support risk-based decision-making.	A performance measures plan was established to help foster evidence-based decisions around health, safety and wellness programs. Business unit profiles are provided to client groups to review healthy workplace metrics and support action planning. Program evaluation will be a priority for 2024. Performance metrics provides evidence that guide decision making on health, safety and wellness programs that support healthy employees in delivering services to Calgarians.	

Initiative	Initiative Update	Status
7 Improve service delivery and strengthen collaboration across the corporation by leveraging systems and technology.	Based on identified operational system improvements, a Request for Information (RFI) was drafted to review options for system upgrades to further improve efficiency, improve safety data management, and risk management. Improved management of our health, wellness & safety data allows for identification of risks and trends that can then be mitigated to support a healthy workforce able to deliver services to citizens as safely as possible.	
8 Enhance the safety culture by strengthening employee engagement, productivity, psychological safety and occupational safety compliance by promoting and supporting safety, health and wellness programs and initiatives.	The national standard tool for psychological health and safety in the workplace is being implemented by the City, along with the psychological safety strategy, framework and roadmap. In addition, the City completed 42 action projects following the 2022 Certificate of Recognition audit. These initiatives demonstrate a commitment from the City to continuously improve safety, health and wellness programs which in turn supports a healthy workforce able to deliver services to citizens as safely as possible.	



## Service Updates on Financial Performance

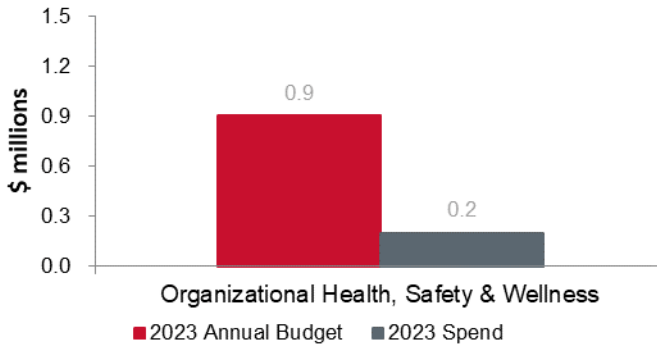
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Organizational Health, Safety and Wellness (OHSW), joint service between Occupational Health and Safety (OHS) and Human Resources (HR), has a favourable operating variance of \$3.6 million. The main reasons that have contributed to the variance are savings in salary and wages of \$2.9 million due to intentionally managing the workforce and hiring sequency, as well as lower than anticipated contract and general services costs of \$0.7 million mainly due to OHS management restructure in the later part of 2023, resulting in a delay in planning for selected expenditures, primarily in management consulting.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Organizational Health, Safety and Wellness (OHSW) has spent 16.6 per cent of the 2023 approved capital budget. In 2023, the capital expenditures have been used for the digital information project which is progressing as planned. The safety data management system, the largest capital project within OHSW is undergoing a comprehensive review, with an RFI (Request for Information) and RFP (Request for Proposal) expected in 2024. OHSW is engaging business partners across the organization to capture system requirements for the next phase of this work.