CHATS
Community & Home Assistance to Seniors

Building a Healthy Workplace

live well, age well, be well

A Toolkit for Implementing Healthy Work Environments for the Community Sector

March 2013

Disclaimer

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Acknowledgements

CHATS – Community & Home Assistance to Seniors is a not-for-profit, charitable organization, fully accredited by Accreditation Canada, that supports the health and well-being of York Region and South Simcoe seniors and caregivers at home and in the community. Since 1980, CHATS has evolved into a nationally-recognized organization that delivers a continuum of services to meet the changing needs of more than 7,400 seniors and caregivers.

CHATS is pleased to have the opportunity to share resources and contribute to building capacity in the community sector through the development and distribution of this *Building A Healthy Workplace Toolkit*. The goal is to provide a healthy and safe work environment for community sector organizations and their employees. The following individuals are acknowledged for their support and contributions in the development of this toolkit.

Healthy Work Environments

What is a Healthy Work Environment?

A Healthy Work Environment (HWE) is a workplace that maximizes the health and well-being of employees, and ultimately improves client outcomes.

A well-rounded HWE combines three key elements:[1]

- Health and safety programs
- Personal health choices
- Organizational practices

These elements support safe work practices, as well as physical and mental health for employees.

See chart below for details.

Key Elements of HWE

Health & Safety · Personal Health Choices

HWE

Organizational Practices
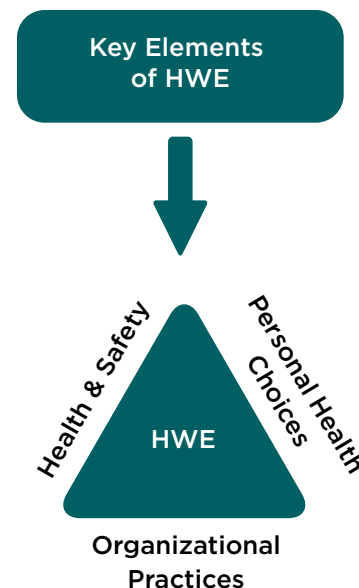
Key Elements of a Healthy Work Environment		
Health and Safety	**Personal Health Choices**	**Organizational Practices**
• Organizations must take all reasonable precautions (due diligence) to ensure the health and safety of their workers in the workplace • Prevention is the key to achieving a safe work environment through recognizing, assessing and controlling all potential workplace hazards • Health and safety programs, at minimum, must meet provincial legislative requirements as set out in *The Occupational Health and Safety Act*	• Employees must take responsibility for their own health • Through wellness initiatives, organizations can support employees by providing education, tools, resources and opportunities to allow them to make healthy choices in various aspects of their lives	• Management practices and organizational policies can be designed to support healthy work environments • A positive organizational culture contributes to employee engagement

[1] The key elements of the illustration are adapted from the Durham Region Health Department, www.durham.ca/departments/health/haw/hwToolkit.pdf and the Public Services Health and Safety Association, www.healthyworkenvironments.ca/AboutUs.htm

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Workplaces With Healthy Work Environments:

- Take a comprehensive approach to promoting health and wellness

- Create a healthy physical, social and psychological work environment as a core business goal

- Create environments that make the healthy choice the easy choice

- Provide information and resources to assist their employees to make healthy lifestyle choices and to achieve and maintain good health

- Promote work-life balance and make work a healthy life experience

- Encourage employees to take responsibility for their own health, safety and wellness, and to contribute to creating an HWE

- Understand that an HWE not only benefits employees through improved health and wellness, but also benefits clients in the community sector

> "A fundamental way to better healthcare is through healthier healthcare workplaces; and it is unacceptable to work in, receive care in, govern, manage and fund unhealthy healthcare workplaces."
> **– Accreditation Canada**

DID YOU KNOW…?

Healthcare workers are one of the highest risk groups for work-related injuries and illness in Ontario.[2] The average number of days of work lost due to illness or disability was at least 1.5 times greater for workers in healthcare than the average for all workers. (www.healthyworkenvironments.ca/AboutUs.htm)

- An estimated one in five workers will experience a stress-related illness during any given year.

- Depression is becoming a major health issue. (Canadian Mental Health Association)

2 Public Services Health & Safety Association - www.healthandsafetyontario.ca/PSHSA/Home.aspx

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Why is a Healthy Work Environment Important?

There is increasing evidence indicating that the work people do and the environment they work in affects their health. Today, there is consensus from community sector leaders that more must be done to support our current employees. Employers can play a significant role in improving the health of their employees. Healthy Work Environments promote employee well-being, engagement, retention, productivity and patient safety.[3]

Research shows that a Healthy Work Environment can lead to:

- Healthier employees

- Increased productivity

- Employee satisfaction

- Employee engagement

- Improved recruitment and retention of employees best-suited for the job

- Decreased absenteeism

- Fewer injury and illness claims

- Improved creativity, quality of care, and effective and efficient health care services

- Increased competitiveness

- Positive client outcomes

Impact on Employee Health and Workplace

Productivity
Employee Satisfaction
Employee Engagement

Organizations that support Healthy Work Environments recognize that their employees are at the heart of service delivery. An HWE not only ensures that Health and Safety needs of the workplace are met, but provides opportunities for workers to improve their own personal health, allowing them to be better equipped to handle the mental and physical demands of today's community sector jobs.

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Impact on Client Care

Healthy Work Environments directly impact the quality of care, effectiveness and efficiency of community sector service delivery. This approach meets with Ontario's Action Plan for Health Care in keeping Ontario healthy by promoting health and wellness, and by supporting positive lifestyles changes.

The diagram below illustrates how the three elements of an HWE—Health and Safety, Personal Health Choices and Organizational Practices—impact the workplace through increased employee productivity, satisfaction and engagement, leading to positive client outcomes.

Key Elements of HWE → Impact on Employee Health and Workplace

Health & Safety / Personal Health Choices / HWE / Organizational Practices → Productivity / Employee Satisfaction / Employee Engagement → POSITIVE CLIENT OUTCOMES

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About the Toolkit

What is this Toolkit?

This toolkit is for organizations who wish to create an HWE by implementing safe work practices, encouraging positive health choices and providing supportive organizational practices.

The toolkit serves as a step-by-step guide, providing information on the key elements and best practices to facilitate healthy, safe workplace environments and to promote employee wellness.

Recognizing that many organizations are working with limited resources, this toolkit provides the "how to" and "what to include" to establishing a Healthy Work Environment. Feel free to pick and choose your priorities – you do not need to incorporate every suggestion into your plan. Ultimately, the goal is to build a sustainable model that can be incorporated into the core business of your organization.

How and Why was it Developed?

This toolkit was produced based on CHATS' current knowledge and experiences implementing Healthy Work Environment programs and practices over the last several years. See **Resource #1** of **CHATS' HWE Programs**. While other toolkits exist, CHATS identified a need for a toolkit that provides a more comprehensive guide tailored to the community sector. The following chart outlines the goals of an HWE.

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Healthy Work Environment Toolkit Goals	
Organizational Goals	**Health System Goals**
• Develop a safety culture in the workplace	• Improve client/system outcomes
• Promote quality of care, employee health, safety and wellness	• Share leading practice standards
• Support recruitment and retention of employees, addressing in particular the shortage of personal support workers in the community sector	• Address health system changes and priorities that impact the healthcare workforce
• Encourage employees to be productive, engaged and creative	• Create a user-friendly approach for continuity, consistency, and effective communications within the community sector
• Respond to diverse community/client needs	• Offer a training tool, unique for the community sector, to strengthen HWE programs to build capacity and to drive improvement in quality and processes
• Improve workplace status and reputation	
• Achieve legislative compliance	• Enable efficiency, effectiveness and sustainability of HWE practices
• Meet organizational goals and objectives	• Raise awareness, promote dialogue and encourage more organizations to take on HWE initiatives

Who is the Toolkit for?

The toolkit is for smaller and grassroots organizations within the community sector that do not have the capacity/resources to independently develop HWE activities and programs. It is designed specifically to meet the unique needs of community organizations.

You will find this toolkit useful if you are:

• A leader or champion of health and safety, workplace wellness and work-life balance

• An individual working in the areas of human resources, occupational health and safety or any employee who wants to be an active participant in achieving a healthier workplace

• A manager or employee who has been given responsibility to start an HWE program or initiative in the organization.

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How to Use this Toolkit

The toolkit serves as a step-by-step guide to enable you to plan, develop, implement and evaluate a comprehensive Healthy Work Environment Program in your organization.

A successful HWE requires planning and structure from start to finish. The toolkit will guide you through each stage of building an HWE with key components, details and tips to create an effective and sustainable program.

Again, recognizing that many organizations are working with limited resources, you can pick and choose which priorities you'd like to incorporate into your plan.

The toolkit has five sections:

Section 1: Steps to Building a Healthy Work Environment
Covers the steps in chronological order for introducing an HWE program in your organization.

Section 2: Health and Safety Practices: Compliance and Prevention
Outlines the legislative requirements that must be followed in meeting the standards for health and safety.

Section 3: Personal Health Choices
Provides the information and resources to support employees to make healthy choices in various aspects of their lives, including the workplace.

Section 4: Implementing Organizational Practices
Provides information on the practices, programs and policies an organization can implement to support an HWE.

Section 5: Resources
A selected list of additional resources that are available.

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Step 1: BUILD

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1a. Gain Management Support

The first step is to gain management support from your organization. This is critical to the success of the program. It is essential that management:

- Recognize this initiative as a priority

- Provide the resources behind the initiative

- Embed it into the culture of the organization

- Understand how it will benefit the organization

Management must demonstrate commitment through visible leadership on health issues. This includes modelling, participating, encouraging, communicating, acknowledging and celebrating Healthy Work Environments.

In order to gain management support, you may be asked to present the rationale for developing the program. The "Why is an HWE important?" section on page 7 of this toolkit will help you to outline the benefits of an HWE.

> A leading practice that demonstrates management support includes adopting the Healthy Healthcare Leadership Charter of the Quality Worklife Quality Healthcare Collaborative (See **Resource # 2**) and or making HWE a strategic priority in your organization.

* The visual concept of the "Steps" graphic was adapted from *"A Toolkit for Creating a Healthier Workplace. Nashvitality."* www.nashvitality.org/media/17092/faith_toolkit_final_no_spread.pdf.

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1b.   Establish a Healthy Work Environment Committee

- Solicit input from all areas of the organization and look for enthusiastic employees to assist with the committee

- Build a strong and committed group that is representative of the diverse workgroups that make up the organization. Look for people with a variety of skills and expertise to create a well-rounded team

- It is helpful to find champions within your workplace who demonstrate healthy lifestyle practices

- Smaller workplaces may find it is easiest to utilize an existing committee, such as the Joint Health and Safety Committee to champion the HWE initiatives

- Communicate the intention to develop an HWE committee and keep all staff informed of the progress

- The size of your committee will depend on the size and structure of the organization, and the availability of staff

The Overall Objectives for this Committee are to:

- Bring together all current initiatives that contribute to an HWE from across the organization

- Generate new and innovative ideas to support an HWE

- Ensure people from all levels in the organization are informed and involved in developing Healthy Work Environment strategies for your organization

- Contribute to the development, implementation and evaluation of the HWE

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Step 2: ASSESS

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2a. Conduct a Needs Assessment

The next step is to conduct a needs assessment by reviewing information about your current HWE conditions. Your needs assessment information will help clarify priority areas and determine where you need to focus.

The complexity of your needs assessment will depend on the size of your organization, your objectives and the resources available to you. Keep it simple and don't get overwhelmed!

See chart below for guidance on what to review. The data obtained from these sources will also help provide baseline measures for monitoring and evaluating.

HWE Element	Purpose	What to Review	Where to Find It
Health and Safety	Determine level of compliance based on checklist	Identified areas of non-compliance	Legislative compliance – Client Self Assessment Checklist (see "How do I Achieve Compliance?" page 25), MOL recommendations and orders, fines
		Number, type, cause of accidents, lost time claims, accident costs, surcharges, cause, increase/decrease in type of accidents	WSIB claims, non-WSIB accident and hazard trends

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HWE Element	Purpose	What to Review	Where to Find It
Personal Health Choices	Assess whether employee wellness is being achieved	Trends in benefit usage indicate priority health concerns. Frequently prescribed medication, stress-related claims	Benefits usage (medical, dental, short-term disability, long-term disability, EAP)
		Topics of concern/ stressors including: health, finances, legal, family issues	Employee Assistance Program (EAP), surveys, workplace trends
		Rates, frequency, and causes of absenteeism	Absenteeism records
Organizational Practices	Determine level of support for HWE practices	Workforce composition— age, gender, diversity	Employee demographic reports
		Employee satisfaction	Employee satisfaction survey
		Number and reasons of employee turnover	Turnover/absenteeism reports
		Areas of dissatisfaction, issues, attitudes and perceptions	Complaints/grievances, performance reviews/ feedback

Guarding Minds @ Work provides an excellent resource to conduct an organizational review. The sample questions provided are designed to solicit employees' feedback in specific areas, such as psychological support and work-life balance, so that you can assess your organizations gaps.

Go to: www.guardingmindsatwork.ca/docs/dashboard/assessment/GM@W_ Organizational_Review_Getting_Started.pdf.

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2b. Seek Further Information From Employees

Employers can seek more information related to Healthy Work Environments from employees through other methods, such as:

Method	Approach	Resource/Task
Focus Groups	• Solicit feedback in an organized discussion from existing groups, or bring employees together for discussion of gaps and issues • Ask your employees about perceptions, attitudes, opinions and beliefs • Ensure you have representation across the organization	• Focus groups of no more than four to six individuals • Develop five core questions on key issues that require more feedback
Surveys	• Consider surveys as a more formal method of soliciting employee feedback, delivered through questionnaires, typically anonymous • Develop an effective survey that will provide you with reliable and useful information on which to base your plan	• See **Resource #3 –Tips to Creating a Survey**, and a sample Survey Monkey survey. See www. surveymonkey.com
In-Depth Interviews	• Consider conducting in-depth interviews with employees • Gain a more thorough understanding of their needs	• Develop four to five core questions on issues that may not have been addressed by other methods

Employers may select which method(s) to use for their needs assessment depending on the availability of internal resources or what is most appropriate to meet their organizational needs.

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2c. Seek Further Information From External Sources

It is helpful to understand what other information is available about HWE.

Your needs assessment will need to include review of current legislative requirements, as well as a review of leading practices.

Resource #4 provides the **Selected List of Resources** that CHATS utilized in implementing its HWE.

2d. Analyze and Summarize

Once you have conducted your needs assessment using the suggested methods above, you must analyze and assess the data, and summarize your findings to identify your gaps (what are you missing), and your goals (what you want to achieve). This information will form the foundation of your HWE plan in the column "Gaps" and "Goals". See **Step 3: Plan**.

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Step 3: PLAN

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Using the data gathered through the needs analysis, the next step is to develop the plan.

Taking the time to create clear goals and objectives is crucial in laying a solid foundation. Goals should reflect what the organization hopes to achieve within a specified timeline. This will help the organization be successful.

The plan should cover the three key elements that make up an HWE and should include:

- Identified need
- Goals
- Initiative
- Timelines
- Person responsible
- Approach
- Budget
- Outcomes
- Evaluation measures

Start with your most immediate needs, based on risk (compliance, cost, or other areas). Use the chart on the next page to organize your initiatives.

Tip

Setting Goals and Objectives: The Smart Method

Specific: How much, of what, by when?

Measurable: Is data available to measure this objective?

Achievable: Is this objective possible for the organization and/or employee?

Realistic: Do these objectives align with the organization and its goals?

Timely: Is there a timeline for achieving this objective?

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Components for Developing a Healthy Work Environment Plan

Where larger initiatives are involved you may wish to develop an individual action plan to guide your activities.

HWE Element	Gaps	Goals	Initiative	Timelines	Person(s) Responsible	Approach	Budget	Outcomes	Evaluation
	Identified need (from your needs analysis)	What does the organization want to achieve?	What will you do to achieve the goal?	When will you do it, order of priority?	Who will implement it?	How do you do this, what resources?	What will this cost?	What do you expect to accomplish?	Was the initiative successful?
				EXAMPLES					
Health & Safety	25% of employees were unclear of their rights and responsibilities under H&S	Clear understanding of workers' rights, comply with legislation	• Roles and responsibilities training to all workers • Poster in lunchroom • Pay insert	High priority, must meet legislation, training at next all staff meeting	• H&S Lead • Marketing	• Develop training • Develop poster • Create pay insert	Printing cost of poster	Increase in % of workers who understand their roles under H&S	Yes, 75% indicated they understood their role when re-surveyed
Personal Health Choices	Lack of understanding of nutritional labels on food	Educate employees on reading food labels	• Lunch and Learn session • Resource material	Low priority	HR to contact guest speaker	Speaker from public health to provide Lunch and Learn	No charge for speaker	Employees educated on reading food labels	30% of employees participated, demonstrated knowledge of food labels in follow up quiz
Organizational Practice	Lack of communication from supervisors	Improved communication from supervisors, improved relationships	• Train supervisors on effective communication techniques • Establish regular supervision timeframe and schedule for team meetings • Establish open door policy	High priority training within month, schedules established as soon as possible	• HR Director • HR Coordinator • Supervisors	• Training at leadership meeting • Develop policy • Supervisors to develop schedules in conjunction with input from team	No change	Supervision and team meetings scheduled regularly, improved communication	Survey results indicate better communication with supervisors

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Step 4: IMPLEMENT

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Work Your Plan!

Your committee will play an integral role in the implementation of your Healthy Work Environment Plan. To put your plan into action, you will need a coordinated effort and should consider the following aspects of implementation:

Communication:

Build awareness of your HWE initiatives across the organization using a variety of methods, including launch announcements, posters, emails, staff meeting updates, pay insert bulletins, website information, social media and face-to-face meetings.

Responsibility:

Success of the implementation requires that one person be assigned the lead responsibility for ongoing monitoring, coordinating, and evaluating of the plan.

Stumbling Blocks:

Part of the monitoring includes anticipating and responding to barriers that may develop in the process, and having a plan to address them.

Reporting:

To ensure the sustainability of an HWE program, provide ongoing reporting on the status and progress of your plan.

Observing:

Identify areas of improvement and ideas for further initiatives.

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Step 5: EVALUATE

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Evaluation of your HWE program will be an ongoing process and can take several forms.

5a. Go Back to Your Plan

To evaluate whether you achieved your expected outcomes, look at the gaps you identified from your needs analysis and the initiatives you put in place to address those gaps. The results of your needs analysis will provide you with a baseline on many of the criteria you wish to measure. The evaluation should include a review of how initiatives were implemented, as well as a measurement of the outcomes.

Also consider feedback from participants, surveys and focus groups. This will allow you to assess if you have been successful in reaching the goals that you set for each initiative or whether you wish to make changes.

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5b. Evaluate According to the Key Elements of an HWE

Key Elements	Focus Area	Indicators	How to Evaluate
Health & Safety	Compliance	• Percentage of criteria met in Client Self Assessment Checklist (see page 25) • Audit for Health and Safety program	• Redo Client Self Assessment Checklist (see page 25) to determine % compliance after health and safety programs initiated
	Prevention	• Did injury rates go down? • Did hazard reports go up?	• Analyze claims
Personal Health Choices	Personal Health Choices Activities	• Were employees satisfied with activities? • What level of participation did you achieve?	• Develop evaluation for each activity • Count participants
	Learning	• Did employees gain knowledge? • Did employees gain skills? • Did training meet needs?	• Test for knowledge transfer • Observe employees to determine skill development
Organizational Practices	Employee Quality of Work Life	• Are employees more satisfied with their job? • Work-life balance?	• Repeat survey questions that address satisfaction levels and perceptions of work-life balance
	Engagement	• Do HWE programs contribute to employees feeling more engaged in their work?	• Repeat surveys to determine if employees feel more committed and invested in their work and turnover rates, and performance are improved

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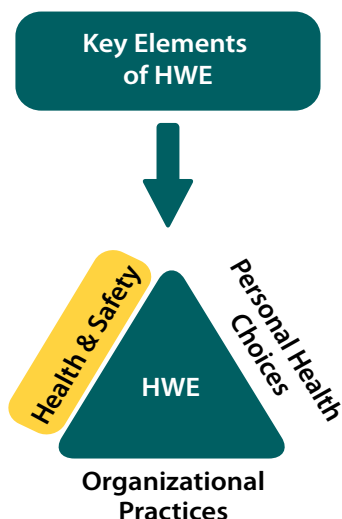## 5c. Assess Qualitative and Quantitative Measures

Qualitative (People's Judgments & Perceptions)	Quantitative (Change Based on Numbers)
• What were the successes? • What were the challenges? • Did you reach your whole audience? • Who got involved? • What type of feedback are employees providing? • What could be improved for next time? • Did the initiatives assist in achieving the expected goals? • Has there been a positive change in behaviours/attitudes?	• Did the number of HWE initiatives increase? • Did injury/illness rates decrease? • Did absenteeism decrease? • Did turnover decrease? • Did participation levels increase? • Did perceptions of satisfaction levels increase?
Example Most participants felt they preferred the option to participate in physical activity at the end of the workday, rather than on their lunch break.	**Example** From your needs analysis, you determined that 25% of your employees believe your organization has open and effective communication practices. After the implementation of your HWE initiatives, including adopting an open door policy, establishing monthly staff meetings and required time frames for employee supervision, you now determine through re-surveying employees, that 80% now believe the organization has open and effective communications practices.

5d. Communicate the Results and Celebrate Your Success

Results of evaluations should be communicated to all employees on an ongoing basis. Make sure you outline what improvements you might make and when and how you intend to make them.

And don't forget to celebrate your success! By ensuring everyone is aware of the positive impact of the program, you are better able to secure continued participation from employees and support from management.

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Section 2: Health and Safety Practices: Compliance and Prevention

Key Elements of HWE

Health & Safety

Personal Health Choices

HWE

Organizational Practices

The basis for any HWE starts with providing a safe place for people to work. Providing a safe environment for all employees to work is integral to productivity. A workplace that has a strong Health and Safety culture and protects its workers by integrating safe work practices into all aspects of their environment will achieve positive results in quality and productivity.

This section of the toolkit outlines the following fundamentals of a compliant Health and Safety program.

You may already have many of these Health and Safety components in place. Use this section and the resources provided to ensure you are compliant in all areas.

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2a. Compliance and Prevention

Organizations must take all reasonable precautions (due diligence) to ensure the Health and Safety of their workers in the workplace. Prevention is the key to achieving a safe work environment through recognizing, assessing and controlling all potential workplace hazards.

Due diligence is the main defence available to a person or corporation charged with an offence under the *Occupational Health and Safety Act* (*OHSA*). The employer must prove they did everything reasonably possible under the circumstances to protect the worker.

Documentation becomes vital when establishing due diligence and proving that the Health and Safety program is in place and functioning effectively.

Health and Safety programs at minimum, must meet provincial legislative requirements as set out in the *OHSA*. www.labour.gov.on.ca/english/hs/pubs/ohsa.

All organizations must obtain a copy of the *OHSA* and Regulations applicable to your specific sector and a copy of the *Workplace Safety and Insurance Act.* www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_97w16_e.htm.

How do I Achieve Compliance?

The Client Self Assessment Checklist, from the Public Safety Health and Safety Association - PSHSA (formerly the Ontario Safety Association for Community and Healthcare), provides organizations with an audit tool for the required components of a health and safety program based on the requirements of the OHSA www.healthandsafetyontario.ca/HSO/media/PSHSA/Resources/SelfAssess.pdf. This tool may be updated to reflect current legislation. Please visit: www.pshsa.ca under downloads or contact the Association.

We recommend you use this tool to identify areas of non-compliance as well as areas where improvements could be made in your program. The information to follow in this section will provide you with guidance and resources as you develop your initiatives.

What Happens if I Don't Comply?

Non-compliance with the *OHSA* or regulations may result in orders, fines and/or penalties. If convicted of an offence under the *Act*, an individual can be fined up to $25,000 and/or imprisoned for up to 12 months. The maximum fine for a corporation convicted of an offence is $500,000. *OHSA s. 66.*

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As an overview of your Health and Safety (H&S) Program, use the checklist below, as a simplified way to track your progress and identify outstanding areas to focus on.

Health and Safety Program Checklist

Organization Name:_____

Completed By:_____ Date Completed:_____

Leadership	Preventing Workplace Injuries
☐ Lead person designated for responsibility of Health and Safety Program	☐ Risk assessment/hazard identification completed for workplace
☐ Roles and responsibilities of all workplace parties defined	☐ Incident investigation procedures in place
☐ Competent Supervisors	☐ Accident/incident and hazard reporting procedures in place for internal and external reporting
☐ Joint Health & Safety Committee (JHSC) established/Health and Safety Rep designated and trained	☐ Workplace inspections conducted by all levels of management
☐ Terms of reference developed for JHSC	☐ JHSC conduct monthly workplace Inspections
	☐ Pre-use inspections for equipment
☐ Health and Safety Policy statement, dated and signed by employer, reviewed annually	☐ Work refusal investigation procedure
	☐ Summary records of incidents maintained
	☐ Health and Safety information board with applicable content

Emergency Response	Training
☐ Written emergency plans in place	Health and Safety training is provided:
☐ Trained First Aid responders	☐ At orientation
☐ First Aid kits available	☐ For employees
☐ First Aid kits inspected quarterly	☐ For employer/supervisors
	☐ For JHSC/Health and Safety Rep
	☐ On sector specific hazards
	☐ On WHMIS
	☐ On violence prevention in the workplace
	Worker training/education completed for:
	☐ Roles and responsibilities
	☐ Right to refuse unsafe work
	☐ Incident reporting
	☐ Hazard identification
	☐ Safe work practices
	☐ Emergency plan responsibilities
	☐ Internal responsibility system

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2b. Roles and Responsibilities

The *Occupational Health and Safety Act* states that everyone in the workplace has a responsibility for Health and Safety.

The Internal Responsibility System (IRS) relies on each individual in the workplace to take an active part and be responsible for the safety of themselves and others in the workplace. Its principle is: those who are doing the tasks are in the best position to identify the hazards associated with those tasks, and the solutions to alleviate the hazards.

Each level in the workplace must respond to their appointed responsibilities for a Health and Safety Program to be successful. Levels of responsibility increase as supervisory expectations increase; if you are responsible for staff, then you are also responsible for the Health and Safety of those staff.

Employers, supervisors and workers all have legal duties and responsibilities with respect to Health and Safety as set out in the *OHSA*. These responsibilities are designed to overlap and complement each other so that all aspects of Health and Safety are covered.

Workers identify a hazard and report the situation, and the employer and supervisor have a responsibility to control and eliminate these hazards.

The workplace must designate one person—a Health and Safety Lead—who is responsible for the coordination of the Occupational Health and Safety Program within the organization. This person must be competent and knowledgeable in Health and Safety.

DID YOU KNOW…?

Employers must NOT take action against workers for following the law and raising Health and Safety concerns.

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The following table sets out the Health and Safety Rights and Responsibilities of Workers, Supervisors and Employers.

Rights and Responsibilities	
Workers'/Employers' Rights	**Workers' Responsibilities**
• Know about workplace hazards and what to do about them • Participate in solving workplace Health and Safety problems • Refuse work they believe is unsafe	• Follow the law and workplace Health and Safety policies and procedures • Wear and use the protective equipment required by their employer • Work and act in a way that won't hurt themselves or anyone else • Report any hazards or injuries to their supervisor
Employers' Responsibilities	**Supervisors' Responsibilities**
• Make sure workers know about hazards and dangers by providing information, instruction and supervision on how to work safely • Appoint competent supervisors and make sure they know what is required to protect workers' Health and Safety on the job • Create workplace Health and Safety policies and procedures • Make sure everyone follows the law and the workplace Health and Safety policies and procedures • Make sure workers wear and use the correct protective equipment • Do everything reasonable in the circumstances to protect workers from being hurt or getting a work-related illness	• Tell workers about hazards and dangers, and respond to their concerns • Show workers how to work safely, and make sure they follow the law and workplace Health and Safety policies and procedures • Make sure workers wear and use the correct protective equipment • Do everything reasonable in the circumstances to protect workers from being hurt or getting a work-related illness

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2c. Competent Supervisors

Under the *Occupational Health & Safety Act*, employers are required to hire "competent" persons to supervise their workers. The *Act* defines a competent person as a person who:

Is qualified because of knowledge, training and experience to organize the work and its performance. A competent supervisor would be well equipped to respond to:

- An employee who is noticed not wearing the required personal protective equipment (PPE)
- A work refusal
- An employee noticed not following proper safety procedures
- A hazard complaint from an employee
- A defective piece of equipment that must be removed from service

Is familiar with this *Act* and the regulations that apply to the work, and would understand their duties and responsibilities as set forth in the *Act* and duties of other workplace parties including:

- Proper steps for following up and reporting a critical accident
- Procedures for conducting an accident investigation and workplace inspection
- The requirements for PPE to be worn within the workplace
- Knowledge to properly perform pre-use inspections (as required) on equipment within the workplace
- Any requirements within the workplace for specialized training

Has knowledge of any potential or actual danger to health or safety in the workplace and would know the actual or potential hazards associated with the type of work including:

- Awareness of the contents of the workplace hazard assessment
- Specific information about hazard awareness, machine guarding, ergonomics, lockout, etc.
- Safe operating procedures for all the equipment, machinery and hazards that their employees are exposed to

Competent supervisors generally have better injury statistics associated with their employees, higher production rates, more satisfied employees and are seen as positive contributors to the safety of employees.

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2d. Health and Safety Policy Statement

The OHSA requires employers to:

- Prepare, and review at least annually, a written occupational Health and Safety policy

- Develop and maintain a program to implement that policy (*OHSA* s.25 (j))

The Health and Safety Policy Statement will be the foundation of your Health and Safety program. It must:

- Be reviewed and revised as necessary, at least annually

- Be signed by the employer at the highest level of management within your organization (Executive Director/CEO)

- Outline the commitment of all levels of the workplace to the Health and Safety program

- Be communicated to all employees

- Be posted on the Health and Safety Information Board at the organization

An effective Health and Safety Policy Statement will communicate the following:

- The responsibilities of all employees towards Health and Safety

- Objectives and plans for Health and Safety throughout the organization

- Understanding of the importance of the Health and Safety of all employees

The Ministry of Labour provides a sample template to create your Health and Safety Policy Statement: www.labour.gov.on.ca/english/hs/pubs/ohsa/ohsag_appx_a.php.

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The following is a sample of CHATS' Health and Safety Policy Statement.

Health and Safety Policy Statement

The Board of Directors and management of CHATS - Community & Home Assistance to Seniors are committed to the Health and Safety of our employees. Protection of employees from injury or occupational disease is a major continuing objective. CHATS will make every effort to provide and maintain a safe, healthy work environment, including promotion of Health and Safety initiatives and a Workplace Wellness program. All managers, supervisors and workers must be dedicated to the continuing objective of reducing risk of injury and advocating workplace wellness.

CHATS, as an employer, is ultimately responsible for workers' Health and Safety and will take all reasonable steps to ensure protection of workers by acquainting its employees with their rights and duties in the workplace and applicable regulations and procedures for protecting their health and safety.

Many of our staff work outside the office. We believe that Health and Safety must encompass all areas and we will work towards eliminating the injuries and accidents that occur in the workplace, which includes our head office, our offsite locations and our clients' home environment.

Managers and Supervisors, as described under the Occupational Health and Safety Act, will ensure that any persons under their direction are made aware of and comply with all applicable health and safety policies and procedures. They are responsible for ensuring that all aspects of the workplace are safe and that any risks, hazards, and safety violations brought to their attention are investigated and corrected promptly.

All Staff are required to support the Occupational Health and Safety Program by following the Occupational Health and Safety Act, Regulations and Guidelines, CHATS policies and procedures and Internal Responsibility System.

CHATS also recognizes the number of volunteers working within our workplace and in the community and we strive to provide them with the education needed in creating safe and healthy surroundings.

Partnership in Health and Safety includes the Joint Health & Safety Committee, Infection Control team, Falls Prevention Committee, Management, Staff and Volunteers. The committees will communicate with managers and workers, and CHATS will respond to their concerns and recommendations promptly.

It is the responsibility of all parties to consider Health and Safety in every activity. Commitment to Health and Safety must form an integral part of the organization, from the Board of Directors to Executive Director, to the staff and volunteers.

In accordance with the Ontario Occupational Health and Safety Act, this policy is reviewed on an annual basis by the Management Team and the Joint Health and Safety Committee.

 Sincerely,

Christina Bisanz
CEO   December 2012

2e. Joint Health and Safety Committee/Health and Safety Representative

The over-all role of a Joint Health and Safety Committee/Health and Safety Representative is to work towards improving Health and Safety in the workplace.

The number of workers in your organization determines, through legislation and regulation, whether your workplace requires a Joint Health and Safety Committee (JHSC) or Health and Safety Representative (H&S Rep). The following are the Ministry of Labour's guidelines:

Number of Workers	Legislative Requirement
1 to 5	You are not required to have a JHSC or an H&S Rep unless your workplace uses designated substances
6 to 19	You are required to have one H&S Rep who is selected by the workers they represent. If your workplace uses designated substances, you are required to have a JHSC
20 to 49	You are required to have a JHSC. The committee must have at least two (2) members
50 or more	You are required to have a JHSC. The committee must have at least four (4) members

Source: www.labour.gov.on.ca/english/hs/pubs/jhsc/jhsc_jhsc.php

A JHSC:

- Is composed of both employer (management) and worker representatives. The OHSA requires that at least half the JHSC members be workers with no managerial functions, and selected by the workers they represent

- Should be representative of all of the different work groups within your organization so that when decisions about Health and Safety are being made, there is input from all areas when identifying problems and developing solutions

- Must select two co-chairs; one a representative of the workers and one managerial

- Must certify at least two members. One must be a management representative and one a worker representative. Certification is a two part process: the first involves training regarding legal compliance, hazard recognition and control and health and safety resources; the second part is workplace-specific training, and focuses on how to assess, control and eliminate hazards in your workplace, specific to your sector. For more information on certification, please see: www.labour.gov.on.ca/english/hs/prevention/certification/jhsc_qa.php

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An H&S Rep:

- Is required when a workplace employs fewer than 20 workers. The H&S Rep is a worker member, who is selected by the workers to represent the employees on Health and Safety issues in the workplace. The H&S Rep has similar duties to the JHSC

What is the role of the JHSC/H&S Rep?

- Communicates Health and Safety developments throughout the organization – both to workers and management

- Maintains and monitors records of hazard and accident data, health hazards, Health and Safety issues

- Educates all employees and raises awareness of Health and Safety issues/hazards in the workplace

- Identifies Health and Safety risks and develops plans and recommendations to address these risks including recommendations to management

- Holds regular meetings, at least quarterly

- Conducts workplace inspections and responds to hazards identified

- Participates in the development, implementation and monitoring of Health and Safety policies and programs including changes that may affect work processes and procedures

- Posts names and work locations of the H&S Rep or JHSC members

- Participates in work refusal investigations

- Participates in critical injury investigations

- Accompanies a Ministry of Labour inspector during a workplace inspection

- A worker member may participate in Health and Safety inquiries, investigations, and workplace testing

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Tools for an Effective JHSC Committee	
Documented Terms of Reference which include:	**Sample Templates – See Resource #5 Section**
• Goals and objectives • Membership and selection procedures • Terms in office • Meeting frequency • Definitions of a quorum • Agendas, preparation and distribution of minutes • Procedure for management recommendations and follow-up • Senior management support and dedication of resources to support Health and Safety • Training on Health and Safety • Understanding of roles and responsibilities of all workplace parties • Health and Safety issues and hazard recognition specific to their workplace	JHSC Terms of Reference JHSC Agenda JHSC Minutes **Source:** http://www.labour.gov.on.ca/english/hs/pdf/jhsc_guide.pdf

DID YOU KNOW…?

The JHSC or H&S Rep has the power to make recommendations to the employer regarding improvements to Health and Safety in the workplace. For example, they could recommend that anti-slip mats be installed in a kitchen area.

The employer must respond in writing to any written recommendations within 21 days [*OHSA* section 8(12)]. If the employer agrees with the recommendations, the response must include a timetable for implementation. If the employer disagrees with a recommendation, the response must give the reasons for disagreement [*OHSA* section 8(13)].

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2f. Hazard Identification and Risk Assessment

About Hazards

A workplace hazard is any practice, behaviour, condition or situation that has the potential to harm a worker.

The three-stage process for dealing with workplace hazards includes:

Recognition – Identifying a "suspected" hazard for its potential to cause harm or damage – the objective is to anticipate hazards before they cause harm

Assessment – Evaluating the degree of risk and exposure to the suspected or identified hazard. Tools to assess hazards include inspection records, observations, investigations of near misses, interviews with workers and review of First Aid records and JHSC minutes

Control – Eliminating the hazard or preventing it from harming workers. There are three opportunities to control any hazard:

- At the source (use of engineering controls, isolation, elimination or substitution of the hazard with less hazardous processes, materials, machinery)

- At the path between the source and the worker (strategies such as ventilation, worker enclosures, barriers, or distance from the hazard)

- At the worker (use of personal protective equipment such as respirators, hearing protection, and administrative controls such as training or work scheduling)

It is most effective to control hazards at the source by removal or elimination. Safe working practices should be integrated into all jobs and operating procedures. Workers should be encouraged to express concerns and suggest improvements on Health and Safety issues.

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Health Hazards Illness/Injury Resulting From:	Safety Hazards Physical Injury Resulting From:	Community Sector Safety Hazards
• Chemical agents (solids, liquids, gases) • Physical agents (forms of energy or force such as sound, heat or electricity) • Biological agents (micro-organisms from plant, animal or human tissue) • Ergonomic hazards (consequences of poor equipment, workstation design or work activity design)	• Machinery and equipment related hazards • Energy hazards (falls, struck by incidents, contact with) • Confined space hazards • Material handling hazards	• Workplace violence • Client aggression • Slips, trips, falls • Musculoskeletal disorders • Preventative maintenance • Infection prevention and control • Sharps injuries, blood and body fluid exposure • See page 38

About Risk Assessments

Each workplace must carry out a risk assessment to determine the probability that a person will be injured or have adverse health effects if exposed to a hazard.

In general, to do an assessment, you should:

• Identify hazards

• Evaluate the likelihood of an injury or illness occurring, and its severity

• Consider normal operational situations as well as non-standard events such as shutdowns, power outages, emergencies, etc.

• Review all available Health and Safety information about the hazard such as Material Safety Data Sheets, manufacturers literature, information from reputable organizations, results of testing, etc.

• Identify actions necessary to eliminate or control the risk

• Monitor and evaluate to confirm the risk is controlled

• Keep any documentation or records that may be necessary. Documentation may include detailing the process used to assess the risk, outlining any evaluations, or detailing how conclusions were made

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Also, take into account:

- The methods and procedures used in the processing, use, handling or storage of the substance, etc.

- The actual and the potential exposure of workers

- The measures and procedures necessary to control such exposure by means of engineering controls, work practices, and hygiene practices and facilities

The following chart can be used as an example to more concretely conduct a risk assessment:

Identify Hazard	Assess Likelihood of Risk	Review Information About the Hazard	Identify Actions Necessary to Eliminate the Hazard	Control Measures	Evaluate and Monitor Control Measures	Docu- mentation
Back injuries from client handling	High probability due to nature of client care	• MSD client handling literature • Safe lift and transfer techniques	• MSD training • Implement proper client handling • Transfer techniques	• Client assessments • Two-person transfer policies • Use of mechanical lifts	Increase/ decrease in back injuries	Accident/ incident records

*MSD – musculoskeletal disorders

By determining the level of risk associated with the hazard, the employer and the Joint Health and Safety Committee (JHSC) can decide whether a control program is required.

Canadian Centre for Occupational Health and Safety provides detailed information on conducting a risk assessment through the following link: www.ccohs.ca/oshanswers/hsprograms/risk_assessment.html.

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2g. Health and Safety Programs to Address Community Hazards

Health and Safety in any organization must have programs that address specific hazards that are present in the workplace. A thorough way to approach the identification, prevention and control of each hazard is to ensure that the organization:

• Assesses the risks of any potential hazards

• Develops a written policy on the prevention and control of that hazard

• Develops procedures that outline specific responsibilities

• Educates/trains all workers who may have potential to be affected by the hazard

• Evaluates the effectiveness of the program

The following chart outlines some common workplace hazards in the community sector, and provides links to resources to help assess your risks, develop policies and procedures and train and evaluate workers. Each of the programs are listed with reference to the Act or Regulation that it pertains to:

• *OHSA* — The *Occupational Health and Safety Act*

• HC Reg. — Regulations for Health Care and Residential Facilities

• WSIA — *Workplace Safety and Insurance Act*

• *WHMIS* — *Workplace Hazardous Materials Information Systems*

See PSHSA—Public Safety Health and Safety Association, www.pshsa.ca (formerly OSACH—Ontario Safety Association for Community and Healthcare) for Resource Guides and Free Downloads that address Health and Safety in the community sector including:

PSHSA-Community Care: A Tool to Reduce Workplace Hazards
http://pshsa.ca/wp-content/uploads/2013/02/OCSA_Toolkit_Lo.pdf

Health and Safety Program	Legislative Requirement	Resources
Safe Client Handling	*OHS Act* S.25 HC Reg. S.8,9	**PSHSA—Building a Successful Client Handling Program** http://pshsa.ca/2013/02/04/building-a-successful-client-handling-program
Slips, Trips, Falls Prevention	*OHS Act* S. 25-28 HC Reg. S. 8,9 33-35	**PSHSA—Slips, Trips and Falls Hazard Resource Book** http://store.pshsa.ca/productinfo/fprmnaen0302.aspx

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Health and Safety Program	Legislative Requirement	Resources
Workplace Violence Prevention Program	*OHS Act* S. 25-28 Bill 168—Amendments to the *Occupational Health and Safety Act* HC Reg. S. 8,9	**PSHSA—Assessing Violence in the Community - Assessment Tools** http://pshsa.ca/wp-content/uploads/2013/02/CC-ViolenceAssessTool.pdf **PSHSA (OSACH)—Workplace Violence Prevention Programs: Resource Manual** www.osach.ca/products/resrcdoc/rvioe353toc.pdf **Ministry of Labour—Preventing Workplace Violence And Workplace Harassment** www.labour.gov.on.ca/english/hs/sawo/pubs/fs_workplaceviolence.php See **Resource #6**, Sample policy on Violence and Harassment in the Workplace.
Musculoskeletal Disorders Prevention	*OHS Act* S. 25-28 HC Reg. S. 8,9 103	**WSIB—Preventing Musculoskeletal Disorders** http://www.wsib.on.ca/en/community/WSIB/230/ArticleDetail/24338?vgnextoid=8964e35c819d7210VgnVCM-100000449c710aRCRD
WHMIS—Workplace Hazardous Materials Information System	*OHS Act* S. 25-28 HC Reg. S. 8,9 WHMIS Reg. 860	**PSHSA (OSACH)—Implementing a WHMIS Program Resource Manual** http://osach.ca/products/resrcdoc/lap_258toc.pdf **Health Canada WHMIS** www.hc-sc.gc.ca/ewh-semt/occup-travail/whmis-simdut/index-eng.php
Motor Vehicle/Safe Driving Program	*OHS Act* S. 25-28 HC Reg. S. 8,9	**Workplace Safety North—The Road to Safety** http://www.healthandsafetyontario.ca/HSO/media/WSN/Resources/Downloads/WSN-Road-to-Safety-Info-Package.pdf?ext=.pdf
Early and Safe Return to Work	*WSI Act* Ontario Human Rights Code	**WSIB—Return to Work** http://www.wsib.on.ca/en/community/WSIB/230/ArticleDetail/24338?vgnextoid=7466e35c819d7210VgnVCM-100000449c710aRCRD **PSHSA (OSACH)—Developing and Implementing a Comprehensive Return to Work Program** www.osach.ca/products/resrcdoc/rrtwe308toc_delete.pdf
Infection Control	*OHS Act* S.25 HC Reg. S.8-10, 112-114	**Best Practice for Infection Prevention and Control Programs in Ontario In All Health Care Settings** http://www.oahpp.ca/resources/documents/pidac/2011-01%20BP%20Infection%20Prevention%20Control.pdf *(Type link into browser to view)* **PSHSA—Protecting Healthcare Workers from Infectious Diseases: A Self-Assessment Tool** http://pshsa.ca/2013/02/05/protecting-health-care-workers-from-infectious-diseases-a-self-assessment-tool/
Sharps Injuries, Blood and Body Fluid Exposure	HD Reg. S.8-10, 112-114	**PSHSA (OSACH)—Sharps Injury, Blood and Body Fluids Exposure Prevention Product** http://www.osach.ca/products/sems/index.html

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2h. Accident Investigations and Reporting

Investigations

Accidents are unplanned events that interrupt the completion of an activity and may result in injury or harm to the person involved.

Near-miss refers to an unexpected event that did not cause injury or damage but had the potential to do so. Both accidents and near-misses need to be investigated to determine potential controls for the hazards.

The prime objective of accident investigation is prevention. Finding the causes of an accident and taking steps to control or eliminate it can help prevent similar accidents from happening in the future.

Supervisors who are knowledgeable about the work being performed are usually responsible for accident investigation. Other members of the workplace who might participate in the accident investigation include members of the JHSC, supervisors, knowledgeable workers, and Health and Safety representatives.

Accidents should be investigated as soon as possible after they occur so that evidence and recollections are clear. Accident investigators must also note the physical surroundings, accounts of eye witnesses, and interviews with the staff person involved in the accident as part of their investigations.

The accident investigation process involves the following steps:

- Provide First Aid and medical care to injured person(s) and prevent further injuries or damage
- Report the accident occurrence to a designated person within the organization
- Investigate the accident
- Identify the causes
- Report the findings
- Develop a plan for corrective action
- Implement the plan
- Evaluate the effectiveness of the corrective action
- Make changes for continuous improvement

Source: http://www.ccohs.ca/oshanswers/hsprograms/investig.html

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DID YOU KNOW…?

Accident investigations should be fact-finding exercises, not fault-finding exercises. The latter may result in a lack of cooperation from various parties involved.

Determining the Cause of an Accident

There are often several contributing causes for every accident. The following table provides some sample questions that can be used to determine the cause of an accident. It is always important to ask "why" or "why not" to determine what led to the accident. This is not an exhaustive list but provides some examples in key areas of concern that should be further investigated.

Key Areas of Concern	Questions to Ask	And then Ask…
Task (Work procedure being used)	• Was a safe work procedure used? • Were the appropriate tools and materials available?	If not, why not?
Material	• Should personal protective equipment (PPE) have been used? • Was equipment in good working order?	If not, why not?
Environment	• What were the weather conditions? Were appropriate precautions taken? • Was housekeeping sufficient?	If not, why not?
Employee	• Were workers experienced in the work being done? • Had they been adequately trained? • What was the status of their health?	If not, why not?
Management	• Were safety rules communicated to and understood by all employees? • Were regular safety inspections carried out?	If not, why not?

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Reporting (See Resource #7 Section for Sample Accident Investigation Report)

Prepare Written Report	**A written report must:** • Document the investigation, the witness, and must include staff input into the circumstances • Detail a clear description of exactly what happened and the circumstances leading up to the accident • Identify the immediate causes of the accident as determined by the investigation as well as underlying causes that have contributed to the more easily identified immediate causes **Causes may include:** • A worker did not use his/her personal protective equipment properly. This might be a result of further underlying causes, such as lack of proper equipment available • An employee did not receive adequate training on the use of personal protective equipment • Supervisors did not encourage protective equipment use, as it led to slow-down in production times **Accident reports must:** • Result in written recommendations that correct the improper practice that led to the accident in the first place. The recommendations should include who is responsible for implementing the changes as well as a time frame for follow up • Be monitored to determine effectiveness of corrective measures. Did the controls put in place prevent further occurrences? If not, what else can be done?
Provide Information	All accident reports should be provided to the H&S Rep or the JHSC, and to the appropriate management personnel. These form the basis of injury and illness records
Submit Report	Under the *Workplace Safety and Insurance Act*, an employer must submit an "Employer's Report of Injury/Disease" (Form 7) to the WSIB within 72 hours Employers must report a work-related accident/illness to the Workplace Safety and Insurance Board (WSIB) if they learn that a worker requires: • Health care and/or is absent from regular work and earns less than regular pay for regular work (e.g. only working partial hours) • Requires modified work at less than regular pay • Following the date of the work related accident/illness, the worker does not receive health care but requires modified work at regular pay for more than seven calendar days For Employer's Report of Injury/Disease (Form 7) see: http://www.wsib.on.ca/files/Content/Downloadable%20FileForm%207%20Guidelines/1907A.pdf

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What About Critical Injuries and Fatalities?

The *Occupational Health and Safety Act* requires employers to investigate critical injuries or fatalities. The *Occupational Health and Safety Act*, Regulation 834/90 defines a critical injury as an injury of a serious nature that:

- Places life in jeopardy

- Produces unconsciousness

- Results in substantial loss of blood

- Involves the fracture of a leg or arm, but not a finger or toe

- Involves the amputation of a leg, arm, hand or foot, but not a finger or toe

- Consists of burns to a major portion of the body, or

- Causes the loss of sight in an eye

If a worker has been critically injured at work, the Ministry of Labour must be notified immediately by phone, or other direct means. See Ministry of Labour Health & Safety Contact Centre for appropriate contact information. www.labour.gov.on.ca/english/hs/pubs/wpvh/appendix_e.php.

The Director of the Ministry of Labour must be notified in writing within 48 hours of the critical injury or fatality to provide details of the incident.

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2i. Work Refusal

Under Section 43 of the *OHSA*, a worker may refuse work if he or she has reasonable grounds to believe that the work is dangerous to their own Health and Safety or to another worker. In this situation, the worker must immediately tell their supervisor or manager that the work is being refused and why.

Do all workers have the right to refuse unsafe work?

Yes, but for some workers this right is limited. Certain workers cannot refuse unsafe work if the danger in question is a normal part of their job or if the refusal would endanger the life, health or safety of another person.

Workers who have a limited right to refuse include:

- Police officers

- Firefighters

- Ambulance services

- Workers employed in correctional institutions

- Health care workers employed in workplaces like hospitals, nursing homes, psychiatric institutions, rehabilitation facilities, mental health homes, residential group homes, or any other facility for persons with behavioral, emotional, or physical disabilities

A worker who has a limited right to refuse does not mean that they could never refuse. For example, a police officer could not refuse to intervene in a robbery attempt on the grounds that it was unsafe because the robber might be armed. However, a police officer could before beginning patrol duty, refuse to do so in a vehicle that had defective brakes.

Should a worker initiate a work refusal as per the guidelines of the *OHSA*, the following Right to Refuse Unsafe Work Flowchart outlines the steps to be taken (please see page 45).

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The Right to Refuse Unsafe Work

Worker refuses to work because s/he has reason to believe work endangers health or safety

Worker reports problem to Supervisor

JHSC Worker Rep called in

Supervisor investigates in presence of Worker and JHSC Worker Rep

Supervisor agrees that the situation endangers health or safety

No

Yes

Worker continues to believe that work endangers Health & Safety

Supervisor takes corrective action

Yes

No

Ministry of Labour Inspector notified

Worker returns to work

Worker may be assigned reasonable alternative work

MOL Inspector investigates with Worker, Employer & Worker Rep

Written decision

Corrective action if ordered

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2j. Workplace Inspections

Regular workplace inspections allow your organization to examine buildings, structures, grounds, tools, equipment, machinery, work methods and practices to identify potential conditions and unsafe acts that may result in harm to a worker.

Conducting regular workplace inspections allows your inspector to:

- Determine underlying causes of hazards

- Respond promptly with appropriate corrective measures

- Prevent unsafe work conditions from developing

DO YOU KNOW WHERE YOUR WORKPLACE IS?

Employees can carry out their jobs in the following places:

- Office
- Vehicle
- Home office

- Owned space
- Rented space
- Clients' homes

The following chart outlines the steps to be taken in workplace inspections (please see page 47).

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Steps Involved in Workplace Inspections

How Often to Inspect	Workplace inspections must be done monthly, or in the event that a workplace is too large to be adequately covered in that timeframe, it must be scheduled so that each part of the workplace is inspected within a year.
Who Does the Inspection	The OHSA outlines workplace inspection as the duty of a worker Health and Safety representative. Optimally a joint inspection, with a worker member and management representative would also satisfy the prime responsibility of the employer to provide a healthy and safe workplace. Those inspecting the workplace should always be familiar with the work processes being conducted and potential hazards. Feedback and concerns from workers are an important part of workplace inspections.
Use a Checklist	A worksite inspection checklist should be developed specifically for your unique workplace. These checklists can help ensure that inspections are thorough, results are recorded, and the inspection process is standardized. The checklist should include a means of reporting deficiencies to immediate supervisors, management and the JHSC and follow up and monitoring of identified hazards. See **Resource #8 – Sample of CHATS' Inspection Checklist**
Document and Report Hazards	Any hazards identified in the inspection process must be reported to a supervisor or employer and all measures necessary to protect the worker by eliminating and controlling the hazard should be undertaken immediately. All actions must be documented and communicated. This information needs to be made available to workers through posting on the Health and Safety information board as well as provided to the JHSC. It is the role of the JHSC to review the inspection information for discussion on prevention methods, as well as identification of trends in hazards. Over time this will allow the JHSC to make recommendations on the need to identify problem areas, improve safe work practices, establish priorities for corrective action, and training.
Equipment Inspections	Workers should be trained to inspect their machinery, tools, and equipment prior to use, and on regular schedules following the manufacturer's recommendations. An inventory should be maintained of all equipment needing inspection, who will conduct the inspections, and a standard form for recording any defects or malfunctions, and procedures to rectify or take the equipment out of service needs to be used.
Special Inspections	The *Occupational Health and Safety Act* requires a special inspection after a malfunction or accident to ensure that work does not resume until it is safe to do so.
Management Inspections	Department managers need to be aware of safe work processes as well as potential hazards in the workplace. Management should be conducting spot inspections of work areas as well as reviewing inspection reports to ensure that proper action is taken to correct any hazards that have been reported.
Supervisor's Inspections	Supervisors are accountable for the safety of workers under their control and as such, should be always on the lookout for any hazard that might arise in the work areas. Supervisors should ensure that workers are carrying out preoperational checks when and where they are required and that their workers conduct their work in a safe manner.

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2k. Health and Safety Information Board

All required Health and Safety resources and information should be made available in a dedicated area that is accessible and visible to all workers. The information that must be posted includes:

To Be Posted:

Your Workplace Health & Safety Policy	WSIB "In Case of Injury Work" Poster	WSIB First Aid Regulation 101	Prevention Poster
	Source: www.wsib.on.ca/en/community/WSIB/230/ArticleDetail/24338?vgnextoid=cafee35c819d7210Vgn-VCM100000449c710aRCRD	Source: www.wsib.on.ca/files/Content/DownloadableFileFirstAidRequirementsreg1101/FAEng.pdf	Source: www.labour.gov.on.ca/english/hs/pdf/poster_prevention.pdf

Other Documents to be Posted:

- A copy of the OHS Act which is available online for free: www.elaws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm.

- First Aid certificates

- Emergency numbers

- JHSC membership—names and work locations of committee members

- JHSC minutes

- Ministry of Labour orders

- Health care regulations or regulations appropriate to your industry (i.e. industrial)

- Copy of your organization's *Workplace Violence Prevention Policy*

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2l. Fire and Emergency Preparedness Plan

The better you are prepared for an emergency, the better you will be able to act – minimizing panic and confusion. Follow these basic guidelines to develop an effective emergency response plan for your workplace:

Fire and Emergency Preparedness Guidelines
• Coordinate your plan with the local emergency management office
• Determine the conditions under which an evacuation would be necessary (fire, gas, blackout)
• Designate "evacuation wardens" who will help others during an evacuation and account for employees
• Establish specific evacuation procedures
• Designate primary and secondary evacuation routes and emergency exits. Make sure they are clearly marked and well-lit. Utilize emergency lighting in case of a power outage during an evacuation
• Post signs
• Post evacuation routes
• Post evacuation procedures
• Ensure that evacuation routes and emergency exits are: - Clear and unobstructed at all times   - Unlikely to expose evacuating people to additional hazards
• Establish procedures for assisting people with disabilities and people who do not speak English
• Establish a designated assembly area and account for each person to make sure everyone has been evacuated safely
• Establish a head-count system and method of accounting for all people in the building— employees and non-employees (i.e. visitors, suppliers, customers)
• Educate your employees about the types of emergencies that may occur, and train them in the proper course of action for emergency situations
• Hold emergency drills to ensure that employees know what to do in an emergency and to test the effectiveness of emergency exit routes and procedures
• Keep records of all drills
• Consider the transportation needs of employees
• Consider how you would access important personal information about employees in an emergency (for example, contact numbers for their home, next-of-kin, and medical care)

You can also contact your local fire prevention office for assistance in developing your fire/emergency response plan. Sample emergency response guide from WorkSafe BC: www.worksafebc.com/publications/ health_and_safety/by_topic/assets/pdf/emergency_response_guide.pdf.

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2m. First Aid

First Aid at the workplace is governed by Regulation 1101 of the *Workplace Safety and Insurance Act*. A full copy of the regulations is available through the link below:

www.wsib.on.ca/files/Content/DownloadableFileFirstAidRequirementsreg1101/FAEng.pdf

Regulations include:

- All workplaces must have dedicated staff who are trained in First Aid, who are responsible for First Aid at the worksite, as well as maintenance of First Aid resources.

- You must have a First Aid station with First Aid supplies. The regulations will indicate the necessary contents for a First Aid box as determined by the number of employees at the worksite.

- The First Aid station must be maintained by, and be in the vicinity of, a qualified First Aider.

- The First Aid box must be inspected every four months.

- You must display:
    - The poster known as Form82: www.wsib.on.ca/files/Content/DownloadableFileFirstAidRequirementsreg1101/FAEng.pdf
    - The valid First Aid certificates of the trained workers on duty
    - Copies of the inspection records of the First Aid box contents
- Accident reports must include all record of First Aid treatment provided.

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Section 3: Personal Health Choices

Key Elements of HWE

Health & Safety

Personal Health Choices

HWE

Organizational Practices
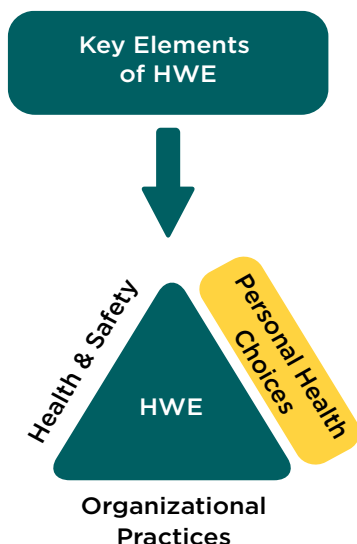
Through personal health choice initiatives, organizations can support employees by providing education, tools, resources and opportunities to allow them to make healthy choices in various aspects of their lives, including the workplace.

While personal health choices are ultimately the responsibility of the employee, organizations play a key role in supporting and promoting physical and psychological wellness to optimize employee health.

By initiating or enhancing a Personal Health Choices Program in your workplace, you are taking care of your most important resource – your employees.

Start small, and implement a few initiatives that are achievable. From there, you can continue to build on your program. Many initiatives can be adapted with limited resources.

Your Healthy Work Environment Plan allowed you to identify and develop your goals for personal health choices.

This section of the toolkit covers the initiatives listed below.

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3a. Physical Health/Activity

Sixteen million Canadians spend half their waking hours at work (*Statistics Canada*); thus, employers should find ways to encourage their employees to engage in physical activity inside and outside the workplace.

> Consider a variety of activities to appeal to a wide range of participants: yoga, zumba, pilates, tai chi, self-defense, dancing (salsa, ballroom etc.).

Opportunities for Physical Activity

In the Workplace	Outside the Workplace
• Initiate department stretch breaks • Incorporate "walking meetings" into schedules • Initiate a "take the stairs" campaign -- make stair climbing accessible, and post signs to promote • Provide walking maps near the workplace; promote public parks, woodlands, trail systems and waterfront areas nearby • Encourage active commuting to and from workplace • Encourage workplace participation in active events, e.g. Terry Fox Run • Organize active lunchtime activities • Provide fitness equipment in the workplace and offer fitness classes on-site • Consider reducing the workday by half an hour for those who participate	• Make arrangements to utilize the outdoor track or basketball courts of a nearby school yard • Access indoor or outdoor rinks in the winter for skating, shinny hockey or broomball activities • Utilize nearby waterways to provide opportunities for rowing or canoeing activities • Utilize a local community centre, YMCA, or YWCA that you could initiate a partnership with for access to low-cost fitness facilities, or arrange for corporate gym memberships • Start recreational teams, such as a baseball league or curling team • Schedule family recreational events at the workplace • Encourage special interest groups for employees to meet regularly for activities, i.e., gardeners, golfers, Weight Watchers • Offer group outings for activities of interest such as cross country skiing, volleyball, lawn bowling • Initiate an environment clean-up program

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Benefits of Physically Active Employees

Workplaces that Encourage Regular Physical Activity Report:	People Who are Physically Active Enjoy:
• Increased productivity and morale • Reduced absenteeism and turnover • Reduced injury rates and worker's compensation costs • Better employee relations • Reduced stress • Improved job satisfaction and team spirit • Improved employee health and fitness	• Better health • Improved fitness • Better posture and balance • Better self-esteem • Weight control • Stronger muscles and bones • More energy • Relaxation and reduced stress • Continued independence later in life

Health and Wellness Education

Employees can also benefit from learning more about health and wellness. Here are some ideas for educational opportunities:

- Physical education or kinesiology departments from local colleges or universities may offer work placement co-op programs whereby students can assist with active work programs and resources

- Utilize local health centres or wellness centres to provide speakers on active lifestyle topics

- Environmental groups can provide information on active commuting options

- Create an HWE Resource Centre to promote information about physical activity on bulletin boards, poster displays and take-home pamphlets

- Use newsletters, emails and social media to communicate initiatives and information

- Provide health screening opportunities, e.g. blood pressure

- Offer workshops to demonstrate sports equipment so people know how to use it

- Offer bike tune-up and helmet safety demonstrations

- Host seasonal and theme campaigns – get fit for summer, explore outdoor activities

- Enlist the support of your local sports associations to provide coaching seminars and injury prevention workshops

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3b. Healthy Eating/Nutritional Factors

The work environment can create challenges to eating well – busy schedules, meetings with unhealthy food options, and environments where food is readily available at all times. To off-set these challenges, the workplace can offer nutritional information and education sessions on healthy eating.

Suggested topics:

• Understanding Canada's Food Guide

• Weight management and body image

• Fad diets

• Fats and cholesterol

• Salt reduction

• Planning balanced meals for the whole family

• Making smart choices while grocery shopping and eating in restaurants

• Understanding food labels

• Healthy eating on the run

• Vegetarian meal options

• Cooking demonstrations, tips and recipes

• Food allergies and intolerances

• Food safety

• Eating for disease prevention

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Set an Example for Healthy Eating and Provide Opportunities to Make Healthy Choices:

• Stock vending machines with healthier options

• Arrange for the cafeteria to offer a range of healthy food choices for every meal

• Have a refrigerator and microwave at work so people can bring healthy lunches from home

• When lunches or drinks are provided at meetings, be sure to provide healthy choices

• Have theme luncheons

• Host diversity Lunch & Learns with culturally-specific food options

OTHER RESOURCES:

Your local Public Health Department
www.health.gov.on.ca/english/public/contact/phu/phuloc_dt.html

Health Canada - Nutrition and Healthy Eating Campaign: Eat Smart Meet Smart – How to Plan and Host Healthy Meetings and Conferences. www.health.gov.bc.ca/healthyeating/pdf/eat-smart-meet-smart.pdf

Dietitians of Canada offers resources such as recipes and the "eaTracker," which features a recipe analyzer. www.dietitians.ca/Your-Health.aspx

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3c. Disease Prevention/Management

Many Canadians are at risk of developing heart disease, diabetes, cancer and other chronic conditions. These diseases account for a large proportion of illness, absence and disability in the workplace, much of which is preventable.

The workplace can engage in strategies and actions that focus on health promotion and disease prevention. Smart habits pay off!

The Canadian Cancer Society reports that diet, physical activity and maintenance of appropriate body weight can prevent between 30% to 40% of all cases of cancer, and, about 50% of all cancer deaths are specifically related to tobacco use, poor diet and lack of physical activity.[4]

Researchers suggest that 90% of type 2 diabetes and 80% of coronary heart disease could be avoided by maintaining a healthy weight, exercising regularly, eating healthy foods, avoiding smoking and drinking moderately.[5]

Education is the Key

- Offer education and provide resources for workers to have a better understanding of how health choices affect disease development and management. Contact your local chapter of the organizations listed below for information:

  - Heart and Stroke Foundation   www.heartandstroke.com
  - Canadian Cancer Society   www.cancer.ca
  - Canadian Diabetes Society   www.diabetes.ca
  - Osteoporosis Canada   www.osteoporosis.ca
  - Arthritis Society   www.arthritis.com
  - Canadian Mental Health Association   www.cmha.ca

- Consider Lunch & Learns. Host a guest speaker or facilitate a health fair at your workplace and invite representatives to provide information.

- Create a health resources board to display information on an ongoing basis.

- Offer education about complementary and alternative medicine options. Examples include acupuncture, naturopathy, herbal medicines and traditional Chinese medicine. Contact local practitioners to provide education sessions.

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4 Canadian Cancer Society, Cancer Care Ontario. Cancer 2020: Targeting Cancer: An Action Plan for Cancer Prevention and Detection. Background Report. 2003 https://www.cancercare.on.ca/common/pages/UserFile.aspx?fileId=13828

5 Hu FB, Manson JE, Stampfer MJ, Colditz G, Liu S, Solomon CG, Willett WC. Diet, lifestyle, and the risk of type II diabetes mellitus in women. New England Journal of Medicine, 2001, 345(11):790-797.

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Other Educational Resources: Addictions and Mental Health

Also see more about mental health on page 59.

Issue	Resource	Description
Drug and Alcohol Addictions	Addictions Ontario www.addictionsontario.ca/about.aspx	A non-profit, charitable association that works with and for its members to provide the best possible addiction services for the people of Ontario
	Drug and Alcohol Helpline www.drugandalcoholhelpline.ca	Provides free information about drug and alcohol addiction services in Ontario. Call 1-800-565-8603. 24/7 live answer
	The Drug and Alcohol Registry of Treatment (DART) www.dart.on.ca	Online database of alcohol and drug treatment in Ontario including a helpline
Mental Health Issues/ Addictions	Centre for Addiction and Mental Health (CAMH) www.camh.net	Canada's largest mental health and addictions teaching hospital. Does work in the areas of clinical care, research, policy, education and health promotion
	Canadian Mental Health Association www.cmha.ca	Provides a wide range of specialized programs and services in more than 135 communities across Canada
	Connex Ontario www.connexontario.ca	Provides free and confidential health services information for people experiencing problems with alcohol and drugs, mental illness or gambling
Gambling Addiction	Gamblers Anonymous www.gamblersanonymous.org	Online directory of GA meetings across Canada
	Canadian Centre on Substance Abuse www.ccsa.ca	Canada's national addictions agency offering a directory of Canadian problem gambling helplines
	Know Your Limit www.knowyourlimit.ca	Ontario Lottery and Gaming Corporation sponsored website about responsible gambling
	Problem Gambling Helpline www.opgh.on.ca	Problem Gambling Helpline 24-hour hotline providing information about treatment in Ontario
	Responsible Gambling Council www.responsiblegambling.org	Non-profit organization promoting responsible gambling
Smoking	STOP Program: www.nicotinedependenceclinic.com/ English/stop/Pages/Home.aspx	Smoking Treatment for Ontario Patients (STOP)
	Smokers' Helpline: www.smokershelpline.ca	Resources include an online quit program, free help by phone and a text messaging support program

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3d. Financial Management

Financial wellness is having an understanding of your financial situation and taking care of it in such a way that you are prepared for financial changes. Maintaining that balance consists of being comfortable with where your money comes from and where it is going.

What can the workplace do?

- Provide money management resources such as:
  - Educational workshops
  - Presentations
  - Tips sheets
  - Online tools
  - Brochures
- Refer to local credit counselors who will help in the development of an achievable debt management plan.
- Utilize confidential online resources to assist workers in better understanding their finances.

FINANCIAL MANAGEMENT RESOURCES:

Credit Counselling Canada
Their website has a variety of online money management tools.
www.creditcounsellingcanada.ca/calculators-finance.aspx

The Ontario Association of Credit Counselling Services
An umbrella organization that can help you contact your nearest responsible credit counselling service. www.oaccs.com/main.html

Take Charge of Your Debts
Canada's Office of Consumer Affairs offers comprehensive information and resources to help you manage your debt. www.ic.gc.ca/eic/site/oca-bc.nsf/eng/h_ca00000.html

Financial Consumer Agency of Canada
Find information on credits, loan and debt, including your rights and responsibilities and a list of helpful tools and publications. www.fcac-acfc.gc.ca/

Mint.com
Your financial life all in one place. Set a budget, track your goals and do more with your money. Includes mobile app. www.mint.com

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3e. Mental Health Factors

The mental health of employees has a tremendous impact on their performance in the workplace. Workers who are mentally healthy are more productive and are absent from work less often.

A supportive work environment can reduce the onset, severity, impact and duration of a mental health disorder. Organizations that make the effort to identify psychosocial risks and to create a psychologically healthy workplace reap benefits in productivity, sustainability and growth.[6]

The Three Elements of Mental Health

Psychological Well-Being	Emotional Well-Being	Social Well-Being
• Self-acceptance • Personal growth • Optimism • Hopefulness • Purpose in life • Control over one's environment • Spirituality • Self-direction • Positive relationships	• Perceived life satisfaction • Happiness • Cheerfulness • Peacefulness	• Social acceptance • Belief in the potential of people and society • Personal self-worth • Usefulness to society • Sense of community

DID YOU KNOW…?

• Mental health issues are expected to be the source of more than 50% of disability claims administered over the next five years, exceeding even heart disease. (Source: Guarding Minds @ Work)

• Mental health problems are the fastest-rising cause of short- and long-term disabilities, with costs borne by private and public sector insurance, employers and taxpayers.

6 www.guardingmindsatwork.ca/eng/info/safety_why/health_case

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The Mental Health Commission of Canada (MHCC) and CSA Group have released Canada's first national standard designed to help organizations and their employees improve workplace psychological Health and Safety titled "*Psychological Health and Safety in the Workplace – Prevention, Promotion and Guidance to Staged Implementation*."

It is a voluntary standard intended to provide systematic guidelines for Canadian employers that will enable them to develop and continuously improve psychologically safe and healthy work environments for their employees.

Source: http://www.mentalhealthcommission.ca *or* http://shop.csa.ca/en/canada/occupational-health-and-safety-management/cancsa-z1003-13bnq-9700-8032013/invt/z10032013/?utm_source=redirect&utm_medium=vanity&utm_content=folder&utm_campaign=z1003

Initiatives to Support the Mental Health of Employees:

Offer Education / Awareness
• Offer stress management workshops – give people the tools to recognize the signs of stress and concrete strategies to address their individual stressors
• Offer and promote self-care techniques/workshops
• Invite guest speakers into the workplace to share their stories – individuals with experiences of mental health issues. Give staff the opportunity to ask questions, engage in discussion and aid in reducing stigma
• Invite guest speakers from Canadian Mental Health Association (CMHA), Centre for Addiction and Mental Health (CAMH)
• Utilize your local Public Health Department for community education and information on mental health issues
• Educate supervisors about managing mental health in employees
• Promote internet sites and resources for mental health information
• Provide pamphlets and resources
• Poster campaigns: http://www.workplacestrategiesformentalhealth.com/display.asp?l1=4&l2=64&d=64
• Promote national campaigns – e.g., Bell – Let's Talk campaign http://letstalk.bell.ca/en/toolkit
• Offer time management workshops and strategies
• Offer workshops on navigating the disability claim process
• Provide workshops on confidentiality and privacy

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Implement Workplace Policies and Practices that Support Workers with Mental Health Issues

- Workplace violence and harassment policies

- Open door policies for communication

- Return to work practices that support employees with mental health issues

- Accommodation policies and practices – know your workplace policies, what processes look like and how they work for you

- Re-orientation program for workers who return to work

- Peer support mentors

- Leave of absence policies, sick leave, personal days

- Support daily practice of relaxation

- Meditation/relaxation spaces, quiet rooms

- Allow workers opportunities to change their environment, re-focus, go for a walk

- Employ supportive organizational practices that reduce job stress and work related stress — (see the Organizational Practices section in this toolkit)

Implement Benefits that Support Mental Health Issues

- EAP—Employee Assistance Programs provide opportunities for employees to confidentially seek counselling

- Promote company benefits package options such as massage therapy, chiropractic, acupuncture

- WSIB Office of the Worker – Injured Worker Outreach Services, www.wsib.on.ca/files/Content/FactSheetEnglish3214A/3214AIWOS.pdf.

MENTAL HEALTH RESOURCES:

Canadian Mental Health Association
www.cmha.ca

Open Minds, Healthy Minds Ontario's Comprehensive Mental Health and Addictions Strategy
www.addictionsontario.ca/pdf/2011july_open_minds_healthy_minds_en.pdf

Enhance Mental Health Knowledge
www.psychologicallysafeworkplace.ca/workforce_employers_guide.pdf

Workplace Strategies for Mental Health
www.workplacestrategiesformentalhealth.com

Guarding Minds @ Work: A Workplace Guide to Psychological Health and Safety
www.guardingmindsatwork.ca

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3f. Employee Assistance Programs (EAP)

The EAP helps resolve problems that may be affecting an employee's work performance. These problems, however, do not have to be caused by workplace issues. Employee Assistance Programs are designed to help people understand or overcome their personal problems.

While most EAPs offer a wide range of services, they often refer to other professionals or agencies that can offer more or extended care in particular areas.

EAP programs are confidential and can be utilized by employees and their family members. EAP services are usually paid for by the employer.

EAP areas of assistance typically include:

- Personal issues
- Job stress
- Relationship issues
- Eldercare, childcare, parenting issues
- Harassment

- Substance abuse
- Separation and loss
- Balancing work and family
- Financial or legal
- Family violence

Some EAP providers offer other services, such as:

- Retirement or lay-off assistance
- Wellness/health promotion/fitness (such as weight control, nutrition, exercise, or smoking)
- Advice on long-term illnesses and disability issues
- Counseling for crisis situations (e.g. death at work)
- Advice for managers/supervisors in dealing with difficult situations

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EAP RESOURCES:

Canadian Centre for Occupational Health and Safety
http://www.ccohs.ca/oshanswers/hsprograms/eap.html

Morneau Shepell
www.morneaushepell.com

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3g. Role of Public Health Departments

Public Health Departments provide resources for health and wellness services. They are champions of workplace wellness and will support your organization through health promotion, health protection and disease prevention as you implement HWE initiatives in your workplace.

The chart below outlines the various services offered by Public Health departments, using York Region Public Health as the example.

York Region Public Health Services has Five Divisions:	
Child and Family Health	Develops and delivers coordinated community prenatal, post-natal, child and family-related education and support programs and services. The importance of a child's early years is highlighted through programs including breastfeeding, infant and child growth/development, parenting skills, preconception health and postpartum depression.
Healthy Lifestyles	Offers healthy lifestyle-related programs in workplace wellness, injury prevention, substance abuse prevention, seniors, early detection of cancer (including sun safety), elementary school services, tobacco-free living, and active communities.
Dental and Nutrition	Offers dental screening in childcare centres and schools, dental services and treatment for eligible clients with needs, reproductive and child health programs, healthy eating and nutrition programs, disease prevention, and food security.
Health Protection	Oversees health protection programs including food safety and inspection, safe water, health hazards, environmental health, emergency response, pool and spa safety, indoor and outdoor air quality, rabies, infection control, West Nile Virus and pesticide reduction.
Infectious Diseases Control	Provides services such as immunization programs and clinics, infectious disease surveillance and services, and sexual health programs and clinics.

PUBLIC HEALTH PROGRAMS:

Health Connection
1-800-361-5653
http://www.york.ca/Departments/Health+Services/Public+Health/Public+Health+Services.htm

Or, contact your local Public Health Department:
www.health.gov.on.ca/en/public/programs/dental/hso_phu.aspx

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Key Elements
of HWE

Health & Safety

Personal Health
Choices

HWE

Organizational
Practices
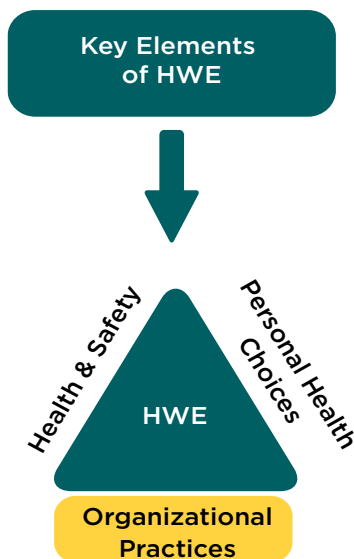
It's All About Employee Engagement

Effective organizational practices – when applied equitably and consistently – form the foundation of a positive working environment and employee engagement. An employee's involvement with, commitment to, and satisfaction with their work, are critical to achieving an effective HWE.

An "engaged employee" is one who is fully involved in their work and thus will act in a way that furthers their organization's interests. Most importantly, the engaged and satisfied employee is motivated and prepared to provide better quality care in the community.

Ultimately, the degree to which an employee is engaged in their work is still in the hands of the employee. They will decide how involved they want to be at work. The employer's responsibility is to provide supportive organizational practices which create an environment that is conducive to employees making the choices that are good for their organization.

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Employee engagement is more likely to occur when employees are provided with supportive, positive conditions regarding:

- The work itself
- Relationships with co-workers
- Opportunities to use skills and abilities
- Relationship with immediate supervisor
- Contribution of work to organization's business goals
- Autonomy and independence
- Meaningfulness of job
- Variety of work
- Organization's financial stability
- Overall corporate culture
- Management's recognition of employee job performance
- Job-specific training
- Communication between employees and senior management
- Organization's commitment to professional development
- Networking
- Organization's commitment to corporate social responsibility
- Career development opportunities
- Career advancement opportunities

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4a. Upon Hire: Job Design, Job Description and Employment Contract

The importance of organizational practices that pertain to the hiring of an employee cannot be underestimated. The process of job design, the job description, and the employment contract are all critical.

When undertaken properly, these processes will provide clarity in the selection process and enhance the understanding between the employer and the employee of what the job is and how it is to be done. This mutual understanding provides the foundation for a working relationship that is productive, supportive and contributes to an HWE.

Job Design

Job design typically refers to the way that a set of tasks or an entire position is organized, bearing in mind organizational and individual worker requirements, as well as considerations of health, safety, and ergonomics.

Through job design, organizations can achieve higher levels of satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work. Effective job design incorporates interesting and challenging work that is linked to organizational performance.

Overall, job design incorporates:

- What tasks are done

- When and how the tasks are done

- How many tasks are done

- In what order the tasks are done

- Factors that affect the work

- Organization of the content and tasks

DID YOU KNOW...?

- Employment legislation must be considered when developing the job design, job description and the employment contract: Ontario Human Rights Code (OHRC) www.ohrc.on.ca/en/ontario-human-rights-code

- Employment Standards Act (ESA) www.labour.gov.on.ca/english/es/

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The way in which you design a job is a fundamental part of attracting, motivating, and retaining talented employees who are happy with their work. To be successful, you need:

- Compatibility between the way the job is designed and the skills, interests and motivations of the employee

- Work assignments that reflect a good level of skill variety, task identity, task significance, autonomy, and feedback

- Work that is organized in a way that promotes health. Keep demands on time and energy within reasonable boundaries, maximize the degree to which employees participate in the governance of their own work, and

- Provide adequate recognition for work well done. This decreases related adverse health outcomes, including injury rates and absenteeism

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When Designing a Job, Consider the Following:

Job Design Criteria	Considerations to Increase Employee Engagement and Satisfaction
Work Organization	Rearrange or replace work (e.g. automating, teaming, work groups, division of labour)
Job Enlargement – Amount of Responsibilities	Give the worker additional responsibility/tasks
Job Rotation – Variety of Responsibilities	• Task rotation, skill rotation, remove repetitiveness • Skill variety
Job Enrichment - Different Types, Levels of Work	Expand the task set to make the responsibilities more rewarding and exciting
Scheduling	Offer flexible options to accommodate other responsibilities
Location	Work from home, telecommute, virtual office, providing flexibility to support work-life balance
Autonomy	Decision making, choice of tools or methods
Use of Capacities	• Provide variety in skill requirements • Provide learning time • Provide challenging work
Progress/Career Path	• Opportunities for advancement • Growth in competence • Continuous learning • Desirable future
Intrinsically Meaningful Work	• Remove minute subdivision of product/process • Task identity (seeing relationship of task to whole/end product)
Socially Meaningful Work	• Task significance • Need to relate work to social responsibility
Interaction	• Interaction opportunities • Social support and recognition
Knowledge of Results	• Recognition • Feedback
Responsibility	Degree of decision making, obligation to complete tasks
Workload	Pacing the flow of work
Perceived Fairness	Fairness of reward allocation or work assignment-input from employees
Concentration	Sustained attention, multi-tasking
Self-Management	Ability to handle stress

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Job Description

In most employment situations there are many applicants for each available job. It is the employer's goal to hire an applicant who possesses the knowledge, skills, abilities and other characteristics required to successfully perform the job and be a "best fit" for all aspects of the position.

An effective job description clearly describes the duties, responsibilities, required qualifications, and reporting relationships of a particular job. Employee job descriptions are based on an understanding of the competencies and skills required to accomplish needed tasks that contribute to the goals of the organization. Job descriptions also include information about working conditions, tools, equipment used, knowledge and skills needed, and relationships with other positions.

A well-written job description outlines the expectations of the employer, helps to align employee direction and determines how the job fits with and works in conjunction with other positions in the organization to achieve company goals.

Your job description should detail the following information:

Job Title and Summary Description	• Title and level should accurately reflect the work • Include a brief description of the purpose of the position • Overview the main responsibilities
Reporting Requirements	• Include details of who the person reports to • Where the position fits within the company structure
Skills and Qualifications	• Include education level required • Include certifications, licenses, and necessary technical proficiencies • Include skills, years of experience • List all that are mandatory • List those that are preferred
Key Responsibilities	• List essential functions of the position • 5-10 most relevant responsibilities and indication of frequency of task

See the following sample template for a job description: www.hr.ubc.ca/administrators/recruiting/writing-job-description.

DID YOU KNOW…?

Job descriptions are effective communication tools in that they provide the applicant and the employer clarity in the selection process. Poorly written employee job descriptions, on the other hand, add to workplace confusion, unclear communication, and unclear expectations for the employee, employer, and other workers.

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Employment Contract

The purpose of an employment contract is to have a written, detailed description of the terms and conditions of the position. It is a signed, legal document and both the employer and the employee are held to the accepted terms.

The contract outlines important working conditions and requirements on the part of both employer and employee. Signing the contract reduces the likelihood of misunderstandings and protects both the employee and the employer.

An employment contract can clarify expectations, avoid litigation, provide a basis for resolving disputes and protect the employer's proprietary information.

Employment contracts need to include:

- Position title

- Date of hire

- Type of employment: full-time, part-time, casual, hours involved, contract or permanent

- Rate of pay/all aspects of your financial compensation, i.e. raises, commissions, bonuses, stock options, profit sharing, overtime and the terms of each

- Hours/days of work

- Breaks

- Benefits

- Location

- Termination clause (highly recommended)

- Any special promises or considerations i.e. raise in six months, relocation option

See the following sample template for an employment contract:
www.marsdd.com/articles/employment-agreement-sample-template

DID YOU KNOW…?

You should consult a legal advisor prior to developing terms and conditions of employment that are best-suited for your workplace. Often, different terms and conditions of employment need to be developed for each level of employee.

Research shows that employees who do not have a satisfying start to an organization are more likely to leave. Starting a new job is often a stressful event for a new employee. Creating a meaningful and interesting position through effective job design, and clarity in expectations through job descriptions and employment contracts can significantly reduce stress levels and contribute to an HWE.

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4b. Working Together

A positive and supportive work environment is one where employees and employers treat one another with respect, consideration and tolerance. It is based on an organizational culture that recognizes diversity, expects courteous communication, and effectively addresses disrespectful behaviour, discrimination, harassment and bullying. A supportive work environment goes beyond policy, to demonstrate caring and respect.

The negatives of a disrespectful workplace include reduced productivity, conflict, complaints and disengaged employees. These environments are stressful to work in for everyone.

What can the workplace do?

1. Lead by Example

Leadership at the organization must model, encourage and demonstrate respectful behaviour. Provide specific training for supervisors on how to:

- Recognize and manage employee challenges

- Support staff members involved in conflict, as well as relevant regulations and legislation

- Be aware of conflict of interest parameters, and mediation or alternative dispute resolution strategies

2. Create a Written Code of Conduct

- Outline what is and is not acceptable behaviour

- Communicate this code throughout the organization in new employee packages, newsletters, website and posters in visible locations

- The following are Code of Conduct samples:
  www.hrinfodesk.com/Articles/codeofconductpolicysample.htm
  http://investor.google.com/corporate/code-of-conduct.html

> "Respectful workplaces improve employee morale and job satisfaction, teamwork, labour and employee-management relations, absenteeism and turnover. Individuals in respectful environments are better equipped to collaboratively manage conflict and more willing to make the extra effort needed to achieve shared outcomes."
> www.psychologicallysafeworkplace.ca/workforce_employers_guide.pdf

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3. Promote and Celebrate Diversity and Inclusivity

With understanding differences, identifying commonalities and creating an environment where everyone is included, employees are more likely to engage fully, develop loyalty and enjoy job satisfaction. It takes awareness of different backgrounds, gender groups, sexual orientation, religions, cultures, differing abilities and personality traits to effectively embrace diversity. This is an important aspect to developing an HWE for everyone in the workplace and maximizing the contribution of every employee.

4. Initiatives that Support Diversity and Inclusivity

- Have harassment and anti-discrimination policies, and train all employees on the consequences of discriminatory behaviour
- Provide diversity training through presentations, Lunch and Learns with ethnic food options, workshops, sharing of experiences
- Educate employees on effective communication techniques
- Create diverse teams
- Ensure that all company information, notices, announcements are available in a format that is accessible to all employees
- Offer culturally-specific wellness activities
- Leverage the knowledge and expertise of a diverse workforce, i.e. different perspectives on problem solving, technological expertise of younger workers
- Provide facilities that support religious practices, i.e. provide space for meditation or prayer
- Provide calendars with faith-based occasions and be respectful of religious observances in planning work
- Review policies on benefits and bereavement leave to ensure they are inclusive of all employees
- Support new employees with mentors in the workplace, i.e. language mentors
- Highlight the diverse character of your workforce in company literature, at job fairs and on recruitment material
- Accommodate legitimate needs of employees
- Utilize other community resources that support the needs of your diverse employees, i.e. immigrant services

> **RESOURCE:**
> **Anti-Harassment Policies for the Workplace: An Employer's Guide,**
> **Canadian Human Rights Commission**
> http://www.chrc-ccdp.gc.ca/sites/default/files/template_anti-harassment.pdf

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5. Establish Effective Teams

Every employee is dependent on his fellow employees to work together and contribute efficiently to the organization. Effective teams can contribute to a healthy work environment through:

- Shared responsibilities to decrease workload

- Pooled knowledge and resources for problem solving

- Reduced isolation

- Tasks accomplished more efficiently

- Developing closer relationships with other team members

- Increased motivation to meet team goals

- Shared encouragement and recognition

- Development of group skills, communication and common bonds

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Characteristics of High-Performance Teams:

- Customer service focus
- Clear goals and plans
- Focus on results
- Clear roles & responsibilities
- Creative and innovative
- Build on strengths
- Well-organized

- Support each other
- Communicate openly
- Resolve disagreements
- Make objective decisions
- Evaluate its own effectiveness
- Seek objective feedback

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6. Provide Social Opportunities

While team-building is often the main function of social events, they also serve to boost the culture of the organization – making it a fun place to work. They can act as an "engagement driver" between departments and help all employees build relationships outside their immediate team or work group.

Social events offer an excellent chance for employees to interact with their managers, supervisors and co-workers in a comfortable atmosphere. They allow employees to get to know each other on a one-to-one basis and develop a lasting social bond, which extends beyond their official relationship. By developing the understanding among team members, these events enhance the efficacy of the team, and thereby increase the productivity of the company.

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7. Effective Communication

Effective communication in the workplace between individuals, within teams, and across all levels of the organization is an important contributor to an HWE. When employees are satisfied with their jobs, they are able to efficiently perform their duties with a positive attitude.

Failing to communicate effectively in a workplace leads to frustration and confusion among employees. Negative communication can lead to conflict among employees and low morale – which can create a very stressful environment for those involved as well as others, and can diminish productivity.

Tools for Healthy Workplace Communication	
Educating People on Effective Communication	Choosing the right words, the ability to actively listen, and getting our message across are skills that can be learned
Establish Open Door Policies	Encourage employees by creating a safe environment in which they feel comfortable to honestly and openly voice their concerns or frustrations
Maintaining Confidentiality	In addition to workplace policies on confidentiality, ensure that employees can trust in the confidential nature of discussions
Encouraging Face-to-Face Interactions	Messages often get misinterpreted through technology
Soliciting Feedback and Provide Feedback	Be detailed, fair, and seek solutions to issues. People need to know their opinions are valued and meaningful
Communicating Across the Organization	Provide employees with timely and transparent information about decisions that have been made in the organization
Conflict Resolution	Educate employees on problem solving and conflict resolution
Acknowledge Recognition	Give praise and recognition often
Avoid Micromanaging	• Provide your workers with the tools they need to get their job done, and then give them the freedom to do it • To keep updated on their progress, hold weekly status meetings or ask for progress reports • Establish a schedule to check in with them, and allow them to do their work • Make use of multiple channels to interact and provide information, consider different learning styles – some people like to read, some are visual, some auditory • Use multiple methods and multiple opportunities to get your message across • Empower your employees

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4c. Employee Development

How Can Workplaces Provide Employee Development?

1. Training

Training provides an employee with the knowledge, skills and abilities that are necessary to effectively perform their job.

Providing continuous training and development opportunities contributes to an HWE. An employee who is properly trained to do the expected tasks of their job is a better producer, makes fewer errors and requires less supervision. They have better attitudes towards, and are more satisfied, with their workplace. Training improves organizational productivity, quality and customer service. This is realized in the community sector through improved client care.

Employee development provides opportunities for employees to acquire the skills for the future direction of their careers. Employee development requires an ongoing relationship between the employee and management in which there is recognition of current skills and future needs, together with guidance to fill in the gaps. Organizations that invest in employee development realize the benefits through retention, long-term loyalty and increased talent level of employees.

Opportunities for Training, Learning and Development	
Setting Development Goals	One of the most important methods in developing employees is setting individuals goals for them. In order to progress and grow, employees must have something to work and strive for. Development goals should be closely tied to the strategic goals of the organization. (See **Resource #9**: **Performance Management – Employee Development Plan Template**)
Conferences and Seminars	Encourage employees to participate in conferences and seminars that are in line with their position and skill sets, and that are related to the goals of the organization.
Job Rotation and Cross-Training	Job rotation moves an employee through one or more different positions. Cross-training is a specific type of job rotation where an employee learns the skills of a different position. These methods add diversity and interest and can prepare individuals for promotion. They also improve communication between different units and provide a better understanding of the demands of other areas of the organization.
Job Enrichment	Increases the employee's level of responsibility and authority within their current position. This can include committee work, special assignments and working on teams. Job enrichment can increase employee motivation and interest, and allow them to build new relationships and explore new areas.

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Opportunities for Training, Learning and Development	
Performance Appraisals	The results of an appraisal helps an employee know his/her strengths and shortcomings, and how he/she can work towards developing in a particular area. See **Resource # 9: Performance Management – Employee Development Plan Template**
Participation on Teams	Form various committees of staff members from different genres and skill sets. Invite employees to be a part of the committee where they can exchange their ideas and knowledge. Committees help employees build relationships. Information-sharing is one of the best ways to acquire new skills and knowledge. Let employees learn from each other.
Coaching and Mentoring	Coaching refers to a pre-arranged agreement between an experienced manager and his/her employee. The role of the coach is to demonstrate skills and to give the employee guidance, feedback, and reassurance while the employee learns new skills. Mentoring is similar to coaching, and occurs when a senior, experienced manager provides guidance and advice to a junior employee. Benefits of these methods include improved quality and quantity of work, transfer of learning, and improved communication and problem solving skills.

2. Onboarding

Onboarding refers to the process of integrating new employees into an organization, preparing them to succeed at their job, and to become fully engaged, productive members of the organization. It is more than orientation – it is a gradual process that begins with the job offer and continues through the first days, weeks and even months —however long it takes to get a new employee to be fully productive.

Research of best practices in human resources procedures show that new employees who are properly informed, trained and welcomed into an company feel good about choosing the organization, have a better understanding and acceptance of organizational values, norms and culture. A successful onboarding program will help the new employee decide whether their chosen organization is a place to stay for an extended period of time.

RESOURCE:

Example of an Onboarding Toolkit
http://toolkit.ahpnet.com/Orientation-Onboarding-Intervention-Strategies/Benefits-of-Onboarding-and-Orientation.aspx

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3. Succession Planning

Succession planning is the process of identifying, developing and preparing internal people within an organization to fill key positions. The focus is on developing employees so that the organization has a pool of qualified candidates who are ready to compete for key positions and areas when they become vacant.

Succession planning is an important consideration in smaller, not-for-profit community service organizations, as there are typically a limited number of employees responsible for the critical work of the organization.

Effective, proactive succession planning leaves your organization well-prepared for expansion, the loss of a key employee, filling a new job, employee promotions, and organizational redesign.

Successful succession planning provides employees with development opportunities through increasingly challenging tasks and responsibilities. Employees are motivated and engaged when they can see a career path for their continued growth.

> **RESOURCE:**
>
> **A Model that Outlines the Steps of Succession Planning**
> www.busgurus.ca/media/pdf/Succession-Planning-Model-en.pdf

4d. Performance Management

Performance Management is:

- A means of getting better results from the organization, teams and individuals, by understanding and managing performance within an agreed framework of planned goals, standards, targets, skills and competency requirements

- A process for establishing a shared understanding about what is to be achieved

- An approach to managing and developing people in a way that helps ensure performance goals will be achieved in the short and longer term

- A process that allows for diagnosing problems at an early stage and taking corrective actions to achieve success

- A means to communicate and reinforce overall strategy and culture, such as quality improvements or customer service

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The performance management process accomplishes these objectives by ensuring that employees' accountabilities and objectives relate directly to the organization's strategic plan. The organization's plans are cascaded down the organization, through supervisors/managers.

An effective performance management program also establishes the platform for rewarding performance aligned to organizational success, and should be linked to your Rewards and Recognition Program.

Performance Management is an Ongoing Cycle of Planning, Communication, Coaching, and Monitoring

PLANNING
- Strategic objectives
- Departmental lead goals
- Compensation
- Supporting process and forms

COMMUNICATION
- Supervisors & Staff - priorities, goals, process and timelines

TRAINING
- Supervisors & Staff - conducting performance appraisals and establishing Employee Development Plans (EDPs) (See **Resource #9**)

PERFORMANCE APPRAISALS
- Complete previous year EDPs
- Conduct performance appraisal
- Develop EDPs for new year

FOLLOW UP
- Update job descriptions
- Compensation exceptions
- Training needs identified
- Audit performance appraisals
- Set dates for EDP review with staff

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Benefits of Performance Management

The following diagram illustrates the benefits to employers and employees, and the intended end-result of a well-functioning performance management system:

Skilled, knowledgeable, involved and engaged employees focused on results → **Increased Productivity and Performance** ← **Employee satisfaction through growth, development and respectful relationships**

Factors that Influence Workplace Productivity

Employee performance and productivity are closely linked. While employee performance focuses on achieving desired results, productivity often refers to efficiency. In the community sector, organizations sometimes have challenges in relating to that term.

A simplified example of productivity in our sector may include an increase in value (quality and innovation), and a decrease in the time and resources required to create that value (effective use of funding).

Influencing factors include:

- Enough ability (or job skills) – "CAN DO"

- Willingness to work – "WILL DO"

- Sufficient information – "KNOW HOW TO DO"

- Positive and cooperative relationships with others – "ENJOY DOING"

DID YOU KNOW…?

Performance management is often confused with performance *appraisal* or *discipline* and they are not the same:

- Performance appraisal is a formal review and evaluation of employee performance which is part of the overall performance management process.

- Discipline in the workplace is the process taken to correct employee behaviour.

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4e. Rewards and Recognition

The Importance of Rewards and Recognition

Rewards and recognition play an important role in attracting and retaining staff. Today's workforce wants more than a fair wage – they want to feel appreciated and recognized for their individual achievements and contributions in their day-to-day work and interactions with others.

To have an effective Rewards and Recognition Program that drives positive performance and meets the employees' needs for acknowledgment and appreciation, organizations need to have a well-designed, structured program that is evaluated and adjusted periodically to ensure it is meeting its desired goals. It is also important for both employees and managers to be included in the design of the program—this can greatly contribute to employee engagement.

Key Components of an Effective Rewards and Recognition Program:

- Link rewards and recognition to the achievement of organizational goals/successes
- Involve employees and management in the design
- Provide a variety of choices to ensure the rewards are meaningful for all employees
- Provide many opportunities to receive rewards
- Communicate the program to everyone
- Ensure rewards and recognition are applied consistently and fairly
- Deliver them in a timely manner
- Evaluate the effectiveness of the program and adjust accordingly

While an effective performance management system defines what is important to an organization, recognition reinforces that message by rewarding positive performance linked to the organization's success.

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Developing Your Rewards and Recognition Program	
Steps to Program Design	**Planning Considerations**
Determine Your Employee Group	Different employee groups (front-line, management, administration etc.) require different types of rewards. Some may prefer monetary, others prefer public recognition and/or special assignments, or growth opportunities. Seek their input during reward selection.
Decide on the Goals to Reward	What organizational goals should be rewarded? Consult with management for the most pressing goals (strategic and operational).
Determine Whether Your Current Reward Program is Effective	Conduct employee surveys and focus groups to understand the current successes and areas of improvement in the current program.
Develop the Criteria to be Used to Measure Success	To be measurable and achievable, specific criteria must be developed. Research reward and recognition criteria for help.
Plan a Budget for Consistency and Sustainability	Work within a budget to provide guidelines, ensure your plan is affordable and has been approved by management.
Select the Rewards	Check what others have done to reward staff to get great ideas. Many have no cost and are highly valued by employees. Get inspired and ask people in your organization for their input.
Communicate the Program	A program doesn't work if no one knows about it. Even a written policy or handbook paragraph is not enough. Communicate through a variety of methods to keep the program alive!
Present the Awards	Public recognition is great but not everyone wants it. It is helpful for managers to ask their staff what they are comfortable with.
Evaluate the Program	Is the program working? You will hear from employees but you also need to re-survey for anonymous feedback. Measure whether the desired goals have been met.
Make Necessary Adjustments to Your Current Programs	Keep adjusting it to address any barriers, keep it fresh, and change goals as needed.

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When Rewards Go Wrong

Even with the best of intentions, Rewards and Recognition Programs can have the opposite effect if not properly planned and implemented. It is very important that barriers and areas of dissatisfaction have been anticipated and addressed in program design.

If, after proper planning, problems still arise, they can be addressed through open dialogue with employees and management, and evaluation of programs, and corrections can be made as necessary.

Examples:

- A reward designed to recognize an increase in sales may result in an increase in sales, but a decrease in quality standards, or customers feeling pressured. Thought must be given to not only the end goal, but how it should be achieved

- Recognition delivered a month after an employee has achieved a goal will have diminished value to him/her

RESOURCES:

The Conference Board of Canada
Making it Meaningful. Recognizing and Rewarding Employees in Canadian Organizations
www.conferenceboard.ca

MIT Human Resources, Best Practice for Delivering Recognition
http://hrweb.mit.edu/rewards/best-practices/delivering-recognition

1001 Ways to Reward Employees, Nelson, 1994 Published book.
www.1001waystorewardemployees.com/author.html

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4f. Policies

Policies are fundamental tools for communicating information about work standards and rules and regulations that need to be understood by both managers and employees in the workplace. Policies and procedures help an organization run at its most efficient and effective level and clearly outline workplace expectations. In addition, policies:

- Provide managers with a systematic approach to administering the daily operations of a business in a consistent, and fair manner

- Communicate the company's investment in its employees by explaining employee benefits and workplace standards

- That are fair, clearly stated, and legally permissible help a company protect its rights within the employer/employee relationship

- Contribute to the well-being of all employees by ensuring a safe, supportive, empowering, psychologically healthy, non-discriminatory environment

Steps for Policy Development

The HR Council for the Non-Profit Sector has an excellent online toolkit to assist in the development of policies: http://hrcouncil.ca/hr-toolkit/policies-guideline.cfm.
It covers the following steps:

Step 1: Establish need for a policy

Step 2: Develop policy content

Step 3: Draft the policy

Step 4: Write the procedure

Step 5: Review of the policy by key parties

Step 6: Approve the policy

Step 7: Implement the policy

Step 8: Policy review and update

Step 9: Communication of changes to the policy

The online toolkit also has a policy template. To access it, see the link on the website's HR Council page.

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In addition to the above steps, it is recommended that you invest in a policy manual that provides ongoing updates to ensure continuous legislative compliance in the areas of:

- Employment Standards

- Privacy

- Occupational Health and Safety

- Ontario Human Rights

- Workplace Safety and Insurance

See Policy Pro Manual: http://www.firstreference.com/HumanResourcesPolicyPro-Atlantic.aspx

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Organizational Policies and Related Factors that Contribute to an HWE

To assist in incorporating HWE practices into your policy development, the following are some key organizational policies and corresponding factors for consideration that can be implemented:

Organizational Policy	Factors that Contribute to HWE
Code of Conduct	• Cover all levels of the organization • Address areas of fairness and openness • Respect the opinions of others • Treat all with equality and dignity regardless of gender, race, colour, creed, ancestry, place of origin, political beliefs, religion, marital status, disability, age, or sexual orientation • Address accountability • Act with honesty and integrity and in accordance with any professional standards and/or governing laws and legislation that have application to the responsibilities you perform • Adhere to the policies and procedures of organization • Take responsibility for your actions and decisions • Follow reporting lines to facilitate the effective resolution of problems • Ensure that you do not exceed the authority of your position • Address conflict of interest • Address confidentiality • Address consequences of violations
Training and Development	• Outline the organizations, commitment and support to training and development at all levels • Include training and development in the budgeting process • Detail how often employees are expected to take formal training - once a year, once every two years, etc. • Include the types of development programs that are acceptable • Indicate when and how employees will be reimbursed for off-the-job programs • Provide time for development that does not interrupt everyday work • Allow for practice of new skills on the job • Provide leave of absence for education leave

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Organizational Policy	Factors that Contribute to HWE
Flex Time Hours	Include provisions that provide employees with: • Rush-hour commute options • More control over time off • Work-life balance advantages, for example, being able to take a child to school or to the dentist/doctor; starting work later or leaving early to allow time for sports training • Ability to schedule work during quiet times to accomplish more • Variety in work scheduling options • Less time spent commuting to and from work
Flexible Work Hours	• Increased control over when work is done. For example, an employee might choose to work in the evening and spend time with children in the afternoon
Open Door Policies	• Ensure transparency is essential at all levels of the organization to avoid conflicts and unnecessary disagreements • Management to communicate organizational information to staff in timely manner • Ensure queries, complaints, issues receive prompt response • Schedule regular supervision meetings • Encourage effective communication and healthy discussion
Bereavement/ Compassionate Leave	• Consider time off with pay for a death or other crisis in the immediate family • Ensure your definitions of partner/spouse are non-discriminatory and include same sex relationships and all gender groups • Provide clear guidelines and leave some discretion to the Executive Director • Include staff recognition of employee loss • Consider continuing benefits during leave
Personal Leave	• Consider limited number of annual paid leave days for personal reasons • Consider community service/day of volunteering leave
Sick Leave	• Consider paying employees for a defined number of sick days • Ensure arrangements to deal with short-term and long-term disability complement sick leave

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Organizational Policy	Factors that Contribute to HWE
Pregnancy and Parental Leave	Consider top-up programs
Short/Long-Term Disability Leave	Consider top-up programs for short-term disability
Unpaid Leave	• Consider self-funded leaves or sabbaticals • Consider education leaves

Accommodation/ Return to Work	These include provisions for returning after a mental health issue which may include:
	
	• Provide flexible time
	
	• Consider part-time shifts (which may be used to return a worker to a full-time position)
	
	• Allow more frequent breaks
	
	• Implement changes in supervision
	
	• Modify the way instructions and feedback are given. For example, written instructions may help an employee focus on tasks
	
	• Have weekly meetings between the supervisor and employee may help to deal with problems before they become serious
	
	• Changes in training:
	  — Allow extra time to learn tasks
	  — Allow the person to attend training courses that are individualized
	
	• Modify job duties
	
	• Exchange minor tasks with other employees
	
	• Use technology
	
	• Allow the person to use a lamp instead of fluorescent lights to eliminate a flicker which may be irritating or cause a reaction
	
	• Provide the employee with a tape recorder to tape instructions from a supervisor, training programs and meetings if they have difficulty with memory
	
	• Allow an employee to use head phones to protect them from loud noise
	
	• Modify work space or changing location
	
	• Allow an employee to relocate to a quieter area where they will be free from distractions
	
	• Allow an employee to work at home
	
	• Provide job coach assistance in hiring, and on the job

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Organizational Policy	Factors that Contribute to HWE
Accommodating Religious Holidays	• Accommodate by arranging for employees to switch shifts, bank time, take personal days • Consider alternative arrival and departure times, staggered work hours or a variation of lunch breaks to accumulate time
Anti-Discrimination/ Harassment	• Educate at all levels to increase awareness • Include a requirement to address any instances of harassment promptly, discreetly • Consider training anti-harassment counsellors, mediators, and investigators • Include no reprisal clause • Include disciplinary repercussions • Include response timelines • Provide process for appeals, unsubstantiated complaints and complaints made in bad faith
Violence Prevention	• Consider the nature of your work and ensure guidelines are clear in protecting all workers from all types of violence • Ensure other workplace practices are not leading to risk of violence • Conduct comprehensive hazard assessment • Ensure provisions for victim assistance • Consider sensitivity training for investigators • Ensure provisions cover all workplaces, including client homes, public transportation, parking lots of buildings, offsite meeting offices

See HR Council for sample policies in the above areas: http://hrcouncil.ca/hr-toolkit/policies-sample-policies.cfm

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Section 5: Resources

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Resource #1: CHATS' HWE Programs

CHATS has a mandate to build a strong HWE culture in diverse staff groups across multiple regions and work environments. The following is a selected sample of CHATS' HWE programs that show CHATS' leadership in HWE within the community sector.

Program	Description
Health & Safety Program	• Annual Health & Safety plans (Guidelines - Public Safety Health and Safety Association) incorporate leading practices into core program • Completed five-year WSIB/Ministry of Labour Safety Groups providing opportunities for sharing/networking within the sector to improve safety practices/reducing costs • Reduction of lost-time accidents while accident/hazard reporting increasing, demonstrating strong preventative health/safety culture
Workplace Wellness Program	• Over five years of experience developing, implementing and evaluating a uniquely designed Workplace Wellness Program based on leading practices of Quality Work Life Quality Health Care, Ontario Healthy Workplace Coalition, and CHATS' needs • CHATS' Wellness Framework incorporated into CHATS' planning and programs • Development of CHATS' Health and Wellness Workshop Toolkit – "Taking Care of Me" for community groups working with South Asian seniors
Employee Engagement Model	Development of Employee and Volunteer Engagement Models based on established motivational theory that incorporates HWE initiatives
HWE Policies	Policies to support HWE (e.g. Violence/Harassment in the Workplace, Accident Reporting, Ergonomics, Driving Safety, Outdoor Safety, Musculoskeletal Disorders, Immunization)
Infection Control & Prevention Program	Dedicated resources for Infection Control Nurse Specialist to monitor, report, and train on infection control/exposure
Pandemic Plan	Imbedded in an organization-wide Disaster & Emergency Plan that complies with leading practices and legislation (regional, provincial, Ministry guidelines) tested, evaluated and inclusive of staff/clients
Human Resources Plans	Includes all key human resources functions embedding HWE into each: recruitment and retention, training and development, performance management, health and safety and workplace wellness, succession planning, risk management
HWE Development and Sustainability	• Healthy Workplace included in CHATS' core values • Dedicated HWE resources (staff and expenses) incorporated into annual budgeting process

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Healthy Healthcare Leadership Charter: Sign the Charter

This Charter is intended to support the continuous improvement of the health of all Canadian healthcare workplaces and providers. It is founded on the principle that a fundamental way to better healthcare is through healthier healthcare workplaces, and that it is unacceptable to work in, receive care in, govern, manage and fund unhealthy healthcare workplaces.

A healthy healthcare workplace is a work setting that takes a strategic and comprehensive approach to providing the physical, cultural, psychosocial and work/job design conditions that maximizes the health and wellbeing of health providers, quality of patient/client outcomes and organizational and system performance.

Health human resources should be viewed and treated as core assets of the health system. A high quality of worklife is required for the retention of our finite number of resources. Quality of worklife is also important for the delivery of effective, efficient and safe patient/client care.

Our vision is for Canadian health providers to achieve optimal health and work in healthcare settings that demonstrate healthy workplace leadership, management and accountability practices. Canada's health system needs a comprehensive and collaborative approach to workplace and workforce renewal that does not pit one organization against another in a zero-sum quest for recruitment. By working together to build, implement, evaluate and share healthy workplace leading practices, we will achieve this vision.

We agree with these principles and will act now to …

- **Make quality of worklife a strategic priority.**
- **Assess, monitor and report on quality of worklife (QWL) indicators including the Standard QWL indicators identified by the QWQHC.**
- **Identify by the QWQHC.**
- **Identify one or more priority action strategies that we will implement and evaluate.**
- **Identify and build knowledge on leading practices related to healthy workplaces.**
- **Exchange knowledge and network with other health leaders on healthy workplace practices.**

Signature	*Title*	*Date*
Organization:		
Province:		

http://www.qwqhc.ca/docs/Healthy-Healthcare-Leadership-Charter.pdf

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Tips for Creating a Survey

- Create the right questions – questions should be clear, concise and designed to lead to a reliable response.

- Make sure the questions use plain, easy to understand language. Keep questions simple, and take into consideration the language needs of your audience.

- Questions should be specific, and cover one point only in each question. The information gathered from simpler questions will yield more reliable and useful answers.

- Use a ranking scale that is easy to understand, such as a five-point scale: strongly agree, agree, neutral, disagree, or strongly disagree.

- Survey Monkey (www.surveymonkey.com) is an online survey tool that can be used to solicit anonymous feedback. See next page for a sample.

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The following Workplace Survey was developed using Survey Monkey. www.surveymonkey.com

Healthy Work Environment Workplace Survey

1. My workplace has open and effective communication practices.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

2. My employer is concerned about my health and well-being.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

3. I have access to training and development to upgrade my skills.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

4. I am aware of my health and safety rights and responsibilities at work.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

5. My workplace offer sufficient training to help protect my overall safety at work (e.g. emergency preparedness, safe lifting, and violence prevention)

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

6. I know who to consult with if I have a health and safety issue.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

7. Health and safety rules, policies and programs are current and communicated to all staff including new hires.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

8. I have the equipment and tools needed to do my job safely.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

9. Health and safety is a high priority when I am performing my job responsibilities.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

10. I know what to do in case of en emergency.

Strongly Disagree	Agree	Neutral	Disagree	Strongly Disagree
○	○	○	○	○

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11. My employer offers services, benefits or programs that adequately address my physical, psychological and mental health.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
◯	◯	◯	◯	◯

12. My employer promotes work life balance. (i.e. I can separate my work and personal life)

Strongly Agree	Agree	Neutral	Disagree	Srongly Disagree
◯	◯	◯	◯	◯

13. Management takes an interest in and appropriate action to protect employees' overall safety at work.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
◯	◯	◯	◯	◯

14. I feel comfortable voicing my concerns about my workload to my supervisor and management.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
◯	◯	◯	◯	◯

15. I feel adequately rewarded and recognized for the effort I put into my work.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
◯	◯	◯	◯	◯

16. I have freedom to decide how I work, the amount of work I do, and how I do my work.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
◯	◯	◯	◯	◯

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Healthy Work Environment Workplace Survey

17. Which of the following have caused you overwhelming and/or unmanageable stress in the last year?

☐ Changing job responsibilites

☐ Work hours/time constraints

☐ Unclear work duties

☐ Manager/supervisor has unrealistic expectations

☐ Fear of losing your job

☐ Physical exhaustion

☐ Discrimination at work

☐ Lack of workplace sensitivity around diversity issues

☐ Isolation from coworkers

☐ Death of client(s)

☐ Lack of constructive feedback

☐ Safety concerns

☐ Heavy workload

☐ Harrassment at work

☐ Complexity of client needs

Other (please specify)

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Healthy Work Environment Workplace Survey

18. What wellness topics would you be interested in learning more about? Please select all that apply.

- ☐ Weight management
- ☐ Stress management
- ☐ Smoking Cessation
- ☐ Maintaining a work/life balance
- ☐ Conflict resolution
- ☐ Financial planning
- ☐ Dealing with workplace discrimination/harrassment

Other (please specify)

[text box]

19. What types of wellness services or programs would you be interested in participating in? Please select all that apply.

- ☐ Walking club
- ☐ Yoga
- ☐ Zumba
- ☐ Lunch n' learns on healthy lifestyle topics
- ☐ Team sports
- ☐ Staff retreats
- ☐ Stress management techniques
- ☐ Staff outings
- ☐ Aerobics
- ☐ Lunch time board/card games

Other (please specify)

[text box]

20. Do you have any further comments?

[text box]

Resource #4

Selected List of Resources Utilized in the Development of CHATS' HWE Toolkit

Government	Federal & Provincial
Canadian Centre for Occupational Health & Safety	www.ccohs.ca
Public Health Agency of Canada	www.phac-aspc.gc.ca/hp-ps/index-eng.php
HealthForceOntario	www.healthforceontario.ca/en/Home/Policymakers_and_Researchers/Healthy_Work_Environments
Ontario Human Rights Code	www.ohrc.on.ca/en
Ontario Ministry of Labour	www.labour.gov.on.ca/english/hs/ (for Health and Safety) www.labour.gov.on.ca/english/es/ (for Employment Standards)
Workplace Safety & Insurance Board (WSIB)	www.wsib.on.ca/en/community/WSIB
Health and Safety Organizations	
Health & Safety Ontario	www.healthandsafetyontario.ca/HSO/Home.aspx
Public Services Health & Safety Association	www.healthyworkenvironments.ca www.pshsa.ca
Healthy Living	
Canadian Council for Health and Active Living at Work	www.cchalw.ca/english
Canadian Mental Health Association	www.cmha.ca
Dietitians of Canada	www.dietitians.ca
Guarding Minds @ Work	www.guardingmindsatwork.ca
Quality Worklife Quality Healthcare Collaborative	www.qwqhc.ca
Local Organizations	
Downsview Services for Seniors	www.downsviewservices.com
York Region, Department of Public Health	www.york.ca/Departments/Health+Services/Public+Health/Default+Health+Services+Department.htm

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Community & Home
Assistance to Seniors

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POLICY & PROCEDURE MANUAL

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EFFECTIVE DATE:	August 17, 1994	CATEGORY:	Administration-
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JOINT HEALTH AND SAFETY COMMITTEE
TERMS OF REFERENCE

PURPOSE: The goal of the committee is to prevent accidents, injuries and illnesses by promoting worker health and safety where CHATS programs and services are delivered.

CHAIRPERSON: Staff and Management representatives will co-chair the committee. One of the co-chairs is chosen by the members who represent workers, the other by members representing the employer.

MEMBERSHIP: The law requires that committees consist of at least 2 people. At least half the members must be workers who do not exercise managerial functions. The worker members must be selected by the workers.
Members shall serve a term of one calendar year from the date of appointment, which may be renewed for further periods of one year.
At least one worker and one management representative on the committee must be certified. *(Section 9(12))*
The members of the committee shall represent a cross section of CHATS staff. The current list of JHSC members will be posted at each location on the Health and Safety Board.
A qualified member will be responsible for infection control initiatives.

MEETING FREQUENCY: Minimum of 4 times per year. (Quarterly--April, July, October and January) Employees appointed to the Health and Safety Committee will not have a loss of pay when performing the assigned duties of the committee.

REPORTS TO: Management Team

1

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RESPONSIBILITIES:

ALL COMMITTEE MEMBERS

1) Promote standards of safe work practice for all employees.

2) Recommend and promote procedures for competent and prompt treatment of injuries   and illnesses sustained on work premises.

3) Establish an annual schedule of workplace inspections. Ensure that staff representatives complete monthly inspections of the workplace for each location including office, Adult Day Program and supportive housing sites.

4) Promote and recommend ongoing education programs to create awareness for a safe and healthy environment for our employees and clients. Effectively communicate information relating to hazards inherent in the building, equipment, materials and substances and infection control practices.

5) Orderly investigation, analysis, recording and reporting of incidents, accidents, infection control incidents, hazards or potential hazards to determine cause and prevent recurrences through corrective action. Provide a quarterly report to Management Team.

6) Promptly appoint a worker member to investigate a fatality, or critical injury, a refusal to work situation, or attend to Ministry of Labour investigation

7) Adhere to CHATS' policies of Confidentiality except when disclosure of information is specifically required by legislation.

8) Make recommendations to the Management Team on health and safety issues and on programs and procedures to improve health and safety. The Management Team must respond to any written recommendations from the committee, in writing, within 21 days. If the employer agrees with the recommendations, the response must include a timetable for implementation. If the employer does not agree with a recommendation, the responses must give the reasons for disagreement.

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CERTIFIED WORKER MEMBER

1) Investigate accidents that result in fatality or critical injury. The members of the committee who represent workers should choose one or more of their group to conduct such an investigation.

2) A certified worker member of the committee may represent an employee in a refusal to work situation.

3) A certified worker may accompany a Ministry of Labour inspector as he/she conducts an inspection of the workplace.

4) Certified worker members may initiate a unilateral or bilateral work stoppage as outlined in the OHSA Section 45 and 47.

5) Worker member is entitled to be present at the beginning of occupational health and safety testing with respect to industrial hygiene. Section 9, subsection 18f.

INFECTION PREVENTION & CONTROL NURSE SPECIALIST

1) Infection Prevention & Control (IP&C) Nurse will maintain the infection control program including procedure manual, policies, and immunization protocols. Review, update and distribute to staff every 2 years or as required.

2) Provide a quarterly report to the JH&SC.

3) Develop staff education plan on infection control practices and update annually.

4) Establish linkages and foster relationships with external infection control practitioners at area hospitals, Public Health, CCAC and Regional Infection Control Network.

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HEALTH AND SAFETY LEAD

1)   Set meeting schedule and provide agenda for upcoming meetings.

2)   Compile quarterly accident and hazard reports.

3)   Distribute meeting minutes to all committee members, all CHATS locations and Management team.

Procedures

Quorum for JH&SC meetings will consist of 50 % plus one committee member, with both worker and management representation and at least one co-chair present. If quorum is not achieved, meeting will be postponed to a later date within the quarterly time frame.

The committee will strive for consensus on issues that are tabled. In the event that consensus cannot be reached, a vote to determine the majority position will be conducted.

The names along with the departments and extensions of the JHSC members will be posted on the health & safety boards in all workplace locations.

The committee must record minutes of its meetings. These minutes must be made available, upon request, to the Ministry of Labour inspector. (Section 9(22)) Copies of the minutes will be posted within one week after the meeting on the health & safety boards in all workplace locations.

The committee will ensure that the Occupational Health and Safety Act is posted in the staff offices at all times. Employees are encouraged to read through the Act.

The committee Reps will undertake monthly inspections of all areas of the workplace with respect to Health and Safety. Any issues arising from monthly inspections will be dealt with immediately and brought forward at the quarterly meetings if further discussion is required. .

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Appendix A: Sample Template for Joint Health and Safety Committee Agenda

[Name] Joint Health and Safety Committee

AGENDA

Date:
Time:
Location:

1. Review of Agenda and Minutes of Previous Meeting

2. **Old Business**
   (a) Action Items from Previous Minutes
   (b) Approvals/Responses from Management

3. **Incident Summary**

4. **Monthly Reports from Worker Members**
   (a) Inspections
   (b) Audits

5. **Policy or Program Updates**
   (a) Policy review and/or update
   (b) New health and safety programs (e.g., new Risk Management Manual additions, new designated substance assessments or control programs)

6. **New Business**
   (a) New items/issues
   (b) Ministry of Labour visits (if any)
   (c) Policies or programs

7. **Annual Reviews**
   (a) Terms of reference (date)
   (b) Statistics summary (date)
   (c) Training (date)
   (d) Committee membership (date)
   (e) Designated substances (date)

8. **Other Business**

Contacts:
   Worker co-chair:
   Management co-chair:
   Minutes prepared by:

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Source: www.labour.gov.on.ca/english/hs/pdf/jhsc_guide.pdf page 34

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Appendix B: Sample Template for Joint Health and Safety Committee Minutes

[Name] Joint Health and Safety Committee

MINUTES

Date: _____

Time: _____

Location: _____

Name	Present	Absent	Member Category*	Certified Member (Y/N)	Work Location (dept, bldg, room)

(*) **W** – Worker/Non-Management (if unionized, record name of union), **M** – Management

GUESTS:

Name	Title	Department/Trade

MINUTES OF PREVIOUS MEETING:
(statement to indicate minutes of previous meeting have been read and acknowledged, and to record any corrections if required)

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Source: www.labour.gov.on.ca/english/hs/pdf/jhsc_guide.pdf page 35

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BUSINESS ARISING FROM MINUTES:

Item #:	Discussion (heading, description, actions taken, recommendations)	Actions Done By
1		
2		
3		
4		

NEW BUSINESS:

Item #:	Discussion (heading, description, actions taken, recommendations)	Actions Done By
1		
2		
3		
4		

OTHER BUSINESS:

NEXT MEETING:

Date: _____

Time: _____

Location: _____

SIGNATURES:

_____   _____
[Worker Co-Chair]   [Management Co-Chair]

| CC: | Responsible Line Manager/Supervisor
Department Heads
Union(s)
Safety Bulletin Boards |
|---|---|

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Source: www.labour.gov.on.ca/english/hs/pdf/jhsc_guide.pdf page 36

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VIOLENCE AND HARASSMENT IN THE WORKPLACE

PURPOSE:
CHATS is committed to providing a safe and healthy workplace for all staff, volunteers, and students.

CHATS recognizes the potential for violence in the workplace and therefore will take all reasonable and appropriate measures to identify, control and prevent acts of violence in the workplace.

The purpose of this policy is to define behaviour that constitutes violence, employ measures to control identified risks of violence, seek help with incidents of workplace violence, report incidents of workplace violence and harassment and investigate and deal with incidents and complaints of workplace violence.

CHATS' Violence and Harassment in the Workplace policy will comply with Ontario Bill 168, Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace).

POLICY:
Every employee has the right to a violence-free work environment.

Management is committed to the expenditure of time, attention, authority and tools to effectively educate all workplace parties to ensure a safe and healthy working environment for all employees. CHATS refuses to tolerate any type of violence within the workplace or at work-related activities. Management will use appropriate disciplinary measures against any employee found to be in violation of this policy, up to and including dismissal.

This policy will be reviewed annually, updated as necessary and posted in all CHATS workplace locations.

CONFIDENTIALITY:
CHATS wishes to assure employees filing reports or witnesses interviewed in connection with the investigation of a report that they may speak in confidence about any matters falling under this policy.

We recognize the sensitive nature of these situations and we will keep reports confidential, to the extent that we are able to do so. We will only release as much information as is necessary to

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investigate and respond to the report. Names and circumstances relating to a report will not be disclosed or discussed with anyone except when disclosure is necessary for the following reasons:

- to investigate a report or take appropriate action
- to administer disciplinary measures
- to protect other employees if it is possible that an employee may encounter a potentially violent situation and may be exposed to physical injury

NO REPRISAL:

An employee filing a report under this policy or interviewed in connection with the investigation of a report, or serving as an investigator, is assured that no threat of reprisal will be taken or made against them. Any employee who believes that any such reprisal or threat of reprisal has been made or taken should immediately contact the Director of Human Resources in order that the situation is investigated and appropriate action taken if necessary.

REMEDIAL ACTION:

Retaliation or attempted retaliation is a violation of this policy and anyone who does so will be subject to appropriate disciplinary action, up to and including dismissal.

RIGHT TO REFUSE UNSAFE WORK:

The right to refuse unsafe work now includes workplace violence. An employee may refuse unsafe work if he/she has reason to believe that workplace violence is likely to endanger them. Existing work refusal limitations for healthcare workers still apply. Healthcare workers cannot refuse unsafe work if the danger in question is a normal part of the job or if the refusal would endanger the life, health or safety of another person. Until the investigation into a work refusal is complete, the employee must remain in a safe place as close to her/his workstation as possible (unless assigned other work). She/he must also be available during normal working hours for any investigation.

DEFINITIONS:

Violence in the workplace is growing in the healthcare and community care sectors. The literature recognizes four types of workplace violence:

 Type I: External perpetrator (thefts, vandalism, assaults by a person with no relationship to the workplace)

 Type II: Client/Customer (physical or verbal assault of an employee by a client/family member or customer) **It is important to note here the distinction between Violence and Aggression.**

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Violence is the "WILLFUL INTENT" to cause harm, with no contributing physiological or psychological conditions rendering a person incompetent
Aggression/Responsive behaviours are situations where there is "NO INTENT" to cause harm-- the client has an underlying physiological/psychological condition.

Type III: Employee to employee (physical or verbal assault from an employee or former employee: includes harassment, stalking and bullying)

Type IV: Domestic Violence. Also known as Personal Relationship Violence that occurs at the workplace.

DEFINITIONS

Violence (OHSA definitions)	The exercise of physical force by a person against a worker, in a workplace, that caused or could cause physical injury to the worker An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or A statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.
Assault	Any intent to inflict injury on another, coupled with an apparent ability to do so; any intentional display of force that causes the victim to fear immediate bodily harm.
Harassment	Engaging in any vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome, and causes the person to believe their health and safety are at risk that are outside the realm of complaints of harassment that may be launched under the Ontario Human Rights Legislation. (The Human Rights Code prohibits harassment in the workplace based on race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, family status, or disability.) See CHATS Harassment and Discrimination Policy (2-L-30)
Near miss	An act of striking out, but missing the target.
Physical attack	An act of aggression resulting in a physical assault or abuse with or without the use of a weapon. Examples include hitting, shoving, pushing, punching, biting, spitting, groping, pinching or kicking the victim, unwelcome displays of affection or inciting a dog to attack.

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Psychological abuse	An act that provokes fear or diminishes an individual's dignity or self-worth or that intentionally inflicts psychological trauma on another.
Sexual abuse	Any unwelcome verbal or physical advance or sexually explicit statement, displays of pornographic material, pinching, brushing against, touching, patting or leering that causes the person to believe their health and safety is at risk.
Sexual assault	The use of threat or violence to force one individual to touch, kiss, fondle or have sexual intercourse with another.
Threat	A communicated intent (verbal or written) to inflict physical or other harm on any person or to property by some unlawful act. A communication, verbally or through body language indicating that the potential offender intends to do harm.
Verbal abuse	The use of vexatious comments that are known, or that ought to be known, to be unwelcome, embarrassing, offensive, threatening or degrading to another person (including swearing, insults or condescending language) which causes the person to believe their health and safety are at risk.
Client aggression	Includes being verbally abusive or threatening, physically threatening, lashing our violently, or overreacting and becoming very agitated. (As Per CHATS Aggressive behaviour Guidelines). This may include hitting, shoving, pushing, punching, biting, spitting, groping, pinching or kicking the victim.
Domestic Violence	A pattern of behaviour used by one person to gain power and control over another with whom he/she has or has had an intimate relationship. This pattern of behaviour may include physical violence, sexual, emotional and psychological intimidation, verbal abuse, stalking and using electronic devices to harass and control.

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PROCEDURE:

Person Responsible	Action
All Staff	**IMMEDIATE:** 1. Prepare for the threat of violence. Ask family members for an emergency number to utilize if you feel you may need additional support. 2. KEEP YOURSELF SAFE: IF NECESSARY CALL 911 AND CALL THE CHATS EMERGENCY LINE @ **905-713- 3373 EXT. 6999** OR AFTER HOURS AT 905-955-0207 TO REPORT THE EMERGENCY 3. GET YOURSELF TO A SAFE LOCATION I.E. STAY OUTSIDE THE HOME OR APARTMENT UNTIL ADDITIONAL SUPPORT ARRIVES OR YOU ARE ADVISED YOU MAY LEAVE 4. Seek medical attention if necessary. 5. Report all incidents or injuries or potential for violence including domestic violence immediately to your Supervisor/ Service Coordinator and assist with the completion of CHATS Accident/Incident/Hazard Report form. **ONGOING:** 1. Understand and comply with the violence and harassment in the workplace policy and related procedures. 2. Participate in education and training programs to be able to respond appropriately to any incident of workplace violence 3. PSW/HSW must note all incidents of client related violence in the communication log in the client folder

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Service Coordinator	1. Respond to front line staff in the event of a potentially violent situation. Advise them to keep themselves safe and remove themselves physically from the threat of violence. 2. Call 911 if necessary. 3. Call family members if necessary. 4. Immediately advise Client Care Supervisor/ Service Supervisor, Director of Client Services and Health and Safety Lead of situation.
Employer/ Management	1. Ensure compliance with the violence prevention policy and that all parties are accountable for their role in resolving issues of violence. 2. Ensure corrective action, and response measures including reporting to appropriate 3rd parties are followed. i.e Ministry of Labour, WSIB, Police.
Supervisor	**IMMEDIATE** 1. Ensure that all necessary measures are taken to safeguard employees and curtail the violence. 2. Respond to front line staff in the event of a potentially violent situation. Advise them to keep themselves safe and remove themselves physically from the threat of violence. 3. Call 911 if necessary. 4. Facilitate medical attention for employee as required. 5. Supervisors may initiate an immediate "HOLD" on service if necessary to ensure safety of all staff while investigation is conducted. 6. Report to Health and Safety Lead 7. Immediately investigate all reports of workplace violence using CHATS' Accident/ Incident / Investigation /Hazard report form and document in Goldcare 8. Gather information about the specific situation from various sources including the client, client history, family members, staff persons, or others who may provide insight into the potential risks and determine a

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	incidents.
Joint Health and Safety Committee	1. Track and analyze accidents/ incidents for trending and prevention initiatives. 2. Make recommendations to the employer to ensure appropriate training in violence measures is provided. 3. Review the violence prevention policy annually and make recommendations for prevention and enhancements of the program. 4. Post policy in all workplace locations.

SUPPORTS / RESOURCES FOR EMPLOYEES AFFECTED BY WORKPLACE VIOLENCE (See Attached)

*OTHER RELATED POLICIES /PROCEDURES/FORMS:
1. **Accident/Incident/Investigation Report Form (07/120)**
2. **Workplace Hazard Report Form (07/172)**
3. **Progressive Discipline 2-L-50**
4. **Harassment and Discrimination 2-L-30**
5. **Aggressive Behaviour Guidelines**

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York Region Agencies

Assaulted Women's Helpline	416-863-0511 (crisis) 1-866-863-0511 (crisis) 416-364-4144 (admin)
Community Crisis Response Service Hours: 7am -4am	905-310-COPE (2673) 1-800-848-6838
Domestic Abuse & Sexual Assault Care Centre	905-832-1406 ext.3 1-800-521-6004
Sandgate Women's Shelter of Georgina	905-722-3220 (crisis) 905-722-4043 (admin) 1-800-661-8294
Victim Services of York Region	905-474-2955
Yellow Brick House	905-727-1944 (crisis) 1-800-263-3247 (crisis) 905-727-0930 (admin)
Employee Assistance Program	1-866-468-9461
Human Rights Legal Support Centre	416-314- 6266 1-866-625-5179 www.hrlsc.on.ca
Seniors Safety Line (Elder abuse hotline)	1-866-299-1011
Blue Door Shelter (Men's, Family, Youth)	1-888-554-5525 905-898-1015

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Resource #7: Sample - Accident/Investigation Form

ACCIDENT/INCIDENT INVESTIGATION

SAMPLE - ACCIDENT/INCIDENT INVESTIGATION FORM

Instruction: This form must be completed by the store manager and a member of OH&S committee whenever an accident/incident occurs. The assistant manager or authorized designate for the store will be responsible for completing this form in the absence of the store manager. The store manager must ensure a copy of the completed report is forwarded to the Human Resources Manager, and the OH&S committee.

Accident/incident resulted in: ___ injury ___ illness ___ property damage ____ near miss ____ first aid

___ medical aid ___ recurrence ____ other (check all that apply)

Store Location	Department	
Location of Incident (Be specific – eg. aisle 10)	Date of incident am Time_____ pm	Date reported accident/incident

ACCIDENT/INCIDENT INFORMATION

Supervisor:_____ Date of first missed shift:_____ No. of days lost_____

Approximate date of onset, if no specific date of injury:_____

Object/equipment/substance inflicting damage/injury:_____

Nature of injury:_____ Body part(s) affected:_____

EMPLOYEE INFORMATION

Name (last name first – please print)

_____ Home phone number:_____

Home Address:_____ Age: _____ Sex: M / F

_____

_____

Date of employment:_____ Occupation/Position: _____

Experience (time) in job:_____

Evaluation of loss Potential if not corrected	Loss severity potential □ Major □ Serious □ Minor	Probability of occurrence □ High □ Moderate □ Low

Describe how the event occurred.

Source: Workplace Health, Safety and Compensation Commission,
www.whscc.nf.ca/forms.whscc

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ACCIDENT/INCIDENT INVESTIGATION

Immediate causes: What substandard acts/practices and conditions caused or could cause the event? See end of form.

Basic causes: What specific personal or job/system factors caused or could cause this event? See end of form.

Remedial actions: What has and/or should be done to control the causes listed?

Prevention of Accident/Incident Recurrence
Describe what action is planned or has been taken to prevent a recurrence of the accident, based on the key contributing factors

(immediate)

(long term)

Signed by Supervisor_____   Supervisor's Name _____

Signed by Person Involved:_____   Signed by HR:_____

Signed by Store Manager:_____   Date: _____

REPORT FORM DEFINITIONS
INJURY – physical harm or damaged to a person.
ILLNESS – unhealthy condition in mind or body.
FIRST AID INJURY – a minor injury requiring only first aid treatment.
MEDICAL AID INJURY – an injury requiring treatment by a health care professional.
LOST TIME INJURY – a disabling injury where the injured person is unable to report for the next regular shift.
RECURRENCE – an accident or incident which has occurred more than once.
PROPERTY DAMAGE ACCIDENT – accidental loss to equipment, material, and/or the environment.
INCIDENT (NEAR-MISS) – an undesired event that, under slightly different circumstances, could have resulted in personal property damage or loss.

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ACCIDENT/INCIDENT INVESTIGATION

IMMEDIATE CAUSES – check all as appropriate	
Substandard Acts/Actions	**Substandard Conditions**
☐Operating equipment without authority	☐Inadequate guards or barriers
☐Failure to warn	☐Inadequate or improper protective equipment
☐Failure to secure	☐Defective tools, equipment or materials
☐Operating at improper speed	☐Congestion or restricted action
☐Making safety devices inoperable	☐Inadequate warning system
☐Removing safety devices	☐Fire and explosion hazard
☐Using defective equipment	☐Poor housekeeping, disorder
☐Failure to use PPE	☐Hazardous environmental conditions, gases, smoke, dusts, fumes
☐Improper loading	
☐Improper placement	☐Noise exposure
☐Improper lifting	☐Radiation exposure
☐Improper position for task	☐High or low temperature exposure
☐Servicing equipment in operation	☐Inadequate or excess illumination
☐Horseplay	☐Inadequate ventilation
☐Under influence of alcohol and/or other substances	

BASIC CAUSES – check all as appropriate	
Personal Factors	**Job Factors**
☐Inadequate capability	☐Inadequate leadership/supervision
☐Lack of knowledge/training	☐Inadequate engineering
☐Lack of skill	☐Inadequate purchasing
☐Stress	☐Inadequate maintenance
☐Improper motivation	☐Inadequate tools/equipment
	☐Inadequate work standards
	☐Wear and Tear
	☐Abuse and/or misuse

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Resource #8: Sample CHATS' Inspection Checklist

MONTHLY HEALTH AND SAFETY INSPECTION (JH&SC)

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Date of Inspection: _____ Location: _____

Inspected By: _____

Class A	Requires immediate attention. Likely to cause permanent disability, loss of life or body part, and /or extensive property damage.
Class B	Requires short-term action. Likely to cause serious injury or illness (temporary disability) and/or disruptive property damage.
Class C	Requires action in the future. Likely to cause minor (non-disabling) injury or illness and/or non-disruptive property damage.

Instructions for completion.

Classify hazards as A, B, or C if description does not pass inspection.

Check last month's inspections and if item is repeated and not yet completed indicate in appropriate column.

Hazards are to be addressed with and corrected by the appropriate facility manager. If hazard/item has been fixed, appropriate manager is to initial in column and indicate completion date. Any work order requests must be stapled to inspection form.

Appropriate Manager/Supervisor is to sign inspections and inspection is to be returned to Human Resources Coordinator.

Once inspections are signed Human Resources Coordinator will post on the Health and Safety Board.

GENERAL

Description	Pass Y/N	Class A/B/C	Repeat Item? Y/N	Comments	Recommended Action	Action Completion Date	Initial
Is the following posted on Health & Safety bulletin board?							
Members of JHSC							
CHATS H&S policy							
Previous JHSC minutes							
Last month's inspection							
Floor plan indicating location of first aide kit, fire alarms and extinguishers							
WSIB Regulation 1101							

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GENERAL

Description	Pass Y/N	Class A/B/C	Repeat Item? Y/N	Comments	Recommended Action	Action Completion Date	Initial
OHSA							
Disaster & Emergency plan							
List of certified First Aiders							
WSIB form 82 in case of injury poster							
Fire Safety Plan							
Shoe policy							
Outdoor Safety Policy							
Scent Free Zone poster							
Prevention starts here poster							
Are fire extinguishers unobstructed and easily accessible?							
Are fire extinguisher locations clearly marked?							
Are fire extinguishers regularly inspected?							
Is a PASS sign posted with each fire extinguisher?							

FIRST AID

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GENERAL

Description	Pass Y/N	Class A/B/C	Repeat Item? Y/N	Comments	Recommended Action	Action Completion Date	Initial
Is first aid kit full? (use checklist)							
Is first aid kit unobstructed?							
Is the location of the first aid kit clearly marked?							

KITCHEN / WASHROOMS

Description	Pass Y/N	Class A/B/C	Repeat Item? Y/N	Comments	Recommended Action	Action Completion Date	Initial
Is the general area clean and well maintained?							
Is the floor clean and dry?							
Is all equipment clean and in good repair?							
Are food products stored properly? (no refrigerated products on shelves)							
Soap in 3 washroom							
Hand washing posters visible							
Hand sanitizer in the office							
Are flammable or hazardous materials properly stored and labelled?							

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GENERAL

Description	Pass Y/N	Class A/B/C	Repeat Item? Y/N	Comments	Recommended Action	Action Completion Date	Initial
Is emergency exit clear and unobstructed?							
Are exit signs illuminated?							
Salt supply at back exit during winter months							
FACILITY							
Is MSDS current for all consumer products?							
Are employees/visitors using the sign in/out procedures? Are visitors clearly identified?							
Is staff using proper security measures? (personal belongings out of sight, drawers locked if needed)							
Are all extension cords in good condition?							
Are all cover/switch plates in place and secure?							
Are any electrical outlets/ extension cords overloaded?							
Are electrical wires/phone lines/computer lines secured?							

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GENERAL

Description	Pass Y/N	Class A/B/C	Repeat Item? Y/N	Comments	Recommended Action	Action Completion Date	Initial
Are emergency exits clear and unobstructed?							
Are exit signs illuminated?							
Are there defective chairs/ desks/tables used? Do any need repair?							
Are floor tiles loose, missing or broken?							
Are carpets in good condition and well secured?							
Are aisles/doorways/corners free of obstruction?							
Are there any trip hazards? (extension cords; boxes etc across walking surface)							
Are light covers in place and secure?							
Is lighting adequate?							
Are ceiling tiles in place?							
Is material stored in a safe manner? (boxes are not about to fall over.)							
Are heavy items stored on the middle or lower shelves?							

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GENERAL

Description	Pass Y/N	Class A/B/C	Repeat Item? Y/N	Comments	Recommended Action	Action Completion Date	Initial
Are shelves/filing cabinets secured to prevent falling over?							
Are dollies/stepladders accessible?							
Are flammable or hazardous materials properly stored and labelled?							
Is all medical equipment owned by CHATS in good and working condition? (wheelchair, walker, etc.)							
Is all office equipment owed by CHATS in good and working condition? (filing cabinets, headsets, etc.)							
Is facility wheelchair accessibility maintained?							
STORAGE ROOM							
Is electrical room/panel free of clutter and organized?							
Is the control panel(s) identified and accessible?							
Are dollies/stepladders accessible?							
Are flammable or hazardous materials properly stored and labelled?							

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GENERAL

Description	Pass Y/N	Class A/B/C	Repeat Item? Y/N	Comments	Recommended Action	Action Completion Date	Initial
Are emergency exits clear and unobstructed?							
Are exit signs illuminated?							
Are heavy items stored on the middle or lower shelves?							
Is material stored in a safe manner? (boxes are not about to fall over)							
OFFICE ERGONOMICS							
Do staff have any MSD related concerns with their workstation? Hazards? Force, Repetition Duration in Awkward posture							
Does office layout/work stations meet with ergonomic standards?							
Are there defective chairs/ desks/tables used? Do any need repair?							
OTHER							
Any other concerns not listed above?							
Salt supply in ADP walk-in closet beside front entrance							
Is MSDS binder available? Is it current?							

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GENERAL

Description	Pass Y/N	Class A/B/C	Repeat Item? Y/N	Comments	Recommended Action	Action Completion Date	Initial
Is the ventilation and air exchange adequate? Are there complaints of stuffy air/ headaches/ uncomfortable temperatures?							
Do staff have any concerns over tasks that may pose MSD Hazards? Force Repetition Duration in Awkward posture							
Are the fire extinguishers charged?							
Are fire alarms inspected and tested annually?							
Are smoke detectors tested annually?							
Are sprinkler heads unobstructed and clear?							
ADMINISTRATION							
Location of fire alarms:					Smoke Detectors:		
Provide date of fire alarm pull stations review with all staff.					Please provide dates of smoke detector checks for current year.		
Fire Drills:					Fire Inspections:		
Please provide dates of fire drills for current year.					Please provide date of last fire inspection completed		

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Performance Management – Employee Development Plan Template

Year Employee Development Plan --To be completed by	Name:

Strategic Priorities Year	Linking Strategies to Results	Results → What we will achieve
1.	**Mission** – Why we exist **Values** - What's Important to Us **Vision** – Where we want to be **Strategy** – Our game plan, how we create value to succeed **Results** – What we will achieve	▪

Lead and Development Objectives	Learning/Development Activities	Dates	Outcomes &/or Key Measures	Sponsors	Progress Assessment (mid-year & year-end)
Lead Objective					Outcomes:
Development Objective					Outcomes:
Development Objective					Outcomes:

Compensation for meeting development objectives is based on funding and subject to change at the discretion of the employer

Coaching Meeting Date #1 (Date):	Coaching Meeting Date #2 (Date):
Employee Signature:	
Supervisor Signature:	

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PERFORMANCE APPRAISAL FORM

NAME:		DATE:	
POSITION TITLE:			
DEPARTMENT:			
SUPERVISOR:			
REASON FOR REVIEW:	Probationary	Annual Review	Other
START DATE:	Date of hire:	In Current Position:	
APPRAISAL PERIOD:	From:	To:	
DATE OF LAST FORMAL APPRAISAL:			
Number of sick days taken this performance period:		Agency average sick days taken:	

In order for Company X to have successful performance all employees must contribute the following:

Competently perform the responsibilities of their position *i.e. these are the job description competencies and key areas of accountability.*

Contribute to initiatives that link to the annual strategic priorities *i.e. these are lead objectives.*

Continuously improve skills and abilities *i.e. these are development objectives.*

Employee Section:

1. Identify your key strengths and results for this performance period (*competencies and key areas of accountability, lead and development objectives*) including the percentage of target achieved for lead objectives and demonstrated progress on development objectives. Identify any factors contributing to non-achievement of lead or development objectives.

Competencies and Key Areas of Accountability – *Identify your key achievements and strengths*

Lead Objectives – *Identify results achieved and % of target achieved*

Development Objectives – *Give examples of demonstrated progress or outcomes achieved*

2. What areas of your performance would you like to improve and what additional contributions would you like to make (e.g. teams and committees) and how could you achieve this? What additional learning and development do you need?

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3. This is the role I hope to obtain at Company X within the next few years (consider your strengths and any new areas of development):

4. I'd like to be recognized for my accomplishments in the following ways:

5. My supervisor can help me achieve in the following ways:

Supervisor Section:

1. Summarize the key strengths and results for this performance period (*competencies and key areas of accountability, lead and development objectives*):

Competencies and Key Areas of Accountability:

Lead Objectives:

Development Objectives:

2. What further performance improvements and contributions (e.g. teams and committees) can this employee make in the next performance period?

OVERALL PERFORMANCE RATING:	Rating:	Compensation
LEAD OBJECTIVES:		
DEVELOPMENT OBJECTIVES:		
Employee Comments:		
Employee Signature:	Supervisor Signature:	
Date:	Date:	

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