



Human Resources Department

**TO: Audit Committee**

**SUBJECT: Corporate Occupational Health and Safety Report**

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Report number: HR-02-12 File Number(s): 355-01

Report Date: March 9, 2012 Ward(s) Affected: 1  2  3  4  5  6  All

Date to Committee: May 8, 2012 Date to Council: May 22, 2012

**Recommendation:** X For information only

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**Reference to Strategic Plan:** Excellence in Government

To be confident that the City is well-managed, forward-looking and responsible. This strategic priority is about creating community confidence through mutual trust and excellence in performance. It is also about paying attention to the City as a workplace, and creating a culture of support and engagement for staff.

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**Background:**

The City of Burlington is committed to improved health and safety performance targeting zero workplace injuries. This report provides information on the status of the City's health and safety program, activities, priorities, and performance for 2011 and is intended to provide a record of the City's progress.

The City's health and safety program is comprised of many initiatives to meet the overall goal of zero lost time workplace injuries. Programs such as safety orientation for new employees, training in occupational health and safety responsibilities for supervisors, incident reporting and investigation for front line staff help ensure awareness and communication. Accountability is measured by the reduction of hazards and incidents.

The underlying principles are to provide a safe and healthy workplace by reducing/preventing workplace accidents and returning injured workers to meaningful productive work.

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## Discussion:

### Injury and Accident Statistics

Information regarding work-related injuries/illnesses both corporately and by division for 2011 is attached in Appendix A. This information includes:

- Number of lost time injuries approved by the WSIB or awaiting a WSIB decision
- Number of medical aid claims where the employee sought medical attention but did not lose time from work and were approved by the WSIB or awaiting a WSIB decision
- Trend analysis of the injury type/category

In 2011 the trend in reducing lost time injuries continued from 2010

- **Lost Time Claims 17% reduction  
(29 in 2011 vs. 35 in 2010)**

There was a decrease in the days lost in 2011 from 2010

- **Days Lost 30% decrease\*  
(350 in 2011 vs. 497 in 2010)**

*\*There has been 1 WSIB approved Post Traumatic Stress Disorder claim involving Transit which resulted in 187 shifts lost. Due to the complexity of this claim, offers of modified work have not been approved by the WSIB. We continue to work through the rehabilitation process and with WSIB administration to return this employee back to work in 2012.*

There has been a significant reduction in accident frequency and/or severity in the following divisions:

- Transit decreased lost time incidents by 27% but experienced an increase in time lost from work by 6%. 3 lost time claims were denied by the WSIB as not work related.
- Transportation Services decreased lost time incidents by 50% and decreased the amount of time lost from work by 87%.
- Parks and Recreation decreased lost time incidents by 50% and decreased time lost from work by 84%. 4 lost time claims were denied by the WSIB as not work related
- Roads and Parks Maintenance decreased lost time incidents by 25% and decreased time lost from work by 29%. 1 lost time claim was denied by WSIB as not work related.

- Fire increased lost time incidents by 37%, however time lost from work was decreased by 11%.
- Building and Legal had 1 claim each, and both were denied by WSIB as not work related.

### **Lost Time Injury Frequency %**

This represents the number of lost time injuries that will occur per 100 employees in a year. The percentage is derived by dividing the number of lost time injuries by the number of full time equivalents multiplied by 100 (Appendix A).

- 2011 lost time frequency = 2.5 %
- 2010 lost time frequency = 3.1 %

### **Injury Severity %**

This number represents the average number of days (shifts) lost per 100 employees in a year. The percentage is derived by dividing the number of days (shifts) lost by the number of full time employees multiplied by 100 (Appendix A)

- 2011 injury severity = 30.1 %
- 2010 injury severity = 42.8 %

**Note:** Upon appeal by the City as non-work related incidents, the WSIB has denied 10 claims. These denials are not included in our WSIB statistical data.

### **Health and Safety Activities**

#### **Impact of Additional Coordinator of Vehicle and Equipment Trainer**

In 2010, Roads and Parks Maintenance hired an additional Coordinator of Vehicle and Equipment Trainer to work primarily in Transit. This position is responsible for providing training for new operators, refresher training for experienced operators and to provide incident investigation assistance to supervisors.

As a result of City staff initiatives there is a reduction in the number of preventable transit collision incidents:

- 2010 = 31
- 2011 = 24

## **CVOR**

Data collected shows a marked improvement in the City of Burlington Commercial Vehicle Operators Registration (CVOR) rating with the Ministry of Transportation.

- In 2009, the City experienced its highest Overall Safety Violation Rate exceeding 50%
- As a result, the MTO completed an audit on the City record keeping, collision history, training programs and incident investigation.
- In March 2011 the City Overall Safety Violation Rate was decreased to 28.5%.

### **Transit Driver Training Program:**

- In 2011 the new hire training program was revamped and extended from 2 weeks to 4 weeks with a 2 to 1 ratio of trainees to trainer
- Air Brake Refresher and Defensive Driving Courses were held for new and existing operators
- Return to work driving assessments were implemented for operators returning from absences from work (i.e. WSIB lost time injury)
- Driving assessments were conducted for operators who experienced preventable collisions
- Handi-van Training was enhanced to ensure good driving habits
- On Road Ride Checks were completed by CVET or a supervisor on board the bus while in service to ensure that all policies are being adhered to including destination sign/GFI fare box operation, calling out stops for AODA compliance, safe driving, customer service and schedule adherence

## **Trends Analysis**

Over the year, incidents have been reported, investigated and categorized to identify any trends in our incident history.

Fire Department: Noted increase in offsite training incidents. Issue was addressed by management and JHSC to recommend changes. A pre-training site inspection procedure and a designated safety person were implemented. There was an immediate reduction in these types of incidents.

Parks and Recreation: Aquatics lifeguards were injured handling lane ropes. After a near miss involving the lane rope reel, the incident investigation identified the lack of training and standard operating procedure for using lane ropes. Staff developed a safe operating procedure to ensure lifeguards were trained in proper handling. There have been no lane rope related incidents since implementation.

An increase in part-time employee related incidents in the arenas and community centres identified the need to provide additional training in health and safety responsibilities for front line staff to ensure proper supervision is provided.

## **Training**

Over the year, 750 participants were involved in training in the following areas:

- Corporate Health & Safety supervisory toolbox was given to 57 staff at Fire, Parks and Recreation and The Centre for Learning. The toolbox which assists supervisory staff in health and safety prevention initiatives includes roles and responsibilities under OHS Act, physical demands analysis, risk assessment procedure, incident investigation, early and safe return to work and trends analysis.
- Mandatory training for all Parks and Recreation and Roads and Parks Maintenance front line staff including crew leaders was completed. Training included workplace specific information dealing with prevention, accident trends, hazard identification, the internal responsibility system, and employee obligations/responsibilities under the Occupational Health and Safety Act and the Workplace Safety and Insurance Act.
- Corporate health and safety orientation for new employees to ensure they are aware of any hazards in the workplace as well as any legislative requirements including OHS Act Section 32 (Bill 168), reporting, tracking and confidential investigation and recommendations.
- Review of Workplace Hazardous Materials Information System training for all facility staff in Parks and Recreation and Roads and Parks Maintenance.
- First Aid/CPR/Automatic Defibrillators training for new and recertification for existing providers in the spring and fall.
- Hazard specific training in Fall Protection and Ladder safety has been provided to Parks and Recreation facility staff including part time employees.

## **Physical Demands Analyses (PDA)**

In 2011, a qualified ergonomist completed PDA's for the Transit and Roads and Parks Maintenance Supervisor positions and Customer Service/Administration Clerks in Parks and Recreation/Building. Currently most positions in the City have a Physical Demands Analysis on file. In 2012, PDA's will be completed for specific positions involved with WSIB or non-occupational illness when required. PDA's provide details on posture, force and repetition for each task an employee in that job will perform. These documents are used to assist in hiring and for working with the employee's medical professional to assist in their early and safe return to work.

## **Job Hazard Assessments**

Job hazard assessments need to be completed on all high to moderate risk activities to ensure employees are provided with hazard information and controls to prevent injury. This assessment lists the tasks involved, identifies the hazards involved, evaluates the severity of risk and classifies the controls required for prevention. Supervisors have received training in this process and with assistance of the Joint Health and Safety Committee will be requested to create documents for future use during hiring, training, and incident follow up.

## **Ergonomic Assessments**

To assist with the reduction of muscular skeletal injuries, employees who are experiencing discomfort while working at a work station or performing activities could request an ergonomic assessment from health and safety. After the initial review, recommendations are made to adjust the workstation and remove some of the possible causes for discomfort. If further review is required, a qualified ergonomist will assist with the process. The goal is to fit the job to the person, not the person to the job before the person is required to take time away from work. In 2011, 10 workstations were reviewed and no claims were filed with WSIB.

## **Joint Health and Safety Committee Activities**

The City currently has seven Joint Health and Safety Committees which operate under the guidance of Human Resources and the Occupational Health and Safety Act. The committees monitor the Internal Responsibility System in their workplaces and have made recommendations to improve the process. Generally, the committees function well however, a target for 2012 will be better communication and documentation between the Committee and departmental management.

## **Ministry of Labour Correspondence and Visits**

- Fire Department: While fighting a fire (using a water line) at a vacant building, a Firefighter reported feeling a shock. As a result, an MOL inspector visited Fire HQ and met with the Deputy Fire Chief and the JHSC Co-Chair to discuss fire fighting procedures and energized buildings. During the meeting standard operating procedures, protocols and information that verified that the building was not energized at the time of the fire were shared with the inspector. The MOL was satisfied with the information and assistance provided, and no orders were issued.
- Parks and Recreation: A Program Leader fainted (as a result of high outdoor temperatures) during a trip to Bronte Creek Provincial Park. As loss of consciousness is considered a critical injury and is reportable as per Regulation 834, the MOL was contacted. The MOL inspector responded to our report and asked for a copy of our investigation report as well as our heat stress policy and training

process. All staff receives information on heat stress during orientation and refresher OHS training. Departments have developed action plans for high temperature and humidity days. No site visit or orders were written.

- Transit – Mechanical Division: An employee in the bus wash area called the MOL and commented that they believed the contracted services were working unsafely during the afternoon shift. Transit Management had already been made aware and were investigating the allegations. The practices of the contracted services were reviewed and corrected to prevent any future incidents. The MOL inspector felt that the Internal Responsibility System was working and that his presence was not required at the site and no orders were issued
- Building and Planning – Animal Control: A member of the public attempted to open the door when her cane accidentally contacted the automatic door opener button. She lost her balance when the door stuck her and she fell, hitting her head on the concrete floor. This resulted in a significant amount of blood loss and as such, was reported to the MOL as per Regulation 834.

The Ministry of Labour inspection blitzes as part of its Safe at Work Ontario strategy, targeted young worker training, ladder safety, workplace violence and loading docks during 2011. The City did not record any visits from the MOL on these issues.

### **Strategy/Process**

The strength of our health and safety program is based on the principles of the Internal Responsibility System and that everyone is responsible for working towards a safe and healthy workplace. The City of Burlington health and safety policy statement states:

*“Health and safety is an important part of all job descriptions at the City of Burlington and is enforceable through the performance management system”*

To meet this requirement, Human Resources requests the support of Council and Senior Management to adopt safety targets to identify, promote, measure and implement health and safety initiatives to all levels of staff as a requirement of the performance evaluation process. It should be noted that some departments already use performance evaluation targets.

### **Performance Evaluation Program**

As part of the performance evaluation program, staff shall identify health and safety targets for the upcoming year. These targets must be measurable and action based. Corporate targets will be set to (a) reduce the number of Lost Time incidents corporately by 15% to 20%, and (b) achieve a 70% average or better following departmental related health and safety audits.

Each department will use the following template to select appropriate targets related to their respective areas.

<b>Category</b>	<b>Directors</b>	<b>Managers</b>	<b>Supervisors</b>	<b>Employees</b>
<b>Incident Reduction</b>	Meet the 20% incident reduction target * For dept's with no incidents, work on implementing preventative programs and actions	Set action plans to achieve the targets set by the Director * For dept's with no incidents, work on preventative actions	Work to complete the action plans set by Manager	Work in a safe manner to ensure incident reduction targets are met or prevented
<b>Near Miss Reporting</b>	Encourage and measure reported near misses – 3 per department	Encourage and measure reported near misses – 3 per department	Encourage and measure reported near misses – 3 per department	Report near misses and participate in identifying root causes/corrective actions
<b>Workplace Inspections</b>	Participate in 2 workplace inspections	Participate in 4 workplace inspections	Participate in 6 workplace inspections	Participate in 1 inspection (1 area) or 1 JHSC meeting as a guest
<b>JHSC Meetings</b>	Participate in 1 JHSC meeting	Participate in 2 JHSC meetings	Participate in 2 JHSC meetings	
<b>Accident Investigation (Including Root Cause Analysis and Corrective Actions)</b>	Provide input and validation of safety concerns and recommendations	Review accident investigation reports and ensure root causes are identified and corrective actions put in place	Complete accident investigation reports (with JHSC, employees) and ensure root causes are identified and corrective actions put in place	Participate in root cause analysis and identification/implementation of corrective actions
<b>Job Hazard Assessments</b>	Support and ensure completion of job hazard assessments	Review and sign off on job hazard assessments	Work with employees to ensure job hazard assessments are complete	Provide input to job hazard assessment process



<b>Training</b>	Provide resources to ensure specific regulatory training (i.e. personal protective equipment, confined space, LOTO, WHMIS, etc.) is provided for staff	Ensure specific regulatory training (i.e. personal protective equipment, confined space, LOTO, WHMIS, etc.) is provided for staff	Identify and initiate required safety training	Participate in required safety training
<b>Hazard Recognitions and Ergonomic Surveys</b>	Provide resources to ensure hazard recognitions and ergonomic surveys action items are closed	Implement the Job Hazard Recognition and Employee Ergonomic Survey processes (New process in 2012)	Work to close employee hazard recognitions and ergonomic surveys	Report any unsafe act or conditions using the Hazard Recognition Process or Ergonomic Survey
<b>Reporting</b>	Report progress to SMT on a semi-annual basis	Report progress to Director on a quarterly basis	Report progress to Director on a semi-monthly basis	

The targets will be reviewed each year and could vary based on the results of the Health and Safety Audit. Consultation with Human Resources Health and Safety staff will assist with target determination.

### **Financial Matters:**

Workplace Safety and Insurance Costs **increased by 11% in 2011.**

- 2011 = \$684 558
- 2010 = \$608 760

The increase in costs can be attributed to:

- Majority of the lost time claims involve part-time or casual employees which are paid by the WSIB directly then charged back to our Employee Accident Reserve account. (This increase includes one claim for Transit which resulted in 187 days off work for post traumatic stress syndrome). The WSIB cost for this claim in 2011 was \$ 31,425.00 for wages and healthcare, plus WSIB administration charges.

- 2 claims required extensive retraining and skills assessment by WSIB under new Labour Market Re-integration (Old Labour Market Re-entry) Process to assist with re-employment. (Currently we are appealing one WSIB created program and assisting with other in house to reduce exposure to WSIB costs) The existing costs estimated at \$26, 000 are reflected in the pension account of the Employee Accident Reserve Fund,
- Pension costs arising from the presumptive legislation for firefighter cancer claims and increase permanent disability pension (NEL) awards from WSIB (Non-economic loss pension is percentage based on the complexity of the permanent disability)
- WSIB 24% administration rate on all claims, correspondence and medical costs

Enhanced return to work efforts and a concentrated focus on health and safety initiatives, communication, training, and tools can reduce incidents and time off to reduce these costs in the future. A breakdown of the costs is attached in Appendix A.

Human Resources continue to work towards a target of zero lost time workplace injuries through the initiatives identified above.

### **Communication Matters:**

Corporate Health and Safety provided updates via:

- Quarterly scorecard report to the Senior Management Team identifying frequency and duration of injuries, lost time, costs, and corporate health and safety initiatives
- COBnet (City's intranet) quick link to "Work Safe Work Smart" provides a quick snapshot of lost time injuries and is updated monthly
- COBnet My Workplace Link to Health and Wellness, "Health and Safety page" provides:
  - Safety standards
  - Health & safety forms
  - JHSC minutes
- Broadcasts to all management regarding Ministry of Labour and Workplace Safety and Insurance Board initiatives
- "Safety Talks" training materials provided to supervisors to assist with tailgate and staff meetings.

- Regular participation of H&S staff at General Manager, Director and Manager Meetings to discuss OHS statistics, trends, and proactive actions.
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## **Conclusion:**

The reduction in lost time incidents and time lost demonstrate the strength of the City's health and safety program.

As we move forward, initiating safety targets into the performance evaluation process will ensure the City meets our due diligence compliance under the Occupational Health and Safety Act of Ontario and continues to support our health and safety program.

The Corporation continues to work toward a target of zero lost time incidents by providing managers, supervisors, and employees with the appropriate tools, education, and support to monitor and investigate incidents and trends.

The emphasis for 2012 will be on hazard risk assessment internal audits, accident investigation, trend analysis, and prevention strategies to reduce muscular skeletal disorders to meet our corporate reduction targets.

The continuing support of Council and Senior Management will ensure legal compliance with the Occupational Health and Safety Act and encourage the Internal Responsibility System in our workplace.

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Respectfully submitted,

Doug Richardson, Health and Safety Coordinator  
905-335-7600 extension 7604

**Appendices:**


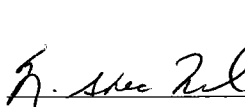
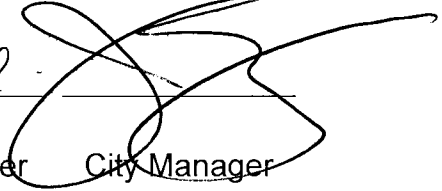
A. 2011 Year end OHS Scorecard Information
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**Notifications:**

Name	Mailing or E-mail Address

**Approvals:**

\*required

\*Department Head

City Treasurer

General Manager

City Manager

To be completed by the Clerks Department	
Committee Disposition & Comments	
	01-Approved 02-Not Approved 03-Amended 04-Referred 06-Received & Filed 07-Withdrawn
Council Disposition & Comments	
	01-Approved 02-Not Approved 03-Amended 04-Referred 06-Received & Filed 07-Withdrawn

## APPENDIX CORPORATE STATISTICS

YEAR	LOST TIME INJURIES	MEDICAL AID ONLY	TOTAL WSIB REPORTED INJURIES	INJURY FREQUENCY %	HOURS OF EXPOSURE	NO. OF EMPLOYEES FTE's	LOST DAYS (SHIFTS)	INJURY SEVERITY %
2011	29	29	58	4.9	2323640.00	1161.82	350	30.12
2010	35	42	77	6.5	2344960.00	1172.48	497	42.38
2009	41	40	81	7.0	2303240.00	1151.62	453.5	39.38
2008	54	38	92	8.2	2229460.00	1114.73	988	88.63
2007	67	46	113	10.5	2138400.00	1069.20	676.0	62.82

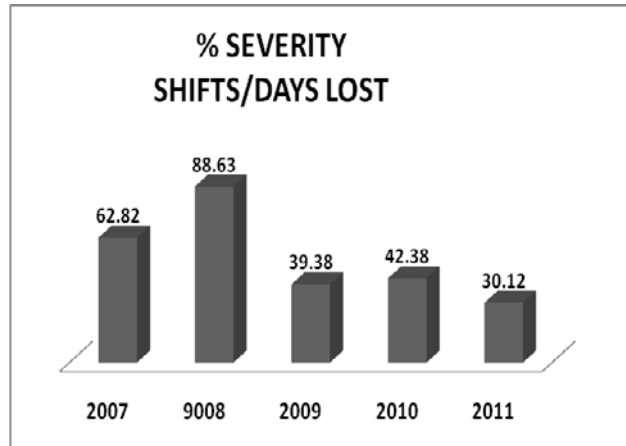
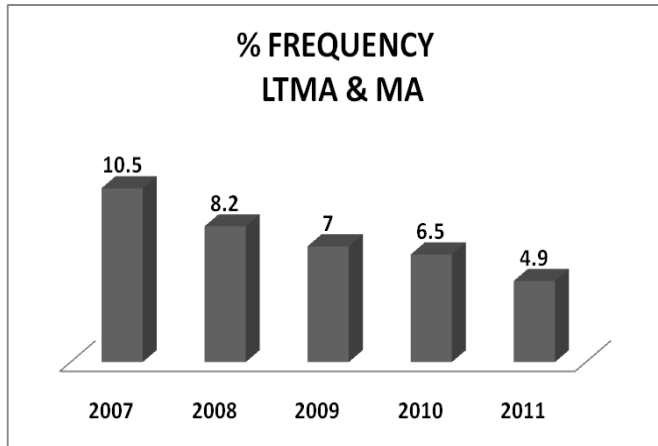
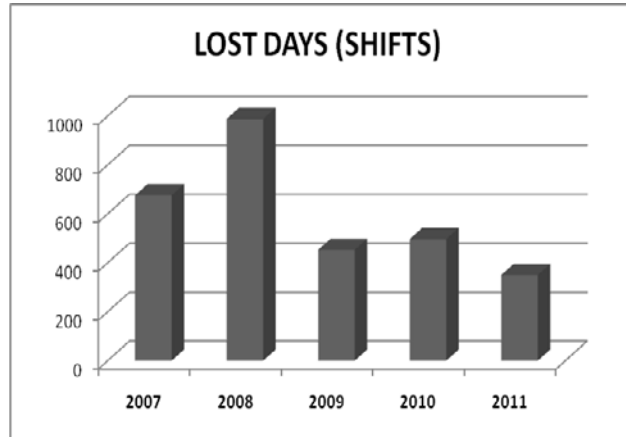
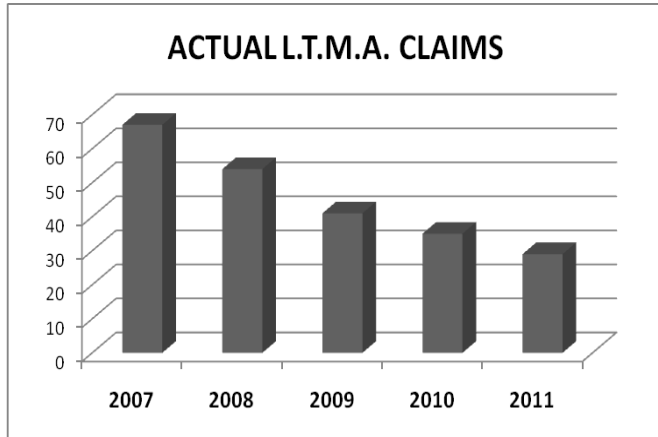
Formulas Used:

Hours / year / FTE = 2,000 hours (8 hrs x 5 days/week x 50 weeks)  
hours

Injury Frequency % = # injuries / # FTE x 100  
FTE x 100

Hours of Exposure = # FTEs x 2,000

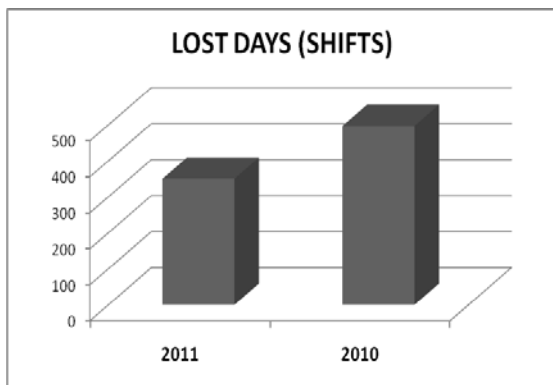
Injury Severity % = # days (shifts) lost /



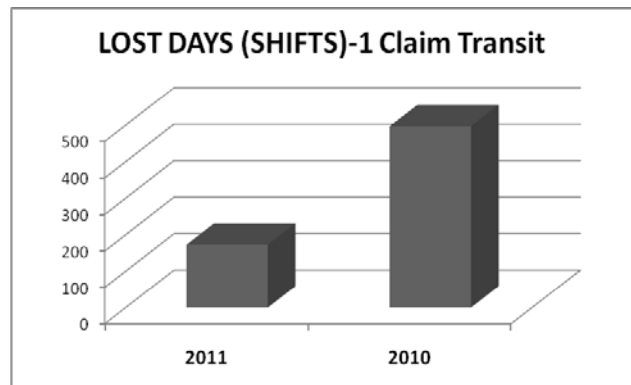
## DEPARTMENTAL YEARLY COMPARISON

2010					2011					
DEPARTMENT	LT	DAY	MA	INC	DEPARTMENT	LT	DAY	MA	INC	NM
<i>COMMUNITY SERVICES</i>					<i>COMMUNITY SERVICES</i>					
ENGINEERING	0	0	0	1	ENGINEERING	0	0	0	0	0
PARKS & REC	8	146	11	44	PARKS & REC	4	22	9	24	2
ROADS & PARKS	6	34	18	40	ROADS & PARKS	4	24	7	17	0
TRANSIT	11	224	6	26	TRANSIT	8	237*	4	20	0
TRANSPORTATION	2	23	2	7	TRANSPORTATION	1	3	0	1	0
<i>CORPORATE SERVICES</i>					<i>CORPORATE SERVICES</i>					
LEGAL	0	0	0	1	LEGAL	0	0	0	2	0
ITS	0	0	0	0	ITS	0	0	0	0	0
HR	0	0	0	0	HR	0	0	0	0	0
CLERKS/COUNCIL/COM	0	0	0	3	CLERKS/COUNCIL/COM	0	0	1	2	0
FINANCE	0	0	0	0	FINANCE	0	0	0	0	0
CSI	0	0	0	0	CSI	0	0	0	0	0
<i>DEVELOPMENT &amp; INFRASTRUCTURE</i>					<i>DEVELOPMENT &amp; INFRASTRUCTURE</i>					
FIRE	8	70	5	54	FIRE	11	62	8	44	2
PLANNING	0	0	0	1	PLANNING	0	0	0	1	0
BUILDING	0	0	0	3	BUILDING	1	2	0	1	0
<i>BUSINESS DEVELOPMENT</i>					<i>BUSINESS DEVELOPMENT</i>					
GMO	0	0	0	1	GMO	0	0	0	0	0
CMO	0	0	0	0	CMO	0	0	0	0	0
<b>TOTAL</b>	<b>35</b>	<b>497</b>	<b>42</b>	<b>181</b>	<b>TOTAL</b>	<b>29</b>	<b>350*</b>	<b>29</b>	<b>112</b>	<b>4</b>

• \* Transit= 1 WSIB PSTD Claim =187 shifts



Versus



### LEGEND

**LTMA- Lost Time Incident with Medical Aid**

**DAY- LTMA # Shift(s) Lost**

**MA- Medical Aid Only**

**INC- Incident Only - Minor First aid**

**NM- Near Miss Incident**

**TOTAL WSIB COSTS**

	<b>2010</b>		<b>2011</b>
Administration:	\$ 115 613	Administration:	\$ 138 664
Direct Wages*	\$ 62 362	Direct Wages*	\$ 129 938
Pensions**:	\$ 221 102	Pensions**:	\$ 242 201
Healthcare:	\$ 157 038	Healthcare:	\$ 139 644
Advanced Wages***	<u>\$ 52 645</u>	Advanced Wages***	<u>\$ 34 111</u>
<b>TOTAL</b>	<b>\$ 608 760</b>		<b>\$ 684 558</b>

- \* Wages paid directly to workers by WSIB (part time, casual, temporary)
- \*\* Pension cost included applicable Firefighter presumptive legislation charges
- \*\*\* Wages paid by City to full time workers as advances
- 24% Administration costs paid directly to WSIB for all claims and account management.