

AMHSA

Health | Safety | Environment



Business Plan 2025



About Us

Alberta Municipal Health and Safety Association

The Alberta Municipal Health and Safety Association (AMHSA) is an educational not-for-profit organization that promotes the knowledge of health, safety, and environment in the workplace. AMHSA was established in 1990, at the request of the Alberta Municipalities (ABMunis) – previously AUMA – and Rural Municipalities of Alberta (RMA) – previously AAMD&C.

Who are our members? Every town, village, municipal district, city, and specialized municipality in Alberta is a member of the association. Our funding comes primarily from a municipal levy collected by the Workers Compensation Board - Alberta.

With offices in Calgary and Sherwood Park, Alberta, AMHSA's mandate is to provide meaningful health, safety, and environmental training and education programs to our members in a cost-effective manner.

Vision

To be the recognized leader of municipal health, safety, and environment (HSE) excellence and an innovative provider of prevention, education, and business solutions.

Mission

To guide municipal employers and workers in implementing effective HSE management systems, data-driven prevention campaigns, and to support the effective transfer of knowledge through classroom, virtual instructor-led, and self-paced learning.

Mandate

To provide meaningful health, safety, and environmental training and education programs to our members in a cost-effective manner.

Values

Integrity, Trust, Accountability,
Openness, Results Driven.

Table of Contents

01	Executive Summary	1
02	WCB-Alberta Premium Rates	3
03	2025 Safety Association Levies	5
04	2024 YTD Results	7
	Goal 01 Base Business	9
	Goal 02 Continuous Improvement	19
	Goal 03 New Initiatives	24
	Goal 04 Items of Opportunity	27
05	2025 Goals and Strategies	30
	Goal 01 Base Business	32
	Goal 02 Continuous Improvement	35
	Goal 03 New Initiatives	39
	Goal 04 Items of Opportunity	44
06	2025 Budget	46
07	Appendices	50
	Appendix A Acronyms	51
	Appendix B 2024 Reports	53



Executive Summary

Executive Summary

The purpose of the AMHSA 2025 Business Plan is to articulate the annual and long-term goals, objectives, and risk management tactics that will be used to support AMHSA's vision, mission, mandate, and values.

2025 - 2028 Strategic Planning Process

The 2025 Business Plan demonstrates AMHSA's governance, values, accountability, and transparency across its diverse group of Interested Parties (IP):

- AMHSA - Employees/Members/Board of Directors
- Workers' Compensation Board of Alberta (WCB-Alberta)
- Alberta Jobs, Economy and Trade (Alberta JET)
- Memorandum of Understanding (MOU)/ Strategic Partners



START



FINISH

Business Plan content includes, but is not limited to:

- 2024 Business Plan - Results to Date
- 2025 Business Plan - Strategies (Goals/Objectives), Programs/Plans, and Financials

When 2024 Results to Date or 2025 Organizational Objectives also satisfy external IP annual reporting requirements, the following icons will be used:

Metric	Business Plan - Reporting Criteria Development
 <p>WCB Appendix G</p>	Reporting requirement for Memorandum of Understanding (MOU) <ul style="list-style-type: none"> • Outcome #1 - Actions taken to support OHS system priorities, enhanced collaboration of Certified Partners (CPs) government, and other IPs • Outcome #2 - Continuous improvement of training and education • Outcome #3 - Enhanced applicability of services/engagement with industry
 <p>MOU Annual Reporting Metric</p>	Reporting requirement for Appendix G Safety Association Terms/Conditions <ul style="list-style-type: none"> • Required elements of Business Plan • Results to date • Business Plan for following year • Sharing resources



WCB-Alberta Premium Rates

WCB-Alberta Premium Rates 2021-2025



Industry Code	2021	2022	2023	2024	2025
Cities (95104)	\$1.60	\$1.77	\$2.02	\$2.45	\$2.71
Towns (95101)	\$1.60	\$1.77	\$2.02	\$2.45	\$2.71
Villages (95100)	\$1.60	\$1.77	\$2.02	\$2.45	\$2.71
Municipal Districts (95102)	\$1.43	\$1.37	\$1.57	\$1.63	\$1.65

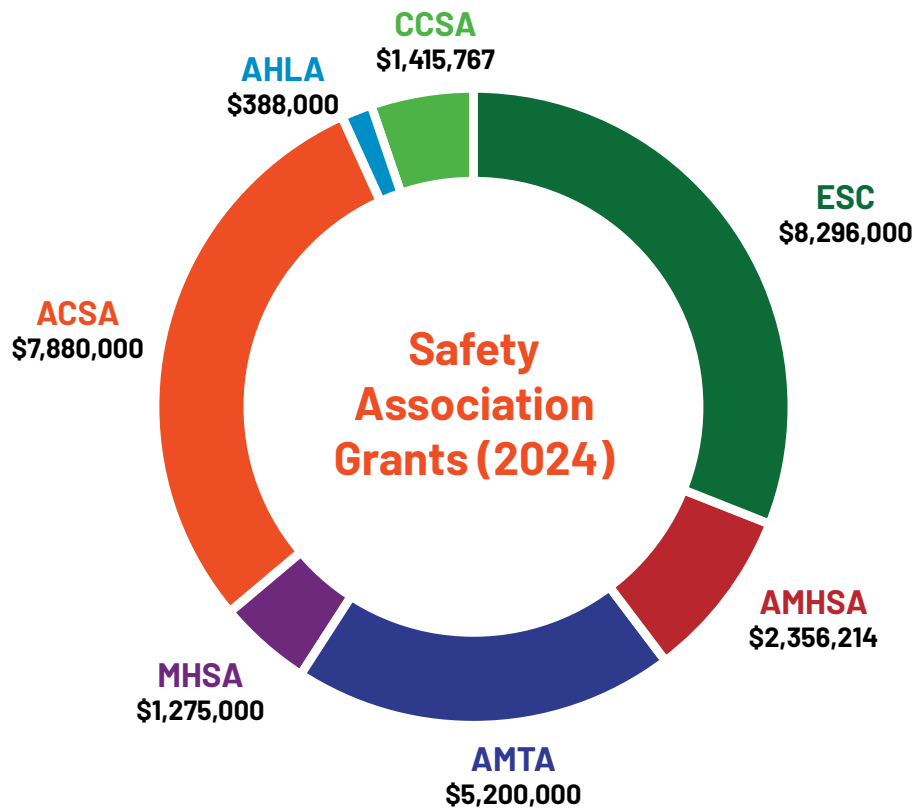
Source: [WCB-Alberta 2025 Premium Rates by Sector and Rate Group](#).

A large, stylized number '03' is positioned in the background of the slide. The '0' is on the left and the '3' is on the right, both rendered in a light purple color that matches the background. The text '2025 Safety Association Levies' is overlaid on the bottom half of the '03' in a white, bold, sans-serif font.

2025 Safety Association Levies

2025 Safety Association Levies

Funded safety associations represent specific industries. The purpose is to promote workplace safety through education and other initiatives to those industries. These industries fund the safety associations through levies in their WCB-Alberta premium rates. Levies are calculated based on funding requests received from the safety associations. They may be a flat rate per \$100 of insurable earnings (AMHSA municipal members) or a percentage of the total components comprising the industry rate prior to the application of adjustment factors.



Source: WCB-Alberta 2024 Safety Associations Employer Fact Sheet (April 3, 2024 • WCB-555)

Where shown as a dollar amount, the levy is added as a flat rate per \$100 of assessable earnings.

2025 Funding Request

AMHSA's 2025 funding request remains unchanged from 2024 for the four industry codes it represents (95100: Villages, 95101: Towns, 95102: Municipal Districts, and 95104: Cities).

The 2025 funding request was approved by the AMHSA Board of Directors (BoD) at the October 2024 Regular BoD Meeting.

\$2,356,214

2025 OPERATING GRANT REQUEST



2024 YTD Results

Results To Date (Oct. 31, 2024)

What did AMHSA achieve in 2024?

Our 2024 Business Plan goals focused on the following:





AMHSA's four (4) 2024 goals were supported by objectives, strategies, and metrics (where appropriate) further explained in subsequent pages of this Business Plan, which support WCB-Alberta and Alberta JET annual reporting metrics as shown below.



Objectives

Supported annual performance reporting requirements as a Certifying Partner (CP) and demonstrated accountability for Occupational Health and Safety (OHS) Prevention Initiatives and system priorities.

Supporting Strategy/Metric

Metric	Business Plan – Reporting Criteria Development
 <p>WCB Appendix G</p>	<p>4.1.1 General and 4.1.2 2024 Results to Date</p> <ul style="list-style-type: none"> • 1.3 – Promote education in areas of occupational injury/illness prevention • 1.4 – Monitor/disseminate government OHS legislation and policies • 1.1 – Promote effective Health and Safety Management Systems (HSMS) as a CP • 1.1/1.2 – Provide cost-effective access to Subject Matter Experts (SMEs) and strategic partners • 1.1/1.2 – Support OHS Prevention Initiatives and key performance metrics
 <p>MOU Annual Reporting Metric</p>	<p>Outcome #1 – Actions taken to support OHS System Priorities</p> <ul style="list-style-type: none"> • 1.3 – Data-driven occupational injury/illness prevention campaigns <ul style="list-style-type: none"> • <u>Musculoskeletal injury (MSI)</u> • <u>Psychosocial Hazards (PHS)</u> • Slips/Trips/Falls (<u>Winter Ready</u>) • Creative Sentencing • 1.4.3 – Collaboration with CPs and others <hr/> <p>Outcome #2 – Continuous improvement of training and education</p> <ul style="list-style-type: none"> • 1.4.2 – Classroom, Virtual Instructor-Led Training (VILT), and online education courses <hr/> <p>Outcome #3 – Enhanced applicability of services and engagement with industry</p> <ul style="list-style-type: none"> • Executive Summary 2024-2026 strategic planning process • 1.4.2 – Classroom, Virtual Instructor-Led Training (VILT), and online education courses • 1.4.3 – Collaboration with CPs and others

1.1 Partnerships in Injury Reduction (PIR)

Certificate of Recognition (COR)

In 2024, AMHSA maintained its high level of quality and customer service in the COR program through the execution of COR CP support functions that included, but were not limited to:

- Quality Assurance Reviews
- Auditor Training
- Health and Safety Management Systems (HSMS)
- Health and Safety Auditing
- Auditing Refresher
- On Site Audit Reviews (OSAR)
- COR Registry System (CORRS) Data Entry
- Partnerships in Injury Reduction (PIR) Working Group Participation

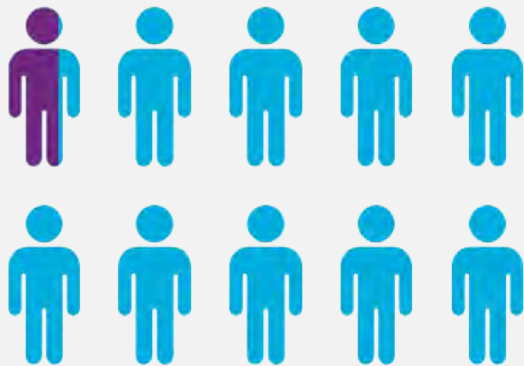


1.2 Accountability and Reporting

AMHSA supported 2024 Base Business by delivering on performance requirements that include, but were not limited to:

- WCB-Alberta – Safety Association Terms and Conditions (Appendix G)
- Alberta JET – CP MOU
- AMHSA – Annual Report/Business Plan/Audited Financial Statements

Estimated 2024 Workers Under AMHSA COR



54,588
or
7.1%

Source: WCB-Alberta Estimate Data to March 10, 2023

1.3 Injury/Illness Prevention

In 2024, AMHSA supported base business operations by delivering injury/illness prevention campaigns that:

- Respond to municipal injury/illness data trends (WCB-Alberta, Potentially Serious Incident (PSI), etc.).
- Support the Government of Alberta (GoA) QHS Prevention Initiative, which focuses on reducing common workplace injuries, protecting at-risk workers, and identifying higher-risk work situations.

1.3.1 Musculoskeletal Disorders (MSI)

AMHSA supported its MSI Injury Prevention Campaign by holding/scheduling nine (9) 2024 no-charge learning events and continued to deliver no-charge online ergonomics training.



529

Members Took Office Ergonomics Training

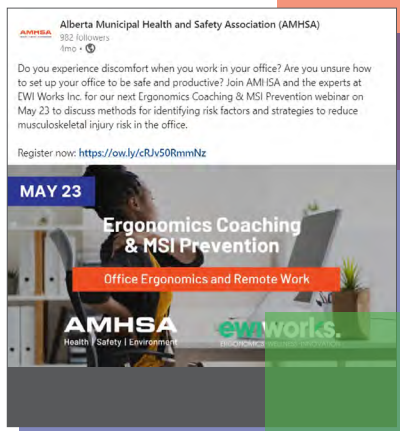


199

Members Utilized the No-Charge Online Ergonomics Self-Adjustment Tool

2024 No-Charge Learning Events

February	How to Develop an Ergonomics Program
March	Job Demand Assessments/ Psychosocial Demands
April	MSI Prevention for Facilities, Parks, and Recreation Employees
May	Office Ergonomics and Remote Work
June	Force - Leading Risk for MSIs
September	Ergonomics Coaching & MSI Prevention: Dynamic Warm Up
October	Ergonomics Coaching & MSI Prevention: Anthropometry - One Size Does NOT Fit All
November	Ergonomics Coaching & MSI Prevention: Ergonomics in Cold Weather
December	Ergonomics Coaching & MSI Prevention: Ask An Expert - Addressing Commonly Asked Questions in 2024



1.3.2 Slips, Trips, and Falls

In response to high numbers of municipal injury slip, trip, and fall incidents that are weighted to occur in the winter months, AMHSA focused 2024 efforts on:

- Winter Ready campaign delivery of employee/leader training, posters, checklists, and policies.
- Promoting slip/trip/fall prevention materials from the GoA OHS Prevention Initiative Resource Page.

1.3.3 Psychological Hazards (PSH)

1.3.3.1 GoA Supporting Psychological Health in First Responders (SPHIFR) Grant

AMHSA was a Stream 1 (Services) grant recipient of the GoA's SPHIFR grant program. The funds were used to provide services and resources to first responders and emergency workers living with, or at higher risk of post-traumatic stress injury (PTSI).



1.3.3.2 Psychosocial Hazards - Resource Sharing

AMHSA continued to support the promotion and sharing of the GoA OHS Resource Portal for the OHS System Priority - Psychosocial Hazards.

1.3.4 Mental Health Campaigns

In demonstration of AMHSA's core values of Integrity/Trust and the OHS System Priority - Psychosocial Hazards, several internal and external facing mental health campaigns were supported again in 2024.



1.3.5 Training and Education

AMHSA continued to offer classroom and online education courses along with topic-specific webinars to members, associate members, and non-members that supported occupational injury and illness incident prevention.

Overview

Metric	2020	2021	2022	2023	2024 YTD	TOTAL
Classroom Registrations	1,839	829	2,230	2,467	1,618	8,983
Online Completions	8,344	12,919	15,035	15,152	11,686	63,136
In-House Registrations	469	468	427	666	374	2,404
Webinar Registrations	518	1,644	1,055	512	483	4,212
Other Webinar Registrations	189	61	183			433

Top 10 Classroom Courses

Metric	2020	2021	2022	2023	2024 YTD	TOTAL
Leadership for Safety Excellence	226	198	207	292	317	1,240
H&S Committee / H&S Representative (HSR)	775	290	528	244	169	2,006
Cargo Securement	42	87	136	236	112	613
Defensive Driving	124	132	260	228	112	856
Ground Disturbance, Trenching, & Excavation	105	40	128	125	46	444
Flag Person: General	54	255	215	146	86	756
Workplace Harassment & Violence Prevention	176	80	203	121	94	674
OHS Act, Regulation, & Code Overview	34	239	66	80	62	481
Operator Safety: Skid Steer	58	71	95	120	89	433
Hazard Identification, Assessment, & Control	75	62	98	55	56	346

Top 10 Online Courses

Metric	2020	2021	2022	2023	2024 YTD	TOTAL
Leadership in Safety	1,005	1,784	1,384	1,839	1,119	7,131
Hazard Identification, Assessment, & Control	1,252	1,885	1,856	1,274	1,246	7,513
Incident Command System (ICS) 100	1,456	1,586	1,355	1,443	1,486	7,326
Leadership for Safety Excellence	595	853	1,764	1,440	922	5,574
IPAC Basic Awareness			933	1,184	268	2,385
Workplace Harassment & Violence Prevention	724	867	805	1,244	952	4,592
Chainsaw Safety	561	885	1,549	1,006	939	4,940
ATV/UTV	292	679	863	941	729	3,504
H&S Committee / H&S Representative (HSR)	-	-	175	1,006	702	1,883
Accident/Incident Investigations	789	1,079	801	739	540	3,948



1.4.Member Advocacy/Representation/Customer Service

1.4.1 Collaboration and Participation with Interested Parties (IPs)

AMHSA invested heavily in relationships with other CPs and IPs on several items to promote education in occupational injury/illness prevention and leverage each organization's efforts and mandates.

OHS SYSTEM PRIORITY COLLABORATION TABLE																
Partner	OHS System Priorities						Representing Employer/Worker Interests			Partnerships/Management Systems						
	Cognitive Psychosocial Job Demands Analysis	Psychological Injury Working Group (PIWG)	PHS eCertificate Programs	Creative Sentencing Award	OHS Proactive Inspection Program	OHS Strategic Steering Committee	Industry Task Force (ITF) Association	AMHSA Safety Council Meetings	Collaborative Memorandum of Understanding	ISO 45001 Training	AuditSoft Audit Tool	Small Employer Toolkit	Excel COR Audit Tool	Harmonization Working Group	AMHSA Optional PHSMS Audit	CBSA Working Group
AMHSA Health Safety Environment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
AASP Alberta Association for Safety Professionals						✓					✓			✓		✓
WRFP Alberta Workers' Rights Foundation				✓												
Alberta Construction Safety Association						✓								✓		✓
AFPA Alberta Fire Protection Association						✓	✓									✓
Alberta Municipalities Strategic in Members					✓				✓							✓
AMTA Alberta Municipalities Trade Association							✓				✓			✓		✓
AMSA Alberta Municipalities Association					✓											
BC MUNICIPAL SAFETY Association			✓						✓							
Continuing Care Safety Association											✓	✓		✓		✓
CSU⁵²						✓										
CUPE Canadian Union of Public Employees				✓												
ENERGY SAFETY CANADA						✓					✓			✓		✓
ITF ASSOCIATION	✓	✓					✓									
MHSA Municipal Health Services Association													✓	✓		
Partnerships in Health Services Alberta	✓				✓	✓		✓	✓	✓				✓	✓	✓
WEB Workers' Compensation Board	✓	✓				✓	✓	✓	✓					✓		✓

1.4.1 Committee/Working Group Representation

1.4.1.1 PIR

In 2024, AMHSA continued to support numerous partnership meetings, subcommittees, and Working Groups:

- General CP Committee
- Standards Subcommittee
- Complexity Based and Scalable Audit (CBSA) Working Group

Activities were focused on delivering updated training to small and large employer auditors, and participation in CBSA as a result of the COR modernization direction from the GoA.

1.4.1.2 Strategic Steering Committee (SSC)

SSC meeting occurrences were greatly reduced from 2023. In 2024, limited focus in the areas of OHS Code Consultation, Canadian Associations of Administrators of Labour Legislation (CAALL) OHS updates, and health and safety association (HSA) MOUs occurred.

In July 2024, the GoA 2023 Prevention Initiative Annual Update was published, which outlines the path that the OHS Prevention Initiative has set for the upcoming year. This Annual Update featured both a “Partner Spotlight” of AMHSA to highlight the work it has done to support workplace injury/illness prevention and its SPHIFR Stream 1 (Services) grant for first responders living with, or at risk for, PTSI.

1.4.1.3 WCB-Alberta/Industry Task Force (ITF) Association

The ITF (Industry Task Force) Association works collaboratively to affect positive change in programs, practices, policy, and legislation by representing the views of Alberta employers who are members of the ITF Association on matters related to WCB-Alberta.

In 2024, AMHSA’s Executive Director was re-elected for a fourth 1-year term to the ITF Executive as Treasurer, and represented AMHSA on the following Working Groups, advisory groups, and subcommittees:

- Psychological Injury Working Group (ITF Lead)
- Physiotherapy Services Subcommittee (ITF Lead)
- WCB/OHS Data Sharing Subcommittee (ITF Lead)
- Lost Time Claim (LTC) Recording Subcommittee
- Policy Consultation Advisory Group (PCAG)/Policy Consultation Subcommittee

1.4.1.4 OHS Prevention Initiative Working Groups

In 2024, no OHS Prevention Initiative Working Groups were hosted by the GoA. However, AMHSA supported the prevention initiative by participating on the SSC (section 1.4.1.2) and by its injury/illness campaigns (Base Business - 1.3).

1.4.1.5 Conference Board of Canada (CBOC)

In 2024, AMHSA participated as a member of the CBOC Council for Safe Workplaces (CSW) and its Advisory Committee. This provided access and collaboration with North American health and safety thought leaders and helped maintain AMHSA's competencies as a subject matter expert (SME).

As a benefit, AMHSA shared with its member and associate members:

- Discounts to CBOC events, research publications, webinars
- Participation in CBOC surveys focused on health and safety
- Access to produced research reports

1.4.1.6 Construction Safety Research Alliance (CSRA)

AMHSA participated on the CSRA Communities of Practice (COP), where focus areas included, but were not limited to:

**The Conference
Board of Canada**



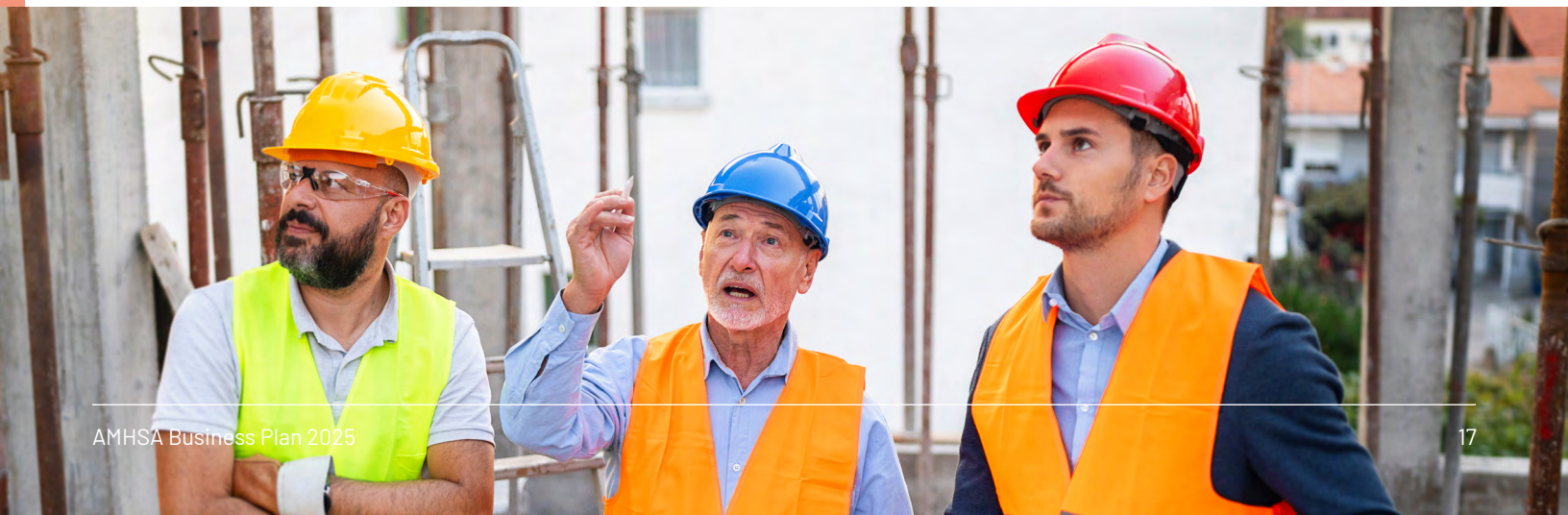
- High-Energy Controls Assessment (HECA)
- Safety Classification and Learning (SCL) Model
- Learning from Incidents: Case Study
- Mental Health: Where do we start?
- Technology: The Good and the Bad
- HOP (Human Organizational Performance): What it is, and how do we apply it?
- High-Quality Incident Investigation
- Quality of Safety Training (Oct 2024)

1.4.1.7 Northern Alberta Institute of Technology (NAIT) OHS Diploma Program

AMHSA demonstrated leadership by investing in the development of future health and safety leaders with continued participation in the NAIT OHS Diploma Program:

- Program Advisory Committee (PAC) Member
- Student Pitch to Industry Professional (Shark Tank) Event
- Student Mentor - Leading Change Project



In 2024, AMHSA was elected to Co-Chair of the NAIT OHS Program Advisory Committee (PAC).



Objectives

Continuous Improvement items have been selected to improve existing AMHSA products, services, and processes that have identified efficiency opportunities or require updates to remain relevant/high performing.

Supporting Strategy/Metric

Metric	Business Plan – Reporting Criteria Development
 <p>WCB Appendix G</p>	<p>WCB Appendix G – General (4.11), 2024 Results to Date (4.1.3), Sharing Resources (5.0)</p> <ul style="list-style-type: none"> • 2.1/2.2/2.3 – Monitor/disseminate government legislation and policies • 2.1/2.2/2.3 – Support OHS Prevention Initiatives/performance metrics • 2.1/2.2/2.3 – Provide cost-effective access to SME/strategic partners • 2.1/2.3 – Promotion/education in injury/illness prevention
 <p>MOU Annual Reporting Metric</p>	<p>Alberta JET MOU – Outcome #1, Outcome #2, Outcome #3</p> <ul style="list-style-type: none"> • 2.1/2.3 – Enhanced collaboration of CPs with each other, government, and other IPs • 2.1/2.2/2.3 – Actions taken to support OHS system priorities • 2.1/2.3 – Continuous improvement of training and education

2.1 Workplace Mental Health/Psychological Health and Safety (PHS)

2.1.1 Cognitive-Psychosocial Job Demands Analysis (CPJDA)

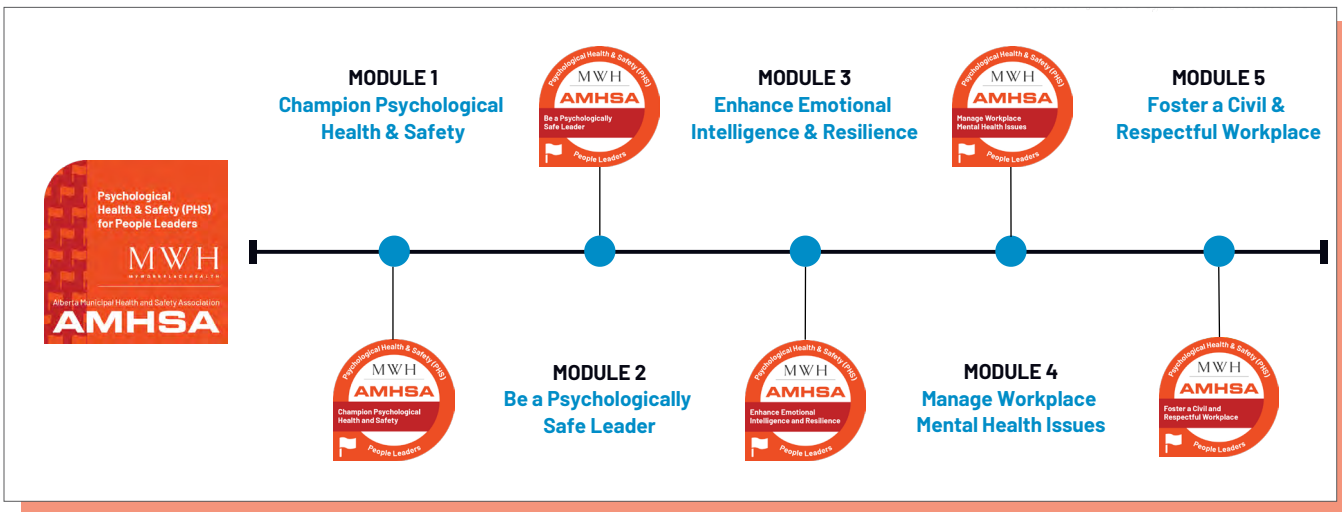
In 2024, AMHSA was pleased to offer members free participation in a CPJDA Workshop delivered by Millard Health. This event featured enhanced participant benefits of a shared Credly digital credential from AMHSA/Millard Health, a new dedicated CPJDA website, as well as pre-approved Continuing Professional Development (CPD) points from Chartered Professionals in Human Resources of Alberta (CPHR Alberta), the National Institute of Disability Management and Research (NIDMAR), and the Alberta Kinesiology Association (AKA).



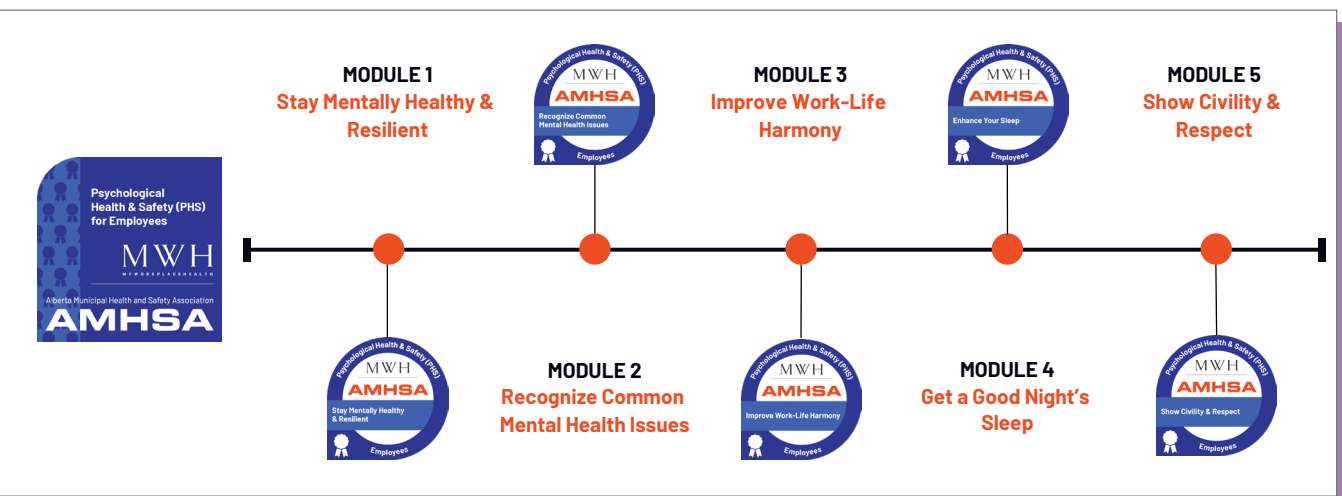
2.1.2 PHS eCertificate Programs

In partnership with Dr. Joti Samra of MyWorkplaceHealth (MWH) and BC Municipal Safety Association (BCMSA), AMHSA developed, user-acceptance tested (UAT), and launched two (2) 5-module self-paced eLearning PHS Certificate Programs.

PHS For People Leaders Certificate Program



PHS For Employees Certificate Program



2.1.3 The Intentional Shift Webinar Series (Season 4) - October 2024 to April 2025

In 2024, AMHSA launched Season 4 of its very successful educational webinar series (formerly known as “Maintaining Mental Fitness”) designed to support mental fitness for both organizations and individuals.

This series will engage municipal leaders in important discussions about emerging challenges or issues related to establishing and fostering a psychologically safe workplace. It will be collaboratively developed to ensure that topics are relevant, timely, and meet the needs of municipal leaders in the western provinces, specifically Alberta.

As of December 31, 2024, there are 209 registrants with an average 50% attendance rate for the three sessions.

2.1.4 **SPARK Psychological Health & Safety Campaign**

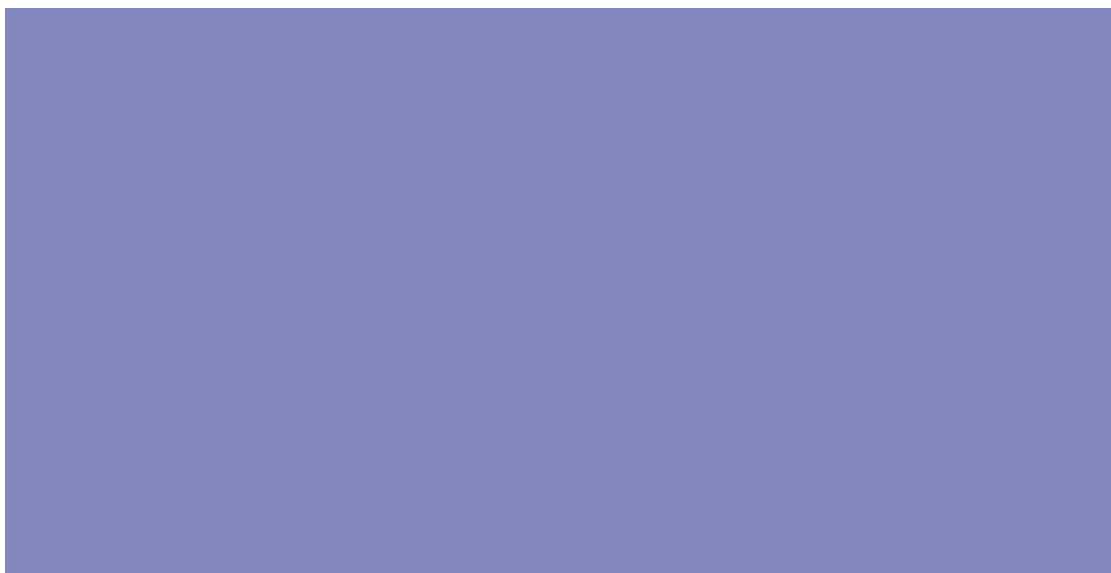
AMHSA offered new and expanded products and services that better reflect the changing operational needs of members in supporting psychologically safe workplaces. The SPARK Municipal Psychological Health Initiative was developed with its strategic partner, Ember Experience, and takes over from the legacy Psychological Health Impact Group program. It offers members resources and actionable strategies to implement psychologically safe workplaces within their organizations. 2024/2025 member offerings include:

2.1.4.1 Leadership Connect

Designed to bring diverse municipal leaders together, the goal is to enhance learning, share practices, and engage in discussions on how to create and maintain a thriving and psychologically safe workplace. A workplace culture expert from Ember Experience will guide participants through facilitated discussions aimed at providing actionable steps that they can take to enhance effectiveness and safety in the workplace.

2.1.4.2 A la carte services

These services are designed for HR and OHS practitioners, as well as leaders, at a reduced rate. These offerings are designed to build a community of learning and sharing of best practices in order to improve workplace psychological health and safety. This component of the program was developed in response to member feedback and changing workforce and operational needs in an endemic environment.



2.2 COR Modernization

Supported effective communication and change management with membership that resulted from provincial changes to the PIR COR program.

2.2.1 Psychological Health and Safety Management System (PHSMS) - COR Audit Element

AMHSA utilized an external PHS SME with knowledge of the mental health “National Standard” and international [ISO 45003:2021 OHS Management – Psychological Health and Safety at Work Standard](#) to support the development of an [Optional PHS COR Element](#). This tool assists municipal employers in assessing the effectiveness of a need for new mental health programs.

In 2024, AMHSA implemented the new [Optional PHS COR Element](#) to support:

- Member selection of the three scalable levels available in the audit tool to accommodate the range of members needs and maturity level of their PHS program
- Equivalency evaluations of mental health training used by municipalities to satisfy worker education requirements
- COR members in maintenance years

2.2.2 COR Working Groups

AMHSA participated in and communicated COR modernization changes from Partnerships subcommittees and Working Groups:

- General Certifying Partner Committee
- Complexity-Based Scalable Audit (CBSA)
- Auditor Qualifications, Training and Certification (AQTC) – currently on hold
- Audit Standards Subcommittee
- COR Harmonization and Measurement



2.3 Infrastructure, Products, and Services

2.3.1 Line of Fire (LOF) Prevention/Reduction Campaign

The LOF Prevention Campaign was refreshed to meet current AMHSA brand standards and reflect updated statistics obtained from its 2023 data analytics campaign. This 2024 “refresh” will support a planned 2025 “relaunch” of the LOF Prevention Campaign, which will include a Creative Sentencing Award on the same subject.

2.3.2 IACET Accreditation/Post-Accreditation

On August 1st, 2024, AMHSA achieved the ANSI/IACET 2018-1 Standard for Continuing Education and Training accreditation with the International Accreditors for Continuing Education and Training (IACET). This was a four (4) year process and marks a significant milestone for AMHSA.



AMHSA is the first HSA in Canada to achieve IACET accreditation. This provides members with assurance that they will benefit from superior education and training programs that meet external standards, including CPD requirements and IACET Continuing Education Units (CEUs).

2.4 Member Experience/Connections

2.4.1 Customer Service Metrics

A number of key initiatives were completed by AMHSA:

- Initiated the service level agreement (SLA) project to create and monitor critical KPIs and metrics. This is in progress as of Q4 2024, with an initial rollout scheduled in Q1 2025.
- Enhanced our Learning Event evaluation forms and process to incorporate feedback into courses.
- Utilized Optical Character Reading (OCR) technology to decrease time and increase accuracy in processing Learning Event evaluation forms. This was piloted in Q2 2024 and will go live between Q4 2024 and Q1 2025.
- Multiple training events for client success employees in: Owl, Zoom, Credly, and BIS Trainer (AMHSA's LMS system).

2.4.2 Member Outreach

AMHSA continued to engage with municipal members to ensure that member needs are understood, integrated into business products and strategies, and represented at Working Groups and meetings that AMHSA attends:



- Attended 11 tradeshow/conferences
- Facilitated 17 Interested Party Consultations
- Participated in Safety Council meetings and municipal safety days

Objectives

New Initiatives are those selected to support:

- AMHSA sustainability/relevance
- New regulatory requirements
- Need for product/service/process (data-driven insight, member requested, gaps in current offerings, etc.)

Supporting Strategy/Metric

Metric	Goal 2 - Reporting Criteria Development
 <p>WCB Appendix G</p>	<p>WCB Appendix G – General (4.11), 2024 Results to Date (4.1.3), Industry Support (4.3)</p> <ul style="list-style-type: none"> • 3.1/2.2/2.3 – Monitor/disseminate government legislation and policies • 3.1 – Support OHS Prevention Initiatives/performance metrics • 3.2/3.3 – Provide cost-effective access to SME/strategic partners • 3.1 – Promotion/education in injury/illness prevention
 <p>MOU Annual Reporting Metric</p>	<p>Alberta Jobs, Economy and Trade MOU – Outcome #1, Outcome #2, Outcome #3</p> <ul style="list-style-type: none"> • 3.1.2/3.1.3 – Enhanced collaboration of CPs with each other, government, and other IPs • 3.2 – Actions taken to support OHS system priorities • 3.1.1/3.2/3.3 – Continuous improvement of training and education

3.1 Data Analytics

Supported data-informed decision making in support of fiduciary responsibility and a high-performance culture.

3.1.1/3.1.2 HSA Information Sharing Agreement Application/Data Strategy Validation

To demonstrate responsible due diligence before applying for, and obtaining, additional PSI data from the GoA HSA Information Sharing Agreement, AMHSA sourced an external cybersecurity expert to perform Q3 Phase 1 penetration testing of its network systems. In Q4 2024/Q1 2025, AMHSA will implement any needed controls from Phase 1 penetration testing and perform Phase 2 penetration testing to validate adequacy of data and privacy controls.

3.1.3 2024 Data Analytics Project - Learning Implementation

In Q4 2024, AMHSA will work with a Data Engineering Strategic Partner to create a data warehouse and dashboards to capture key performance indicators (KPI) and produce business intelligence (BI) reports. These will enhance operational and injury/illness prevention decision-making to update products/services, and allow for better resource utilization.

3.2 PIR CP

3.2.1 CBSA Journey Map - Industry Consultation

This objective was deferred to 2025 due to an updated revision of the CBSA Journey Map timeline by GoA Partnerships that now prescribes this industry consultation for CP to occur in Q4 2025. Please see [2025 Business Plan Goal 3 - Section 3.2](#) for a revised description of AMHSA's plan to achieve this item.

3.2.2 Consultant Auditor Management

The Consultant Auditor equivalency and eligibility policy and process was updated for January 1, 2025 implementation. At that time, relevant individuals will be required to attend training and conduct a qualification audit to become AMHSA Certified Consultant Auditors.

3.3 Advocacy/Accountability

3.3.1 OHS Code - Annual Priority Reviews

In February 2024, [Alberta JET](#) announced an open public consultation for proposed changes to the [OHS Code](#). This consultation is focused on three parts of the OHS Code:

- Violence and harassment – Part 27
- Explosives – Part 33
- Oil and gas wells – Part 37

To support municipal IPs during periods of OHS legislative reform/review and validate municipal needs and concerns, AMHSA collected member survey responses and submitted aggregate member feedback to OHS. Forty four (44) municipalities took the time to provide feedback on proposed changes to [Alberta OHS Legislation](#). The GoA has now published the results of its [2023-24 OHS Code Review Engagement](#).

3.3.2 WCB-Alberta 2023-2025 Policy Project Plan

AMHSA engaged membership with awareness of, and opportunities to participate in, areas of the WCB-Alberta [2024-2026 Policy Project Plan](#) through ongoing [AMHSA Newsletters](#) and [Member Forum posts](#). AMHSA also utilized its participation on the [ITF Association](#) and ITF Executive to reflect heard employer and worker feedback directly to [WCB-Alberta](#) and/or at [PCAG](#) meetings.



3.4 Member Services

3.4.1 Systems

Significant progress was made in the areas of vendor evaluation, selection, and systems modernization to enhance member experiences, support member expectations for self-service access, and reduce effort/time/error associated with aging infrastructure systems/software.

3.4.1.1 Financial Accounting

AMHSA sourced vendors through a competitive/public Request for Proposal (RFP) process to support the Enterprise Resource Planning (ERP) replacement of Sage Accounting, which is at end-of-life service and no longer meets the evolving needs of AMHSA and its members. MNP (previously known as Meyers Norris Penny) was the selected vendor to assist AMHSA with the ERM platform of Dynamics 365 Business Central, which is tracking for UAT and implementation by the end of Q1 2025.

3.4.1.2 Customer Relationship Management (CRM)

Through a CRM vendor analysis, it was discovered that planned upgrades in customer service ticketing (Zendesk) would also provide access to a CRM in the process. As a result, AMHSA will re-scope planned Zendesk upgrades to include a CRM.

3.4.1.3 Website

Vendors were sourced through a competitive/public Request for Proposal (RFP) process to support the replacement of the aging AMHSA.net website that no longer meets member mobile access, searchability, accessibility, crawlability, and secure members-only access needs. Brandish was selected to perform website data analytics and perform members interviews to support the planned 2025 website relaunch.

3.4.2 ECO Canada - Member Training Discounts

To support heard messaging from membership that municipal health and safety para-professionals are experiencing role expansion to include the environment, AMHSA partnered with ECO Canada to offer member training discounts to develop and maintain environmental competencies.

3.4.3 AMHSA Conference

In response to member and Board of Director inquiries related to AMHSA having its own annual conference, the NAIT Productivity and Innovation Centre was host to AMHSA's first annual conference on November 28 and 29, 2024, on the PheedLoop platform.

3.4.4 Alberta JET - CP Memorandum of Understanding (MOU)

In 2024, AMHSA participated in preparatory SSC discussions related to forthcoming MOU revisions to the Alberta JET - CP MOU to support Interested Party accountabilities.

3.4.5 WCB-Alberta Psychological Injury Group



AMHSA continued to support membership in the incorporation and representation of municipal views into changing process and resources to support psychologically safe workplaces and address compensable psychological injury trends. In June 2024, members had the opportunity to participate in WCB-Alberta's Cognitive-Psychosocial Job Demands Analysis pilot program.



Objectives

Items of Opportunity are not formally anchored in the AMHSA Business Plan, but will be evaluated and selected for adoption based upon alignment with available resources, values, vision, strategic planning, member needs, etc.

Supporting Strategy/Metric

Metric	Goal 2 - Reporting Criteria Development
 <p>WCB Appendix G</p>	<p>WCB Appendix G – General (4.11), 2024 Results to Date (4.1.3), Industry Support (4.3)</p> <ul style="list-style-type: none"> • 4.1/4.3 – Monitor/disseminate government legislation and policies • 4.5 – Support OHS Prevention Initiatives/performance metrics • 4.1/4.2/4.3 – Provide cost-effective access to SME/strategic partners • 4.3 – Promotion/education in injury/illness prevention
 <p>MOU Annual Reporting Metric</p>	<p>Alberta Jobs, Economy and Trade MOU – Outcome #1, Outcome #2, Outcome #3</p> <ul style="list-style-type: none"> • 4.3 – Enhanced collaboration of CPs with each other, government, and other IPs • 4.5 – Actions taken to support OHS system priorities • 4.1/4.4 – Continuous improvement of training and education

4.1 Grant Applications & Awards

4.1.1 Supporting Psychological Health in First Responders (SPHIFR) Grant

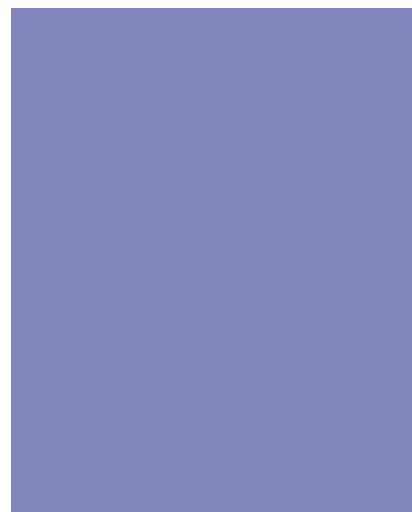
In 2023, AMHSA was re-awarded a Stream 1 (Services) SPHIFR grant from the GoA for the delivery of a novel iteration of The Working Mind First Responder (TWMFR) from the Mental Health Commission of Canada (MHCC). The goal was to provide specialized training and tools to rural and remote first responders living with, or at risk of, PTSD, and their families.

During 2024, momentum for the program was greatly increased to the point where all grant funds have been allocated for training events up to the end of the year. It is projected that 600 First Responders and 200 family members will receive the training by 2024 year end, marking a great success to this program.

4.2 Regulatory Requests & Applications

4.2.1 Aquatic Health and Safety Awareness Program

This prevention campaign was initiated out of a Creative Sentence awarded to AMHSA for a municipal conviction under OHS legislation in 2022. This campaign created municipal awareness resources related to aquatic occupational health and safety, identifying slip, trip, and fall hazardous areas, the prevention of slips, trips, and falls, and live/recorded webinars on fall prevention from a fall protection engineer.



4.3 Strategic Partnerships

AMHSA engaged two strategic partners to support achievement of its vision, mission, values, and Business Plan goals and objectives.

4.3.1 Lifesaving Society (Alberta and Northwest Territories Branch)

As an IP in municipal aquatic operations, AMHSA engaged the [Lifesaving Society \(Alberta and Northwest Territories Branch\)](#) to participate in, and provide aquatic SME on, AMHSA's [Aquatic Health & Safety Awareness Campaign](#) and associated Working Group. Both initiatives arose from a Creative Sentencing Award.

One highlight is Lifesaving Society Executive Director Jonathan Kusyanto's participation. His organizational messaging on this initiative's importance is featured on the campaign's [micro-site](#).



4.3.2 Canadian Mental Health Association (CMHA) – AB Division

As an Interested Party in Alberta mental health, AMHSA engaged the [CMHA-AB Division](#) to collaborate in several PHS areas:

4.3.2.1 Cognitive Psychosocial Job Demands Analysis (CPJDA)

[CMHA-AB Division](#) was invited to, and participated in, the 2024 AMHSA/[Millard Health](#) CPJDA Workshop to support safe and early return-to-work outcomes after workers experience a work-related mental health absence.

4.3.2.2 Mental Health Education and Destigmatization

To support collaborative mental health education and destigmatization, AMHSA sponsored and attended the [CMHA Working Stronger Conference](#).

4.3.2.3 Psychological Health and Safety Management System (PHSMS) Optional Audit Element

CMHA-AB agreed to participate in the evaluation of CMHA training by a third-party. The outcome is to confirm if provided training meets the assessment criteria for mental health education of AMHSA's GoA-approved [Optional Certificate of Recognition \(COR\) – PHSMS Audit Element](#).

4.3.3 Health and Safety Professionals Canada (HSPC)

[HSPC](#) (formerly the Canadian Society of Safety Engineering) is an IP consisting of municipal health and safety professionals who hold an HSPC [Certified Health and Safety Consultant \(CHSC\) certification](#).

In 2024, AMHSA engaged with and supported HSPC by providing Digital Concierge (hosting/moderation) of HSPC training, and by being a silver sponsor of the [2024 Professional Development Conference \(PDC\)](#).



2025 Goals and Strategies

Proposed 2025 Operational Strategies

For 2025, AMHSA will again continue four organizational strategies that are supported by departmental strategies (actions, objectives, and metrics where appropriate) as they are implemented in 2025. Within each organizational strategy, featured departmental strategies are outlined in the sections of the Business Plan below.

01

Base Business

Base Business items are critical to AMHSA fulfilling its bylaws, vision, mission, and value statements, and/or those required by WCB-Alberta, Alberta Jobs, Economy and Trade, or AMHSA's Board of Directors

02

Continuous Improvement

Continuous Improvement items have been selected to improve existing AMHSA products, services, and processes that have identified efficiency opportunities or require updating to remain relevant/high-performance

03

New Initiatives

New Initiatives are those selected to support:

- AMHSA sustainability
- New regulatory requirements
- Need for product/service/process (data-driven insight, member requested, gap in current offerings, etc.)

04

Items of Opportunity

Items of Opportunity are not formally anchored in the AMHSA Business Plan, but will be evaluated and selected for adoption based upon alignment with available resources, values, vision, strategic planning, member needs, etc.

Goal 01

Base Business

Objectives

Support annual performance reporting requirements as a Certifying Partner (CP) and demonstrated accountability for OHS Prevention Initiatives and system priorities.

Supporting Strategy/Metric

Base Business items are critical to AMHSA fulfilling its bylaws, vision, mission and value statements, and/or those required by WCB-Alberta, Alberta JET, or AMHSA's Board of Directors.



Partnerships in Injury Reduction (PIR) Certifying Partner (CP)

- Certificate of Recognition (COR): Quality Assurance, Auditor Training, On Site Audit Reviews (OSAR), Audit Tool Maintenance, etc.
- Partnerships Working Group Participation
- Government of Alberta (GoA)-Approved Optional Psychological Health and Safety Management System (PHSMS) COR Audit Tool



Accountability and Reporting

- WCB-Alberta – Safety Association Terms and Conditions
- Alberta JET – CP Memorandum of Understanding (MOU)



Injury/Illness Prevention

- Data Analytics (WCB, PSI, OHS Compliance, Training)
- IACET Continuing Education and Training Accredited Provider (Classroom, Virtual Instructor-Led Training, Online Self-Directed)
- Prevention Campaigns (MSI, LOF, STF, Psychosocial)



Member Advocacy/Representation

- WCB Policy and OHS Legislative Reform
- Creative Sentencing Proposal/Grant Applications
- Collaboration/Participation with Interested Parties (IPs)

1.1 AMHSA as a Partnerships in Injury Reduction (PIR) Certifying Partner (CP)

Objective

Support external annual performance reporting requirements as a PIR CP and adherence to internally-developed service level agreements (SLA) for customer service.

1.1.1 Certificate of Recognition (COR)

Supporting Strategy/Metric

Maintain a high level of quality and customer service in the COR program through the execution of COR CP support functions that include, but are not limited, to:

- Quality Assurance Review
- Auditor Training (Health and Safety Management Systems, Health and Safety Auditing, Audit Refresher)
- Certificate of Recognition Registry System (CORRS) Data Entry
- Internal COR Policy/Processes Review
- PIR Working Group Participation (Complexity-Based Scalable Audit (CBSA) etc.)
- Maintenance of [Approved Consultant Auditor List](#) and Credly Digital Credential Management
- AMHSA COR and [Optional PHSMS Audit Tool](#) Maintenance



1.2 Accountability and Reporting

Supporting Strategy/Metric

Meet or exceed annual reporting requirements for AMHSA as a Funded Health and Safety Association (HSA), CP to [WCB-Alberta](#) and [Alberta JET](#) OHS Prevention Services Branch, and support continued accountability to AMHSA Board of Directors/IPs through good governance and transparent public-facing reporting documents by:

- WCB-Alberta – Appendix G Safety Association Terms and Conditions (April 3, 2018)
- Alberta JET – CP MOU (Aug. 5, 2020)
- AMHSA – Annual Report/Business Plan/Audited Financial Statements

1.3 Injury/Illness Prevention

Supporting Strategy/Metric

Support base business operations and Government of Alberta (GoA) OHS System Priorities by delivering data-driven injury/illness prevention campaigns and continuing education training that:

- Responds to municipal injury/illness data trends (WCB-Alberta, Potentially Serious Incident (PSI), etc.)
- Supports the GoA [OHS Prevention Initiative](#) which focuses on reducing common workplace injuries, protecting workers with vulnerabilities, and identifying higher-risk work situations
- Addresses municipal needs and challenges within [AMHSAs Injury/Illness Prevention Campaigns](#)
- Supports the delivery of education and training that aligns with [International Accreditors for Continuing Education and Training \(IACET\) Standards](#) and principles for in-person, classroom, virtual instructor-led, and self-paced asynchronous training

1.4 Member Advocacy/Representation

Supporting Strategy/Metric

Support base business operations by performing advocacy and representation (not lobbying) for municipal IPs in the areas of:

- WCB Policy and OHS Legislation – Change/Reform
- Education and Training – including, but not limited to, mental health, psychological health and safety, human factors, public works, powered mobile equipment operation, leadership competencies, etc.
- Creative Sentencing – Proposal Applications
- Committee/Working Group Representation
- Grant Applications – Eligible to not-for-profits
- MOU and Subject Matter Expert (SME) Strategic Partners
- Certifying Bodies ([ECO Canada](#), [Board of Canadian Registered Safety Professionals](#), etc.)
- Education Provider Curriculum

Goal 02

Continuous Improvement

Objective

Continuous Improvement items have been selected to improve existing products, services, and processes that have identified efficiency opportunities or require updates to remain relevant/high-performance.

Supporting Strategy/Metric



Continuing Education and Training

- Disability Management and Operational Response
- Course Remediation/IACET Standards Alignment
- Leadership for Safety Excellence (LSE)
- AMHSA & Strategic Partner Certification Programs



Certificate of Recognition (COR) Modernization

- Complexity-Based Scalable Audit (CBSA)
- Auditor Code of Conduct Governance
- AMHSA Audit Tool Revision



Infrastructure, Products, and Services

- Website Relaunch (Phase 1)
- Zendesk Upgrade (Ticketing and CRM)
- Business Central Implementation



Member Advocacy and Representation/Connection

- Value Enhancements (Continuing Education Units, Digital Credentials, etc.)
- Member Outreach
- Non-COR Holder Engagement/Employer Scorecard

2.1 Continuing Education and Training

2.1.1 Disability Management and Operational Response

Heard feedback in AMHSA's 2024 Member Survey indicated that many municipal health and safety roles are or have expanded in 2 areas:

- Disability Management (WCB, STD, LTD) - 46% of survey respondents; and
- Operational Response (Incident Response and Command, Business Continuity, Disaster Recovery) - 40% of survey respondents

In response to this feedback, AMHSA will look to leverage existing strategic partnerships for Disability Management ([WCB-Alberta](#), [Pacific Coast University](#), [National Institute of Disability Management and Research \(NIDMAR\)](#), etc.) and Operational Response ([Alberta Emergency Management Agency \(AEMA\)](#), [Northern Alberta Institute of Technology \(NAIT\)](#), [Incident Command System Canada \(ICS Canada\)](#), [Disaster Recovery Institute Canada \(DRI Canada\)](#), etc.) to support competency development and education opportunities for membership.

2.1.2 Course Remediation/IACET Standards Alignment

AMHSA will target the following areas for course remediation/alignment:

- Creating and updating course content to align with IACET
- Issuance of IACET Continuing Education Units (CEUs) for courses meeting IACET standards
- Participation in AMHSA IACET CEU-eligible training by the [Board of Canadian Registered Safety Professionals \(BCRSP\)](#) and the [Board of Certified Safety Professionals \(BCSP\)](#) across Canada/North America as a business opportunity to resource/offset training development costs of municipal members
- AMHSA branding to reflect AMHSA as an IACET Accredited Provider
- Communications and education to AMHSA members on the benefits and differentiators of IACET

2.1.3 Leadership for Safety Excellence (LSE)

AMHSA will continue efforts to revitalize LSE program elements by:

- Focusing on the "Hazard Identification, Assessment, and Control" which is one of four core LSE courses
- Updating Supervisors Role video content
- Investing in the multi-year remediation and production of an LSE program aligned to ANSI/IACET principles
- Including modern and relevant interactive modules for workers, supervisors, managers, and senior leaders
- Improved gathering and incorporation of feedback from municipal members

2.1.4 AMHSA & Strategic Partner Certification Programs

AMHSA will utilize program certification framework created in 2024 to develop a multi-year implementation plan that remediates AMHSA and AARFP/AMHSA Certificate Programs with peer Canadian Municipal Safety Associations.

The goals of program remediations are to:

- Ensure governance standards/processes exist for those entering, completing, and maintaining professional competencies
- Outline Code of Conduct practices for those certified
- Harmonize content that allows for recognition/portability of certifications across Canadian bodies

2.2 COR Modernization

Since its inception in 1989, COR continues to benefit Alberta municipal employers, however as concluded in a 2018 evaluation – **it needs to evolve, modernize, and promote continuous improvement.**

In 2025, AMHSA will support COR modernization through GoA PIR Working Groups, CBSA Industry Consultation (see [New Initiatives – Section 3.2](#)), and COR Audit Tool Revision.

2.2.1 GoA PIR – Working Group/Committee Participation

While participation on GoA PIR Working Groups constitute “base business” for AMHSA, the opportunity for continuous improvement in COR Modernization (and risk if not performed collaboratively with input from members) necessitates further highlight on the Working Groups/Committees AMHSA will participate in:

- CBSA
- General Certifying Partner Committee
- Audit Standards Subcommittee

2.2.2 COR Audit Tool Revision

AMHSA will perform maintenance of its COR Audit Tool to more easily facilitate element substitution during maintenance years for municipalities who are participating in use of the [Optional PHSMS Audit Element](#). Revisions include enabling spell check, improving sharing/access for multi-auditor use, better utilizing tool macros, etc.

2.3 Infrastructure, Products, and Services

2.3.1 Website Relaunch (Phase 1)

To capitalize on 2024 website replacement preparation activities, the updated [amhsa.net website](#) is anticipated to benefit membership in several ways:

- Replaces 10+ year old platform which presents technology risk mitigation
- Be a mobile first/friendly design
- Allow for increased analytic metrics, helping to determine where items resonate and are used (or are not)
- Gives AMHSA full ability to update and add to the technology vs. requiring a 3rd party provider
- Allows merging of current 8+ microsites into a single platform
- This is an ongoing multi-year project with many enhancements and additions planned past the initial 2025 launch.

2.3.2 Customer Service Helpdesk Upgrade

AMHSA currently uses [Zendesk's](#) customer service technology for its website “chat” service. Visitors can ask questions and interact with AMHSA Client Success employees using the chat window. As part of AMHSA’s commitment to higher levels of customer service, the existing technology will be upgraded to add capabilities:

- Full ticketing system (phone, email, chat, support pages, and more)
- Customer Relationship Management (CRM) capabilities to centralize and manage member connections
- Connection to scheduled 2025 Customer SLA
- Detailed reporting, KPIs, dashboards, and future integration ability to our Data Warehouse

This project is currently in detailed requirements discussion and is targeting an initial release in 2025.

2.3.3 Business Central Implementation

The Dynamics 365 Business Central Enterprise Resource Planning (ERP) replacement, scheduled for initial scope implementation in Q1 2025, will have additional subsystems to further leverage its utility:

- Jobs module—better financial tracking of special projects
- Fixed assets—enhanced visibility and tracking of asset depreciation
- Reporting enhancements—integration with data warehouse
- Increased budgeting abilities for the 2026 business plan and budget

2.4 Member Advocacy and Representation/Connection

2.4.1 Member Value Enhancements

2.4.1.1 Peer HSA Environmental Scan

An environmental scan of AMHSA-offered continuing education and programs is planned to achieve several desired outcomes:

- Demonstrate a financial duty of care (fiduciary responsibility) for current pricing of member, associate member, and non-member products and services
- Benchmark strategies, products, and marketing materials against peer Health & Safety Associations (HSAs)/CPs to identify strengths, weaknesses, and gaps in offered AMHSA products and services

2.4.2 Member Outreach

In 2025, AMHSA will continue to increase its efforts to engage with municipal IPs to better connect with, understand current (and emerging) needs, and integrate received feedback into business products/strategies. General themes and strategies of planned outreach include, but are not limited to:

- Continued focus on in-person attendance at member and municipal association events (10 conferences and tradeshows are planned for 2025)
- Ongoing IP Consultation
- Targeted marketing outreach (social media, paid advertising, industry publications, surveys, newsletters, etc.)

2.4.3 Non-COR Holder Engagement/Employer Scorecard

To help identify employers and municipal industry codes that could benefit from AMHSA and GoA injury/illness prevention and health and safety management system (HSMS) programs, AMHSA intends to develop and pilot an employer scorecard that will condense weighted employer performance indicators into an easily readable employer performance summary. This summary will highlight performance trends and opportunities for improvement.

AMHSA will also be launching an Employer Engagement program that will increase awareness of services and resources in developing and enhancing an employer's HSMS. Outreach will include employers that currently do not hold a COR, communicating the benefits of a certified HSMS and the resources available to support them through the process.

New Initiatives

Objectives

New Initiatives are those selected to support AMHSA sustainability/relevance, new regulatory requirements, and the need for products/services/processes (data-driven insight, member requested, current gaps, etc.).

Supporting Strategy/Metric



Continuing Education and Training

- Creative Sentencing Award Delivery
- Municipal Best Practice Working Groups (2025-2028)



Partnerships in Injury Reduction (PIR) Certified Partner (CP)

- CBSA - Municipal Industry Consultation
- Psychological Health and Safety (PHS) Auditor eLearning Training Development



Advocacy and Representation/Accountability

- Municipal Premium Rate Working Group
- OHS Code Review Plan (2025 - 2028)
- WCB-Alberta Policy Project Plan



Member Services

- Mental Health Supports for Elected Officials
- SLA (Phase 1)
- Data Security and Analytics Warehouse

3.1 Continuing Education and Training

3.1.1 Creative Sentencing Award Delivery

In 2025, AMHSA will again support the creation and delivery of received Creative Sentencing Awards that have tragically resulted from an Alberta industry sector (non-municipal and/or municipal) worker disabling injury or fatality. Two (2) Creative Sentencing Award Projects will occur in 2025 and continue into 2026.

3.1.1.1 Line of Fire (LOF) Awareness Campaign

LOF hazards continue to be the leading cause of Potentially Serious Incidents (PSIs) across all industry sectors in Alberta (including municipal), where job tasks or work environments put workers “in harm’s way.” LOF incidents occur when the path of a moving object or the release of hazardous energy intersects with a worker’s body. Common causes of LOF injuries are: Striking hazards, Crushing hazards, and Stored Energy hazards.

The LOF Awareness Campaign will strive to achieve multiple outcomes:

- Convene a Working Group of SMEs to develop training learning objectives, resources such as health and safety talks, safe work practices, situational awareness educational topics, and how-to guides for Energy Wheel usage.
- Summarize developed tools and resources into user-friendly documents for municipal audiences to use.
- Deliver an eLearning course and webinars to support the LOF awareness campaign and further enhance workers’ situational awareness and hazard-recognition skills.

The strategy and analysis phase is targeted for completion early Q1 2025. The first rollout of the new website is targeted for end of Q2 2025.

3.1.1.2 Enhance Safe Work Practices for Trenching and Excavating

In 2024, AMHSA was named as a Creative Sentencing Award partner for the enhancement of safe work practices for trenching, excavating, and adjacent work with the [David & Joan Lynch School of Engineering Safety and Risk Management](#) and [University of Alberta \(UAlberta\) Geotechnical Centre](#). This 2-year project (ending in 2026) includes the development of:

- Field-ready mobile app to assist with work planning and decision-making
- Development of a decision tree, job reminder checklist, best practice guideline, and schematics of controls
- Industry sharing and education activities

AMHSA’s role includes consultation on developing a mobile application, materials, and products, a best practice guideline, facilitation of Working Groups, and promotion of development products and industry outreach.

3.1.2 Municipal Best Practice/Standard Working Groups (2025–2028)

In AMHSA’s 2024 Member Survey, it received broad member interest for the creation of Best Practices that can be used across municipal industry codes, reducing the potential for duplicate/siloed municipal employer efforts and leveraging the sharing of finite resources to achieve aligned outcomes. Survey feedback aligned on three (3) Best Practice opportunities:

3.1.2.1 Leading Indicators – Municipal Standard

Leading Indicators are aspects of workplace activities that can be used to improve OHS outcomes prior to an unwanted outcome occurring. If selected, a narrowed scope (incident classification standard, investigation standard, workplace inspection, etc.) will need to be defined to increase success outcomes of the initiative.

3.1.2.2 Serious Injury & Fatality (SIF)/Potential SIF (SIF-P) – Municipal Best Practice

SIF events are incidents or near misses that have the potential to, or do, result in a fatal or life-altering injury or illness. Municipal SIFs are rare occurrences that, when viewed individually by employers, may not identify (or have enough data) for SIF trends and strategies to eliminate. If selected, a Working Group would be struck to identify and share SIF/PSIF/PSI data sources, set common definitions, and better enable municipalities to identify, prioritize, and communicate learning opportunities.

3.1.2.3 Industrial Hygiene – Municipal Best Practice

Industrial hygiene is the science of identifying, assessing, and managing workplace hazards to safeguard the health and well-being of workers. Opportunity exists to establish a municipal Best Practice for worker exposures to substances identified in Schedule 1 of the Alberta OHS Code. If selected, scope would need to be narrowed to identify a common contaminant/hazard/operation (worker exposure to seasonal Wildfire Air Quality, Silica Exposure during road construction/maintenance of Public Works employees, etc.).

Due to the very broad nature of subjects that can fall under these topics, AMHSA will work with membership to narrow scope, and define outcomes and available resources before establishing an anticipated multi-year Working Group to create Best Practices/Standards and supporting resources.

3.2 Partnerships in Injury Reduction (PIR) Certified Partner (CP)

3.2.1 CBSA – Industry Consultation

As part of the 2018 GoA COR Strategic Plan, a 2020 CBSA Working Group was established to create a new audit instrument to eventually replace the current COR/SECOR audit tools. The CBSA Working Group is led by GoA PIR with CP representatives – including AMHSA.

In 2025, AMHSA will support COR modernization through performing “Industry Consultation” with municipal IPs as identified in GoA Partnerships CBSA Journey Mapping. AMHSA will use a variety of methods during Industry Consultation to obtain high levels of member input/participation:

- In-person / hybrid events
- Webinars
- Surveys

3.2.2 CopyCat Reader – AI Plagiarism Detector (Launch)

The use of Artificial Intelligence (AI) and open-source large language model (LLM) AI platforms such as ChatGPT are becoming commonplace, and while presenting timesaving and efficiency benefits, it also introduces threats by the ease and speed in which plagiarism (boilerplating and templating) can occur within audits submitted to AMHSA by COR Auditors.

AMHSA, as a GoA-approved PIR CP, has quality assurance (QA) and governance requirements to monitor submitted COR audits for boilerplating and templating of audits. Using AI to combat AI plagiarism is an effective use of limited QA resources within AMHSA.

In 2024, AMHSA worked with CopyCat Reader to develop a software tool to detect AI-driven content and traditional plagiarism tactics in submitted COR audits that, if missed, can threaten AMHSA's credibility. In 2025, AMHSA will refine screening algorithms used to detect potential plagiarism and perform a pilot launch of this technology.

3.2.3 Psychological Health and Safety (PHS) Auditor Training Support

In 2025, AMHSA will continue working with a PHS and PHSMS SME to develop learning objectives and content for two (2) supplementary PHS Auditor training courses:

1. Fundamentals of PHSMS
2. How to Conduct a PHSMS Audit

These courses are intended to support auditor awareness of, and closure of, identified competency gaps for traditional HSMS Auditors when asked to perform a PHSMS Audit.



3.3 Advocacy and Representation /Accountability

3.3.1 OHS Proactive Inspection Program (Municipal Expansion) - Member Support

Under the [GoA OHS Proactive Inspection Program](#), OHS Officers focus inspections on specific industry sectors, employers, or types of work with relatively high injury and illness rates, high frequency of incidents, and emerging trends. The Cities Inspection Program (run from April 2023 to Dec 2024) resulted in significant OHS Officer presence at Cities work sites (388 distinct work sites*), and types of OHS Inspection Activities (805 Total Activities*).

AMHSA understands that in 2025, the GoA intends to expand the OHS Proactive Inspection Program from Cities to other municipal industry codes. The GoA has indicated its intent to give AMHSA noticed before the program is initiated.

* Data Source: Sept 17, 2024, GoA Jobs, Economy, and Trade. Occupational Health and Safety Program Delivery

3.3.2 Municipal Premium Rate Working Group (PRWG)

In 2024, AMHSA was approached by members to facilitate a Working Group with [WCB-Alberta](#). The aim is to establish a clear/plain language rate-calculation methodology, industry criteria, and participation/eligibility criteria for industry code 95104 (Cities), which is not clear from the current WCB-Alberta [2023 Pricing Guide](#), validate the impact of municipalities with embedded first responders when compared to municipalities without (given the high occurrence of psychological injury), and empower municipal audiences with reliable data to inform operational decision-making during times of budget setting, Industry Custom Pricing polling/pricing program option selection, etc.

In Q4 2024, AMHSA worked with members and WCB-Alberta to create a Draft PRWG Terms of Reference (TOR). It anticipates meeting with members through Q1/Q2 2025 to achieve PRWG TOR goals and objectives.

3.3.3 OHS Code – Review Engagements and Annual Priority Reviews (2025-26)

When opportunity/outreach from the GoA occurs, AMHSA will support municipal IPs with education and communication on the GoA [2023-24 OHS Code Review Engagement](#) and 2024-26 OHS Code Annual Priority Reviews, which may involve participation and gathering input from municipal industry experts to participate on GoA technical Working Groups and research.

3.3.3 GoA OHS Code Reviews

2024-2025

- Part 3: Specifications and Certifications
- Part 4: Chemical Hazards, Biological Hazards, and Harmful Substances (including review of OELs)
- Part 6: Cranes, Hoists & Lifting Devices
- Part 10: Fire and Explosion Hazards
- Part 18: Personal Protective Equipment
- Part 26: Ventilation Systems
- Part 28: Working Alone
- Part 34: Forestry

2025-2026

- Part 2: Hazard Assessment, Elimination, and Control
- Part 3: Specifications and Certifications
- Part 4: Chemical Hazards, Biological Hazards, and Harmful Substances (including review of OELs)
- Part 7: Emergency Preparedness and Response
- Part 12: General Safety Precautions
- Part 14: Lifting and Handling Loads
- Part 24: Toilets and Washing Facilities
- Part 26: Ventilation Systems
- Part 28: Working Alone
- Part 30: Demolition
- Part 32: Excavation and Tunneling
- Part 34: Forestry
- Part 35: Health Care and Industries with Biological Hazards

Source: OHS Code review (October 4, 2024)

3.3.4 WCB-Alberta Policy Project Plan

Both AMHSA's 2024 Member Survey and 2025 Interested Party Consultations with municipal members reinforced the desire for AMHSA to continue advocacy and representation activities in the areas of WCB-Alberta's 2024-2026 Policy Project Plan consultation and WCB legislation reform (when occurring).

In 2025, AMHSA will provide feedback from municipal employers, workers, AMHSA as a funded municipal health and safety association and member of the Industry Task Force (ITF) Association Executive, and associated Working Groups including, but not limited to, the WCB-Alberta PCAG that works with the Board of Directors and provides input and advice on policy (compensation, assessment, funding) priorities/changes for the year.

3.4 Member Services

3.4.1 Mental Health Supports for Elected Officials – Consultation

Through ongoing interactions with municipal IPs, the potential need for enhanced mental health supports for municipal Elected Officials requires validation of heard messages, the drivers behind them, and what place AMHSA should or should not occupy in this space.

In 2025, AMHSA intends to work with municipal IPs to validate if barriers exist to accessing support services already available (knowledge of services, methods of access, etc.), validate if/where groups are not covered, and potential avenues to close identified barriers and gaps (if discovered).

3.4.2 Service Level Agreement (SLA) - (Phase 1)

To support AMHSA's drive to improve customer centricity and further 2024 Business Plan SLA activities that included a public SLA Request For Proposal (RFP) to obtain external subject matter expertise in developing and piloting (Phase 1) an SLA that would set and benchmark organizational standards for customer service and prepare for future planned Customer Relationship Management (CRM) and Customer Service Software (CSS) ticketing technology integrations.

3.4.3 Data Security and Analytics Warehouse

Data Maturity is an organizational measure of the reliability, effectiveness, and efficiency of an organization's data management and ability to perform data-informed decision making. To support ongoing efforts to advance its Data Maturity, manage cyber risk from malicious actors actively targeting not-for-profit organizations, AMHSA is responsibly preparing for/validating requirements (cyber security, information security, records management, etc.) associated with participation in, and receipt of, additional data sets soon to be received from participating in the GoA HSA Information Sharing Agreement approved by AMHSA's Board of Directors.

In 2025, AMHSA intends to further pursue data security (cyber security, penetration testing, audit control implementation) and a data analytics warehouse (Business intelligence platform hosting) to support Data Maturity.

3.4.4 Alberta Association of Recreation Facility Personnel (AARFP)

As an IP in municipal aquatic operations, the AARFP is both an important strategic partner to AMHSA and a joint deliverer of the AARFP/AMHSA Safety Operator Certificate Programs.

In 2025, AMHSA aims to work with AARFP to revitalize the joint Aquatic Safety Operator Certificate, in addition to the signing of an MOU between AARFP and AMHSA.

Goal 04

Items of Opportunity

Objectives

Items of Opportunity are not formally anchored in the AMHSA Business Plan, but will be evaluated and selected for adoption based upon alignment with available resources, values, vision, strategic planning, member needs, etc.

Supporting Strategy/Metric



Grant Applications/Awards

- Supporting Psychological Health in First Responders (SPHIFR) Grant



Regulatory Requests/Applications

- Alberta JET/Alberta Justice
- Creative Sentencing/Subject Matter Expertise



Sponsorships/Collaborations

- Canadian Mental Health Association - AB Division
- ECO Canada
- Human Resources/Disability Management



Strategic Partnerships

- Formalize MOU with strategic partners in support of AMHSA vision, values, mission, and mandate

4.1 Grant Applications/Awards

4.1.1 Supporting Psychological Health in First Responders (SPHIFR) Grant

If successfully awarded, AMHSA will execute its submitted 2024/25 Government of Alberta (GoA) Supporting Psychological Health in First Responders (SPHIFR) Stream 1 Grant application. This would be the 3rd grant application that AMHSA has proposed for the SPHIFR Stream 1 program.

AMHSA will be notified in early 2025 if it was a successful applicant for its proposed “Train the Trainer” model to certify municipal facilitators in The Working Mind First Responder (TWMFR) from the Mental Health Commission of Canada (MHCC). If awarded, this grant would build upon the successes of previously awarded SPHIFR Stream 1 grants to provide or improve services for first responders and family members living with, or at risk for, post-traumatic stress injuries (PTSI).

4.2 Regulatory Requests/Applications

AMHSA supports the concept of using creative sentencing as provisioned under the GoA OHS Act, to affect positive change after a tragic health and safety incident. It would be ideal if such incidents did not occur, but if AMHSA can provide subject matter expertise to develop training or other products to prevent recurrence of tragedies, then such applications/initiatives will be prioritized within Business Plan activities.

Depending on the circumstances, AMHSA would collaborate with an SME and/or a strategic partner to develop, implement, and/or promote, the highest quality product possible.

4.3 Strategic Partnerships

AMHSA continues to be approached by various organizations for strategic partnerships and opportunities. If a 2025 strategic partnership opportunity presents itself that supports AMHSA vision, values, mission, mandate, and if available resourcing permits execution – AMHSA will pursue an MOU accordingly.

Potential Strategic Partnerships include, but are not limited to:

- Mental Health/Psychological Health & Safety
- Human Resources/Disability Management
- Operational/Disaster Response
- Injury/Illness Prevention
- Continuing Education and Training



2025 Budget

2025 Budget

The AMHSA Board of Directors was presented the 2025 Budget at the Oct. 11, 2024, Board of Directors Meeting.

The 2025 Budget was based on a WCB-Alberta funding dollar request of **\$2,356,214** that equates to a premium rate levy of \$0.0475 per \$100 of insurable earnings for the four industry codes AMHSA represents (95100: Villages, 95101: Towns, 95102: Municipal Districts, and 95104: Cities).

2025 Operating Budget

Alberta Municipal Health and Safety Association—2025 Budget with Budget Plan and Comparables

	2024 BUDGET	2024 YE PROJECTION	2025 BUDGET PROPOSAL	2026 BUDGET PLAN	2027 BUDGET PLAN	EXPLANATION
REVENUE						
WCB Grant	2,356,214	2,356,214	2,356,214	2,356,214	2,356,214	
AMHSA In-Person Courses	275,000	267,680	281,064	295,117	309,873	5% increase forecast
AMHSA-Owned Online Courses	400,000	416,159	469,967	528,115	590,904	Up 5% due to IACET focus
Third-Party Online Courses	220,000	252,293	372,293	378,293	384,593	Formerly BIS Online
Portal Subscription Revenue	140,000	124,880	124,880	124,880	124,880	
Total Program Registrations	1,035,000	1,061,012	1,248,204	1,326,405	1,410,250	
Other Revenues	113,491	119,491	83,500	85,380	87,329	Associate Memberships, interest, HSPC (CSSE), Sale of Material, COR fees
TOTAL REVENUE	3,504,705	3,536,717	3,687,918	3,767,999	3,853,793	
COST OF PROGRAM DELIVERY (COPD)						
Total In-Person Delivery Costs	400,000	310,881	235,425	230,697	230,457	Formerly Program Materials, Instructor Costs, Facility & Rent
AMHSA-Owned Online Course Completion Fees	-	-	33,000	34,650	36,383	Formerly AMHSA Online Course Revenue offset
Third-Party Online Course Costs	-	-	120,000	126,000	132,300	Formerly BIS Online Course Revenue offset
Portal Subscription Expenses	140,000	177,687	182,687	186,571	195,900	Formerly EHS Software Resale Expense
BIS Hosting Fees	22,530	22,530	22,650	23,783	24,972	Formerly included in IT & Web Expenses
Learning & Development Software	-	-	14,500	15,225	15,986	
Course Updating & Revisions	106,500	90,081	112,602	118,232	124,143	Formerly Program Development & Preparation
Injury/Illness Prevention Campaigns and Safety Council Meetings	32,000	33,989	47,489	43,038	45,190	Formerly General Operational Programming
Other Cost of Program Delivery Costs	27,000	49,034	92,180	64,039	65,991	Includes Resale Material, Postage & Shipping, Digital Concierge & COR Expenses
TOTAL COST OF PROGRAM DELIVERY	728,030	684,202	860,533	849,059	878,487	
NET REVENUE	2,776,675	2,852,515	2,827,385	2,918,940	2,975,305	
OPERATING EXPENSES						
Wages, Benefits & HR	1,773,652	1,801,314	2,216,724	2,268,228	2,352,894	Includes contracted workers.
Salary Allocation to Special Projects	(300,000)	(181,492)	(250,000)	(250,000)	(250,000)	Allocation to Special Projects
Office - Rent	188,768	189,052	198,505	208,430	218,851	
Office - Travel and Subsistence	62,950	56,859	55,812	57,566	59,399	
General Office Expenses	110,639	123,124	109,750	112,288	114,952	Formerly General Office Exp, Equipment Lease & Furniture Purchase
Bank, Merchant & Finance Charges	6,750	6,500	8,278	8,691	9,126	
Advertising & Promotion	169,000	120,500	121,000	118,450	127,088	includes Organizational Memberships.
Accounting & Legal Fees	84,500	138,000	128,750	115,000	110,000	Formerly in General Contract Consulting
IT & Web Expenses	145,447	118,000	134,500	125,200	125,200	Includes Computer Hardware Purchase, excludes BIS Hosting Fees
General Contracted Consulting	263,500	230,000	65,000	65,000	65,000	Formerly in Accounting & Other Contracted Services
Bad Debt	2,588	2,500	2,500	2,500	2,500	
Board Expenses	5,000	5,000	3,500	3,500	3,500	
TOTAL OPERATING EXPENSES	2,512,794	2,609,357	2,794,318	2,834,852	2,938,509	
EXCESS REVENUE OVER EXPENSES	263,881	243,158	33,067	84,088	36,796	

* Comparability between 2024 and future years is limited due to reporting structure and methodology changes as a result of new accounting software.

2025 Special Projects Report

EXTERNALLY RESTRICTED FUNDS PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2025 PROJECTION	2026 PROJECTION	TOTAL EXPENSE	BALANCE
CS - KMS Audit & Action Plan	Complete	8,500	9,844	180	-	-	-	10,024	(1,524)*
CS - Aquatic Awareness Safety Campaign	Complete	30,000	20,414	17,800	-	-	-	38,214	(8,214)*
SPHIFR2	In Progress	382,750	125,580	176,008	92,000	-	-	393,588	(10,838)*
LOF Creative Sentencing	Not Started	100,000	-	-	-	-	-	-	-
TOTAL EXTERNALLY RESTRICTED PROJECTS		521,250	155,838	193,988	92,000	-	-	441,827	(20,577)*

* Externally restricted projects deficit balances funded by AMHSA in-kind employee contributions

INTERNALLY RESTRICTED FUNDS PROJECT									
Website Redesign	In Progress	125,000	-	30,883	5,000	75,000	15,000	125,883	(883)
PHS COR Training Courses Development	In Progress	125,000	-	7,275	10,000	110,000	-	127,275	(2,275)
Copy Cat Reader	In Progress	20,000	-	2,136	4,600	6,500	-	13,236	6,764
Optional PHS COR Element Implementation	In Progress	75,000	669	4,887	-	35,000	-	40,556	34,444
Customer Service SLA Project	In Progress	54,000	-	493	18,750	34,050	-	53,293	707
ZenDesk Upgrade/CRM	Not Started	50,000	-	854	5,000	45,000	-	50,854	(854)
LSE Revamp	In Progress	225,000	49,031	2,025	-	75,000	75,000	201,056	23,944
Date Warehouse Project	In Progress	50,000	-	957	15,913	32,307	-	49,177	823
Accounting Software Project	In Progress	120,000	1,544	126,107	30,000	15,000	-	172,651	(52,651)
Elected Officials Training	Not Started	100,000	-	-	-	100,000	-	-	-
Municipal Best Practice Creation	Not Started	25,000	-	-	-	25,000	-	-	-
Certification Program Refresh (AARFP, RMHS)	Not Started	25,000	-	-	-	25,000	-	-	-
LOF Refresh	Not Started	15,000	-	-	-	15,000	-	-	-
TOTAL INTERNALLY RESTRICTED PROJECTS		1,009,000	51,244	175,617	89,263	592,857	90,000	833,981	10,019

Externally Restricted Project Spending	92,000
Salary Transfer to Operating	127,323
EXTERNAL REQUIREMENTS TO END OF 2025	(35,323)
Internally Restricted Project Spending	772,120
Add: Salary Payable to Ops Account	91,000
INTERNAL REQUIREMENTS TO END OF 2025	863,120

Net Special Project Funding Account Balance **221,131**

Internal and External Cash Requirements **827,797**

DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE **(606,666)**

Fund from Contingency

07

Appendices

2024 Appendices

Appendix A – Acronyms

AARFP Alberta Recreational Facility Personnel	KPI Key Performance Indicator
AB MUNIS Alberta Municipalities (formerly AUMA)	LLM Language Learning Model
AEMA Alberta Emergency Management Agency	LOF Line of Fire
AI Artificial Intelligence	LSE Leadership for Safety Excellence
ALBERTA JET Alberta Jobs, Economy and Trade	MOU Memorandum of Understanding
AMHSA Alberta Municipal Health and Safety Association	MHCC Mental Health Commission of Canada
AQCT Auditor Qualifications, Training and Certification	MWH MyWorkplaceHealth
BI Business Intelligence	NAIT Northern Alberta Institute of Technology
BCMSA BC Municipal Safety Association	NIDMAR National Institute of Disability Management and Research
CAALL Canadian Associations of Administrators of Labour Legislation	OCR Optical Character Reading
CBOC Conference Board of Canada	OHS Occupational Health and Safety
CBSA Complexity-Based Scalable Audit	OSAR On Site Audit Reviews
CCSA Continuing Care Safety Association	PAC Program Advisory Committee
CEU Continuing Education Unit	PCAG Policy Consultation Advisory Group
CHSC Certified Health and Safety Consultant	PDC Professional Development Conference
COR Certificate of Recognition	PIR Partners in Injury Reduction
CORRS Certificate of Recognition Registry System	PHS Psychological Health and Safety
CP Certified Partner	PHSMS Psychological Health and Safety Management System
CHPR ALBERTA Chartered Professionals in Human Resources of Alberta	PSI Potentially Serious Injury
CRM Customer Relationship Management	PTSI Post-Traumatic Stress Injuries
DRI CANADA Disaster Recovery Institute Canada	QA Quality Assurance
GOA Government of Alberta	RMA Rural Municipalities of Alberta
HOP Human Organizational Performance	SLA Service Level Agreement
HSPC Health and Safety Professionals of Canada (formerly CSSE)	SME Subject Matter Expert
H&S Health & Safety	SPHIFR Supporting Psychological Health in First Responders Grant
HSA Health and Safety Association	SSC Strategic Steering Committee
HSE Health, Safety, and Environment	SCL Safety Classification and Learning
HSR Health and Safety Representative	TWMFR The Working Mind First Responder
ICS CANADA Incident Command System Canada	TOR Terms of Reference
IACET International Accreditors for Continuing Education and Training	UALBERTA University of Alberta
IP Interested Parties	UAT User-Accepted Testing
	WCB-ALBERTA Workers' Compensation Board – Alberta

Appendix B – 2024 Reports

The unaudited Operating and Project Reports, September 2024, as adopted by the AMHSA Board of Directors.

	YTD	YTD%	PROJECT	BUDGET	YTD%
REVENUE					
WCB Grant	1,767,161	75%	2,356,214	2,356,214	75%
AMHSA In-Person Courses	193,775	74%	262,680	275,000	70%
AMHSA-Owned Online Courses	308,074	74%	416,159	400,000	77%
BIS Online	188,845	72%	262,293	180,000	105%
Portal Subscription Revenue	75,084	72%	104,880	120,000	63%
Total Program Registrations	765,778	73%	1,046,011	975,000	79%
Other Revenues	105,530	85%	124,074	50,002	211%
TOTAL REVENUE	2,638,469	75%	3,526,299	3,381,216	78%
Contingency Allocation	-	-	-	-	-
TOTAL REVENUE & CONTINGENCY	2,638,469	75%	3,526,299	3,381,216	78%
GENERAL ADMINISTRATIVE EXPENSES					
Wages & Benefits	1,179,918	65%	1,804,892	2,108,755	56%
Salary Allocation to Special Projects	(61,863)	47%	(131,492)	(290,000)	21%
Office Travel & Subsistence	16,084	34%	47,822	30,000	54%
Office - Rent	147,690	80%	184,668	180,000	82%
Equipment Lease	4,641	107%	4,346	5,000	93%
Equipment/Furniture Purchases	8,678	25%	34,929	10,000	87%
General Office Expenses	83,280	91%	91,252	100,000	83%
Bank, Merchant & Finance Charges	4,948	57%	8,615	11,000	45%
Advertising, Promotion & Membership	60,703	93%	65,136	100,600	60%
Contract Services - Accounting-related & Other	173,880	74%	235,980	80,000	217%
Contract Services - HR-related & Legal	35,379	70%	50,310	80,000	44%
IT & Web Expenses	95,140	71%	133,748	222,190	43%
Bad Debt	-	-	2,000	2,000	-
Board Expenses	226	13%	1,722	3,000	8%
TOTAL GENERAL ADMINISTRATIVE EXPENSES	1,748,705	69%	2,533,931	2,642,545	66%
OPERATING EXPENSES					
Program Development & Preparation	42,650	51%	84,348	90,000	47%
General Operating Programming	7,118	25%	28,894	35,000	20%
EHS Software Resale Expense	95,134	57%	167,687	88,000	108%
Program - Materials	55,031	117%	47,010	50,000	110%
Total Travel and Facility Rent	75,635	84%	89,978	82,000	92%
Program - Instructor Fees	136,594	79%	172,090	192,500	71%
TOTAL OPERATING EXPENSES	412,161	70%	590,007	537,500	77%
TOTAL EXPENSES	2,160,867	69%	3,123,937	3,180,045	68%
EXCESS REVENUE OVER EXPENSES	477,602		402,361	201,171	

2024 Special Project Report

As of September 30, 2024

EXTERNALLY RESTRICTED FUNDS PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2024 PROJECTION	2025 PROJECTION	TOTAL EXPENSE	BALANCE
CS - KMS Audit & Action Plan	In Progress	8,500	9,844	180	-	-	-	10,024	(1,524)
CS - Aquatic Awareness Safety Campaign	In Progress	30,000	20,414	10,712	-	-	-	31,126	(1,126)
SPHIFR2	In Progress	382,750	125,580	170,272	75,000	50,000	-	420,851	(38,101)
TOTAL EXTERNALLY RESTRICTED PROJECTS		421,250	155,838	181,164	75,000	50,000	-	462,001	(40,751)
INTERNALLY RESTRICTED FUNDS PROJECT									
Website Redesign	In Progress	125,000	-	29,069	5,000	75,000	15,000	124,069	931
LSE Online/Legal/Rebrand (Revamp)	In Progress	225,000	49,031	1,335	100,000	75,000	-	225,365	(365)
LSE Instructor Led Class	In Progress	30,000	33,549	-	-	-	-	33,549	(3,549)
LSE-BCMSA	In Progress	-	44,045	4,235	-	-	-	48,279	
	Received	-	66,500	-	-	-	-	66,500	
	Net	(17,500)	(22,455)	4,235	-	-	-	(18,221)	721
Accounting Software Project	In Progress	120,000	1,544	115,166	30,000	15,000	-	161,710	(41,710)
CRM/Customer Service Metrics/Zen	In Progress	45,000	-	1,200	45,000	-	-	46,200	(1,200)
Optional PHS COR Element Implementation	In Progress	75,000	669	1,579	-	35,000	-	37,248	37,752
IACET	In Progress	150,000	162,268	13,784	-	-	-	176,052	(26,052)
Psychological H&S Certification	In Progress	168,000	67,254	68,646	35,000	-	-	170,900	(2,900)
TOTAL INTERNALLY RESTRICTED PROJECTS		920,500	291,859	235,013	215,000	200,000	15,000	956,872	(36,372)

Externally Restricted Project Spending	125,000
Less External Funds Receivable	-
EXTERNAL REQUIREMENTS TO END OF 2024	125,000
Internally Restricted Project Spending	430,000
Less Internal Funds Receivable	-
INTERNAL REQUIREMENTS TO END OF 2024	430,000

Net Special Project Funding Account Balance	540,456
Internal and External Cash Requirements	555,000
DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE	(14,544.42)

AMHSA

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