

Alberta Municipal Health and Safety Association

**AMHSA**

Health | Safety | Environment

# Business Plan – 2023

# Alberta Municipal Health And Safety Association

## 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.

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## **GOAL 1 – Page 9**

### ***Base Business***

Items critical to AMHSA fulfilling its bylaws, vision, mission, and value statements, and/or those required by WCB-Alberta, Alberta Labour and Immigration, or the AMHSA Board of Directors.

## **GOAL 2 – Page 18**

### ***Continuous Improvement***

Items selected to improve existing AMHSA products, services, and processes that have identified efficiency opportunities or require updating to remain relevant and performing at a high level.

## **GOAL 3 – Page 21**

### ***New Initiatives***

Items selected to support AMHSA sustainability and relevance, new regulatory requirements, the need for product/service/process (data-driven insight, member-requested items, gaps in current offerings, etc.).

## **GOAL 4 – Page 24**

### ***Items of Opportunity***

Items that will be evaluated and selected for adoption based upon alignment with available resources, values, vision, strategic planning, member needs, etc.

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### GOAL 1 – Page 29

#### *Base Business*

Items critical to AMHSA fulfilling its bylaws, vision, mission, and value statements, and/or those required by WCB-Alberta, Alberta Labour and Immigration, or the AMHSA Board of Directors.

### GOAL 2 – Page 32

#### *Continuous Improvement*

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

### GOAL 3 – Page 37

#### *New Initiatives*

Items selected to support AMHSA sustainability and relevance, new regulatory requirements, the need for product/service/process (data-driven insight, member-requested items, gaps in current offerings, etc.).

### GOAL 4 – Page 40

#### *Items of Opportunity*

Items that will be evaluated and selected for adoption based upon alignment with available resources, values, vision, strategic planning, member needs, etc.

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# — 01

## Executive Summary

# Executive Summary

The purpose of the AMHSA 2023 Business Plan is to articulate the annual and long-term goals, objectives, and risk management tactics that will be used to support AMHSA's values, vision, mission, and mandate.



Business Plan content includes but is not limited to:

- 2022 Business Plan – Results to Date
- 2023 Business Plan – Strategies (Goals/Objectives), Programs/Plans, and Financials

When 2022 Results to Date/2023 Organizational Objectives also satisfy external stakeholder annual reporting requirements, the following icons will be used:

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

# — 02

## WCB Premium Rates

## WCB-Alberta Premium Rates 2018-2022

Industry Code	Industry Rate/Year (\$100 of insurable earnings)				
	2018	2019	2020	2021	2022
Cities (95104)	\$1.34	\$1.38	\$1.56	\$1.60	\$1.77
Towns (95101)	\$1.34	\$1.38	\$1.56	\$1.60	\$1.77
Villages (95100)	\$1.34	\$1.38	\$1.56	\$1.60	\$1.77
Municipal Districts (95102)	\$1.44	\$1.58	\$1.61	\$1.43	\$1.37

Source: [WCB-Alberta 2022 Premium Rates by Sector and Rate Group](#).

Note: 2023 industry rates unavailable at the time of 2023 Business Plan creation.

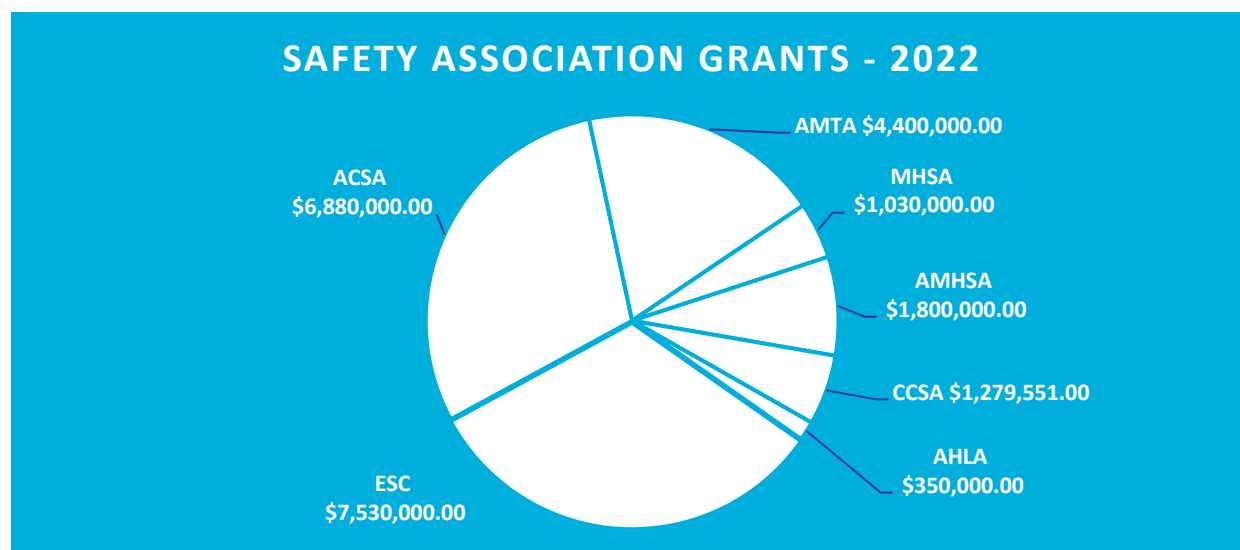


# — 03

## 2022 Safety Association Levies

## 2022 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. The levies are calculated based on funding requests received from the safety associations. Levies may be calculated as a flat rate per \$100 of insurable earnings (AMHSA municipal members) or as a percentage of the total components comprising the industry rate prior to the application of adjustment factors.



Source: WCB-Alberta 2022 Safety Associations Employer Fact Sheet, March 21, 2022/WCB-555.

## 2023 Funding Request

For the first time in a decade, AMHSA is proposing a funding increase for the four industry codes it represents (95100: Villages, 95101: Towns, 95102: Municipal Districts, and 95104: Cities) in 2023. Should WCB-Alberta municipal industry code premiums and OHS levy rate setting remain unchanged in 2023, municipalities will continue to pay one of the lowest safety association levies in the province of Alberta.

2023 WCB-Alberta Operating Grant Request	
Total 2023 operating request	\$2,356,214

# — 04

## 2022 Goals and Objectives

# 2022 Goals and Objectives

## Results To Date (Sept. 30, 2022)

### What did AMHSA achieve in 2022?

Our 2022 Business Plan goals focused on the following:

- ***Base Business***

Items critical to AMHSA fulfilling its bylaws, vision, mission, and value statements, and/or those required by WCB-Alberta, Alberta Labour and Immigration, or the AMHSA Board of Directors.

- ***Continuous Improvement***

Items selected to improve existing AMHSA products, services, and processes that have identified efficiency opportunities or require updating to remain relevant and performing at a high level.

- ***New Initiatives***

Items selected to support AMHSA sustainability and relevance, new regulatory requirements, the need for product/service/process (data-driven insight, member-requested items, gaps in current offerings, etc.).

- ***Items of Opportunity***

Items that will be evaluated and selected for adoption based upon alignment with available resources, values, vision, strategic planning, member needs, etc.

AMHSA's four 2022 goals are supported by objectives, strategies, and metrics (where appropriate) further explained in subsequent pages of this Business Plan, and support WCB-Alberta and Alberta Labour annual reporting metrics as shown below.

## Objectives

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

## Supporting Strategy/Metric

### 1.1 Partnerships in Injury Reduction (PIR)

#### Estimated 2022 Workers Under AMHSA COR

**53,203 or 7.2%**



Source: WCB Data to April 1, 2022

#### (a) Certificate of Recognition (COR) Certified Partner (CP)



In 2022 AMHSA supported Base Business by executing CP support functions that included but were not limited to:

- Quality Assurance
- Auditor Training (Health and Safety Management Systems, Health and Safety Auditing, and Audit Refresher)
- On Site Audit Reviews (OSAR)
- CORRS Data Entry
- Audit Tool Maintenance

### 1.2 Accountability and Reporting

AMHSA supported 2022 Base Business by delivering on performance requirements that include but were not limited to:

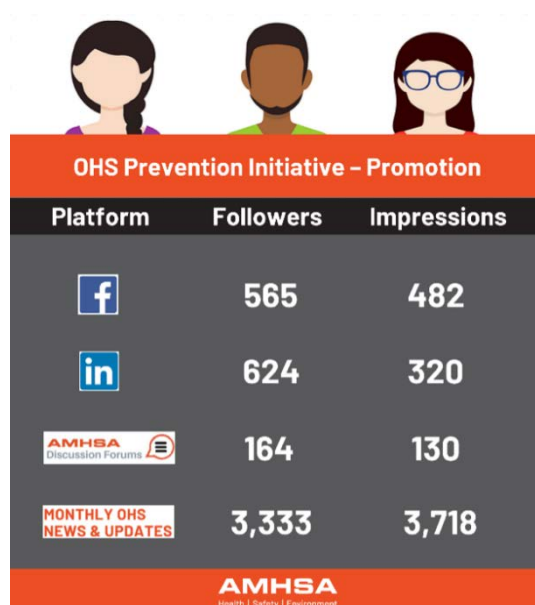
- WCB-Alberta – Safety Association Terms and Conditions (Appendix G)
- Alberta Labour and Immigration – CP Memorandum of Understanding (MOU)
- AMHSA – Annual Report/Business Plan/Audited Financial Statements

Metric	Business Plan – 2022 Goals and Objectives
 <p>WCB Appendix G</p>	<p><b>4.1.1 General and 4.1.2 2022 Results to Date</b></p> <ul style="list-style-type: none"> <li>• <a href="#">1.3</a> – Promote education in areas of occupational injury/illness prevention</li> <li>• <a href="#">1.4</a> – Monitor/disseminate government OHS legislation and policies</li> <li>• <a href="#">1.1</a> – Promote effective HSMS as a certifying partner</li> <li>• <a href="#">1.1/1.2</a> – Provide cost-effective access to SME and strategic partners</li> <li>• <a href="#">1.1/1.2</a> – Support OHS Prevention Initiatives and key performance metrics</li> </ul>
 <p>MOU Annual Reporting Metric</p>	<p><b>Outcome #1 – Actions taken to support <a href="#">OHS System Priorities</a></b></p> <ul style="list-style-type: none"> <li>• <a href="#">1.3</a> – Data-driven occupational injury/illness prevention campaigns <ul style="list-style-type: none"> <li>◦ <a href="#">Ergonomic/musculoskeletal injury (MSI)</a></li> <li>◦ <a href="#">Slips/Trips/Falls (Winter Ready)</a></li> <li>◦ <a href="#">Creative sentencing</a></li> </ul> </li> <li>• <a href="#">1.4.3</a> – Collaboration with certifying partners and others</li> </ul> <p><b>Outcome #2 – Continuous improvement of training and education</b></p> <ul style="list-style-type: none"> <li>• <a href="#">1.4.2</a> – Classroom, virtual instructor led, and online education courses</li> </ul> <p><b>Outcome #3 – Enhanced applicability of services and engagement with industry</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Executive Summary 2022-2024 strategic planning process</a></li> <li>• <a href="#">1.4.2</a> – Classroom, virtual instructor led, and online education courses</li> <li>• <a href="#">1.4.3</a> – Collaboration with certifying partners and others</li> </ul>

## 1.3 Injury/Illness Prevention

In 2022 AMHSA supported base business operations by delivering injury/illness prevention campaigns that:

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



### a) Slips/Trips/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 2022 efforts on:

- [Winter Ready](#) campaign delivery of employee/leader training, posters, checklists, and policies.
- Promoting slip/trip/fall prevention materials on the GoA OHS Prevention Initiative [Resource Page](#)
- Hosting of 19 learning events with over 90 attendees
- Delivery of municipality specific Winter Ready sessions with the MD of Pincher Creek and Parkland County

### b) Psychosocial Hazards (PSH)

In 2022, AMHSA again supported its members in psychological health and leveraged strategic partnerships to support external accountabilities of safety associations:

#### [Municipal Psychological Health Impact Group](#)

To ensure that the Psychological Health Impact Group remains responsive to member needs and operating environments, in 2022 Version 2.0 focused on:

- Integration of Version 1.0 participant feedback emerging mental health trends from the global pandemic
- Participant Quarterly Connects
- Employee Experience Scorecard
- Mental Fitness Index
- Employee and Leader Training

#### [Psychosocial Hazard \(PSH\) Working Group](#)

AMHSA continued participation in 2022 on the PSH Working Group as an initiative partner to support the release of PSH prevention materials on the GoA OHS Prevention Initiative [Resource Page](#) in late September 2022 that included:

- Two video presentations to promote awareness of psychosocial hazards in the workplace and how to address them.
- Three bulletins that describe what PSH is, outline barriers to dealing with PSH in the workplace, and information on hazard assessment and control of PSH in the workplace.
- Two posters and one postcard that can be posted in the workplace or downloaded onto mobile devices.

## Maintaining Mental Fitness (MMF)



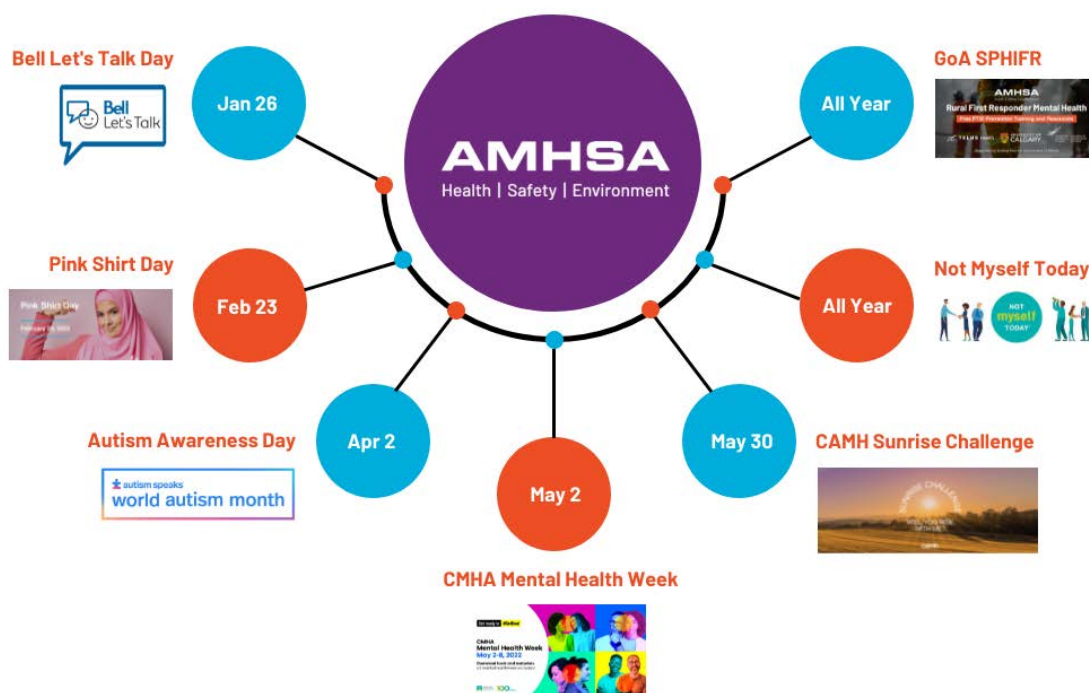
In 2022, AMHSA launched [MMF Season 3](#) (Pandemic to Endemic: Employee Reintegration into the Workplace) in partnership with Howatt HR Consulting, Alberta Municipalities, and the Canadian Society of Safety Engineering (CSSE). Maintaining Mental Fitness is an educational webinar series designed to support mental fitness for organizations and individuals. The 10-episode Season 3 is focused on the transition from a pandemic to an endemic workplace environment.

- Episode 01 [Creating Space for Discomfort](#)
- Episode 02 [Incorporating Diversity, Equity & Inclusion \(DEI\) in Your Renewed Culture](#)
- Episode 03 [Learning from Discomfort](#)

## Mental Health Campaigns

To complement the array of mental health products AMHSA offers members, support for mental health literacy campaigns was again a focus for 2022.

## 2022 Mental Health Campaigns





## Psychological Health and Safety Facilitator (PHSF) Certification



Powered By:



In 2022 the [AMHSA PHSF Certification](#) program was again offered, consisting of five individual courses and a capstone project. PHSF 101-105 may be taken in any order, and students may register in individual courses or complete all six as part of the full certification program. For certification, all courses must be successfully completed within 24 months:

- PHSF 101 Psychological Health and Safety Foundation
- PHSF 102 Program Selection & Evaluation
- PHSF 103 Influencing: Social Connection and Culture
- PHSF 104 Mental Health 101
- PHSF 105 Respectful Workplace Foundation
- PHSF 106 Capstone

## Mental Health Commission of Canada (MHCC) Training

In 2022, AMHSA again hosted MHCC training offerings in support of workplace mental health and the Government of Alberta [OHS Prevention Initiative](#). AMHSA hosted a range of seven virtual and in-person MHCC training:

- The Working Mind (TWM) - Manager and Employee
- Mental Health First Aid (MHFA)

### c) Musculoskeletal Disorders



AMHSA held five no-charge learning events in 2022 and continued to deliver no-charge online ergonomics training; 586 members took office ergonomics training; 168 members utilized the no-charge online ergonomics self-adjustment tool.

## 1.4 Member Advocacy/Representation/Customer Service

### 1.4.1 Creative Sentence Orders

#### a) Lawn Maintenance Safety Program (LMSP)

In 2022, AMHSA continued work on the Lawn Maintenance Safety Program (LMSP) and FREE Toolkit by: Working with the Titanich family, who tragically lost their son in a seasonal lawn maintenance worker incident, to create a second public service announcement (PSA) video.

- Incorporating learnings from 2021 courses and instructor-led courses in spring 2022 to further polish and increase participant learning. To date, participant and stakeholder feedback has been excellent.
- Hosting a VIP event in Drayton Valley on June 30, 2022, where the Titanich family, representatives from OHS, and municipal Safety Officers from around the province were introduced to the program.

AMHSA will continue the work with this program in 2023 in a major marketing push to get this critical and life-saving training out to more workers, both municipal and otherwise, in Alberta and beyond.



Photo: June 30, 2022 Lawn Maintenance VIP event.

#### 1.4.2 Classroom, Virtual Instructor Led, and Online Education Courses

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 (to Sept. 30, 2022)

Metric	2018	2019	2020	2021	2022	Total
Classroom Registrations	5,667	7,686	2,677	2,706	1,695	20,431
Online Completions	6,603	7,592	11,215	23,664	19,224	68,298
In-House Registrations	2,212	1,148	469	483	112	4,424
Webinar Registrations	Not utilized until 2020		4,893	2,735	529	8,157
<b>TOTAL</b>	<b>14,482</b>	<b>16,426</b>	<b>19,254</b>	<b>29,588</b>	<b>21,560</b>	<b>101,310</b>

Note: Years 2018-2022 updated based on successful course completions vs. attempts. Previous years are January to December.

##### Classroom (to Sept. 30, 2022)

Metric	2018	2019	2020	2021	2022	Total
Classes Booked	581	668	407	302	329	2,287
Classes Cancelled	41	45	155	45	68	354
<b>% of TOTAL</b>	<b>7%</b>	<b>7%</b>	<b>38%</b>	<b>15%</b>	<b>21%</b>	<b>13.5%</b>

### Top 10 Classroom Courses (By Registration to Sept. 30, 2022)

Classroom Course	2018	2019	2020	2021	2022	Total
Joint Work Site Committee/H&S Representative	142	1,739	811	237	299	3,228
Defensive Driving (Class)	540	594	125	141	99	1,499
Leadership For Safety Excellence (Class)	466	515	226	178	117	1,502
Workplace Harassment Awareness & Violence Prevention	60	737	151	94	51	1,093
Hazard Identification, Assessment, and Control (Class)	248	486	75	63	11	883
OHS Act, Reg, and Code Overview	203	404	34	275	45	961
Ground Disturbance, Trenching, and Excavation	230	280	115	43	66	734
Cargo Securement	188	261	42	101	42	634
Prime Contractor (Class)	197	154	83	75	7	516
Operator Safety - Skid Steer	173	175	76	89	89	602

















### Top 10 Online Courses (By Registration)

Classroom Course	2018	2019	2020	2021	2022	Total
Hazard Identification, Assessment, and Control (Online)	1,313	1,108	1,327	2,371	1,638	7,757
Leadership for Safety Excellence (Online)	661	526	606	868	1,456	4,117
Chainsaw Safety	495	532	561	896	1,163	3,647
ICS 100 Course	16	108	1,465	1,592	936	4,117
Leadership in Safety	645	720	1,005	1,828	908	5,106
IPAC Basic Awareness - Alberta	-	-	-	-	829	829
ATV/UTV Safety Training	-	7	299	752	734	1,792
Formal Workplace Inspections	-	-	-	290	516	806
WHMIS 2015 (AMHSA)	-	-	110	855	498	1,463
Workplace Harassment and Violence Prevention Training	-	-	-	416	493	909

Note: Previous years are January to December.

### 1.4.3 Collaboration/Participation with Interested Parties

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

Partner	OHS System Priorities						Representing Employer/Worker Interests			Partnerships/Management Systems						
	Maintaining Mental Fitness (MMF) Webinars	Psychological Injury Working Group (PIWG)	Psychosocial Hazard Working Group	AMHSA MSI Prevention Campaign	MSD Working Group	OHS Strategic Steering Committee	Industry Task Force (ITF) Association	AMHSA Safety Council Meetings	Pacific Coast University Disability Training	ISO 45001 Training	AuditSoft Audit Tool	Small Employer Toolkit	Excel COR Audit Tool	Harmonization Working Group	Auditor Qualification Working Group	CBSA Working Group
 AMHSA Health   Safety   Environment	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 AASP Alberta Association for Safety Professionals						✓					✓			✓	✓	✓
 Alberta Construction Safety Association			✓		✓	✓								✓	✓	✓
 AMTA			✓		✓					✓	✓			✓	✓	✓
 Alberta Municipalities Strength in Members	✓															
 BC MUNICIPAL SAFETY Association																
 Continuing Care Safety Association	✓		✓		✓						✓	✓	✓	✓	✓	✓
 ENERGY SAFETY CANADA			✓		✓	✓				✓	✓			✓	✓	✓
 CSSE Canadian Society of Safety Engineers	✓															
 CUPE Canadian Union of Public Employees									✓							
 AMSA Alberta Municipal Association				✓												
 MHSA Manufacturing & Heavy Industry Association			✓		✓								✓	✓	✓	
 Alberta Partnerships			✓		✓	✓		✓		✓				✓	✓	✓
 ITF ASSOCIATION		✓					✓									
 AFPA Alberta Federation of Professional Associations						✓	✓								✓	✓
 WCB Workers' Compensation Board		✓	✓		✓	✓	✓	✓	✓					✓	✓	✓

#### 1.4.4 Committee/Working Group Representation

##### a) Partnerships

In 2022 AMHSA continued to support numerous partnership meetings, subcommittees, and working groups:

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

Activities were focused on revising PIR program standards including COR audit criteria, SECOR audit criteria, OHS management system training content criteria, glossary of terms, and auditor training content criteria.

##### b) Strategic Steering Committee (SSC)

As a member of the SSC in 2022, AMHSA participation supported the SSC mandate to steward the:

- OHS Prevention Initiative and system priorities
- Integration of the overall OHS system
- Revitalization and ongoing relevance of the COR program

Attending SSC has strategic benefit for AMHSA and its members by representing and advocating municipal interests in working group framing documents, COR strategic plans, CP agreements, reporting metrics, and employer review process.

##### c) WCB-Alberta/Industry Task Force (ITF) Association

The ITF (Industry Task Force) Association works collaboratively to effect 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 Workers' Compensation in Alberta. AMHSA's Executive Director was re-elected in 2022 to the ITF Executive as Treasurer, and represented AMHSA on the following working groups, advisory groups, and subcommittees:

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

##### d) OHS Prevention Initiatives Working Groups

See Goal 1, 1.3 Injury/Illness Prevention for explanation of AMHSA's continued efforts to support this initiative.

##### e) Conference Board of Canada (CBOC)



In 2022 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). Though benefit of membership, AMHSA shared with member and associate members:

- Discounts on Conference Board of Canada events, research publications, webinars
- Participation in Conference Board surveys focused on health and safety
- Access to research reports produced by the Centre

## Objectives

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 performing.

## Supporting Strategy/Metric

Metric	Goal 2 – Reporting Criteria Description
 WCBC Appendix G	<b>WCBC Appendix G – General (4.11), 2022 Results to Date (4.1.3), Sharing Resources (5.0)</b> <ul style="list-style-type: none"> <li>• 2.1/2.2/2.3 – Monitor/disseminate government legislation and policies</li> <li>• 2.1/2.2/2.3 – Support OHS Prevention Initiatives/performance metrics</li> <li>• 2.1/2.2/2.3 – Provide cost-effective access to SME/strategic partners</li> <li>• 2.1/2.3 – Promotion/education in injury/illness prevention</li> </ul>
 MOU Annual Reporting Metric	<b>Alberta Labour MOU – Outcome #1, Outcome #2, Outcome #3</b> <ul style="list-style-type: none"> <li>• 2.1/2.3 – Enhanced collaboration of CPs with each other, government, and other stakeholders</li> <li>• 2.1/2.2/2.3 – Actions taken to support OHS system priorities</li> <li>• 2.1/2.3 – Continuous improvement of training and education</li> </ul>

## 2.1 Workplace Mental Health/Psychological Health and Safety

### a) Municipal Psychological Health Impact Group – Version 2.0

To ensure that the Psychological Health Impact Group remains responsive to member needs and operating environments, in 2022 Version 2.0 focused on:

- Integration of Version 1.0 participant feedback emerging mental health trends from the global pandemic
- Participant Quarterly Connects
- Employee Experience Scorecard
- Mental Fitness Index
- Employee and Leader Training

### b) Optional Certificate of Recognition (COR) PHS Element

In part, the global pandemic contributed to an increased understanding of the importance of mental health in the workplace, but also growing trends in compensable mental health claims.

In response to these trends, and in support of Health and Safety Management Systems (HSMS) Plan-Do-Check-Act (PDCA) continuous improvement, AMHSA utilized an external PHS subject matter expert (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 Psychological Health and Safety (PHS) COR Element to support municipal employers in assessing the effectiveness of a need for new mental health programs.

In September 2022, AMHSA received approval from Partnerships to deploy this optional element. This project was submitted as part of AMHSA's overall nomination for the Canadian Mental Health Association (CMHA) Alberta Workplace Wellness Award.

#### **c) Canadian Mental Health Association (CMHA) Not Myself Today® (NMT) Version 9.0 Launch (Internal AMHSA)**



## **Dashboard**

Alberta Municipal Health & Safety Association (AMHSA) | Welcome

In 2022, AMHSA was again a Champion supporter of the CMHA [NMT Program](#). NMT is an evidence-based, practical solution to help employers like AMHSA transform mental health at work and was created to help reduce stigma and support mental health at work.

### **2.2 Quality Assurance/Curriculum Updates/Customer Excellence**

#### **a) Leadership for Safety Excellence – Version 2.0**

In 2022, all four core courses (Supervisor's Role, Hazard Identification, Assessment, and Control, Formal Workplace Inspections, and Incident Investigation) were updated to include new legislation and new content such as Hazard Energy Wheel and Psychological Health and Safety. To offset development costs and support peer collaboration, AMHSA partnered with BC Municipal Safety Association (BCMSA) for these updates.

These phase-1 revisions are an important first step in creating the version 2.0 Leadership for Safety Excellence suite of courses, and in 2023, AMHSA will begin the phase-2 updates to Supervisor's Role modules. This will include Interested Party consultation, a revision of both the eLearning and instructor-led courses, and a thorough scan of HSE leadership education.

#### **b) Flag Person/Traffic Accommodation Plan – Development/Delivery**

Flag Person and Flag Person Train the Trainer were both updated in 2022 to align with recent legislative changes. The updated courses were available throughout the 2022 roadwork season.

In response to member requests, a new course (Temporary Traffic Accommodation) was created and piloted with the Town of Hinton and will be finalized by the end of 2022.



## 2.3 Revenue Diversification

### a) Member Portals/Electronic Health and Safety Management System Software

In 2022 AMHSA almost doubled the number of municipal portals/online health and safety management software users to 41, continuing to support members with services such as digital hazard identification forms, training matrix assembly and deployment, and online orientations.

Type	Industry Code	# of Portals
Villages	95100	2
Towns	95101	12
MDs and Counties	95102	23
Cities	95104	4
		<b>Total 41</b>

### b) International Organization for Standardization (ISO) Offerings

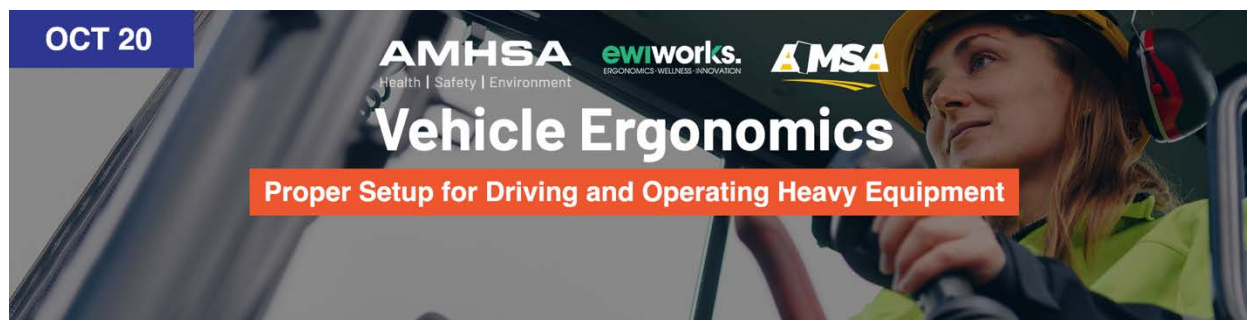
AMHSA again offered ISO 45001:2018 Occupational Health and Safety Management Systems training (Requirements, Internal Auditor, and Lead Auditor) in 2022 with a total of 30 registrations.

### c) Training Resale Opportunities

During 2022 AMHSA leveraged efforts to develop three online courses with the BCMSEA. AMHSA also provided digital concierge services for the CSSE. The combined revenue from these two initiatives was greater than \$100,000 helping to reduce its WCB-Alberta grant dependence. AMHSA's additional sources of revenue have combined to bring its WCB-Alberta grant dependence to below 70 per cent in 2022.

## 2.4 Governance

### a) MSI Campaign – Vehicle Ergonomics/Industrial Ergonomics



Public works is a major component of the municipal workforce, and through heavy equipment operation, many of its employees are exposed to unique risk factors that can cause Musculoskeletal Injury (MSI).

In 2022, AMHSA partnered with the Alberta Municipal Supervisors Association (AMSA), a group of public works leaders from across the province representing 70+ rural and small urban municipalities, to host an interactive webinar series focused on heavy equipment vehicle ergonomics.

AMHSA's MSI Strategic Partner EWI Works had an ergonomist host two webinars focused on different public works employees:

- Heavy equipment operators
- Fleet maintenance employees





## 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 3 – Reporting Criteria Description
 <p>WCB Appendix G</p>	<p><b>WCB Appendix G – General (4.11), 2022 Results to Date (4.1.3), Industry Support (4.3)</b></p> <ul style="list-style-type: none"> <li>• 3.1/2.2/2.3 – Monitor/disseminate government legislation and policies</li> <li>• 3.1 – Support OHS Prevention Initiatives/performance metrics</li> <li>• 3.2/3.3 – Provide cost-effective access to SME/strategic partners</li> <li>• 3.1 – Promotion/education in injury/illness prevention</li> </ul>
 <p>MOU Annual Reporting Metric</p>	<p><b>Alberta Labour MOU – Outcome #1, Outcome #2, Outcome #3</b></p> <ul style="list-style-type: none"> <li>• 3.1.2/3.1.3 – Enhanced collaboration of CPs with each other, government, and other stakeholders</li> <li>• 3.2 – Actions taken to support OHS system priorities</li> <li>• 3.1.1/3.2/3.3 – Continuous improvement of training and education</li> </ul>

### 3.1 Partnerships in Injury Reduction Certified Partner (CP)

#### a) Consultant Auditor Management

In 2022, AMHSA originally planned to revisit and potentially revamp auditor qualifications, training and maintenance in alignment with work occurring with the Auditor Qualifications, Training and Certification (AQTC) working group. The AQTC working group was put on hold in April of 2022 until the Complexity Based and Scalable Audit (CBSA) had been created. AMHSA plans to revisit this initiative in 2023 when the AQTC reconvenes to ensure alignment with other CP's.

#### b) Targeted Engagement with non-COR holders

Currently, a population of AMHSA members are non-COR holders, which presents an opportunity for AMHSA to support this demographic in the development and improvement of their health and safety management systems – even if they choose not to pursue COR certification.

In 2022, AMHSA worked to establish a Non-COR Engagement Strategy, and is currently working to obtain datasets that will aid in facilitating conversations with municipal leaders on the benefits of a strong HSMS when piloted in 2023.

### 3.2 Advocacy/Accountability

#### a) OHS Reform – Interested Party Representation



AMHSA supported members with advocacy, representation, and communication during phases of 2022 deferred OHS code implementation and the 2022/2023 OHS code review cycle:

- Legislative change overview eLearning
- Worker OHS rights
- Joint work site committee/health and safety representative
- Searchable OHS legislation

#### b) Canadian Standards Association (CSA) Association Program – 2022 Member Participation

Scheduled for Q4 2022 completion is to become a CSA association member to support member:

- Discounts
- Continuing education/professional development
- Networking opportunities at classes

### 3.3 Leadership/Best Practice

#### a) External Accreditation – International Accreditors for Continuing Education and Training (IACET)

AMHSA conducted a review of the organizational readiness, and willingness to extend the requirements of certification not only to the desired courses for application, but the entire organization. As a result, it was determined to extend the application to November 2023. AMHSA met all required project timelines in 2022 to bring it closer to achieving the goal of ANSI/IACET 2018-1 accreditation.

#### b) Occupational Disease/Leading Indicators

In 2022, AMHSA began determining if interest and a business case existed for the establishment of a working group to develop an awareness campaign for municipal occupational disease or a best practice for leading indicators.

To date, AMHSA has obtained relevant municipal occupational disease data, and will be working with an Occupational Medicine Physician to perform an in-depth analysis of occupational disease data to substantiate if a working group or best practice is required for municipal leading indicators.

### 3.4 Scope/Sustainability

#### a) Industry Code Engagement of Non-Represented Industries

In 2022, AMHSA made additional efforts to engage with key employers in Water Treatment/Distribution and Fire Protection on the benefits of using AMHSA's services. Efforts included speaking at:

- 48<sup>th</sup> Alberta Water and Wastewater Operators Association (AWWOA) annual operators seminar
- Alberta Fire Chiefs Association (AFCA) banquet reception

### **Vision Statement/Scope Modernization**

With the support of the AMHSA Board of Directors, AMHSA worked to revitalize its scope, vision, and mission statements to remain responsive and relevant to member needs.

Revisions were introduced to address dated content and reflect modern value statements introduced in 2021.



- Inclusion of “health” to reflect and respect Health and Safety Management System (HSMS) and legislative requirements for occupational health and mental health.
- Expansion beyond “classroom” training to reflect modern delivery methods (virtual, hybrid, etc.).
- Soft expansion into “environment” to reflect municipal Health, Safety, and Environment (HSE) competency needs and associated OHS hazards that accompany environmental aspects (spills, releases, etc.).

## 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

Metric	Goal 4 – Reporting Criteria Description
 WCBC Appendix G	<b>WCBC Appendix G – General (4.11), 2022 Results to Date (4.1.3), Industry Support (4.3)</b> <ul style="list-style-type: none"> <li>• 4.1/4.3 – Monitor/disseminate government legislation and policies</li> <li>• 4.5 – Support OHS Prevention Initiatives/performance metrics</li> <li>• 4.1/4.2/4.3 – Provide cost-effective access to SME/strategic partners</li> <li>• 4.3 – Promotion/education in injury/illness prevention</li> </ul>
 MOU Annual Reporting Metric	<b>Alberta Labour MOU – Outcome #1, Outcome #2, Outcome #3</b> <ul style="list-style-type: none"> <li>• 4.3 – Enhanced collaboration of CPs with each other, government, and other stakeholders</li> <li>• 4.5 – Actions taken to support OHS system priorities</li> <li>• 4.1/4.4 – Continuous improvement of training and education</li> </ul>

### 4.1 Grant Applications/Awards

#### a) Supporting Psychological Health in First Responders (SPHIFR) Grant



In 2022, AMHSA was successfully awarded a Stream 1 (Services) Supporting Psychological Health in First Responders (SPHIFR) grant from the Government of Alberta for the virtual delivery of a novel iteration of The Working Mind First Responder (TWMFR) from the Mental Health Commission of Canada (MHCC) to provide specialized training and tools to rural and remote firefighters living with or at risk of post-traumatic stress injuries (PTSI).

The [AMHSA Rural First Responder](#) program will aim to provide 375 Alberta Fire and Rescue Services first responders with free access to 25 virtually delivered sessions of TWMFR as well as tools and content on the TELUS Health Espri mobile app for self-directed TWMFR 'booster' training.

## b) AMHSA/University of New Brunswick College of Extended Learning (UNB CEL) – OHS Tuition Giveaway

### AMHSA/UNB Safety Program Tuition Giveaway



The AMHSA-UNB CEL Occupational Health and Safety (OHS) Tuition Giveaway is dedicated to the memory of Terri Filipski, who was instrumental in the launch of the program. UNB CEL and AMHSA partnered to provide one member of the AMHSA community free tuition to enroll in their choice of the UNB [online Certificate](#) in OHS program or the [online Diploma](#) in OHS. All Alberta municipal members who currently work or are interested in the OHS field can enter into the contest.



Pictured: Shawn Justus, City of Airdrie.



Pictured: Nicole Carmichael, Town of Olds.

Thank you to Paul Schultz (CAO) and Judy Molnar (HR Director) with the City of Airdrie for attending the award ceremony where Director Scott Lyall presented the award to Shawn Justus (Team Leader Health, Safety & Security).

AMHSA was also able to congratulate Nicole Carmichael, Town of Olds, who completed her online Certificate in OHS from UNB in 2022. Nicole is the first recipient of the AMHSA-UNB Scholarship, having won the award in 2020.

## c) ECO Canada - Environmental Professional (EP) Employer Designation



In response to member feedback that municipal Health and Safety professional roles are growing to include environmental (HSE) scope and competencies, AMHSA received approval from its Board of Directors to pursue a soft scope expansion into environment, and application as a qualified [Environmental Professional \(EP\)](#) with ECO Canada.

In September 2022, AMHSA was notified that its application for the EP Employer designation had been approved by the Canadian Environmental Certification Approvals Board (CECAB).

## 4.2 Regulatory Requests/Applications

### a) Creative Sentencing/Subject Matter Expertise

In late 2022, AMHSA was awarded two creative sentencing awards through the Provincial Court of Alberta. Additional details will soon be forthcoming about these creative sentencing awards:

- Aquatic Health and Safety Awareness Program
- Health and Safety Management System COR Baseline Audit

## 4.3 Sponsorships/Collaborations

### a) Disability Management Training



In response to member feedback that disability management is a growing part of safety professionals position descriptions, AMHSA partnered with WCB-Alberta and the Pacific Coast University (PCU) for Workplace Health Sciences to offer disability management learning events. PCU learning events apply towards or are pre-approved/endorsed by:

- PCU [Disability Management Practitioner Certificate Program](#).
- Chartered Professionals in Human Resources of Alberta ([CPHR Alberta](#)) for continuing professional development (CPD) Hours.
- Canadian Society of Professionals in Disability Management ([CSPDM](#)) for continuing education credit (CEC) hours for [Certified Disability Management Professional](#) (CDMP)/[Certified Return to Work Coordinator](#) (CRTWC) designations.

### b) Operational Response Continuing Education Courses



In 2022 AMHSA partnered with NAIT to give members discounted continuing education courses from NAIT!

Courses are available in-person and online to fit your schedule. [Click to view brochure](#). Pick your courses from NAIT's [Continuing Education](#) page\* and register by emailing [CITTraining@nait.ca](mailto:CITTraining@nait.ca) with your course selection(s). Be sure to mention your AMHSA membership to be eligible for discounts. \*Some restrictions apply.

## 4.4 Strategic Partnerships

### a) Formalize MOU with strategic partners in support of AMHSA vision, values, mission, and mandate

In 2022 AMHSA formalized a memorandum of understanding (MOU) with its long-standing annual conference partner, the Rural Utility Safety Association (RUSA).

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## 2023 Goals and Strategies



## Proposed 2023 Operational Strategies

For 2023, AMHSA will again continue four organizational strategies that are supported by departmental strategies (actions, objectives, and metrics where appropriate) as they are implemented in 2023. Within each organizational strategy, featured departmental strategies are outlined in the sections of the Business Plan below.





# Base Business

## Objectives

Support annual performance reporting requirements as a certifying partner and demonstrated accountability for OHS Prevention Initiatives and system priorities.

## Supporting Strategy/Metric



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

### 1.1.1 Certificate of Recognition (COR)

#### Objective

Support annual performance reporting requirements as a certifying partner and demonstrated accountability for OHS Prevention Initiatives and system priorities.

#### Supporting Strategy/Metric

AMHSA will maintain its high level of quality and customer service in the COR program through the execution of Certificate of Recognition (COR) Certified Partner (CP) support functions that including but not limited to:

- Quality Assurance Reviews
- Auditor Training (Health and Safety Management Systems, Health & Safety Auditing, and Audit Refresher)
- On Site Audit Reviews (OSAR)
- CORRS Data Entry
- Internal COR Policy/Processes Review
- PIR Working Group Participation
- Audit Tool Maintenance

## 1.2 Accountability and Reporting

#### Objective

Meet or exceed annual reporting requirements for AMHSA as a Funded Health and Safety Association (HSA), Certifying Partner (CP) to WCB-Alberta and Alberta Labour and Immigration OHS Prevention Services Branch, and support continued accountability to AMHSA Board of Directors/Interested Parties through good governance and transparent public-facing reporting documents.

#### Supporting Strategy/Metric

Meet or exceed annual reporting requirements as prescribed by:

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

## 1.3 Injury/Illness Prevention Campaigns

#### Objective

Deliver data-driven injury/illness prevention campaigns that:

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

#### Supporting Strategy/Metric

Deliver data-driven injury/illness prevention campaigns that support the GoA OHS Prevention Initiative:

- Slips/Trips/Falls
- Psychosocial Hazards
- Musculoskeletal Disorders

### 1.3.1 Training and Education

#### Objective

Continue delivery of AMHSA injury/illness training and education products and services in support of municipal injury prevention/reductions, OHS Prevention Initiative, and annual reporting requirements.

#### Supporting Strategy/Metric

In 2023, AMHSA will continue focus on occupational injury/illness training and education:

- Prevention campaigns
- Classroom, Virtual Instructor Led (VIL), hybrid, and self-paced education courses
- Topic-specific webinars

## 1.4 Member Advocacy/Representation/Customer Service

### 1.4.1 Collaboration/Participation with Stakeholders

#### Objective

Continue strong collaborations in 2023 with other HSAs, CPs, government, and stakeholders/interested parties.

#### Supporting Strategy/Metric

Consultation where appropriate with:

- Peer Certifying Partners (CP) and Health and Safety Associations (HSA)
- Practitioners – Health and Safety, Human Resource/Disability Management, Risk Management, Environment, etc.
- Organized Labour
- Municipal and Operational Leaders
- Regulators
- Certifying Bodies (ECO Canada, Board of Canadian Registered Safety Professionals, etc.)
- Memorandum of Understanding (MOU) and Subject Matter Expert (SME) Strategic Partners

### 1.4.2 Committee and Working Group Representation

#### Objective

Participate in committee and working groups that support member advocacy, representation, and customer service goals and objectives.

#### Supporting Strategy/Metric

In 2023 AMHSA will continue to participate in: Continued to support meetings, subcommittees, and working groups:

- Partnerships in Injury Reduction (PIR)
- Strategic Steering Committee (SSC)
- WCB-Alberta/Industry Task Force (ITF) Association
- OHS Prevention Initiatives Working Groups
- Conference Board of Canada (CBOC)
- Construction Safety Research Alliance (CRSA)
- NAIT OHS Program Advisory Committee

## Continuous Improvement

### Objectives

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

### Supporting Strategy/Metric



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

### Objective

Support continuous improvement of the AMHSA Municipal Psychological Health Impact Group, Maintaining Mental Fitness (MMF), Psychological Health and Safety Facilitator (PHSF) Certification program, and COR Optional PHS Element.

### Supporting Strategy/Metric

#### 2.1.1 Certificate of Recognition (COR) Optional Psychological Health & Safety (PHS) Element - Launch

In 2022 AMHSA utilized an external PHS subject matter expert (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 Psychological Health and Safety (PHS) COR Element to assist municipal employers in assessing the effectiveness of a need for new mental health programs. In September 2022, AMHSA received approval from Partnerships to deploy this optional element.

In 2023 AMHSA will implement the new COR Optional PHS 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
- Non-COR holders who wish to measure PHS using the audit

#### 2.1.2 Municipal Psychological Health Impact Group – Version 3.0

In 2023, AMHSA will further integrate feedback received from impact group participants and municipal members for a greater variety of impact group participation options. This change is in recognition that municipalities have different levels of operational readiness, available resources, psychological health and safety program maturity, and organizational culture. 2023 changes are anticipated to include:

- Three distinct impact group tiers to “meet municipalities where they are” in their journey to support psychologically safe workplaces, as well as an “a la carte” options to meet specific operational needs
- Impact group micro-site redevelopment and launch to support changes in external psychological health and safety subject matter experts/strategic partners who will facilitate the program
- Use of a dedicated and secure channel for impact group members to stay connected on the AMHSA discourse forum that was launched in 2022

#### 2.1.3 Maintaining Mental Fitness (MMF) – Season 4

In 2023, AMHSA will launch Season 4 of its very successful educational webinar series designed to support mental fitness for both organizations and individuals. Partnering organizations for the Season 4 campaign have not been finalized, but are anticipated to continue with municipal associations, mental health thought leaders, and disciplines charged with supporting psychologically safe workplaces (operational leaders, health and safety, human resources, etc.).

#### 2.1.4 Psychological Health and Safety Facilitator (PHSF) Certification Program

AMHSA will re-envision the curriculum, business and delivery model of the PHSF Certification program in response to:

- Mental health impacts of the global pandemic

- Anticipated 2023 changes to the Canadian Standards Association (CSA) [National Standard for Psychological Health and Safety in the Workplace](#) and Alberta OHS Legislation
- Contracted provider organizational changes
- Participant feedback

## 2.2 Certificate of Recognition (COR) Modernization

### Objective

Support effective communication and change management with membership that result from provincial changes to the Partnerships in Injury Reduction (PIR) Certificate of Recognition (COR) program.

### Supporting Strategy/Metric

#### 2.2.1 COR Working Group – Implementation

In 2023 AMHSA will continue to participate in and communicate COR modernization changes from Partnerships subcommittees, and working groups:

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

#### 2.2.2 Audit Tool Revision

Communication to membership and integration of changes as a Certifying Partner related to COR/SECOR audit tool changes.

#### 2.2.3 Employer Review

AMHSA will participate in Partnerships working groups to represent member views and impacts of changes to Employer Review such as Employer Abstracts, On-site Audit Review (OSAR), etc.

## 2.3 Infrastructure, Products, and Services

### 2.3.1 Internal Systems

#### Objective

Invest into internal AMHSA systems to reduce rework/errors, increase efficiency/employee engagement, support association longevity, and modern/customer centric “self-serve” platforms that members expect.

#### Supporting Strategy/Metric

In 2023, AMHSA will begin a reinvestment plan for several aging or absent platforms that either have significant public facing contact with members and/or impact to member experience:

- AMHSA Intranet Page
- Financial Accounting
- Client Relationship Management (CRM)

### 2.3.2 Line of Fire (LOF) Prevention/Reduction Campaign

#### Objective

Broaden existing AMHSA LOF prevention campaign content to ensure effectiveness, relevancy, customer experience, and GoA OHS Prevention Initiative that is monitoring LOF for inclusion as an OHS System Priority in 2023.

#### Supporting Strategy/Metric

2023 LOF remediation efforts with focus on the following areas of improvement:

- Hazardous Energy Isolation (Energy Wheel) Integration
- New Resource Creation (Toolbox Talk, Webinars, Posters, etc.)
- Updated AMHSA Branding Integration
- Micro-site redevelopment

### 2.3.3 IACET Accreditation Application

#### Objective

Apply for organizational accreditation to the ANSI/IACET Standard for Continuing Education and Training in support of annual performance reporting requirements as a Certifying Partner and funded Health and Safety Association (HSA).

#### Supporting Strategy/Metric

AMHSA will apply for accreditation to the ANSI/IACET 2018-1 Standard for Continuing Education and Training with the International Accreditors for Continuing Education and Training (IACET) to:

- Drive continuous improvement by adopting recognized models for developing effective and valuable continuing education and training
- Facilitate issuance of IACET Continuing Education Units (CEU)
- Demonstrate leadership brand differentiation amongst its peers

### 2.3.4 Leadership for Safety Excellence (LSE) – Phase 2

#### Objective

To produce a best-in-class LSE program offerings that include modern and relevant interactive modules for workers, supervisors, managers and senior leaders.

#### Supporting Strategy/Metric

In 2022, Phase 1 revisions to all four LSE core courses (Supervisor's Role, Hazard Identification, Assessment, and Control, Formal Workplace Inspections, and Incident Investigation) were updated to include new legislation and new content such as hazard energy wheel and psychological health and safety.

In 2023, Phase 2 revisions will begin to Supervisor's Role modules. This will include interested party consultation, a revision of both the eLearning and instructor-led courses, and a thorough scan of HSE leadership education.

## 2.4 Member Experience/Connection

### Objective

To strategically define customer service expectations, establish metrics, and anchor or establish positive member connections with AMHSA audiences and Interested parties.

### Supporting Strategy/Metric

#### 2.4.1 Customer Service Metrics

In 2023 AMHSA will re-commit to customer service by executing the following initiatives:

- Defining customer service level agreement (SLA)
- Re-defining customer service metrics
- Zen desk upgrade
- Supporting client success training

#### 2.4.2 Non-COR Holder Engagement

Currently, a population of AMHSA members are non-COR holders, which presents an opportunity for AMHSA to support this demographic in the development and improvement of their health and safety management systems, even if they choose not to pursue COR certification.

In 2023, AMHSA will implement a target Non-COR Engagement Strategy using datasets refined in 2022 to aid in facilitating conversations with municipal leaders on the benefits of a strong HSMS and addressing compliance/performance trends.

#### 2.4.3 Member Outreach

In 2023, AMHSA will increase efforts to engage with municipal members to ensure that member needs are better understood, integrated into business products/strategies, and represented at working groups and meetings that AMSHA attends with regulators and other interested parties.

- Conferences and trade shows
- Marketing outreach
- Member outreach (non-COR holders, first responders, etc.)



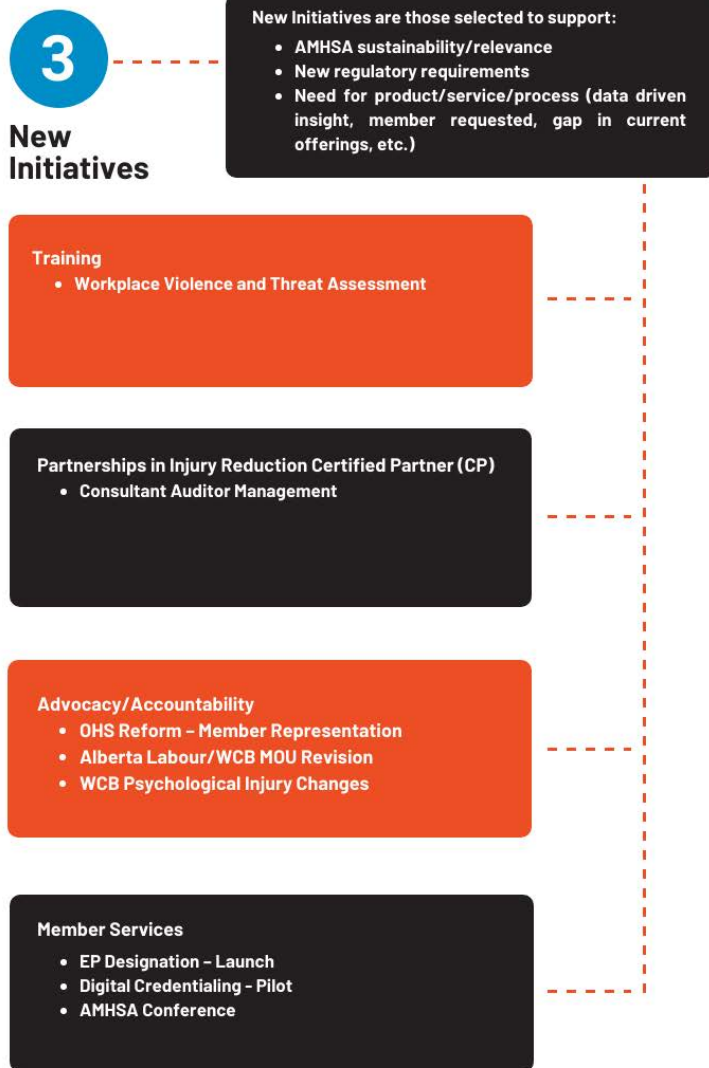
## New Initiatives

### 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



### 3.1 Partnerships in Injury Reduction Certified Partner (CP)

#### 3.1.1 Consultant Auditor Management

##### Objective

Implement an improved qualification, credit and maintenance process required to become and maintain status as a certified AMHSA Auditor.

##### Supporting Strategy/Metric

This initiative was partially deferred in 2022 when the Auditor Qualifications, Training and Certification (AQTC) Working Group was put on hold in April of 2022 until the Complexity Based and Scalable Audit (CBSA) had been created.

AMHSA will restart this initiative in 2023 when the AQTC reconvenes to ensure alignment with other CP's and will continue work AMHSA began in 2022 to develop internal decision-making processes for auditor code of conduct using external subject matter experts in the field of administrative justice.

### 3.2 Advocacy/Accountability

##### Objective

Support municipal interests during periods of OHS legislative reform, WCB-Alberta process and resource changes, and accountability Memorandum of Understanding (MOU).

#### 3.2.1 Legislative Reform – Member Representation

##### Supporting Strategy/Metric

In 2023, AMHSA will support municipal stakeholders with education and communication on changes to:

- 2022 announced OHS code changes (details not fully known at time of publication of this document) 2023 OHS code review cycle

#### 3.2.2 Alberta Labour – CP Memorandum of Understanding (MOU)

##### Supporting Strategy/Metric

Demonstrate accountability to interested parties, support fiduciary responsibility of member funds, and live AMHSA values of Integrity, Trust, Accountability, Openness, and Results Driven.

Participate in 2023 revisions to the Alberta Labour and Immigration – Certifying Partner (CP) memorandum of understanding (MOU) that support accountabilities to interested parties.

#### 3.2.3 WCB-Alberta Psychological Injury Process

##### Supporting Strategy/Metric

Continue 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.

AMHSA will support municipal stakeholders with advocacy, representation, and communication during the following known or anticipated phases of OHS legislative reform:

- Cognitive Job Demands Analysis
- Psychological Injury Dashboard

### 3.3 Member Services

#### 3.3.1 EP Designation Launch

##### **Objective**

Respond to member feedback that municipal Health and Safety professional roles are growing to include environmental (HSE) scope and competencies.

##### **Supporting Strategy/Metric**

After receiving approval from its Board of Directors to pursue a soft scope expansion into environment, and application as a qualified Environmental Professional (EP) with ECO Canada, and subsequent September 2022 notification that its application for the EP Employer designation had been approved by the Canadian Environmental Certification Approvals Board (CECAB) – AMHSA will communicate eligible member benefits in 2023.

#### 3.3.2 Digital Credentialing Pilot AMHSA Program

In 2023 AMHSA will pursue a pilot of a digital credentialing program to:

- Elevate AMHSA Course/Certification/Brand Awareness
- Increase Online Enrollment
- Feature Membership

#### 3.3.3 AMHSA Conference

In response to member and Board of Director inquiries related to AMHSA having its own annual conference, AMHSA will host an event in 2023 to assess member feedback and long-term feasibility.

### 3.4 Training

#### 3.4.1 Workplace Violence and Threat Assessment

##### **Objective**

Provide modern, relevant, legislation compliant, and cost-effective training to municipal members.

##### **Supporting Strategy/Metric**

In 2023, AMHSA will evaluate and partner with external subject matter experts to offer training in the fields of:

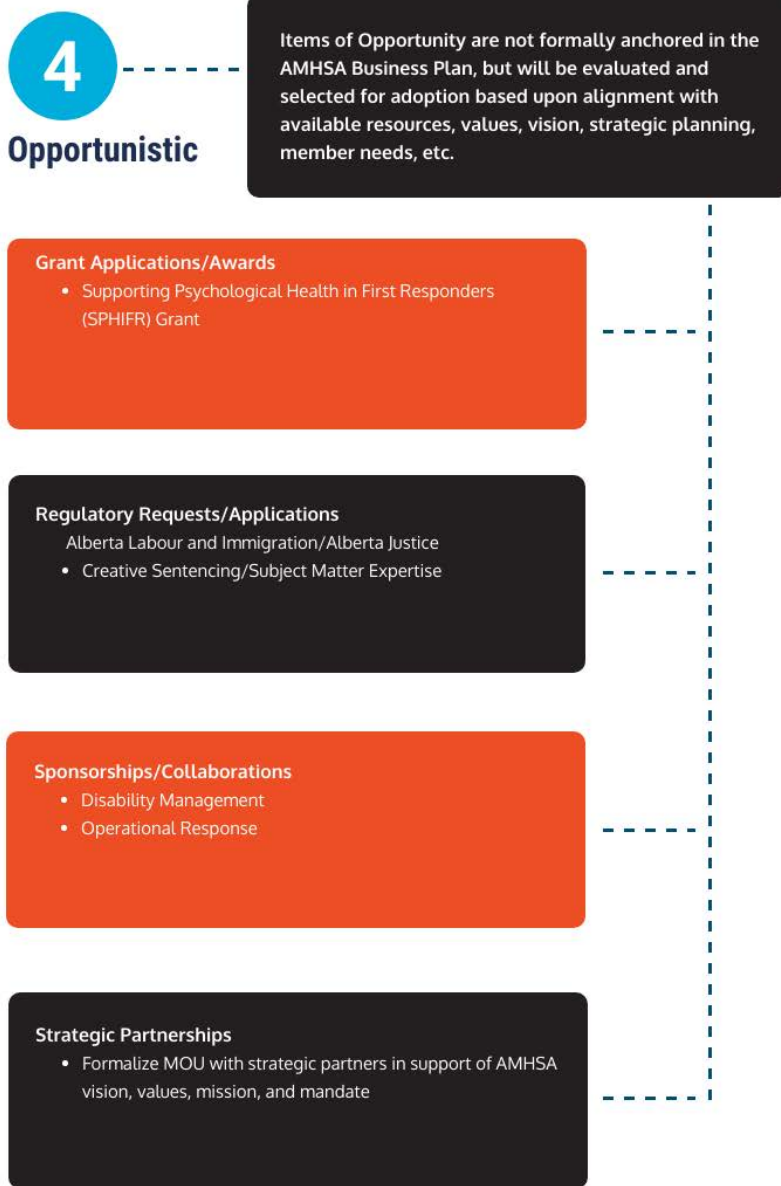
- Workplace Violence and Harassment
- Threat Assessment
- Respect in the Workplace

## 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



## **4.1 Grant Applications/Awards**

### **4.1.1 Government of Alberta Supporting Psychological Health in First Responders (SPHIFR) Grant**

#### **Objective**

Execute if successfully awarded 2023 Government of Alberta Supporting Psychological Health in First Responders (SPHIFR) Grant application.

#### **Supporting Strategy/Metric**

If AMHSA is notified in early 2023 that it is a successful Stream 1 applicant for its proposed virtual delivery of a novel iteration of The Working Mind First Responder (TWMFR) from the Mental Health Commission of Canada (MHCC) to underserved, at risk first responders and family members, AMHSA will implement in 2023.

## **4.2 Regulatory Requests/Applications**

#### **Objective**

AMHSA supports the concept of using creative sentencing as provisioned under the Alberta Occupational Health and Safety 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 the Business Plan activities.

#### **Supporting Strategy/Metric**

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

## **4.3 Strategic Partnerships**

#### **Objective**

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

#### **Supporting Strategy/Metric**

AMHSA continues to be approached by various organizations for strategic partnerships and opportunities. If a 2023 strategic partnership opportunity present itself that supports AMHSA vision, values, mission, mandate, and available resourcing permit execution – AMHSA will pursue MOU accordingly.

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## 2023 Budget

## 2023 Budget

The AMHSA Board of Directors was presented the 2023 Budget at the Oct. 14, 2022 Board of Directors Meeting.

The 2023 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).



## 2023 Operating Budget

### ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION 2023 BUDGET w BUDGET PLAN AND COMPARABLES

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION 2023 BUDGET with BUDGET PLAN AND COMPARABLES					
	2022 BUDGET	2022 YE PROJECTIO N	2023 BUDGET PROPOSAL	2024 BUDGET PLAN	2025 BUDGET PLAN
<b>REVENUE</b>			<b>2023</b>	<b>2024</b>	<b>2025</b>
WCB Grant	1,800,000	1,800,000	2,356,214	2,356,214	2,356,214
AMHSA In-Person	250,000	320,059	275,000	300,000	300,000
AMHSA Online	300,000	497,971	400,000	425,000	450,000
BIS Online	130,000	235,983	180,000	200,000	220,000
Portal Revenue	100,000	103,364	120,000	130,000	140,000
Total Program Registrations	780,000	1,157,376	975,000	1,055,000	1,110,000
Other Revenues	34,000	87,074	50,002	60,000	70,000
<b>TOTAL REVENUE</b>	<b>2,614,000</b>	<b>3,044,450</b>	<b>3,381,216</b>	<b>3,471,214</b>	<b>3,536,214</b>
Contingency Allocation	120,000	0	-	-	-
<b>TOTAL REVENUE &amp; CONTINGENCY</b>	<b>2,734,000</b>	<b>3,044,450</b>	<b>3,381,216</b>	<b>3,471,214</b>	<b>3,536,214</b>
<b>EXPENSES</b>					
<b>General Administrative Expenses</b>					
Wages & Benefits	1,684,377	1,545,357	2,108,755	2,116,349	2,116,349
Allocation to Special Projects	- 200,000	- 165,862	- 290,000	- 180,000	- 180,000
Office Travel & Subsistence	20,000	38,421	30,000	40,000	45,000
Office - Rent	180,000	177,678	180,000	180,000	180,000
Equipment Lease	5,000	6,196	5,000	5,000	5,000
Equipment/Furniture Purchases	15,000	18,098	10,000	10,000	10,000
General Office Expenses	100,000	113,155	100,000	100,000	100,000
Bank, Merchant & Finance Charges	11,000	8,334	11,000	11,000	11,000
Advertising, Promotion & Membership	65,000	95,998	100,600	110,000	120,000
Contract Services - Accounting-related & Other	175,000	156,925	80,000	75,000	75,000
Contract Services - HR-related & Legal		72,897	80,000	75,000	75,000
IT & Web Expenses	190,000	173,510	222,190	222,190	222,190
Bad Debt	1,500	2,000	2,000	2,000	2,000
Board Expenses	2,500	2,000	3,000	3,500	3,500
Total General Administrative Expenses	2,249,377	2,244,706	2,642,545	2,770,039	2,785,039
<b>Training Costs</b>					
Program Development & Preparation	85,000	83,806	90,000	100,000	105,000
General Operating Programming	39,000	22,135	35,000	30,000	30,000
EHS Software Resale Expense	80,000	108,556	88,000	96,000	96,000
Program - Materials	50,000	65,197	50,000	50,000	50,000
Total Travel and Facility Rent	55,000	96,086	82,000	82,000	82,000
Program - Instructor Fees	175,000	244,844	192,500	210,000	210,000
Total Training Costs	484,000	620,623	537,500	568,000	573,000
<b>TOTAL EXPENSES</b>	<b>2,733,377</b>	<b>2,865,330</b>	<b>3,180,045</b>	<b>3,338,039</b>	<b>3,358,039</b>
<b>EXCESS REVENUE OVER EXPENSES</b>	<b>623</b>	<b>179,121</b>	<b>201,171</b>	<b>133,175</b>	<b>178,175</b>

\*2022 Year To Date Operating Budget is presented in Appendix B.

## 2023 SPECIAL PROJECT BUDGET

<u>EXTERNALLY RESTRICTED FUNDS</u>			PRIOR	YTD	CURRENT YR	2023	2024	2025	TOTAL	
PROJECT	STATUS	BUDGET	YEAR(S)	EXPENSE	PROJECTION	PROJECTION	PROJECTION	PROJECTION	EXPENSE	BALANCE
CSA - Boring & Trenching	In Progress	240,000	294,119	1,054	3,000	-	-	-	298,173	(58,173)
CSA - Lawn Maintenance	In Progress	300,000	266,778	14,640	20,000	-	-	-	301,418	(1,418)
GoA - Working Mind First Responder	In Progress	175,835	-	23,988	125,000	25,000	-	-	173,988	1,847
Calgary Leasehold Improvement	Closed	309,364	10,340	-	-	-	-	-	10,340	299,024
KMS Audit & Plan	In Progress	8,500	-	-	3,000	5,500	-	-	8,500	-
Aquatic Safety Awareness Campaign	Pending	30,000	-	-	5,000	20,000	5,000	-	30,000	-
Accounting Software Project	In Progress	120,000	-	217	5,000	120,000	-	-	125,217	(5,217)
Customer Service Metrics/Zen	Pending	25,000	-	-	-	25,000	-	-	25,000	-
CRM	Pending	20,000	-	-	-	20,000	-	-	20,000	-
<b>TOTAL EXTERNALLY RESTRICTED PROJECTS</b>		1,228,699	571,237	39,899	161,000	215,500	5,000	-	992,636	236,063

<u>INTERNALLY RESTRICTED FUNDS</u>			PRIOR	YTD	CURRENT YR	2023	2024	2025	TOTAL	
PROJECT	STATUS	BUDGET	YEAR(S)	EXPENSE	PROJECTION	PROJECTION	PROJECTION	PROJECTION	EXPENSE	BALANCE
Web Redesign & Forums	In Progress	80,000	23,368	-	5,000	51,632	-	-	80,000	-
HSC 2021 Dec Legislative Changes	In Progress	17,000	-	12,701	47,000	-	-	-	59,701	(42,701)
Psychological Health - MMF	In Progress	-	610	2,064	-	-	-	-	2,674	
	Received	-	-	-	-	-	-	-	-	
	Net	10,000	610	2,064	-	-	-	-	2,674	7,326
IACET Accreditation Project	In Progress	150,000	49,976	49,976	25,000	25,048	-	-	150,000	-
MH Impact Group #2	In Progress	57,375	-	1,211	4,000	57,375	-	-	62,586	
	Received	67,500	-	-	-	67,500	-	-	67,500	
	Net	(10,125)	-	1,211	4,000	(10,125)	-	-	(4,914)	(5,211)
LSE Online	In Progress	225,000	20,123	10,691	10,000	50,000	70,000	20,000	180,814	44,186
LSE Instructor Led Class	In Progress	30,000	14,394	3,115	2,000	3,500	5,500	1,500	30,009	(9)
LSE - BCMSEA	In Progress	-	-	4,846	35,000	14,000	-	-	53,846	
	Received	-	-	30,000	6,500	30,000	-	-	66,500	
	Net	(12,500)	-	(25,154)	28,500	(16,000)	-	-	(12,654)	154
2022 COR Audit Tool Development	In Progress	20,000	-	16,739	-	-	-	-	16,739	3,261
Optional PHS COR Element Implementation	Pending	25,000	-	-	-	20,000	5,000	-	25,000	-
Psychological H&S Certification	Pending	-	-	-	-	20,000	-	-	20,000	
	Received	-	-	-	-	15,000	-	-	15,000	
	Net	5,000	-	-	-	5,000	-	-	5,000	-
WVHP/Threat Assessment	Pending	5,000	-	-	-	5,000	-	-	5,000	-
Instructor Evaluation Process	Pending	25,000	-	-	-	25,000	-	-	25,000	-
OHS Code Revision	Pending	20,000	-	-	-	20,000	-	-	20,000	-
<b>TOTAL INTERNALLY RESTRICTED PROJECTS</b>		589,375	108,471	71,343	121,500	179,055	80,500	21,500	582,369	7,006

Externally Restricted Projected Spending	381,500	Internally Restricted Projected Spending	402,555
Less: External funds receivable	38,500		
External Project Requirements	343,000		
<b>Internal and External Cash Requirements</b>	<b>745,555</b>	<b>Projected Shortfall Between Account Balances and Projected Spend</b>	<b>337,055</b>

# — 07

## Appendices

# 2023 Appendices

## Appendix A – Acronyms

<b>ACSC</b>	Alberta Cities Safety Council
<b>ACSA</b>	Alberta Construction Safety Association
<b>AMTA</b>	Alberta Motor Transport Association
<b>AMHSA</b>	Alberta Municipal Health and Safety Association
<b>APWSA</b>	Alberta Public Works Supervisors Association
<b>AMSA</b>	Alberta Municipal Supervisors Association
<b>APWA</b>	Alberta Public Works Association
<b>ARMAA</b>	Alberta Rural Municipal Administrators Association
<b>ACSC</b>	All Cities Safety Council
<b>AB MUNI</b>	Alberta Municipalities (formerly AUMA)
<b>AWWOA</b>	Alberta Water and Wastewater Operators Association
<b>CCSA</b>	Continuing Care Safety Association
<b>COR</b>	Certificate of Recognition
<b>CPWA</b>	Canadian Public Works Association
<b>CSU</b>	Civic Service Union
<b>CSTS</b>	Construction Safety Training System
<b>CUPE</b>	Canadian Union of Public Employees
<b>HSCSA</b>	Health and Safety Conference Society of Alberta
<b>HSE</b>	Health, Safety, and Environment
<b>HSMS</b>	Health and Safety Management System
<b>KPI</b>	Key Performance Indicator
<b>LGAA</b>	Local Government Administration Association
<b>LTC</b>	Lost Time Claims
<b>MHSA</b>	Manufacturers Health and Safety Association
<b>NAOSH</b>	North American Occupational Safety and Health
<b>NASC</b>	Northern Alberta Safety Council
<b>OHS</b>	Occupational Health and Safety
<b>PIR</b>	Partnerships in Injury Reduction
<b>RMA</b>	Rural Municipalities of Alberta (formerly known as AAMDC)
<b>RUSA</b>	Rural Utilities Safety Association
<b>SASC</b>	Southern Alberta Safety Council
<b>SECOR</b>	Small Employer Certificate of Recognition
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>WCB</b>	Workers' Compensation Board
<b>WHMIS</b>	Workplace Hazardous Materials Information System

## Appendix B – 2022 Reports

The unaudited Operating and Project Reports, September 2022, as adopted by the AMHSA Board of Directors.

<b>ALBERTA MUNICIPAL HEALTH &amp; SAFETY ASSOCIATION</b> <b>QUARTERLY OPERATING FINANCIAL REPORT</b> <b>Q3 - As at Aug 31, 2022</b>				
	YTD	YTD %	PROJECT	BUDGET
<b>REVENUE</b>				
WCB Grant	1,350,000	75%	1,800,000	1,800,000
AMHSA In-Person	185,061	58%	320,059	250,000
AMHSA Online	387,747	78%	497,971	300,000
BIS Online	162,036	69%	235,983	130,000
Portal Revenue	65,767	64%	103,364	100,000
Total Program Registrations	800,611	69%	1,157,376	780,000
Other Revenues	73,088	84%	87,074	34,000
<b>TOTAL REVENUE</b>	<b>2,223,699</b>	<b>73%</b>	<b>3,044,450</b>	<b>2,614,000</b>
Contingency Allocation	0		0	120,000
<b>TOTAL REVENUE &amp; CONTINGENCY</b>	<b>2,142,824</b>	<b>70%</b>	<b>3,044,450</b>	<b>2,734,000</b>
<b>EXPENSES</b>				
<b>General Administrative Expenses</b>				
Wages & Benefits	1,102,533	71%	1,545,357	1,684,377
Allocation to Special Projects	(65,862)	40%	(165,862)	(200,000)
Office Travel & Subsistence	9,512	25%	38,421	20,000
Office - Rent	116,904	66%	177,678	180,000
Equipment Lease	2,196	35%	6,196	5,000
Equipment/Furniture Purchases	11,476	63%	18,098	15,000
General Office Expenses	73,031	65%	113,155	100,000
Bank, Merchant & Finance Charges	3,686	44%	8,334	11,000
Advertising, Promotion & Membership	50,915	53%	95,998	65,000
Contract Services - Accounting-related & Other	110,078	70%	156,925	175,000
Contract Services - HR-related & Legal	40,531	56%	72,897	
IT & Web Expenses	88,214	51%	173,510	190,000
Bad Debt	0	0%	2,000	1,500
Board Expenses	0	0%	2,000	2,500
<b>Total General Administrative Expenses</b>	<b>1,543,213</b>	<b>69%</b>	<b>2,244,706</b>	<b>2,249,377</b>
<b>Training Costs</b>				
Program Development & Preparation	37,563	45%	83,806	85,000
General Operating Programming	5,485	25%	22,135	39,000
EHS Software Resale Expense	66,609	61%	108,556	80,000
Program - Materials	32,419	50%	65,197	50,000
Total Travel and Facility Rent	44,000	46%	96,086	55,000
Program - Instructor Fees	144,885	59%	244,844	175,000
<b>Total Training Costs</b>	<b>330,961</b>	<b>53%</b>	<b>620,623</b>	<b>484,000</b>
<b>TOTAL EXPENSES</b>	<b>1,874,174</b>	<b>65%</b>	<b>2,865,330</b>	<b>2,733,377</b>
<b>EXCESS REVENUE OVER EXPENSES</b>	<b>268,650</b>		<b>179,121</b>	<b>623</b>

## SPECIAL PROJECT REPORT

As at September 30, 2022

### EXTERNALLY RESTRICTED FUNDS

			PRIOR	YTD	CURRENT YR	2023	2024	TOTAL	
PROJECT	STATUS	BOARD APPROVED BUDGET	YEAR	EXPENSE	PROJECTION	PROJECTION	PROJECTION	EXPENSE	BALANCE
CSA - Boring & Trenching	In Progress	240,000	234,119	1,054	10,000	-	-	305,173	(65,173)
CSA - Lawn Maintenance	In Progress	300,000	266,778	14,640	60,000	-	-	341,418	(41,418)
GoA - Working Mind First Responder	In Progress	175,835	-	23,988	125,000	25,000	-	173,988	1,847
Calgary Leasehold Improvement	Closed	309,364	10,340	-	-	-	-	10,340	239,024
<b>TOTAL EXTERNALLY RESTRICTED PROJECT</b>		<b>1,025,199</b>	<b>571,237</b>	<b>39,683</b>	<b>195,000</b>	<b>25,000</b>	<b>-</b>	<b>830,920</b>	<b>194,279</b>

### INTERNALLY RESTRICTED FUNDS

PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2023 PROJECTION	2024 PROJECTION	TOTAL EXPENSE	BALANCE
Video Library Updating	In Progress	35,000	1,344	2,918	3,000	5,000	2,500	14,762	20,238
Web Redesign & Forums	In Progress	65,000	23,368	-	20,000	-	-	43,368	21,632
Joint Workplace H&S Online Course	Closed	165,000	140,120	15,600	-	-	-	155,720	9,280
Psychological Health - MMF	In Progress		610	2,064	-	-	-	2,673	(2,673)
	Received		-	-	-	-	-	-	-
	Net	10,000	610	2,064	-	-	-	2,673	7,327
IACET Accreditation Project	In Progress	75,000	49,976	48,401	55,000	-	-	153,377	(78,377)
Mental Health Impact Group	Closed		228,558	52,925	-	-	-	281,483	(281,483)
	Received		110,000	-	-	-	-	110,000	(110,000)
	Net	125,000	118,558	52,925	-	-	-	171,483	(46,483)
MH Impact Group #2	In Progress		-	1,211	4,000	-	-	5,211	(5,211)
	Received		-	-	-	-	-	-	-
	Net	5,000	-	1,211	4,000	-	-	5,211	(211)
2022 COR Audit Tool Development	In Progress	10,000	-	16,739	-	-	-	16,739	(6,739)
LSE Online	In Progress	225,000	20,123	10,691	95,000	55,000	-	180,814	44,186
LSE Instructor Led Class	In Progress	30,000	14,394	3,115	12,500	-	-	30,009	(9)
LSE Customized Versions	Terminated	40,000	-	839	-	-	-	839	39,161
Accounting Software Project	In Progress	100,000	-	217	125,000	-	-	125,217	(25,217)
HSC 2021 Dec Legislative Changes	In Progress	60,000	-	12,701	47,000	-	-	59,701	299
LSE-BCMSA	In Progress	(15,000)	-	4,846	35,000	5,000	-	44,846	15,154
<b>TOTAL INTERNALLY RESTRICTED PROJECT</b>		<b>930,000</b>	<b>368,490</b>	<b>172,268</b>	<b>396,500</b>	<b>65,000</b>	<b>2,500</b>	<b>1,004,758</b>	<b>242</b>

Externally Restricted Projected Spending	220,000	Internally Restricted Projected Spending	464,000
Less: External funds receivable	-	Less: Internal funds receivable	30,000
External Requirements to end of 2024	220,000	Internal Requirements to end of 2024	434,000
<b>Internal and External Cash Required</b>	<b>654,000</b>	<b>Net Special Project Funding Account Balance</b>	<b>378,479</b>

\* special account balance less amount to be transferred op acct

### DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE

**\$ (275,520.92)**

# AMHSA

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