

Occupational Health and Safety Management System – iCARE Project Update

Presented To:	City Council
Meeting Date:	October 24, 2023
Type:	Presentations
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Report Summary

This report and presentation provides information on the development of an enhanced Occupational Health and Safety Management System branded as the iCARE Project to address concerns related to Health and Safety and provide information on initiatives that have commenced.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy & Emissions Plan.

Financial Implications

There are no financial implications associated with this report. Project costs will be absorbed through existing budgets. One outcome of the Project will be to identify additional resources and business systems to sustain the enhanced management system. Any additional costs for the future operation will be presented in the form of a business case for consideration at future budget deliberations.

Background

What is a Health and Safety Management System?

A Health and Safety Management System (MS) involves the introduction of processes designed to decrease the incidence, and decrease the risk, of injury and illness in the employer's operation. The foundation of a Management System is composed of:

- Safety Policy.
- Safety Risk Management.
- Safety Assurance.
- Safety Promotion.

Why is an Enhanced Management System being Developed?

In recent years the City of Greater Sudbury has experienced an increase in workplace accidents and incidents including two workplace fatalities. In an effort to address concerns related to Health and Safety, two key initiatives have commenced.

The first initiative was to perform a comprehensive organization wide program of hazard identification and risk assessment. The initial phases of this program are completed, and the program is moving into the stage of risk mitigation focusing on those risks which were deemed to be highest risk through engagement of employee groups at all levels of the organization.

The second initiative involves the development of an Industry Standard approach to the management of Health and Safety. This report provides information on the development of an enhanced, failsafe system to manage Health and Safety at the City of Greater Sudbury. The project to develop the new system has been branded as the iCARE Project.

A new Management System will

- incorporate a standard for acceptable levels of operational compliance,
- incorporate clear lines of accountability throughout all levels of supervisory responsibility,
- incorporate human and technological resource requirements supporting compliance with a H&S Management Plan,
- incorporate dashboards to demonstrate and display the level of compliance with the standard,
- incorporate a risk management approach to address highest priority concerns,
- incorporate acceptable principles of continuous review and update of the operational activities within the Health and Safety MS, and,
- be capable of internal and external auditing to assist with understanding of the level of compliance with the Standard.

Regular and meaningful data would be prepared and reviewed at all levels of supervision, with a view to understanding health and safety risk, and empowering all supervisors to mitigate risk. The MS would encourage a cultural change approach to monitoring and compliance leading to reduced risk of accidents and unhealthy activities. An effective Operational Plan within a MS identifies levels of compliance and gaps in the system that can be considered by ELT in a timely manner with the intent to implement risk mitigation strategies as a priority for the organization.

Many organizations that follow a MS for Health and Safety realize that the benefit of a cultural change in the organization can shift priorities to ensure Health and Safety is paramount. A MS does fit effectively within established aspects of the Occupational Health and Safety Act, and in particular, the concept of the Internal Responsibility System. A MS does not have to replace, but can complement, principles of the City's existing Health and Safety principles.

Project Mandate

ELT has approved the commencement of a project to implement a Management System for Managing Health and Safety throughout the organization, with the following mandate:

1. Adopt a Management System for health and safety
2. Manage the change associated with adopting a Management System for health and safety and establish appropriate accountability for managers to own the results
3. Develop KPI's and routine procedures to ensure health and safety systems are properly working
4. Ensure risk is appropriately understood at every level of supervisory responsibility
5. Treat the process of implementing 1-4 as an enterprise change project with a Project Director responsible for building a workplan and appropriate resources to support delivering results within an 18-month schedule

How are Changes being Made, Changed and Implemented?

The Project Team, led by Tony Cecutti, consists of a group of representatives from across the organization. This team will provide direct leadership and be accountable for achieving the project objectives, including the coordination of activities, monitoring and measurement of progress, ensuring adequate resources are in place to deliver the project, monitoring the budget and schedule, and communicating in accordance with the project plan.

The Project Team will report to a Steering Committee consisting of the Executive Leadership Team.

The Steering Committee is responsible for direction of the project and approval of all key documents including the project plan, the operating plan, and any key policy documents produced as part of the project. The committee will review the status of the project at regular intervals and provide direction to the Project Team.

Three working groups responsible for various elements of the project work, areas of responsibilities as shown below, will be formed under the guidance and direction of the Project Team. All positions within the working groups will be filled with existing internal staff.

Working Group	Responsibility
1. Occupational Health and Safety Management System Development	This team will be responsible for establishing the standard/framework that will govern the management of health and safety within an OH&S MS model.
2. Change Management, Communication and Organizational Readiness	This team will be responsible for developing a plan to address organizational change requirements.
3. Technology, Documentation, and Record Management	This team will be responsible for evaluating current and future technology, documentation, and record management requirements.

The project team will provide oversight, expertise, and assistance to the three working groups. The three working groups will complete project work, consult with subject matter experts, and report to the project team. The project team will review project deliverables and communicate with key stakeholders such as Business Leadership Group (the City's team of Divisional leaders) and the Joint Health and Safety Committees to ensure quality of all deliverables. The project team will be responsible for providing updates to the Steering Committee and Council.

Anticipated Outcomes

Project Phase	Outcome
1. Project Initiation and Communication	Draft project plan is communicated to all stakeholder groups, approved by the Steering Committee, and working group members are identified.
2. Onboard Working Groups	Working groups are onboarded.
3. Current State Analysis	Baseline review and gap analysis of OH&S programs including, but not limited to, procurement and contractor OH&S requirements, document control and current technology usage.

4. Develop List of Elements	OH&S MS operational plan is developed and approved, including templates and resources for service areas to further develop OH&S programs, policies, and work procedures.
5. Change Management Strategy	Assessments of understanding, technological proficiency level, roles & responsibilities, culture, commitment readiness, and capacity readiness will be completed. The results of these assessments will inform the change management strategy
6. Develop Corporate Programs/Policies under Operational Plan	Create criteria to evaluate corporate programs/policies that are to be developed within project scope. Programs to be identified and approved for development
7. Recommended Solutions	The recommended solution will include: <ul style="list-style-type: none"> • Recommended technology solution • Recommended resource requirements • Recommended competency requirements • Recommended business model
8. Implementation Plan	Implementation and training plan will be based on approved business solution.

Project Timelines

Project Phase	Anticipated Timelines	Outcome
1. Project Initiation and Communication	June 2023 – August 2023	Communicate draft project plan to all stakeholder groups, obtain approval by the Steering Committee, and identify working group members.
2. Onboard Working Groups	July 2023 – September 2023	Working groups are onboarded.
3. Current State Analysis	October 2023 – January 2024	Baseline review and gap analysis.
4. Develop List of Elements	October 2023 – August 2023	Develop operational plan, templates, and resources for service areas, to develop policies and work procedures.
5. Change Management Strategy	January 2024 – November 2024	Assessments of understanding, technological proficiency level, roles & responsibilities, culture, commitment readiness, and capacity readiness will be completed. The results of these assessments will inform the change management strategy
6. Develop Corporate Programs/Policies under Operational Plan	August 2024 – March 2025	Criteria is created and approved to evaluate corporate programs/policies to be developed within project scope, identified programs are approved for development and programs are developed.
7. Recommended Solutions	September 2024 – February 2025	The recommended solution will include: <ul style="list-style-type: none"> • Recommended technology solution • Recommended resource requirements • Recommended competency requirements • Recommended business model
8. Implementation Plan	March 2025 – December 2025	Implementation and training plan will be based on approved business solution.

Why “iCARE”

The Project Team developed the following logo and branding to raise awareness of the project and to assist with the cultural transformation taking place with Health and Safety at the City of Greater Sudbury.

The branding is intended to reinforce the personal commitment that everyone must make to setting Health and Safety of paramount importance. It also reinforces the concept that reducing can transform an organization from being less reactive and more proactive. The branding also recognizes that the form of management encourages workers and managers to be equally empowered and engaged in reducing health and safety risks in the workplace.



I will practice a
C ulture of safety
A ctively caring
R educing risk behaviours and feeling
E mpowered and engaged