Safety, Health & Organizational Wellness

(SHOW) Strategic Plan

(Condensed Version)






A positive, respectful, safe and healthy work environment that supports the physical, psychological and social well-being of employees

Winnipeg

Embrace the Spirit

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For more information:
http://citynet/hrintra/workplacewellness/wpwellnessmain.stm

June 2005

Safety, Health & Organizational Wellness (SHOW)

Directive All City employees must maintain and contribute to a positive, respectful, safe and healthy work environment. Supporting a culture of personal and organizational safety, health and wellness is a shared responsibility.

Vision A positive, respectful, safe and healthy work environment that supports the physical, psychological and social well-being of employees

Foreword

Supporting employees to improve and maintain their overall safety, health and well-being is the best and most critical way to ensure workplace commitment and satisfaction. This in turn enhances the City's ability to meet the needs of citizens, as well as our ability to recruit and retain skilled employees.

Recent changes to safety, health, and human rights legislation as well as internal indicators including rising costs due to long-term disability and Workers Compensation claims; increasing human rights complaints; documented growth in work-related stress among employees; and changing demographics all require that we review and improve the City's overall organizational wellness strategies and actions.

When we consider the significant investment we already have in people — approximately 40% of the City's total tax-supported and utilities operating budgets go to employee salaries and benefits — the importance of ensuring the safety, health and well-being of our workforce is clear.

Accordingly, throughout 2004, with Council approval, the City undertook a comprehensive and broad consultative review of safety, health and wellness practices and procedures within our organization. This Strategic Plan represents a key outcome of that process.

This comprehensive Plan is a tangible expression of the City's commitment to meet or exceed all legislated safety and health requirements in our workplace, through an integrated and proactive approach. In addition to a clear focus on safety, the Plan outlined in the following pages provides a structure to encourage and support health promotion, healthy lifestyle initiatives, work/life balance and physical fitness for employees.

As an employer, the City has both a legal and a moral responsibility for creating and maintaining a culture of personal and organizational safety, health and wellness. In fact, such a culture is the shared responsibility of every City employee. Each one of us is entitled to work in a positive workplace environment, and each one of us is accountable for ensuring its ongoing achievement.

This Plan requires the organization and all departments to consider safety, health and wellness when administering, creating or making decisions relative to human resource procedures and/or issues. It provides focus and direction to ensure that current and new systems, procedures and practices comply and align with organizational values. It recommends establishment of quantitative and qualitative measures to monitor our progress. Importantly, it emphasizes the need to create opportunities for the engagement of staff at all levels in building and strengthening a safe and healthy organization.

We extend our sincere thank you to all the employees who contributed to the development of this Strategic Plan. Many were involved in committees actively involved in the consultation and/or analysis process. Hundreds of staff took the time to respond to a survey, while others assisted with the collection of data and information materials. Staff commitment to this initiative demonstrates its importance to our organization.

The City's Human Resource vision is of a dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg. Achieving this vision depends on a solid foundation of overall organizational safety, health and wellness, and ongoing commitment to employee well-being.

An investment in our employees is an investment in our organization.



Annitta Stenning
Chief Administrative Officer



Cliff Jeffers
Acting Chief of Human Resources

Purpose

In the *Human Resource Strategic Plan* (HRSP) – endorsed by Council in 2001 - the City of Winnipeg identified the "*creation of a positive, respectful, safe and healthy work environment that supports the physical, psychological and social well-being of employees*" as a key success factor in achieving its vision of a "*dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg.*"

The City's work environment has a powerful effect on the health of its employees. A healthy workplace must concern itself with the physical environment (safety and health), the psychological environment (management practices and strategies), and social/individual health practices (lifestyle choices and practices). Solutions to address workplace wellness must be perceived as acceptable to employees, departments, the organization and to the citizens of Winnipeg.



As an organization, we are committed to a positive, proactive, and integrated approach to enhancing and maintaining the wellness of our workforce. Our organizational values challenge us to surpass legislated minimum standards to ensure not only the safety and health of our employees, but also to foster their well-being.

SHOW is an integrated strategy that provides a framework to focus, mobilize and direct safety, health and wellness throughout the organization. It is intended to improve and enhance overall organizational wellness while decreasing safety risks for employees. This holistic approach recognizes that the well-being of our employees is the best and most critical contributor to a successful organization.

A healthy workplace must concern itself with the physical environment, the psychological environment, and social/individual health practices.

City of Winnipeg Vision

To be a vibrant and healthy city which places its highest priority on quality of life for all its citizens

City's Mission

Working together to achieve affordable, responsive and innovative public service

City's Values

- Integrity
- Respect
- Quality
- Accountability
- Diversity

City's Principles

- Focus efforts on ensuring good value and results
- Engage employees
- Ensure sustainability
- Strive for fairness

Organizational Goals

- Affordable
- Innovative
- Responsive

HRSP Vision

A dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg

HRSP Key Success Factor

A positive, respectful, safe and healthy work environment

SHOW Strategic Priorities

Organizational Safety Program

Keeping our workers and workplaces safe

Case Management Process

Minimizing the impact of illness and injury

Fitness/Healthy Lifestyle Initiative

Supporting employees in making healthy lifestyle choices


Winnipeg
WATER AND WASTE DEPART
Water Main Cleani
In This Area
8:00 a.m. - 5:

Rationale

Multiple issues drive the need for a comprehensive Safety, Health and Organizational Wellness (SHOW) Strategy, including:

- The City has a positive approach, but lacks common organizational objectives. Current safety, health and organizational wellness programming is ad hoc, occurs in silos, and is inconsistent across departments. Program delivery is neither integrated nor comprehensive.
- Safety, health and wellness management strategies are not aligned with business objectives.
- Current resources dedicated to safety, health and wellness initiatives are limited given the size and complexity of the organization. A comprehensive strategy will allow for maximum benefit from existing resources.
- Measurable objectives for safety, health and wellness are limited or absent. Collection and analysis of existing data is inconsistent throughout the organization. Further, there is a lack of comprehensive baseline data to establish meaningful performance objectives.
- While the level of management commitment for safety differs between departments, there is an overall lack of accountability relating to compliance with policy, procedures, safety rules, and legislated requirements. To ensure meaningful progress, an effective mechanism must be developed to hold departments accountable for achieving organizational safety objectives.
- Manitoba's Workplace, Safety and Health Act requires all organizations to have a comprehensive written safety program in place. Although a few departments have written safety plans, the City does not have an overarching formal safety plan for the organization. Further, this legislation and recent changes to the criminal code increase the City's potential liability should injuries happen to its employees or citizens.
- There is lack of role clarity for corporate and department occupational health and safety staff.
- The SHOW survey identified employees' perception that they don't have adequate input into or control over issues that have an impact on their work. This leads to increased stress and lack of wellness in the workplace. Improved communication practices must be identified to increase awareness and help employees feel more involved, consulted, and engaged.
- Employees perceive that access to and awareness of training opportunities are not equitable across the organization or within divisions.

These issues and challenges are addressed in this SHOW Strategic Plan, which was developed based on comprehensive analysis of the current state of safety, health and wellness programs and practices within the City. This Plan provides direction and focus to better integrate our efforts in these areas, and identifies strategic priorities.

Strategic Options



In an organization as diverse and complex as the City, the scope and variety of safety, health and wellness issues present unique challenges. Employee responses to the SHOW survey and focus group interviews identified both strengths and weaknesses in the City's practices and programs, and highlighted a number of issues and areas requiring improvements.

Analysis of employee concerns and in-depth discussion among management and union/association representatives, as well as key stakeholders from corporate and line departments, resulted in the identification of a number of strategic options. All options identified will help move our organization forward in the realization of our *Human Resource Strategic Plan*.

Enhance organizational safety program, incorporating elements outlined in Workplace Safety and Health Legislation

- Each department must develop its own safety program (if not currently in place) consistent with the organizational program.
- The organization must provide safety leadership training to all managers/ supervisors outlining their responsibilities and obligations under legislation.
- The role of the Corporate Safety Branch must be clearly defined and articulated.

Enhance Employee Assistance Program (EAP)

- The current waiting time of approximately three weeks is considered unacceptable. A more detailed review of services, resources and use is recommended to determine whether an increase in resources and/or restructuring of the service is required.
- Any revised approach to the delivery of the EAP program should consider using both internal and external resources.

Develop multidisciplinary case management approach for all absences due to injury or illness

- A leading practice of employers with positive wellness practices is a process to facilitate early and regular contact with their employees following an injury or disability to ensure early return to work and appropriate medical management. The City's current approach to managing disability claims is one in which specialists work in silos with different approaches depending on the nature of the disability and the type of benefits.

Clearly define and articulate role of Occupational Health

- The role of Occupational Health (within Corporate Services) needs to be clarified.

Develop fitness/healthy lifestyle initiative

- Employee survey results identified this as a priority. Exercise/fitness programs are documented to have net financial benefits including reduced healthcare costs, absenteeism, injury rates, and turnover, plus improved job performance. There are also potential indirect benefits such as improved morale and job satisfaction, which can assist in recruitment, retention and productivity.

Conduct health needs assessments within departments to develop health promotion initiatives unique to their work environments

- The work environment has a profound effect on the health of its employees. Results of the Employee Cultural Audit (conducted in December 2004) provide the City with an organizational wellness baseline. However, departments would benefit from conducting employee health needs assessments and developing health promotion initiatives unique to their own environments.

Increase opportunities for alternate work arrangements where feasible

- Management needs to support alternate/flexible work arrangements within their areas of responsibility, where feasible.
- Employee survey and focus group results highlighted the desire of employees to have more flexibility in the way they do their work. The City has many enabling policies to support work flexibility, but they are not functioning within a supportive environment. Achieving work/life balance within organizations depends most on supportive front line supervision. These types of arrangements are not operationally feasible in all areas but efforts should be made to facilitate them where appropriate.

Implement Employee Performance Management Process

- The organization needs to hold management accountable for actively managing performance in their areas of responsibility.
- The employee survey results identified significant issues relating to lack of a performance management process. Lack of communication and enforcement of safety procedures contributes to a culture that does not value employee safety. Employees consistently identified this as a source of stress. The City does have performance management processes in place, but they are not being practiced consistently.



Strategic Priorities

The SHOW Strategic Plan intends that each one of the strategic options be implemented, but recognizes that resource limitations and other organizational requirements demand that we focus our efforts in the short term.

Three strategic options were identified for immediate development and implementation. The following general criteria were used to prioritize the options:

- **Legislative or legal requirements**
- **Cost** – e.g. salaries, equipment, one time vs. ongoing, department or corporate, human or other resources required, internal vs. external
- **Implementation** – e.g. the complexity involved in implementation, internal vs. external resources, time frame to implement, sustainability, stakeholder acceptance
- **Benefits** – e.g. potential cost reduction, visible impact on employees, improved morale, productivity, one time or ongoing benefit, legislative or legal requirement or compliance issue
- **Area addressed** – i.e. safety, health, and organizational wellness

The strategic priority areas chosen are:

- **Enhance Organizational Safety Program**
- **Develop Case Management Process for Managing Employee Absence**
- **Develop Fitness/Healthy Lifestyle Initiative**



Priority Action Plans

As an organization the City wants to promote a positive, proactive approach to maintaining and enhancing the overall wellness of our workforce. Towards this end the SHOW Strategic Plan outlines the key requirements and expected benefits for each of the three strategic priorities. Detailed action plans will be developed by teams of key stakeholders, to ensure their effective implementation.

The City's business planning process includes provision for departments to document their plans and accomplishments in the areas of safety, health and organizational wellness, thus providing one important vehicle for accountability.



Enhance Organizational Safety Program

A comprehensive safety program is a requirement of Manitoba's Workplace Safety and Health Act. Such a program will support our organizational values. The City is committed to ensuring a safe workplace, to reducing employee injuries, and to improving morale.

The requirements of this priority encompass the following:

- A comprehensive written organizational safety program
- Departmental safety programs aligned with the organizational program
- Clearly defined roles for corporate and department safety staff
- A complete review of resource allocation to safety
- Establishment of an accountability framework
- Performance measures to monitor progress

Benefits associated with a comprehensive safety program include:

- A safer workplace
- Improved employee morale
- Protection from liability
- Reduced costs associated with high frequency and severity of injury and disability

Develop Case Management Process

The organization requires a consistent process to manage employee absence. There is little or no management of short-term sick leave, and different processes exist depending on the source of disability. Employees have markedly different experiences while off work, ranging from very positive to very negative. Costs associated with long-term disability are significant.



The requirements of this priority encompass the following:

- A consistent approach to managing employee absence, focusing on early contact and early return to work
- Clearly defining the role of Occupational Health within the organization
- Identification of roles and responsibilities associated with this function
- Establishment of an accountability framework
- Performance measures to monitor progress

Benefits associated with a consistent case management process include:

- Recognition of Occupational Health's key role in case management
- Reduced long-term disability costs through early and proactive management of claims
- Reduced duration of absences
- Decreased referrals to Employee Benefits Board
- Improved employee satisfaction and morale
- Reduced number of human rights complaints associated with reasonable accommodation

Develop Fitness / Healthy Lifestyle Initiative

Employee survey results indicate a desire to improve fitness, nutritional intake and overall health and well-being. There is no coordinated program in place within the organization to address fitness and healthy lifestyle issues for employees. While the City does have a number of health promotion initiatives in place, they meet the needs of relatively few employees. Some departments have wellness committees or informal wellness groups. Employees who are members of these committees and who develop and implement wellness initiatives usually do so on a voluntary basis. The City subsidizes employee memberships in City-owned recreational and fitness facilities.

This initiative is intended to build on what is already in place.



The requirements of this priority encompass the following:

- Establishment of an organizational wellness committee
- Coordination with or establishment of departmental wellness committees
- Review and assessment of resources required to enhance organizational wellness
- Development of specific initiatives for a wellness campaign, consistent with needs identified by employees
- Establishment of an accountability framework
- Performance measures to monitor progress

Benefits associated with a comprehensive fitness/healthy lifestyle initiative include:

- Improved employee health
- Reduced health care costs
- Reduced absenteeism and employee turnover
- Improved employee satisfaction and morale
- Improved productivity and customer satisfaction

Implementation Framework

The three priority initiatives need to be implemented within the context of a broader organizational approach to safety, health and wellness. The framework outlined here is intended to be implemented immediately and concurrently with the action plans for the strategic priorities.



Demonstrate visible leadership for safety, health and wellness programming at various levels of the organization

Having visible champions at various levels is an important characteristic of leading practice organizations. For the City, the CAO communicates senior commitment to the SHOW initiative and holds department heads accountable through the business planning process. Department heads, supervisors, and program delivery staff all play key roles in ensuring day-to-day practices are consistent with the organization's overall vision and objectives.

Communicate vision for SHOW through the development of an organizational Directive

A SHOW Directive has been approved and communicated to the organization. This Directive articulates the guiding principles of the SHOW plan, and identifies roles and responsibilities for employees at all levels.

Integrate safety, health and wellness principles into all human resource and organizational-related activities

A "well" organization is one in which wellness is fully integrated with organizational policies and practices. Wellness programs should be part of a holistic approach rather than separate or stand alone. A "healthy" organization is one in which employee safety, health and well-being is viewed by all decision makers as an important goal in its own right and one that directly contributes to the overall performance of the organization. Leading practice organizations develop programs that address all aspects of how work is organized and managed.

Employees identified several areas for improvement by the City, including the need for more flexibility in scheduling work hours, for better access to and support of fitness facilities and activities, and for more transparent communication. As policies, procedures and collective agreements are reviewed and developed, wellness principles should be given full consideration.

Develop multifaceted communication strategy to share SHOW goals and objectives with the organization

Corporate and departmental initiatives and programs should be shared regularly. Research shows that frequent and transparent communication is important to effective wellness programming (e.g. using CityNet, newsletters, bulletin boards, and staff meetings, etc.).

Establish opportunities for employee input

Employees want more opportunities to have input into issues that have an impact on their work and working environment. A wellness committee or other forum could be a vehicle for employees to communicate needs, identify priorities, and plan initiatives unique to each department.

Identify performance measures for safety, health and wellness and establish baseline data

The City lacks consistent data collection and measurement for safety, health and wellness. Performance measures should be agreed upon, and communicated to all department heads. Data collection/reporting should be required at regular intervals. Recommended performance measures could include:

Safety

- Frequency (number) and severity (duration) of accidents/incidents

Health

- Number and nature of EAP visits
- Number and nature of disability claims
- Participation rates and employee feedback on specific health promotion initiatives
- Reporting on specific initiatives (objectives and outcomes) in business plans
- Comprehensive health profile of employees, with ongoing review (a leading practice)

Wellness

The combination of the results from this project and the comprehensive Employee Cultural Audit of employee attitudes and perceptions provide the City with a wide-ranging baseline of information. Possible performance measures could include:

- Employee satisfaction (through annual surveys)
- Turnover rates
- Attendance

Conduct cultural audit

Data collected from the SHOW Initiative and from the Employee Cultural Audit provide a good baseline from which to develop future initiatives and measure future performance. A comprehensive audit of all employees was conducted in December 2004.

Incorporate measurable objectives re: safety, health and wellness into department business plans

Each department is unique and will have initiatives that address the needs of its employee group. Departments should be held accountable by incorporating annual objectives and outcomes for SHOW into business plans. Such objectives should be consistent with organizational priorities.

Implement organizational reporting schedule for safety, health and wellness-related data

To measure progress, collection and reporting of safety, health and wellness data will be done on a regular basis (e.g. quarterly). Leading practice organizations consistently manage relevant data to diagnose, benchmark and track key indicators of employee health and wellness. Information on what's working and what's not should be publicized within the organization to assist with future program planning.

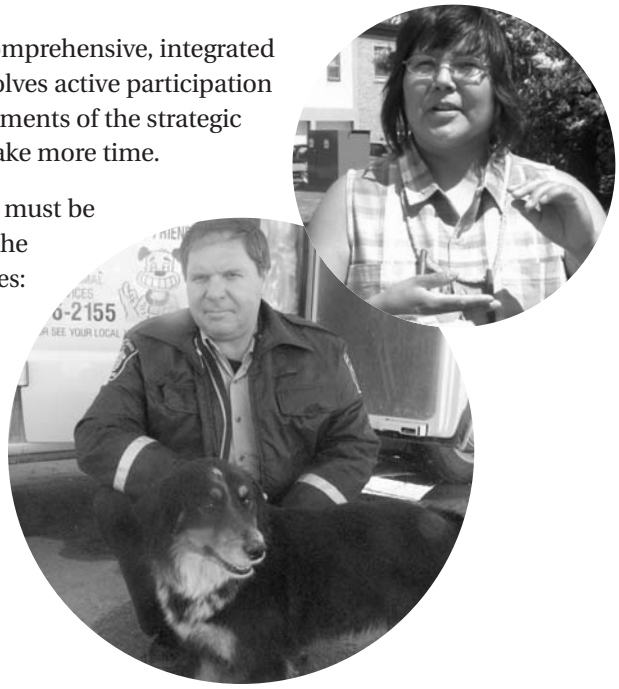


Challenges

Implementation of the SHOW strategy requires a comprehensive, integrated approach that is both consistent and flexible. It involves active participation at all levels across the organization. While some elements of the strategic priorities can be implemented quickly, others will take more time.

A number of challenges have been identified which must be addressed as the organization moves forward with the SHOW Strategic Plan. They fall into three key categories:

• **Culture** • **People** • **Process**



Culture

In terms of organizational culture, healthy organizations have:

- Clear corporate vision and business strategies aligned with and supported by comprehensive written policies on safety, health and wellness
- Organizational commitment to workplace wellness clearly communicated and demonstrated to employees
- Wellness programs that receive adequate resources and strong management support
- Champions from various functional and disciplinary areas who lead by example
- Safety, health and wellness programming that is based on comprehensive, ongoing needs assessments
- Employees who participate in program planning and evaluation
- Plans that are realistic, innovative and systematically documented

In terms of organizational culture, the two primary challenges facing the City are:

- Potential for resistance to strengthened accountability and performance measurement
- Need to balance requirement for corporate consistency with need for department flexibility in implementation

Proposed strategies to overcome these challenges are:

- Performance measurement framework requires visible senior management support and follow-up
- SHOW Directive provides guiding principles and allows flexibility for departments to develop initiatives unique to their environments

People

From the point of view of addressing people issues, healthy organizations ensure:

- Employees at all levels understand the goals and guidelines of safety, health and wellness programs
- Leadership and communication training is provided to supervisors and employees
- Employee workload is managed to ensure job satisfaction and work/life balance
- Training and development is initiated and evaluated to achieve goals
- Consistent orientation, training and mentoring is provided to new employees

The two primary people challenges facing the City are:

- Current capacity and capability of supervisors and managers, given the complexities and demands of their positions
- Competing demands for limited resources

Proposed strategies to address these challenges are:

- Emphasis on leadership and supervisory training
- The strategy recognizes there are limited resources for implementation and is realistic in terms of what can be accomplished in the short term. Additional resources may have to be allocated in the future.

Process

In terms of organizational practices and procedures, healthy organizations ensure:

- Responsibility and accountability for organizational and individual health is shared throughout the organization
- Clear policies and procedures outline roles and responsibilities to avoid ambiguity
- Leadership leads by example and deals appropriately with negative behaviour and non-compliance
- Data is managed consistently to diagnose, benchmark and track key indicators for safety, health and wellness
- Proactive, regular safety, health and wellness audits are conducted
- Ongoing open communication is provided to employees and feedback is actively solicited

In terms of process, the two primary challenges facing the City are:

- Lack of clearly defined roles between corporate and department resources, particularly in the areas of occupational health and safety
- Lack of coordination and integration of safety, health and wellness programming across the organization

Proposed strategies to address these challenges are:

- Requirement that the roles and responsibilities for safety and occupational health be clearly defined and articulated
- Emphasis on an integrated, common approach to managing employee absence


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WATER & WASTE
Community

Moving Forward

All City employees must maintain and contribute to a positive, respectful, safe and healthy work environment. Supporting a culture of personal and organizational safety, health and wellness is a shared responsibility.

Our Priorities

For immediate implementation

- Enhance Organizational Safety Program
- Develop Case Management Process for Managing Employee Absence (includes clearly defining and articulating role of Occupational Health)
- Develop Fitness/Healthy Lifestyle Initiative

For future implementation

- Enhance Employee Assistance Program (EAP)
- Conduct health needs assessments within departments to develop health promotion initiatives unique to their work environments
- Increase opportunities for alternate work arrangements where feasible
- Implement Employee Performance Management Process

A key element of this SHOW Strategic Plan is its integration within a broader organizational approach to safety, health and wellness. Successful implementation of the strategic priorities – whether accomplished immediately or over time – requires an established framework to support and provide context for action.

Implementation of this Plan is a key success factor for the Council-endorsed *Human Resource Strategic Plan*. It will involve a variety of solutions – a mix of approaches linked by a collective commitment to common goals. The strategic priorities identified are intended to work together to produce a balanced approach to safety, health and wellness.

This Plan provides structure and direction for effective future action, but also identifies a number of initiatives to be addressed in the short term. Our intent is to review and proactively address safety, health and organizational wellness issues over time to ensure the ongoing well-being of our employees and our workplace.

Chairperson, all SHOW Committees

Rhonda Tone
Manager of Human Resource Development, Corporate Services

Steering Committee

Councillor Mark Lubosch
Cliff Jeffers, *Acting Chief of Human Resources & Corporate Services*
Bob Gannon, *Chief Financial Officer*
Barry MacBride, *Director, Water & Waste*
Wes Shoemaker, *Chief, Fire Paramedic Service*
Tony Dreolini, *Acting Director, Transit*
Ian McKay, *Senior Manager of Operations, Planning, Property & Development*
Linda Black, *Manager, CAO Secretariat*
Mike Davidson, *President, CUPE Local 500*
Alex Forrest, *President, UFFW*
Dennis Ruggles, *President, ATU*
Jane Dick, *Senior Communications Officer, Corporate Services* *
Josie Fernandes, *Executive Assistant, Corporate Services* *

Working Group

Mike Bereziak, *Manager of Human Resource Strategy & Services, Community Services*
Wayne Bergen, *CUPE Local 500*
Don Budinsky, *Manager of Parks & Open Space, Public Works*
Jody Harris, *Manager of Research & Internal Services, Corporate Services*
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Marty Dahl, *Acting Equity & Diversity Coordinator, Corporate Services*
Ken Friesen, *Manager of Disability Benefits, Winnipeg Civic Employees' Benefits Program*
Dave Kawchuk, *Rehabilitation Employment Consultant, Corporate Services*
Brenda Kennedy, *Occupational Health Coordinator, Corporate Services*
Brian Kowalchuk, *Staff Psychologist/EAP Coordinator, Employee Assistance Program, Corporate Services*
Alexis Lloyd, *Occupational Health Nurse, Public Works*
Terry Miller, *Safety Officer, Water & Waste*
Greg Robinson, *Operations & Safety Coordinator, Community Services*
Jason Robinson, *Safety Officer, Public Works*
John Van Delden, *Coordinator of Safety & Occupational Hygiene, Corporate Services*
Hilton Wood, *Fitness Coordinator, Winnipeg Police Service*

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* Also members of the Working and Support Groups