

Service and Hospitality Safety Association

Strategic Plan 2011 to 2013

Mission Statement:

Our mission is to generate positive change in Health and Safety practices within the Service and Hospitality Industry of Saskatchewan.

Mandate:

Our mandate is to assist members to develop, improve and implement workplace Health & Safety Management Systems. SHSA will provide guidance and resources to help members establish safe workplace policies and practices, reduce duration of claims and WCB rates through strategic safety planning and claims management practices.

To do this, we focus on five key responsibilities:

1. Consulting – We evaluate and analyze accident/claims data, policies and procedures for employers and provide specific direction and support in reducing injury rates and claims durations
2. Training/Education – We deliver training/education to employers or groups of employers which can directly impact injury rates and claims durations for those employers
3. Research – We conduct ongoing research on best practices for safety and claims management, legislation and regulations to maintain our status as the industry experts in safety
4. General Information – We provide general communications to all our members on safety issues affecting the industry
5. Innovation – We incorporate best practices and use appropriate technologies

Strategic Directions:

SHSA initiated a new focus and a new strategic direction in 2009 as a result of trends within the service and hospitality industry. In 2009, 30 out of the 3900 (less than 1%) members of our association accounted for 338 time loss claims (34% of all industry time loss claims). An average time loss claim will potentially cost between \$5,000 and \$10,000 in direct costs (wage loss, medical ...) and significantly more in indirect costs. These direct costs, of course, are shared by all members of the industry through Workers' Compensation premium rates. This means that 30 members will contribute between \$1.7 million to \$3.4 million in shared costs to the industry off just their 2009 claims alone. SHSA will direct the majority of its resources to working with targeted members, because if we can make a difference with them, it will make a difference to everyone.

Specifically, the following strategic directions and objectives will be pursued by the SHSA in 2011 to 2013:

1. Work with targeted employers to improve their safety and claims management – This strategic direction will be the primary focus of all safety advisors from 2011 to 2013. A

priority 30 group of employers and a maintenance group of employers has been identified and will be worked with.

- Reduce the number of time loss claims for the Priority 30 group by 25 in 2011, 2012 and 2013
 - Reduce the average compensation days paid per new time loss claim in the Priority 30 group by 2.0 in 2011, 2012 and 2013
2. Develop and implement COR where appropriate – SHSA will continue to implement COR within the service and hospitality industry where appropriate. We will pursue refinements to our COR program based on Joint Industry Committee recommendations and best practice research.
 - To certify one COR employer in 2011, 2012 and 2013
 3. Site specific training for claims management, incident investigation and hazard analysis – Training remains a central focus for the SHSA team, but the focus will be on providing site specific training in claims management, incident investigation and hazard analysis for the targeted employers. As with the 2010 to 2012 plan, SHSA staff will no longer directly provide first aid, fire extinguisher, food safety and pool operator training SHSA will indirectly fund training initiatives as the budget allows.
 - To improve the quality of training programs (standardize) and reduce the effort in implementation in 2011, 2012 and 2013
 4. Respond to SHSA employer requests – We will continue to act as a resource for all of our 3900 employers and provide them with answers to their safety questions and establish ourselves as the one stop shop for their safety needs.
 - To analyze the content and frequency of employer requests
 5. General information, tools and training for all employers – Through the SHSA website, we will provide our members with extensive and comprehensive information and tools to support their safety systems. General training will be offered in a limited capacity at the annual seminar and during NAOSH week.
 - Increase use of SHSA website by 25% in 2011, 25% in 2012, 25% in 2013
 - Increase attendance at SHSA annual seminar by 10% in 2011, 10% in 2012 and 10% in 2013
 - Host 4 lunch n’ learns in 2011, 4 in 2012, 4 in 2013
 6. Maintain stable, long-term funding – The SHSA recognizes that its ability to continue to service its membership is entirely dependent on maintaining stable long-term funding. This means that complying with the funding agreement between WCB and SHSA is of critical importance. Further, SHSA must continue to provide value to its membership at reasonable rates. Various options, including expansion to other rate codes, will be thoroughly researched.
 - To meet all requirements of the funding agreement in the timelines specified in 2011, 2012 and 2013
 - To be recognized by both the WCB and other industry safety associations as the acknowledged leader in strategic planning, budgeting and reporting among all safety associations within Saskatchewan through 2011, 2012 and 2013
 - To complete the evaluation for expansion to another rate code by early 2011
 7. Develop and improve strategic alliances/partnerships – SHSA has limited resources to achieve the required impact on its 3,900 members and needs the strategic alliances and partnerships
 - To position the SHSA as the leading safety association in Saskatchewan, which excels in working with partners/alliances to deliver services and programs in a highly effective manner

8. Administrative improvements – In an effort to provide greater accountability and transparency, the SHSA will review all of its administrative processes.
 - Ensure 99% accuracy and timely delivery of all accounting practices
 - Ensure all accounting practices are compliant with International Financial Reporting Standards (IFRS) and best practices for nonprofit organizations and safety associations
 - To ensure the highest level of consistency and transparency in all human resource processes
9. Improve work processes – SHSA will adopt a Lean business process improvement philosophy which will focus on the elimination of waste, variation and work imbalance from a customer/service centric perspective
 - Create a culture of continuous work improvement
 - To improve quality, timeliness, productivity and efficiency of all major work processes by 25% in 2011, 25% in 2012 and 25% in 2013
 - Create a continuously improving safety culture
 - To become COR certified by 2011
10. Technological enhancements – Although it is not the intention for the association to be a leading edge technology user, it is unacceptable for technology to be a barrier to SHSA staff achieving their goals.
 - Introduce quality control measures consistent with best practices
11. Professional development of all employees – The SHSA is the leading expert in safety and claims management in the industry. As such it must continually invest in its staff to ensure they are recognized experts.
 - To establish and maintain SHSA staff as the recognized experts in safety, prevention, modified work and return to work in Saskatchewan
 - To ensure all staff are competent in all aspects of their job and that each operational function within the organization has a back-up

Accountability:

The SHSA has a results-based policy governing board. As such, the Board governs the organization through making policy, setting strategic direction and objectives and by holding the Executive Director responsible for achieving these objectives. The Executive Director is responsible for the implementation of the strategic plan and for the managing of the day-to-day business of the organization. The Executive Director provides the Board with reports on the plan on a quarterly basis.