

Service and Hospitality Safety Association Strategic Plan 2012 to 2014

Mission Statement:

Our mission is to generate positive change in health and safety practices within the service and hospitality industries of Saskatchewan-- that enable industry to work to zero injuries while tolerating no fatal injuries.

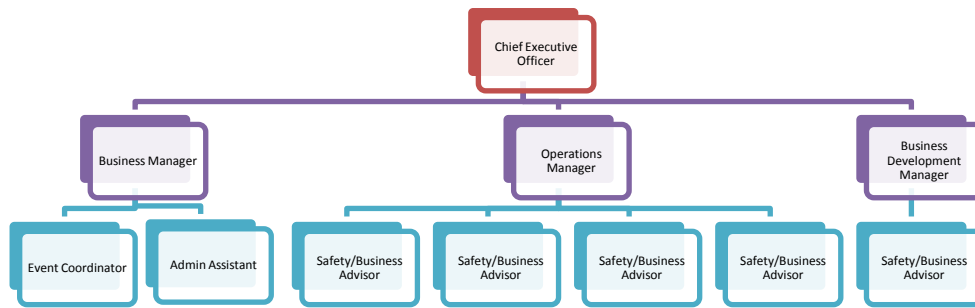
Mandate:

Our mandate is to assist members to develop, improve and implement workplace health & safety programs. 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 six key responsibilities:

1. Safety Evaluations – We conduct safety evaluations, perception surveys and audits in order to assess an employer’s safety management system and their claims management. From this we can make recommendations for improvements to workplace policies, procedures and practices and determine the appropriate training required to successfully implement.
2. Training/Education – We deliver training/education to employers or groups of employers which can directly impact injury rates and claims costs for those employers.
3. Consulting – We proactively and reactively work with employers to coach and mentor them on the concepts of a safety management system and claims management
4. 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
5. General Information – We provide general communications to all our members on safety issues affecting the industry
6. Innovation – We incorporate best practices and use appropriate technologies

Organizational Chart:



Successes and an Evolving Organization:

In 2010 and 2011, our major focus has been the delivery of safety management system evaluations, training and consulting to the priority 30 group. The priority 30 was chosen based on the number of time loss claims the employer had in 2009 (and again in 2010) and involved 10 representatives from the hotel industry, 8 representatives from the restaurant industry, 3 representatives from commercial laundries and 9 representatives spread out in other sectors of the S21, S22 & S23 WCB industry rate codes. Our auditing services included the conducting of safety evaluations, COR audits and perception surveys. Our safety management system services included SHSA developed and refined courses titled:

- Safety Management Systems
- Supervisors Managing Safety
- Claims Management – Who’s Drivin the Bus?
- Hazard Identification and Control
- Incident Investigation
- Safe Work Practices and Job Procedures
- Auditor Training

Further, we have initiated a hotel best practice group to further influence the 10 hotels on the priority 30 list, as well as the many other hotels in Saskatchewan that are paying premium rates approximately double what they could be. To date, the group includes 46 of the largest hotels in Saskatchewan who have all committed to sign the CEO Charter Program. In addition, 40 of these hotels have already committed to have SHSA perform safety evaluations, develop action plans and implement training/consulting as required.

This successful strategy is being extended to the commercial laundry industry. In this case we are targeting a much smaller group of 8 commercial laundry employers and are hoping to see similar results by the end of 2011.

The success we have achieved with our priority 30 is beyond expectation. The major objective for the priority 30 group for 2010 and 2011 was a 25 time loss claim reduction per year. In 2010, we achieved a 65 time loss claims reduction. In 2011, we are currently projecting a 58 time loss claim reduction. The impact to industry was a potential savings of \$650,000 in direct costs and \$3.3 million in indirect costs in 2011 and a projected savings of \$580,000 in direct costs and \$2.9 million in indirect costs in 2012. These claims reduced can be linked directly back to the programs and services delivered to our clients, i.e our business model is working. The opportunity is therefore ripe to extend our model to other critical areas.

The restaurant industry accounts for 49.8% of all injuries in the service and hospitality sectors. To date our priority 30 initiative has been the least successful with restaurants. Moving forward we need to recognize the different environment represented by the restaurant industry, adjust our business model and implement a restaurant initiative equal to the priority 30 in size, scope and importance. This initiative should be issues based. Consider the following:

- Among the 21 industry sub codes in S21, S22 & S23, the restaurant industry has the lowest average age of injury (29.4 years old) by at least two years. Further it is a full five years lower than the average age of injury (34.0 years old) in the industry rate class S2
- 46% of all injuries in the restaurant industry are hand injuries. About 66% of hand injuries were cuts and 14% were burns
- English as a second language is becoming a greater barrier

The key to a successful strategy in the restaurant industry is to be “issues based”. By this, we mean that we need to identify the underlying patterns in “types” of injuries and demographics of those injured in order to develop a core group of programs and services to address these. Those services can then be applied in a targeted manner to the members of our industry which would see the greatest return on investment. For example, core services could include a “knife handling” session which would be targeted towards young workers in the cooking professions who are employed at organizations with high incident rates of knife cuts, i.e. often chain restaurants which are not fast food that do not employ formally trained chefs.

Strategic Directions:

The following strategic directions and objectives will be pursued by the SHSA in 2012 to 2014:

1. Work with targeted employers to improve their safety and claims management

Goal: Reduce the number of time loss claims for targeted employers by 65 in 2012, 75 in 2013 and 100 in 2014.

This strategic direction will be the primary focus of all safety advisors from 2012 to 2014. The SHSA will continue to target a Priority 30 group based on time loss claims frequency. This group will no longer include restaurants. The core services provided to the Priority 30 group will include safety evaluations, safety and claims management training and consultative/advisory services. A new restaurant initiative will be launched in 2012 which will target 30 restaurants based on an “issues based” evaluations, training and advisory services. The types of issues addressed will relate to specific kinds of injuries and customized safety management system training developed specifically for the restaurant industry. Extenuating factors that must be considered in the development of the training are youth, English as a second language, rapid turnover and restaurant type. The size and scope of this initiative will be equal to that of the Priority 30 group.

Best practice groups will continue in both the hotel and commercial laundry industries. Best practice groups act as a positive influence and agent for change on Priority 30 employers in those industries. In addition, the S23 premium rate is currently over double what it potentially could be. By having two best practice groups come out of this rate code, we can affect a large number of members who are not Priority 30.

It remains important for the SHSA to continue to offer and deliver Certificate of Recognition (C.O.R.) for members who desire it. It is not, however, a priority for the SHSA to strongly encourage this program, as other solutions are often more cost effective and have better results.

So what is the potential annual financial impact of all this work? Across all industries in Saskatchewan, the average time loss claim has approximately \$10,000 in total direct costs. Direct costs refer to those costs supported by the workers' compensation system which are paid by industry through their premium rates. If SHSA is successful in achieving its objectives, by 2014 the industry will see a reduction of \$1,000,000 in annual direct costs. Of even greater significance is the impact on indirect costs of this objective. Indirect costs include lost productivity, overtime, value of staff time involved in accident investigation and record keeping, training and replacement, administrative overhead ... A conservative estimate of annual indirect costs savings would be nearly \$5,000,000 by 2014.

What is the overall impact? In 2010, the members of SHSA had approximately \$6.6 million in direct costs (Note: this translated to \$12.2 million in WCB premiums). Assuming a similar trend occurred during 2012 to 2014, the industry would have approximately \$22.8 million in direct costs during this time period. Assuming SHSA is successful in implementing this plan, we would take approximately \$4.45 million in direct costs out of this system. This would lead to a significant reduction in premium rates as well as an even bigger impact on indirect costs Approximately \$22.3 million.

Objectives:

- Reduce the number of time loss claims for the Priority 30 group by 50 in 2012, 50 in 2013 and 50 in 2014
- Reduce the number of time loss claims for the Target 30 Restaurants by 15 in 2012, 25 in 2013 and 50 in 2014
- Reduce the number of claims for the Hotel best practice group by 50 in 2012, 50 in 2013 and 50 in 2014
- Reduce the number of claims for the Commercial Laundry best practice group by 20 in 2012, 15 in 2013 and 10 in 2014
- C.O.R. certify one member in 2012, 2013 and 2014.

2. Development and Delivery of First-Rate Safety and Claims Management Training

Goal: To deliver 60 training events in 2012 (675 attendees), 70 training events (800 attendees) in 2013 and 80 training events in 2013 (925 attendees) which raise safety awareness, promote the SHSA and enable workers and employers to improve their claims and safety management

The SHSA uses training primarily for two purposes:

1. To educate employers on elements of their claims and safety management in order to affect claims and reduce costs
2. To raise awareness of safety and the SHSA (market our services) to those with little or no background

With regards to the first purpose, the following training courses are currently offered:

- Safety Management Systems
- Supervisors Managing Safety
- Claims Management – Who’s Drivin the Bus?
- Hazard Identification and Control
- Incident Investigation
- Safe Work Practices and Job Procedures
- Auditor Training
- WHMIS for Managers and Supervisors
- Ladder Safety
- Needle & Infectious Diseases Safety
- Making Your Safety Committee Shine

The first seven of these courses are part of the safety management system core services we provide for either Priority 30 or COR employers. SHSA has adopted a continual improvement model with regards to its training. In 2011, we completed an 8 month initiative to review and enhance each of these seven courses. In 2012, we will again launch a review to revamp these courses. This time the focus will be on providing better student manuals for each of the courses.

Currently the SHSA uses perception surveys, COR audits and safety evaluations in order to assess the safety culture and safety management system of an employer. As part of our continuous process improvement philosophy, each of these three tools and the training associated will undergo a review in 2012.

As previously mentioned, the newly targeted restaurant initiative will require the development and/or modification of courses to create a core “issues based” service for the targeted employers in the restaurant industry, e.g. proper knife handling/cutting techniques, proper hand protection for use in dish-pits. This will require significant work, but we are able to build off the work of other provinces and existing SHSA courses.

The second purpose of our training is marketing. Training gets the attention of our membership and establishes name recognition, linking the SHSA to a valuable required service. Further, it can act as an “entry level” course or introduction to safety for workers. This is accomplished in part through training courses like:

- First Aid/CPR
- Food Safety

Objectives:

- To update the student manuals and the course content for all 7 courses in the safety management system services by the end of 2012
- To successfully deliver 30 training events (approximately 400 students) designed to impact claims and safety management for Priority 30 employers in 2012, 2013 and 2014
- To review and update the perception survey tool, safety evaluation tool and COR audit tool in 2012
- To complete the development of a core “issues based” service (approximately 7 courses) focused on the restaurant industry by end of June 2012

- To successfully deliver, as part of the restaurant initiative, 10 training events in 2012, 20 training events in 2013 and 30 training events in 2014 which are designed to impact claims and safety management
- To deliver 5 First Aid/CPR in Regina and 5 First Aid/CPR in Saskatoon in 2012, 2013, 2014 (or approximately 150 students per year)
- To deliver 10 marketing courses (such as Food Safety) geared towards restaurants in 2012, 2013 and 2014 in Regina & Saskatoon (target is approximately 150 students per year)

3. Marketing and General Information

Goal: Establish a baseline for customer satisfaction and general awareness in 2012, improve satisfaction and awareness in 2013 by 10% and in 2014 by 10%

In 2011, the SHSA developed a customer relationship management strategy for their 3900 members which will be extended into 2012. Fundamental to this strategy is a segmentation of all members into distinct groups which can be targeted for marketing strategies as well as the delivery of products and services. The segments identified for 2012 are:

- Segment 1 - 30 Members in the Priority 30 Group
- Segment 2 - 46 Members of the Hotel Best Practice Group
- Segment 3 - 8 Members of the Commercial Laundry Best Practice Group
- Segment 4 - Approximately 500 hotels/motels influenced by the best practice group
- Segment 5 – 30 Members of the Restaurant Issues Based Initiative
- Segment 6 – Approximately 1700 restaurants influenced by the Issues Based Initiative
- Segment 7 – Approximately 1400 remaining lines of business in S21, S22 & S23

Marketing strategy vary significantly based on the program and services targeted for each segment. For example, the Segment 1 strategy would involve multiple contacts throughout the year primarily through the business advisor assigned to the member by email or by phone. These contacts would be customized and would complement the action plan jointly agreed to by the member and the SHSA. In Segment 2 the strategy would largely consist of one marketing mailout per year designed to encourage the member to access our website. The website would in turn provide significant information, forms and tools that the member could access at their leisure.

Some of the Marketing Tools/Media employed by the SHSA in 2012 will include:

- Mail – Fliers, registration forms, customized letters
- Electronic – Email campaigns, website, facebook, newsletters
- Phone – Cold calls, follow-ups, coordination
- In person – Site visits/evaluations,
- Publications – Professional annual report, brochures
- Media – newspaper articles, advertisements
- Public Appearances – Trade shows, WCB events
- Other – Enhanced signage, promotional items, display booths, business cards,

The SHSA website (<http://servicehospitality.com/>) has been revitalized. In early 2010 the number of visitors had dropped below 200 a month and pages viewed was down to around 1,500 per month. Considerable work was done in revamping the format, adding new forms and publications, weekly updates to news articles a calendar of events, better description of programs and services and training schedules. The results are that the number of visitors has increased to over 500 a month and pages viewed is up to over 7,000 a month. As a result the website has started to become an effective tool at marketing our services and delivering important information to our membership.

With the introduction of a restaurant initiative, SHSA needs to take a more youth oriented approach to its marketing. An SHSA Facebook page (The Service & Hospitality Safety Association of Saskatchewan) was developed in 2011 which targets young workers in the restaurant industry. The remainder of 2011 and much of 2012 will be spent building up a following and turning this into an effective tool for promoting safety among the workers.

Across the country, workers' compensation boards have initiated customer satisfaction surveys with safety associations. This is one of many vital ways in which the association can measure the quality and effectiveness of its services and programs and consequently improve them. In Saskatchewan, this has not been the case to date, but it is a likely possibility that must be considered. As such, it is better for the SHSA to take the initiative and get the best tool in place to meet our needs. In order to gauge customer satisfaction with the delivery of our programs as well as general awareness of our services, the WCB will look to initiate an annual customer satisfaction/awareness survey.

Objectives:

- 12,000 mailed contacts in 2012, 10,000 mailed contacts in 2013, 8,000 mailed contacts in 2014
- Increase to 1,000 visitors per month on the SHSA website by the end of 2012
- Increase to 10,000 pages viewed per month on the SHSA website by the end of 2012
- Increase to 1,000 friends on SHSA Facebook page by the end of 2012, 1,500 in 2013 and 2,000 in 2014.
- Increase email database to 500 in 2012, 750 contacts in 2013 and 1,000 contacts in 2014.
- Establish a baseline for customer satisfaction and general awareness in 2012, improve satisfaction and awareness in 2013 by 10% and in 2014 by 10%

4. Maintain stable, long-term funding

Goal: Secure stable funding in 2012, 2013 and 2014 which allows the SHSA to meet their clients' needs

The SHSA recognizes that its ability to continue to service its membership is entirely dependent on maintaining stable long-term funding. In 2011, SHSA funding was achieved as follows:

- 83.7% of funding in the form of safety grants from the WCB (derived from member's premium rates)
- 14.8% of funding as carry over surplus from previous years grants from the WCB (derived from member's premium rates)
- 1.5% of funding from service fees charged for training/auditing to members directly

Further, to ensure viability in the long term, the SHSA must continue to review the concept of expansion beyond the S21, S22 and S23 rate codes. This is not, however, a major project for 2012. The SHSA will look towards expansion and the marketing of their services outside their rate code only with employers that currently have rate codes in and out of the S21, S22 and S23 rate codes and that are not currently covered by

another safety association. These services would be delivered in a manner that is not subsidized by the current membership.

Objectives:

- To meet all the requirements of the funding agreement in 2012, 2013 and 2014
- Increase to 2% of funding from service fees in 2012 and maintain that level in 2013 and 2014

5. Have a culture of continuous business process improvement and innovation

Goal: To improve the business processes of the SHSA by 25% in terms of timeliness, efficiency and quality from 2012 to 2014

The SHSA has come a long way over the last two years. We are thinking differently. We are looking at our goals differently. We're questioning everything that we do and looking for ways to do it better.

In 2011, the SHSA adopted a Lean culture. Lean is defined as "A philosophy for continual business process improvement that focuses on the elimination of waste, variance and work imbalance." The SHSA has adopted this philosophy and identified five areas for improvement in 2012 summarized by the objectives below.

Objectives:

- Review the Priority 30 engagement steps and all associated processes and reduce lead times, inventory and defects by 25% in 2012, 25% in 2013 and 25% in 2014
- SHSA will go "paper-less" in 2012 by adopting the use of web based disk space storage system for the Regina and Saskatoon office
- SHSA will adopt Microsoft Exchange in 2012 to allow for improved consistency and functionality in electronic calendars, better connections with servers, better syncing with Blackberries, better access and availability of accounts
- Conduct a transportation review and implement enhancements in 2012 to create savings in personal time, costs and safety
- Conduct a communications review and implement enhancements in 2012 to improve distanced group communications, stimulate communications within SHSA and increase accessibility to clients

6. Professional Development of Staff

Goal: All employees will have in place SMART goals and objectives for their professional development within six months of their employment. The goals will be based on personal, organizational, career goals and job requirements.

The SHSA is the leading expert in safety and claims management in the industry. The key to its continued success is having professionally trained and engaged staff. As a result it must continue to invest in order to ensure that they remain recognized experts in their fields

In 2010, the SHSA developed professional development plans for each staff member. These plans involved the identifying of a one year objective as well as a five year objective and in the staff member and supervisor finding opportunities together to give the staff member the best possible chance to achieve those objectives.

In 2012, the SHSA will review the professional development process and enhance the plans as well as the implementation.

Objectives:

- By the end of 2012 have in place enhanced professional development plans for all staff that have been with the SHSA for at least six months. Enhancements will include:
 - Making professional development a priority
 - Linking job descriptions to identify opportunities for improvement, personal goals and desires as well as organizational needs
 - Incorporating competencies
 - Assign annual time for setting of goals and SMART objectives
 - Measure and adjust goals every three months
 - Training should be linked to professional development plans and backed by a business case

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 Chief Executive Officer responsible for achieving these objectives. The Chief Executive Officer is responsible for the implementation of the strategic plan and for the managing of the day-to-day business of the organization. The Chief Executive Officer provides the Board with reports on the plan on a quarterly basis.