



Annual Report 2020-2021

# Learning from the pandemic: Health and safety in the spotlight

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# About Workplace Safety North

An independent not-for-profit, Workplace Safety North (WSN) is one of four sector-based health and safety associations in Ontario. Headquartered in northern Ontario, WSN provides province-wide government-approved workplace health and safety training and services for the mining and forest products industries.

## Vision

Every worker, home safe and healthy.

## Mission

We are a force for positive action – anticipating and responding to the greatest needs of our clients, and bringing together our partners, members, and diverse communities to build safer, healthier, stronger workplaces.

## Values

Compassion, integrity, respect, and team spirit shape who we are and how we work.





## Forestry

Forest Nurseries and  
Tree Planting

Logging - Conventional and  
Mechanical

Milled Wood Products

Sawmills

Veneer, Plywood, and Wood  
Preservation

## Paper, Printing, and Converting

Corrugated and Solid Fibre Boxes

Folding Cartons

Paper Products

Printing, Platemaking, and Binding

Pulp and Paper

## Surface and Underground Mines

Diamond Mines

Gold and Silver Mines

Mine Drilling

Mine Rescue

Mining Support Activities

Nickel and Copper Mines

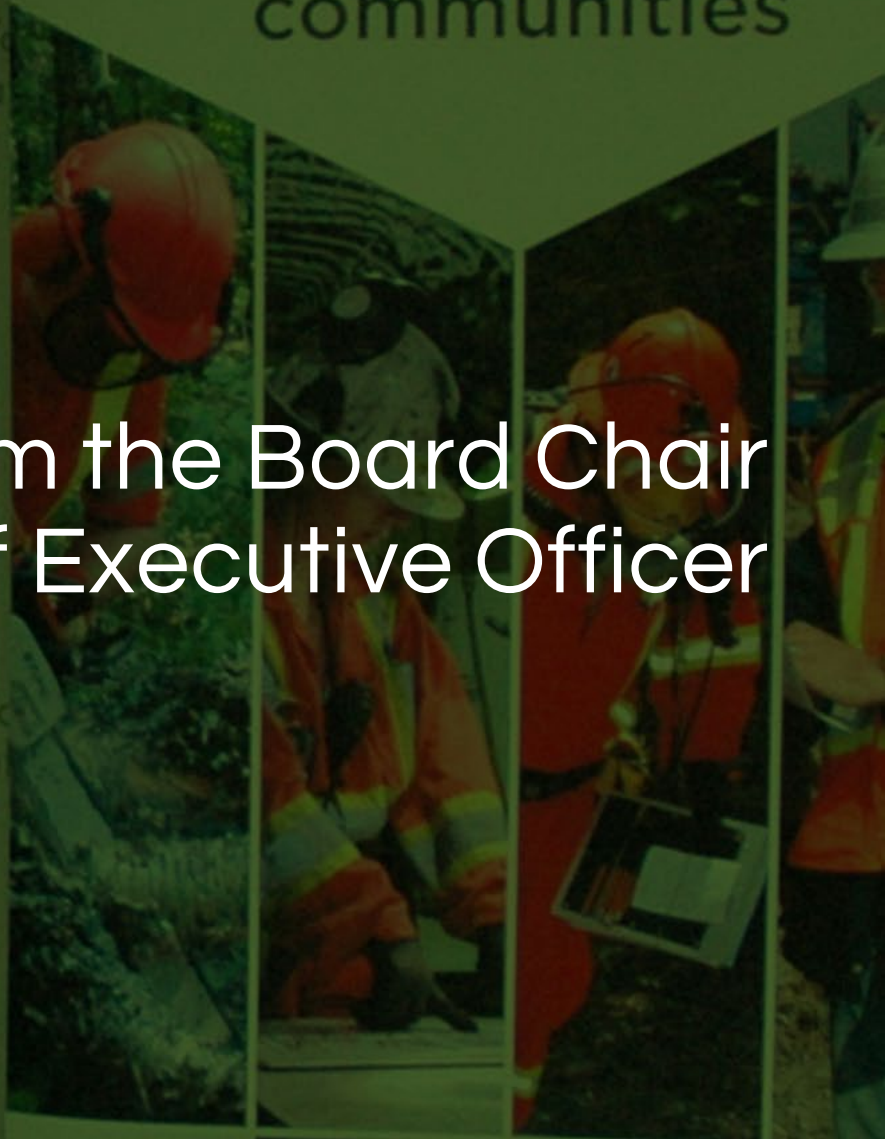
Salt Mines

Other Mines



Building safer  
communities

# Message from the Board Chair and Chief Executive Officer



Workplace Safety North



workplacesafetynorth.ca



# Has the pandemic made us stronger?

## Health and safety in the spotlight

If the pandemic demonstrated one thing, it's how quickly we can shift gears when we really need to. The pandemic created the 'perfect storm' for innovation: a heightened sense of urgency; new product and service demands and opportunities; an openness to try new things; flexibility to work whenever, wherever, and however we could be most productive and most impactful.

After a year like no other, we offer an Annual Report like no other: a digital-first, visual spotlight on the speed and success with which we were able to innovate to meet and exceed client needs and staff needs when you needed us most.

Our heartfelt appreciation goes to the WSN team for passion in service delivery during unprecedented times, our Advisory Committees and Board of Directors for unwavering support and guidance, the province of Ontario for funding advances in workplace health and safety, and our clients for allowing us to be part of your work lives.

We come out of this stronger by working together.



A handwritten signature in black ink, appearing to read "Sandra Haddad".

**Sandra Haddad**  
WSN Board Chair



A handwritten signature in black ink, appearing to read "Paul Andre".

**Paul Andre**  
WSN President and Chief Executive Officer



# Statistical Overview and Industry Trends





# Workplace Health and Safety Snapshot for Ontario Forestry, Paper, Printing, and Converting Sector in 2021

[Click to view full infographic](#)



**57,486**

Full-time employees



## Events resulting in lost-time injury or illness

Injury or illness severe enough to require one or more days lost from work



**38%**

Contact with objects or equipment



**37%**

Bodily reaction and exertion



**17%**

Falls



**8%**

Other



# Workplace Health and Safety Snapshot for Ontario Mining Sector in 2021

[Click to view full infographic](#)



**23,900**

Full-time employees



## Events resulting in lost-time injury or illness

Injury or illness severe enough to require one or more days lost from work



**35%**

Bodily reaction and exertion



**26%**

Contact with objects or equipment



**15%**

Exposures



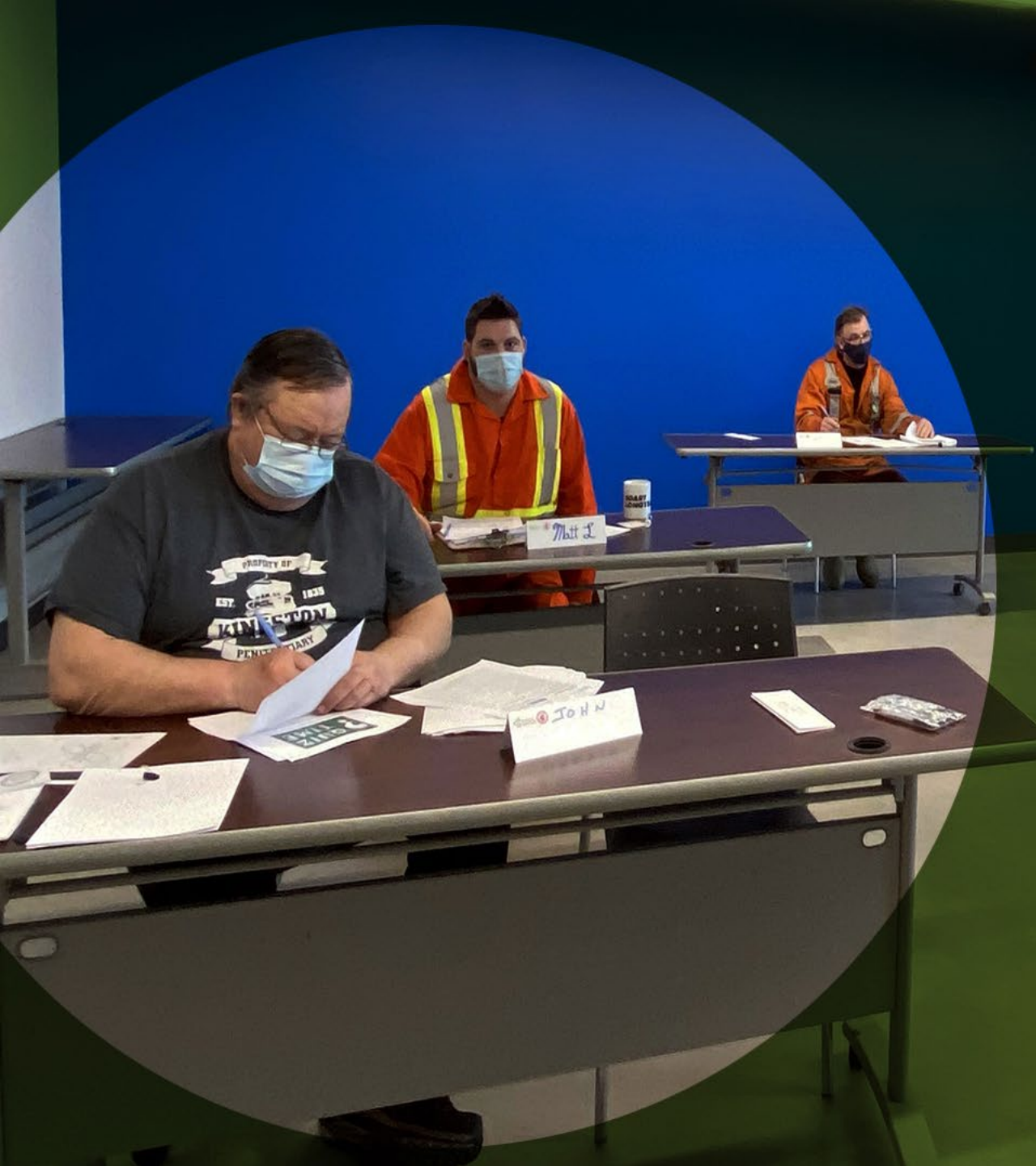
**13%**

Falls



**11%**

Other



# Achievement Highlights





# Essential Services

**For March 2020 stay-at-home order, only essential services and activities permitted**

Workplace Safety North (WSN) sectors of mining and forest products were deemed essential and required ongoing OHS training and support to continue to operate. Ontario Mine Rescue was required to maintain response readiness.

Efforts were directed to moving legislated training to live virtual delivery, conducting internal risk assessments to identify controls required to protect staff from COVID-19, and developing other services to support other community needs during the pandemic.

# COVID-19 Response

- Focus on WSN business continuity by ensuring staff had the tools and means to work from home.
- Internal risk assessments conducted to identify controls required to protect staff.
- Mining conference changed to virtual event.
- Legislated training changed from in-person format to instructor-led virtual training programs.
- Develop COVID-19 audits for essential operations and services (schoolboard, mining operations).
- Provide training to WSN staff and develop policy and procedures to conduct qualitative fit testing for Long-Term Care homes.
- To support community needs, additional services were developed for audits and qualitative PPE fit testing.
- Conduct community COVID-19 risk assessments.
- Deliver virtual legislated training (at no charge at onset of pandemic) to support essential businesses.







950

Client consultations

1,843

Total consultation hours

6

Advisory Committees

4,224

Participant Training Days: Prevention Services

5,823

Participant Training Days: Mine Rescue

71

Firms participating in Health and Safety Excellence program

263

Firms active in Safe Workplace Ontario program

60

Long-term care staff tested for proper mask fits

90,000

Participant Training Days: Prevention Services

5,823

Participant Training Days: Mine Rescue







2

Audits and risk assessments for school boards and mining operations to prepare for re-opening

56

Free OHS training sessions

21

COVID-19 resource documents (guidance, checklist, infographics)

96

COVID-19 health and safety news articles, information, and events

273,185

COVID-19 communications distributed via email, video, social media, news releases

# Health and Safety Excellence program

The WSIB Health and Safety Excellence incentive program has provided a new opportunity for WSN as a program provider to engage firms supporting their advancement in health and safety program development.

- **New OHS materials developed for Excellence program:**
- **WSN provider brochure** and supporting resource material on new program webpage
- **Overview Guide** for staff and Client Journey process chart
- **Guidance Templates** - four separate templates for key steps in the program
- **Client Support Guides** - four separate guides to complement each template

Health and Safety  
Excellence program  
**Approved provider**

**wsib** 2021  
ONTARIO







# Risk Assessment and Root-Cause Analysis

WSN has been working jointly with the MLTSD since 2015 conducting industry-led risk assessments (RA) and root-cause analyses (RCA).

With the support of industry experts representing both workers and management, these workshops have taken a leading indicator approach to the identification of the highest risks in a specific sector.

WSN continues to build leading-edge resource and training material using this evidence-based approach, focusing on leading indicators that have the greatest impact on injury prevention.





## Risk Assessments and Root Cause Analyses completed in Ontario industry sectors

Date	Sector	Purpose
2014 Jun	<b>Underground Mining</b>	Risk Assessment
2017 Dec	Ground Control	Root Cause Analysis
2018 Sep	Mobile Equipment	Root Cause Analysis
2019 Nov	Water Management	Root Cause Analysis
2014 Sep	<b>Low-Rise Residential Construction</b>	Risk Assessment
2015 Jul	<b>Roofing</b>	Risk Assessment
2020 Sep	Working at Heights	Root Cause Analysis (Phase 1)
2015 Mar	<b>Hospitals</b>	Risk Assessment
2016 Sep	<b>Surface Mining</b>	Risk Assessment
2015 Nov	<b>Greenhouse-Flowers</b>	Risk Assessment
2018 Nov	Working at Heights	Root Cause Analysis
2016 Mar	<b>Greenhouse-Vegetables</b>	Risk Assessment
2017 Sep	<b>Sawmills</b>	Risk Assessment
2018 May	Substance Use	Root Cause Analysis
2018 Feb	<b>Logging</b>	Risk Assessment
2019 Jan	Distracted Driving	Root Cause Analysis
2019 Mar	<b>General Freight (Transportation)</b>	Risk Assessment
2020 Feb	Driver Fatigue	Root Cause Analysis
2019 Nov	<b>Pulp and Paper</b>	Risk Assessment
2020 Sep	Inadequate or Improper Lockout	Root Cause Analysis

# Risk-based approach to improving Ontario workplace health and safety

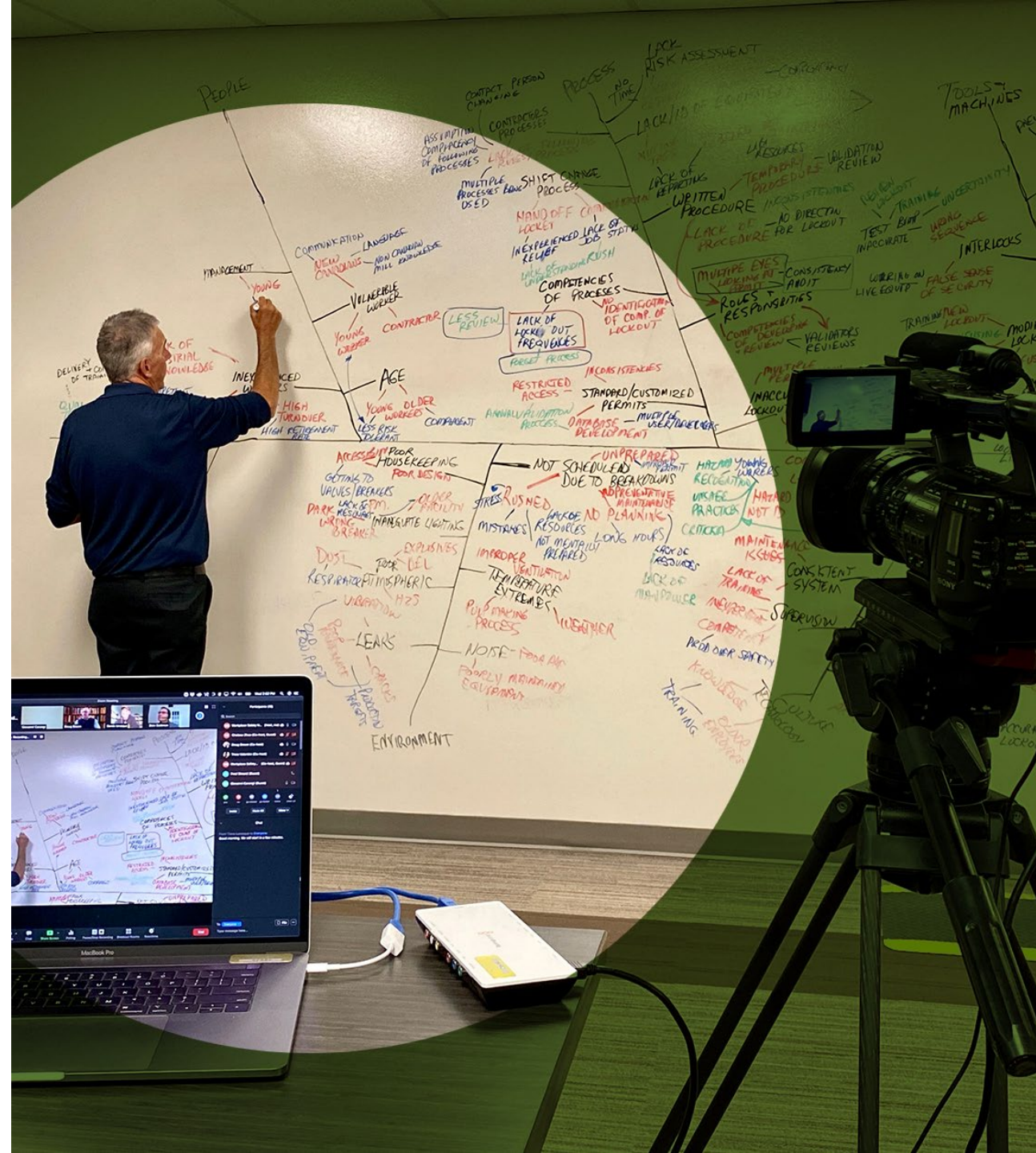
Groundbreaking analysis gathers industry-generated predictive information to better prevent workplace injuries and illnesses

Conducting industry-specific risk assessments and digging further to find out the root causes of those risks has given health and safety associations much clearer insight into the top risks in the workplace.

# New Train-the-Trainer program

The RA-RCA initiative was further advanced through a joint MLTSD-WSN training session which resulted in the development and presentation of new RA-RCA Train-the-Trainer program. This training has allowed WSN staff to take the lead in RA-RCA workshops into the future.

WSN also continues to support this research with a comprehensive communication strategy including the development of sector-specific infographics, technical papers outlining workshop outcomes, and focused communication through social media and webinars.





# Safe Driving on Forest Roads

Based on the results of the logging industry risk assessment, which identified distracted driving as the top risk, WSN developed a new training course called, 'Safe Driving on Forest Roads' to address the unique hazards encountered when operating motor vehicles on forest roads.

1

New self-paced e-learning course for workers and supervisors

1

New free custom webinar for public recreational users

135

COVID-19 resource documents (guidance, checklist, infographics)

71

Training packages purchased by third-party trainers

872

Views of webinar workshop video

# Safe use of machinery

Based on the results of the pulp and paper industry risk assessment, which identified inadequate or improper lockout as the top risk, WSN distributed infographics and information to its member firms, and scheduled a joint webinar in May 2021 with MLTSD to review findings.





# Ground control

Based on the results of the mining industry risk assessment, WSN undertook the following prevention activities for the top underground mining risk category: ground control.

- Enhance ground control audit
- Review of risk registry, risk ranking, and root cause analysis
- Engage industry Ground Control Technical Advisory Committee
- Respond to mine operations requesting ground control training, advice, and audits
- Update Ground Support manual for the supervisory common core course
- Review and disseminate to WSN staff Unusual Occurrence Reports of falls of ground and rockbursts

4

New OHS materials developed

9

Training sessions delivered

18

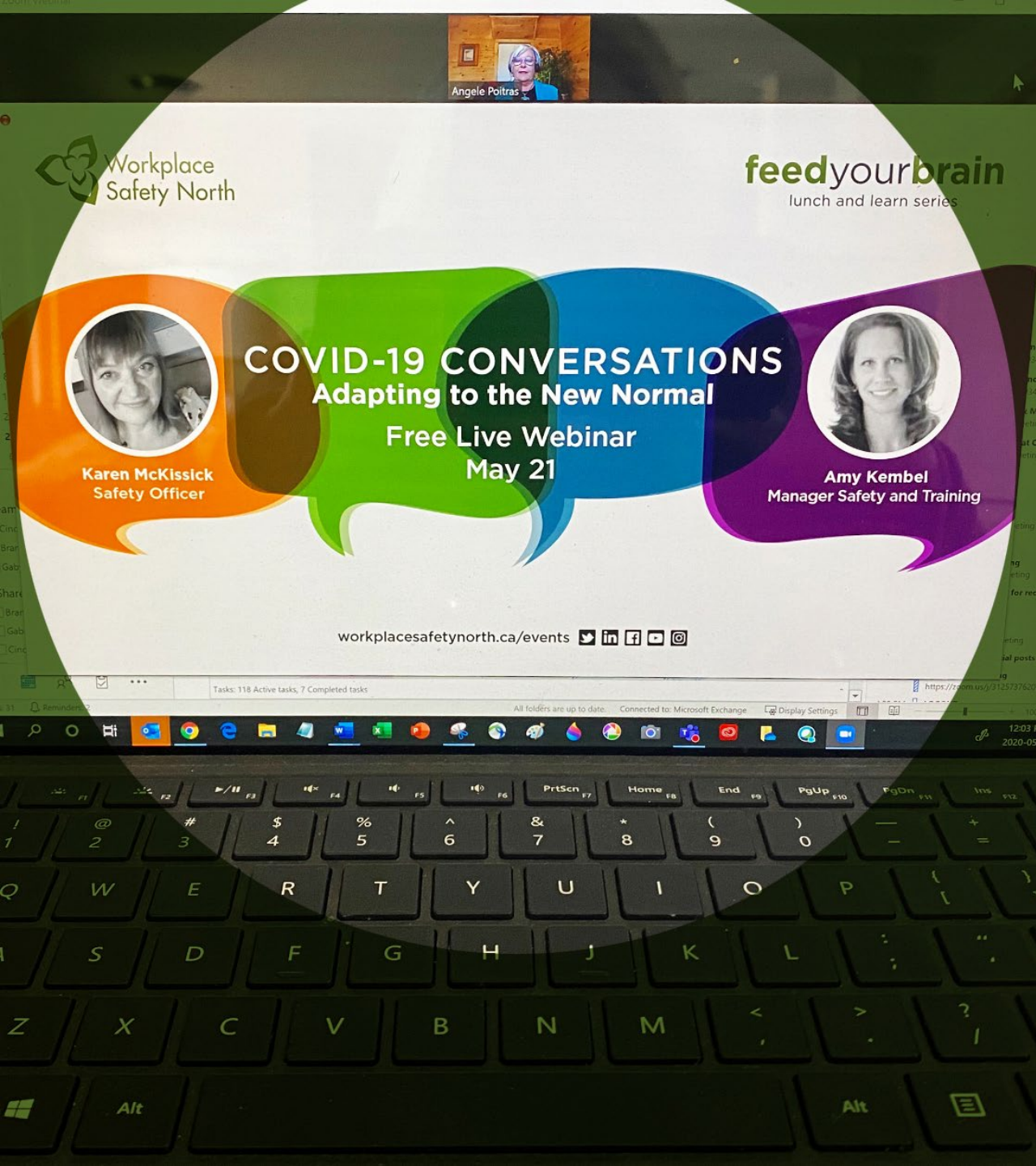
Firms consulted WSN

400

Total consultation hours

15

New online resource links to mining risk assessments and root cause analysis



# Workplace Mental health

Based on the effects of the pandemic on mental health in the workplace and at home, workplace mental health has moved to the forefront for Ontario workplace safety.

In May 2020, WSN launched a new Feed Your Brain lunch and learn free monthly webinar series, 'COVID-19 Conversations,' designed to help businesses and communities cope with changes caused by the pandemic.

Over the seven sessions, featuring guest speakers who were community and business leaders, WSN helped share experiences we were all going through, greatly helping people feel less alone and more in control, as evidenced by the large number of attendees—more than a thousand—and the survey feedback they provided.



37

New OHS materials on COVID-19 and mental health

15,720

OHS material distributed via downloads, email, and pageviews

85%

Of attendees learned something new at 'COVID-19 Conversations' mental health webinars

86%

Average webinar rating as 'good' or 'excellent'

92%

Of attendees were likely or very likely to attend another 'COVID-19 Conversations' webinar



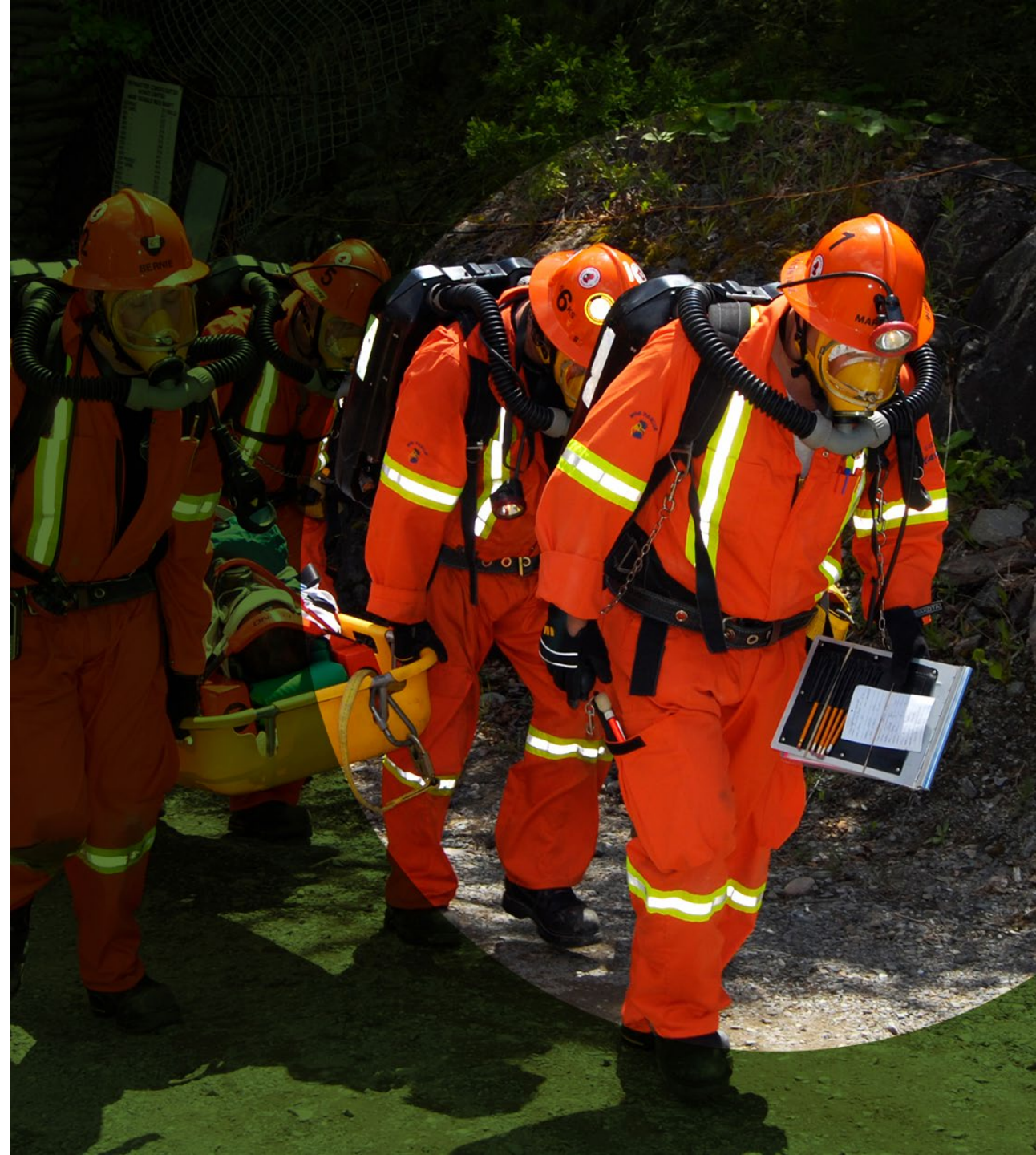
# Ontario Mine Rescue





# Ontario Mine Rescue

All underground mine operators are required to maintain a roster of actively trained mine rescue volunteers capable of responding in sufficient numbers across all working production shifts.





# Mine Emergency Incidents (2020)

During mining emergencies, 670 underground mining workers were trapped as part of refuge-in-place protocol, unable to evacuate the mine due to the emergency hazard.

## **Miners Forced to Take Refuge: 670**

Of the 670 miners, eight were at the highest risk of exposure to the uncontrolled hazards of a mine fire, gas contamination or fall of ground situation.

## **Miners Requiring Evacuation: 8**

Two mine workers were extricated by mine rescue teams from uncontrolled fall-of-ground (rock fall) entrapments after sustaining major life-threatening critical injuries.

## **Trapped Miners Requiring Extrication: 2**

One miner succumbed to injuries sustained in a mining accident before mine rescue teams could complete their rescue operation to deliver the worker to advanced medical care.

## **Mining Fatalities Associated with Mine Rescue or Recovery Operations: 1**



71

Firms participating in Health and Safety Excellence program

263

Firms active in Safe Workplace Ontario program

60

Long-term care staff tested for proper mask fits

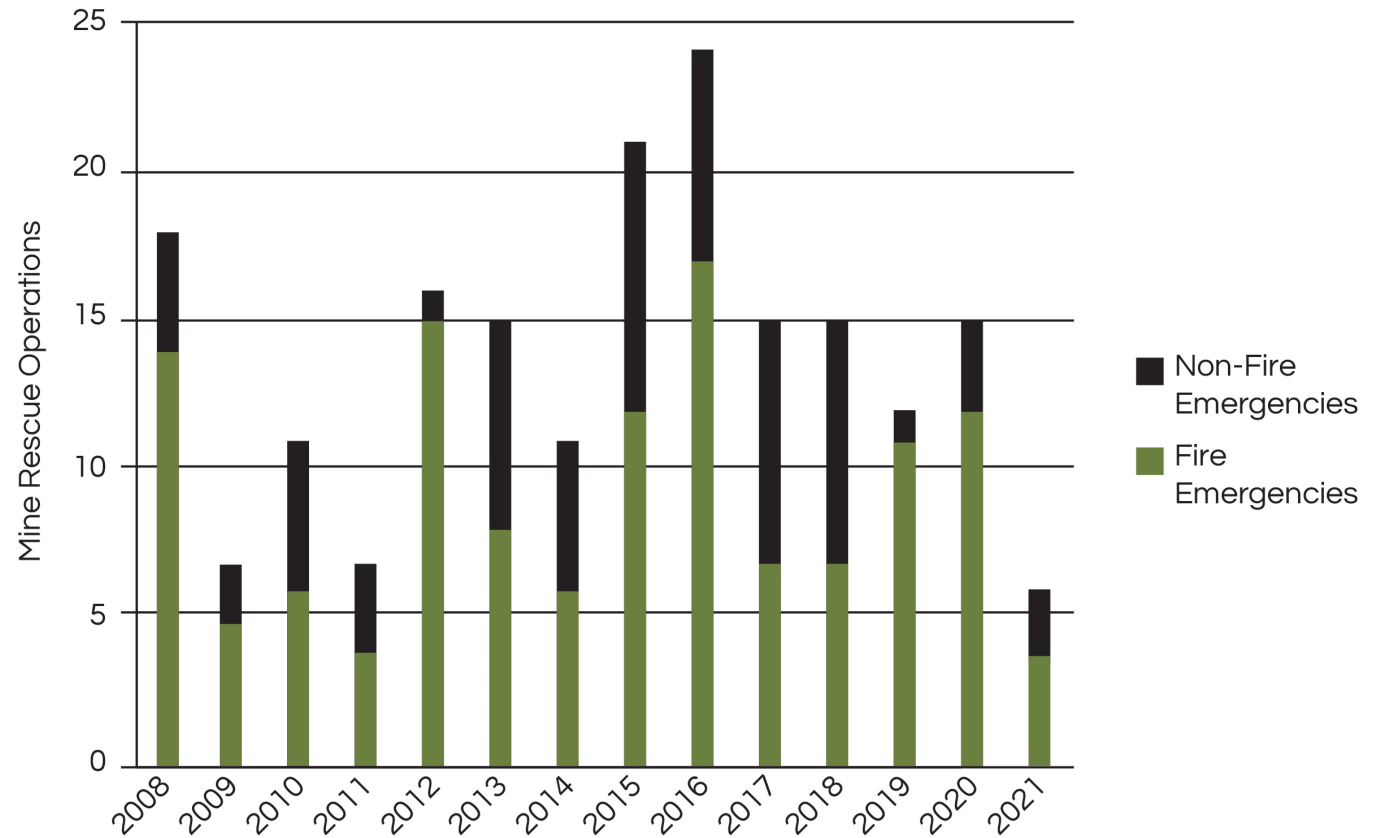
90,000

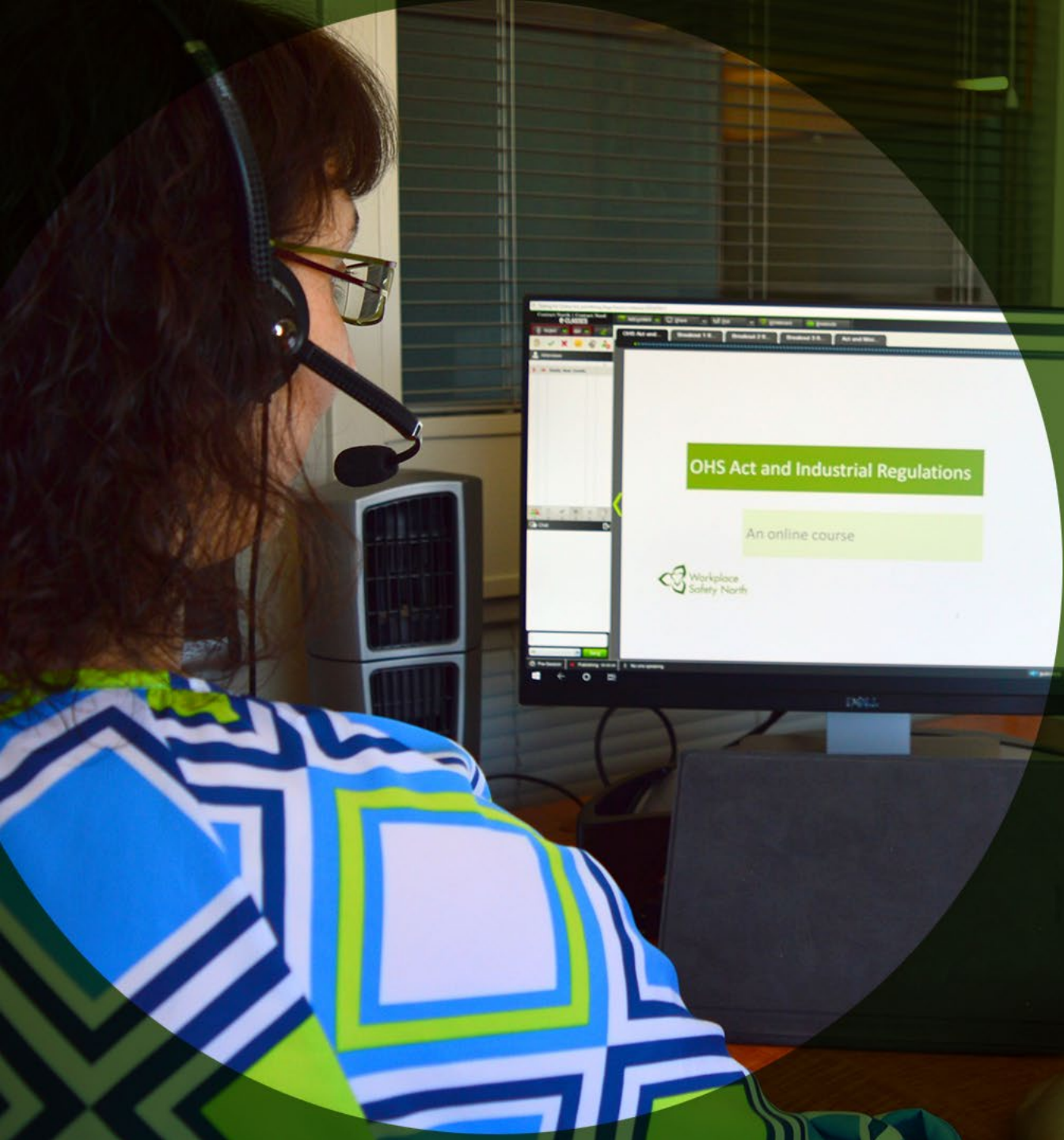
Participant Training Days: Prevention Services

5,823

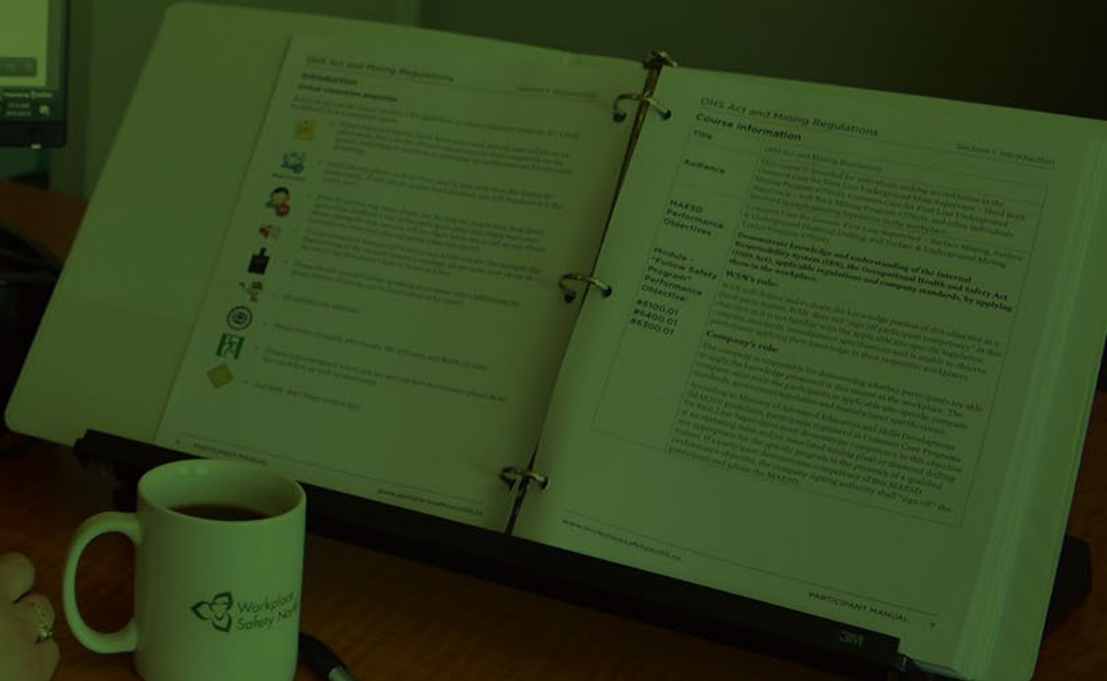
Participant Training Days: Mine Rescue

### Emergency Operations Summary





# Education and Information





# Education Programs

Based on COVID-19 restrictions for training, WSN staff worked quickly to adapt in-person training into a virtual format to meet the immediate needs of resource sector employers.

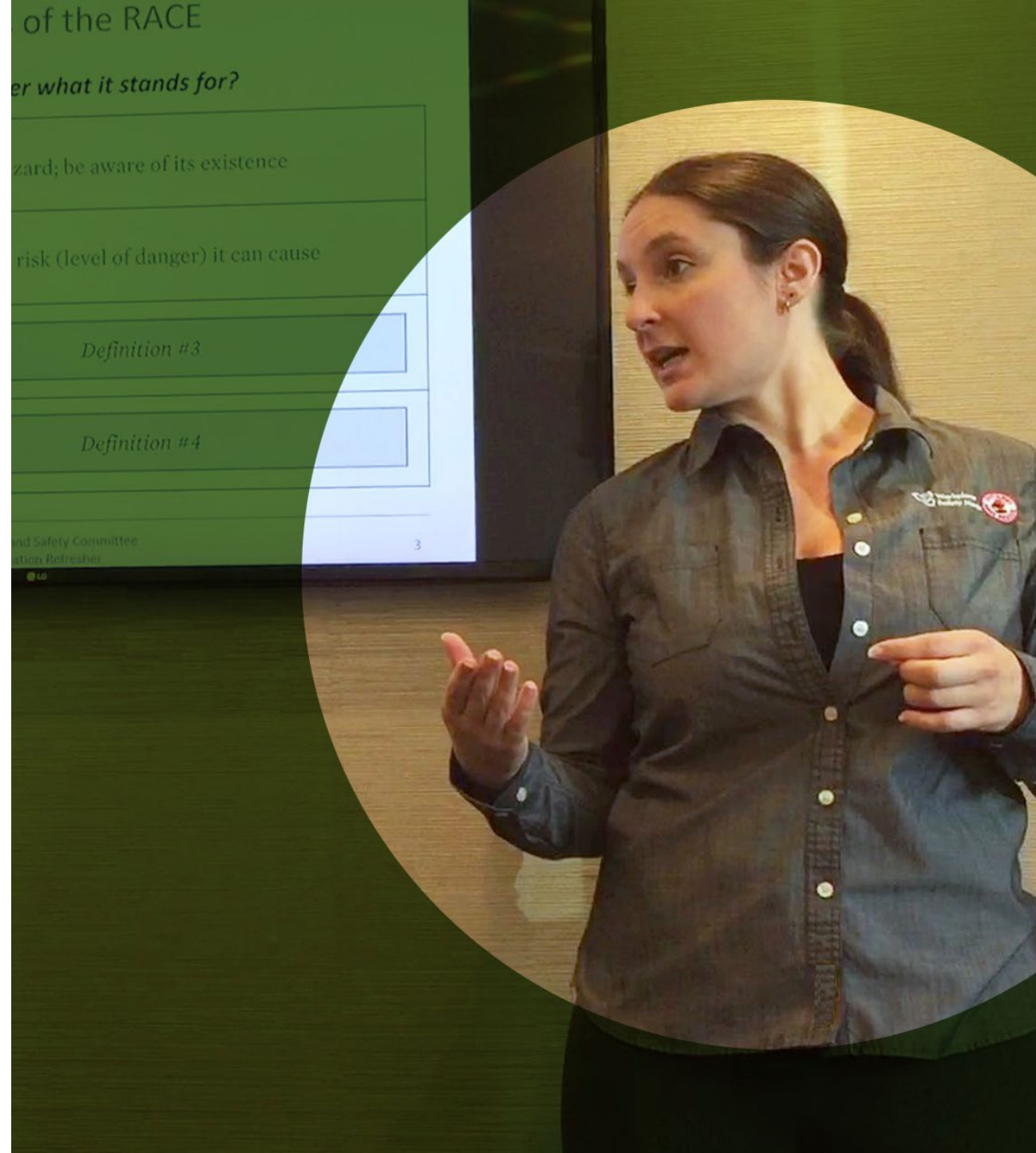
## Instructor-led Virtual Training Programs

Staff trained on Zoom technology and new virtual training programs using a new team approach requiring both an instructor and a producer.

Advanced virtual training offerings increased from a handful to more than 25 programs by year-end.

Gained internal and external support for the high quality and effectiveness of WSN virtual training.

Maintained training program availability to meet client needs during pandemic restrictions and challenges.





# New and updated training material

In addition to its extensive training catalogue, WSN developed and introduced:

**Full suite of Chief Prevention Office (CPO)-approved Joint Health and Safety Committee (JHSC) virtual training** including Part 1, Part 2 General, and Refresher – English.

**Expanded JHSC French-language programing** to include a full suite of CPO-approved training programs (JHSC Part 1, Part 2 General and Refresher).

**CPO-approved JHSC Part 1 self-paced e-learning program.**

**Safe Driving on Forest Roads self-paced e-learning program.**

**Transitioned full suite of WSN Mining Common Core training programs** to a virtual format.

**Transitioned Mining Train-the-Trainer program** to a virtual format.

**Updated Working Safely with Propane video** in English and French.



# Information Resources

302

New occupational health and safety materials developed

856,923

Occupational health and safety materials distributed

176,786

Video views

18

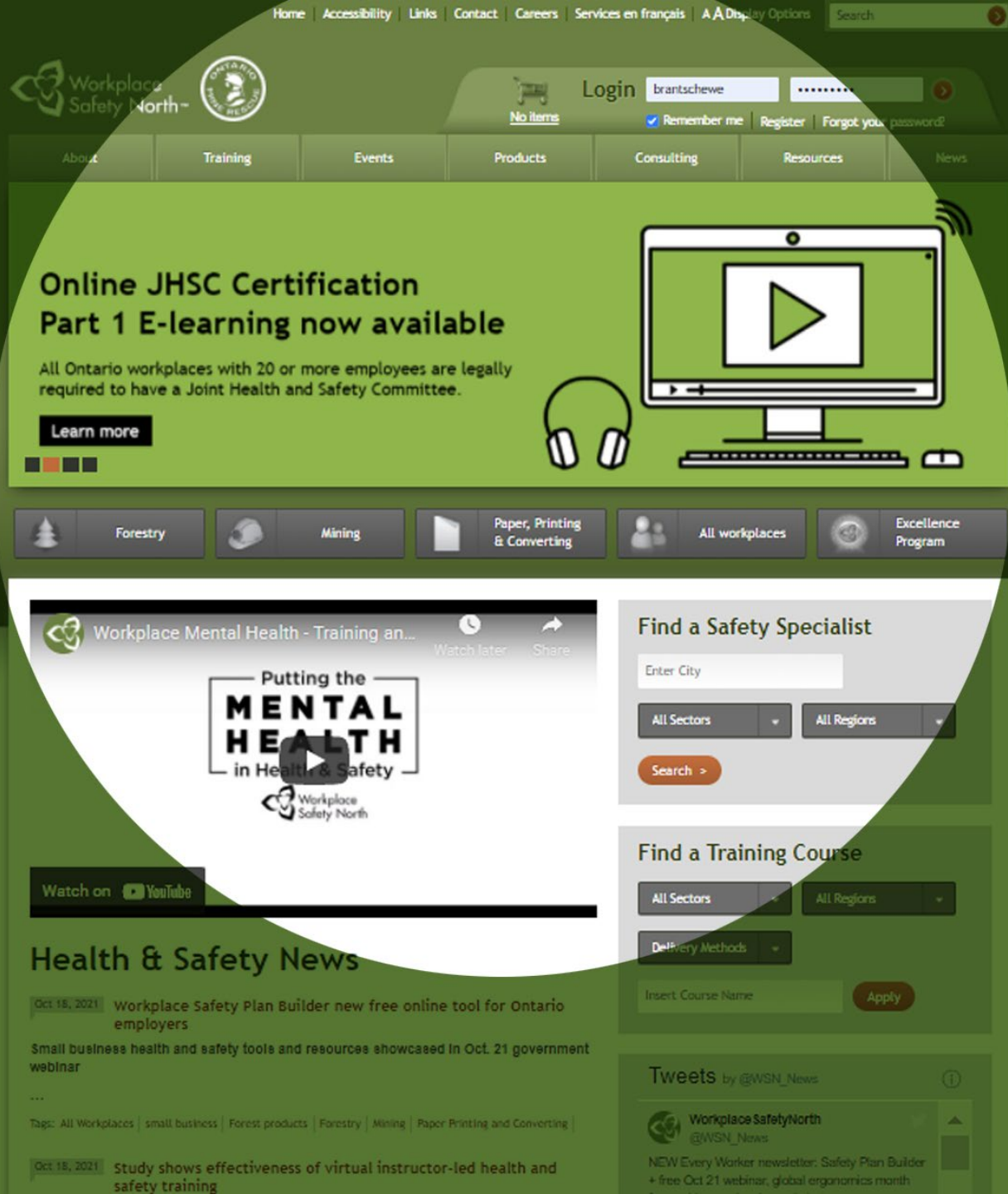
New videos

17,600

Total watch time hours

The screenshot displays the Workplace Safety North YouTube channel page. At the top, the channel name 'Workplace Safety North' is shown with a logo and '2.82K subscribers'. A navigation bar includes 'HOME', 'VIDEOS', 'PLAYLISTS', 'COMMUNITY', 'CHANNELS', and 'ABOUT'. A 'SUBSCRIBE' button is in the top right. The main content area is titled 'Uploads' and shows a grid of video thumbnails. Each thumbnail includes a title, a duration, and a view count with the time it was posted. The videos cover various topics such as mental health, rigging, COVID-19, BEV risk mitigation, and COVID-19 conversations.

Video Title	Duration	Views	Posted
Exploring the Evolution of Workplace Mental Health Programs	59:12	63	2 weeks ago
Logging-specific rigging, hoisting, and towing safety	1:21	86	3 months ago
Dismantling the Barriers to Positive Mental Health for Youth	1:00:27	74	4 months ago
Webinar: Worker contact with motor vehicles top health and safety risk for mining operations	1:14:44	60	4 months ago
Webinar: Deficient lockout of machines top health and safety risk in Ontario pulp and paper industry	46:38	69	5 months ago
Safe Driving	1:49	182	5 months ago
Reflecting on One Year of Covid-19 - Feed Your Brain	1:01:00	66	6 months ago
2021 Virtual Mining Health and Safety Conference	0:48	360	7 months ago
Dementia in the Workplace - Feed Your Brain Lunch and Learn	54:52	118	8 months ago
Battery Electric Vehicle Emergency Response Incident Review and Best Practices	33:02	255	8 months ago
BEV Risk Mitigation: Examining MacLean Support and Training	59:00	167	8 months ago
How to Manage Risks of Implementing BEV in an Underground Mining Environment	56:33	494	8 months ago
Webinar: Safe Driving on Forest Roads Recreation	55:15	899	10 months ago
COVID 19 Conversations: Building Resiliency in Times of Uncertainty	59:40	57	11 months ago
COVID-19 Conversations: Managing Pandemic Fatigue	57:32	624	1 year ago
COVID-19 Conversations: Maintaining a Respectful Workplace	59:33		
COVID-19 Conversations: Returning to the Workplace	58:50		
COVID-19 Conversations: Leadership in Times of Uncertainty	53:45		
COVID-19 Conversations: Adapting to the New Normal	59:22		
Avoid distracted driving using mindfulness	45:26		



# Information Resources

233,580

Website sessions

481,348

Page views

134,599

Website user events: 75,783 downloads, 55,850 outbound links, and 2,966 emails

1,293

Top download Enhanced Safety Measures infographic

101,455

Views of top landing page: WSN homepage



# Connection

**More than 2,400 people attended 15 virtual health and safety events.**

WSN staff quickly pivoted to change annual mining health and safety conference to a virtual event; and hosted a year-long COVID-19 Conversations webinar series that helped us connect and share our unique experiences during the pandemic.

# EVERY WORKER

Health and safety news to bring every worker home safe and healthy



**Workplace safety infographics provide COVID-19 prevention guidance**  
Plus new checklist, and French and English guidance documents to help protect forestry and mining workers

Ontario health and safety associations, in partnership with the Ministry of Labour, Training and Skills Development, released sector-specific guidance...

[Read more](#)

2,412

Participants attending 15 online events

20,649

Total number of newsletter and social media followers

92%

Would attend another 'COVID'-19 Conversations event

125

Earned media stories promoting safer workplaces

14%

Online audience growth rate





Governance and Industry Advisors

# Industry Advisory Committees

April 2020-March 2021

## Helping make Ontario workplaces safer

WSN Advisory Committees are made of up industry volunteers who meet quarterly to discuss industry issues and provide guidance on WSN programming and resource material. Board and committee volunteers help WSN fulfill its safety mandate and maintain closeness and familiarity with the day-to-day realities of Ontario resource industries.

Companies participate in WSN-sponsored research, planning, and events – all of which have helped to build solid working relationships with industry. This collaborative approach helps increase awareness, knowledge and consistency with regards to the occupational health and safety needs of Ontario.



# Forest Products Advisory Committee

**Mark Lovell** (Chair)  
Manager, Health, Safety and Environment  
Jones Packaging, London

**David Berry** (Vice-Chair)  
Human Resources Manager  
Resolute Forest Products, Thunder Bay

**John Bell**  
Regional Health and Safety Coordinator – Ontario  
EACOM Timber Corporation, Timmins

**Jenanne Graham**  
Manager, Health, Safety and Environment  
Jones Healthcare Group, London

**Marilyn Findlay**  
Health and Safety Manager  
Domtar, Dryden

**Mike Fitzpatrick**  
Multi-Plant Health and Safety  
Cascades Containerboard Packaging, Vaughan

**Jesse Kydd**  
Senior Environment, Health and Safety Specialist  
RYAM Lumber, Cochrane

**Jocelyn Lagacé**  
Health and Safety, and Loss Prevention Manager  
EACOM Timber Corporation

**Stewart Taylor**  
Health and Safety Manager  
Graphic Packaging International, Cobourg

**Mark Tranter**  
Corporate Health and Safety Coordinator  
Atlantic Packaging Products, Scarborough

## **Provincial Forestry Tripartite Committee**

WSN participates in an industry-led Provincial Forestry Tripartite Committee which plays an integral role in development of Ministry of Labour, Training and Skills Development (MLTSD) modular training programs for the forestry industry.

# Mining Advisory Committee

**Dennis Sobey** (Chair)  
Manager, Health and Safety  
Kirkland Lake Gold, Cochrane

**Clare Foladore** (Vice-Chair)  
Occupational Health and Safety Coordinator  
Vale – Exploration, Sudbury

**Chris Bamberger**  
Manager, Operations, TL3 Mine Cut and Fill  
Manitoba Operations, Vale

**Michael Ferguson**  
Engineering Manager - Capital Equipment  
Boart Longyear, North Bay

**Mike Huard**  
Mill Operator-President of USW  
Local 7580, Newmont, Porcupine Gold Mine - Timmins

**Dan Laing**  
Project Manager, Mining Sector  
Stantec, Sudbury

**Don Langlois**  
Manager Health, North Atlantic Operations  
Vale, Sudbury

**Louise Lowe**  
Executive Director  
Canadian Diamond Drillers Association, North Bay

**Darren Toner**  
Health, Safety and Environment Manager  
Vale, Sudbury

**Gonçalo Valentim**  
Production Worker Creighton Mine, Vale, Sudbury

**Steve Wrixon**  
General Manager Health and Safety  
Cementation Canada Inc., North Bay

The WSN Mining Advisory Committee also oversees four Technical Advisory Committees (TACs) made up of volunteers from the mining industry: ground control, mobile equipment, workplace environment, and mine rescue. TACs also help spearhead research partnerships with universities. Thank you to the many volunteers and your sponsoring organizations – your contributions are critical to advancing health and safety.



# Ontario Mine Rescue Technical Advisory Committee

**Iain McKillip (Chair)**

Timmins District Industry Representative  
Glencore Kidd Operations

**Andre Lefebvre (Vice Chair)**

Active Mine Rescue Volunteers' Representative  
Glencore, Sudbury INO, Fraser Mine

**Jim Ahrens**

Southern District Industry Representative  
Compass Minerals, Goderich Mine

**Brad Bastien**

Onaping District Industry Representative  
Glencore Sudbury INO, Fraser Mine

**Norm Begin**

Alamos Gold, Island Gold Mine  
Algoma District Industry Representative

**Shaun Carter**

Government MLTSD Representative  
Ministry of Labour, Training and Skills Development

**Dan Demers**

Kirkland Lake District Industry Representative  
Alamos Gold, Young Davidson Mine

**Ted Hanley**

V.P. Mine Rescue and Emergency Services

**Greg MacMillan**

Sudbury District Industry Representative  
Vale Canada, Creighton Mine

**Jamie Mortson**

Industry Representative  
McIntyre and Associates Ontario Mine Contractors Safety Association

**Ron Ouellette**

Red Lake District Industry Representative  
PureGold Mining, Madsen Gold Mine

**Gord Paddock**

Thunder Bay District Industry Representative  
Impala Canada, Lac des Iles Mine

**Shawn Rideout**

Ontario Mine Rescue Chief Rescue Officer

**Shawn Shail**

Mine Rescue Officer Representative

# Board of Directors

**Sandra Haddad (Chair)**

Haddad and Associates , Sudbury

**Lydia Renton BSc CIH ROH FAIHA (Vice-Chair)**

Director – Corporate Occupational Hygiene and Safety  
BluMetric Environmental , Ottawa

**John Benoit BA CRSP-NP**

Northern Representative-Retired  
Sudbury

**Tim Bremner**

President  
Foraco International , North Bay

**Gaëtan Carrier**

Health and Safety Worker's Representative  
Ryan Mill, Hearst

**Marilyn Findlay CRSP**

Health and Safety Manager  
Domtar Pulp, Dryden

**Marshall Greensides CRSP**

Plant Manager  
Cascades Containerboard Packaging, Burlington

**Clyde Healey BA CHRP**

Northern Representative-Retired, Sault Ste. Marie

**David Kelly**

Underground Maintenance Mechanic and Mine Rescue Volunteer  
Compass Minerals, Goderich

**Normand Lavallee FCPA, FCA, FCMA, C.Dir.**

Associate Vice President, Financial Services  
Laurentian University, Sudbury

**John O'Brien B.Admin CRSP**

JOB Training and Development, Thunder Bay

**Andrew Tempelman BSc**

Process Technician



# Staff Highlights



**GOAL 1:**  
TARGETING THE AREAS  
OF GREATEST NEED

**GOAL 2:**  
ENHANCING SERVICE  
DELIVERY

THE VOICE FOR WORKPLACE  
HEALTH AND SAFETY  
IN NORTHERN ONTARIO







# Staff Service Loyalty Milestones

## 1 Year

Christa Joseph  
Judit Nelson  
Nadine Trodel

## 5 Years

Megan Johnson  
Mike Krell  
Jason Leger  
Mike Parent  
Shawn Rideout  
Allison Roy  
Dan Rulli  
Cindy Schiewek  
Shawn Shail

## 10 Years

Robert Marin

## 15 Years

Lorraine Champagne  
Brant Schewe  
Kelly Ann Smith  
Michelline Souter

## 40 Years

Cindy Trnka



# Healthy Workplace

In 2022, WSN received the Platinum Canada Award of Excellence from Excellence Canada in the Healthy Workplace category. This level builds on the achievements and outcomes from the previous three levels with a focus on establishing sustainable practices.

# Wellness Wednesdays

A 'Wellness Wednesdays' series was offered to staff throughout the pandemic, and included sessions on yoga, cooking, financial and retirement planning, true colours, resilience, gardening, coping with pandemic-related stress, well-being, plus a meditation series.

# 2020 Employer-supported volunteer hours

Seventeen WSN staff contributed 126.5 employer-supported hours toward helping those in need and community causes important to them, including delivery of Meals on Wheels, membership on professional Boards, and helping with youth recreational events and environmental initiatives.



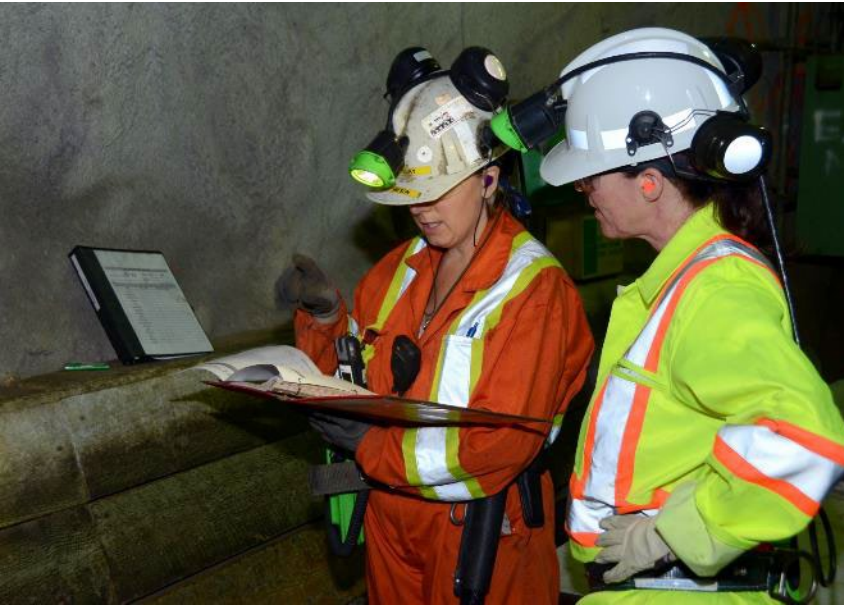




## Strategic Directions

The strategic plan builds on WSN strengths in three intersecting themes for impact: sector focus, system collaboration, and digital optimization.

[View Workplace Safety North Strategic Plan](#)



Sector Focus



System Collaboration



Digital Optimization





[workplacesafetynorth.ca](http://workplacesafetynorth.ca)

[Download financials](#)