



**Strategic Plan 2018 & Beyond:  
Leading the Transformation of Saskatchewan  
to Become a Centre of Safety Excellence**

[www.sasksafety.com](http://www.sasksafety.com)



This multi-year plan is established in support of the guiding ***Vision:***  
***To Achieve a Safe Saskatchewan to Live, Work and Play.***

# EXECUTIVE SUMMARY

The Saskatchewan Safety Council has been a consistent presence of safety leadership within Saskatchewan for over 62 years. The Executive Committee of the Board of Directors was given the mandate to review and propose updates to the Saskatchewan Safety Council Strategic Plan, last approved in 2014.

The renewal takes account of the significant change in the provincial economy over the previous 3 years as well as the growth and progress of the Saskatchewan Safety Council as an organization.

The included strategic direction was proposed by the Executive Committee and then given to the Chief Executive Officer for further development, resulting in the information presented here in.

This multi-year plan is established in support of the guiding Vision:  
To Achieve a Safe Saskatchewan to Live, Work and Play.

To realize this vision, the Saskatchewan Safety Council will lead the transformation of Saskatchewan to become a Centre of Safety Excellence utilizing three foundational pillars: Knowledge Base, Partnerships and Property.

This ambitious goal will be the result of key investments and developments that remove current barriers from people accessing safety messaging, including:

- 1) Further development of quality online property that can be easily found and shared through traditional and social media.
- 2) Creating opportunities for high risk demographics to have access to high quality free training.
- 3) Focusing resource allocations on priority root causes identified by statistical evidence.
- 4) The development of a physical Safety Centre that inspires the further exploration and innovation of injury prevention efforts.
- 5) The application of sustainable fiscal business practices to ensure the long term stability of injury prevention leadership.

Details on accomplishing each item will be measured by success indicators further developed and approved in each years Operational Plan.

# OUR ORGANIZATION

The Saskatchewan Safety Council is a non-profit, registered charity. As such it operates under the provisions of the Non-profit Act of Saskatchewan which outlines the basic obligations and rights of the organization and members.

The Saskatchewan Safety Council Bylaws have been passed by the Members in accordance with legislation and govern all activities of the Saskatchewan Safety Council.

## Membership

Membership in the Saskatchewan Safety Council is a **commitment to make a difference** across Saskatchewan through injury prevention education. Members are the primary stakeholders and **drivers of the organization** that is responsible for the organization Bylaws and electing the Board of Directors.

## Board of Directors

The Board of Directors is responsible for the **governance of the organization**; specifically, to assess the overall **direction** and **strategy** of the organization and how it relates to the vision, mission, and values of the organization. The Board is **accountable to the Membership** and is responsible for representing their collective best interests. The Board is designed to be a democratic system of governance. The individual Board Member is elected by the Membership to exercise their power with competence and diligence in the interests of the organization within the pursuit of the stated mission and vision

The authority of the Board of Directors is granted by the Membership within the Saskatchewan Safety Council Bylaws Section 2.

## Chief Executive Officer

The Chief Executive Officer (CEO) is responsible for leading the Saskatchewan Safety Council towards its vision, mission and goals as approved by the Board of Directors. The CEO is responsible for **strategic direction** and overall **operations** towards the achievement of the vision. The Chief Executive Officer is the sole employee of the Board and is directly **accountable** to the Board for all operational outcomes.

## Staff Team

The Staff Team are the **champions** responsible for **achieving** the strategic direction and operational outcomes of the Saskatchewan Safety Council. Staff may be defined as any individual that represents the Saskatchewan Safety Council as a paid worker, contracted worker or unpaid volunteer worker and are all accountable to the Chief Executive Officer.

# OUR HISTORY

The Saskatchewan Safety Council is an independent, **non-profit**, registered **charity** dedicated to preventing injuries and fatalities in the province of Saskatchewan. Injury prevention through education is our focus.

Since its inception, the Saskatchewan Safety Council has evolved to become one of the province's most **credible** safety sources. Today, the Saskatchewan Safety Council provides a wide range of programs and services that meet the needs of many groups. There are currently over 70 different programs and courses available through the Saskatchewan Safety Council.

The evolution of the Saskatchewan Safety Council began in 1955. Beginning as the Saskatchewan Highway Safety Council, the agency was developed primarily to help reduce the growing number of deaths and injuries resulting from **traffic** on Saskatchewan streets and highways.

By 1962 it became clear that other safety areas needed to be addressed. An all-inclusive Council was officially launched on June 1, 1963. The Council added new divisions; **Farm** addressing the needs of rural populations and farm families; and **Public** a combination of safety for home, recreation, school and community. A fourth division, **Occupation**, was added in 1970 to help businesses address workplace risks. Each division actively adapted and developed programs to meet Saskatchewan needs and to increase public awareness of injury in all forms. The Council has undertaken a great many initiatives to uphold its commitment to safety and injury prevention.

During one point in the Council's history, Branches of the Saskatchewan Safety Council were also established to promote a local presence in a specific community. These Branches were run by volunteers from the local community and received support from the Saskatchewan Safety Council providing specific programs in local communities. Over many years each of these local Branches became inactive. Currently there are no active Branches of the Saskatchewan Safety Council.

At one time, the divisions each had separate staff working to promote the individual needs of the division. While the "Divisions" of the Council still exist as the primary areas of focus, in practicality they are all worked on by the same staff team, combining expertise and capabilities.

# OUR HISTORY

Today the Council is a central voice wherever safety education and promotion is concerned. As a public service organization, the Council draws its **strength** from the participation and **support** of business, industry, government, safety professionals, educators and other concerned groups and individuals. The Council fulfils its pledge to injury prevention through education and technical programs and services as well as public safety awareness activities. Many Council programs and activities are assisted through the expertise of volunteer advisory committees, technical consultants from various backgrounds and Council staff.

The Council is supported financially by annual membership contributions, corporate and government sponsorship, grants, contributions and the distribution of safety programs and materials. Funds are used to research, promote and sponsor safety programs to educate the public and other sectors on safety.

With the **help of sponsors** and through a variety of **community partnerships** and its **members**, the Saskatchewan Safety Council continues to deliver an extensive list of safety training, programs and services everywhere in our province.

## The Saskatchewan Safety Council

Developed the first universal High School Driver Education Program in Canada

Introduced Defensive Driving Courses in Saskatchewan

Hosts the annual provincial Industrial Safety Seminar

Launched province's first Motorcycle Safety Programs

Developed the first universal agricultural safety orientation

Introduced Forklift Training courses in Saskatchewan

Advocated for seatbelt use; car seats for children; and legal limits to alcohol levels



# VISION

*To Create a Safe Saskatchewan to Live, Work and Play*

## What does the vision mean?

Create: To bring into existence or to produce by course of action

Safe: Not likely to be harmed

Dictionary.com

The vision can be loosely explained with a meaning of: **bringing about a Saskatchewan where harm, through action or inaction, is not likely to occur.**

The underlying intent of this vision is to build a **self-sustaining** cultural model wherein once a satisfactory level of harm reduction is achieved, that the resources needed to maintain the level of safety would be significantly less than the resources required to reach that goal.

It is believed that this can be accomplished through **education**. Education is the process of facilitating learning, or the acquisition of knowledge, skills, values, beliefs, and habits.

Through this process the Saskatchewan Safety Council will lead the province so that **Saskatchewan becomes a centre of safety excellence** known throughout Canada and beyond.



# PROVINCIAL ENVIRONMENT

It is vital when designing a strategic approach to cultural change to fully **understand** the population environment and climate of **Saskatchewan**. This will help to address both the scope of the approach and the cultural contexts that exist.

In consideration of the scope of what our vision hopes to achieve the Saskatchewan Safety Council needs to be cognisant of the following population statistics.

## *Population Statistics*

**Population** of Saskatchewan on July 1, 2017: **1,163,925**

On average, the Saskatchewan Safety Council trains 11,000 to 13,000 people per year representing approximately 1% of the overall population.

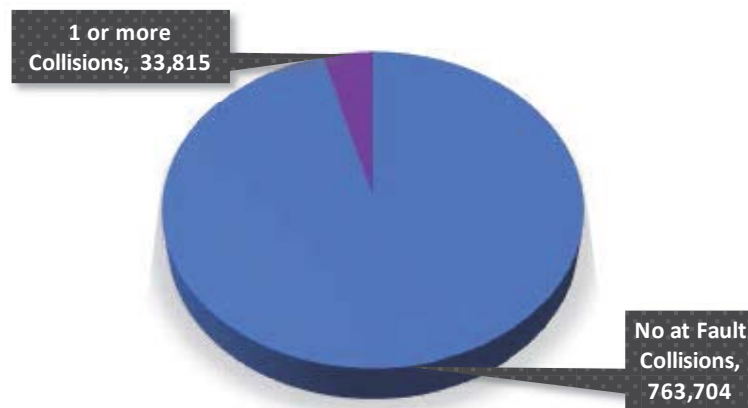
**Working Population** as of March 31, 2017: **571,100**

During 2016, 29,953 injury claims were reported to the Saskatchewan Workers' Compensation Board

**Licensed Drivers** as of December 31, 2015: **797,519**

During 2015, 33,815 Saskatchewan licensed drivers reported a collision to Saskatchewan Government Insurance

### Saskatchewan Drivers With 1 or More Collisions

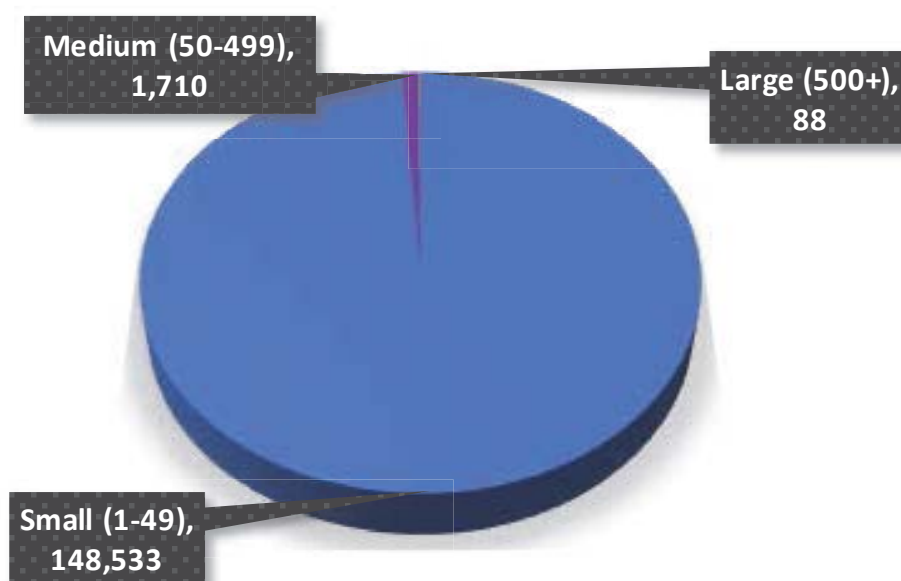


# PROVINCIAL ENVIRONMENT

Registered Saskatchewan **Businesses: 150,331**

Average number of Members and Representatives supporting the efforts of Saskatchewan Safety Council in 2016: 450

## Saskatchewan Businesses by Employee Count



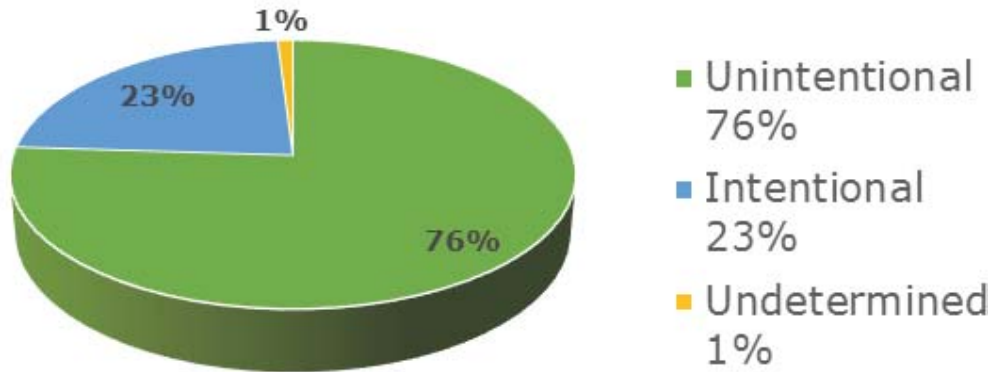
### *Injury Trends*

The Cost of Injury in Canada (2015) published by Parachute organization reports that in Saskatchewan during the year of 2010 there were **690 deaths**, **10,844 hospitalizations**, and **110,312 Emergency Room** visits resulting from all types of injury. For the year 2010, Statistics Canada reports 134,000 total reported injuries in Saskatchewan which closely mirrors the Parachute statistics.

The Cost of Injury in Canada (2015) indicates that approximately 76% of total reported injury related death were unintentional in nature and 23% were intentional in nature with 1% being undetermined intent.

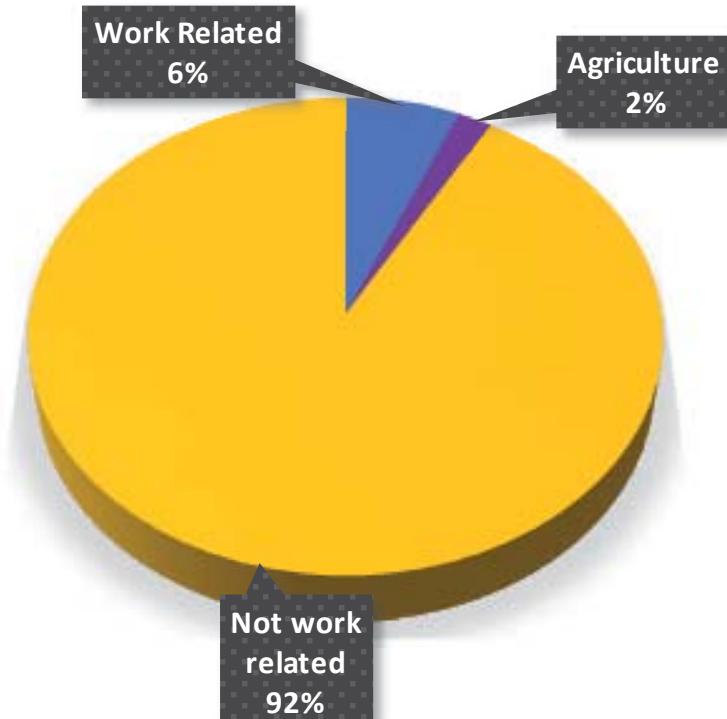
# PROVINCIAL ENVIRONMENT

Injury Fatalities 2010



Comparing these numbers to statistics from the same year released by the Saskatchewan Workers Compensation Board would indicate that the vast majority (92%) of injury causing fatalities were related to the live and play aspect of the Vision, while a minority (8%) were directly attributed to the work aspect.

## Fatalities

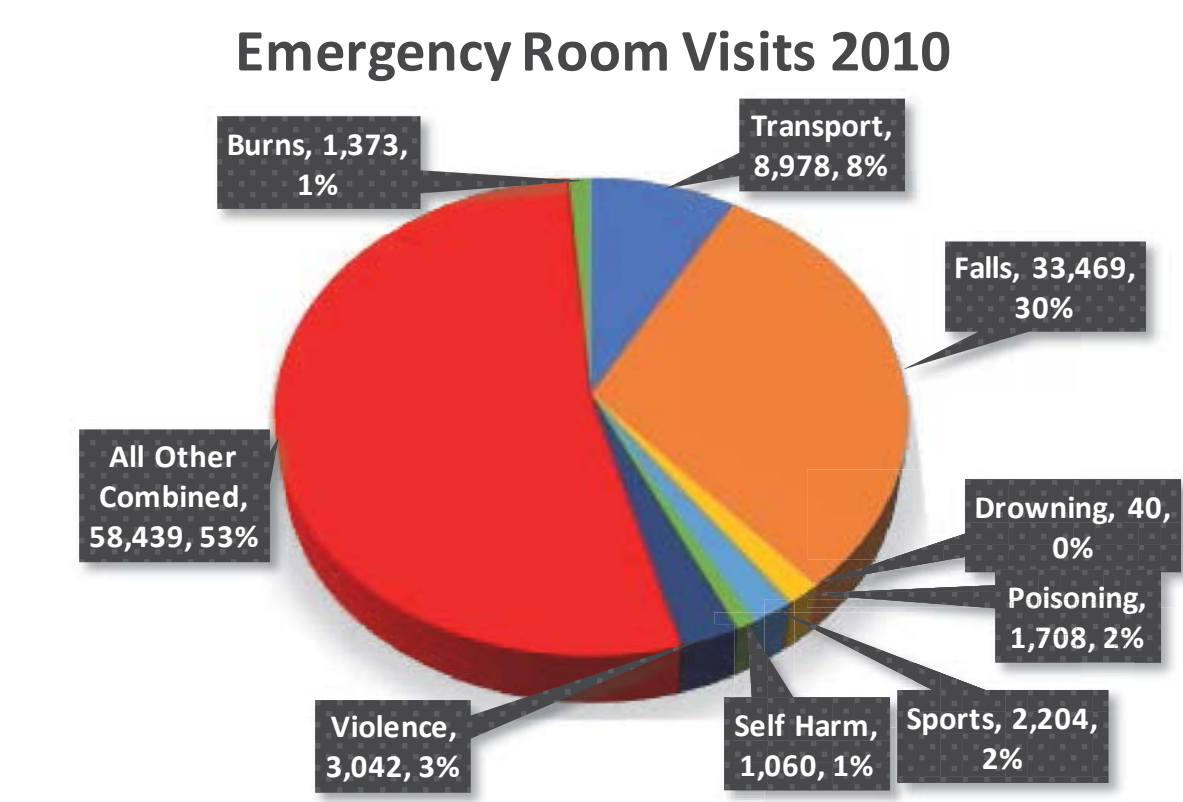


# PROVINCIAL ENVIRONMENT

Reviewing all reported injuries according to The Cost of Injury in Canada (2015) would indicate a **significant variation** in the mode of injury. Reviewing the Emergency Room visit statics from the report gives an approximation of the injuries frequency but does not indicate severity.

The most significant frequency of reported injuries requiring a visit to an Emergency Room based on these statistics relates to Falls (30%) and Transport (8%).

Emergency Room visits from other causes of injury are significantly varied with some of the more prominent accounting for less than 3% of overall injuries and over 53% grouped into a common category as the **mode of injury is too diverse** to segregate out.



# PROVINCIAL ENVIRONMENT

## *Underlying Causal Factors*

The statistics help to clarify the scope of the injuries that are taking place, but are limited in that they **only report the direct causes** of injury with only **minimal data on indirect or root causal factors**.

The reports indicate that 76% of injury based fatalities were unintentional in nature and 24% were intentional in nature.

Without further information available the 76% classified as unintentional could be loosely grouped into two high level causal factors:

- 1) **Risk Perception:** Where information about the causal factors was unknown or not understood adequately
- 2) **Risk Tolerance:** Where information about the causal factors was known but the risk potential was underestimated.

The remaining 24% of injury causing fatalities grouped as intentional could be loosely grouped into two high level causal factors:

- 1) **Low Functioning Mental Health:** Mental health, similar to physical health and financial health, is a scale that every person is on that can range from very low to very high. Low functioning mental health may impact risk taking tendencies.
- 2) **Mental Illness:** treatable disorders that affect the way a person thinks about themselves, relates to others, and interacts with the world.

Canadian Mental Health Association

## *Directed Resources*

Throughout the province there are **over 100** organizations including; charities, non-profits, for-profits, government agencies and various associations, that are all working on various aspects of injury prevention. There are countless more national and international organizations working on similar or parallel issues. The full economic expenditure in Saskatchewan from these combined organizations is not currently known. It can be safely assumed to be greater than \$10,000,000 per year and likely less than \$100,000,000 per year. The significant majority of these resources are currently aimed at workplace injuries.

# STRATEGIC DIRECTION

The Saskatchewan Safety Council will lead the transformation of Saskatchewan to become a centre of safety excellence utilizing three foundational pillars: Knowledge Base, Partnerships and Property.

## ***Knowledge Base***

The Saskatchewan Safety Council houses one of the largest knowledge bases of safety information available, however, this knowledge is currently limited in the ability to deliver it to a large, geographically diverse population in a cost-effective manner.

This pillar will be further enhanced by investing in the transformation of existing knowledge into new formats that focus on the elimination of barriers that prevent the full population of Saskatchewan from accessing the information.

## ***Partnerships***

Working together with partners has been a traditional strength of the Saskatchewan Safety Council. Existing and new partnerships will make a foundation for further advancements in delivering existing and new safety messaging across the province. Partnership enhancement will be prioritized with organizations that are positioned to offer advice and guidance on relevant and trending issues through first hand experiences.

Key partnerships will include but not be limited to, school divisions, rural and urban communities, public safety organizations such as Police and Fire Departments, multicultural organizations and First Nations.

## ***Property***

The creation and development of property, both physical and online will enable the long-term sustainability of the Saskatchewan Safety Council. This development will also ensure the perpetual growth in injury prevention efforts throughout the province and beyond.

An important distinction is the shift from delivering programs into developing property. Programs take continual input of resources to have impact, effect or return on investment. Property, be that physical or virtual, requires resources to develop, but significantly smaller continual investments to maintain and add value to the organization.

# STRATEGIC DIRECTION

## *Operational Key Performance Indicators*

**1) Further development of quality online property that can be easily found and shared through traditional and social media.**

Outcome:

An online Channel of content will be developed focusing on video and printable resources that are capable of being widely distributed to a large percentage of the population via social media and accessed from the Saskatchewan Safety Council website.

Success Indicators:

a) Channel content will be developed at regular, reoccurring frequencies in a cost-efficient manner, resulting in a wide scoping availability of knowledge to the public.

**2) Creating opportunities for high risk demographics to have access to high quality free training.**

Outcome:

Certification level courses that do not require practical components will be transitioned to online formats and made free of charge. Where practical elements are required Blending Learning models will be developed.

Success Indicators:

a) Certificate level courses will be developed and made free for high risk groups including youth, seniors, agriculture, recently immigrated residents and First Nations.

**3) Focusing resource allocations on priority root causes identified by statistical evidence.**

Outcome:

Resources, specifically available time and charitable budget, shall be aligned to mirror the measurable provincial injury trends.

Resources will be aligned to reflect that the majority of injuries happen away from work activities.

# STRATEGIC DIRECTION

## Success Indicators:

a) Resources will be aligned to reflect the 76% unintentional and 24% intentional root causes of injury. This will be measured by the annual budget and reporting of staff time summaries.

b) Resources will be aligned so that no more than one third of Saskatchewan Safety Council activities are strictly related to the Work aspect of the Vision with equal amounts designated to the Live and Play portions. This will be measured by the annual budget and reporting of staff time summaries.

## **4) The development of a physical Safety Centre that inspires the further exploration and innovation of injury prevention efforts.**

### Outcome:

The physical location of the Safety Centre will begin development. This development will become the physical focal point and showcase of Saskatchewan's injury prevention efforts and work to inspire others for further innovation.

### Success Indicators:

a) Property is owned by the Saskatchewan Safety Council suitable for needs of the Safety Centre

b) A ground-breaking ceremony is held to symbolically begin construction

## **5) The application of sustainable financial business practices to ensure the long term stability of injury prevention leadership.**

### Outcome:

Through the use of multi-year planning, project scaling and diverse fundraising efforts, the Saskatchewan Safety Council will ensure its viability for years to come.

### Success Indicators:

a) Additional forms of funding are acquired to support planned projects

b) A long term Fundraising Diversification Plan is developed

c) Projects are designed to scale with funding availability



# RISK AWARENESS

## *Financial Uncertainty*

Throughout the past 62 years the Saskatchewan Safety Council has utilized multiple forms of fundraising. These include significant government grants during our formation, traditional fundraising such as golf tournaments, lotteries, BINGOs, raffles and our most successful form, providing safety training and services.

Over the past five years, the rate of return on all forms of fundraising has consistently diminished, with the result being less realized dollars to be spent on charitable injury prevention programming.

There is known and unknown elements of risk involved with the strategic direction presented. Many of these outcomes do require sizable financial resources to effectively accomplish the desired results with minimal information currently known about the availability of financial resources that could be effectively gathered. We can note for certainty that our current fundraising methods have had a negative return and will not, in of themselves, support their continuation. This implies a risk of inaction as well.

## *Risk Management*

Through the use of project scaling, the ability to effectively increase or decrease the speed at which a project is completed, that directly ties to our fund availability, is a key risk management practice.

To complete all projects specified within the strategic direction including the physical safety centre and online program conversion, we would need \$15,000,000. These dollars could be fundraised quickly and have the entire plan accomplished within 18 months, or the dollars may come slowly and the projects spaced out over 10 years or more.

**SASKATCHEWAN:**

A PROVINCE OF SAFETY  
EXCELLENCE