



STAFF REPORT

To: Board of Management

From: Senior Director, Corporate Projects & Human Resources

Subject: **HEALTH & SAFETY YEAR END REPORT**

Date: 2020-01-10

SUMMARY:

This report will brief the Board on the Toronto Zoo's Occupational Health & Safety Programs and safety initiatives carried out in 2019.

RECOMMENDATION:

The Senior Director, Corporate Projects and Human Resources recommends that:

1. The Toronto Zoo Board of Management receive this report for information.

COMMENTS:

The Toronto Zoo, is committed to providing a safe environment for all staff. Our Occupational Health & Safety Programs, policies and safety initiatives are designed to prevent workplace injuries and illness and promote safe work practices.

The Health & Safety Year End Report for the period January to December 2019, is attached for your reference. This report summarizes our employee accidents for the 2019 year and outlines the Safety & Security Branch's training, programs and initiatives that support the Toronto Zoo's principle that workplace health and safety is paramount.

In 2019 there were 128 employee accidents recorded, compared to 126 accidents in 2018. The number of Workplace Safety & Insurance Board (WSIB) lost time claims decreased by 5 in 2019, with 26 claims filed versus the 31 claims filed in 2018. However, the number of lost days associated with WSIB claims increased from 14 days in 2018, to 36.5 days in 2019. This has resulted in an increase to the accident frequency and severity rate. Under the WSIB's, New Experimental Experience Rating Plan (NEER) employers receive rebates or surcharges based on their accident frequency and length of the accident claims. The WSIB uses historical data for the past 5 years, and compares your firm's performance with that of other firms within the same rate group. In 2019, the Toronto Zoo received a surcharge of \$51,841.67. This surcharge amount was substantially lower than surcharge of \$180,825.54 we received in our 2018 NEER. Our relatively poor performance in 2017 continues contribute to our NEER surcharge status.

Our efforts in 2020 will continue to focus on reducing workplace accidents, making improvements to our health & safety programs and early to address issues of accident

prevention and hazard recognition. Early and safe return to work initiatives will be utilized when possible to assist with reduction in lost time claims costs.

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ATTACHMENTS:

2019 Health & Safety Report

**ATTACHMENT 1 – TORONTO ZOO
2019 HEALTH & SAFETY REPORT**

JOINT HEALTH & SAFETY COMMITTEE

A) Committee Activities:

In 2019 the Toronto Zoo's Joint Health & Safety Committee (JHSC) held nine meetings. A total of 25 new agenda items were raised through inspection or reporting systems. Twenty items were discussed and actions were taken to resolve issues by management staff.

Some key issues dealt with by the Committee included: eye wash stations, construction on site and emergency spill kits. Division Heads are briefed on current issues discussed at the JHSC on a regular basis.

B) Inspections, Orders & Charges:

In 2019, had no inspections from, nor did we receive any orders or charges from the Ministry of Labour. We will continue to proactively identify, communicate and implement controls to reduce workplace hazards and remain in compliance with the Occupational Health & Safety Act (OHSA).

OCCUPATIONAL HEALTH & SAFETY TRAINING PROGRAMS

C) General Safety Training Programs:

In 2019, the Safety & Security Branch conducted training classes or supervised training for employees. The course type and total number of participants trained in each session are identified below for your information.

<u>Course</u>	<u>Staff Trained</u>
Seasonal Refresher Exams	274
Back Care & Repetitive Strain Injury	145
Seasonal Orientation	145
Robbery Prevention	83
Safe Driving Program (New drivers)	67
Contractor/Intern Health & Safety	59
WHMIS	48
Management Competency	45
Standard First Aid/ AED/CPR C/HCP	45
Behaviour Management Systems	36
Zoomobile Driver Training	24
Firearms Safety Training & Qualification	23
CVOR Training	21
Ladder Safety Training	20
Bear Spray Training	19
Take Your Kid to Work Day	14
Permanent Orientation	12
Defensive Driving	12
Tactical Communications	9
Respirator Fit Testing	7
	1,108

SAFE DRIVING PROGRAM

D) Safe Driving Program – Evaluations:

In accordance with the Safe Driving Program, all Zoo and Food Service employees that are required to drive a vehicle on site must fulfill the following requirements that are administered by the Safety & Security Branch. Following the completion of a driver's abstract, the employee's supervisor orientates the employee to the vehicles he/she is required to drive. The Safety & Security Branch then administers a written exam to ensure basic knowledge of Zoo policies and road awareness. Lastly, an in-vehicle evaluation is conducted by Safety & Security's licensed Driving Instructor.

During 2019, a total of 67 new drivers were processed by the Safety & Security Branch. The majority of these were seasonal employees.

E) Zoomobile Training:

An in-house Zoomobile Training Program has been in operation since 2003. This program includes classroom training combined with field experience and driver evaluations conducted by the Safety & Security Driving Instructor.

During 2019, three courses were held for 24 returning and new employees participating in this program.

F) Defensive Driving Training:

The Defensive Driving Program is available to all Toronto Zoo drivers and includes theoretical and practical classroom discussions concerning driving habits. Staff who have had a preventable motor vehicle collision, are required to attend this training for remedial purposes. The intention of the Defensive Driving Program is to make drivers aware of issues that will aid in improving their personal driving skills. Drivers that have had a motor vehicle collision are directed to attend these training sessions.

Twelve staff took part in the Defensive Driving Program in 2019.

G) Motor Vehicle Collisions:

In 2019, there were 35 motor vehicle collisions which is consistent with the previous year. Of the 35 collisions, 30 were deemed preventable. Most collisions reported were single vehicle incidents where only minor damage was reported as drivers made slight contact with rocks, gates, fences, garbage cans, etc. This year fifteen of the 35 reported collisions occurred to full time staff who have been driving Zoo vehicles for a period of time. There were eight motor vehicle collisions in the Guest Operations Branch involving Zoomobiles. Additional emphasis continues to be placed on driver training to focus on the task at hand and to be more aware of their surroundings.

The 30 preventable collisions occurred in the following units: Horticulture (11), Guest Operations (7), Facilities & Infrastructure (5), Safety & Security (1), Wildlife Care (1), Nutrition Science (1), Wildlife Health (1), Purchasing & Supply (1), Strategic Communications (1), and Partnerships & Events (1).

OCCUPATIONAL HEALTH & SAFETY PROGRAMS

H) Policy & Program and Testing Initiatives

In 2019 we continued to provide training, education and policy review regarding hazard identification and control with respect to how the work environment impacts health and safety. As listed above our training programs were successfully provided and attended.

The Safety & Security Branch is currently in the process of a review of all work duties throughout all Branches of the Toronto Zoo to determine hazards associated with those duties. A Job Hazard Analysis (JHA) is an important accident prevention procedure that works by finding hazards and eliminating or minimizing them before the job is performed, and before they have a chance to become accidents. A JHA can be used to help clarify how a job should be done, and to create awareness of potential hazards. They can be useful to help with the training of new employees, to prepare for inspections, or to help remind you of how to perform jobs that may happen infrequently. They are also used as accident investigation tools.

Also in 2019, we concentrated our efforts in providing Managers and Supervisors with Occupational Health & Safety Competency Training. This training was developed in-house and was provided to our Management team. The training focused on Management's legislative responsibilities under the Occupational Health & Safety Act. This training program will be conducted annually.

The Safety & Security Branch continues to strive towards increasing safety awareness among staff. Programs with respect to site inspections, defensive driving, and general safety awareness continue to be delivered and developed.

I) New & Pending OH&S Developments:

The Toronto Zoo recognizes the value in providing staff access to Wellness Programs as a health promotion strategy. We currently offer our staff many health and wellness benefits through the First Aid & Family Centre, our robust health benefits package and through our Employee & Family Assistance Program. In 2019 we adopted an employee driven Wellness Program model. A staff led Yoga fitness program is currently being offered and we look forward to expanding this program in 2020 with other staff led Wellness initiatives and programs

ACCIDENT HISTORY

In 2019, there were a total of 128 employee accidents. This is an increase of two when compared to the employee accidents in 2018. The charts and graphs in this report will provide a means of comparing accident frequencies, injury types, as well as lost time, and claims management.

J) Year End Branch Accident Summary:

The Branch Accident Frequency Rate (BAF) is determined by dividing the number of accidents a Branch has by the budgeted number of full time equivalent employees (FTE's including permanent and non-permanent staff). The BAF can be useful in identifying accident trends while excluding the effect of staffing levels and, is therefore, a relevant manner of comparing reported accidents by Branch.

<u>Branch</u>	<u>2019 YTD</u>	<u>BAF (% of Total)</u>	<u>2018 YTD</u>	<u>BAF (% of Total)</u>
Wildlife Care	40	45	43	49
Retail & Membership	17	60	11	43
Horticulture	16	47	15	44
Facilities & Infrastructure	14	23	15	24
Guest Operations	13	71	29	100
Guest Relations	9	50	3	11
Partnerships & Events	5	75	3	23
Wildlife Health	4	25	6	35
Learning & Engagement	4	16	5	23
Safety & Security	2	7	1	4
Nutrition Science	1	15	1	13
Wildlife & Science	1	5	0	0
Projects & Exhibit Design	1	14	3	38
Financial Services	1	8	1	8
Graphics	0	0	1	42
Totals	128		126	

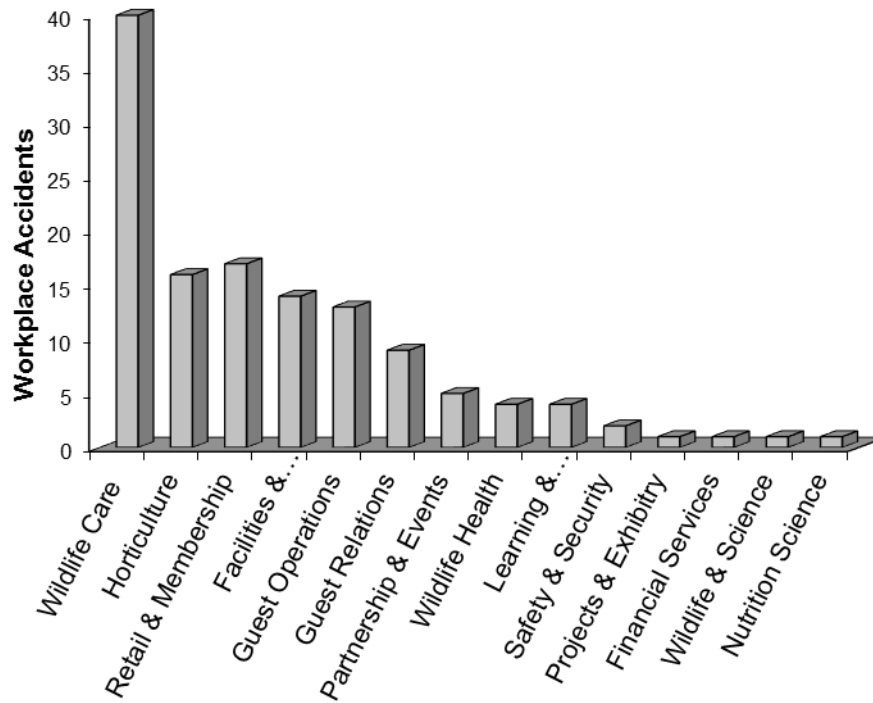
Decreases in the frequency of accidents in 2019 versus 2018 were reported by Wildlife Care (40 vs 43), Guest Operations (17 vs 29), Facilities & Infrastructure (14 vs 15), Wildlife Health (4 vs 6), Learning & Engagement (4 vs 5), Projects & Exhibit Design (1 vs 3)

Increases in the frequency of accidents in 2019 versus 2018 were reported by Guest Relations (9 vs 3), Partnership & Events (5 vs 3), Safety & Security (2 vs 1), and Wildlife & Science (1 vs 0).

Areas that remained consistent when compared to the previous year are; Horticulture (15 vs 15) Nutrition Science (1 vs 1), and Financial Services (1 vs 1),

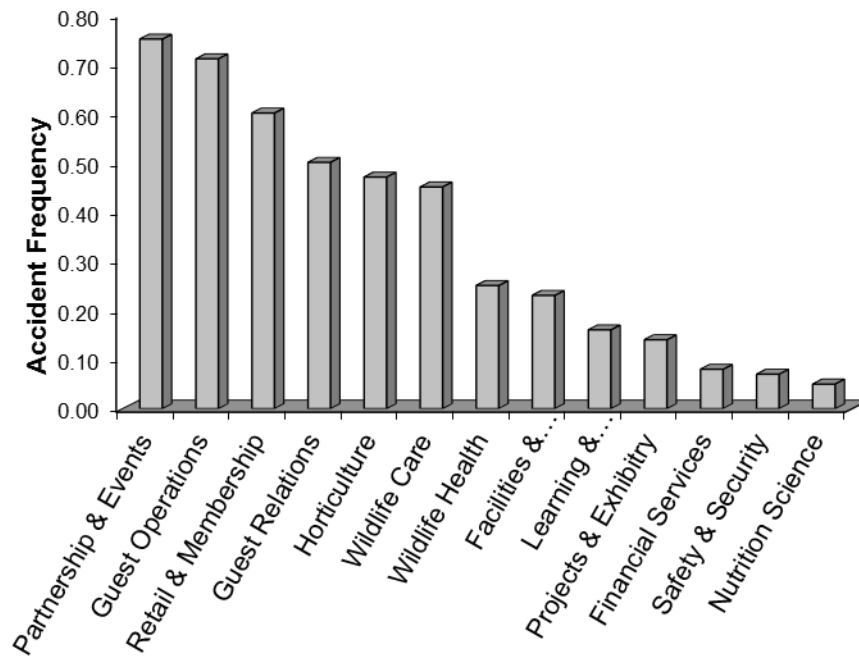
2019 Branch Accident Summary

Figure 1



2019 Branch Accident Frequency

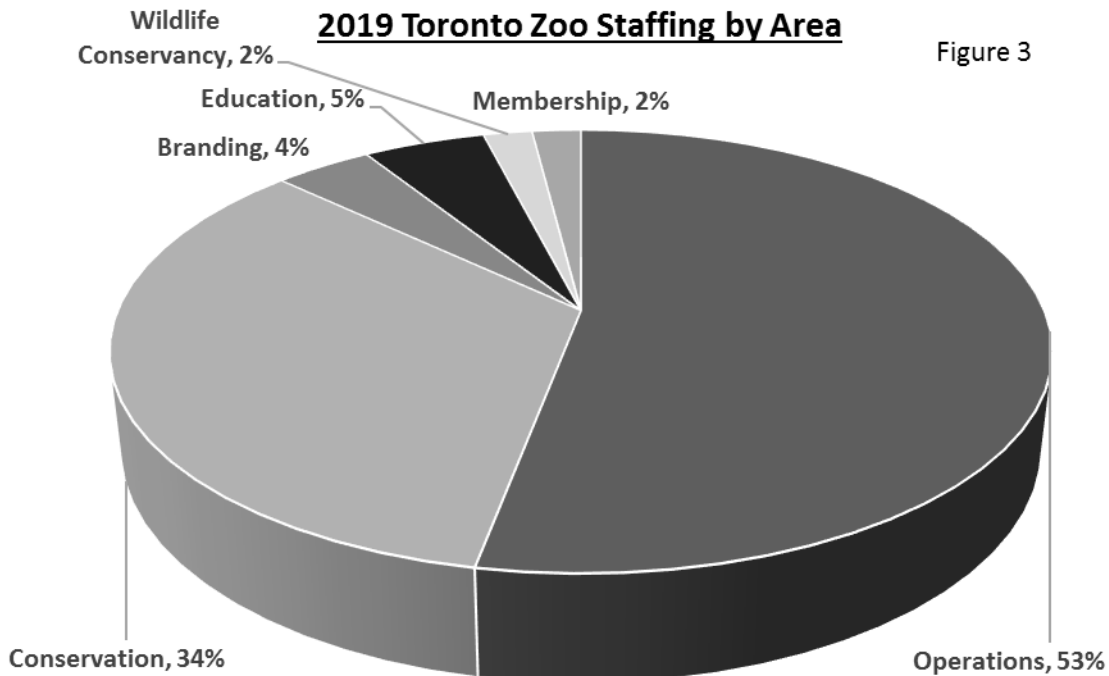
Figure 2



K) 2019 Accidents by Type:

<u>Type</u>	<u>2019</u>	<u>Percent</u>	<u>2018</u>	<u>Percent</u>
Contact	43	33.6	49	38.9
Strain	27	21.1	29	23.0
Slip/Fall	27	21.1	16	12.7
Animal Action	23	17.9	12	9.5
Exposure	8	6.3	20	15.9
Totals	128	100	126	100

For context purposes refer to Figure 3 which demonstrates the staffing allocation in each area of the Toronto Zoo.



The categories of Contact, Strains and Exposure related accidents realized a decrease in 2019 while Animal Action, and Slip/Falls saw an increase in accidents.

Contact related injuries decreased by six when compared with the previous year. When examining these injuries, no common elements that would indicate a need for further training or implementation of personal protective equipment were found. Incidents are primarily all minor in nature and involved staff making contact with objects in their surrounding work areas that would normally be found there and pose no obvious safety concerns. These types of injuries relate to how staff interacts with their work environment.

Strain injuries decreased by 2 with those reported in 2019, the majority of these injuries were a result of performing work duties in an awkward posture, overexertion or from repetitive use over time. Such injuries are referred to as Repetitive Strain injuries (RSI) or Muscular Skeletal

Disorders (MSD), which is the preferred term. These soft tissue injuries are caused not just by repetition, but also can be caused by force, rapid movement, overuse, static loading, excessive strain, uncomfortable positioning of limbs or holding one's posture in an unnatural, constrained or constricted position for prolonged periods. Ergonomic Assessments and Job Hazard Analysis of work areas and duties will assist in identifying tasks and duties which result in strain injuries and thus prevention controls can be implemented. In addition to this, mandatory Back Care/MSD Awareness training will continue in 2020.

Exposure related incidents decreased by 12 when compared with the previous year. These types of injuries generally include debris in eyes, allergic reactions, electrical shock from wall socket and chemical splash back.

Slip/fall accidents have increased by 11 in 2019. Twelve of these accidents were the result of staff slipping on ice. Efforts including increasing staff awareness and use of ice/snow cleats, which were initiated with success in previous years, will be emphasised again prior to the winter season. The remainder of the accidents occurred when staff tripped over items or while walking off the pathways.

Animal Action related injuries increased by 11 in 2019. These types of injuries primarily involved Wildlife Health and Wildlife Care staff who were providing care for smaller animals, outreach animals and working around them in exhibit. Some of these types of injuries are inevitable given the close contact requirement when caring for this animal group.

Efforts will continue into 2020 with increased emphasis on reducing all workplace related injuries through training and awareness.

L) Toronto Zoo Lost Time Accidents Rates:

Accident Frequency and Accident Severity are used to monitor increases or decreases of accidents in the workplace.

Accident Frequency Rate (AFR) is calculated based on the number of new lost time injuries multiplied by 200,000 hours, representing the average total hours worked for 100 workers. This is divided by the number of total budgeted hours. This represents the number of disabling injuries per 100 workers, which can be used for comparison purposes.

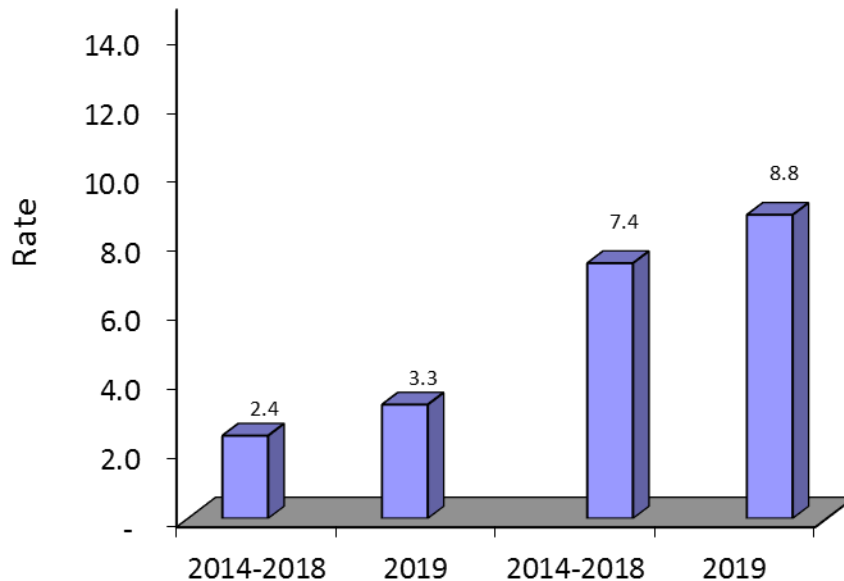
Accident Severity Rate (ASR) is calculated by the total number of lost days multiplied by 200,000 hours representing the average total hours worked for 100 workers. This is divided by the number of total budgeted hours. Severity relates the amount of the lost time to the number of accidents for comparison purposes.

<u>Year</u>	<u>Accident Frequency Rate</u>	<u>Accident Severity Rate</u>
2014	2.3	7.2
2015	2.6	5.2
2016	3.2	9.4
2017	1.5	11.9
2018	2.2	3.5
AVERAGE	2.4	7.4
2019	3.3	8.8

Accident Frequency of 3.3 for 2019 has increased from 2.2 in 2018 and is above the five year average of 2.4. The Accident Severity of 8.8 for 2019 has increased from 2018 and is above the five year average of 7.4. The reason for the increase in our AFR in 2019 can be attributed to the fact that we saw an increase in the number of claims that resulted in lost time. The increase in total claims resulting in lost time, of less than 6 days in duration has caused the increase in the both the Accident Frequency and Severity Rate. When we compare to previous years, it is the few claims, incurring a significant amount of lost time which affects the Accident Frequency and Severity Rate.

One method of reducing the Accident Frequency and Severity Rate is to decrease the time workers are off after a workplace injury as well as reducing any duration of absence related to claims. Pursuing the early and safe return to work of injured workers for all claims, regardless of injury, helps us manage the program and decrease accident severity. In addition, a review of all staff injuries on a continual basis will identify if there are hazards that can be corrected to reduce the severity of the incident to decrease loss of time.

Accident Rates & Severity 2014 -2019 Figure 4



WORKPLACE SAFETY AND INSURANCE BOARD (WSIB) SUMMARY

In 2019 there were a total of 26 claims submitted to the Workplace Safety & Insurance Board (WSIB), of which 14 WSIB claims resulted in 36.5 days of lost time. When we compare the total number of lost time claims in 2019 to the total number of lost time claims in 2018, we find that the claims that incurred lost time has increased by 5 and the total number of lost time days has

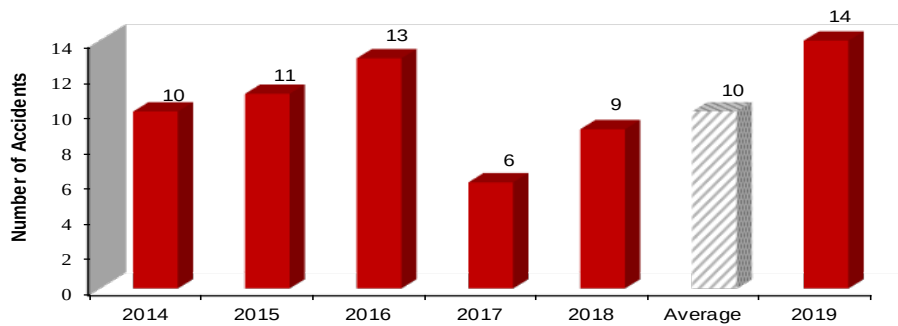
increased from 14 days in 2018 to 36.5 days in 2019. Of the 14 claims, that resulted in lost time incurred was were 6 days or less in duration.

M) Lost Time Accidents by Branch:

<u>Branch</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Wildlife Care	4	4	3	2	3	2
Horticulture	2	0	2	1	3	5
Facilities & Services	1	4	4	2	2	2
Learning & Engagement	0	1	0	0	1	1
Safety & Security	1	0	1	0	0	0
Strategic Communications	1	0	0	0	0	0
Nutrition Science	1	0	0	0	0	0
Guest Operations	0	0	2	0	0	4
Wildlife & Science	0	0	0	1	0	0
Financial Services	0	1	0	0	0	0
Graphics	0	0	1	0	0	0
Totals	10	11	13	6	9	14

Lost Time Accidents 2014-2019

Figure 5

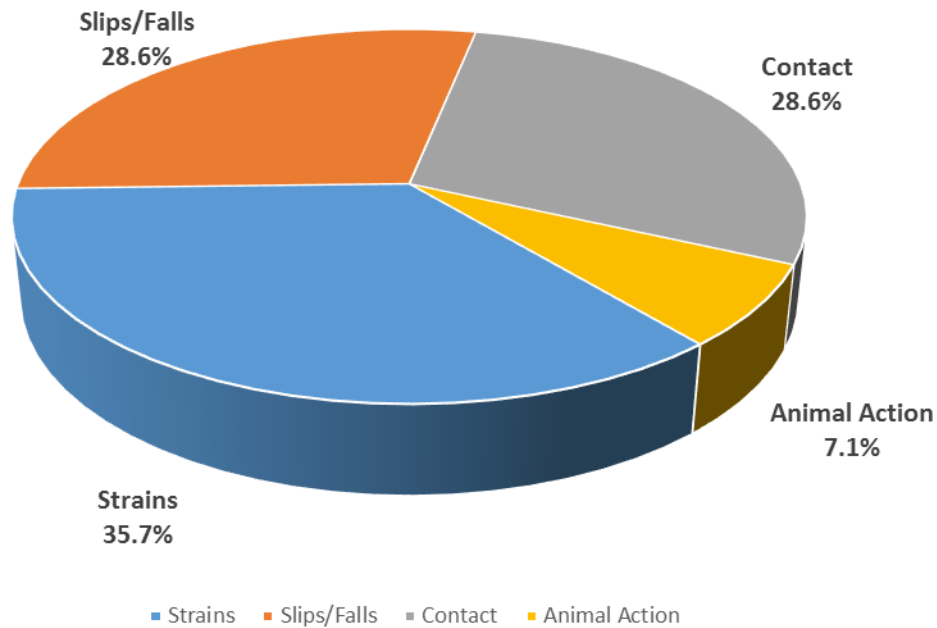


N) Lost Time Accidents by Type:

<u>Type</u>	<u>2019</u>	<u>Percent</u>	<u>2018</u>	<u>Percent</u>
Strains	5	35.7	3	33.3
Slips/Falls	4	28.6	3	33.3
Contact	4	28.6	2	22.3
Animal Action	1	7.1	0	0
Exposure	0	0	1	11.1
Totals:	14	100.0	9	100.0

2019 Lost Time Accidents by Type

Figure 6



O) Modified Work Summary

Of the 26 WSIB claims, two claims were denied. 12 claims had no lost time. A total of 14 claims incurred lost time equaling 36.5 days. Each of the claims that incurred lost time, were 6 days in duration or less. A greater emphasis will be placed on returning staff to work through our early and safe return to work initiatives. Of those 14 accepted claims, 12 claims required modified work upon their return. Ten of the 12 claims requiring accommodations were provided with suitable work in their own work areas. All employees returning on modified work plans have now returned to full and regular duties.

P) WSIB Cost Summary:

Under the WSIB, New Experimental Experience Rating Plan (NEER) employers receive rebates or surcharges based on their accident frequency and length of the accident claims. Calculated at the end of September, and using historical data for the past 5 years, the current results are compared to current trends within the rate group.

The NEER firm summary statement for September 2019, shows a surcharge of \$51, 841. 67. This surcharge was related to our performance within our rate group for the years 2015, 2016, 2017, 2018 and 2019.

Every year, the WSIB sets a premium rate for each rate group based on the collective work-related injury experience of its members. This rate covers the costs of new injuries and overhead expenses, and the cost of paying off the unfunded liability. The rate for 2019 was set at \$1.52 per 100 employees.

Q) 2020 – Targeted Efforts

In 2020, the Safety & Security Branch will continue to focus efforts on training, awareness and assisting various areas/branches of the Toronto Zoo in designing programs, specific objectives include:

- Develop our Health & Safety Management programs to promote integration of Safety & Security into the culture of all Zoo staff.
- Review and update Occupational Health & Safety Policies.
- Continue diligence with Return to Work initiatives in an effort to reduce employee lost time.

It is hoped that these efforts will maintain legislative compliance and continue to improve the overall workplace safety conditions at the Toronto Zoo.