



**Fisheries Safety
Association**
OF NOVA SCOTIA

2016-2018

Strategic Plan

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2016-2018 Strategic Plan**

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Vision/Mission

The Fisheries Safety Association of Nova Scotia will enhance safety through prevention programs, education, outreach/advocacy, communication and awareness.

Mandate

The mandate of the safety association relates directly to enhancing safety, making the industry more attractive for new employees and keeping the existing employees safe and healthy; resulting in fewer injuries, helping to reduce workers' compensation rates for the fishing industry.

Objectives

The objectives of the safety association are:

- To facilitate a process to create safer workplaces, assisting return to work and injury prevention activities;
- To develop and provide tools to help reduce the number and duration of injuries occurring in the fishing industry;
- To increase awareness of costs associated with workplace injury in the fishing industry, and;
- To advocate on behalf of industry with respect to policies, procedures and regulations of various government departments, agencies and the workers' compensation board.

Functions of the Safety Association

The safety association will focus its efforts on prevention education, outreach/advocacy, communication and awareness. This will be achieved by the conducting the following functions:

- Prevention Education
 - Implementation of an accident prevention strategy for the fishing industry. Educate the industry on accident investigation, preventing workplace injuries, ergonomics, etc.
 - Undertake concrete activities that are of direct interest to industry and that have the potential to have a positive effect on rates. This can be achieved by developing educational tools.
- Research and Advocacy
 - The association has the capacity to undertake research on causes of escalating rates. Research could also be done on the economic impacts that could result from the continuation of escalating costs that could make the fishing industry in the province less competitive.
 - Continue the dialogue with Workers' Compensation Board and Government in their efforts to implement improved medical services in a timely fashion – i.e.: Doctor's Nova Scotia and the Physiotherapy contract.
 - Work with all stakeholders that have a keen interest in improving workplace safety.
- Communication and Awareness

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- Show industry wide leadership on the issue of safety.
- Increase awareness of safety and celebrate success.
- Promote a safety culture in the industry.
- Communicate with industry on causes, and various specific activities that can address these.

Progress to Date

The FSANS began operations in 2010 and, while there is still a long way to go and a vast field of opportunity ahead, there have been significant advancements and a positive impact on the industry:

- A notable change in industry culture,
- Safety is becoming top of mind in an industry which has been resistant. There is conversation around safety in the workplace and on the wharf,
- Family members are becoming involved in the call for improved safety; conversation about safety is happening around the supper table,
- More connected players are working together for a common goal and leveraging resources,
- Messaging is focused on the value and benefits, and people are getting it,
- There is less opposition,
- OHS training programs have been created and delivered,
- Relationships have been developed with industry partners to increase effectiveness through collaboration,
- The “Who Do You Wear Your PFD For?” campaign – in cooperation with WCB NS, DOLAE and NSFSC,
- Reliable liaison on workers’ compensation matters and government relations,
- Major contribution to the Workplace Safety Strategy initiatives for small business tools and the fishing safety action plan – Fishing Safety Now.

Organization

This Strategy Plan for 2016-2018 is presented in the following manner:

- Goal: This plan expresses our goals – directly in line with and in support of the objectives of the Association – intended to address identified issues and concerns affecting the promotion and advancement of safety in the fisheries sector;
- Issue: The reason for counteractive strategies, clearly stated problems to be addressed or corrected;
- Strategies are the potential solutions that must be implemented to tackle a respective issue or concern and satisfy an objective. Sometimes a strategy may be shown to cover off more than one concern;
- Activities are the actions and efforts necessary to implement a related strategy, and;
- Desired Outcomes are measureable, expected changes that will result from the actions taken to implement strategies aimed at addressing the identified issues. An outcome

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may be measured numerically (counting, statistics), through interviews, observations or anecdotally; but the measurement will be as objective as possible to link any change in behaviour or practice to the efforts undertaken to meet the stated goals and objectives.

Plan, Do, Check, Act

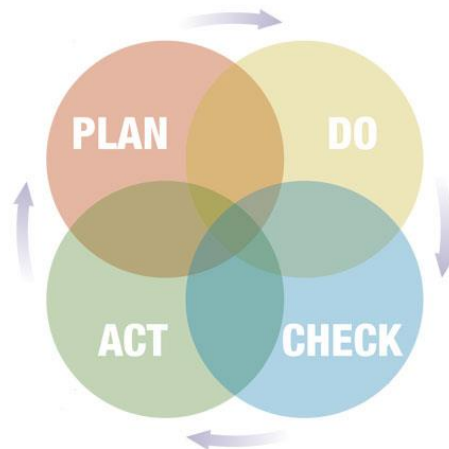
The PDCA approach is common to good OHSE management systems and treats health and safety as an integral part of the system, rather than stand-alone.

Plan - Where are we now and where do we want/need to be? Who's responsible for what, how will we meet our objectives, how will success be measured? Plan for change.

Do - Organise activities to deliver the plan on a priority basis. Involve people, communicate, provide resources, supervise to ensure arrangements are followed.

Check - Measure performance, assess implementation, audit, investigate failure.

Act - Review performance, learn from incidents and failures, revisit and update plans, act on lessons learned.



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Goal

1. Increase industry participation and awareness of FSANS and its programs and services, and enhance visibility in all areas of the membership.

Issue

- FSANS members may not be fully aware of the range and types of programs and services that are offered and at their disposal.

Strategy

- Promotion of FSANS
- Partner identification and engagement
- Become a complete resource for the industry

Desired Outcome

- Industry is more aware that FSANS exists as a point of contact for OHS information and services.
- Increased participation and awareness of FSANS training and programs.

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Promotional leave behind (training and supplier discounts poster)					
Call members individually to explain services and discounts offered					
New member letter with training and discounts being promoted					
Increase visibility in all areas of the membership					
Improve communication tools: Newsletter, Website, Social media					
Include problem solving information in newsletters, address common concerns of members					
Increase visibility at industry meetings, events, AGMs, conferences, etc.					
Coordinate and cooperate with other agencies for delivery					
Create a clearing house to gather and house guest presentations/writing					
Community and family influence					

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Capitalize on, and celebrate successes					
Engage management, Captains and owners					
Develop communication plan to include Harbour Authorities					

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Goal

2. Increase industry awareness of all regulatory requirements affecting their operations on a need-to-know basis.

Issue

- Lack of awareness of critical regulatory requirements impacting industry firms (NS OHS, Transport Canada, codes, standards, etc.)

Strategies

- Social Marketing of OHS and TC requirements – the key essentials
- Be a go-to resource, responsive to industry needs

Desired Outcomes

- Increased knowledge, awareness and strategies to meet or exceed compliance with regulatory requirements and best practices.

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Dumping Day/start of season presence and events					
Relationships/engagement with industry/trade associations, partners					
Increase training across all of the sector, including; processing, aquaculture					
OHS Program tools development					
Geographic reach, track contacts					
Guide for suppliers, for toolbox					
Start young; College, high school and elementary. Talks, curricula					
Build relationships with the regulators and gov't partners					
Guide for suppliers and relationship building					
Guest Presentations (high schools, Industry meetings, etc.)					
Increased visibility in all areas of the membership					

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Man Overboard Drills/Safety Demos					
Website/newsletter					
Develop communication plan for Harbour Authorities (See Goal 1)					

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Goal

3. Work to assist the fisheries sector to reduce the number of accidents/injuries and fatalities.

Issue

- The fishing industry is continuing to see accidents/injuries and fatalities

Strategies

- Review types of injuries, where and when they are occurring and analyse root causes and contributing factors
- Develop information and training programs aimed at preventing injuries on a priority or severity basis based on injury review data
- Development of OHS programs to support member firms
- Delivery of training programs and OHS program implementation

Desired Outcome

- Marked reduction in the amount of accidents/injuries and fatalities in the fishing industry.

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Obtain, review and summarize comprehensive injury data regularly from WCB NS					
Engage members to help develop OHS program tools and templates					
Outreach and engagement with industry associations					
Get on industry association Agendas for guest partner presentation					
Create committee to develop measurement tools for above strategies					
Surcharge list, add to priority					
Target Biggest Offenders; training, RTW, coaching, etc.					
Increase training across sector; processing, aquaculture					

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Goal

- 4. Expand knowledge of OHS program development and implementation, including WCB claims management

Issue

- There is a general lack of awareness of how to implement and manage an OHS program and how to address WCB matters

Strategies

- Develop simplified OHS programs for FSANS members
- Promote tools to help support FSANS members to manage their WCB account

Desired Outcomes

- Increased knowledge of how to manage WCB claims and implement an OHS program, including; JOHSC/Rep effectiveness, workplace inspections, accident/incident investigation, hazard identification and risk assessment.

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Work with members who have high rates and claims (Top 40)					
Add surcharge list and warning list firms to priority contact list					
Work with members to manage WCB claims & safety programs, outreach, education and follow-up					
Increased training across sector; processing, aquaculture					
Add newsletter content aimed at processing plants					
Geographic reach, tracking					
Increased visibility in all areas of the membership					
Develop sensible, easy-to-use program tools that are simple to adapt and adopt					
OHS program tools and templates					

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Goal

5. Heighten sector awareness of injury costs and how operations and industry are affected; how injury prevention and return to work efforts contribute positively.

Issue

- Lack of awareness of costs associated with accidents/injuries and fatalities and the relationship to industry and firm WCB rates.

Strategies

- Education on the “business case” for safety
- Information on the effects of lost time and return to work programs

Desired Outcomes

- Greater awareness of injury costs and how proactive prevention activities and cost containment efforts affect the bottom line.

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Work with members who have high rates and claims (Top 40). Surcharge and demerit lists a priority					
Target biggest offenders for training, RTW, coaching, etc.					
Add newsletter content aimed at processing plants					
Create a business case model for each industry in the fisheries sector					
Develop RTW scenarios and models to illustrate potential savings					
Presentations to industry associations					
Capitalize on successes, good news stories					
Increased visibility in all areas of the membership/industry					
Host plant networking, education and safety support meeting(s)					

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Employee focussed activities on the benefits of staying safe and healthy on the job...we all pay!					
Create graphical representation/chart on the effects of lost time and return to work programs					

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Goal

- 6. To develop or assemble a full suite of training programs for each industry within the sector.

Issues

- There is a shortage of industry-specific OHS training programs available for the fisheries sector, especially harvesting.

Strategies

- Scan availability of information and programs
- Engage Captains and owners in focus groups
- “Sector-ize” existing offerings from other training and consulting organisations

Desired Outcomes

- There will be a full range of available off-the-shelf, electronic or online training programs
- Training programs and suites will be tailored to each industry, and generally for the entire sector

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Increase training offerings across all sectors					
Offer discounts and excellent value on all training					
Increase Visibility in all areas of membership					
Training Program Development; create suites					

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Goal

7. Promote leading edge safety strategies and recognised, best available industry practices.

Issues

- Many areas of the fisheries sector are unaware of current state-of-the-art or industry standard programs, products and practices.

Strategies

- Research what is available in the context of necessary injury reduction areas
- Relate to Goal #6 – training programs – and feed into related activities.

Desired Outcomes

- The industry will have knowledge of proven best practices and strategies which may be adapted and adopted to help improve safety performance
- “Create Safety”, thereby safer workplaces

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Look at and investigate new technology					
Pilot/trial projects to introduce					
Arrange discounts/savings and incentives on training and equipment					
Have posters/signage at wharves – harbour authorities can help					
Engage suppliers and manufacturers					
Engage insurance industry for added incentives					
Communication sessions with manufacturers and suppliers					
Dumping Day/start of season presence and events					
Research new technologies; plant processes, hydraulic trap handling					
Plant education and support workshops					
Add newsletter content aimed at processing plants					
Guide for suppliers, for toolbox					

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Goal

8. Develop and promote OHS management system programs, tools and templates custom-tailored and adaptable for each industry in the fisheries sector.

Issues

- There is a lack of appropriate OHS program material for the fisheries sector.

Strategies

- Scan what is available within and outside the sector
- Identify or create an OHS management system model adaptable to each industry and workplace

Desired Outcomes

- There will be an available assortment of specific and adaptable OHS management systems and program evaluation tools

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Target Biggest Offenders; training, RTW, coaching, etc.					
Training Program Development, needs-based					
Plant education and support workshops					
OHS Program tools					
Create easy-to-use corrective action plan templates and models					
Engage insurance industry for added incentives					

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Goal

9. Develop and implement a Communications Strategy

Issues

- There is currently no central repository for specific OHS information related to the fisheries sector. Assistance is often hard to find, confusing and sometimes contradictory.

Strategies

- Design a strategy for dissemination of programs and information materials
- Canvas members for preferred communications methods.

Desired Outcomes

- Information and resources will be immediately available through FSANS and on the website
- Real, useful information will be hosted on the website in addition to requisite Association material

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Improve Snail Mail Newsletter					
Website should focus on SAFETY					
Make more resources available online					
FAQs, tips, trick and traps; searchable					
Improve website to include tips, tricks and solutions to common problems and issues					
Capitalize on Successes					
Increase Visibility in all areas of membership					
Plan to include Harbour Authorities					
Advertising/Article plan & budget					
Increase training across sector; processing, aquaculture					
Relationships/engagement with industry/trade associations, partners					

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Goal

10. Continue to advocate on behalf of the fisheries sector with government bodies and agencies with respect to OHS and workers' compensation matters.

Issues

- The fisheries sector could have greater influence in policy development, regulations, etc. as they pertain to OHS and insurance and compensation matters

Strategies

- Enhance regulators' and policy makers' awareness and understanding of the unique characteristics of the industries
- Position FSANS as a major, reliable influence and representative of OHS/WCB concerns affecting the fisheries sector

Desired Outcomes

- FSANS will be seen as a voice for industry with respect to workplace safety and WCB matters
- Without compromising safety, advocate for industry and individual employers

ACTIVITY	START	END	RESP	COST	NOTES/MEASURABLE
Relationships/engagement with industry/trade associations, partners					
Continue to represent industry, advocate regarding policies and regulation, and liaise with WCB and government					
Engage insurance industry for added incentives					
Keep abreast of upcoming regulatory changes and how they may affect industry; Transport Canada, DOL, etc.					
Connect with existing advocacy agents and groups on critical issues and to learn techniques and strategies					