



# THE safety mosaic

connecting people with health and safety news

# The Art of Communicating Health & Safety

**READ IT**

**GROUNDBREAKERS:** Brockville and Area YMCA-YWCA – Page 6

**FOCUS ON RETAIL AND WHOLESALE:** Accident Analysis – Page 9

**Editorial Director**  
Heather West

**Editor**  
Helen Nugent

**Art Direction  
& Design**  
Robert Wright

**Contributing Writer**  
Suzan Butyn

**Photographer**  
Frank Tancredi

**Advertising Inquiries**

Dovetail Communications  
Tel: (905) 886-6640 Ext. 312  
Contact:  
Marnie Michener  
mmichener@dvtail.com

The Safety Mosaic is published quarterly by the Ontario Service Safety Alliance. COC CPC Mail Publication # 1489763. All rights reserved. To reprint articles, contact Maria Pontes at Ext. 228

**The Ontario Service Safety Alliance**  
4950 Yonge Street, Suite 1500  
Toronto, Ontario M2N 6K1  
Tel: (416) 250-9111  
Fax: (416) 250-9500  
Website: www.ossa.com  
Client Services Line: 1 888 478-6772

**INSIDE THIS ISSUE**  
WINTER 2003, Vol.6 No.4



**Cover Story –  
The Art of  
Communicating Health  
and Safety**

**We Asked –  
The 2003 Reader  
Survey Highlights**  
page 3

**Groundbreakers –  
Brockville and Area  
YMCA–YWCA**  
page 4

**Focus on Retail and  
Wholesale – The Case for  
Accident Analysis**  
page 6

**Beyond the Workplace –  
The Cold Facts About  
Snow Sport Safety**  
page 7

**Behind the Scenes**  
page 7

**Upcoming Events**  
page 7

# The Art of Communicating Health & Safety

Cont'd from Page 1



## When it comes to health and safety, the way you communicate is as important as what you communicate.

An interview with PEGGY GRALL

In any area of business, the need to communicate with a variety of people means we have to become savvy communicators. This is especially true when it comes to interacting with people about important health and safety issues. Whether you are running a health and safety meeting, hoping to gain buy-in for a new safety policy or conducting an accident analysis, knowing the communication style of your audience can help you inform, confront, negotiate, persuade and lead others more successfully.

Peggy Grall, a business coach and author, with 18 years experience in helping individuals and organizations navigate intense change believes that most employee communication styles fall into one of four categories: Tell, Sell, Listen and Write. Each type of communicator is unique in how they approach a conversation, meeting or assignment. Each style has preferences in how they want to hear, digest and act on information.

The "Tell" style is employed by those extroverts among us that love conversational intensity. Tellers are assertive self-starters who drive the organization to results. They love friendly competition and thrive on a challenge. Grall notes that, for this personality, "Debate is their strong suit and they can often be seen poking and prodding their colleagues into thrashing out the vision or direction of a new initiative." Tell styles see themselves as purposeful, clear and direct. Because they love to lead they can, at times, be experienced by others as aggressive, controlling and intolerant.

People who prefer the "Sell" approach in conversations are often artful persuaders and are generally regarded as friendly and positive. "These are the social butterflies of the organization," says Grall. "They love people, and see selling people on their ideas as the best possible way to win buy-in." These office socialites are comfortable when talking and sometimes find it difficult to let others join in. At times, their superiors can see them as flighty, indiscreet and too excitable; however they have lots of ideas in meetings and can be very persuasive in groups. Sellers are often among the first to adapt to a new idea and can be very helpful in selling a concept to the rest of the organization.

The more serious employees are those who choose to "Listen" in a conversation or meeting. They are generally more introverted and prefer to observe and take in information before making a comment or offering a suggestion. "Listen types are less ready to jump on board with a new initiative until they have heard all the facts," notes Grall. "They choose their words carefully and often will make supporting statements and ask questions rather than toss their ideas into the mix." Because Listeners need to have the facts before making their minds up, they require more time than the tellers and sellers to move on a project or directive.

The "Writers" among us are cautious, precise, deliberate people who can easily play the devil's advocate role in a meeting or in an organization. "These are the most misunderstood communicators of all," notes Grall. "They are the office analyzers and they aren't going to throw their hat into the ring until they fully understand the ramifications – all of them – of the idea or directive." According to Grall, these folks can make or break a

project. "Their ability to see what the rest of the group misses is uncanny. They can ferret out a potential liability to a project while the tellers and sellers are at lunch." While Writers are often viewed as indecisive, suspicious or cold, the reality is that they move slower because they are gathering all the relevant information as they go.

With so many styles, how can we possibly adapt a meeting, presentation or communication to meet everyone's needs? According to Grall, it's not that difficult. While each person's conversational style is a natural preference, there is always room for growth, expansion and room for flexing to someone else's style. "The first point of insight is to recognize that people are very different in how they take in information," says Grall, "and it's important to recognize, respect and play to the differences."

For "Tell" and "Sell" styles, Grall suggests getting their attention by involving them in talking and presenting ideas. "They love the big picture and are not big on the details. You need to answer their questions briefly and in a way that gets to what's really important to them – fast!" Recognizing that these individuals are not going to consider the details on their own, Grall suggests inviting these personalities to consider the details by asking questions such as, "Have you considered...?" and "How do you think you might fit into this?" Asking these personalities such questions such as "What would you do...?" and "How would you...?" can also help anchor the buy-in of these personality types.

For the "Listen" and "Write" styles, who may hesitate to talk in meetings, Grall suggests a different approach. "Remember, these are your detail people," she says. "Don't hesitate to ask them specifically if they feel there is anything about the plans that has been missed. Unearthing obstacles is their forte, so give them the opportunity to shine."

In a meeting situation, Grall says taking your time, slowing the pace down, asking for feedback and allowing opportunities to huddle in small groups and hash out issues can also invite these detail oriented people to contribute in a way they might not readily do. Providing additional venues for their input such as email or follow-up meetings will also allow these individuals to think about what you have said and provide feedback privately at a later date.

Grall believes that when you learn how employees prefer to receive information and what they need to make a decision, you can tailor your approach to their style and accelerate the buy-in process. "When you talk to people in their preferred language, they see you as someone who 'gets' what they're talking about, someone who understands them and therefore can be trusted with their thoughts and ideas."

Next time when you're getting ready to communicate some crucial health and safety information, stop and consider – who will your audience be? How do they like the information? Who will be ready to make a decision and who will need more time? As Grall reminds us, "Leadership is about delivering information, problem solving, clarifying issues and ultimately gaining buy-in from as many people as possible. All of these things require that you understand how a person communicates so that you can flex to their style and convey information more effectively. Remember, if you think that you're a leader, and no one is following you – you're just out for a walk." ☺



In the Spring 2003 issue, we asked our readers to provide us with their input, opinion and insight into *The Safety Mosaic* publication. We asked OSSA's Editorial Director, Heather West, to comment on the findings from the 2003 *The Safety Mosaic* Reader's Survey.

**How many *Safety Mosaic* subscribers read the newsletter on a regular basis?**

We were very encouraged by the findings. Our survey results showed that 85% of respondents to the survey read more than 50% of the issue. Fifty-six percent read more than 75% and 94% read most or all issues. Sixty-seven percent of respondents spent 15 – 30 minutes or more reading each issue. The average number of readers of each copy of the newsletter was five, giving *The Safety Mosaic* a total readership of close to 50,000.

**What did readers have to say about the quality of the editorial within *The Safety Mosaic*?**

We were pleased to see that that 81% of our readers strongly agreed that *The Safety Mosaic* is written at a level that they can relate to and learn from. Fifty-six percent said that the breadth of health and safety information was what they liked most about *The Safety Mosaic*.

**Do readers of *The Safety Mosaic* take additional action after reading the newsletter?**

Yes, in fact, 69% of our respondents visited a web site after reading *The Safety Mosaic*. Half of all respondents pass the information in *The Safety Mosaic* onto someone else. Thirty-five percent of respondents ordered a product or service from OSSA after reading *The Safety Mosaic*.

**What did readers identify as the major issues affecting safety in their workplaces?**

Our respondents felt strongly that recruiting and retaining staff was a big issue for their workplaces. Issues related to an aging workforce were another big concern, as noted by 44% of respondents. Other areas of interest to our readers included safety training of young workers, customer service and employee turnover.

**What are *The Safety Mosaic* readers most interested in?**

Our respondents noted that employee orientation was the issue that they were most interested in. This was followed by managing health and safety and health and safety products and services. Health and safety case studies, ergonomics, emergency preparedness, and material handling were issues of interest to approximately 50% of the respondents.

**Where does *The Safety Mosaic* readership base come from?**

Seventy-three percent of our respondents come from medium to large companies with more than 50 employees. Twenty-nine percent work in companies with five hundred or more employees.

**What percentage of *Safety Mosaic* readers are key decision-makers when it comes to health and safety?**

Sixty percent of respondents to our survey are in human resources or health and safety within the organizations they work with. Twenty-five percent of respondents represent owners, presidents, CEOs and executives. Ten percent is made up of other management and five percent represent others allied to the field.

**How does the readership of *The Safety Mosaic* break down by service sector business?**

Our readership is fairly evenly distributed among the service sector businesses. Retail and wholesale personnel make up 26% of our respondents while Office and Related Services represented 24%. Tourism and Hospitality respondents registered at 20% with Restaurant and Foodservice, and Vehicle Sales and Service tied at 15% each.

**You were interested to know how many of your readers used the Internet on a regular basis. What did you find out?**

We discovered that 100% of our respondents used the Internet at some time or another, and 85% of those used it daily. Seventy-nine percent of respondents used the Internet to search for occupational health and safety information while 29% used it to purchase safety products and services online.

**Do *Safety Mosaic* readers have preferred ways to gain health and safety information?**

Absolutely. Eighty-three percent of respondents strongly preferred health and safety publications while 79% indicated that they preferred web sites for gathering information.

**What has been the importance of gathering this information from OSSA's perspective?**

The information we gain from these readership surveys is extremely useful in helping us determine the future direction of the publication. We are committed to ensuring that this publication continues to reflect the needs and interest of its audience. I'd like to sincerely thank everyone who took the time to complete the survey. We look forward to continuing to publish a newsletter that meets our readership's needs. ☺

## GROUND BREAKERS

In our consulting approach, OSSA seeks a long-term, wholly integrated commitment to health and safety from our members. Groundbreakers are member firms who have come to realize the value of this approach through working with OSSA. Groundbreakers strive to make health and safety part of the workplace culture. They recognize the link between healthy, safe employees and customer service excellence, and they're willing to do what it takes to create a genuinely caring environment.



Left: Nancy Robins-Romanenko, CEO  
Brockville and Area YMCA-YWCA



Right: Deanna Tyo, Director of Operations  
Brockville and Area YMCA-YWCA



# Building Health & Safety Wellness

By Suzan Butyn

On the surface, the YMCA-YWCA is a 130-year-old organization dedicated to building strong kids, strong adults and strong communities through recreational and rehabilitation programs and social support. When you look behind the scenes you see an equally serious mission – ensuring the health and safety of their employees, members and the public they serve.

The YMCA-YWCA are not-for-profit associations that provide quality programs and promote personal growth in spirit, mind and body. Nancy Robins-Romanenko is CEO of the Brockville and Area YMCA-YWCA. She believes passionately that, “health and wellness is the nature of what we do and health and safety is a large part of that.”

Although the YMCA of Canada encourages its member centres to adopt effective health and safety practices, each association has autonomous responsibility for how it is managed. As a former Branch Director for the YWCA in Hamilton and Co-Chair of its Joint Health and Safety Committee (JH&SC), Robins-Romanenko brought both enthusiasm and commitment to safety with her when she accepted her current CEO position three years ago.

Tackling health and safety at the YMCA-YWCA is no easy feat given the complexity of its operations, the number of departments it operates and the diversity of its workforce. The Brockville and Area YMCA-YWCA is made up of more than 100 employees who perform a range of job functions from administration, operations, custodial maintenance, and health and wellness education and training to memberships and child care.

This organization knows the challenges of training a workforce where more than 35% are highly mobile young workers. Typically, the branch loses their trained young workers each fall when University sessions begin. When coupled with an adult workforce that is 90% female, and largely made up of working mothers who need flexible work arrangements, a wide range of employee shifts and many part-time employees, establishing a consistent approach to health and safety can be a challenging task.

As with any strong organization, safety at the Brockville YMCA-YWCA starts at the top with a strategic three to five-year business plan. Robins-Romanenko has incorporated specific health and safety objectives identified by each department into the annual business plan. This ensured that health and safety remained on everyone’s action item list.

Chrystal Brown, an Ossa consultant, helped Robins-Romanenko use Ossa’s *Manager’s Guide to Safe Work Practices* to measure the organization’s safe work practices and identify areas of deficiency for compliance with provincial health and safety legislation.

Brown also worked with the association to deter-

mine how health and safety might be integrated into the association’s current business practices. The assessment pinpointed several areas for improvement including leadership practices, general knowledge of health and safety, health and safety training, coaching, and performance evaluations.

Today, the association uses the Safe Work Practices tool on their own to routinely monitor their performance. “It was perfect timing,” said Brown. “Nancy was ready to lead her team with an integrated approach to health and safety.”

### Milestones

1. Used the Ossa’s “Manager’s Guide” to assess safe work practices. They continue to use this tool on an on-going basis.
2. A strong team-based approach ensured that all departments had representation on the JH&SC for more effective results.
3. Ergonomics training and education have allowed them to be self-reliant in identifying and assessing ergonomic hazards.
4. Increased management and supervisor commitment to continuous health and safety improvement has led to greater levels of awareness and more consistent safe work behaviours among staff.
5. The Board of Directors is more educated and supportive of health and safety efforts through the CEO’s monthly health and safety reports.

With a strong foundation in place, Robins-Romanenko turned her attention to staff training. The challenge was getting all the program people together as well as keeping up their spirit and vision of the YMCA-YWCA. To help address this concern, the organization developed an annual staff training day on a Sunday – the only day everyone could be available. One of the branches was closed and employees were told that the training was mandatory. Over the course of the day, four modules of training were offered, including one health and safety training mod-

ule. So far, under this plan, employees have been trained in emergency procedures, WHMIS and other health and safety topics. Staff are expected to keep their CPR and first aid training current.

In March/April of this year, the YMCA-YWCA created a new orientation week program that included a health and safety component. One day of training was dedicated to Ossa’s *Dare to Care* program with great success. Robins-Romanenko says, “It was a great resource for orienting new staff to health and safety. It worked really well.”

Other systemic changes included health and safety as a competency in every job description; supervisors include health and safety as a criterion for annual performance reviews for each employee. At team meetings, staff discuss health and safety issues and Robins-Romanenko includes health and safety updates in her CEO reports to the Board of Directors every month.

Changes at the supervisory and management level included conducting unplanned inspections, where supervisors report and sign-off on the inspections. Health and safety is an agenda item at every supervisor’s meeting, and the management team is using Ossa’s *Dare to Care* program to learn about their legal responsibilities and how to more effectively manage health and safety issues with their staff. In fact, each supervisor is required to interface with the training module program once a month. Robins-Romanenko also supports on-going educational opportunities, including attending health and safety conferences and regional workshops offered by Ossa.

The YMCA’s commitment to safety extends to its clients. “We take particular care with our health and safety policies and procedures because parents are entrusting their children to our care,” says Robins-Romanenko. “We emphasize safety with the counselors responsible for children and that includes routine emergency drills and regular communication with the parents.” Any and all incidents are reported through an incident and accident reporting system.

The association was recently reassessed by Ossa to determine the impacts of the changes they had made. The results were encouraging. The assessment showed that communication about health and safety within the organization was actually rated higher than communication in general. It also showed that the association was closing the gap in leadership, health and safety training for new staff, and employee performance evaluations.

In true leadership style, Robins-Romanenko is humble about the process. “We are still tweaking systems and the process.” This should come as no surprise: a dynamic health and safety system, by definition, can only ever be a work in progress. 📌

How you handle a workplace accident can make the difference between assigning blame and preventing it from happening again.

# The Case for Analyzing Accidents

Accident reporting and investigating forms the basis of all health and safety programs. Yet it is also a commonly overlooked – or overshadowed element. The reality is that analyzing accidents and hazards can be crucial to building health and safety into a management system.

Simply put, an accident analysis is the investigation and assessment of losses from injuries, occupational illness, and damage to property, potential hazards, hazardous conditions or near accidents. The focus on an accident analysis is on ‘what happened’ through data gathering and interviews rather than on ‘why it happened’.

And there are lots of reasons to do it. A thorough analysis has the power to prevent more accidents from happening and to reduce pain and suffering. Accident analysis can help you comply with the law, minimize or prevent financial loss, increase awareness of hazards and find other potential and actual hazards. Most importantly, an accident analysis can improve the health and safety system and help you manage the risks.

It is also your legal responsibility. The OH&S Act says that the employer must report any workplace death, injury or illness to the Joint Health and Safety Committee or health and safety representative. Employers must keep a record of past accidents resulting in injuries or health hazard exposures. The specific obligation for reporting any injury depends on if there is a death or critical injury, a less severe injury or an occupational injury.

*Here is a brief overview to the steps that should be included in any Accident Analysis:*

## **Taking Action**

When an accident happens, it is important to take action by taking care of any injured people immediately. The site should then be contained to prevent more losses and secured for the investigation. Try not to disturb the site unless it is absolutely necessary. Once the area is secured, the accident must be reported to the appropriate authorities. Supporting your staff is the final step in taking action.

## **Collecting Information from the Site**

Information from the site can often provide a clear picture of what happened. The supervisor or manager who best knows the jobs and people involved in the accident is the least likely to be biased and should be the person to gather the information and complete the forms.

A clipboard or notebook should be used to record information that is needed, as well as the details of what is learned. This information should be collected from the scene or site through interviews as well as from written material such as job descriptions, policies, procedures and safe work guidelines.

Getting the sequence of events right is key to a strong accident analysis. Individuals who were involved in the accident event should explain and demonstrate what happened, where it happened and how it happened. These

details should be noted in a non-judgmental style in the notebook. Details about equipment defects, materials or chemicals that were involved should also be included. Pictures of the site or equipment involved should be taken, and the site should be measured and drawn. It is important to take note of any environmental conditions, lighting, noise, workplace and temperature issues. If samples of substances and fluids are required, only trained people should be involved who follow set procedures.

## **Collecting Information from Written Materials**

To get a ‘big picture’ of all aspects of the job and to develop better controls, check policies and procedures for the tasks, training records, maintenance records, staff schedules, material safety data sheets and job descriptions of anyone involved in the accident event.

## **Organizing the Information**

Once this information is gathered, it should ideally be organized and recorded on an Accident Analysis Report Form. The order of events should be clearly shown as it relates to people, equipment, materials, environment, and process, ensuring there are no gaps. The conclusions of the investigator should be provided in the report, based on the data gathered.

## **Analyzing the Information and Writing the Report**

Once the form is completed, the investigator is ready to analyze the information that has been collected. The purpose of this step is determine the most appropriate next steps. It may be useful to involve your team determining the contributing factors of the accident using the PEMEP formula – in people, equipment, materials, equipment, and process. Questions to consider include, “What is the worst thing that could have happened?”, “Are there other jobs where the same tasks or activities may occur?”, and “What do you think could be done to prevent this type of event from happening again?”.

A final report must be prepared, in clear, concise and logical language, that outlines a description of the accident, the consequences, the causes, the corrective action taken and recommendations for further action. The report should not contain the personal opinion of the writer.

## **Following Up**

An Accident Analysis report will usually include recommendations to management for controls to prevent a recurrence. Keep in mind that the efforts of an investigation are wasted if no action is taken to implement the recommendations. For this reason, ensure that the investigator follows up to see that effective controls have been implemented. ☛

*OSSA offers a Hazard and Accident Analysis Kit that contains detailed information about conducting an effective analysis and copies of many of the tools mentioned in this article. See ‘Behind the Scenes’ on Page 6 for information about ordering this kit.*

# The Cold Facts About Snow Sport Safety

With the winter season upon us, the pull to get out and enjoy the snow grows stronger. No matter what winter sport you choose, from snowboarding and skiing to tobogganing and skating, safety should be your first concern.

Before participating in any sport, make sure you have the right gear. Helmets and properly fitted equipment can only make you safer. Gloves, hats and pads can keep you warm and protected. Sunglasses and sunscreen should always be worn when you will be outside for long periods of time.

When participating in outdoor sports, always wear warm and layered clothing to protect yourself from injuries and the cold. Keep in mind that Hypothermia can occur in temperatures as high as 50-60 degrees Fahrenheit if conditions are damp and windy. To prevent frostbite, dress in layers and make sure your head and neck are covered with a hat and neck warmer. And always drink lots of water to prevent dehydration.

## Snowboarding

As snowboarding continues to gather enthusiasts, its increasing popularity is leading to more injuries. "More than four per cent of Canadians over the age of 12 now snowboard," says Canada Safety Council President, Emile Therien. According to the Canadian Hospitals Injury Reporting and Prevention Program (CHIRRP), snowboarding cases per 10,000 injuries rose from less than one in 1990 to over 111 in 2000. Half of the injuries were fractures, of which over 40% were to the arm.

Wrist guards and kneepads can help to protect you from snowboarding injuries. A helmet is a good idea for all age groups. Finally, given that jumps are a common cause of spinal injuries, always get proper instruction before attempting to jump with your snowboard.

## Skiing

Skiing safety means staying in control – of both the equipment and yourself. Many deaths on ski hills have been the result of collisions between inexperi-

enced skiers and trees, as well as with other unsuspecting skiers. Take the time to take some lessons – and learn the sport before you practice it. Wear a helmet or hat, gloves and pads. Never leave the marked and groomed trails. And if you find yourself skiing out of control, always fall down on the softest parts of your body – your side or your rear end.

## Tobogganing

According to U.S. statistics, hospital emergency rooms treat approximately 46,000 tobogganing and sledding injuries each year. Most of these injuries are to kids age 14 and under. Head injuries are a common and most serious kind of sledding injury.

Consider the type of sled or toboggan you are using. Sleds that can steer are generally safer than flat sheets, toboggans or snow discs.

Once you're on the hill, don't allow too many people to pile on – and keep everyone's arms and legs inside the sled. Make sure the hill in front of you is clear of obstacles such as trees, people and rocks before pushing off.

Children who are tobogganing should always be properly supervised and should wear a helmet if they are age 12 or under. Teach them never to go down a hill headfirst or backward, and demonstrate how to slide down the middle of the hill, get out of the way quickly and walk up the side of the hill.

Sources for this article include the Canada Safety Council ([www.safety-council.org](http://www.safety-council.org))

## BEHIND THE SCENES

### Hazard Analysis Resource Kit



This kit provides the tools for accident prevention with an in-depth look at accident investigation, job analysis and developing controls to prevent further injury, illness or property damage.

Owners and managers will find this kit helpful in data gathering, conducting interviews and analyzing accidents in the workplace. This comprehensive kit includes:

- Accident Analysis Resource Guide
- Hazard Control Resource Guide
- Accident Analysis & Report Forms
- Description of Accident Event Forms

Product Number: 110-002-001-K-GE

**\$42.95** per kit

### Safe Work Guidelines



These colourful poster-like sheets provide practical information about recognizing, assessing and controlling hazards associated with specific job tasks. This kit is an excellent resource for orienting new workers, training existing employees, assisting joint health and safety committees in conducting workplace inspections or posting on workplace bulletin boards as a safety reminder. *Available in three versions:*

#### Retail and Wholesale

Product Number: 760-002-001-K-RW

**\$21.95** (set of 10)

#### Car and Truck Maintenance

Product Number: 740-001-013-E-VS

**\$34.95** (set of 10)

#### Auto Recycling

Product Number: 740-002-008-E-VS

**\$59.95** (set of 7)

### Planned Workplace Inspections



Learn how to prevent accidents and illness in your workplace with effective inspections. This video illustrates the results that can be achieved through awareness and preventative maintenance.

Product Number: 150-001-001-V-TH

**\$39.95** each

*To order, go to the OSSA website at [www.ossa.com](http://www.ossa.com) or call our Client Service Line at 1 888 478-6772.*

## Upcoming Events

The following is a listing of upcoming trade shows, conferences and events of interest to Ontario's service sector.

### FEBRUARY

**February 16**

**Food Safety Forum**  
Canadian Restaurant and  
Foodservices Association  
Toronto, Ontario  
[www.crfa.ca](http://www.crfa.ca)

**February 18 – 20**

**HRPAO 24th Annual  
Conference**  
Human Resource Professionals  
Association  
Sheraton Hotel  
Toronto, Ontario  
[www.hrpa.org](http://www.hrpa.org)

# The Book on Occupational Health and Safety Products

480 pages of the latest "state of the art"  
safety products & information



**Contact Kit Care  
Corporation for your  
FREE copy**

(416) 243-3030 or  
1-800-387-1858 (toll free)

(416) 243-3082 (fax) or  
1-866-777-0787 (toll free fax)  
*e-mail:* info@kitcarecorp.com

**Kit  
Care**



Ontario Service Safety Alliance  
4950 Yonge Street, Suite 1500  
Toronto, Ontario M2N 6K1  
Tel: (416) 250-9111  
Fax: (416) 250-9500  
1-888-478-OSSA  
Website: www.ossa.com

900-001-020-P-GE

Published quarterly by the  
Ontario Service Safety Alliance  
CPC Mail Publication # 1489763

