

2022-2025 Strategic Plan

The IRSST, proud creator
and communicator of knowledge



Recommended by the Governance
and Ethics Committee (GEC)
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by the IRSST's Board of Directors
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Message from the Chair of the IRSST's Board of Directors

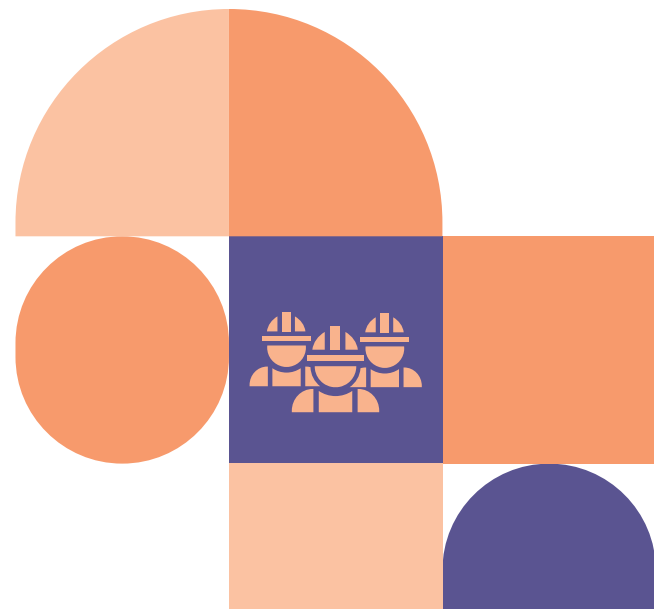


Credit: Marie-Josée Legault

Manuelle Oudar,
Chair of the IRSST's
Board of Directors

As Chair of the Board of Directors, I wish to thank the Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST) for this 2022-2025 Strategic Plan. It clearly reflects the dynamism of this scientific organization and its firm commitment to using its knowledge and expertise to serve partners in the Québec occupational health and safety (OHS) network and workplace community.

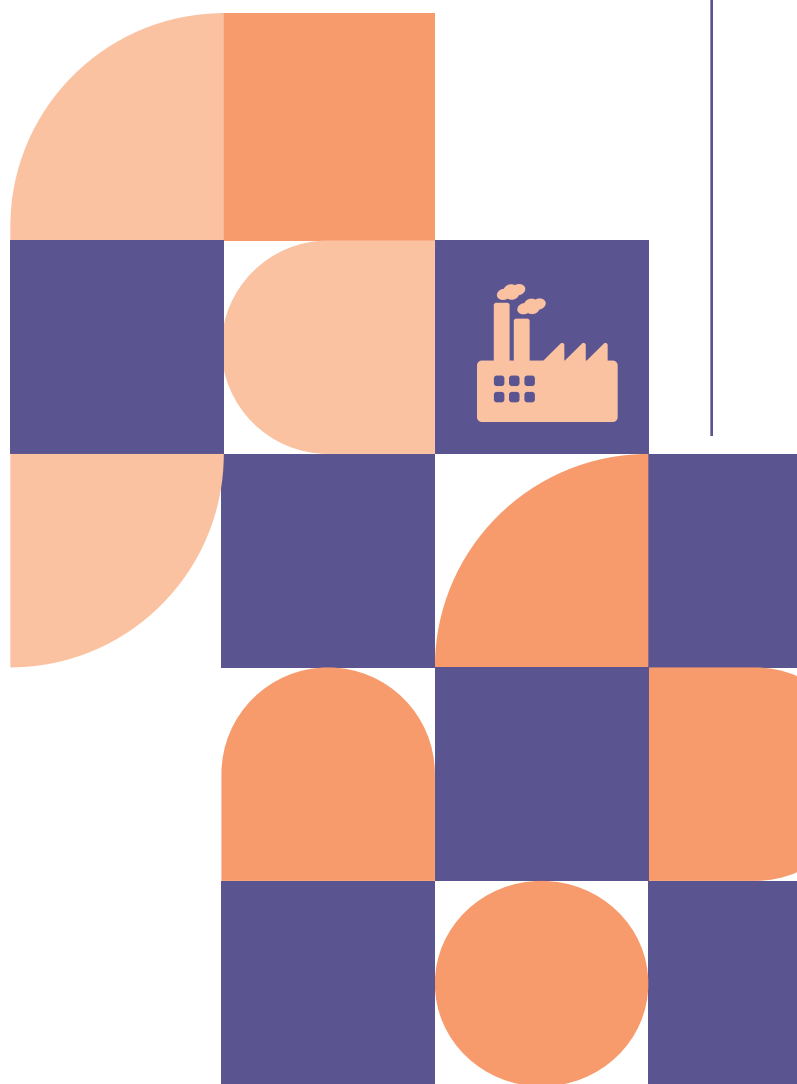
A prime example of this commitment has been evidenced during the COVID-19 pandemic. In fact, thanks to the leadership of the new president and CEO, all activity sectors of the IRSST (research, research fund, laboratory services, knowledge dissemination and mobilization) quickly embarked, in collaboration with partners, on the search for innovative solutions to address the often unprecedented needs experienced by workplaces. The scientific light shed by the Institute and its rapid and adapted response capacity have proven essential to supporting workplaces in the task of managing OHS within the pandemic context.



Increased agility and the strengthening of ties between partners during the health crisis have made it possible to rise to an exceptional challenge. I am therefore delighted today to see these same two ingredients form the backdrop to the IRSST's 2022-2025 Strategic Plan. Indeed, they inform each of the main orientations chosen, whether it be sharing knowledge, assisting partners in improving OHS conditions or rallying collaborators to create leverage and ultimately increase capacity to act in OHS.

With this strategic plan, the IRSST has developed a way of working that will equip it to adapt to different issues as they arise and devote the required resources to meet the related challenges. I wish to thank the members of the IRSST's staff, Board of Directors, Governance and Ethics Committee and Scientific Advisory Board, as well as all our partners, for their contributions throughout the process. The members of the Board of Directors have the utmost confidence in the ability of the IRSST team to execute this plan, and thank the organization for mobilizing its forces to implement the plan and see it through to completion.

Manuelle Oudar



Message from the IRSST's President and CEO



Lyne Sauvageau,
President
and CEO of the IRSST

I am immensely pleased and proud to present you with the 2022-2025 Strategic Plan of the Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST). The result of a reflection process initiated during the months of the COVID-19 pandemic and of the discussions leading to the adoption of Québec's *Act to Modernize the occupational health and safety regime*, this plan provides an updated version of our mission, vision and values, and defines our main areas for development over the next four years.

Clearly, research is and will remain the crux of our mission. However, other fundamental aspects of this mission, namely, our laboratories' expertise and knowledge dissemination and transfer, were in need of rethinking to make our work even more relevant to organizations working in OHS and offer greater benefits to workplaces. The Strategic Plan gives these aspects pride of place by announcing a number of initiatives focussed on analyzing needs, supporting OHS partners and mobilizing and sharing knowledge.



Another flagship component of the Institute's Strategic Plan is the importance it places on collaboration. I firmly believe that collaboration is a key ingredient for opening up new horizons, while also expanding the scope of the work carried out and the potential benefits. This will take concrete form by intensifying synergies among the different stakeholders, whether within the Institute or with partners in the workplace and scientific communities.

The Strategic Plan was in fact developed with this in mind, as it derives from a process of consultation and co-construction. I therefore wish to express my gratitude to our entire staff, and to the members of our governing bodies (Board of Directors, Governance and Ethics Committee, Scientific Advisory Board) for their support, wise counsel and confidence throughout the process. My thanks also go to our partners in the OHS network and our research collaborators, who generously shared their ideas with us on our development prospects, thus enhancing our reflection process. Everyone said they were excited and inspired by this strategic plan, with some describing it as ambitious. So much the better, because personally I thrive on challenges!

Driven by this contagious passion and commitment and by the expertise of its staff and partners, the IRSST plans to continue pursuing its vocation as a reference research centre in occupational health and safety in Québec.

Lyne Sauvageau



Who we are

The creation of the Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST) was the result of the will and determination expressed in the *Act respecting occupational health and safety* (AOHS) to equip Québec with OHS research capacity that would serve Québec workplaces. The Fédération des travailleurs et travailleuses du Québec (FTQ), Conseil du Patronat du Québec (CPQ) and Commission de la santé et de la sécurité du travail (CSST)¹ responded to the call by founding the Institut de recherche en santé et en sécurité du travail (IRSST)² in 1980.

A distinctive and fundamental feature of the occupational health and safety regime in Québec is the parity principle.

“The parity principle [...] involves the active participation of workers, employers and their associations in the process of defining and achieving common objectives [...].”³ It requires a work approach based on trust, openness, active listening and mutual respect among the parties. This, of course, poses its own particular challenges when it comes to building consensus, but it is the guarantee of a successful prevention culture.

The parity principle guides the operations of the main prevention partners, be they the CNESST, IRSST or joint sector-based associations, whose governance structures are in turn made up of equal numbers of worker and employer representatives.

The parity principle is enshrined and embodied in all of the IRSST’s activities, particularly in the steps of identifying partners’ needs and establishing action priorities. Likewise, studies in workplaces are conducted using a parity approach, with the agreement and participation of the employers and workers of the enterprises involved.

The IRSST is recognized as a charitable organization under the income tax laws of Québec and Canada. Both levels of governments thus recognize the public nature of its mission, whose ultimate aim is to serve societal needs, in particular, by helping build a healthier and safer workplace for all Québec workers. Its funding comes primarily from an annual grant from the Commission des normes, de l’équité, de la santé et de la sécurité du travail (CNESST), which is topped up by its laboratory revenues.

The IRSST is the only organization of its kind combining the functions of research centre, funding agency, laboratories, and liaison and transfer centre. It benefits from synergies among these various levers to carry out its mission in full and maximize its impact. And although each of these functions has its own particular vocation, they all feature a high level of scientific quality and adhere to strict ethical rules.

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1. The Commission de la santé et de la sécurité du travail (CSST) became the Commission des normes, de l’équité, de la santé et de la sécurité du travail (CNESST) in 2016.
 2. The Institut de recherche en santé et en sécurité du travail (IRSST) became the Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST) in 2000.
 3. Le paritarisme : une invitation à travailler ensemble (asstsas.qc.ca) (in French only)

The four scientific levers of the IRSST

01

Research

The IRSST is a scientific research organization known for the expertise of its personnel and the quality of its achievements. Its priorities are set by taking into account the needs expressed by its workplace partners and looking prospectively at emerging problems. Its research team of 40 individuals includes researchers, professionals and technicians from disciplines ranging from ergonomics, anthropokinetics, biomechanics, industrial hygiene, physics, chemistry, biology, microbiology, toxicology, epidemiology, engineering, anthropology, demography, psychology and management to economics. Such wide-ranging expertise attests clearly to the complexity and multifactorial nature of OHS issues.

Moreover, the IRSST hosts seasoned researchers in various ways: as guest researchers coming from abroad, on sabbatical or on professional development leave, or through exchanges between research institutions. The fact of attracting such researchers to the Institute not only opens doorways to productive new research collaborations, but also to exploring new horizons through the pooling of complementary expertise.

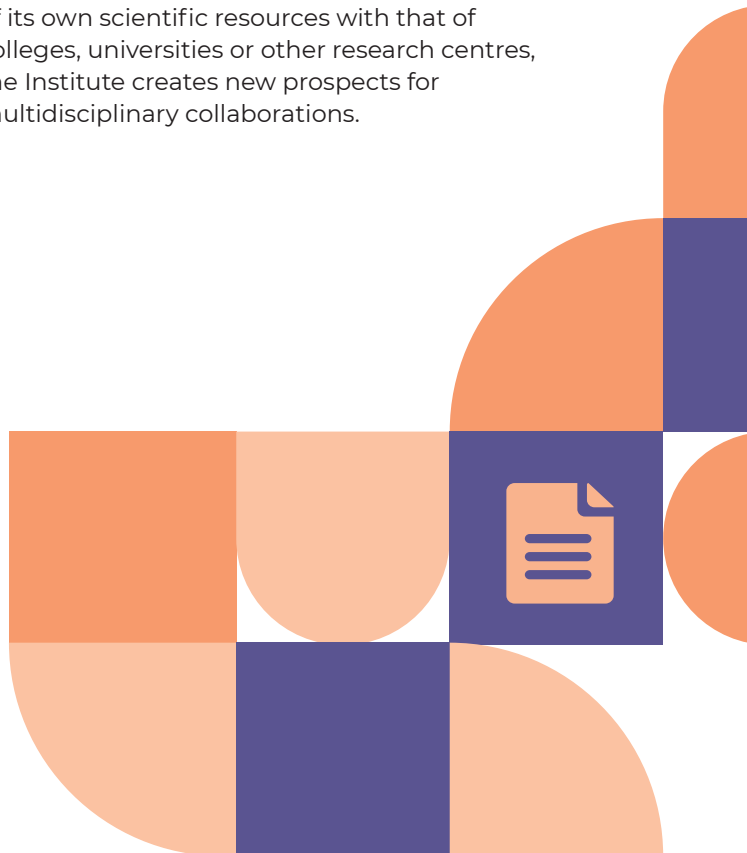
The substantial wave of retirements of the Institute's pioneers that so marked the last decade presented the ideal opportunity for acquiring a younger workforce. This was done by supporting the doctoral studies of young professionals on our staff and by recruiting external candidates. These recruits, in addition to refreshing our perspective of OHS research, have demonstrated a high level of adherence and commitment to the Institute's mission. This, in turn, means that we can look to the future of research with the greatest confidence.

02

Grant programs

The IRSST has played an essential role in building and maintaining an occupational health and safety research community in Québec for four decades. By offering a variety of programs to the research community (regular grant programs and special competitions), the Institute attracts OHS researchers and orients their work toward priority areas. These various measures have had considerable impact. From one year to the next, this external network includes some 200 researchers from academic settings and from public or private research centres who have chosen to devote all or some of their efforts to OHS research. This is an important contribution in terms of not only producing knowledge, but also training a new generation of researchers specialized in OHS.

Furthermore, by encouraging the complementarity of its own scientific resources with that of colleges, universities or other research centres, the Institute creates new prospects for multidisciplinary collaborations.



03

Laboratories

Staffed by a team of around 40 professionals and technicians, the Institute's laboratories provide the environmental, microbiological and toxicological analysis services needed to support the activities of the public prevention-inspection network. They offer a broad spectrum of expertise and analysis services covering more than 750 contaminants (gases, dusts, fumes, vapours and mists) listed in the *Regulation respecting occupational health and safety* (ROHS), as well as the loan, calibration, maintenance and repair of direct-reading and sampling instruments used by professionals in Québec's prevention network. The laboratories also perform analyses for professionals outside the network who request their services. No comparable structure exists in either Québec or the rest of Canada that allows for the rigorous sampling and analysis of so many contaminants related to a wide range of workplaces. The laboratories also hold a number of national and international accreditations that attest to the quality of their work. Obviously, they are attentive to any legislative and regulatory changes in OHS likely to impact the volume or nature of the requests for analyses received at the IRSST.

Another important component of the laboratories' activities concerns the development, optimization and validation of methods of analysis, testing, sampling and calibration in response to either regulatory changes, the introduction of new substances, revisions to standards (ISO and ASTM), research projects or emerging issues. Regarding the last two items, the Strategic Plan states a firm intention to position the laboratories as an even more active actor in research at the IRSST by focussing on "increased synergy and emulation between the analytic and research support services." The COVID-19 pandemic has in fact been most revealing by clearly demonstrating the beneficial nature of pooling technical and scientific expertise to deal with the many OHS issues involved.

04

Communication, strategic watch and knowledge mobilization

The IRSST has been a pioneer in knowledge transfer, which became an official organizational priority back in 2006. This means that over and above scientific dissemination to the research community, the Institute goes a step further to make the results of its work readily accessible and comprehensible to, and usable by, its partners.

In 2021, the IRSST strengthened its team in order to expand its mandate by including the development of knowledge mobilization strategies.

Knowledge mobilization at the IRSST is a dynamic and interactive process driven by the parity principle and designed to meet the needs for occupational health and safety (OHS) knowledge identified by the Institute or expressed by its partners.

Under the responsibility of our knowledge mobilization advisors, this process involves the commitment and participation of stakeholders (scientists, the CNESST, joint sector-based associations, worker and employer representatives, professional orders, professional associations, etc.) to allow for the exchange, pooling and adaptation of scientific and practical knowledge.

Focussed on action, the knowledge mobilization strategies used take different forms in order to optimize communication and transfer, while encouraging the uptake and use of knowledge by the target clients.



Our partners will see three concrete signs of this change. First, the formation of thematic committees⁴ begun in 2021 is facilitating a shift from a “project by project” model to a more global approach by grouping social and scientific partners around common problems. Second, the scientific watch exercise will inform the reflections and discussions of the thematic committee members. These practices will help to identify current OHS knowledge needs but also to anticipate future needs.

Third, to offer responses to specific questions asked by OHS partners, the Institute’s knowledge mobilization advisors will identify, adapt and disseminate knowledge produced in Québec and elsewhere in the world.

These initiatives will provide partners with solid foundations to guide their activities, whether they concern prevention, rehabilitation or workers’ return to work and job retention.

The new OHS generation

In addition to the support it lends to already established researchers, the Institute plays a major role in training the next generation of researchers. It offers a graduate studies and postdoctoral fellowship program, which alone grooms a sizeable pool of young experts and promising scientists. Since its creation, this program has supported 621 master’s, doctoral and postdoctoral students, who have received a total of 1,420 scholarships. Over time, it has thus helped shape a good portion of the community of OHS experts in Québec.

For a number of years, the Institute has also devoted efforts to hosting and supervising numerous trainees. It now undertakes to do so on a permanent basis, but also to expand access to this activity to a larger number of applicants—notably those in undergraduate university programs or college programs—who will not necessarily pursue a research career, but who can make an important contribution as field professionals. The Institute further encourages its researchers to co-supervise

master’s and doctoral students in their capacity of adjunct professor, a position which most of our researchers hold in a university department.

Moreover, the Institute works with organizations (such as the Fonds de recherche du Québec and Acfas) to promote the retention of promising OHS candidates either by awarding career scholarships to young researchers or conferring awards of excellence.

In short, the IRSST is using and will continue to use all means available to steer a competent and creative new generation toward OHS careers, whether at the Institute itself, in the scientific community or in organizations working in the field of OHS.

4. The thematic committees

Engineering Controls

Chemical and Biological Risk Prevention

Personal Protective Equipment (PPE)

Prevention of Musculoskeletal Disorders (MSDs)

Prevention of Work-Related Psychosocial Risks

Population Diversity

Return-to-Work and Job-Retention Process

Prevention Management

Environmental, Social and Technological Transitions

Context

The development of a strategic plan provides an ideal opportunity for an organization to look back at the path taken and define the path forward for the years ahead. This does not mean reinventing the wheel, but rather building on all that has been learned while identifying priority areas for improvement.

The IRSST's 2022-2025 Strategic Plan was drawn up during extraordinary times marked by several factors: the input of a new president-CEO; issues concerning an essential upgrading of our facilities; the tabling, in-depth study and passing of a major bill by the Québec government aimed at modernizing the OHS regime (Bill 59), and last but not least, the COVID-19 pandemic. This context inevitably sparked in-depth reflection on the Institute's role and positioning, its practices and the development axes to be prioritized in the short, medium and long terms.

First, the arrival of a new president-CEO at the Institute's helm at the end of summer 2019 served as an opportunity to re-examine all facets of organizational life: scientific production, outreach and sphere of influence, employee satisfaction, social partners and clients, organizational structure, interactions among the divisions, methods of funding and prioritizing research, management information systems, infrastructures, and so on. Without going into all the details, the main findings indicated that the IRSST has successfully developed and maintained a distinctive corpus of professional and technical expertise that has allowed it to assume a leadership role in cutting-edge fields and various problem areas. It thus plays an important and unique role in Canada. The challenge of the next few years will be that of enriching this corpus to continue shedding pertinent light on the many anticipated emerging problems, for social partners

and decision makers. To do so, the Institute will have to adopt flexible prioritization mechanisms that target the most promising themes on a virtually continuous basis and to determine the best lever or levers (research, laboratories, dissemination and transfer) for meeting new knowledge needs.

Moreover, the scientific rigour, quality and integrity of the studies and work carried out and funded by the IRSST are supported by the peer review process. These attributes are and will remain the pillars of the Institute's credibility, for this is what has built its reputation in Québec and around the world and what has spawned numerous collaborative projects with international OHS research centres. It is also what explains the deployment of its scientific personnel within numerous networks and on standardization committees. In the years ahead, these associations and contributions will have to be selected with great care and translate into a tangible enhancement of the IRSST's capacity to deal more effectively with the complexity of OHS problems, while also increasing the benefits for Québec workplaces. It is not enough to practice high-quality science. The art of communicating effectively to potential users in order to bring about concrete improvements in OHS also poses a significant challenge for the Institute.

In terms of internal management, a certain rigidity and complexity had crept in surreptitiously over the years and needed correction. The simplification efforts already begun will now continue so as to encourage fluid, transparent communications and to streamline directives and procedures.

5. **INRS:** Institut national de recherche et de sécurité pour la prévention des accidents du travail et des maladies professionnelles (France)

NIOSH: National Institute for Occupational Safety and Health (United States)

HSE: Health & Safety Executive (United Kingdom)

IFA: Institut für Arbeitsschutz der Deutschen Gesetzlichen Unfallversicherung (Institute for Occupational Safety and Health of the German Social Accident Insurance) (Germany)

JNIOSH: National Institute of Occupational Safety and Health (Japan)

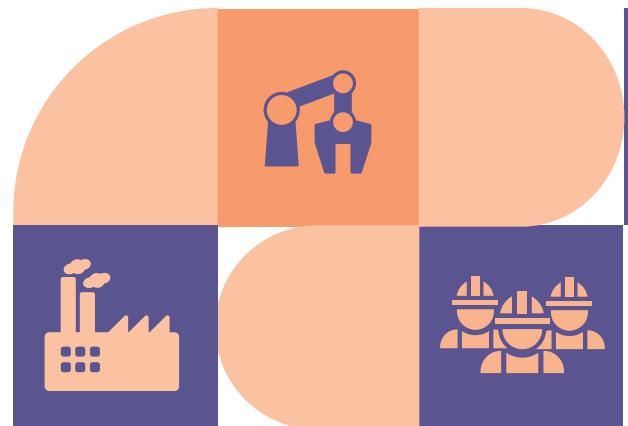
6. Bill 59, *An Act to Modernize the occupational health and safety regime*, was passed by the National Assembly of Québec on 30 September 2021, and received royal assent on 6 October 2021.

The adoption of updated management practices will help reduce turnaround times for processing requests and for developing and carrying out scientific activities. It will also foster collaboration and creativity among our personnel and with our partners. Lastly, our IT systems and aging infrastructures will require substantial modernization efforts in the years ahead. In particular, the scale of the investments that will have to be made in the IRSST's analytical and testing laboratories and their long service life require careful reflection on their role and on the added value and complementarity of their activities.

Regarding the tabling, in-depth study and adoption of Bill 59, *An Act to Modernize the occupational health and safety regime*⁶, the IRSST was careful to conduct a preliminary analysis of the potential impacts of the legislative amendments, whether on its usual operations or in terms of new developments to plan for in order to better support its workplace partners. Three elements of the new law stood out in particular, due to both the positioning opportunities they offer and to their strong resonance and consistency with some of the orientations of our strategic plan. Thus, **the obligation to expand prevention and worker participation mechanisms to all sectors of activity** will translate into new sectors being covered and, for the IRSST, into a broader spectrum of worker populations and problems to be identified and studied. This in turn will enlist the help of the future OHS Observatory (the need to step up monitoring activities to better target at-risk groups and better guide intervention and research priorities), the knowledge mobilization team (the need to assist smaller enterprises and little-covered or non-unionized sectors) and laboratory services (the opportunity to raise the profile of our laboratory services among new clients). In addition, **the repositioning of the Réseau de santé publique en santé au travail (RSPSAT)** without doubt enters into our reflection on the evolving role of our laboratories and the review of our service offer in line with the needs expressed and anticipated. Additionally, the **creation of a scientific committee on occupational diseases** will provide a range of opportunities for monitoring occupational diseases or exposure to contaminants, carrying out specific studies on exposure to contaminants and setting up a working group to produce a methodological guide for this committee.

The IRSST could also act as a scientific advisor by providing evidence-based data as partial responses to the numerous challenges that the CNESST and its network will inevitably face when implementing the many new legislative amendments.

Lastly, the COVID-19 experience has dramatically altered our practices at the IRSST. It has led to an unprecedented mobilization of all our staff and partners, allowing for faster, better-adapted responses to the pressing needs of workplaces by focussing on our internal expertise or using knowledge from other sources. Our ability to quickly adjust the Institute's priorities and reassign a large portion of our staff and resources to the OHS issues raised by the health crisis were praised by our social partners. This agility must be firmly and sustainably rooted in our organizational culture so that we remain reactive in the face of unforeseen events and proactive regarding emerging problems, while simultaneously continuing to provide strong support to OHS stakeholders.



The implementation of the 2022-2025 Strategic Plan will include three cross-cutting components as the backdrop to the various initiatives proposed.

01

Collaboration is the byword

The IRSST has learned valuable lessons from the COVID-19 experience, which has intensified collaborations both internally and with external partners. It hopes to continue in this vein. Internally, this is reflected notably in increased links between the research and laboratory teams. Externally, the scope of some of the initiatives set out in the Strategic Plan requires the sustained involvement and collaboration of various stakeholders. Promoting and maintaining forums for collaboration and open exchange are now built into the Institute's organizational culture as formal and informal rules. These rules guide the interactions between the different divisions, apply to the entire staff and shape relationships with external stakeholders

02

New relationship to knowledge

Traditionally, the IRSST's scientific activity has consisted of producing new knowledge by carrying out and funding research projects. That said, the scientific research process takes a relatively long time from the expression of a need to the delivery of results. Yet, in certain circumstances, other mechanisms exist that could bring shorter-term responses to the needs expressed by workplaces. The new knowledge mobilization team thus has the potential to deliver an initial response without immediately embarking on the entire research process. Indeed, based on exchanges with social partners to clearly identify their needs, the mobilization advisors search the scientific literature and international experiences for existing solutions, summarize their findings and present them to Québec workplaces in readily accessible language. The IRSST is thus expanding its relationship to knowledge by acting sometimes as a "producer"

of knowledge when required, and sometimes as a "catalyzer" of knowledge when partial responses already exist and can be transposed to Québec. This knowledge mobilization process confirms the IRSST's reference role with its partners, workplaces and diverse audiences.

03

For and with workplaces

The Institute undertakes to strengthen the synergies with and for workplace representatives by promoting consultations and exchanges on a more regular and flexible basis in order to identify their knowledge needs and provide solutions to their OHS problems. This support is envisaged from the start of needs analysis through to the implementation of strategies to support their appropriation of knowledge in collaboration with our partners. It implies carefully translating, transposing and adapting this knowledge so that it is beneficial to workplaces.

The IRSST's 2022-2025 Strategic Plan sets out the orientations that will allow it to consolidate its relevance in the OHS ecosystem by responding in the most appropriate manner possible to the needs of workplaces and its partners in the OHS network, and more broadly, to needs for new OHS knowledge. While clearly an ambitious plan, the Institute will make every effort to ensure that it is implemented within its human, financial and material capabilities.

Mission

In keeping with the spirit of the *Act respecting occupational health and safety* (AOHS) and the *Act respecting industrial accidents and occupational diseases* (AIAOD), the IRSST's mission is:

To contribute to workers' health and safety through research, its laboratories' expertise, and knowledge dissemination and transfer, with a view to promoting prevention and sustainable return to work.

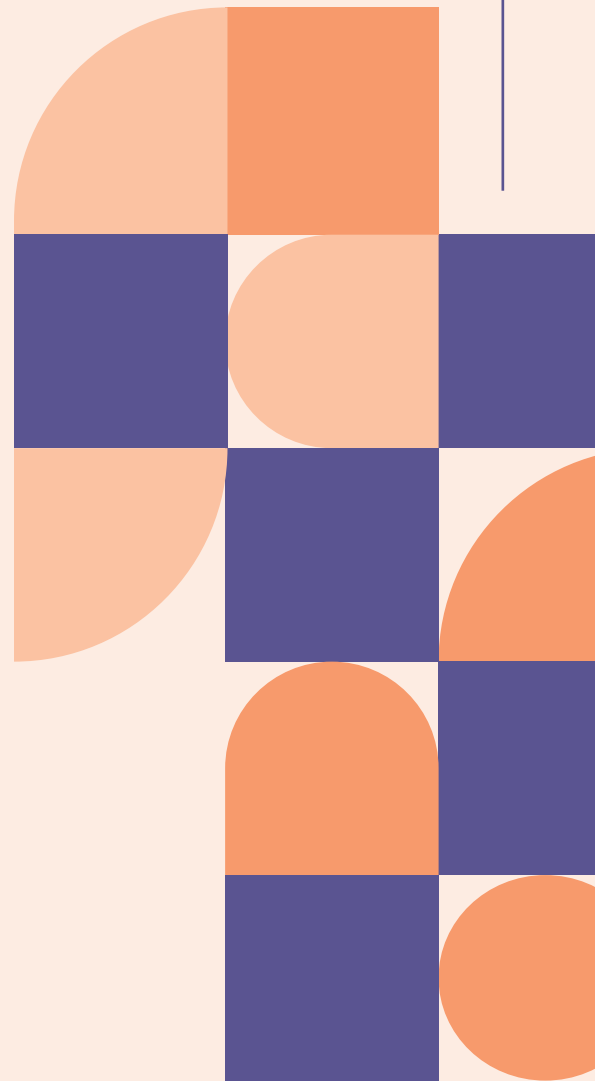
Vision

- A **leader** in the advancement and mobilization of scientific and technical knowledge in occupational health and safety, we are recognized at the national and international levels for the quality and relevance of our achievements;
- **Present and influential** on our OHS partners and in the public sphere, our expertise informs our actions aimed at improving the health and safety of Québec workers;
- A **forum for collaboration, creativity and innovation**, we offer a healthy and exemplary work environment that supports initiative and the recognition of individual and collective achievements.

Values

Proud of our mission and committed to achieving our vision, we embody the following values:

- **Excellence**, as the foundation of the IRSST's credibility and leadership;
- **Agility**, to anticipate and respond to needs and emerging problems;
- **Openness**, to capitalize on the diversity of people, ideas and disciplines;
- **Integrity and transparency**, as the heart of our work, exchanges and actions.



Strategic choices

ISSUE 1

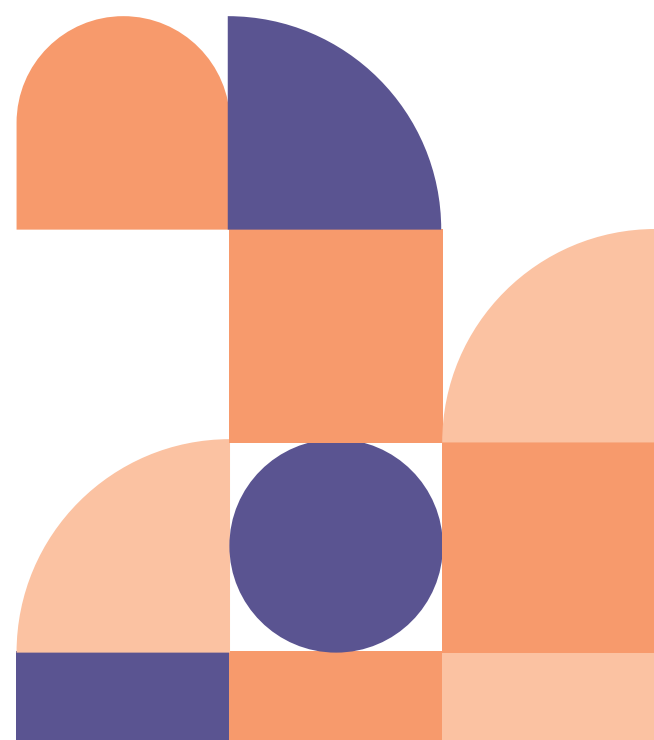


Be on the lookout for changes in workplaces and OHS knowledge needs

Strategic orientation 1: **SHARE** knowledge

The IRSST pays continual attention to changes taking place in workplaces in order to anticipate and respond to needs for new OSH-related scientific knowledge. The production of new knowledge always has been and still is at the crux of the Institute's mission and accounts for a large portion of its resources. That said, the sharing of knowledge in various forms and with diverse audiences is equally essential to informing and clarifying the reflection process and action. Over the next four years, the IRSST therefore intends to deploy initiatives that reflect a stronger commitment to disseminating and sharing knowledge with partners in Québec's OHS network, workplaces, the scientific community and, if applicable, the general public.

Whether through a project to pool OHS databases, more systematic dissemination of the products of strategic watch and knowledge mobilization activities or a more proactive role of scientific advisor to its partners in the OHS network and government agencies, and a stronger presence in the public arena, the Institute plans to consolidate its relevance and grow its influence within and beyond its circle of partners and collaborators.



OBJECTIVE 1.1 Optimize the use and dissemination of monitoring and biomonitoring data

■ Indicator ■ Targets

- Pooling of OHS databases
 - Development of an OHS Observatory prototype (model, governance and added value) in 2022
 - Presentation to potential partners (CNESST, MTESS, INSPQ, MSSS and ISQ), discussions and enhancement of the prototype in 2023
 - Agreement in principle among the founding partners in 2024
 - Launch of the initiative in 2025

OBJECTIVE 1.2 Continually disseminate the results of strategic watch and knowledge mobilization activities

■ Indicator ■ Targets

- Number of strategic watch activities initiated and disseminated
 - Nine strategic watch activities initiated and disseminated, i.e. one per thematic committee
- Number and nature of mobilization activities
 - Response rate of higher than 80% to requests made
- Rate of satisfaction with products
 - Satisfaction rate of higher than 80%

OBJECTIVE 1.3 Strengthen our role as scientific advisor to the CNESST and its network, and to government ministries and agencies

■ Indicator ■ Targets

- Formulation of opinions for the CNESST and its network on any subject requiring evidence-based OHS data
 - Production of an annual assessment
- Canvassing of employer and union associations and of provincial and federal ministries and agencies to inform them of our expertise
 - Ten organizations met by 2025
 - Increasing number of requests received and of opinions formulated between 2022 and 2025

OBJECTIVE 1.4 Increase target audiences' awareness of the knowledge resulting from IRSST work

■ Indicator ■ Targets

- Launch of three communication campaigns in target workplaces
 - Rate of achievement of higher than 80% of the anticipated results of each campaign
- Number of new collaborations with non-scientific media
 - Increase of two new media organizations per year
- Number of dissemination activities
 - Five dissemination activities per year aimed at diverse audiences
 - Annual assessment of communications activities

ISSUE 2



Maximize the relevance and impact of our activities

Strategic orientation 2: ASSIST our partners in improving OHS conditions for workers

The IRSST's activities and achievements take on their full meaning when workplaces appropriate the results. However, it must be emphasized that as a scientific organization, the Institute's role is to produce and share knowledge. It counts on a solid network of partners who play an essential relay role in the transfer and use of knowledge. Closer to the field, they can identify problems and concerns experienced in workplaces and report them to the Institute. Similarly, they can also take the latest evidence-based information from the Institute back to these workplaces in the form of information sheets, guides, videos, training sessions or other tools, to support their efforts to improve OHS. It is thus vital for the Institute to assist its partners effectively throughout the process, from the analysis of needs to use of knowledge. This applies as much to research, knowledge mobilization and transfer activities, as to the

activities of our laboratories, which in fact are planning to redefine their business model to respond more effectively to needs through an updated service offer and greater involvement in research.

Lastly, to meet the needs for new knowledge faster and more appropriately, the IRSST intends to adopt more flexible mechanisms for processing workplace requests and defining its research priorities.



OBJECTIVE 2.1 Strengthen collaboration with our social partners to optimize our analysis of their needs and their use of knowledge

■ Indicator ■ Targets

- Creation of thematic committees
 - Nine thematic committees
 - Two annual meetings per committee
- Satisfaction rate among social partners sitting on these thematic committees (biannual survey conducted by an external firm)
 - Satisfaction rate of 80% at the end of the period
- Number of dissemination and tool development partnerships
 - Ten partnerships initiated by 2025

OBJECTIVE 2.2 Redefine the role of our laboratories in line with the needs expressed and anticipated and within our capabilities

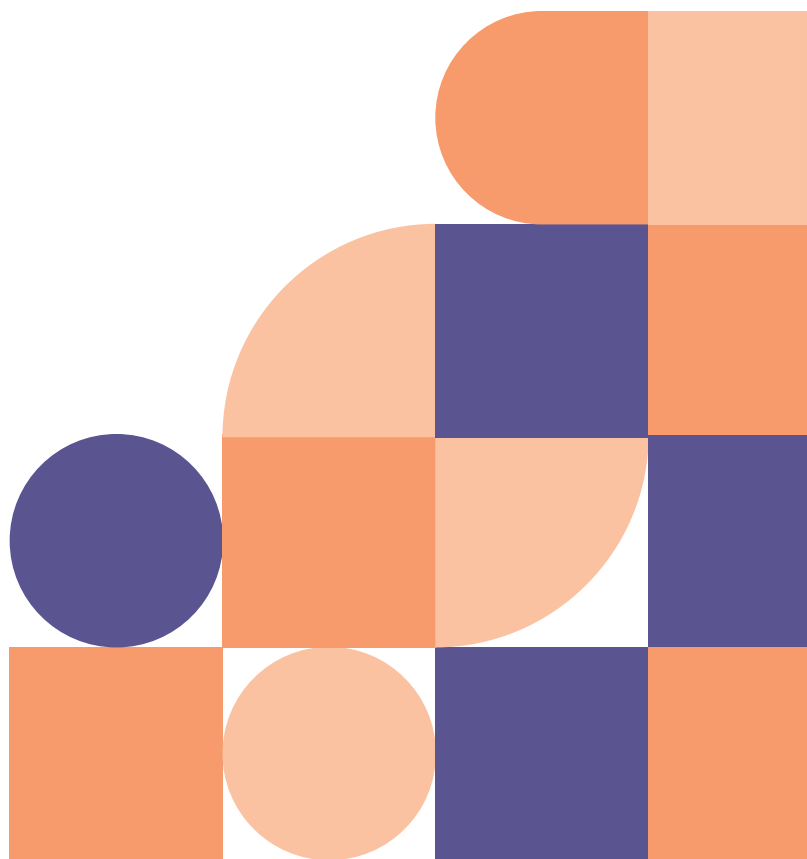
■ Indicator ■ Targets

- Development of a business model for deployment in the short, medium and long terms
 - Presentation of the business model at the end of 2022
 - Tabling of a three-year action plan in spring 2023
- Updated service offer
 - Revised target sectors/niches/services, deployed gradually beginning in 2023
 - Increase in clients' level of satisfaction, measured through biannual surveys
 - Production of an assessment in 2025
- Increased synergy and emulation among the analytical support and research departments
 - Four annual discussion groups on R&D assets
 - Production of an assessment of R&D initiatives, in 2023 and 2025

OBJECTIVE 2.3 Respond to the needs expressed or anticipated in an appropriate and timely manner

■ Indicator ■ Targets

- Establishment of a procedure for the processing of one-off requests from workplaces
 - Implementation beginning in winter 2022
- Satisfaction rate among requestors (annual survey conducted by an external firm)
 - Satisfaction rate of higher than 85%
- Establishment of an updated procedure for prioritizing themes
 - Annual analysis of our scientific-activity achievement and investment portfolio
 - Holding of extraordinary sittings of the Scientific Advisory Board in 2022 and 2024 to establish thematic priorities and the corresponding action levers



ISSUE 3



Increase our capacity to act by securing a commitment from collaborators

Strategic orientation 3: WORK TOGETHER to create a lever effect

A unique scientific organization dedicated entirely to OHS in Québec, the Institute forges ties with a number of structured networks of researchers, funding agencies, laboratories and research centres, some of international renown. Occasionally, the IRSST expands its pool of collaborators by associating with organizations and establishments whose main mission is not necessarily OHS, but that share common interests.

Collaborations allow the IRSST to grow not only its capacity to act, but also its influence in scientific communities and around the world, thus broadening the Institute's outreach and influence on the local, national and international stages. By sharing human, financial and material resources, the IRSST and its collaborators benefit from means they would not otherwise have had individually. This in turn allows them to make progress in areas where the necessary resources would have been lacking and to conduct more complex, larger-scale studies, notably regarding emerging problems. In addition, the efforts envisaged to forge closer

ties with educational institutions could give rise to new OHS vocations and increase the pool of technicians, professionals and researchers working in different milieus (CNESST, joint sector-based associations, IRSST, health network, workplaces, scientific community, etc.). In all cases, the decision to embark on collaborative initiatives depends on the real added value they offer in terms of increasing capacity to act in OHS and potential benefits for Québec workplaces. The gains of these collaborations will be assessed once the strategic plan has been fully implemented.

OBJECTIVE 3.1 Develop collaborations to launch joint research or OHS development initiatives

■ Indicator ■ Targets

- Number of organizations targeted and met (government ministries and agencies, research centres or networks, foundations, private companies, etc.)
 - Three per year
- Number of joint research initiatives launched
 - Four by 2025
- Added value of collaborations
 - Production of an assessment in 2025

OBJECTIVE 3.2 Establish alliances with national and international organizations to pool complementary expertise

■ Indicator ■ Targets

- Number of activities initiated (joint research projects, events organized, research stays and hosting of students and researchers)
 - Two per year
- Showcasing of joint achievements
 - Establishment of an outreach strategy for each initiative

OBJECTIVE 3.3 Forge closer ties with higher education institutions to help train a new scientific and technical generation involved in OHS

■ Indicator ■ Targets

- Implementation of conditions facilitating the recognition of teaching and supervision tasks performed by the IRSST's scientists
 - Definition of facilitating conditions in 2022
 - Assessment of the number and type of training and teaching programs using the IRSST's expertise in 2025
- Expansion of our trainee hosting program to include university undergraduate and college-level students
 - Hosting of five university undergraduate trainees per year beginning in 2022
 - Hosting of two college-level trainees per year beginning in 2022
- Presentation of the opportunities offered by the IRSST
 - Holding of an Open House day by June 2023
 - Hosting, upon request, of a group of students registered in OHS-related study programs



ISSUE 4



Update our approaches, practices and facilities

Strategic orientation 4: COMMIT collectively and individually to realizing the full potential of our organization

This orientation is closely linked to the third element of our vision, which focusses on modernizing the organization. It presents the objectives and initiatives that constitute the prerequisites for the IRSST's future success and continues the organizational changes already begun in 2021. These changes are intended to enable everyone to evolve in a safer and more stimulating work environment and to promote the adoption of management practices aligned with organizational values. The increased mobilization of its personnel will thus enhance our collaborative, creative and innovative relationships with our many partners and collaborators.

Moreover, the upgrading of our information tools for both scientific activities and administrative follow-ups, as well as the upgrading of our facilities and infrastructures, are two other absolute prerequisites for the IRSST's development over the next few years.



OBJECTIVE 4.1 Work together to build a more stimulating, healthier and safer work environment

■ Indicator ■ Targets

- Obtention of Healthy Enterprise certification from the Bureau de normalisation du Québec (BNQ)
 - Implementation of the Recognition Subcommittee's recommendations in 2022
 - Obtention of basic certification in 2023
 - Obtention of Elite Plus (HEE+) certification in 2025
- Integration of a cycle of continuous improvement so as to take full advantage of our collective intelligence
 - Launch of three pilot collaborative learning projects by 2024
 - Two annual activities for sharing achievements and areas in need of improvement
- Employee satisfaction and mobilization rate (biannual survey conducted by an external firm)
 - Survey participation rate of higher than 90%
 - Satisfaction rate of higher than 85%
 - Mobilization rate of higher than 80% by 2025

OBJECTIVE 4.2 Modernize our management and worktools

■ Indicator ■ Targets

- Perpetuation of a procedure for updating information assets
 - Assets maintenance plan adopted by the governing bodies in 2022
- Migration toward paperless management
 - Completion by the end of 2024
- Implementation of Cloud-based storage, information-sharing and collaboration tools
 - Completion by the end of 2024

OBJECTIVE 4.3 Upgrade our facilities to support short-, medium- and long-term developments

■ Indicator ■ Targets

- Identification of the real estate solution adapted to the IRSST's needs
 - In 2022
- Design and adoption of plans and estimates
 - In 2023
- Adoption of an implementation timetable
 - In 2024



Summary table

ISSUE 1 - Be on the lookout for changes in workplaces and OHS knowledge needs

Strategic orientation 1: SHARE knowledge

Objective	Indicator	Targets
1.1 Optimize the use and dissemination of monitoring and biomonitoring data	1.1.1 Pooling of OHS databases	1.1.1.1 Development of an OHS Observatory prototype (model, governance, and added value) in 2022 1.1.1.2 Presentation to potential partners (CNESST, MTESS, INSPQ, MSSS and ISQ), discussions and enhancement of the prototype in 2023 1.1.1.3 Agreement in principle among the founding partners in 2024 1.1.1.4 Launch of the initiative in 2025
	1.2.1 Number of strategic watch activities initiated and disseminated	1.2.1.1 Nine strategic watch activities initiated and disseminated, i.e. one per thematic committee
	1.2.2 Number and nature of mobilization activities	1.2.2.1 Response rate of higher than 80% to requests made
	1.2.3 Rate of satisfaction with products	1.2.3.1 Satisfaction rate of higher than 80%
1.3 Strengthen our role as scientific advisor to the CNESST and its network, and to government ministries and agencies	1.3.1 Formulation of opinions for the CNESST and its network on any subject requiring evidence-based OHS data	1.3.1.1 Production of an annual assessment
	1.3.2 Canvassing of employer and union associations and of provincial and federal ministries and agencies to inform them of our expertise	1.3.2.1 Ten organizations met by 2025 1.3.2.2 Increasing number of requests received and of opinions formulated between 2022 and 2025
1.4 Increase target audiences' awareness of the knowledge resulting from IRSST work	1.4.1 Launch of three communication campaigns in target workplaces	1.4.1.1 Rate of achievement of higher than 80% of the anticipated results of each campaign
	1.4.2 Number of new collaborations with non-scientific media	1.4.2.1 Increase of two new media organizations per year
	1.4.3 Number of dissemination activities	1.4.3.1 Five dissemination activities per year aimed at diverse audiences 1.4.3.2 Annual assessment of communications activities

ISSUE 2 - Maximize the relevance and impact of our activities

Strategic orientation 2: ASSIST our partners in improving OHS conditions for workers

Objective	Indicator	Targets
2.1 Strengthen collaboration with our social partners to optimize our analysis of their needs and their use of knowledge	2.1.1 Creation of thematic committees	2.1.1.1 Nine thematic committees 2.1.1.2 Two annual meetings per committee
	2.1.2 Satisfaction rate among social partners sitting on these thematic committees (biannual survey conducted by an external firm)	2.1.2.1 Satisfaction rate of 80% at the end of the period
	2.1.3 Number of dissemination and tool development partnerships	2.1.3.1 Ten partnerships initiated by 2025
2.2 Redefine our laboratories' role in line with the needs expressed and anticipated and within our capabilities	2.2.1 Development of a business model for deployment in the short, medium, and long terms	2.2.1.1 Presentation of the business model at the end of 2022 2.2.1.2 Tabling of a three-year action plan in spring 2023
	2.2.2 Updated service offer	2.2.2.1 Revised target sectors/niches/ services, deployed gradually beginning in 2023 2.2.2.2 Increase in clients' level of satisfaction, measured through biannual surveys 2.2.2.3 Production of an assessment in 2025
	2.2.3 Increased synergy and emulation among the analytical support and research departments	2.2.3.1 Four annual discussion groups on R&D assets 2.2.3.2 Production of an assessment of R&D initiatives, in 2023 and 2025
2.3 Respond to the needs expressed or anticipated in an appropriate and timely manner	2.3.1 Establishment of a procedure for the processing of one-off requests from workplaces	2.3.1.1 Implementation beginning in winter 2022
	2.3.2 Satisfaction rate among requestors (annual survey conducted by an external firm)	2.3.2.1 Satisfaction rate of higher than 85%
	2.3.3 Establishment of an updated procedure for prioritizing themes	2.3.3.1 Annual analysis of our scientific-activity achievement and investment portfolio 2.3.3.2 Holding of extraordinary sittings of the Scientific Advisory Board in 2022 and 2024 to establish thematic priorities and the corresponding action levers

ISSUE 3 - Increase our capacity to act by securing a commitment from collaborators

Strategic orientation 3: WORK TOGETHER to create a lever effect

Objective	Indicator	Targets
3.1 Develop collaborations to launch joint research or OHS development initiatives	3.1.1 Number of organizations targeted and met (government ministries and agencies, research centres or networks, foundations, private companies, etc.)	3.1.1.1 Three per year
	3.1.2 Number of joint research initiatives launched	3.1.2.1 Four by 2025
	3.1.3 Added value of collaborations	3.1.3.1 Production of an assessment in 2025
3.2 Establish alliances with national and international organizations to pool complementary expertise	3.2.1 Number of activities initiated (joint research projects, events organized, research stays and hosting of students and researchers)	3.2.1.1 Two per year
	3.2.2 Showcasing of joint achievements	3.2.2.1 Establishment of an outreach strategy for each initiative
3.3 Forge closer ties with higher education institutions to help train a new scientific and technical generation involved in OHS	3.3.1 Implementation of conditions facilitating the recognition of teaching and supervision tasks performed by the IRSST's scientists	3.3.1.1 Definition of facilitating conditions in 2022 3.3.1.2 Assessment of the number and type of training and teaching programs using the IRSST's expertise in 2025
	3.3.2 Expansion of our trainee hosting programs to include university undergraduate and college-level students	3.3.2.1 Hosting of five university undergraduate trainees per year beginning in 2022 3.3.2.2 Hosting of two college-level trainees per year beginning in 2022
	3.3.3 Presentation of the opportunities offered by the IRSST	3.3.3.1 Holding of an Open House day by June 2023 3.3.3.2 Hosting, upon request, of a group of students registered in OHS-related study programs

ISSUE 4 - Update our approaches, practices and facilities

Strategic orientation 4: COMMIT collectively and individually to realizing the full potential of our organization

Objective	Indicator	Targets
4.1 Work together to build a more stimulating, healthier and safer work environment	4.1.1 Obtention of Healthy Enterprise certification from the Bureau de normalisation du Québec (BNQ)	4.1.1.1 Implementation of the Recognition Subcommittee's recommendations in 2022 4.1.1.2 Obtention of basic certification in 2023 4.1.1.3 Obtention of Elite Plus (HEE+) certification in 2025
	4.1.2 Integration of a cycle of continuous improvement so as to take full advantage of our collective intelligence	4.1.2.1 Launch of three pilot collaborative learning projects by 2024 4.1.2.2 Two annual activities for sharing achievements and areas in need of improvement
	4.1.3 Employee satisfaction and mobilization rate (biannual survey conducted by an external firm)	4.1.3.1 Survey participation rate of higher than 90% 4.1.3.2 Satisfaction rate of higher than 85% 4.1.3.3 Mobilization rate of higher than 80% by 2025
4.2 Modernize our management and work tools	4.2.1 Perpetuation of a procedure for updating information assets	4.2.1.1 Assets maintenance plan adopted by the governing bodies in 2022
	4.2.2 Migration toward paperless management	4.2.2.1 Completion by the end of 2024
	4.2.3 Implementation of Cloud-based storage, information-sharing and collaboration tools	4.2.3.1 Completion by the end of 2024
4.3 Upgrade our facilities to support short-, medium-, and long-term developments	4.3.1 Identification of the real estate solution adapted to the IRSST's needs	4.3.1.1 In 2022
	4.3.2 Design and adoption of plans and estimates	4.3.2.1 In 2023
	4.3.3 Adoption of an implementation timetable	4.3.3.1 In 2024

