



# WSIB Grants Program

Proposal instructions

**Closing date:**

Initial proposals: February 15, 2019  
4 p.m. (EST)

## Table of contents

Program Overview .....	3
Introduction .....	3
Program Objective and Expected Outcomes .....	3
2019 Program Information .....	4
Grant Priority Areas.....	4
Eligibility Criteria.....	4
Evaluation Criteria.....	5
Managing and Measuring Progress.....	5
Project Team Descriptions .....	6
Proposal Selection Process.....	7
Submission Instructions for Initial Proposals .....	8
Additional Considerations .....	9
Funding Use Restrictions .....	9
Travel, Meal & Hospitality Expenses Directive.....	10
Conflict of Interest .....	11
Confidentiality and Freedom of Information .....	11
Intellectual Property Rights.....	11
Grant Agreement.....	11
Program Contact Information .....	12
Appendix.....	13
2019 Grants Agenda .....	13
Initial Proposal Evaluation Criteria.....	15

# Program overview

## Introduction

When an injury or illness happens on the job, the Workplace Safety and Insurance Board (WSIB) moves quickly to provide wage-loss benefits, medical coverage and help getting back to work. We cover over five million people in more than 300,000 workplaces across Ontario. We also promote health and safety in the workplace with a goal of one day having zero work-related injuries or illnesses.

## Program objective and expected outcomes

The WSIB's Grants Program enhances workers' compensation system outcomes by supporting innovative proposals that are aligned to the WSIB's strategic mandate. This is accomplished through highly practical, expert research studies that address current and emerging challenges – and, it will strengthen Ontario's workers' compensation system now and in the future.

The WSIB Grants Program accepts the following types of proposals:

### 1. Research proposals

- Expert research proposals that deliver practical results for the workers' compensation system
  - Results will lead to policy, program and practice improvements
  - Proposals for systematic reviews will also be considered
- Workplace-based projects that involve collaborations between the workplace, researchers and organizations
  - Proposals may include implementing completed research, piloting programs, and conducting evaluations to improve outcomes

### 2. Training proposals

- Initiatives that help people with work-related injuries and illnesses, employers and the compensation system resolve long-standing barriers
- Innovative opportunities that build capacity in the community and offer significant potential to improve compensation system results

# 2019 program information

## Grant priority areas

The WSIB's Grants Program focuses on supporting the following priorities in the [WSIB's Strategic Plan](#):

- Make Ontario a safer place to work
- Improve return-to-work and recovery outcomes
- Meet our customers' needs and expectations

The Grants Program is also committed to supporting the WSIB's strategic priority of being financially responsible and accountable through operating practices of the program on an ongoing basis. Applicants are encouraged to submit proposals that align to the priority areas and topics of interest identified within the 2019 Grants Agenda.

More detailed information about these priority areas is available in the appendix or on the [WSIB website](#).

## Eligibility criteria

Grant proposals fall into two major categories: research grants and training grants. Both proposal types must be highly practical, delivered by leading experts and demonstrate significant potential to improve outcomes for people with work-related injuries or illnesses, employers or the broader compensation system.

### 1. Who can apply to the WSIB Grants Program?

#### Research grants

- Expert researchers affiliated with an eligible applicant organization:
  - Publicly funded universities or colleges
  - Public hospitals with a specialized research area
  - Not-for-profit or registered charitable organizations with the capability and capacity to conduct research
  - Canadian non-governmental organizations with the capability and capacity to conduct research
  - Other organizations that have the capability and capacity to conduct research and are not privately owned and operated may also be eligible for a WSIB grant.
- Master's or Ph.D. students conducting research at a Canadian institution are eligible to submit a proposal as a Secondary Lead. The project lead must be an expert researcher who agrees to supervise the student and accept accountability for grant management and performance.

*Private organizations are not eligible to apply for a WSIB research grant as a project lead. Private organizations may be identified as a partner or collaborator of an eligible applicant organization.*

## **Training grants**

- Educators or trainers with a Master's degree or higher in education, a post-graduate diploma in adult education, or other similar qualifications (with relevant experience and demonstrated successes), highly qualified health-care professionals including, but not limited to:
  - Physicians
  - Psychologists
  - Nurse Practitioners
  - Occupational Therapists
- In all cases, educators, trainers, and health-care professionals must have specialized workers' compensation system knowledge and relevant experience in conducting training initiatives or have identified a qualified partner or collaborator to ensure the project team has the necessary expertise to be successful.

*Training grants are not intended to replace or supplement the professional vocational rehabilitation services provided through the return to work program. Proposals that do not meet these criteria will be deemed ineligible.*

## **2. What legislation guides the WSIB Grant Program?**

Proposals must be consistent with Section 159(5) of the Workplace Safety and Insurance Act, which provides the WSIB authority to offer grants for research, training and investigations, and in amounts and subject to such conditions as the WSIB considers acceptable.

## **3. What is the maximum grant length? What is the maximum funding limit per year?**

The maximum grant length is two years (24 months). The maximum funding request is up to \$200,000/year for a total maximum budget of \$400,000. The WSIB does not renew grants for the same grant purpose. Applicant organizations may submit more than one distinct proposal for consideration during each application cycle.

## **Evaluation criteria**

The WSIB Grants Program involves a rigorous and transparent proposal selection process based on pre-established criteria. The initial proposal evaluation criteria are available in the appendix.

## **Managing and measuring progress**

WSIB grant recipients will be required to regularly report on their progress. Quarterly progress reports will ensure the WSIB can support recipients in early identification and removal of barriers.

The exact approach to managing and measuring progress will depend on the scope and scale of each project. The WSIB will work with recipients to confirm expectations for managing progress prior to starting grant activities. During the proposal process, you will be provided with an opportunity to outline a proposal timeline that will reasonably allow the WSIB to monitor your progress toward achieving your objectives and outcomes. The WSIB will determine the exact approach to managing and measuring progress in consultation with grant recipients.

## **Project team descriptions**

**Project lead** – The project lead must be based in, or formally affiliated with, an eligible host organization (university, college, hospital, research institute or other qualified not-for-profit organization). The project lead will be responsible for managing and monitoring the proposed activities, including administrative and financial responsibility for the grant. The project lead is not eligible to receive salary support from a WSIB grant.

**Secondary lead** – The secondary lead shares responsibility for the grant and, in most cases, should be able to assume project lead responsibilities as necessary. The secondary lead is not eligible to receive salary support from a WSIB grant.

**Co-applicant** – Co-applicants may or may not have a formal affiliation with the project host organization, but will take responsibility for specific administrative and scientific aspects of the project. Co-applicants are not eligible to receive salary support from a WSIB grant.

**Project personnel** – Project personnel includes undergraduate and graduate students, postdoctoral fellows, research assistants, statisticians, technicians, programmers, analysts, etc., who may contribute to the activities of the project lead. Project personnel may receive salary support or honoraria from the grant in keeping with the funding use restrictions.

**Collaborator** – The project may include collaborators who are central to the project and not otherwise identified in the categories above. Their role in the proposed activities is to provide a specific service (e.g., access to equipment, training in a specialized technique, statistical analysis, access to a patient population, etc.). Collaborators may be eligible to receive project funds for specified services or resources if it can be demonstrated that their contribution is essential to the work being undertaken and not otherwise available to the project team. Project advisory committee members are generally viewed as collaborators and may not be eligible to receive grant funds for the time they may contribute to the project.

## Proposal selection process

The selection process is rigorous, but also considers the time and effort it requires to submit a proposal. The initial proposal is a streamlined opportunity to explain your idea with a focus on plain language delivery of the project overview. The detailed proposal involves submitting more information regarding budget, work plan, project risks, and other key factors. The WSIB only invites selected proposals of interest to continue past the strategic review phase.

Timeline	Selection process	Description
<b>Deadline to submit initial proposal: Feb 15, 2019</b>	<b>Step 1:</b> Initial proposal	<ul style="list-style-type: none"> <li>All interested parties submit an initial proposal.</li> </ul>
<b>February-April</b>	<b>Step 2:</b> Strategic review	<ul style="list-style-type: none"> <li>The WSIB evaluates initial proposals based on pre-established criteria (see appendix). Candidates will be notified at this stage of the process if their proposal will be invited to proceed to Step 3: Detailed proposal.</li> </ul>
<b>Deadline to submit additional information: May 27, 2019</b>	<b>Step 3:</b> Detailed proposal (by invitation only)	<ul style="list-style-type: none"> <li>The WSIB will provide the detailed proposal form to all candidates invited to continue in the evaluation process.</li> <li>The WSIB may also request specific information to supplement content presented in the initial proposal.</li> </ul>
<b>May-June</b>	<b>Step 4:</b> Subject matter expert and peer review	<ul style="list-style-type: none"> <li>Each proposal is evaluated by WSIB subject matter experts and by external peer reviewers.</li> </ul>
<b>July</b>	<b>Step 5:</b> Final evaluation	<ul style="list-style-type: none"> <li>A panel of senior WSIB leaders conducts a comprehensive review of each proposal and provides funding recommendations to the WSIB's President &amp; CEO.</li> </ul>
<b>August-September</b>	<b>Step 6:</b> Executive approval of grants	<ul style="list-style-type: none"> <li>The WSIB's President &amp; CEO reviews recommendations and provides final approvals for grants.</li> </ul>

\*At any stage during the proposal selection process, the WSIB may request additional information for the purpose of evaluating a proposal.

## **Submission instructions for initial proposals**

All applicants must complete Sections 1-7 of the initial proposal form. Email a signed copy of the completed proposal to [grants@wsib.on.ca](mailto:grants@wsib.on.ca) on or before **4:00 p.m. on February 15, 2019**. Hard copies of the application are not required.

Proposals received after the deadline will not be included in the application and selection process. Incomplete proposals will not be accepted.

### **Appendices**

Please include references in this section. If required, up to three additional pages of appendices will be allowed to accompany your proposal. Please attach and number the additional pages and clearly identify the section that the pages belong to.

*Please note that appendices will be allowed as supporting documentation to the application, but that reviewers are not required to evaluate them. Appendices should not be an extension of application content.*

Please contact the WSIB if you have questions about the application and selection process.

Email: [grants@wsib.on.ca](mailto:grants@wsib.on.ca)

Phone: 416-344-4574



# Additional considerations

## Funding use restrictions

Grant recipients are prohibited from using WSIB funds for the following purposes; therefore, applicants should ensure these costs are not included in a proposal to the WSIB Grants Program:

### Salaries and stipends

The funds may not be used toward salary support for any key research team member who is a full-time researcher, a full-time faculty member of a college or university, a full-time educator, trainer or health-care professional. However, funds may be used to provide salary support for other project team members such as co-ordinators, statisticians, technical and other support staff. Funds may only be used toward direct salaries, not charge out rates (i.e., the amount paid to an employee and specified in the budget). The WSIB reserves the right to set a ceiling on its contribution to salaries on a classification basis.

If the person for whom support is being requested is a full-time employee of the grant recipient, the funds may be used toward a salary value calculated as follows: actual salary divided by 230 working days multiplied by number of days or part days that the individual will work on the project.

If a person is to be employed on a contract basis, then funds can be used toward compensation calculated on an hourly, daily, weekly or monthly basis. The funds may only be used toward compensation received by the employees and may not include an allowance for overhead and/or benefits.

The funds may be used toward a salary contribution for graduate students and postdoctoral fellows engaged on the project, provided such amount will not exceed an amount determined by following normal university or college regulations, policy or guidelines.

### Employee benefits

No more than 20% of salaries can be used toward the cost of benefits for employees (e.g., E.I./U.I.C., C.P.P., health benefit coverage), but not in respect to any key research team member who is a full-time researcher, a full-time faculty member of a college or university or a full-time educator, trainer or health-care professional.

### Indirect or overhead costs

The funds may not be used toward capital expenditures, overhead costs, maintenance costs, and other incidental expenses. Please contact the Grants Team for approval of IT hardware or software purchases prior to submitting your budget.

### Publications, reports, and memberships

The funds may not be used to purchase subscriptions to or individual copies of scientific journals, computer manuals, books or other publications. The funds may not be used toward membership fees to societies. However, the funds may be used toward reasonable costs incurred in the publication of research results, which includes printing material for presentation

at conferences, (with acknowledgement of the WSIB) to the extent explicitly set out in the proposed budget and approved by the WSIB.

### **Conferences**

No more than \$1,500 of the total funds may be used to support knowledge and dissemination at a conference. **The funds may not be used toward travel, registration or accommodation for conferences.**

### **Personnel hiring**

The funds may not be used toward costs associated with hiring of project personnel, including advertising and travel costs.

### **Hiring of consultants**

Funds may not be used toward consulting fees. If additional expertise is required to fulfill a study objective and an external expert is hired for this purpose (i.e., a statistician), the expert should be included as a part of the project personnel and their role and salary should be clearly outlined, if it is not being completed by the study lead.

### **Administration fees**

The funds may not be used toward administration fees.

### **Materials and supplies**

The funds may not be used toward materials and supplies, including office supplies, at a fixed rate; they may only be used on an “as used basis”.

### **Entertainment and hospitality**

The funds may not be used for entertainment or hospitality of any kind (and for greater clarity, the funds may not be used for the purchase of alcohol).

### **Incidental expenses or gifts**

The funds may not be used toward costs associated with any incidental expenses while traveling, such as tips, dry cleaning, and long distance calls; or gifts, including gifts for investigators, research staff, or participants.

### **Purchase of equipment**

No more than 10% of the total funds may be used toward equipment purchase expenditures. Provided an equipment purchase is explicitly included in the proposed budget and approved by the WSIB, any equipment purchased with the funds becomes the property of the grant recipient.

## **Travel, Meal and Hospitality Expenses Directive**

Grant recipients shall comply with the terms of the [Travel, Meal and Hospitality Expenses Directive](#) (the “Directive”) published by the Government of Ontario (or in any addenda or successor policies associated therewith), as though the recipient’s personnel were employees of a government ministry. For greater clarity, any WSIB funds budgeted by the recipient for travel, meals or hospitality must not exceed the amounts permitted in the directive for employees of government ministries. Where the directive requires ministry approval for an activity or expenditure, the recipient shall seek approval from the WSIB. The WSIB, at its

discretion, may require terms that are more strict than those of the directive as a requirement of awarding a grant.

## **Conflict of interest**

The applicant organization must acknowledge if there is a perceived, potential, or actual conflict of interest (a “conflict of interest”) associated with the proposal. The applicant organization must also promptly inform the WSIB in writing if a conflict of interest becomes known at any time. A conflict of interest includes, without limitation, the following:

- situations, circumstances, or conduct that could give a grant candidate an unfair advantage during the proposal selection process or compromise the ability of the candidate to perform its obligations under a contract with the WSIB
- the offer or giving of a benefit of any kind, by or on behalf of a grant candidate to anyone, employed by, or otherwise connected with, the WSIB, and
- additional circumstances described in the WSIB’s [Code of Business Ethics and Behaviour](#) (available at [www.wsib.on.ca](http://www.wsib.on.ca)).

### **The WSIB reserves the right to:**

- solely determine whether any situation or circumstance constitutes a conflict of interest
- require grant candidates participating in the proposal selection process to declare any conflict of interest
- disqualify grant candidates from the proposal selection process due to a conflict of interest, and/or
- prescribe the manner in which a grant candidate should resolve a conflict of interest in order to avoid disqualification.

## **Confidentiality and freedom of information**

The information submitted in connection with this proposal may be disclosed by the WSIB in accordance with FIPPA (the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.31, as amended).

## **Intellectual property rights**

A component of the Grant Agreement will be provisions that provide the WSIB with a non-exclusive, perpetual and irrevocable right to use, reproduce, display and distribute copies and prepare derivative works of all material produced from the grant activities. The WSIB may do so in any manner it considers useful or helpful to the administration of the Workplace Safety and Insurance Act.

## **Grant agreement**

The WSIB intends to notify successful applicant organizations in fall 2019. Successful applicant organizations must complete a grant agreement satisfactory to the WSIB prior to receiving grant funds.

## **Program contact information**

If you have questions regarding the WSIB Grants Program, please contact:

Email: [grants@wsib.on.ca](mailto:grants@wsib.on.ca)

Phone: 416-344-4574

The WSIB appreciates the time and effort it takes to submit a proposal. Thank you for your dedication to the workers' compensation system of Ontario.

# Appendix

## Research priorities

The WSIB's Grants Program focuses on supporting the following priorities in the [WSIB's Strategic Plan](#) (link to strategic plan):

- Make Ontario a safer place to work
- Improve return-to-work and recovery outcomes
- Meet our customers' needs and expectations

The grants program is also committed to supporting the WSIB's strategic priority of being financially responsible and accountable through the operating practices of the program on an ongoing basis.

We encourage applicants to submit proposals that align to the priority areas and topics of interest identified below.

### Make Ontario a safer place to work

#### Topic of interest 1: Strengthen integration, accountability and effectiveness of the occupational health and safety system

Evaluate the impact of presumptive mental health legislation on recovery and return-to-work outcomes

Identify strategies to increase primary care provider knowledge of occupational medicine in support of the occupational health and safety system

Examine best practices in early detection and reporting of occupational diseases

#### Topic of interest 2: Develop people-centric health and safety programs that encourage healthy workplaces

Evaluate the effectiveness of non-financial incentives for employers to implement occupational health and safety practices

Identify strategies to effectively engage small businesses for the implementation of occupational health and safety best practices

#### Topic of interest 2: Raise awareness of rights, obligations and best practices to empower proactive health and safety planning

Identify strategies and / or resources to increase general awareness about compensation policies and rights among people who are vulnerable

### Improve return-to-work and recovery outcomes

#### Topic of interest 3: Provide customized return-to-work services to people who need the most support

Evaluate the effectiveness of occupational therapy interventions to support return to work for people with secondary psychological entitlement

Identify strategies to assess the cognitive behaviour and/or demands of work and how these assessments can inform return-to-work planning after mild traumatic brain injury (mTBI)

---

Identify strategies to support return to work and recovery for people following mTBI

#### **Topic of interest 4: Improve access and quality of care for people with work-related illnesses, and physical and/or mental stress injuries**

Evaluate the effectiveness of peer-support groups and/or resiliency training for people who experience post-traumatic stress disorder (PTSD), chronic mental stress, and/or mental health disorders

---

Evaluate the effectiveness of emerging evidence-based treatments to address mental health and facilitate return to work

---

Evaluate the effectiveness and/or risks of various nursing intervention models for optimizing return to work and recovery

---

Identify strategies to improve access to care through collaboration in remote and under-serviced communities

#### **Topic of interest 5: Improve sustainable employment outcomes**

Identify strategies to support return to work and recovery for occupations where people are at greater risk for repeat psychological trauma (i.e., first responders and hospital workers)

---

Identify symptom-based treatment strategies and stages of progression for work reintegration following mTBI

---

Leverage emerging technology to facilitate health-care assessment, recovery and successful return to work (i.e., wearable technology, exoskeleton, activity trackers)

---

Evaluate the efficacy and application of diagnostic, detection and adjudication methodologies for mTBI

---

Assess current economic trends to predict future claim types and volumes

---

### **Meet our customers' needs and expectations**

#### **Topic of interest 6: Make our services more convenient and compassionate through quicker decision-making based on the best available evidence and faster payment**

Identify specific opportunities to improve the experience of people with work-related injuries and illnesses in accessing and navigating the compensation system and how they may be implemented to improve services

---

Evaluate the impact of workplace culture on mental stress injuries

---

## **Initial proposal evaluation criteria**

Initial proposals will be evaluated based on criteria and considerations aligned to the following categories:

### **Part A: Core proposal**

The WSIB assesses the merit of initial proposals based on the three core proposal categories. An emphasis is placed on assessing applicant qualifications and the practicality and business value of the proposal.

### **Part B: Risk analysis**

The evaluation process considers reputational, financial and operational risk to the WSIB. This assessment is inclusive of any partners or collaborators identified in the proposal.

*Please see the tables on the following pages for more information on the evaluation criteria.*

## Part A – Core proposal

	Evaluation criteria	Score	Descriptor
<b>Applicant qualifications (40%)</b>	<ul style="list-style-type: none"> <li>• Project lead and team members have the competency, capability and skills needed to achieve the proposed objectives and expected outcomes</li> <li>• Project lead and team members have relevant experience and demonstrated success in previous initiatives</li> </ul>	<b>5</b>	<b>Excellent:</b> <ul style="list-style-type: none"> <li>• Project lead and team members have exceptional knowledge of the proposed subject area and a demonstrated track record of successfully managing previous relevant initiatives</li> </ul>
		<b>4</b>	<b>Good:</b> <ul style="list-style-type: none"> <li>• Project lead and team members have considerable subject matter expertise and have previously managed a successful relevant initiative</li> </ul>
		<b>3</b>	<b>Average:</b> <ul style="list-style-type: none"> <li>• Project lead and team members have some subject matter expertise and have previously managed a successful relevant initiative.</li> </ul>
		<b>2</b>	<b>Below average:</b> <ul style="list-style-type: none"> <li>• Project lead and team members have limited expertise in the subject matter and may not have managed a successful relevant initiative.</li> </ul>
		<b>1</b>	<b>Not acceptable:</b> <ul style="list-style-type: none"> <li>• Project lead and team members have no expertise in the subject matter and limited or no experience managing relevant initiatives.</li> </ul>
<b>Proposal Value (40%)</b>	<ul style="list-style-type: none"> <li>• Proposal is highly practical and contributes significant business value to the WSIB</li> <li>• Proposal achieves WSIB strategic or business objectives</li> <li>• Proposal has significant potential to improve workers' compensation system outcomes</li> <li>• Objectives and expected outcomes are measurable and realistic</li> <li>• Outcomes are translatable into practice and results can be incorporated into WSIB's current practices and/or policies</li> </ul>	<b>5</b>	<b>Excellent:</b> <ul style="list-style-type: none"> <li>• Proposal is highly practical. It is very likely that the proposal will contribute business value to the WSIB and help it to achieve its strategic or business objectives.</li> <li>• Translation of project objectives and outcomes into measurable and realistic workers' compensation system improvements is very likely.</li> </ul>
		<b>4</b>	<b>Good:</b> <ul style="list-style-type: none"> <li>• Proposal is practical. It is likely that the proposal will contribute business value to the WSIB and help it to achieve its strategic or business objectives.</li> <li>• Translation of project objectives and outcomes into measurable and realistic workers' compensation system improvements is likely.</li> </ul>
		<b>3</b>	<b>Average:</b> <ul style="list-style-type: none"> <li>• Proposal is somewhat practical. It is possible that the proposal will contribute business value to the WSIB and help it to achieve its strategic or business objectives.</li> <li>• Translation of project objectives and outcomes into measurable and realistic workers' compensation system improvements may be possible.</li> </ul>
		<b>2</b>	<b>Below average:</b> <ul style="list-style-type: none"> <li>• Proposal is somewhat impractical. It is unlikely that the proposal will contribute business value to the WSIB and help it to achieve its strategic or business objectives.</li> <li>• Translation of project objectives and outcomes into measurable and realistic workers' compensation system improvements is unlikely.</li> </ul>
		<b>1</b>	<b>Not acceptable:</b> <ul style="list-style-type: none"> <li>• Proposal is highly impractical. It is very unlikely that the proposal will contribute business value to the WSIB and help it to achieve its strategic or business objectives.</li> <li>• Translation of project objectives and outcomes into measurable and realistic workers' compensation system improvements is very unlikely.</li> </ul>



**Part A – Core proposal cont.**

Evaluation criteria	Score	Descriptor
Project timelines (20%) <ul style="list-style-type: none"> <li>Project timeline is realistic and achievable</li> <li>Achieving key milestones will lead to project success</li> </ul>	5	<b>Excellent:</b> <ul style="list-style-type: none"> <li>Project timeline is highly realistic. It is very likely that the project team will achieve key milestones if they successfully implement the proposed timeframe.</li> </ul>
	4	<b>Good:</b> <ul style="list-style-type: none"> <li>Project timeline is realistic. It is likely that the project team will achieve key milestones if they successfully implement the proposed timeframe.</li> </ul>
	3	<b>Average:</b> <ul style="list-style-type: none"> <li>Project timeline is somewhat realistic. The project team may achieve key milestones if they successfully implement the proposed timeframe.</li> </ul>
	2	<b>Below average:</b> <ul style="list-style-type: none"> <li>Project timeline is somewhat unrealistic. It is unlikely that the project team will successfully achieve key milestones within the proposed timeframe.</li> </ul>
	1	<b>Not acceptable:</b> <ul style="list-style-type: none"> <li>Project timeline is highly unrealistic. It is very unlikely that the project team will successfully achieve key milestones within the proposed timeframe.</li> </ul>

**Estimated project cost:**

The amount requested is reasonable and within guidelines established by the WSIB Grants Program:

Yes  No

**Part B – Risk**

**Reputational risk:**

*A review of the potential reputational implications of the WSIB's involvement with the grant activities and association with the applicant organization, partner(s) or collaborator(s).*

**Potential reputational implications:**

- Association with the applicant organization (and any partners or collaborators) and the proposed grant activities is reasonable and appropriate
- Recent media coverage of the applicant, partner(s) or collaborator(s)
- Actual or perceived conflicts of interest between the applicant, partner(s) or collaborator(s) and the WSIB

**Financial risk:**

*A review of the financial management practices and health and stability of the applicant organization.*

**Financial management:**

- Strength of accounting practices and compliance with industry standards
- Staff qualifications and demonstrated ability to manage the requested funds

**Financial health and stability:**

- Current financial stability and any recent or ongoing financial challenges
- Security of other funding sources

**Operational risk:**

*A review of the governance structure, leadership capabilities and track record of the applicant organization.*

**Effective governance:**

- Governance structure and project oversight capabilities
- Leadership team qualifications
- Project management experience, including previous grants or other relevant examples

**Proven track record of success:**

- Length of time in operation
- Demonstrated relevant successes and ability to deliver high quality results in a timely manner