

## Innovation and Collaboration helps Mowi overcome COVID 19 Challenges

**W**e are now over two months into the COVID-19 crisis.

Despite being faced with new challenges, our employees have ensured that key processes can continue to be carried out through innovation and collaboration.

Big Tree Creek staff ensured that vaccination procedures at the hatchery wouldn't stall due to the COVID-19 crisis. Hatchery Manager **Chris McNeill** says **Christine Jordan** and **Joe Johnson** came up with a "stall idea" to make the working space compatible for contractors from **Fuerste Vaccination** to continue vaccinating the fish.

"The vaccination process is one of the largest most stressful events for our fish, and it takes a lot of hands to get it done," McNeill explains. "It usually involves two to three hatchery staff and up to 16 contractors, and working with that many people in a tight space creates concerns regarding physical distancing.

"Workers typically work with up to eight per table on the first shots and five to six on the bottom table for the second shot. In the past we consulted with an ergonomics professional and built the tables to spec based on her recommendations, but still, it is a little close for comfort for most these days.

"We started off with the 'sneeze' curtain, where a curtain was placed down the center of the table. This limited the amount of staff on each side of the table



**Vaccination curtains have been an innovative addition to help keep employees safe**

to two, which kept them six feet apart on the sides," says McNeill. "As fast as the four contractors could go, it was a very slow process. Typically we vaccinate 50,000-60,000 fish a day, and with this method it was down to about 25,000.

"Christine came up with the new idea of creating a stall to separate the workers, which allowed us to put six contractors on the table and get back up to our speed of 45,000-50,000 fish a day."

The results spoke for themselves.

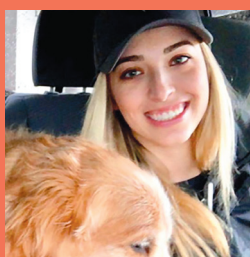
McNeill notes "Having all the supplies and processes in place so that it was easy for individuals to complete the tasks that were asked of them, was paramount.

"Joe Johnson and the maintenance team did a great job installing the curtains. Christine's detailed SOP on how to work the vaccination process during these careful times were shared before contractors were on site. We also had great support and understanding from all the staff at Big Tree when Christine was away."

Big Tree Creek met its vaccination targets in a timely manner with zero injuries or incidents to fish or staff, and they were able to deliver fish groups to sea sites with minimal delays.

"Christine and Joe's solution was excellent. The follow-up emails from Fuerste and vaccine suppliers have been very positive. It helped a lot throughout the process to have the communication between everybody and the willingness to work with the changes from everyone involved," says McNeill.

### INSIDE THIS ISSUE



#### COPING WITH COVID-19

Team Members Share Isolation Observations

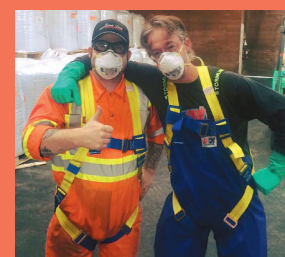
Page 2-3



#### DELIVERING FISH TO KWAKIUTL

Mowi Staff Bring Salmon To First Nation

Page 4



#### REGULATIONS FOR RIGGING

New Manual For Rigging Completed

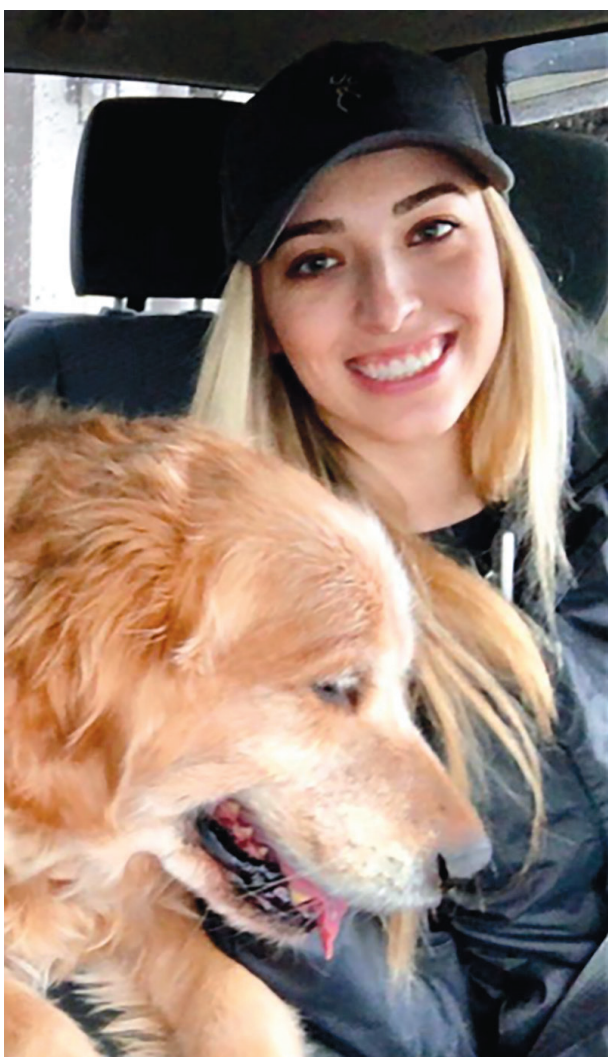
Page 5

# How Mowi Team Members

**M**owi Canada West is very proud of its staff and the resiliency they have demonstrated while working in self-isolation during the COVID 19 pandemic.

How and what have they been doing to continue to do their jobs and maintain a standard of excellence during this time? Here are some of their stories:

## Emily DeDominicis – HR Recruiter



"Since transitioning to my home office, the main challenge has been the communication and maintaining the quality of interactions as we moved from face to face communication to telecommunications. I've found that our daily video conference calls in the HR and H&S department remind me of how my work is contributing to the big picture and I feel inspired by the work of our team.

"I have been very fortunate that my Manager, Shylo, began implementing programs such as Docusign and Articulate into our onboarding process before the pandemic began, as they have increased our overall efficiency and effectiveness."

## Brandon Bezaire IT System Administrator

"For the most part how I approach my work is unchanged as I work in IT; however, being separated from my team members means



transferring knowledge or short-term information is much harder - I cannot jump into someone's office quickly to mention something. Over the last few weeks our team has had regular 'download' sessions, usually once per day, where we each go around the 'virtual' table and mention what we are working on, what issues we are having, and pass on any new information and tips we have learned.

"Regarding a positive outlook, I check on a daily basis what company/local/federal leaders have to say. After that, the media gets turned off for the day and the rest of my day is dedicated to whatever I feel like doing, like learning a new skill, continue reading my books, checking on my plants outside, exercising, etc."

## Sreshta Padavala – Time and Attendance Administrator



"Before starting work in the morning, I take notes of what the tasks are that I need to do

that day and plan my work accordingly. I keep myself entertained by listening to music while working and sticking to my regular work hours, and I go for small walks after work.

"I like to spend my evenings playing badminton in our backyard, and gardening. I like to try different recipes I find by browsing the internet."

## Bogdan Vornicu – Water Quality Support Manager



"An important part of my job is my lab work, so I had to set up a lab at home to continue to provide support to my colleagues on the sites and properly mitigate the environmental challenges. The home set-up lab is very efficient and it could save significant travel time (once the pandemic is over), especially when dealing with emergencies. Harmful algae blooms, jellyfish blooms and hydroid growth are big risk factors for fish health, so the response time is critical.

"I've had good success with Microsoft Teams and I found the Motic microscopes with cameras very handy to stay in touch with farm staff when dealing with plankton challenges."

## Mike O'Keefe – Crewboat driver



"The biggest change is getting groceries from Middle Point and bringing them back to Discovery Harbour for staff. Disinfecting the boat

# Are Working In Isolation

between trips is another, but I do both willingly. Plus it's nice to see Corey, Ron and Roger.

"As for tips: I have a box of garbage bags at my front door so that when I get home I change out of my clothes and don't track any potential virus in with me."

**Michelle Bluhm –**  
*Site Manager, Monday Rock*



"I miss my team, my fish and the site. I've found that working from home takes serious structure, and any glitches with technology, like the site internet connection, throws a real wrench into the day.

"My cat Noel is Monday Rock's newest feeding Tech!"



**Nadine Gibbs –**  
*Canadian Sales Representative*

"I've had to patiently wait for a text or a call back, and it just takes longer to accomplish a task or have a quick question answered. Especially when you play 'phone tag'.

"Setting up my work station at home was a challenge. Once at home, I was having IT challenges using my work phone and having the VPN drop on me. The first few weeks my back



was killing me from sitting at my dining room table all day. Now I have a better chair and I overcame some of the IT challenges I was having.

"I've actually been eating a healthier lunch by working at home and would like to continue that."

Tips?

"Try to keep to a routine. I am now down to two different morning work routines: one when my husband is home from camp and one when I am on my own. And always remember to mute yourself when on a conference call."

**Kenny Leslie –**  
*First Feed Supervisor*



"I think the daily crew schedules of 8-6 have been great as it has allowed us to continue vital jobs which are usually halted by the weekend (grading, vaccination etc.). This has increased our productivity over the weekend, which is impressive. It has also probably helped reduce the

stress on our fish to whom we are doing these handling events!"

Tips?

"Don't read into social media too much. That's a huge one. Praise your colleagues, help them and support them. For work, recognize the importance of what we do. We are farmers; we are putting thousands of meals on people's tables, daily."

**Chris Tomasi –**  
*Supervisor, Port Hardy Processing Plant*



"Our manual gutting line is by far the most congested work space we have here in the plant. We have implemented a maximum number of people on the line to make sure we can socially distance to the best of our abilities. We even put up a curtain system to create a physical barrier between our co-workers on the line. We have also changed how we deal with rotation and our breaks. We are currently stopping the line and moving in a clockwise rotation through the work areas.

"I like the fact that we have created physical barriers in certain areas that we work in. Flu season happens every year and some of these barriers could keep our staff safe moving forward through the years.

"With the last couple of weeks my family and I have spent numerous days outside exploring this beautiful place we call home."

# Upper Island Counselling Available For Mowi Staff



Executive Director Kelsi Baine, right, meets with a client in her office.

Health and wellness benefits and positive life changes witnessed amongst their clients is why **Upper Island Counselling (UIC)** does what it does.

Executive Director **Kelsi Baine** says "it motivates us to continue to work in this valuable helping role. We are so grateful for our member companies and our clients," adding that **Mowi Canada West**, and before that **Marine Harvest Canada**, has supported UIC for over two decades, since 1997.

UIC provides assessments, short term counselling,

and follow-up services to employees, spouses, and dependents of member organizations. Counselling can include individual, couples, or small family groupings with eligible clients. Sessions can be held face to face, over the phone, or using Skype or Zoom.

They have four professionally registered counsellors, and over 85 member organizations from the Comox Valley to Port Hardy, and in 2019, held over 2,000 individual counselling sessions.

"In addition to our counselling services we also provide wellness workshops to our member organizations,

and supportive response and debriefings following a work site critical incident," she notes.

Baine is a professional counsellor who has been counselling at the agency since 2007, becoming Executive Director in 2017.

"Our agency opened in 1987 following a unique, grassroots, non-profit EFAP model that was happening in the 1980's," she says. "Our location was spearheaded by local Campbell River business and union representatives in the forestry industry."

With some adaptations over time, the model utilized today still holds true to its origins.

"Our services and their outcomes are completely confidential," she says. "That being said, our clients fill out satisfaction surveys and rate our services with 95% or greater complete satisfaction, and they are often very generous with their expressions of thanks and gratitude."

"Management from our member groups, including Mowi, often reaches out to share positive feedback they are hearing at their worksites about our services," Baine adds. "As a non-profit agency made up of staff and a Board of Directors who all live and work in our communities alongside our clients, outcomes matter to us."

# Mowi Distributes Salmon To Kwakiutl Nation

"It was like Christmas for myself and the members!"

A food distribution program that featured Mowi Canada West salmon was gratefully received by Kwakiutl First Nation, and that's how the company's Indigenous Partnership Liaison, **Chrissy Chen**, described the response upon delivery April 17.

"Mowi had offered our Nations partner access to our Atlantic Salmon during these uncertain times," Chrissy says. "This assisted with food being made available for community members due to the COVID 19 circumstances and limited food in our Kwakiutl Nation community."

This program for food delivery was made available due to the current crisis, but it had been offered to other Nations over the years.

"This time we had the Nation put together a newsletter for anyone wanting Mowi salmon and it was a good turnout," Chrissy notes, adding 30 citizens participated. "There were other Kwakiutl members asking if they could receive some, due to the fact some citizens did not get the newsletter."

"The Elders that received have been so grateful to Mowi. The joy in their

faces and voices was a gift itself for me" she adds. "Each member received high quality, sealed filets of beautiful Mowi salmon. I know many were going to have it for dinner the night I dropped the packages off in person to their homes."

Chrissy said there was much excitement, along with socially distant conversations with recipients. She has been receiving Facebook messages and emails from more people asking if they can be on the list for the next round of distribution, which is planned for mid-May.

It was like déjà vu from a previous position she held for 12 years, delivering social and ceremonial food.

"I loved that part of the job, feeding the people," she says. "Now I get to do it again and what a great feeling and thank you, Mowi. One of our lovely elders, 'Fuzzy,' was extremely grateful and said she will pray for us all at Mowi for the kind offer of food. I did have a long chat with her as she was lonely and is home alone. I sat on my car and her on her porch and we had a great conversation. It was so nice to chat with many people who have been isolated for the past month."



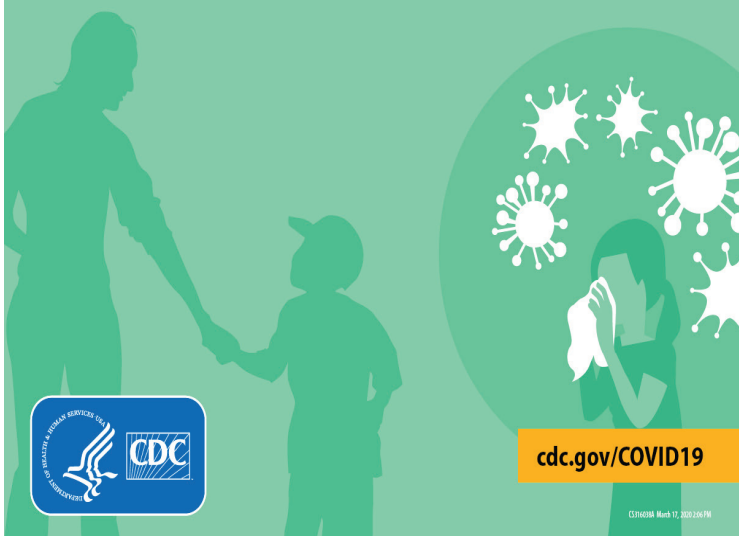
Delivery of Mowi salmon to Kwakiutl First Nation was gratefully received.



## STOP THE SPREAD OF GERMS

Help prevent the spread of respiratory diseases like COVID-19.

## Avoid close contact with people who are sick.



# New Rigging Manual Strengthens Safety Practices

Mowi Canada West will soon have a new, updated Rigging Manual to strengthen the safety practices of the company's workforce.

**Jason Saunders**, Operations Manager for the Port Hardy production area, first proposed the idea, says Health and Safety Advisor **Dan Pattison**. He notes the manual includes technical information such as; important mathematical equations, standards for rigging, and information to help workers rapidly make a plan to perform tasks that require rigging and lifting with cranes.

"Jason approached our department with a rigging book that was used by other companies, and saw an opportunity to implement some of our safety models within it," says Pattison. "Our department was impressed by this idea and quickly agreed to help him build on this and make it a company-wide initiative."

The final draft of the booklet is yet to be released, but it will put important information in the hands of Mowi Canada West workers.

Saunders notes it will be a standard booklet "that everyone will use, no matter where they work. Safety at Mowi is always our number one priority, and with this simple rigging booklet, before any lifts are made, a plan will be done ahead of time. In return, this should help identify any hazards well before the lift happens."

Pattison adds: "It will save time, ensure best practices can be identified and met, and it also embeds some of our important safety culture models into it. The booklet has been designed to mirror our other risk assessment booklets, and we have added a system which will help operators establish the safest way



**Dan Pattison with Russ North, before Social Distancing came into effect.**

to perform a lift, identify where they may need a formal critical lift plan, and, ultimately, perform the job in the safest known manner."

Pattison says it will also help develop even more safety practices that staff can utilize.

"It will simplify an otherwise very technical process, provide prescriptive requirements, and remind workers about our safety culture," he adds. "Field assessment books are proven to help safety across many industries, and we have seen this with our current assessment booklets."

Pattison states it will allow workers to stop and think critically about how they are going to perform the next step of their task, while also providing the chance to document unsafe conditions.

"In some cases, a job that would have otherwise been performed unsafely will be identified and solved, or highlight the need for a formal critical lift plan prior to the work starting," he observes.

The manual is a welcome addition to Mowi Canada

West's quest for an ever healthier and safer work environment.

"Providing staff with field level assessment books are



a simple way to allow our team members to ensure they have the best equipment, operational plan, and most importantly, that all foreseeable safety factors have been identified and controlled," Pattison says, adding the company always encourages staff to voice their observations

and concerns in efforts to improve safety.

"In many cases, these types of assessments lead to a worker identifying and correcting issues that otherwise would have been overlooked. These issues can then be carried forward to those who can implement change."

## STOP THE SPREAD OF GERMS

Help prevent the spread of respiratory diseases like COVID-19.

### Clean and disinfect frequently touched objects and surfaces.



[cdc.gov/COVID19](https://www.cdc.gov/COVID19)

# A message From Our Health & Safety Team (Blaine and Dan)

## BrainSafe during the Covid-19 Pandemic

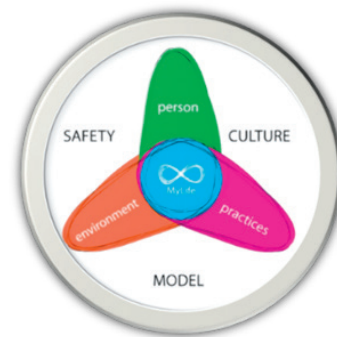
**A**s an essential service during this Pandemic, collectively we have worked extremely hard to make fundamental changes in our behaviours, practices and working environments for your health and safety.

While working through these changes, we continue feeding the world, while having a critical safety mindset as the key priority.

I have to say **"Thank you. What an incredible job you have you all have done!"**

Our BrainSafe Culture, has helped us to understand the **"WHY's"**, and has helped us to prepare for the challenges along the way. It has been very positive to see that our BrainSafe model has helped us to realize a common vision and direction and this has allowed you all to change and adapt very quickly. And to see that during this rapid change, we have had only one relatively minor injury. The focus has been amazing.

While maintaining social distancing, please do your 50%, review and build upon this ... but please wash your hands first ☺



### PERSON

People need to **"wash their hands"** regularly and keep their areas clean and sanitized.

- Avoid touching your eyes, nose and mouth, cough or sneeze into the bend of your arm and void touching surfaces people touch

- We need everyone to contribute to keeping all spaces clean and sanitized.
- We need understanding and commitment to support our best practices, policies, procedures, communication and directions.

Social distancing and hygiene practices are equally important at **WORK AND HOME**.

- We need to **Eye-check** for each other and **BeAware** of complacency.
- It is important for everyone to **BeVocal** and speak up for health and safety.

- Stay home if sick or leave the worksite immediately when illness is identified.
- Take advantage of crisis counselling offered through Mowi, and check on each others mental health regularly.

### ENVIRONMENT

- Modify our work environment and tools as required to reduce risk and control the spread.
- Change our work environment to support a **distance of 2 meters** from co-workers.
- Install plastic or poly **barriers** where social distancing provides challenges.
- Our work areas need to be cleaned and maintained at all times by staff and Contractors.
- **Schedule the daily plan** to support the pre and post work or living hygiene environment.
- Have cleaning products and related resources available for continued sanitation.
- Take great care in the **cleaning and disinfection** of vehicles and crew boats.

- Garbage and disposal locations need to be located correctly to support hygiene standards.

### PRACTICES

- Implement different ways of doing business and support implementation with communications, instructions, policies and procedures.
- New policies and procedures require employee training.
- **Schedule** work routines, shift schedules, breaks and transportation **differently** to help reduce the risk and control the spread.
- Include necessary personal protective equipment.
- Perform **contractor site orientations** and verifications in a method that supports **social distancing practices**.
- **Wipe down** delivered items and groceries upon arrival.
- Check-in with workers who are about to travel into camp to **review** condition of **health**.
- Check temperatures daily.

You have all done an incredible job to this point. Thank you for showing that the BrainSafe culture is thriving in Mowi Canada West. Let's support each other, our health-care workers and our communities.

## STOP THE SPREAD OF GERMS

Help prevent the spread of respiratory diseases like COVID-19.

# Wash your hands often with soap and water for at least 20 seconds.



[cdc.gov/COVID19](https://cdc.gov/COVID19)

CS316038A March 17, 2020 2:06 PM