

OACP Resolution 2026-01 vs. Beyond Resilience Canada

Comparison of member outcomes, total workforce cost, morale and organizational health

EXECUTIVE CONCLUSION

For member-health outcomes, the Beyond Resilience Canada framework remains the stronger model. A lower compensation budget is not necessarily a net saving if an injured officer does not return, leaves policing and must be replaced. A proper economic assessment must include recruitment, screening, salary and benefits during development, mandatory training, equipment, field training and supervision, vacancy and backfill, productivity loss and loss of accumulated experience.

1. The Two Models

OACP Resolution 2026-01	Beyond Resilience Canada
Workers' compensation and case-management reform: formal employer participation from the outset, possible objections or presumptive rebuttals, mandatory return-to-work services, clearer metrics, LOE/LTD alignment and restrictions on loss-of-earnings benefits.	Prevention, treatment, psychological safety and organizational accountability: independent clinical access, routine preventive contact, clinician-held baselines, adequate benefits, clinical independence from command, graduated return and independent outcome auditing. [7]

CENTRAL TEST

The strongest model combines BRC's independent, trauma-informed clinical architecture with disciplined, measurable and clinically appropriate return-to-work case management.

2. Side-by-Side Outcome Comparison

This comparison separates direct compensation exposure from the broader outcomes that matter to members, police organizations and taxpayers.

Issue	OACP 2026-01	Beyond Resilience Canada	Assessment
Early help-seeking	Employer may participate from outset and may object or rebut.	Independent, confidential clinical access.	BRC advantage
Clinical independence	Employer formally participates in recovery and return to work.	Independent clinicians lead diagnosis, treatment and readiness.	BRC advantage
PTSD adjudication	Early employer rebuttal is formalized.	Preserve the presumption; challenge on credible contrary evidence.	BRC/current WSIB balance
Prevention	Primarily engaged after injury or claim.	Routine clinician contact and early risk identification.	BRC advantage
Return to work	Mandatory services, occupational therapy, metrics and milestones.	Graduated clinician-led return and sustainability review.	Combine strengths
Direct WSIB/LOE cost	May reduce compensation exposure.	May maintain clinically required benefits longer.	OACP may reduce this line
Total workforce cost	No full replacement-cost model in the resolution.	Retention seeks to preserve existing human capital.	BRC may avoid replacement costs
Accountability	Task force, case metrics and employer participation.	Independent audits and health/retention outcomes.	BRC broader

INTERPRETATION OACP's emphasis on active case management and measurable return planning is useful. BRC offers stronger safeguards for treatment independence, early help-seeking, trust and sustainable recovery.

3. The Economic Question: Retain or Replace?

The relevant question is not simply how much a claim costs, but the total organizational cost under each pathway. When an experienced officer receives effective treatment and returns sustainably, the service retains years of training, judgment, institutional knowledge and specialized experience. If that officer leaves, a replacement must be recruited and developed.

Cost category	Potential cost when replacing an experienced officer
Recruitment and screening	Advertising, testing, interviews, background investigation, medical or psychological screening and staff time.
Vacancy and backfill	Overtime, reassignment, staffing pressure and reduced deployable capacity.
Salary and benefits	Compensation during mandatory training and local development before full independent productivity.
Basic training	Prescribed training consumes public resources and employer time.
Uniforms and equipment	Uniform issue, body armour, duty equipment, technology and service-specific outfitting.
Field training and supervision	Coach officers, supervisors and training personnel devote productive time to the new member.
Productivity and experience	A recruit cannot immediately reproduce a veteran officer's judgment, networks, investigative knowledge or specialist competence.
Future development	Specialty courses, qualifications and leadership development may have to be rebuilt over years.
Institutional knowledge	Community relationships, local intelligence, mentoring capacity and tacit knowledge may leave with the experienced member.

4. A Better Cost Equation

Direct-cost lens	Total-workforce lens
WSIB benefits + loss of earnings + treatment + case administration.	Committed costs + separation effects + vacancy and backfill + recruitment and screening + recruit salary and benefits + training + equipment + supervision + lower productivity + lost knowledge.

Ontario treats recruit training as a substantial public investment. Basic training is prescribed for appointment; capacity has been expanded to about 2,080 recruits annually; tuition remains covered; and \$1 billion has been committed to police training infrastructure. These are system-level investments, not a defensible replacement price per officer. [4][5][6]

5. Morale, Trust and Police Culture

The concern is prospective, not historical. There is no evidence that OACP Resolution 2026-01 has already reduced morale. The foreseeable risk is that members may interpret expanded employer rebuttal powers and benefit restrictions as evidence that psychological injury is being treated primarily as a financial liability.

Organizational stress is strongly associated with mental-health difficulty. CIPSRT research involving 4,820 Canadian public-safety personnel found leadership inconsistency, staffing shortages and an unsupportive culture remained strongly associated with mental-health disorders after accounting for traumatic exposure. [8]

Trust in leadership is already fragile in some organizations. The OPP independent review reported deep concerns about credibility; only 45% of respondents said they would feel supported by a supervisor or manager if they raised a mental-health concern. [9]

Risk	Potential organizational effect
Help-seeking	Members may delay disclosure or treatment if they expect an adversarial compensation process.
Presenteeism	Members may remain at work while psychologically unwell rather than enter a system they do not trust.
Leadership credibility	Wellness messaging may appear inconsistent with expanded employer challenge powers.
Labour relations	Employer rebuttal and benefit restrictions can intensify association-management conflict.
Team morale	Absence, staffing shortages and failed retention increase workload and stress for remaining members.
Recruitment and retention	How injured members are treated can influence whether policing is viewed as a sustainable career.
Stigma	Repeatedly defending a legitimate injury may undermine normalization of post-traumatic stress injury.

Public Safety Canada identifies staffing shortages, absenteeism, recruitment and retention challenges, reduced performance, pressure on colleagues and lower morale, along with costs for overtime, recruitment, training, treatment and insurance. [10]

6. Ontario Policy - National Signal

Resolution 2026-01 concerns Ontario workers-compensation policy and does not establish policy elsewhere in Canada. Ontario is nevertheless a large policing jurisdiction, and its approach may influence the national discussion.

The federal strategy on post-traumatic stress injuries emphasizes prevention, early intervention, stigma reduction, care and treatment. Reform perceived as making occupational psychological injury more adversarial could send a contrary cultural signal, even if cost control and better case management are the objectives. [11][12]

7. Outcome Assessment

Member health: BRC is more likely to support early help-seeking, trust, continuity and sustainable recovery through clinical independence and trauma-informed safeguards.

Return to work: the better model combines BRC clinical primacy with useful OACP attention to active case management, occupational therapy when clinically indicated, milestones and rigorous planning.

Employer economics: it is not defensible to claim simply that OACP has the financial advantage. Its proposals may reduce direct WSIB and loss-of-earnings exposure, but evidence is insufficient on total workforce cost.

8. The Better Organizational Objective

OACP can legitimately identify prolonged absence, ineffective case management, failed returns and system sustainability. The policy question is how those problems can be prevented where possible and addressed effectively and respectfully when they occur. [13]

ORGANIZATIONAL BOTTOM LINE

An organization can reduce claims in two very different ways: members hesitate to report injury or seek compensation; or the organization prevents avoidable harm, encourages early treatment, supports recovery and sustainably retains experienced personnel. Only the second represents genuine improvement. Claim count, duration and loss-of-earnings expenditure must never be used alone as measures of success.

References

Sources supporting the comparison and organizational-outcomes analysis

ANALYTICAL LIMIT	No controlled study directly compares the complete OACP and BRC packages, and no defensible Ontario per-officer replacement cost was identified. This report therefore does not invent a replacement figure.
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[1] Ontario Association of Chiefs of Police, Resolution 2026-01: WSIB legislative reform, June 3, 2026. [2] WSIB, Operational Policy 15-03-13: Posttraumatic Stress Disorder in First Responders. [3] Public Health Agency of Canada, Trauma and Violence-Informed Approaches. [4] Ontario Regulation 87/24 - prescribed basic constable training. [5] Government of Ontario - expansion of basic constable training to about 2,080 recruits annually and continued tuition coverage. [6] Ontario Budget 2025 - \$1 billion commitment to police training infrastructure. [7] Beyond Resilience Canada recommendations used in this comparison.	[8] CIPSRT, Relative Impact of Various Stressors on Public Safety Personnel. [9] OPP Independent Review Panel, Final Report. [10] Public Safety Canada, Evaluation of Initiatives to Address Post-Traumatic Stress Injuries. [11] Public Safety Canada, Action Plan on Post-Traumatic Stress Injuries. [12] Public Safety Canada, Post-Traumatic Stress Injuries and Support for Personnel. [13] CIPSRT, Public Safety Personnel Perspectives on Occupational Stressors.
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