

# 2015-2020 STRATEGIC PLAN & RISK ASSESSMENT

## *2015-2016 Annual plan*



→ There's a safety leader in each of us

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## PLANNING TODAY... FOR A SAFER TOMORROW



**DORINE PIRIE**  
*Chairperson,  
WorkSafeNB's Board  
of Directors*

On behalf of the Board of Directors, we are pleased to present you with WorkSafeNB's *2015-2020 Strategic Plan and Risk Assessment*.

While our plan aims to ensure the system's long-term sustainability, it also outlines our annual plan for 2015-2016. Our disciplined approach to annually assessing risk, determining Board priorities, and affirming our strategic direction provides a strong foundation for the Board and all WorkSafeNB employees who work collectively toward WorkSafeNB's shared goals and our vision of healthy and safe workplaces in New Brunswick. Our plan outlines where we want to be in the short and long-term and how we plan to get there, so that you can hold us accountable. In fact, over the next year, our Board of Directors will aim to shape future legislation by providing recommendations to government as it continues with Phase II of its comprehensive review of WorkSafeNB's legislation. Over the longer term, our plan also aims to improve service to clients, while maintaining a stable and reliable workers' compensation system that will exist to support our province's future generations.



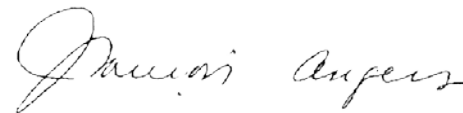
**HON. FRANÇOIS ANGERS**  
*Vice-chairperson,  
WorkSafeNB's Board of  
Directors*



Success toward this strategic plan depends upon your active involvement with us – participating on technical committees, providing your views on legislative and policy issues, establishing disability management programs in your workplace, and working every day to embed health and safety into the culture of our society. Please read this plan and share your ideas with us – after all, you’ve helped create one of the safest places to work in the country. With your continued partnership, we are looking forward to the future with enthusiasm and optimism.



Dorine Pirie  
Chairperson



Hon. François Angers  
Vice-Chairperson



## BOARD OF DIRECTORS



**Back row, left to right:** Mel Vincent, Hector Losier, Judith Lane, Michèle Caron, David Ellis, Maureen Wallace and Michael Allen.  
**Front row, left to right:** François Angers, Dorine Pirie and Gerard Adams. **Missing:** Jean Stewart

WorkSafeNB's affairs are governed by a Board of Directors that includes a chairperson, a vice-chairperson, four members representing employers, four members representing workers, as well as one non-voting member – WorkSafeNB's president and CEO. The Board is charged with the stewardship of WorkSafeNB, a corporate entity created to manage workers' compensation and enforce workplace health and safety in New Brunswick.



## VISION

Healthy and safe workplaces in New Brunswick

## MISSION

WorkSafeNB will be a partner in promoting a safe and healthy work environment to the workers and employers of New Brunswick and efficiently provide quality services and fair administration of the legislation.



# VALUES

## INTEGRITY

### We do the right thing by:

- Being professional and honest in our decision-making and in our treatment of all WorkSafeNB stakeholders.
- Listening carefully and responding to the needs and expectations of our clients - treating them the same way we want to be treated - with dignity and respect.

### We make a difference by:

- Fostering caring relationships and treating people as if they were members of our own family.
- Ensuring our employees are competent and have the knowledge and training to do their jobs effectively to provide our clients with the quality programs and service they've come to expect.
- Ensuring fairness in all our decision-making, knowing the profound impact it has on the life of each client.

## CARING SERVICE

## ACCOUNTABILITY

### We demonstrate openness and transparency by:

- Disclosing our results – both good and bad – without hesitation.
- Ensuring our communications are based on transparency, trust, mutual respect, openness, and reliable information.



# QUALITY GOVERNANCE GOAL

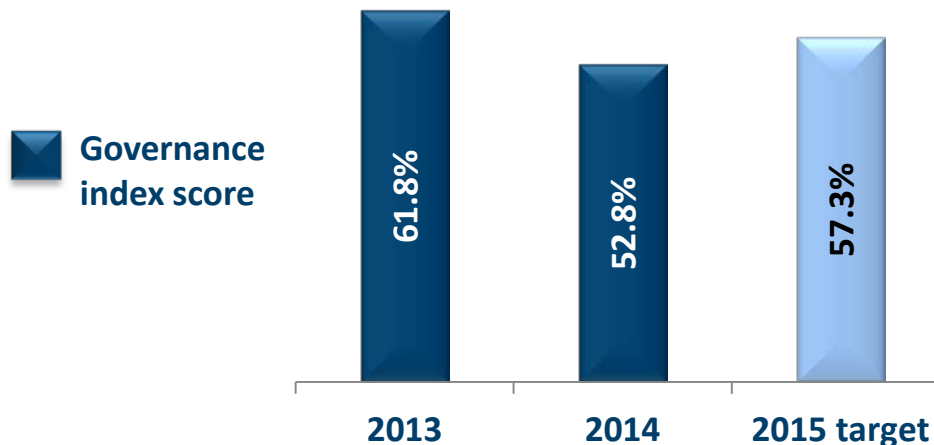
We will demonstrate transparency, accountability, and commitment to our stakeholders through our disciplined governance practices, as we serve the best interests of WorkSafeNB.

## Target

The Board of Directors' index score will meet or exceed the previous years' average. (Target for 2015 is 57.3%)

## Strategies to Achieve the Goal

- Adhering to a disciplined legislative and policy decision-making process to balance benefits and assessment rates
- Remaining accountable through effective oversight, auditing, and evaluation
- Engaging stakeholders to promote balanced decisions and confidence in WorkSafeNB
- Enhancing performance through Board self-evaluation and continuity





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## BALANCE GOAL

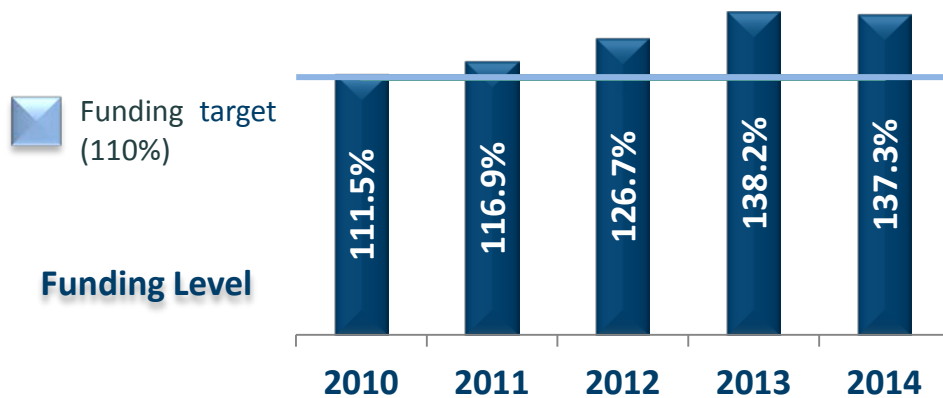
We will provide the best possible benefits to injured workers while maintaining the lowest possible assessment rates for employers.

### Target

We will maintain a 110% funded liability.

### Strategies to Achieve the Goal

- Ensuring a disciplined approach to investment management, financial management, and fiscal and economic planning
- Protecting the integrity of the system
- Promoting a balanced and stable system through a disciplined benefit decision-making model focussed on the needs of our most seriously injured workers
- Maintaining the current funding strategy to achieve the 110% funding goal



# SAFETY GOAL

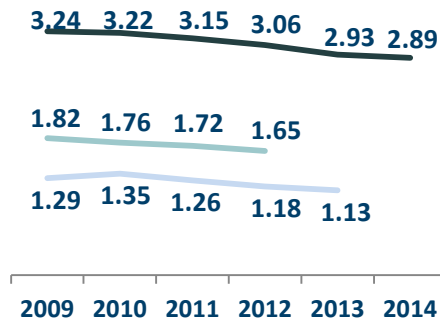
Our vigorous pursuit of a safe work culture will lead to a decline in workplace injuries.

## Target

- The workplace injury frequency rate per 100 full-time employees (FTE) will be lower than the previous five-year avg. (2014 = 3.08). (Figure 1)
- The lost-time workplace injury frequency rate per 100 FTE in New Brunswick will be lower than the Canadian average. (Figure 1)
- The percentage of workers and employers who believe their workplace has a safe work culture will meet or exceed the previous years' average. (Figure 2)

**FIGURE 1**

- All accidents / 100 FTE (2015 target <3.05)
- Canada lost-time
- N.B. lost-time (Target < Canada)



## Strategies to Achieve the Goal

- Focusing on high-risk industries
- Engaging in intensive firm-level interventions
- Using nature of injury to focus prevention activities
- Building a WorkSafe culture through youth, education, and social marketing
- Advancing safety standards in New Brunswick

**FIGURE 2**



## SERVICE GOAL

We will provide effective programs and services, implemented with care, compassion, efficiency, promptness, and fairness, to benefit both workers and employers.

### Target

Satisfaction with Service Delivery will meet or exceed the previous years' average.

Service Delivery Index



### Strategies to Achieve the Goal

- Improving decision-making processes to maximize efficiencies and reduce time to first cheque
- Helping clients navigate the system through advice, assistance, and support
- Investing in innovative and cost-effective service delivery approaches, when it meets the needs of clients and stakeholders
- Measuring and evaluating client and stakeholder satisfaction with service delivery
- Aligning resources to support effective service delivery
- Developing service delivery standards and evaluating performance
- Continuing to focus on service delivery for long-term clients

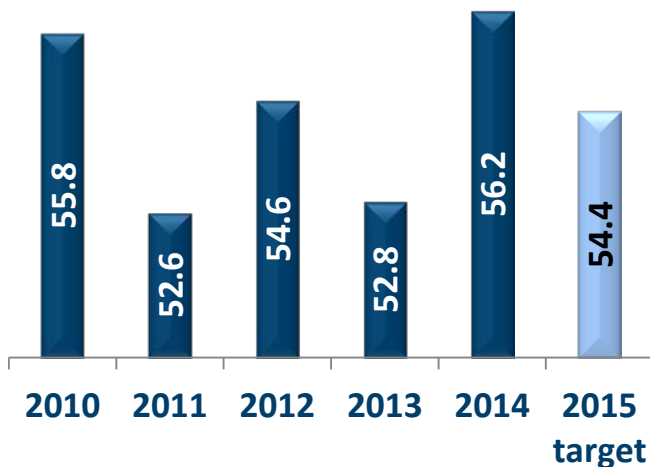
## RETURN-TO-WORK GOAL

We will decrease the time by which injured workers safely return or are ready to safely return to employment.

### Target

The average paid compensation days for injured workers with a return-to-work goal will be lower than the previous five-year average (2015 target is 54.4 days).

Average Paid Compensation Days



### Strategies to Achieve the Goal

- Advancing and implementing leading practices in medical rehabilitation
- Promoting a culture for occupational medicine in New Brunswick
- Building and delivering proven programs and processes for medical case management
- Developing and executing best practices for alternate return-to-work case management
- Leveraging technology to facilitate research and evaluation



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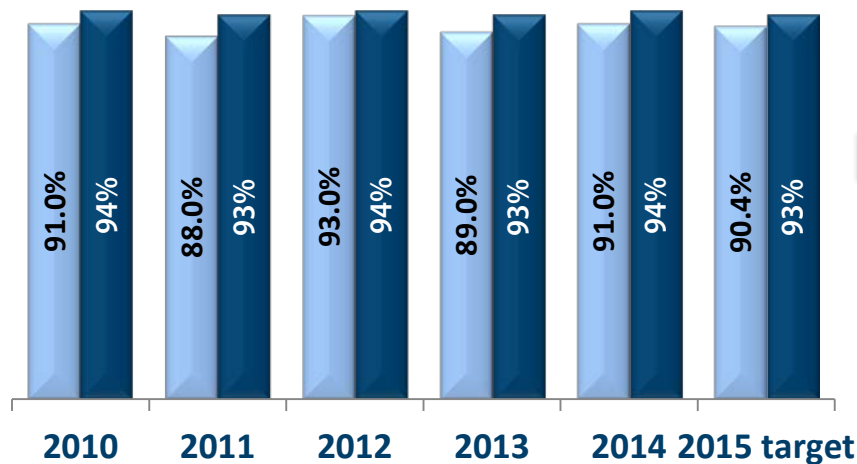
Contact

## STAFF SATISFACTION AND ENGAGEMENT GOAL

Our employees will feel their work is valuable and makes a difference, motivated by the understanding of how their role and individual contribution is critical to achieving our Vision, Mission, Values, and Goals.

### Target

Employee satisfaction and engagement levels will meet or exceed the previous five-year average (2015 target is 90.4% satisfaction, 93% engagement)



### Strategies to Achieve the Goal

- Transforming the Human Resources department role and business processes to one of strategic partner
- Fostering a culture of respect, health, safety, and wellness amongst employees
- Delivering innovative and proven talent management initiatives, including succession planning
- Using evidence-informed practices and technology to advance the human resource functions to support the work of the organization

 Satisfaction (%)
  Engagement (%)

# Annual Plan 2015-2016



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# 2015/2016 POLICY AGENDA

## GOVERNANCE & ADMINISTRATION

Governance statement

Investment goals and objectives

Purchasing goods and services

Enterprise risk management

Review of claim-related decisions by Internal Review Office

Third party actions

Human resources

## BENEFITS

Minimum benefits

## CONDITIONS FOR ENTITLEMENT

Hearing loss

Transitional entitlement

## MEDICAL AID

Medical aid – principles

Home care and independence

Care allowance

Hearing aids & batteries

Responsibility in rehabilitation

## RETURN-TO-WORK & REHABILITATION

Rehabilitation

Responsibilities and re-employment obligations

Third party mediation

Identifying suitable employment

Return to work incentives

Communication in rehabilitation

Return to work – principles

Vocational rehabilitation

## HEALTH & SAFETY

Occupational health and safety prosecutions

Occupational health and safety provincial jurisdiction

Occupational health and safety inspections and investigations



### LEGISLATIVE REVIEW

1. Section 38 of *WC Act*
2. Governance structure
3. Advocates services

### OTHER LEGISLATIVE ITEMS

- Administrative penalties
- Construction (*OHS Act, Reg.91-191*)
- Board to approve standards under *OHS Act* Regulations
- Occupational hygiene (*OHS Act*)

### EVALUATION

- Enterprise Risk Management
- Government mandate letter to WorkSafeNB
- Governance Committee
- Return-to-Work Goal & Target
- Balance Goal Target

### STAKEHOLDER ENGAGEMENT

- Client Satisfaction Survey
- Evaluation of clients' expectations









# 2015 RISK ASSESSMENT




## OPERATIONAL RISKS

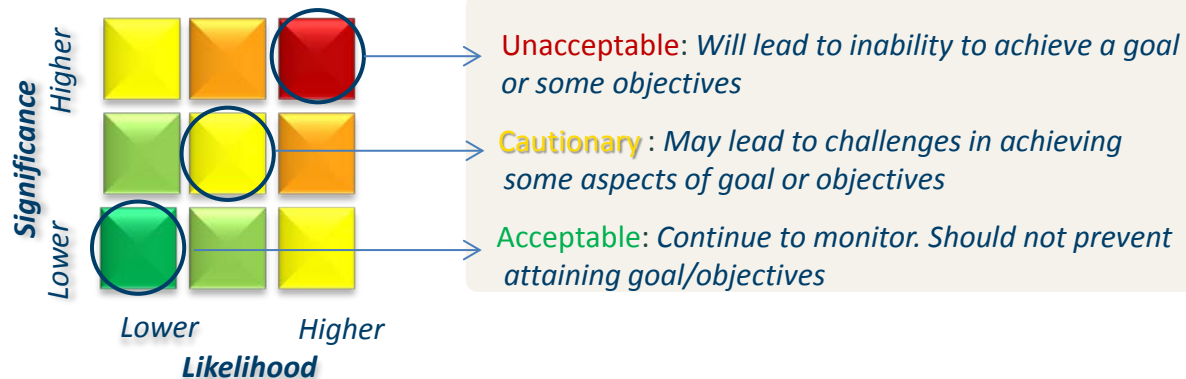
*Failure of people or systems that may impact WorkSafeNB's ability to fulfill its legislative responsibilities. The Board uses strategies that reduce the risk level to within its tolerance.*

-  Impact of catastrophic events on business continuity
-  Increasing employee retirement
-  Difficulties recruiting and retaining WorkSafeNB employees
-  Potential for WorkSafeNB employees to sustain psychological injuries

## EXTERNAL RISKS

*Societal trends, behaviours, and influences that could impact WorkSafeNB's Goals. When possible, the Board uses risk reduction strategies. Directors have also chosen to accept some risks (noted by \*).*











-  High-risk industries
-  Limited availability and rising cost of health care\*
-  Changes to legislation, regulation, and policy in other jurisdictions



# 2015 RISK ASSESSMENT






## UNIQUE MANDATE RISKS

*Specific risks that exist only as a result of WorkSafeNB's legislated mandate. The Board uses strategies that reduce the risk level to within its tolerance.*

-  Inconsistent Board succession planning
-  Impact of Board's policy agenda not being achieved
-  Failure to balance benefit improvements and assessment rates to ensure intergenerational equity and system sustainability
-  Variance between Appeals Tribunal decisions and Board policy
-  Varying expectations of WorkSafeNB's role in health and safety
-  Delay in legislative changes
-  Influences on WorkSafeNB's funding level
-  Varying expectations of WorkSafeNB's role in RTW
-  Responsibility for personal injuries and illnesses
-  Impacts of cumulative mental stress

## RISKS TO REPUTATION

*Risks that may impact the perceptions and attitudes held by stakeholders, clients, and the public towards WorkSafeNB. The Board uses strategies that reduce the risk level to within its tolerance.*

-  Lack of public confidence in WorkSafeNB
-  Lack of government confidence in WorkSafeNB
-  Government decisions that are independent of WorkSafeNB advice
-  Impact of external agencies' recommendations upon WorkSafeNB
-  Declining satisfaction with service delivery



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The Board of Directors and the president and CEO of WorkSafeNB look forward to your comments and discussion on our 2015-2020 Strategic Plan and Risk Assessment.



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