



WORKSAFENB
2014-2019
STRATEGIC PLAN &
RISK ASSESSMENT

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WorkSafeNB is a provincial Crown Corporation governed by an independent Board of Directors. It was created to administer the *Workers' Compensation Act*, the *Occupational Health and Safety Act* and Regulations, the *Firefighters' Compensation Act*, and the *Workplace Health, Safety and Compensation Commission Act*. We aim to reduce workplace injuries in New Brunswick through occupational health and safety prevention and compliance activities. When accidents do occur, we shift our focus to fair compensation and rehabilitation to help those injured return to work.

STRATEGIC PLAN & RISK ASSESSMENT

Through this mandate, WorkSafeNB's Board of Directors annually plans for WorkSafeNB's future so that we continue to improve in all that we do. By many standards, WorkSafeNB is already among the best workers' compensation systems in the country, balancing both a high standard of benefits with long-term sustainability. Despite our accomplishments and relative success, we must continue to build on past achievements in order to meet the challenges expected in the coming years.

We are always mindful that it is New Brunswick's environment, population, and economy that provide the context in which our strategic direction must succeed. Our population is aging, our workforce is shrinking, and our economy has been lagging. Understanding these constant changes helps us analyze potential issues and respond to maximize opportunities and manage risks so that the organization can be improved and sustained for future generations of New Brunswickers.



Sharon E. Tucker
Sharon Tucker
WorkSafeNB Chairperson

Gerard M. Adams
Gerard M. Adams
WorkSafeNB President & CEO

In the following pages, the Board of Directors presents its 2014-2019 Strategic Plan and Risk Assessment. This document summarizes each of the decisions made by the Board, and is our long-term plan for continuing to build on our strong position in an ever changing environment.

BOARD OF DIRECTORS



WorkSafeNB is governed by a board of directors comprised of a chairperson, a vice-chairperson, four members representing employers, four members representing workers, as well as two non-voting members – WorkSafeNB's President and CEO, and the chairperson of the Appeals Tribunal.

Back row, L to R: Michael Allen, Maureen Wallace, Hector Losier, David Ellis, Judith Lane, Jean Stewart.

Front row, L to R: Bill Oliver, Gerard Adams, Sharon Tucker, Mel Vincent.

Missing: Ronald Gaffney, Michèle Caron.

OUR STRATEGIC DIRECTION



...unifies the entire organization toward achieving our goals – through the services we provide and in our actions, decisions, and behaviours.

VISION

Healthy and safe workplaces in New Brunswick

VALUES

We are dedicated to providing fair, prompt, effective, efficient, and caring services to each of our clients.

We believe that a team approach ensures that all members of WorkSafeNB are working towards a shared Vision, Mission, Values, and Goals.

We provide competent and energetic leadership that is focused on a clear direction for WorkSafeNB.

We consult our stakeholders and ensure that our decisions are made with integrity, credibility, accountability, and within a culture of discipline.

We ensure that our communications are based on trust, mutual respect, openness, and clear and reliable information.

We manage our human, material, and financial resources effectively in responding to our mandate and established priorities.



MISSION

WorkSafeNB will promote a safe and healthy work environment to the workers and employers of New Brunswick and efficiently provide quality services, just adjudication, and fair administration of the legislation.

MANDATE

Promote the creation of a workplace safety culture in which all employees and employers view all occupational diseases and accidents as being preventable.

Promote an understanding, acceptance, and compliance with all legislation for which WorkSafeNB is responsible, including the enforcement of the *OHS Act* and regulations.

Provide timely compensation benefits, medical aid, rehabilitation, and safe return-to-work services to injured workers.

Provide sustainable insurance and insurance-related services to the employer community.

Represent stakeholders and provide recommendations and advice to government with respect to legislation and publish such reports, studies, and recommendations WorkSafeNB considers advisable.



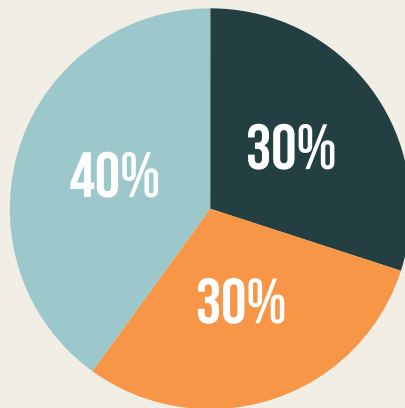
OUR GOALS



...challenge us to excel towards our Vision, Mission and Mandate, and help us remain accountable to our stakeholders.

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.



Decision-Making (out of 40%): Establishing and taking action on priorities, conducting strategic planning and disciplined processes

Engagement (out of 30%): Attendance at regularly-scheduled and key meetings, and professional development opportunities

Evaluation (out of 30%): Board self-evaluation, discussion of results and actions taken on own recommendations

TARGET

The Board of Directors' index will be higher than the previous five-year average.

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 in policy and legislative change
- Promoting continuity, and Board decision-making through policy outcome evaluation

BALANCE GOAL

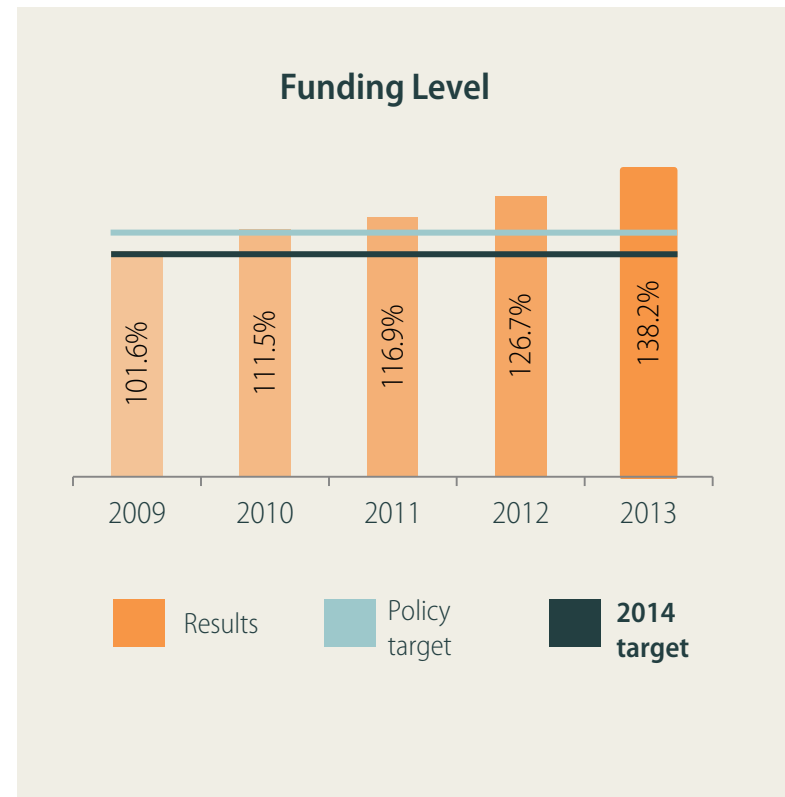
We will provide the best possible benefits to injured workers while maintaining the lowest possible assessment rates for employers.

TARGET

At a minimum, we will maintain a 100% 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
- Maintaining the current funding strategy to achieve the 110% funding goal



SAFETY GOAL

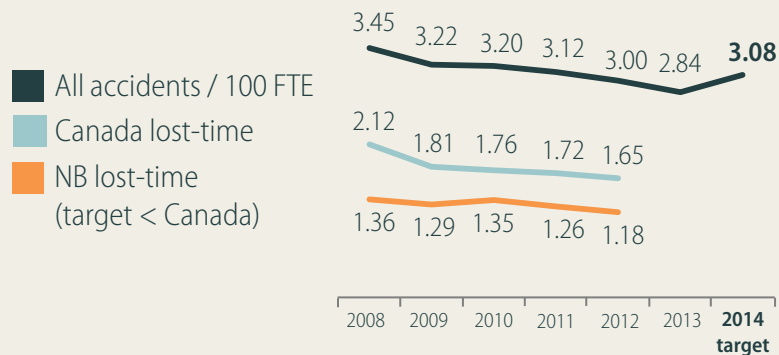
Our vigorous pursuit of a safe work culture will lead to a decline in workplace injuries.

STRATEGIES TO ACHIEVE THE GOAL

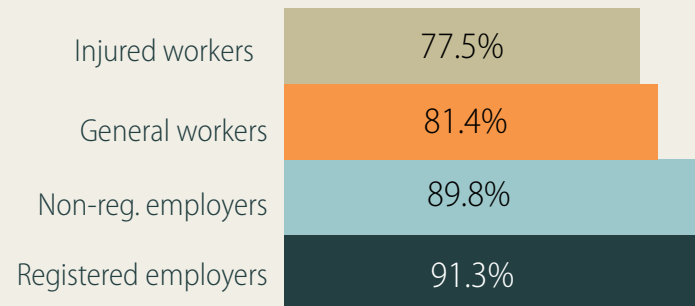
- Focusing on high-risk industries
- Engaging in intensive firm-level interventions
- Using nature of injury to focus prevention activities
- Building a WorkSafe culture through youth, education, and social marketing
- Advancing safety standards in New Brunswick

TARGETS

- The workplace injury frequency rate per 100 full-time employees (FTE) will be lower than the previous five-year average (2013 target – 3.19).
- The lost-time workplace injury frequency rate per 100 FTE in New Brunswick will be lower than the Canadian average.



2013 Results

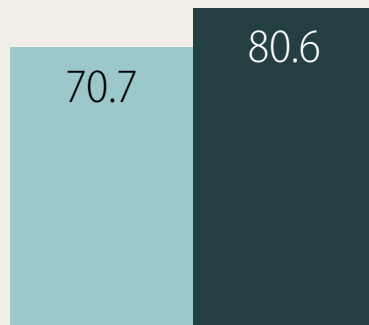


*Five-year average will be established in 2017

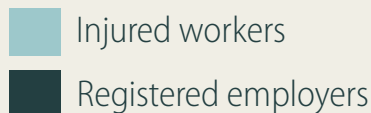
SERVICE GOAL

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

Service Delivery Index



2013 Results



TARGET

Satisfaction with service delivery will meet or exceed the previous five-year average.*

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

*Five-year average will be established in 2017

RETURN-TO-WORK GOAL

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

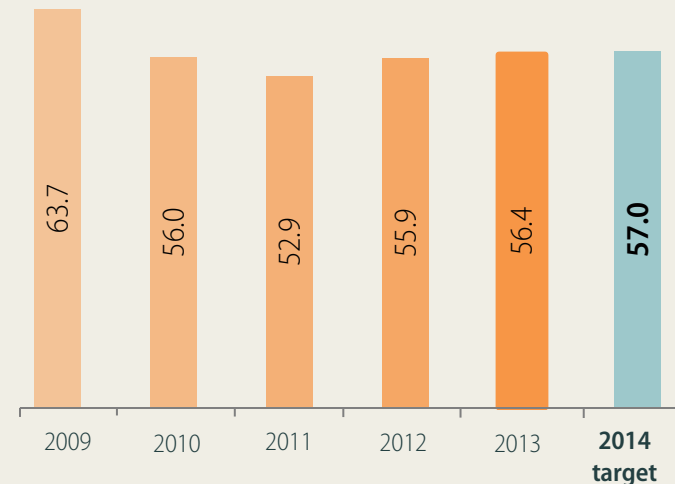
TARGET

The average paid compensation days for claimants with a return-to-work goal will be lower than the previous five-year average.

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

Average Paid Compensation Days



STAFF SATISFACTION AND ENGAGEMENT GOAL

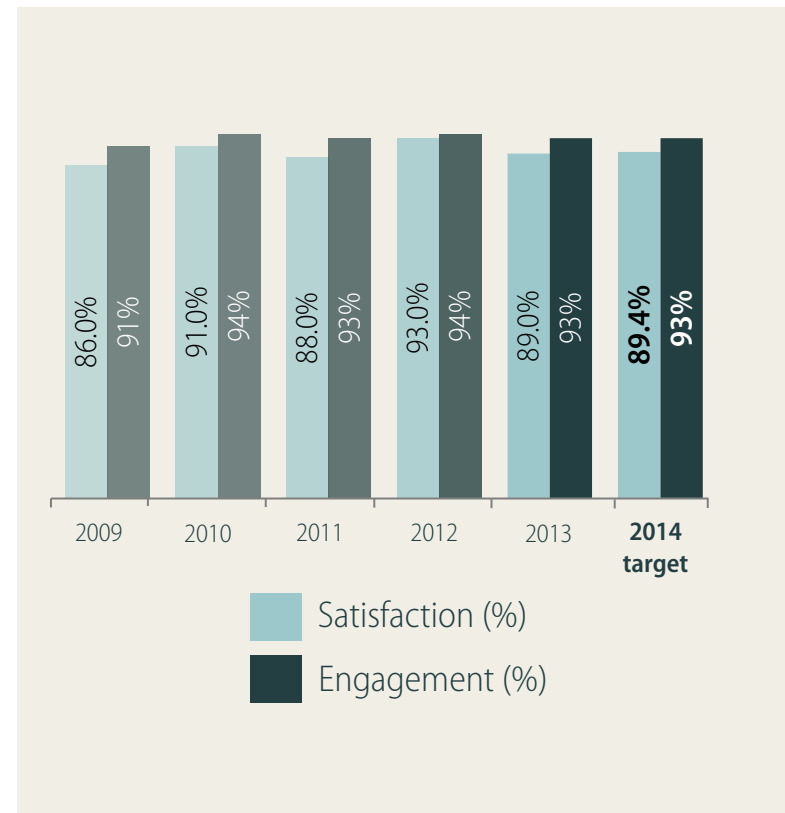
Our employees will feel their work is valuable and makes a difference, motivated by the understanding of how their role and individual contribution is critical to achieving our Vision, Mission, Mandate, Values, and Goals.

TARGET

Employee satisfaction and engagement levels will meet or exceed the previous five-year average

STRATEGIES TO ACHIEVE THE GOAL

- Developing strategies to promote and evaluate employee engagement
- Building a WorkSafe culture among staff by promoting health, safety, and wellness
- Evaluating competitiveness of wages and benefits
- Providing timely disability management services to improve return-to-work outcomes of staff
- Planning employee succession to ensure the professional development of staff and senior management



OUR RISKS



...present an opportunity to create value for WorkSafeNB through oversight and management activities.

2014 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.

- Board succession planning
- Impact of Board's policy agenda not being achieved
- Balancing 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
- Funding level
- Defining WorkSafeNB's role in return to work
- Personal non-compensable intervening conditions

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.

- Government decisions that are independent of WorkSafeNB Board advice
- Impact of external agencies' recommendations upon WorkSafeNB
- Protecting the integrity of the system
- Public confidence in WorkSafeNB
- Failure to address primary risks or priorities in a timely manner

■ Unacceptable

Will lead to inability to achieve a goal or some objectives

■ Cautionary

May lead to challenges in achieving some aspects of goal or objectives

■ Acceptable

Continue to monitor. Should not prevent attaining goal/objectives

2014 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
- Employee retirement levels
- Recruiting and retaining WorkSafeNB employees in specialized fields
- 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
- Changes to legislation, regulation, and policy in other jurisdictions
- General health status of New Brunswick workers*
- Availability and cost of health care*
- Impact of aging on safe workplaces*
- Gaps and delays in OHS legislation

■ Unacceptable

Will lead to inability to achieve a goal or some objectives

■ Cautionary

May lead to challenges in achieving some aspects of goal or objectives

■ Acceptable

Continue to monitor. Should not prevent attaining goal/objectives

OUR PRIORITIES



...allow us to focus resources toward managing risks and leveraging opportunities that advance our strategic direction.

POLICY PRIORITIES

GOVERNANCE & ADMINISTRATION

Governance Statement

Stakeholder Engagement

BENEFITS

Calculation of Benefits

Funding Annuity Benefits

Travel Expenses

Financial Advice for Surviving Spouses

ENTITLEMENT

Conditions for Entitlement - Hearing Loss

Workers Under 21

MEDICAL AID

Medical Aid - Principles

Medical Aid - Standards of Care

Home Care and Independence

Care Allowance

Home Modification Projects

Permanent Physical Impairment

Hearing Aids & Batteries

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

Responsibility in Rehabilitation

HEALTH & SAFETY

Occupational Health and Safety Prosecutions



LEGISLATIVE PRIORITIES

Amendments to section 38 of *WC Act*

WHSCC Act – Amendments to Appeals Tribunal

Annuities – negative interest

Administrative penalties

Amendments to section 37 of *WC Act*

Pre-82 Benefits

Personal Non-compensable Intervening Conditions

Three-Day Waiting Period

Cost Allocation

Maximum Earnings

Board To Approve Regulatory Changes

Occupational Hygiene

WHMIS and GHS

OHS Firefighters

Forestry Regulations

Diving

Construction

Permanent Physical Impairment

STAKEHOLDER ENGAGEMENT PRIORITIES

Client Satisfaction Survey

E-Consultation with Stakeholders for Strategic Planning

EVALUATION PRIORITIES

Impact of Supplements to Compensation Decision on Goals

Accountability Reporting

Asset-Liability Study

OTHER PRIORITIES

Investment in Occupational Health and Safety

Service Quality Assurance

Multimedia Messaging

Build Internal Capacity around CSA Standard on Psychological Health and Safety in the Workplace

Intermediate Internal Level of Review

The Board of Directors and the President and CEO of WorkSafeNB look forward to your comments and discussion of our 2014-2019 Strategic Plan and Risk Assessment.



Toll-free: 1 800 222-9775
Phone: 506 632-2200
Fax: 506 632-4999
E-mail: communications@ws-ts.nb.ca

1 Portland Street
PO Box 160
Saint John, NB E2L 3X9
www.worksafenb.ca



WorkSafeNB

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