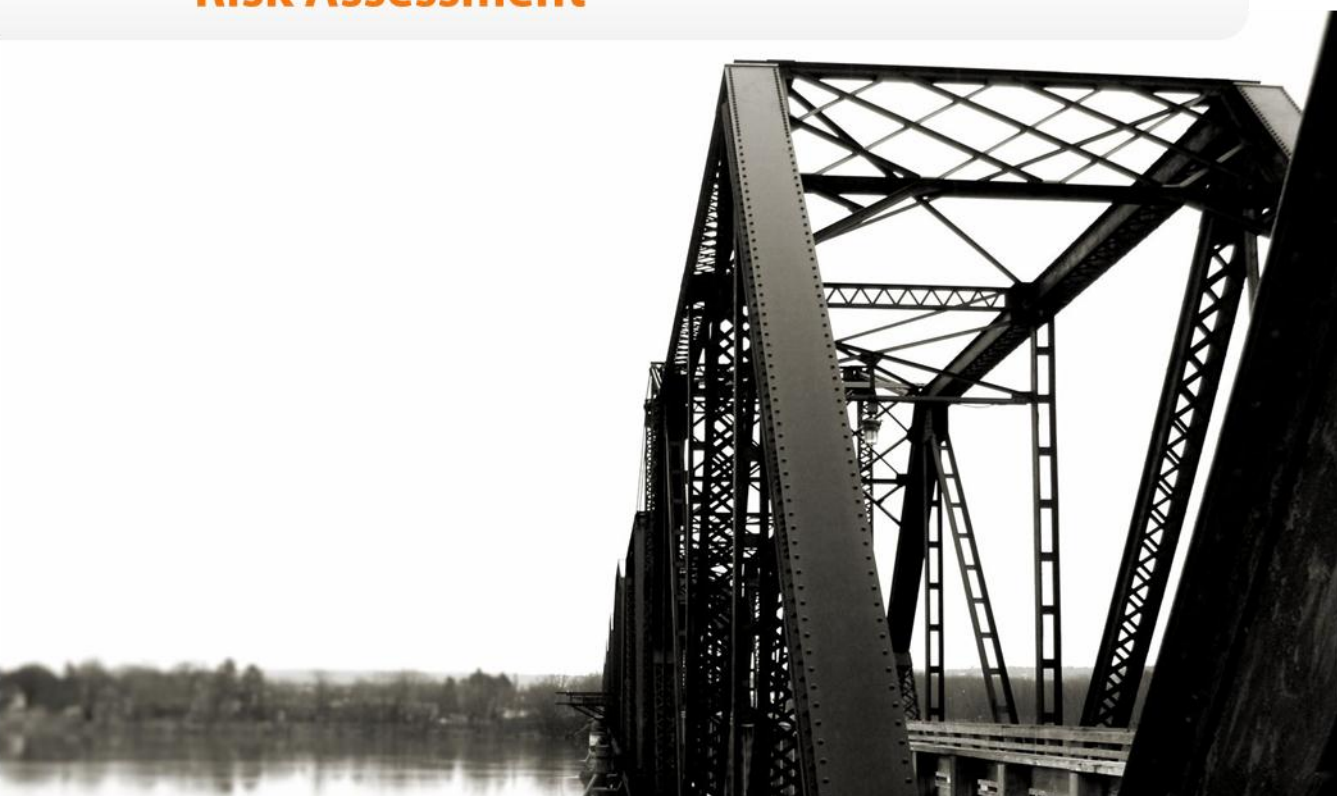


# 2013 – 2018

## Strategic Plan and Risk Assessment



WorkSafeNB is a Crown corporation that is committed to preventing workplace injuries and illness through education and the enforcement of the *Occupational Health and Safety Act*. WorkSafeNB also administers no-fault workplace accident and disability insurance for New Brunswick employers and their workers, funded solely through employer assessments.

## OUR 2013 – 2018 STRATEGIC PLAN AND RISK ASSESSMENT

At WorkSafeNB, we have dedicated ourselves to preventing workplace injuries and illnesses so that every New Brunswick worker returns home healthy and safe to their loved ones every day.

Key to achieving this ideal is our Board's commitment to establish a strategic direction for WorkSafeNB, and to identify and manage risks that may face us in the future.



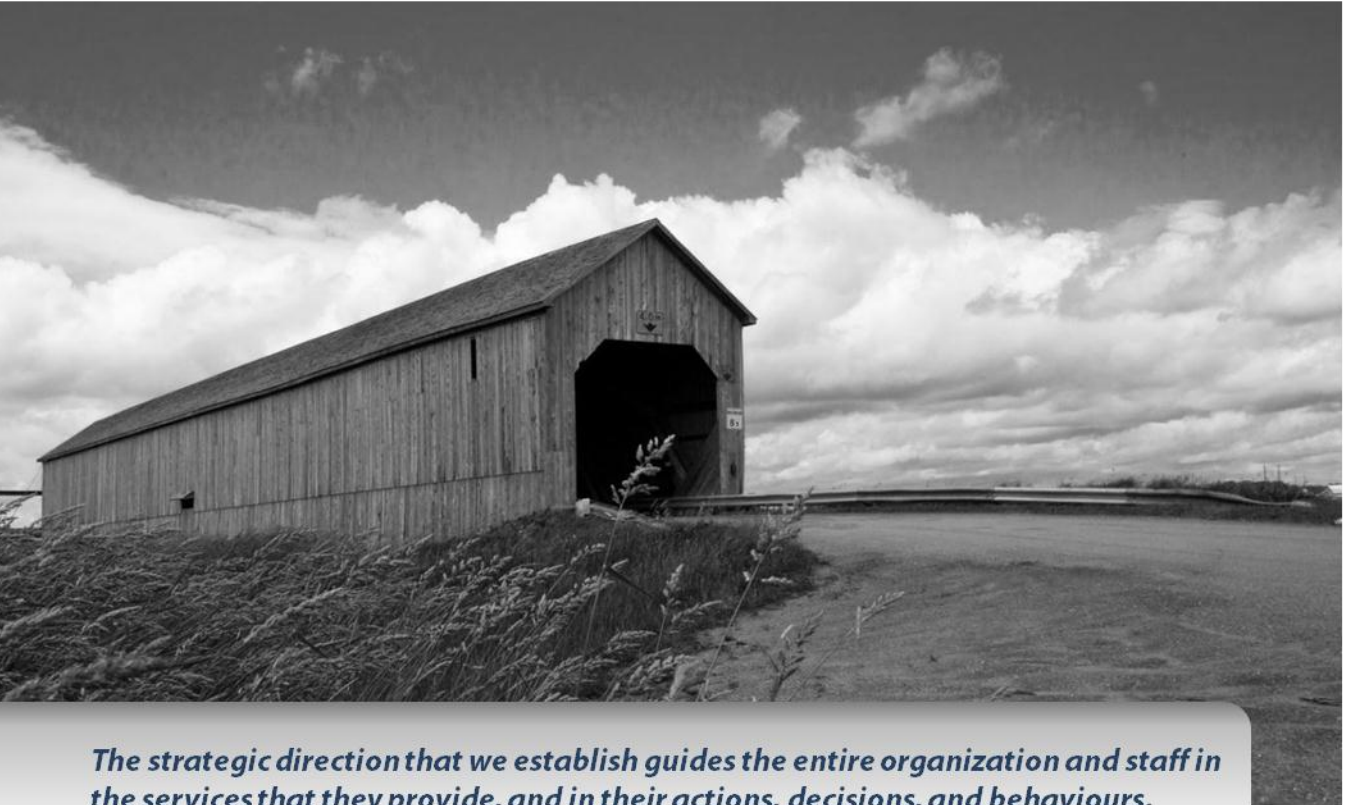
Annually, our Board participates in a disciplined process of strategic planning and risk assessment, analyzing the internal and external environment within which WorkSafeNB operates, and affirming or adjusting our Vision, Mission, Mandate, Values, Goals, strategies, and targets. The outcome is a solid strategic foundation from which we can continue to improve upon past successes, to the benefit of the workers and employers in this province.

Our discipline also includes communicating the decisions we make to our stakeholders. The following pages share WorkSafeNB's goals for the next five years, and the targets and strategies we believe will achieve them, to make New Brunswick the safest place to work every day and in every workplace and community.

Gerard M. Adams  
WorkSafeNB President & CEO

Sharon E. Tucker  
WorkSafeNB Chairperson

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*The strategic direction that we establish guides the entire organization and staff in the services that they provide, and in their actions, decisions, and behaviours.*

## **OUR STRATEGIC DIRECTION**

## VISION

Healthy and safe workplaces in New Brunswick

## 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.

## 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 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.

## OUR GOALS

*We establish strategic goals that help WorkSafeNB achieve its Vision, Mission and Mandate, as well as help us to be accountable to the workers and employers of New Brunswick.*



# 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.*

## ANNUAL TARGETS

In 2014, we will establish a benchmark for achieving high results related to our quality governance goal based on:

- 1 Evaluation:** Board self-evaluation, discussion of results and actions taken on recommendations (30%)
- 2 Engagement:** attendance at regularly-scheduled and key meetings, and professional development opportunities (30%)
- 3 Decision-making:** establishing and taking action on priorities, using disciplined processes (40%)

## OUR 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
- Providing effective oversight of the Appeals Tribunal

# SAFETY GOAL

*Our vigorous pursuit of a safe work culture will lead to a decline in the overall frequency of workplace injuries, and a decline in the perception of the inevitability of workplace injuries in New Brunswick.*

**Accident Frequency**  
(Accidents/100 FTE)



## ANNUAL TARGETS

The workplace injury frequency rate per 100 full-time employees (FTE) will be lower than the previous five-year average.

The lost-time workplace injury frequency rate per 100 FTE in New Brunswick will be lower than the Canadian average.

The percentage of workers and employers who believe their workplace has a safe work culture will be higher than the previous five-year average. *Note: Index to measure this target will be developed in 2013.*

## OUR 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

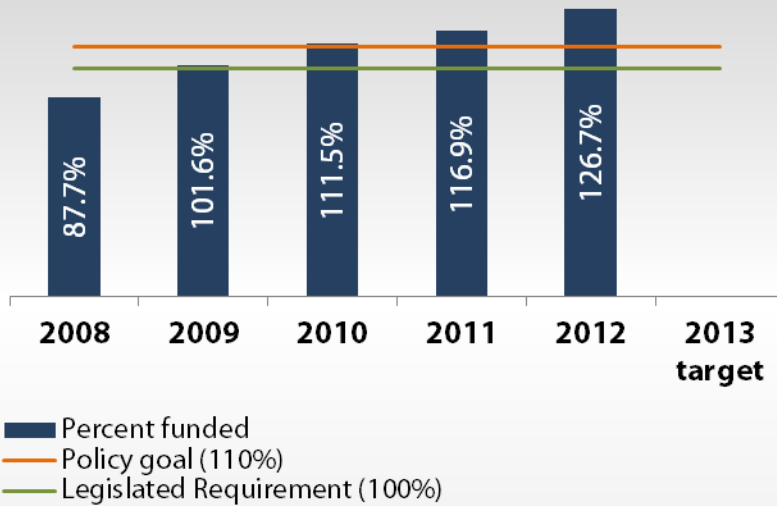
# BALANCE GOAL

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

## ANNUAL TARGETS

At a minimum, we will maintain a 100% funded liability.

### Funding History



## OUR 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



## SERVICE GOAL

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

### ANNUAL TARGETS

We will maintain or exceed the high level of satisfaction, in excess of 80%, that both our injured worker and employer clients have come to expect.

#### Client Satisfaction



### OUR 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

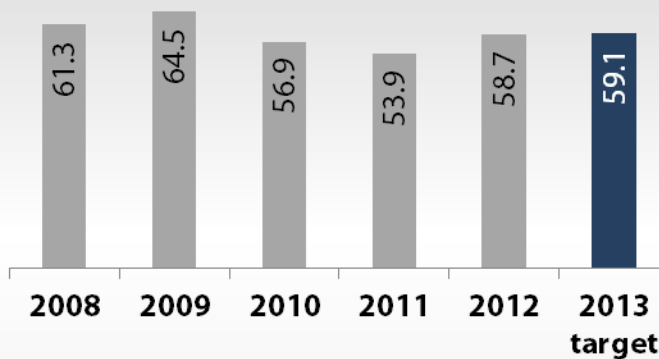
# RETURN-TO-WORK GOAL

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

## ANNUAL TARGETS

The average paid compensation days for claimants with a return-to-work goal will be lower than the previous five-year average (59.1 days in 2013).

**Average Paid Compensation Days**



*\* Previous years have been restated to reflect current year*

## OUR STRATEGIES TO ACHIEVE THE GOAL

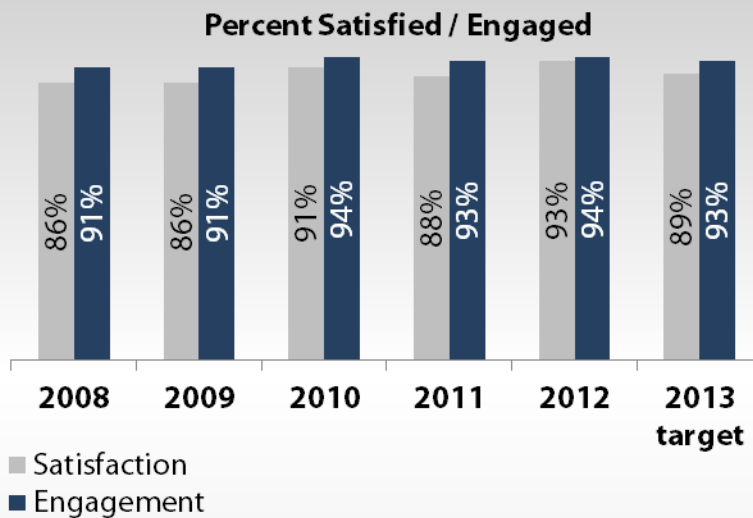
- Advancing and implementing leading practices in medical rehabilitation
- Promoting a culture for occupational medicine in New Brunswick
- Building and delivering proven programs and processes for medical case management
- Developing and executing best practices for alternate return-to-work case management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

# 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.*

## ANNUAL TARGETS

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



## OUR 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



*We not only identify goals for WorkSafeNB – we also determine how we will achieve them, allocating resources towards key legislative, policy, evaluation, and stakeholder engagement priorities that advance our strategic direction.*

## **OUR PRIORITIES**

In 2013, the Government of New Brunswick indicated that there will be a full legislative review. In addition, the Board will undertake the following legislative and policy priorities.

### LEGISLATIVE

- *OHS Act* - General provisions
- *WC Act* - Accident reporting
- Occupational hygiene/WHMIS
- Forestry regulations
- Construction industry review
- Board to approve regulatory changes
- Pre-82 benefits
- Permanent physical impairment (PPI)
- *WC Act* - Under 21
- Supplements to compensation
- *WHSCC Act* – Appeals Tribunal

### MEDICAL AID

- Medical aid decisions
- Opioids
- Chronic pain
- Prostheses, orthoses & assistive devices
- Home care and independence
- Care allowance
- Home modification projects
- Personal non-compensable intervening conditions
- Responsibility in rehabilitation

### EMPLOYER SERVICES

- Legislative requirements and services
- Allocation of claim costs
- Safety Achievement Financial Incentive System (SAFIS)

### EVALUATION / ENGAGEMENT

- Client satisfaction evaluation methodology

### GOVERNANCE & ADMINISTRATION

- Governance statement
- Governance - stakeholder engagement
- Principles for governing the Appeals Tribunal
- Investment goals & objectives
- Human resources
- Business continuity management
- Indemnification
- Principles of service delivery
- Protecting the integrity of the system
- Third-party actions

### ENTITLEMENT

- Definition of worker
- Three day waiting period
- Weighing information
- Calculating benefits
- Annual review of benefits
- Hearing loss
- Annuities
- Survivor benefits
- Allowances for self-employment

### OCCUPATIONAL HEALTH & SAFETY

- Definition of employee
- Occupational health and safety philosophy
- WorkSafeNB employee health and safety
- Funding for safety associations
- Right to refuse during pandemics



*Our strategic planning discipline includes more than simply anticipating, understanding and managing risk – it supports a strong capacity for risk oversight by identifying opportunities to create value from these risks.*

## **RISK ASSESSMENT**

## UNIQUE MANDATE RISKS

*Specific risks that exist only as a result of WorkSafeNB's legislated mandate*

	Level	Strategy
Balancing benefit-related decisions to ensure intergenerational equity and system sustainability	Cautionary	Reduce
Balancing benefit improvements and assessment rates	Cautionary	Reduce
Impact of Board's policy agenda not being achieved	Cautionary	Reduce
Board succession planning	Unacceptable	Reduce
Variance between Appeals Tribunal decisions and Board policy	Unacceptable	Reduce
Varying expectations of WorkSafeNB's role in health and safety	Unacceptable	Reduce
Gaps and delays in OHS legislation	Unacceptable	Reduce
Funding level	Unacceptable	Reduce
Defining WorkSafeNB's role in return to work	Cautionary	Reduce

## OPERATIONAL RISKS

*A failure of people or systems that may impact WorkSafeNB's ability to fulfill its legislative responsibilities*

	Level	Strategy
Impact of catastrophic events on business continuity	Cautionary	Reduce
Employee retirement levels	Unacceptable	Reduce
Retaining WorkSafeNB employees in specialized fields	Cautionary	Reduce
Potential for WorkSafeNB employees to sustain psychological injuries	Cautionary	Reduce

## RISKS TO REPUTATION

*Risks that may impact the perceptions and attitudes held by stakeholders, clients, and the public towards WorkSafeNB*

	Level	Strategy
Government decisions that are independent of WorkSafeNB Board advice	Unacceptable	Reduce
Impact of external agencies' recommendations upon WorkSafeNB	Cautionary	Reduce
Protecting the integrity of the system	Acceptable	Reduce
WorkSafeNB's public image	Unacceptable	Reduce
Failure to address primary risks or priorities in a timely manner	Unacceptable	Reduce

## EXTERNAL RISKS

*Societal trends, behaviours, and influences that could impact WorkSafeNB's Goals*

	Level	Strategy
Increased accidents associated with skills and labour shortages	Acceptable	Accept
Emerging high-risk industries	Cautionary	Reduce
Changes to legislation, regulation, and policy in other jurisdictions	Cautionary	Reduce
General health status of New Brunswick workers	Cautionary	Accept
Availability and cost of health care	Cautionary	Accept
Impact of aging on safe workplaces	Acceptable	Accept



## WORKSAFENB BOARD OF DIRECTORS



Sharon E. Tucker  
*Chairperson*



Bill Oliver  
*Vice-chairperson*



Gerard M. Adams  
*President and CEO*



Ronald Gaffney  
*Chairperson of the Appeals Tribunal*



Michael W. Allen  
*Worker Representative*



Michèle Caron  
*Worker Representative*



Hector Losier  
*Worker Representative*



Maureen Wallace  
*Worker Representative*



David Ellis  
*Employer Representative*



Judith Lane  
*Employer Representative*



Jean Stewart  
*Employer Representative*



Mel Vincent  
*Employer Representative*

*The Board of Directors and the President and CEO of WorkSafeNB look forward to your comments and discussion of our 2013-2018 Strategic Plan and Risk Assessment. You can reach us at:*

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