



"Little things matter."



Year-end Results 2010

Strategic Plan and Risk Assessment 2010 - 2015

Achieving Our Goals

Introduction

WorkSafeNB is committed to ensuring the highest standards in governance and administration. As such, management is pleased to present to the Board of Directors, WorkSafeNB's year end results. This document provides a summary of WorkSafeNB's progress towards achieving its five strategic goals, targets, and strategies as established during the Board of Directors' annual strategic planning and risk assessment process. In addition, this document provides notes related to the risks that the Board continues to manage and/or monitor.

Contents

Summary of Results	2
Safety	4
Balance	8
Service	13
Return to Work	16
Staff Satisfaction & Engagement	19
Risk Assessment	21
Endnotes and Contact	25

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.

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.

Values

We dedicate ourselves to the provision of 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 are committed to providing competent and energetic leadership that is focused on a clear direction for WorkSafeNB.

We ensure that our decisions are made with integrity, credibility, and accountability.

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.

Strategic Goals

Goal

Annual Targets ¹⁴

Safety

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.

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

Balance

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

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

Service

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

- 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.

Return to Work

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

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

Staff Satisfaction & Engagement

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.

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

Achieving Our Goals

Results	2005	2006	2007	2008	2009	2010	Target	Achieved
Accident Frequency*								
All Accidents per 100 FTEs	3.79	3.48	3.49	3.43	3.18	3.25	<3.48	✓
Canada lost time per 100 FTEs	2.56	2.39	2.24	2.12	1.82	N/A	<Canada	✓
New Brunswick lost time per 100 FTEs	1.42	1.33	1.36	1.36	1.29	N/A		
Workplace Injuries are inevitable** (% Agreement)								
Injured Workers	--	--	--	65%	71%	66%	<5-year average	↓
General Workers	--	--	--	55%	52%	55%	<5-year average	↑
Registered Employers	--	--	--	57%	61%	57%	<5-year average	↓
Non-registered Employers	--	--	--	51%	61%	60%	<5-year average	↓
Funding Liability								
Funding Ratio	102.3%	111.0%	105.4%	87.7%	101.6%	111.5%	100%	✓
Assets ('000s)	\$920,221	\$1,035,703	\$1,065,513	\$930,357	\$1,065,966	\$1,186,370	--	--
Liabilities ('000s)	\$899,878	\$933,320	\$1,011,037	\$1,061,216	\$1,049,211	\$1,064,152	--	--
Client Satisfaction (% Satisfied)								
Injured Workers	82%	80%	83%	81%	78%	77%	80%	✗
Registered Employers	83%	84%	84%	84%	82%	79%	80%	✗
Average Paid Compensation Days*								
Average Paid Compensation days for claims with a RTW goal	59.9	64.0	59.7	62.4	66.4	60.3	63.3	✓
Staff Satisfaction & Engagement (% Agreement)								
Satisfaction	87%	91%	87%	86%	86%	91%	87%	✓
Engagement**	--	--	--	91%	91%	94%	<5-year average	↑

* Prior years adjusted to reflect most current data ** Target to be established in 2012

Safety

GOAL

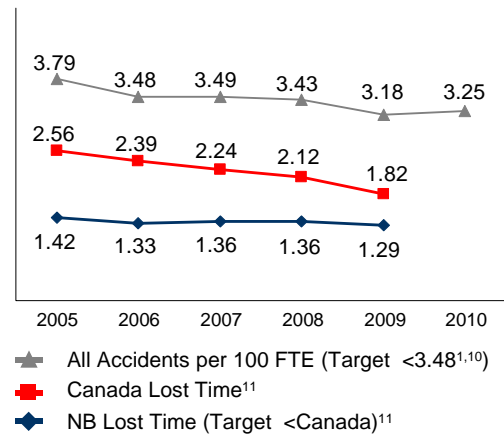
Our vigorous pursuit of a safe work culture will lead to a decline in the overall frequency of workplace injuries, and a decline in the perception of the inevitability of workplace injuries in New Brunswick.

ANNUAL TARGETS

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

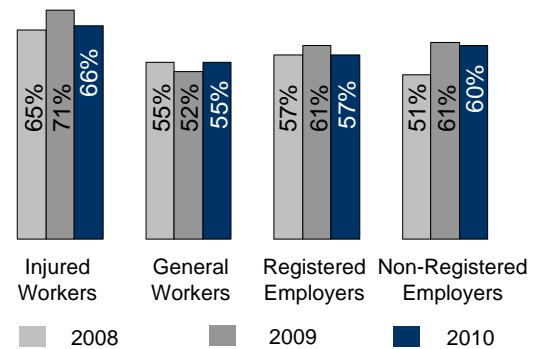
Accident Frequency Rates

(Accidents/100 FTE)



Workplace Accidents & Injuries are Inevitable³

(Percent Agreeing)



EXECUTING OUR STRATEGIES

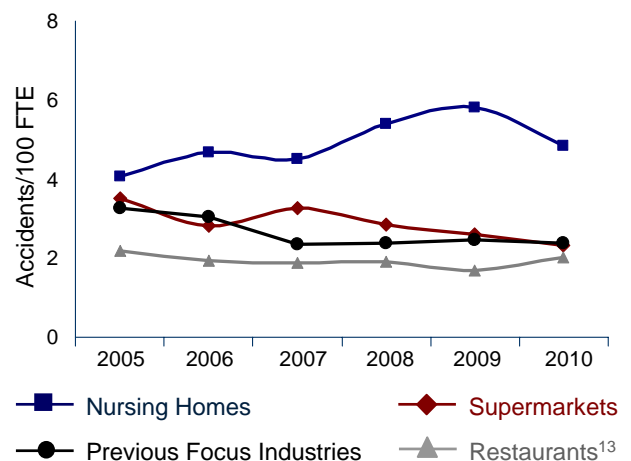
Focusing on high-risk industries

Outcomes

- In 2010, WorkSafeNB focused its attention on three industries with high accident frequency, costs, or work risks: nursing homes, supermarkets, and restaurants. WorkSafeNB met with employer associations in these industries to discuss accident issues, recommend improved practices, and encourage active promotion of health and safety.
- Lost time accident frequency for current focus industries is below the five year average for supermarkets 2.33 (5yr=3.01) and nursing homes 4.84 (5yr=4.90) and it was slightly higher for restaurants 2.02 (5yr=1.92).

Focus Industries Accident Rate^{1,10}

(Loss Time Accidents)



- Since initiating the focus industry program in 2002, the accident frequency rate for previous focus industries is 2.39, lower than the five year average (2.70) and lower than the overall provincial accident frequency rate.
- There are two safety associations operating in New Brunswick by virtue of funding agreements with WorkSafeNB. Both associations issue a passport with confirmation of all education taken throughout a worker's career.
 - The NB Construction Safety Association (NBCSA) issued 16,617 certificates of participation (up 1.3%) and 3,899 new passports (down 0.8%).
 - The NB Forest Safety Association (NBFSA) issued 2,888 certificates of participation (up 16.3%) and 754 new passports (down 33.7%).

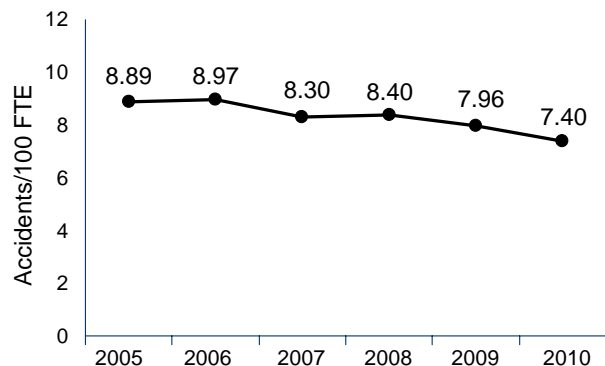
Engaging in intensive firm-level interventions

Outcomes

- WorkSafeNB identifies individual firms for focus intervention based on historic data, surveys, and qualitative information. Services provided are based on the individual needs of the firm. The overall lost time accident frequency for focus firms is 7.40, down 7% since 2009.

Focus Firms Accident Rate¹

(All Focus Firms Loss Time Accidents)



Activities

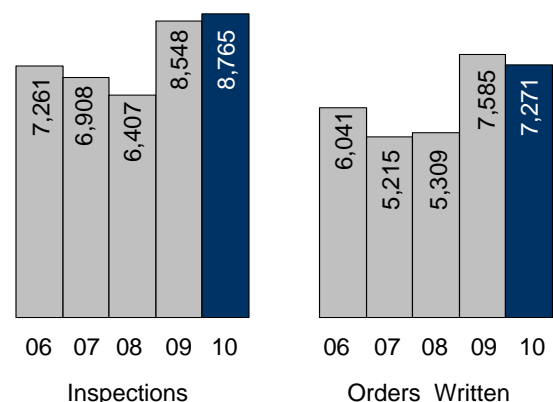
- WorkSafeNB prevention efforts in education, ergonomics, hygiene, consulting, and officer interventions resulted in 14,519 contacts involving 2,953 firms, a decrease of 6.4% and 4.9% respectively from 2009.
- WorkSafeNB conducted 503 workplace health and safety workshops, on topics including due diligence, worker/employer responsibilities, tag and lockout, WHMIS, and young worker health and safety.

Maintaining safety standards in New Brunswick

Outcomes

- Two health and safety regulations were amended by government in 2010:
 - Regulation 96-105, Underground Mining, effective October 1, 2010, introduced new requirements for air quality, fire suppression, and employee training; and
 - Regulation 91-191, General Regulation, effective January 1, 2011, incorporates revisions to standards in fall protection.
- WorkSafeNB occupational health and safety compliance resulted in:
 - 2,454 firms inspected in 2010, an increase of 6.2% over 2009;
 - 8,765 workplace inspections in 2010, an increase of 2.5% over 2009; and
 - 7,271 orders written in 2010, a reduction of 4.1% when compared to 2009.

OHS Compliance¹



- A stakeholder technical committee was approved by the Board to allow for consultation and oversight on legislative and regulatory change in the construction industry.

Activities

- WorkSafeNB has legislation in front of Government concerning:
 - Forestry regulations;
 - LNG regulations; and
 - General provisions to the *OHS & WC Acts*.

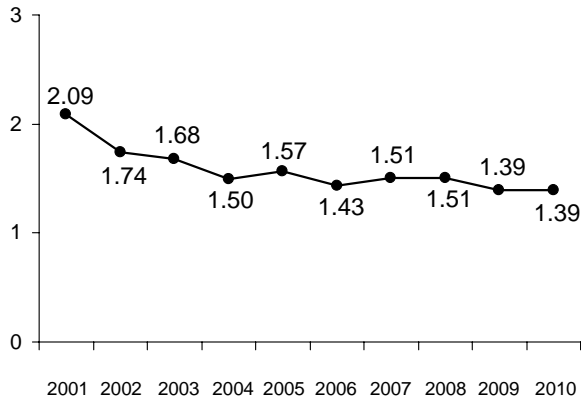
Building a WorkSafe culture through youth, education, and social marketing

Outcomes

- WorkSafeNB continues to have positive impacts on young workers' lost time claims. The accident frequency at 1.39 is below the five year average of 1.48 and has generally had a decreasing frequency in the last ten years.

Young Workers Lost Time Claims¹

(Per 100 Workers Age 15-24)



Activities

- Approximately 104,000 student contacts concerning health and safety information were made by WorkSafeNB in the 2009/2010 school year, an increase of 19.9% over the previous school year.
- Key youth initiatives included:
 - Accessing youthsafenb.ca by teachers and students for information, resources and links on workplace safety;
 - Partnering with Service Canada Centres for Youth to facilitate the distribution of OHS youth resources;

- Partnering with the Department of Education to develop and implement safety modules for the skilled trades and technology education sectors. The modules will be mandatory for high school students ensuring a minimum of five hours of health and safety education before graduation; and
- Chairing the NB Workplace Safety Competition by the WorkSafeNB Youth Programs Coordinator. This workplace safety skills competition is a partnership between the Department of Education and Skills Canada.

- WorkSafeNB's social marketing campaign "Little Things Matter" included 11 weeks of television ads, and 13 weeks of radio ads, arena and bus advertising, campaign poster; and launch of a web contest.
- WorkSafeNB continues to partner with New Brunswick Federation of Labour to commemorate the National Day of Mourning and the Canadian Society of Safety Engineering to promote North American Occupational Safety and Health Week.
- WorkSafeNB launched a safety campaign - buckle up and stay alive - to remind drivers of motorized vehicles such as forklifts, tractors, and backhoes to buckle up. Promotion included two weeks of radio ads in 16 markets, a news release, an employer letter, reminder decals, and a poster. Stories on the campaign were featured in E-News, the fall edition of Contact, and on the front page of the WorkSafeNB website.
- 700 people attended WorkSafeNB's 30th Annual Health and Safety Conference and Trade Show, featuring 38 exhibitors. It included 26 workshops that addressed topics such as New Worker Orientation, Interviewing Skills for Incident Investigation, Hand-Operated Tool Safety, and Mental Illness in the Workplace.
- Over 75% of Northeast region municipalities sent delegates to the first regional Health and Safety Conference in Bathurst. The conference covered topics such as due diligence, zero tolerance, and building a health and safety infrastructure. The content was targeted to municipalities and construction contractors.

Activities (Continued)

- 30 local sponsors and government agencies in partnership with WorkSafeNB hosted the fourth annual Progressive Agriculture Safety Day. Organized with PotatoesNB, 795 individuals participated in three separate events, which focused on teaching youth about farm health and safety. WorkSafeNB is the only agency in Atlantic Canada to host and organize this North American safety education program.

Using nature of injury to focus prevention activities

Outcomes

- WorkSafeNB's MSI initiative is proving to be successful in reducing the frequency of back, neck, and shoulder injuries among focus industries, down 3% for all industries and 20% for targeted supermarkets.

Activities

- WorkSafeNB is also implementing the MSI initiative with the health care industry. Revisions to the back-in-form program and tools and guidelines for developing codes of practice was initiated as a mechanism for building a strong prevention infrastructure within both health care corporations.

Policy and Legislative Priorities

- To manage risks and further the Safety Goal, the Board of Directors approved Policy No. 24-010 Occupational Health and Safety Prosecutions in 2010.

Balance

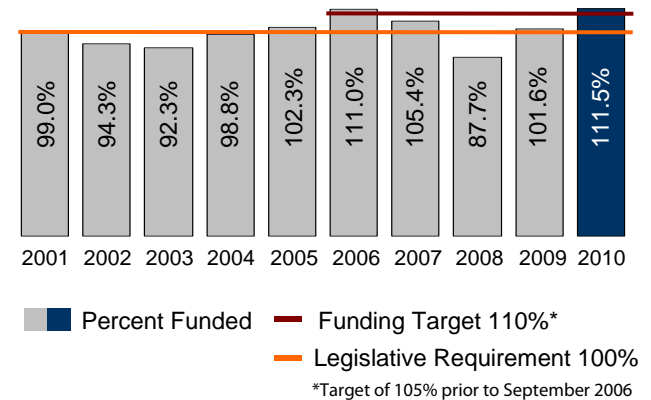
GOAL

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 History²



EXECUTING OUR STRATEGIES

Adhering to a disciplined legislative and policy decision-making process to balance benefits and assessment rates

Outcomes

- The Board of Directors published its *2010-2015 Strategic Plan and Risk Assessment*. This Plan identifies 5 goals, 30 strategies, 20 risks, and 89 priorities concerning legislation, policy, policy evaluation, and stakeholder engagement.
- The Board of Directors established the provisional assessment rate for 2011 at \$2.00 per \$100 of payroll. This is a reduction of four percent over the rate of \$2.08 in 2010. An improving financial position, lower claims costs, and lower accident frequency warranted the rate reduction that will lead to net rate decreases for approximately 80% of assessed employers in New Brunswick.
- 62% of employers completely or mostly agreed that assessment rates paid to WorkSafeNB are reasonable.

Protecting the integrity of the system

Outcomes

- 1.6 million dollars in present and future costs was avoided through investigations of reporting errors and improper use of the system involving service providers, injured workers, and employers. 316 investigations were conducted in 2010, an increase of 12.1% from 2009.

Activities

- Training on how to detect reporting errors and improper use of the system was provided to staff involved with claims adjudication and management. Presentations were also given to stakeholders at the provincial and federal levels concerning the importance of these risk-management efforts.

Remaining accountable through effective oversight, auditing, and evaluation

Outcomes

- 26 audits were undertaken in 2010 to identify compliance with established standards and mitigate any deficiencies, of which:
 - 6 resulted in audit objectives being achieved with no shortfalls;
 - 12 were in progress;
 - 6 are continuous in nature, with any resulting deficiencies being identified and addressed on an ongoing basis; and
 - 2 were deferred to 2011.

Activities

- WorkSafeNB remains accountable to its stakeholders by publishing the WorkSafeNB:
 - Annual Report;
 - Report to Stakeholders;
 - Strategic Plan and Risk Assessment; and
 - Quarterly corporate accountability reports.

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

Outcomes

- In keeping with best practices in policy development and evaluation, the Board conducted an evaluation of the return-to-work incentives pilot program, using focus groups held with program participants and an analysis of the costs and benefits of the pilot program. The Board determined that:
 - The Job Search Incentive program was achieving its intended outcomes, and therefore made it a permanent benefit; and
 - The Long-term Disability Incentive was not meeting its objectives - this pilot program was discontinued.
- In 2010, the Governance Statement was updated to:
 - Capture the Board's responsibility for administering the *Firefighters' Compensation Act*;
 - Clarify the Board's process for voting on decisions and adding governance issues to the agenda;
 - Reflect revisions in the terms of reference of the evaluation committees, and to include the establishment of a new Appeals Tribunal Evaluation Committee; and
 - Allot additional time for meeting preparation.
- In July, the MOU between the Department of Post-secondary Education, Training and Labour (PETL) and WorkSafeNB was updated. This MOU is an appendix to Policy No. 41-002 Governance Statement - WorkSafeNB Board of Directors. It provides clarity with respect to roles and responsibilities in areas such as appointments, legislative and regulatory amendments, governance, claims resolution and the appeals process, briefings on accidents and investigations, collective agreements, and legislature business.

Engaging stakeholders in policy and legislative change

Outcomes

- The Injured Workers' Advisory Committee (IWAC) is a WorkSafeNB-sponsored committee dedicated to representing issues of interest to injured workers. In 2010, the IWAC shared its insights on a variety of topics that included WorkSafeNB's home care and independence policies, service delivery, client satisfaction, benefits for young workers, and health and safety in the workplace. The committee also participated in the annual strategic planning and risk assessment process, by identifying environmental changes and issues facing today's workers.
- In 2010, WorkSafeNB held focus groups with injured workers and employers throughout New Brunswick to better understand their perspective on:
 - Service delivery;
 - Web site usability; and
 - Return-to-work incentives.

Activities

- WorkSafeNB uses technical committees for ongoing consultation with industry stakeholders. Committees are active in the areas of occupational hygiene and construction.

Providing effective oversight of the Appeals Tribunal

Outcomes

- The results of an independent review of the Appeals Tribunal within the WorkSafeNB governance structure was completed in 2010. Recommendations of the report included:
 - Manage the Appeals Tribunal to performance standards;
 - Clarify responsibilities and reporting structures;
 - Identify options for conducting appeals other than a full panel hearing; and
 - Develop a process for the Appeals Tribunal and the Board to recommend changes to the legislation that would benefit all stakeholders and improve efficiencies.
- As identified in the client satisfaction survey, 83% of injured workers and 79% of registered employers were aware of their right to appeal.
- The Appeals Tribunal received 702 requests for appeals, an increase of 20.6% over 2009, of which:
 - 90% (632) were from injured workers; and
 - 10% (70) were from employers.
- The Appeals Tribunal resolved 714 appeals, (an increase of 24.4% over 2009), of which 421 were resolved by a Panel and:
 - 68% were accepted;
 - 6% were accepted in part; and
 - 26% were denied.
- The processing time from hearing to the decision being mailed to the parties increased by 5.8% in 2010 as a result of the increase in appeals volume.
- The client satisfaction survey identified that of those that filed an appeal 44% of injured workers and 53% of registered employers were satisfied with the time it took to receive a decision on an appeal.

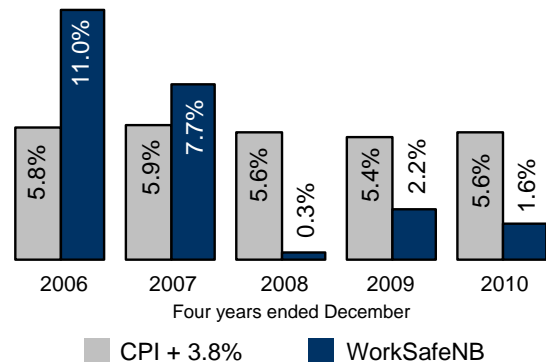
Ensuring a disciplined approach to investment management, financial management, & fiscal & economic planning

Outcomes

- WorkSafeNB's investment portfolio gained 4.8% in the fourth quarter of 2010, and has gained 10.7% for the year ended December 31, 2010. World equity markets experienced strong gains again in the fourth quarter of 2010. Equity investors' enthusiasm was likely buoyed by the U.S. Federal Reserve's decision to provide further quantitative easing and by the U.S. government's decision to maintain the Bush-era tax cuts.

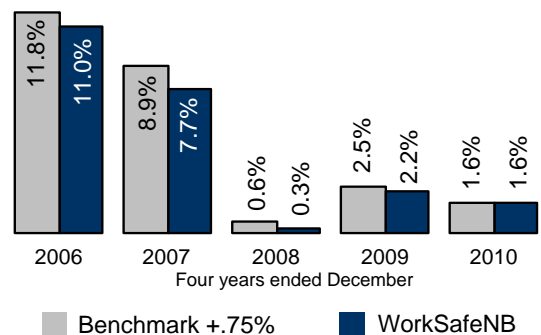
Performance Objective 1:²

The investment portfolio's rate of return is to exceed the increase in the CPI +3.8%, on a four-year, moving-average basis



Performance Objective 2:²

The investment portfolio's rate of return is to exceed the return generated by the investment policy-defined benchmark portfolio by 0.75% on a four-year, moving-average basis



- Mercer (Canada) Limited completed their review of a number of investment related topics for WorkSafeNB. The review included:
 - An explanation of past performance that was consistent with what was previously reported by the investment funds custodian, Northern Trust and staff. They reported a roughly 70% probability of meeting the CPI+3.8% objective over a 25 year period and they determined that the value added target of 0.75% is justified given the current manager mix; and
 - Policy improvement suggestions that the Board plans to implement.

Activities

- Implementation of AXIS actuarial modeling software continued with:
 - Reproducing year-end 2009 liabilities;
 - Key staff receiving technical software training; and
 - Enhanced modeling started for year-end 2010 valuation activities.
- The WorkSafeNB Board of Directors selected Morneau Sobeco to provide an Asset Liability Study. The study has commenced and will be completed in 2011.

Maintaining the current funding strategy

Outcomes

- The funding level has increased to 111.5% as of December 31, 2010, as a result of lower claims costs and a rebound in financial markets that positively affected WorkSafeNB's investment portfolio. Policy No. 37-100 Long-term Fiscal Strategy documents WorkSafeNB's strategy for maintaining a fully funded status and maintaining investment discipline in volatile market conditions.
- Total premium revenue for the twelve months ending December 31, 2010 was \$3.3 million above budget due to higher than anticipated payrolls.

- Total expenses for the twelve months ending December 31, 2010 were lower than budgeted by \$59.5 million. Claims costs were lower than budgeted by \$58.2 million. Administration, Appeals Tribunal costs and legislative obligations were lower than budgeted by \$1.3 million. The above results yielded an excess of income over expenses of \$105.5 million, compared to a budgeted excess of income over expenses of \$8.1 million.

Assets and Liabilities²		
(\$000,000)		
Year	Assets	Liabilities
2005	\$920.2	\$899.9
2006	\$1,035.7	\$933.2
2007	\$1,065.5	\$1,011.0
2008	\$930.4	\$1,061.2
2009	\$1,066.0	\$1,049.2
2010	\$1,186.4	\$1,064.2

Note: Full audited financial statements are available in the WorkSafeNB Annual Report.

Policy and Legislative Priorities

- To manage risks and further the Balance Goal, in 2010 the Board of Directors approved:
 - Policy No. 41-002 Governance Statement – WorkSafeNB Board of Directors;
 - Fee Schedule No. 29-510 Prescription Eyeglasses;
 - Fee Schedule No. 29-550 Care Allowance; and
 - Fee Schedule No. 29-557 Clothing and Footwear.

FIREFIGHTERS' COMPENSATION ACT

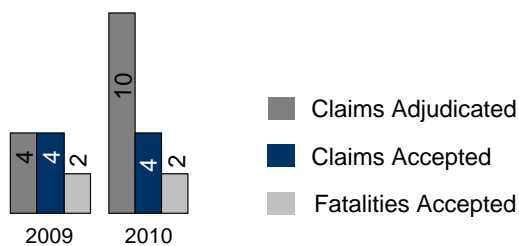
Administration

- WorkSafeNB administers the *Firefighters' Compensation Act*. The Act received royal assent on June 19, 2009 and created a Disability Fund to provide benefits to employed and volunteer firefighters who are:
 - Disabled by or die from a heart attack that occurs within 24 hours after attendance at an emergency response scene in the capacity as a firefighter; or
 - Disabled by or die from a prescribed disease and have:
 - Served as a firefighter for a minimum period prescribed by regulation; and
 - Been regularly exposed to the hazards of a fire scene in the capacity as a firefighter, other than a forest fire scene, throughout that period of service.
- While WorkSafeNB administers the Act, employers of firefighters in New Brunswick pay the costs of compensation through a Disability Fund and Medicare pays the medical costs incurred under the Act. Once accepted under the *FFC Act*, injured workers receive the same benefits and services as those under the *WC Act*.

Claims Activity

- In 2010, there were four lost time claims and two fatalities accepted under the *Firefighters' Compensation Act*.

Claims Adjudicated¹



Note: 2009 represents a partial year starting in June.

Financial

- Assessments under the *Firefighters' Compensation Act* are collected from municipalities, rural communities and local service districts on a per-year, per-firefighter basis.
- Assessments levied for the twelve months ending December 31, 2010 totaled \$1.836 million. This represents an assessment of \$444 for 4,134 firefighters.
- Total expenses for the twelve months ending December 31, 2010 were \$745 thousand. Claims costs totaled \$610 thousand. Administration costs amounted to \$135 thousand. The above results yielded an excess of income over expenses of \$1.132 million.

Assets and Liabilities ² (000s)		
Year	Assets	Liabilities
2009	\$23	\$15,081
2010	\$1,404	\$15,330

Note: Full audited financial statements are available in the Annual Report of the Firefighters' Compensation Act Disability Fund.

Service

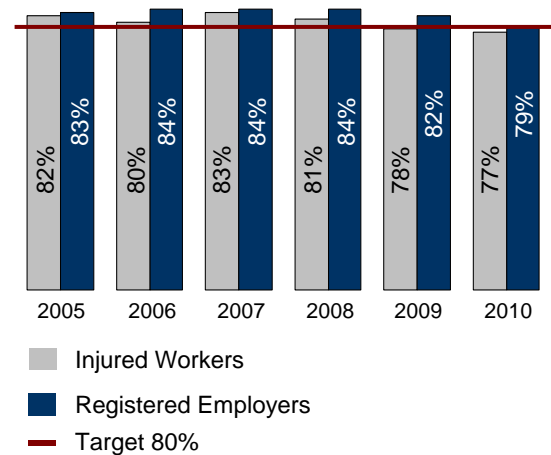
GOAL

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 Satisfaction³



EXECUTING OUR STRATEGIES

Measuring and evaluating client and stakeholder satisfaction with service delivery

Outcomes

- In 2010, the satisfaction results for injured workers and registered employers were slightly below the target, but within the margin of error which is normal for this type of survey. Specifically:
 - Injured Workers' satisfaction was 77%, a decrease of 1% from 2009; and
 - Registered Employers' satisfaction was 79%, a decrease of 3% from 2009.
- In addition to the annual telephone survey with clients, the Board resourced a series of focus groups with injured workers and registered employers to:
 - Determine and further define possible drivers of client satisfaction; and
 - Identify how WorkSafeNB can positively influence future client satisfaction results.
- Satisfaction of clients attending WorkSafeNB's rehabilitation facility were 87.2% in 2010.

Activities

- Service standards related to promptness, communication, and promotion of service to injured workers continue to be reviewed and adjusted.

Continuing to focus on service delivery for long-term clients

Outcomes

- 2,603 injured workers received long-term disability benefits, compared to 2,606 in 2009.
- Analysis of 2010 Client Satisfaction Survey data identified that longer term clients, when compared to other injured workers, were less likely to be satisfied with:
 - The amount of benefits received;
 - WorkSafeNB understanding their needs;
 - Promptness in providing service; and
 - Effectiveness in handling problems.

Developing service delivery standards and evaluating performance against them

Outcomes

- The opioid management program has been successful at reducing the number of new injured workers requiring opioids. In 2010, 1,617 injured workers were prescribed opioids as part of their treatment, down 8.3% from 2009. In 2010, WorkSafeNB applied the same approach to managing neuropathic drugs. After one year, a 5% decrease in those prescribed neuropathic drugs as part of their treatment was achieved.

Investing in innovative and cost-effective service delivery approaches, when it meets the needs of clients and stakeholders

Outcomes

- 2,366 employers paid assessments through Monthly Assessments on Actual Payroll (MAAP), a 4.6% increase from 2009. Of MAAP employers: 96.4% submit information via the internet; and 3.6% submit information via facsimile.
- 2,080 annually assessed employers are now reporting their payrolls electronically, an increase of 29.8% when compared to 2009, this represents 17.5% of all registered employers.

E100 Payroll Reporting ²			
Year	Registered Employers	E100 Users	Usage Rate
2010	11,888	2,080	17.50%
2009	11,482	1,602	13.95%
2008*	11,517	1,331	11.56%

* First year of program

- 140 employers are registered to use the electronic form 67 (E67- Report of Accident or Occupational Disease), up 29.6%.
- 39,291 clearance certificates were issued in 2010, up 42% from 2009. Service New Brunswick issued 88% online and through its office and WorkSafeNB issued 12% directly to clients.
- 3,340 injured workers used the electronic prescription adjudication and payment system providing payment at the pharmacy, down 6.4% from 2009.
- Work commenced on an electronic physiotherapy billing and reporting system which will automate bill payment and allow information to be captured in a format to facilitate analysis for service improvement. A working group of physiotherapy providers and WorkSafeNB operations staff met in 2010. The system has a target implementation date of summer 2011.

Activities

- There were 3,609 subscribers to WorkSafeNB's E-news publication at the end of 2010, an increase of 17.4% from 2009.
- An independent research firm interviewed workers, employers, and stakeholders to better understand the usability of the WorkSafeNB website. Overall, participants had a positive impression of the site but felt it could be enhanced by:
 - Reducing the amount of text heavy content;
 - Improving navigation through better links; and
 - Making the site more intuitive.

These changes are being incorporated into the website. In addition, the website was enhanced by:

- Establishing a newsroom and upgrading the e-news letter;
- Expanding health and safety literature for fall protection and right to refuse; and
- Developing a banner and landing page for social marketing initiatives.

Helping clients navigate the system through advice, assistance, and support

Outcomes

- Employers were provided with \$773,152 of cost relief from third-party action recoveries and injured workers received \$245,974 in addition to compensation benefits.
- 90% of 160,248 calls were answered in 20 seconds, an increase of 3% from 2009, achieving the standard of answering 80% of calls within 20 seconds.

Activities

- There were no complaints under the *Official Languages Act* in 2010, compared to one in 2009. WorkSafeNB continues to meet its legislative obligations under the *Official Languages Act* by providing information, resources, and services in both official languages.

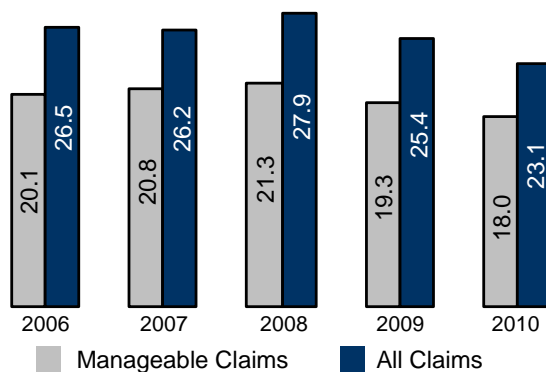
Improving decision-making processes to maximize efficiencies and reduce time to first cheque

Outcomes

- In 2010, days to first cheque decreased by 2.3 days (9.0%) for all claims and by 1.3 days (6.8%) for manageable claims when compared to 2009. Factors contributing to this decrease include:
 - Increased use of electronic claims reporting (E67);
 - Staff stability within the adjudication and benefits services department; and
 - Reallocation of workload with existing staff resources to allow adjudicators more time for claims processing.

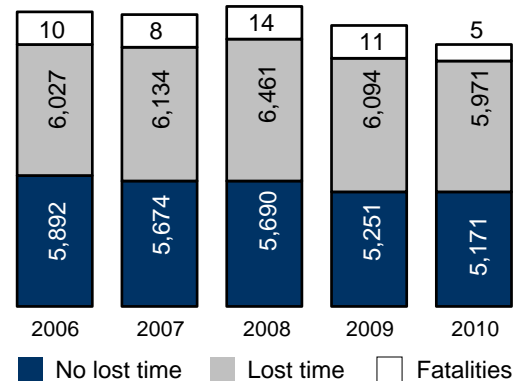
Days to First Benefit Cheque^{1,4}

Days from Date of Disablement



- In 2010, there was an increase in claim applications adjudicated (12,507) a 2.2% increase from 2009.
- In 2010, 89.1% of claims adjudicated were accepted, down from 92.8% in 2009. Of accepted claims:
 - 5,971 were lost time claims, a 2.0% decrease from 2009;
 - 5,171 were no lost time claims (medical aid only), a 1.5% decrease from 2009; and
 - 5 were for fatalities accepted under the *Workers' Compensation Act*, a 54.5% decrease from 2009.

Claims Accepted by Type^{1,5,6,12}



Aligning resources to support effective service delivery

Outcomes

- WorkSafeNB continues to allocate resources to support continuing education initiatives in occupational medicine. In 2010, support was provided to:
 - GrandRoundsNow.com which provided web based just-in-time training in occupational medicine; and
 - Dr. Gozna who developed a new course on the rapid assessment of shoulder, back, and knee injuries.
- The Work Recovery program expanded its team of specialists to include a Prosthetics/Orthotics Technician providing direct access for injured workers.

Policy and Legislative Priorities

- To manage risks and further the Service Goal, in 2010, the Board of Directors approved:
 - Policy No. 25-001 Medical Aid Principles;
 - Policy No. 25-002 Medical Aid Standards of Care; and
 - Fee Schedule No. 29-215 Financial Advice for Surviving Spouses.

Return to Work

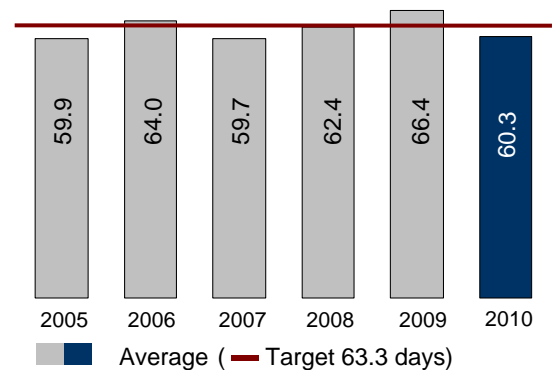
GOAL

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

Paid Compensation Days^{1,10}



Previous years have been restated to reflect current information

EXECUTING OUR STRATEGIES

Providing timely, efficient, and adequately resourced regional case management services

Outcomes

- WorkSafeNB regularly conducts audits of case management service delivery. The 2010 audit reported positive results, with high rates of compliance with the 90 factors evaluated. Highlights include compliance with:
 - Case management standards resulting in shortened average claim duration;
 - Documentation standards; and
 - Communication content standards.
- The Vocational Evaluation Program and Work Recovery Program were awarded a three-year accreditation. The accreditation is granted by the Commission of Accreditation of Rehabilitation Facilities (CARF), an international accrediting agency for health sectors.
- WorkSafeNB's rehabilitation facility met its three week standard between referral and admission 84.9% of the time, up from 57.3% in 2009. Full staffing levels are credited for the increase.

Partnering to educate workers, employers, and the public on rights, responsibilities, and benefits of return to work

Outcomes

- Implementing best practices for diagnosing and treating injuries is critical to effective case management. With the information obtained by using specialized tools, such as the Orebro Musculoskeletal Pain Questionnaire (OMPQ), WorkSafeNB is successfully reducing the risk of prolonged disabilities from psychosocial factors post injury and is improving return to work outcomes for injured workers. In 2010, WorkSafeNB presented these findings at the International Forum on Disability Management.

Activities

- Canadian Health Solutions delivered physician and employer return-to-work education sessions for WorkSafeNB. These sessions provided an opportunity for physicians and employers to discuss issues and propose solutions concerning return-to-work.

Communicating regularly to help injured workers understand loss of earnings benefits and return to work expectations

Outcomes

- WorkSafeNB regularly audits case management performance against established service standards. The 2010 audit showed positive results with the timing of injured workers' first contact with their case manager. Specifically:
 - On average, injured workers were contacted within 1.4 weeks, down from 1.8 weeks in 2007; and
 - The longest wait-time to first contact was 11 weeks, down from 24 weeks in 2007.

Activities

- 214,483 publications were distributed by WorkSafeNB including:
 - E-news and Contact (WorkSafeNB's newsletter);
 - A newspaper insert covering WorkSafeNB's stakeholder services, distributed through all provincial daily newspapers the weekend before the 30th Annual Health and Safety Conference; and
 - 16 new publications were produced and 31 publications were updated and reprinted.
- WorkSafeNB continuously reviews and updates letters used in client correspondence to ensure they are easy to understand. Examples of letters reviewed and revised in 2010 include: expedited service for consultation, cadre physician consultation, sciatica management for physiotherapy or chiropractor.

Developing return-to-work plans and resourcing suitable retraining initiatives

Outcomes

- At the conclusion of rehabilitation:
 - 96% (4,496) of clients returned to work;
 - 2.1% (97) of clients were not capable of any employment following their workplace injury and are receiving full long-term disability benefits; and
 - 1.9% (90) of clients were capable of returning to work but were not re-employed when their claim was closed.

Activities

- Since vocational rehabilitation is more successful when training on the job is incorporated into rehabilitation, a consultant was contracted to develop a network of training on the job opportunities available for injured workers.

Partnering with medical aid providers to facilitate effective and timely treatment

Outcomes

- The shoulder injury pilot incorporated partnerships between WorkSafeNB, orthopedic surgeons, and physiotherapy providers. The objective of the pilot was to reduce claim duration and maintain return to work outcomes by reducing the need for surgery and implementing best practice assessments and treatments. Final results of the shoulder injury pilot included a:
 - 58% reduction in claim duration (41 weeks to 18 weeks); and
 - 4% increase in the number of clients who returned to work.

Based on the success of the pilot, the model will be extended to the rest of the province as the tool for managing soft tissue shoulder injuries.

Activities

- Modeled on the success of the shoulder injury pilot, an injury protocol is being developed for management of back injuries. Initial activities include meeting with orthopedic surgeons and physiotherapists.
- WorkSafeNB continues to monitor Canadian Health Solutions contract for the provision of client specific services in terms of referral volumes and costs.

Policy and Legislative Priorities

To manage risks and further the Return to Work Goal, in 2010 the Board of Directors approved:

- Policy No. 21-413 Return to Work – Responsibilities and Re-employment Obligations;
- Policy No. 21-414 – Return to Work – Third Party Mediation;
- Policy No. 21-417 Identifying Suitable Employment;
- Policy No. 21-418 Return to Work Incentives;
- Policy No. 21-419 Communications in Rehabilitation;
- Policy No. 21-420 Return to Work Principles; and
- Policy No. 21-421 Vocational Rehabilitation.

Staff Satisfaction & Engagement

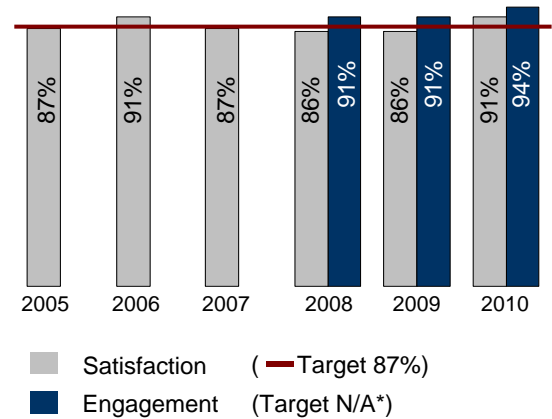
GOAL

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.

Percent Satisfied & Engaged⁷



* Target to be established once five years of data is available

EXECUTING OUR STRATEGIES

Building a WorkSafe culture among staff by promoting health, safety and wellness

Outcomes

- The WorkSafeNB Health and Safety Index is 87%, unchanged from 2009. WorkSafeNB's Health and Safety index measures the degree to which employees believe their work environment is safe, pleasant, conducive to productivity, positive, is a supportive team environment, and free from harassment by coworkers.
- 17 incidents of violence against employees were reported in 2010, a reduction of 10.5% from 2009. The incidents of violence were in the form of verbal threats and intimidation.
- 16% of employees used the family and employee assistance program, down from 18.1% in 2009.

Activities

- WorkSafeNB's ongoing Wellness Program offered employees activities and information sessions related to physical, nutritional, psychological, and financial health.
- 50 WorkSafeNB employees attended training sessions on workplace violence to learn how to recognize and safely respond to incidents of workplace violence. This is in addition to the 126 employees who had taken the training in 2009.

Providing timely disability management to improve return-to-work outcomes of staff

Outcomes

- 12 staff claims were accepted under the *Workers' Compensation Act*, a reduction of 14% from 2009. Of the 12 claims accepted:
 - 10 were no lost time claims; and
 - 2 resulted in time loss from work.
- 14 employees were assisted through the Disability Management Program where:
 - 1 remained at work;
 - 8 returned to full duties through gradual return to work;
 - 3 continue to receive intervention; and
 - 2 were discontinued.

Evaluating competitiveness of wages and benefits

Outcomes

- 60% of employees were satisfied with wages and benefits, a 1% improvement from 2009.

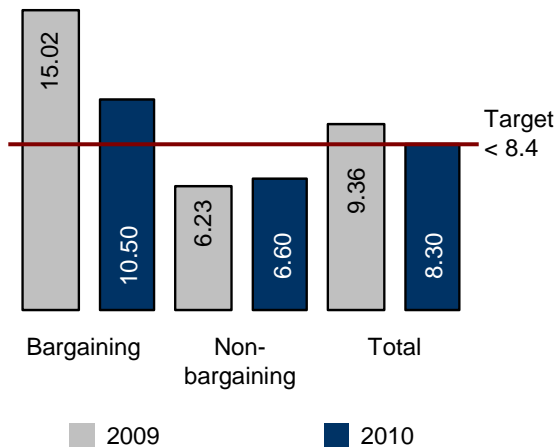
Activities

- There were no grievances raised by the two bargaining units of WorkSafeNB employees. Local 946 concluded a new collective agreement and Local 1866 gave notice of their intention to enter into bargaining for a new agreement.

Developing strategies to promote and evaluate employee engagement

Absenteeism^{7,8}

Days Absent



Outcomes

- The overall days absent of WorkSafeNB employees decreased from 9.36 in 2009 to 8.30 in 2010. This result meets the target of less than 8.4 days absent. In addition, days absent increased slightly (0.37 days) for non-bargaining staff and decreased significantly (4.52 days) for bargaining staff.
- Administered by an independent third party, the annual WorkSafeNB employee satisfaction survey was delivered in an electronic on-line format for the first time. The response rate in 2010 was 81% which is a reduction from the 91% response rate of 2009. The survey showed:
 - 91% of employees are satisfied, feeling that WorkSafeNB is a good place to work, a 5% increase from 2009 and above the five-year average of 87.4%; and
 - Staff engagement results also increased to 94%, a 3% increase from 2009.
- 14.6% of WorkSafeNB employees were recognized for perfect attendance, an increase of 1.8% from 2009.

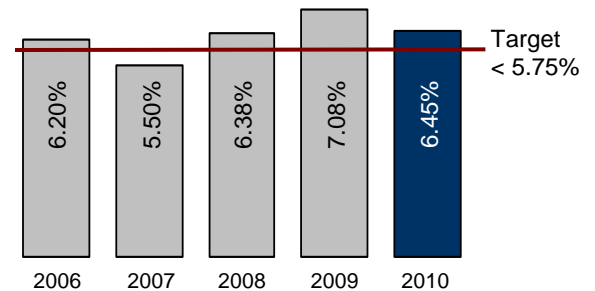
Activities

- Five Human Resources directives and procedures were reviewed in 2010.

Planning employee succession to ensure the professional development of staff and senior management

Staff Turnover^{7,9}

Percentage of all Staff



Outcomes

- 29 employees left the organization, including 10 retirements, resulting in a turnover rate of 6.45%, a 0.63% reduction from 2009.
- WorkSafeNB opened 91 competitions, resulting in the promotion of 17 employees.
- 78 WorkSafeNB job descriptions were reviewed to ensure that job activities and qualification requirements are current and relevant.
- 95% of WorkSafeNB employees received a performance review, down 2% from 2009.

Activities

- Two employees joined the Growing Leaders program in 2010, the other employees in the program continued with the process.
- 22 managers were provided a session on "Bridging the Generations in the Workplace", which looked at the generational differences that contribute to unique and sometimes challenging behaviour when there are four generations in the workplace.
- WorkSafeNB's rehabilitation facility has partnered with Eastern College for practical placements of students enrolled in the Occupational Therapy Assistant and Physiotherapy Assistant Programs.

Risk Assessment

As part of its annual strategic planning process, the Board identifies, assesses, and responds to risks that could impact WorkSafeNB's ability to achieve its goals.

Unique Mandate Risks	Level	Strategy	Management Notes
Balancing benefit-related decisions to ensure intergenerational equity and system sustainability	Cautionary	Reduce	<ul style="list-style-type: none"> ▪ The Board of Directors discussed principles for balancing benefit-related decisions and decided that a disciplined process was in place and no policy was needed.
Board succession planning	Cautionary	Reduce	<ul style="list-style-type: none"> ▪ A selection committee and process for hiring a new President and CEO was established in 2010, although the process was not completed. ▪ Sharon Tucker was appointed as the new Chairperson of the Board of Directors. ▪ Daryl Wilson, a Governance Consultant, was retained to provide recommendations on the Board's governance processes. ▪ Peter Murphy was appointed acting President and CEO.
Appeals Tribunal decisions that are inconsistent with WorkSafeNB policy	Unacceptable	Reduce	<ul style="list-style-type: none"> ▪ The June 2010 independent governance review of the Appeals Tribunal by Louis Comeau was presented to the Board. ▪ The Board continues to work towards identifying areas of inconsistency between policy and Appeals Tribunal decisions.

Unique Mandate Risks	Level	Strategy	Management Notes
Gaps and delays in OHS legislation	Unacceptable	Reduce	<ul style="list-style-type: none"> ▪ The Fall protection regulation (outstanding for 5 years) and the mining regulation (outstanding for 2 years) received Royal Assent in 2010.
Varying expectations of WorkSafeNB's OHS role	Acceptable	Reduce	<ul style="list-style-type: none"> ▪ Responsibility for health and safety onboard commercial fishing vessels remains undefined by the Government of New Brunswick. ▪ Employers have an internal responsibility under the <i>OHS Act</i> to educate and train employees on health and safety in the workplace. Through industry associations, many employers have partnered to provide employees with timely and cost effective industry specific health and safety training. As outlined in Policy 24-100 Safety Association Funding, WorkSafeNB provides funding to assist these safety associations.
Funding level / IFRS	Cautionary	Accept / Reduce	<ul style="list-style-type: none"> ▪ An asset liability study is underway. ▪ Mercer (Canada) Limited's review of investment related topics identified policy improvements that the Board plans to implement. ▪ Resources were dedicated to preparing systems and processes for international financial reporting standards.
Defining WorkSafeNB's role in return to work	Cautionary	Reduce	<ul style="list-style-type: none"> ▪ The Board reaffirmed its return to work goal through a comprehensive review of all return to work policies in 2010.

External Risks	Level	Strategy	Management Notes
Impacts of culture, language, and literacy	Acceptable	Reduce	<ul style="list-style-type: none"> No resources were dedicated to managing this risk in 2010.
Skills and labour shortages	Acceptable	Accept	<ul style="list-style-type: none"> No resources were dedicated to managing this risk in 2010.
Emerging high-risk industries	Cautionary	Reduce	<ul style="list-style-type: none"> WorkSafeNB identified three industries in 2010 for focused intervention: nursing homes, supermarkets, and restaurants. The High Risk Committee monitors industry at risk of catastrophic events. Specifically, in 2010 it monitored: oil and gas exploration, lead smelters, refineries, nuclear power, and mining.
Changes to legislation and policies in other jurisdictions and levels of government	Acceptable	Reduce	<ul style="list-style-type: none"> The Board continues to monitor changes to policy and legislation across Canada and evaluates these changes in their policy development process.
General health status of New Brunswick workers	Cautionary	Accept	<ul style="list-style-type: none"> WorkSafeNB continues to develop treatment and rehabilitation plans based on policy principles approved by the Board.
Availability and cost of health care	Cautionary	Accept	<ul style="list-style-type: none"> WorkSafeNB continued to negotiate rates with New Brunswick health care providers. A request for proposal process is undertaken for specialized rehabilitation services. WorkSafeNB continued to develop partnerships with orthopedic surgeons and physiotherapy providers to implement best practices for shoulder injuries. WorkSafeNB continued to partner with health care providers to deliver healthcare alternatives. Funding was provided for a Research Chair in Occupational Medicine at Dalhousie Medicine New Brunswick in Saint John.

Risks To Reputation	Level	Strategy	Management Notes
Government decisions that are independent of WorkSafeNB advice	Unacceptable	Reduce	<ul style="list-style-type: none"> ▪ Memorandum of Understanding appended to Policy No. 41-002 Governance Statement – WorkSafeNB Board of Directors was updated and signed in July 2010. ▪ The new Minister and Deputy Minister of Post-Secondary Education, Training and Labour was briefed on WorkSafeNB role, responsibilities, and activities. ▪ Briefings for Members of the Legislative Assembly and executive assistants on WorkSafeNB’s role, responsibilities, and activities are ongoing.
Impact of reporting errors and improper use of the system	Acceptable	Reduce	<ul style="list-style-type: none"> ▪ Resources were dedicated to detecting and reporting errors and improper use of the system.

Operational Risks	Level	Strategy	Management Notes
Impact of external agencies’ recommendations upon WorkSafeNB	Cautionary	Reduce	<ul style="list-style-type: none"> ▪ WorkSafeNB continued to work with the Coroner to provide evidence and identify solutions to prevent workplace fatalities.
Employee retirement levels	Unacceptable	Reduce	<ul style="list-style-type: none"> ▪ Employee retirement levels were monitored, and resources dedicated to transitioning employees into leadership roles through the Executive Management Program and the Growing Leaders Program.
Retaining WorkSafeNB employees in specialized fields	Cautionary	Reduce	<ul style="list-style-type: none"> ▪ WorkSafeNB continued to monitor this risk in 2010.
Impact of catastrophic events on business continuity	Cautionary	Reduce	<ul style="list-style-type: none"> ▪ The evaluation and update of the business continuity plan is a 2011 Health and Safety Plan objective.

Endnotes

1. Source: WorkSafe Services, December 31, 2010.
2. Source: Corporate Services, December 31, 2010.
3. Source: WorkSafeNB 2010 Client Satisfaction Survey.
4. Manageable claims include, for example, claims that were reported late, appealed, or where an employer filed a form of election.
5. Excludes files opened that do not result in a claim.
6. All fatalities occurred under the *WC Act* in 2010, based on year of accident.
7. Source: Human Resources, December 31, 2010.
8. Days absent = the total days absent / (actual yearly budgeted - vacant positions).
9. Staff turnover = Number of people that are no longer employed with WorkSafeNB / number of full time equivalent positions.
10. Prior years adjusted to most current data.
11. Source: AWCBC Key Statistical Measures #21. Note: New Brunswick has a three-day waiting period; therefore, the number of lost time claims may not reflect every lost-time injury as defined by AWCBC.
12. Previous years data is based on year end data and does not reflect changes as the data matures.
13. Restaurants includes both full-service restaurants and limited-service eating places.
14. Annual Targets Source: *WorkSafeNB Strategic Plan and Risk Assessment – 2010-2015*.

Contact

1 800 222-9775
www.worksafenb.ca

1 Portland Street
P.O. Box 160
Saint John, NB
E2L 3X9