



THE ROAD TO SUCCESS IS ALWAYS UNDER CONSTRUCTION

Strategic Plan & Risk Assessment
2016-2021

PUTTING THE NEEDS OF THE CLIENT FIRST

On behalf of WorkSafeNB's board of directors, management and staff, I'm pleased to present to you our 2016-2021 Strategic Plan and Risk Assessment.

2015 was a solid year for WorkSafeNB. Our discipline has led to low injury frequency, low assessment rates, full funding, and strong return to work outcomes. As an organization that firmly believes in continuous improvement, our strong results present an opportunity to focus on our clients' service experience and manage the risk around declining client satisfaction.

These are ambitious goals. WorkSafeNB clients often find themselves in our care when they're at their most vulnerable, needing our service rather than wanting it. Therefore, it is even more critical that we provide the best possible service for each injured worker, every time. To reach these goals, it was important that we revisited our organizational values.

Through strategic changes in this plan, we are sending a clear message to our stakeholders that we intend to improve service delivery. While our vision retains a strong focus on injury prevention, when injuries do occur, we are reinforcing our commitment to those people affected by adopting a new support goal and a new service goal. These goals will shape our interactions with clients, putting them at the centre of our service model so that each person's experience with WorkSafeNB is exceptional.

You will notice that we also created a new core value – “the client is the priority” and identified those values that will drive our interactions with clients. These values are essential to growing a culture of service excellence. Creating this culture and service model requires all our effort – the Board of Directors, the Executive Leadership Team, and every employee working at every job within WorkSafeNB. Together, we each must do our part to solidify the foundation of exceptional service and continue to improve it over time.

At WorkSafeNB, we want to find ways to innovate to benefit all our stakeholders. The road to success is always under construction. Over the next five years, we will continue to build an organization that you trust and of which New Brunswickers can be proud.



Dorine Pirie,
WorkSafeNB Chairperson

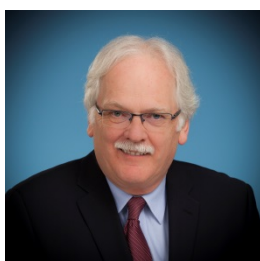


**Dorine Pirie,
WorkSafeNB
Chairperson**

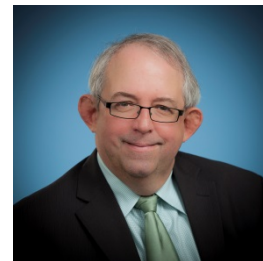
BOARD OF DIRECTORS



Dorine Pirie,
Chairperson

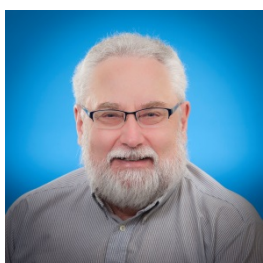


François Angers,
Vice-Chairperson

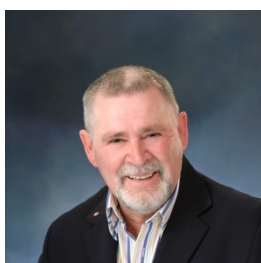


Gerard Adams,
President & CEO

Members representing workers



James Stanley



Hector Losier



Maureen Wallace



Michèle Caron

Members representing employers



Lucien Sonier



David Ellis



Judith Lane



Julie Marr

WorkSafeNB's affairs are managed 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, MISSION, VALUES

VISION

Healthy and safe workplaces in New Brunswick.

MISSION

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

CORE VALUE

The client is the priority.

VALUES

RESPECT

Treat everyone with respect – workers, their families, employers, stakeholders, and our colleagues.

SAFETY

Passionately protect the safety of our clients and colleagues.

CARING SERVICE

Create an exceptional service experience by treating clients with kindness and concern.

TEAMWORK

Optimize the service experience through collaboration and by leveraging the unique talents of each team member.

ACCOUNTABILITY

Adhere to evidence-based disciplines, share all results, and communicate honestly and transparently.

EXCELLENCE

We aspire to flawless execution and never take shortcuts on quality.

INTEGRITY

Demonstrate the highest standards of professionalism, ethics, and personal responsibility.

INNOVATION

Transform the way we work, inspiring each other to continuously improve and empowering colleagues to offer creative ideas.

STEWARDSHIP

GOAL

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

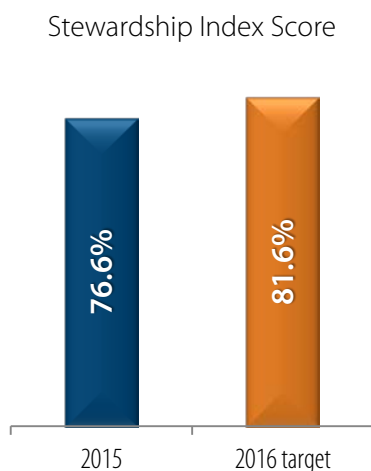
We will achieve our Stewardship Goal by:

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

Key Performance Indicator

The board of directors' index score will be 5% higher than the previous year's average.

2016 Target



SAFETY

GOAL

We will vigorously pursue a safe work culture that will lead to a decline in workplace injuries.

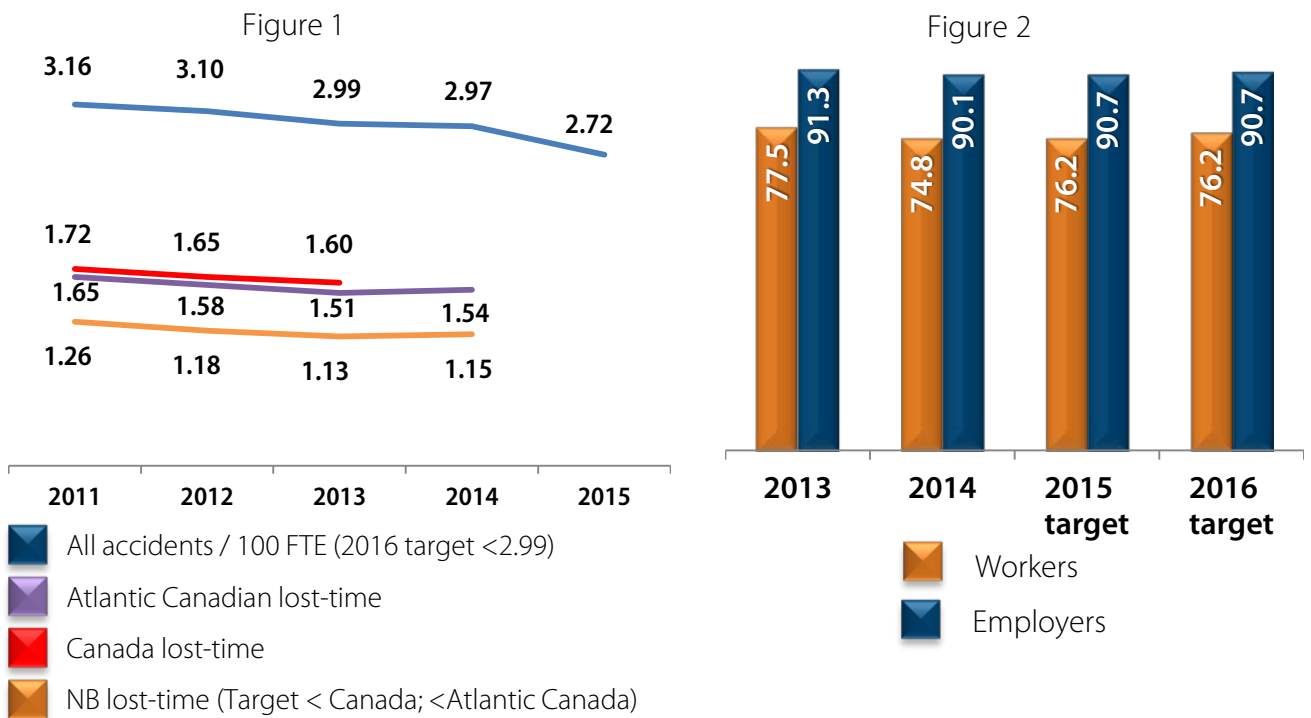
We will achieve our Safety Goal by:

- 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

Key Performance Indicators

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

2016 Targets



SERVICE

GOAL

We will create an exceptional service experience for each client we serve.

We will achieve our Service Goal by:

- Resourcing, creating, and continuously improving a service culture where clients are the priority
- Empowering employees to make values-based decisions within the parameters established by legislation and the board
- Actively offering clients the information they need and the benefits to which they are entitled
- Using technology to support an exceptional service experience
- Demonstrating our leadership's commitment to exceptional service throughout WorkSafeNB

Key Performance Indicator

Satisfaction with service delivery will meet or exceed 80%.

2016 Targets

Service Delivery Index



SUPPORT

GOAL

We will support our clients in recovering from the impacts of workplace injuries.

We will achieve our Support Goal by:

- Advancing and implementing leading practices in medical rehabilitation
- Advancing and implementing leading practices for case management to benefit workers and employers
- Offering competitive benefits throughout a claim
- Advancing and implementing leading practices to facilitate staying at work during recovery and safe return-to-work

Key Performance Indicators

In 2016/2017, WorkSafeNB will develop key performance indicators to report success toward this new goal.

2016 Target

TBA



SUSTAINABILITY

GOAL

We will ensure system sustainability while maintaining competitive assessment rates for employers and full funding, which guarantees security of payment for injured workers.

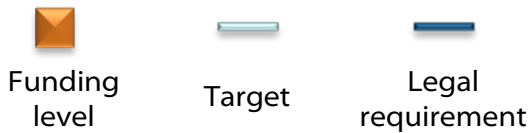
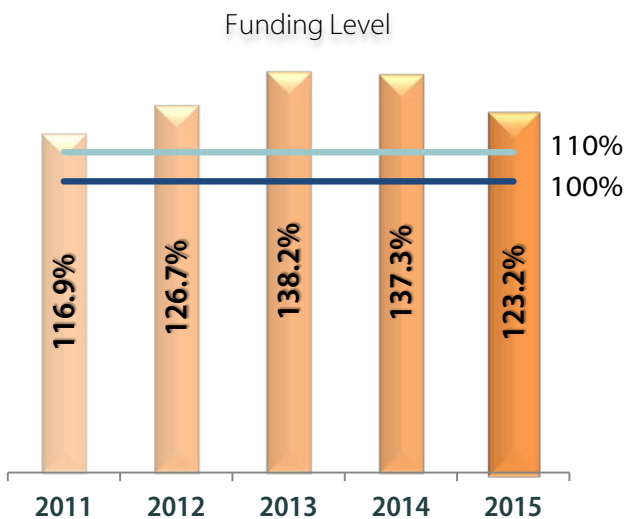
We will achieve our Sustainability Goal by:

- 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
- Ensuring effective and efficient administration of the system

Key Performance Indicator

At a minimum, we will maintain a 110% funded liability.

2016 Target



STAFF ENGAGEMENT

GOAL

We will have high performance teams that are competent, engaged and empowered to achieve WorkSafeNB's strategic goals.

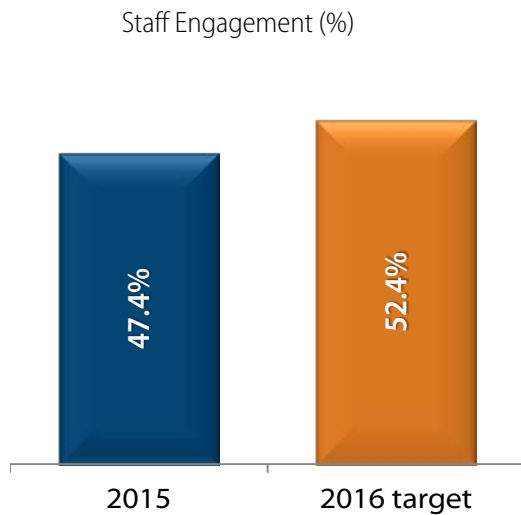
We will achieve our Staff Engagement Goal by:

- Transforming the Human Resources department role and business processes into 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 and a robust performance development management system
- Using evidence-informed practice and technology to advance the human resource functions to support the work of the organization

Key Performance Indicator

Staff Engagement will be 5% higher than the previous year's score.

2016 Target



BOARD OF DIRECTORS 2016-2017 AGENDA

CRITICAL PRIORITIES

1. Manage risk related to the impact of WCAT decisions on the board's policy-making role
2. Create an exceptional service experience for WorkSafeNB clients
3. Create a comprehensive stakeholder engagement strategy

POLICY, LEGISLATION, EVALUATION AND ENGAGEMENT PRIORITIES

GOVERNANCE & ADMINISTRATION

Governance statement
Investment goals and objectives
Board expenses
ERM
Stakeholder technical committees

BENEFITS / MEDICAL

Calculation of benefits
Stress
Medical aid – principles
Home care and independence
Care allowance
Medical marijuana

HEALTH & SAFETY

OHS prosecutions
OHS jurisdiction
OHS inspections and investigations

RETURN-TO-WORK & REHABILITATION

RTW incentives
Suitable employment
RTW – principles
Vocational rehabilitation

EVALUATION

Privacy discipline
WorkSafeNB's service model
Staff engagement
HR strategic transition
Hearing aids and batteries
Pain management approach
Psychological injuries
Managing mental stress
Non-compensable conditions
Support Goal implementation

LEGISLATION

Phase II & III Review
Workplace violence
Benefits for long-term injuries
Occupational hygiene
OHS firefighters
Diving
WHSCC & WCAT Act amendments
Privacy legislation
Board to approve OHS standards


STAKEHOLDER ENGAGEMENT

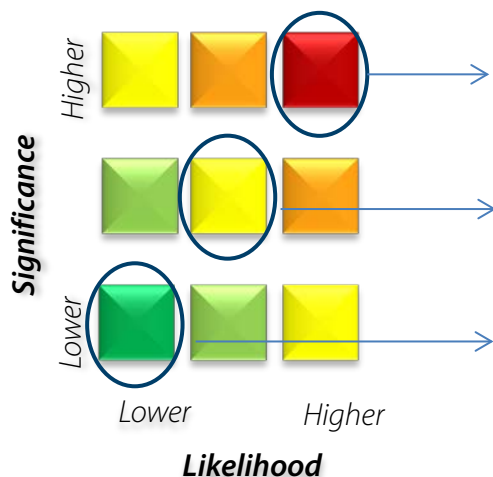
Stakeholder engagement strategy
Enhancing the Injured Workers' Advisory Committee (IWAC)

RISK ASSESSMENT

WorkSafeNB's risk assessment 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.

-  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
-  WCAT decisions' impact on board policy
-  Delay in legislative changes
-  Public and government confidence in WorkSafeNB
-  Impact of privacy commissioners' recommendations upon WorkSafeNB
-  Declining satisfaction with service delivery

-  Self-insured employers' health & safety performance
-  Influences on WorkSafeNB's funding position
-  Varying expectations of WorkSafeNB's role in supporting workers and employers
-  Impacts of cumulative mental stress
-  Impact of catastrophic events on business continuity
-  Talent management challenges
-  Failure to achieve the highest wellness, and health and safety standards
-  President/CEO succession planning
-  Limited availability and rising cost of health care
-  Government decisions that are independent of WorkSafeNB advice



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

WE WANT TO HEAR FROM YOU!

The board of directors and the president and CEO of WorkSafeNB look forward to your comments and discussion on our 2016-2021 Strategic Plan and Risk Assessment.



Toll-free: 1 800 222-9775
Phone: 506 632-2200
Email: communications@ws-ts.nb.ca
www.worksafenb.ca

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