



Accountability Report

Third Quarter

July to September 2014

Being Accountable

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 quarterly results. This document provides a summary of WorkSafeNB's progress towards achieving its strategic goals, targets, and strategies as established during the Board of Directors' annual strategic planning and risk assessment process. In addition, this document contains risks that the Board continues to monitor, legislative and policy priorities, and Statements of Operations and Cash Flows. The current strategic plan and risk assessment is available at www.worksafenb.ca.

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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 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.

Strategic Goals

Annual Results & Targets

- Target Achieved
- Target Not Achieved
- ▲ New Measurement Tool

Quality Governance

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

Annual Target

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

The Governance Index is comprised of three components:

- Evaluation: Board self-evaluation, discussion of results and actions taken on own recommendations (30%);
- Engagement: attendance at regularly scheduled and key meetings, and professional development opportunities (30%); and
- Decision-making: establishing and taking action on priorities, conducting strategic planning and disciplined processes (40%).

Safety

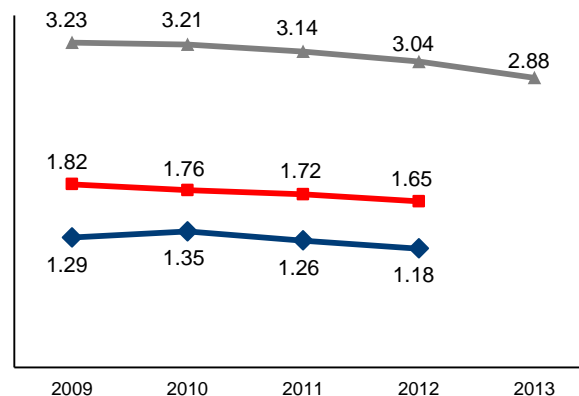
Our vigorous pursuit of a safe work culture will lead to a decline in workplace injuries.

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: Target to be established in 2017 once five years of data is available.

Accident Frequency Rates
(Accidents/100FTE)



- ▲ All Accidents per 100 FTE ¹⁰ (2014 Target <3.08) (2013 Target <3.19)
- Canada Lost Time¹²
- ◆ NB Lost Time (Target <Canada)¹²

Safe Work Culture ¹
2013



Strategic Goals

Annual Results & Targets

■ Target Achieved ● Target Not Achieved
▲ New Measurement Tool

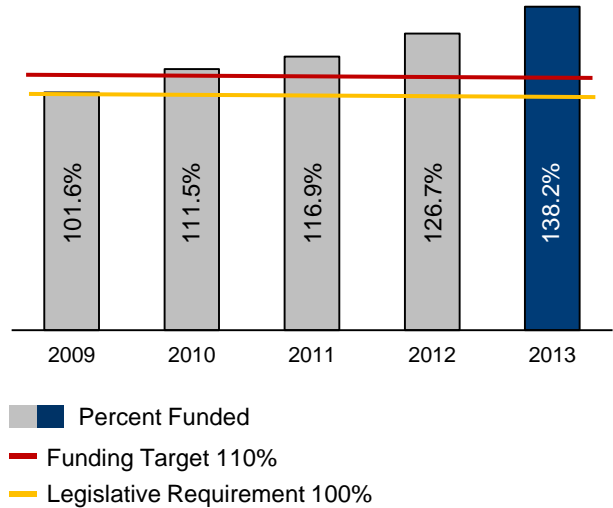
Balance

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

Annual Target

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

Funding History ¹



Note: Funding History is the ratio of assets over liabilities over time.

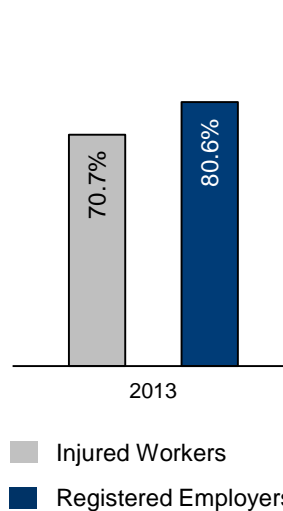
Service

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

Annual Target

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

Client Satisfaction¹



Note: A new survey instrument was implemented in 2013. Target to be established in 2017 once five years of data is available.

Strategic Goals

Annual Results & Targets

■ Target Achieved ● Target Not Achieved
▲ New Measurement Tool

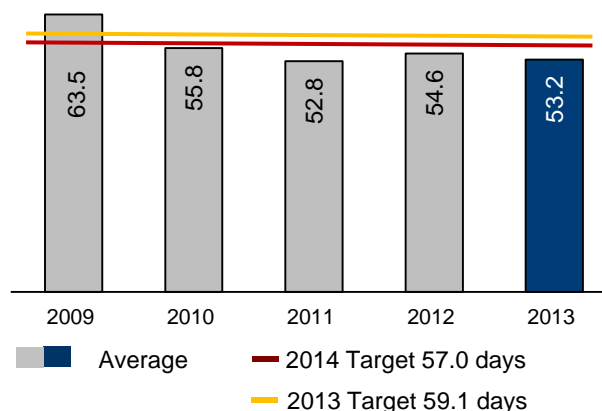
Return to Work

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

Annual Target

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

Paid Compensation Days¹⁰



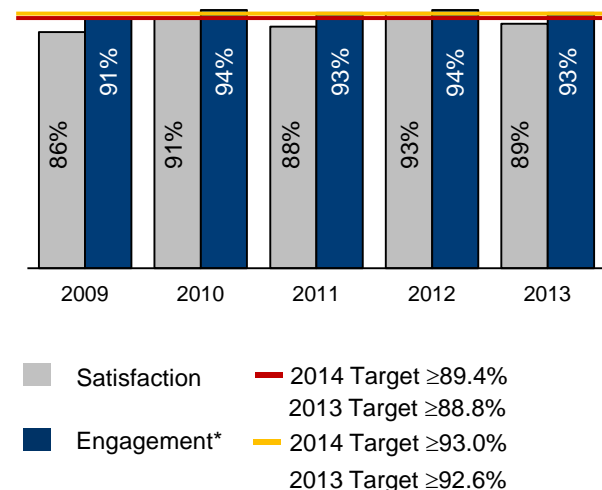
Staff Satisfaction & Engagement

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.

Annual Targets

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

Percent Satisfied & Engaged¹



Achieving Our Goals: 3rd Quarter Management Notes

Quality Governance

Board Attendance – 2014 Regularly Scheduled Meetings

Directors	1 st Q January- March	2 nd Q April- June	3 rd Q July- September	4 th Q October- December
Sharon Tucker, Chairperson	4/4	3/3	2/2	
Bill Oliver, Vice Chairperson	3/4	1/3	0/2*	
Michael Allen, Worker Representative	4/4	3/3	2/2	
Michèle Caron, Worker Representative	1/4	3/3	2/2	
David Ellis, Employer Representative	4/4	1/3	1/2	
Judith Lane, Employer Representative	2/4	2/3	1/2	
Hector Losier, Worker Representative	4/4	3/3	2/2	
Jean Stewart, Employer Representative	4/4	2/3	1/2	
Mel Vincent, Employer Representative	4/4	2/3	1/2	
Maureen Wallace, Worker Representative	4/4	3/3	2/2	
Gerard M. Adams, President and CEO (Non-voting)	4/4	3/3	2/2	
Ronald Gaffney, Chairperson of the Appeals Tribunal (Non-voting)	3/4	2/3	Term ended July 1, 2014	
John Logan, Chairperson of the Appeals Tribunal (Non-voting)	n/a	n/a	1/1	

Note: Telephone attendance is not counted.

* On temporary leave of absence

Governance

- The Board of Directors attended an investment education session as part of its ongoing professional development related to its oversight of the accident fund.
- Bill Oliver resigned as Vice Chairperson of the Board of Directors effective September 28, 2014.
- Ronald Gaffney completed his term as Chair of the Appeals Tribunal on July 1, 2014.
- John B. D. Logan was subsequently appointed Chair of the Appeals Tribunal effective September 15, 2014.
- Policy decisions made by the Board of Directors in the third quarter of 2014 are listed starting on page 14.

Assessment Rates

- The Board of Directors set the average assessment rate for 2015 at \$1.11. This is a ten cent reduction from \$1.21 per \$100 of payroll in 2014. The reduction is a result of WorkSafeNB's fully funded position and stabilized claim costs. The new rate is effective January 1, 2015.

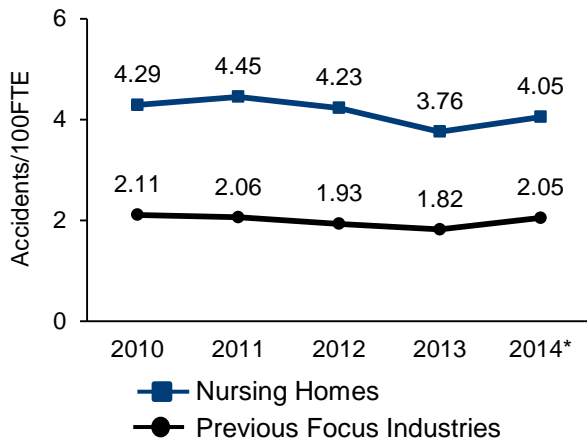
Remaining Accountable Through Effective Oversight, Auditing, and Evaluation

- The Appeals Tribunal received 454 requests for appeals, down 15.1% year-to-date when compared to the same time in 2013. The Tribunal resolved 429 appeals, 26.9% fewer year-to-date when compared to the same time in 2013.

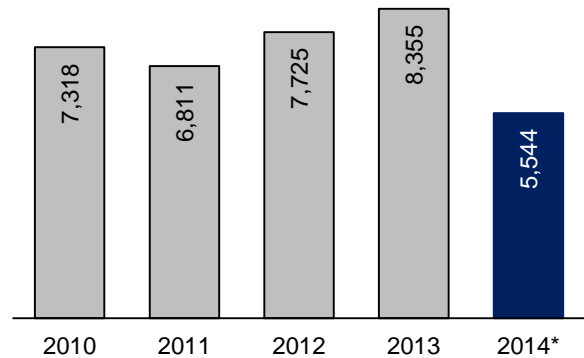
Achieving Our Goals: 3rd Quarter Management Notes

Safety

Focus Industries Lost Time Accident Rate^{2,10,11}
(Annual / Est. YTD*)



OHS Compliance - Orders Written^{2,10}
(Annual / YTD*)



Annual Target Year-to-Date

- At the end of September 2014, the provincial accident frequency for all accidents is estimated at 2.83 accidents per 100 FTE; below the third quarter of 2013 (2.90) and the 2014 target (3.08).

High-risk Industries

- WorkSafeNB continues to focus on high-risk industries to develop a sustainable safety culture. Year-to-date:
 - The current focus industry, nursing homes, has a lost-time accident frequency estimated at 4.05 accidents per 100 FTE; lower than the third quarter of 2013 (4.10) and the previous five-year average (4.52).
 - Lost-time accident frequency of previous focus industries is estimated at 2.05 accidents per 100 FTE; higher than the second quarter of 2013 (1.81) and in line with the five-year average (2.05).
- The waste collection industry was identified as a new focus industry due to a high risk of fatalities and severe injuries. In January 2015, WorkSafeNB will operationalize a strategy and action plan intended to increase health and safety awareness, increase compliance with legislative obligations, and reduce injuries in this industry.

WorkSafe Culture

- The Safety Excellence NB initiative was launched in mid-August to provide resources to employers and workers as they implement changes under the *OHS Act*. As of the end of September, 207 visitors had signed up to receive email updates on safety topics and 1,421 people downloaded information and resources. Compliance inspections on the new requirements under the *OHS Act* began on September 1st with officers focusing on safety policy requirements, orientation of new employees, and accident reporting procedures.
- In April, the Board of Directors established its top strategic priorities and subsequently allocated significant resources to its occupational health and safety priority. This investment is intended to impact culture by:
 - Designing a first-rate occupational health and safety leadership model for New Brunswick;
 - Engaging workplaces in safety excellence to improve compliance with OHS legislation and regulations; and
 - Expanding stakeholder and community-based partnerships to develop collaborative solutions to prevent workplace accidents.

Achieving Our Goals: 3rd Quarter Management Notes

Safety

WorkSafe Culture (continued)

- At the Health and Safety Conference awards ceremony on October 3rd, WorkSafeNB recognized Coast Tire & Auto Service Ltd. and Amcor Packaging Canada Inc. for their exceptional commitment to continuous improvement towards building a workplace safety culture in New Brunswick and integrating safety as a core value.
- The 8th annual Progressive Agriculture Safety Days was held in Florenceville-Bristol in September with 580 participants from local schools. This event promotes farm safety and advances WorkSafeNB's strategy to build a youth safety culture.

Advancing Safety Standards

- The three-year collaboration between WorkSafeNB and its construction industry technical committee has resulted in a two-part recommendation being approved by the Board of Directors: 1) A process will begin to recommend changes to Regulation 91-191, the general regulation under the *OHS Act* related to construction topics, including: adoption and revision of new CSA standards, traffic safety, and personal protective equipment. 2) Further consultation with stakeholders will be completed on topics impacting industries other than construction.
- The Board has also approved recommendations for changes to Regulation 88-221 on Workplace Hazardous Material Information System (WHMIS) under the *OHS Act*. These changes result from the Health Canada initiative to implement the Globally Harmonized System for the Classification and Labeling of Chemicals. A stakeholder technical committee was engaged to examine the proposal and has endorsed the recommendation approved by the Board.

Firm Level Intervention

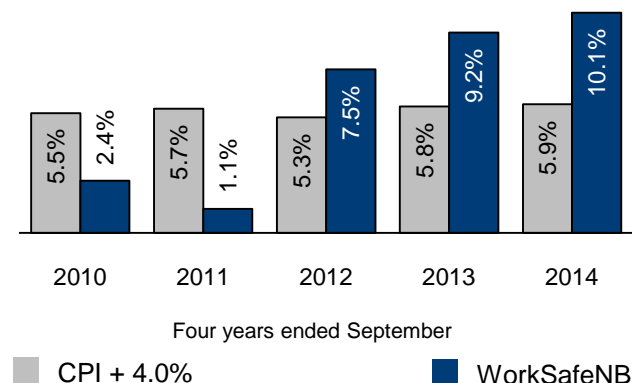
- WorkSafeNB's focus firm program assists employers in the development of an integrated occupational health and safety management system. As of September 2014, the aggregate accident frequency for focus firms is estimated at 6.14 accidents per 100 FTE, lower than the five-year average of 6.54.

Achieving Our Goals: 3rd Quarter Management Notes

Balance

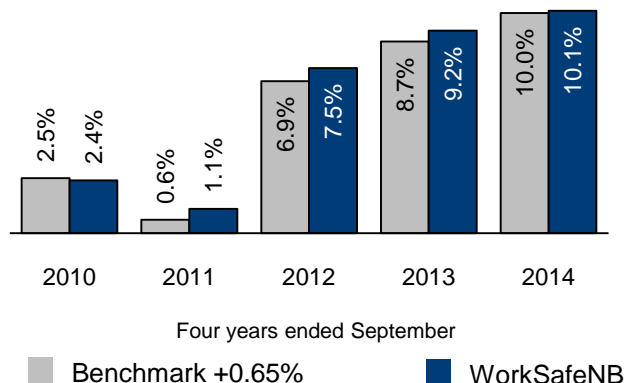
Performance Objective 1⁴

The investment portfolio's rate of return is to exceed the increase in the CPI+4.0%¹³ on a four-year, moving-average basis



Performance Objective 2⁴

The investment portfolio's rate of return is to exceed the return generated by the investment policy-defined benchmark portfolio by 0.65%¹³ on a four-year, moving-average basis



Disciplined Investment Management

WorkSafeNB's investment portfolio gained 1.02% in the third quarter of 2014, and has gained 6.56% year-to-date to September 30, 2014. Capital markets were influenced by a variety of factors in the third quarter. Geopolitical tensions and slower economic growth in Europe and China weighed on markets. European and Japanese central banks signaled further accommodation, while the US Federal Reserve continued to wind down its stimulus program. The Fed's tightening caused the US dollar to strengthen relative to other currencies in the quarter. Fears of a slowing global economy negatively impacted commodity prices, which hurt Canadian equities due to the large weight of the Materials and Energy sectors. Large-cap stocks outperformed small-caps in the quarter. The market continues to show signs of risk-seeking behavior, as recently non-dividend paying stocks have meaningfully outperformed those that do, and lower quality companies have outperformed higher quality companies. In this environment, WorkSafeNB's portfolio, with a bias towards quality and value, has underperformed its passive benchmark year to date.

The FTSE TMX Canadian Overall Bond index gained 1.06% and Canadian equities lost 0.59% for the quarter. U.S. stocks gained 6.10% in CAD terms. International (EAFE) stocks lost 1.25%. Emerging markets equities gained 1.40%. The Long Term Fiscal Strategy and the Investment policies document WorkSafeNB's strategy for maintaining a fully funded status and maintaining investment discipline in volatile market conditions.

Disciplined Financial Management

Assessment income for the third quarter of 2014 was \$1.2 million (1.6%) lower than budgeted, and \$15.9 million (17.1%) less than the previous year. The decrease from the previous year was primarily due to a decrease in the assessment rate from \$1.44 in 2013 to \$1.21 in 2014. Income from self-insured employers was \$5.0 million (12.5%) less than budget due to favourable experience in accident costs, particularly with respect to long-term disability costs on prior years' injuries, and \$4.6 million (11.4%) less than the previous year primarily due to retroactive claim payments made in 2013 as a result of a policy change with respect to supplements to compensation.

Continued on next page

Achieving Our Goals: 3rd Quarter Management Notes

Balance

Disciplined Financial Management (continued)

Investment income for the third quarter was \$21.2 million (34.9%) greater than budget. The rate of return as of the end of the third quarter was 6.56% compared to a budgeted rate of return of 4.95%, and a 9.74% rate of return at the end of the third quarter of 2013.

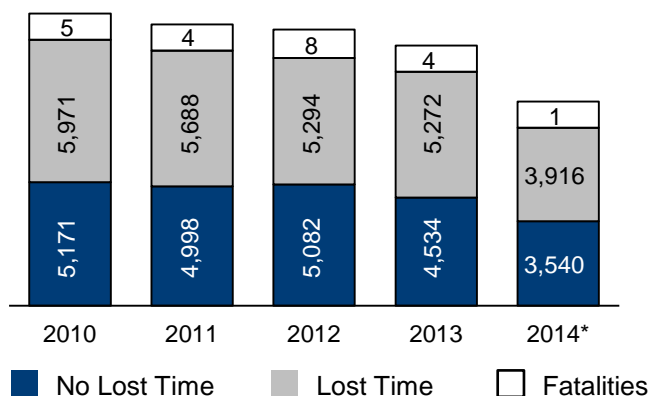
Total expenses for the third quarter of 2014 were lower than budgeted by \$21.0 million (11.4%) and \$0.3 million (0.2%) less than the previous year. Claims costs were \$18.7 million (12.6%) less than budget primarily due to favourable experiences in short-term disability costs associated with current year injuries, and long-term disability costs associated with prior years' injuries, and \$2.1 million (1.6%) less than the previous year. Administration, legislative obligations, and Appeals Tribunal costs were lower than budgeted by \$2.3 million (6.4%) and \$1.8 million (5.5%) higher than the previous year. The above results yielded a net surplus for the period of \$30.7 million compared to a budgeted net deficit of \$5.2 million. The funded ratio at the end of the third quarter of 2014 was 140.2%, compared to 133.2% at the end of the third quarter of 2013.

Note: Statements of Operations and Cash Flows are available on page 17 & 18

Achieving Our Goals: 3rd Quarter Management Notes

Service

Claims Accepted by Type ^{2,6,7}
Annual / YTD*



Claims Volume

- When compared to the same time period in 2013, year-to-date total claim volume is up 1.0%, with no-lost-time claims up 1.7%, and lost time claims up by 0.4%.

Time to First Cheque

- Year-to-date, days to first cheque increased 1.8 days (9.5%) to 20.7 days for manageable claims⁵ when compared to 2013 and increased for all claims by 1.1 days (4.2%) to 27.3 days when compared to 2013. WorkSafeNB continues to explore administrative strategies to ensure timely payment of benefits.

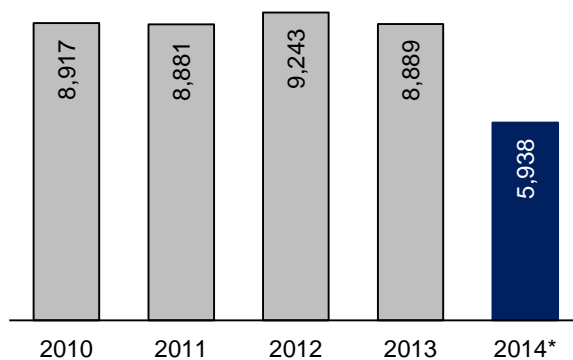
Measuring and Evaluating Client Satisfaction

- Following treatment at the Workers' Rehabilitation Centre, year-to-date 85.4% of clients indicated they were mostly or completely satisfied with the service received, up 1.0% from 2013.
- WorkSafeNB's annual survey of client and stakeholder satisfaction with service delivery started in the third quarter. The survey helps identify service expectations and focuses resources.

Service Delivery for Long-Term Clients

- WorkSafeNB has allocated resources to hire one new Long-Term Disability Coordinator to provide proactive service to long-term clients by identifying unmet needs and any additional benefits that may be available.

OHS Compliance - Inspections ^{2,10}
(Annual / YTD*)



Inspections

- WorkSafeNB is committed to preventing workplace injuries and illness through education and enforcement of the *OHS Act*. To ensure compliance, WorkSafeNB conducts workplace inspections, targeted by evidence of risk factors, hazardous environments, and nature of injury. At the end of the third quarter, 5,938 inspections were completed, 10.8% lower than the third quarter of 2013 (6,657 inspections).

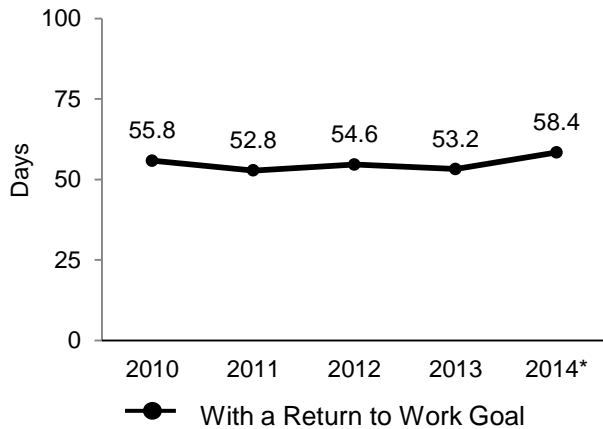
Effective Service Delivery

- WorkSafeNB is reviewing its business processes for claim management. The review focuses on identifying opportunities to improve processes for:
 - Data retrieval;
 - Medical aid payments;
 - Claim preparation and management;
 - Calculating and paying compensation; and
 - Management of overpayments.
 To date, two of five areas have been reviewed with proposals developed to improve effective service delivery.
- WorkSafeNB provided case management and adjudication staff with specialized training on decision writing. The program, delivered by the Foundation for Administrative Justice, focuses on principles of fairness, consistency, and plain language.

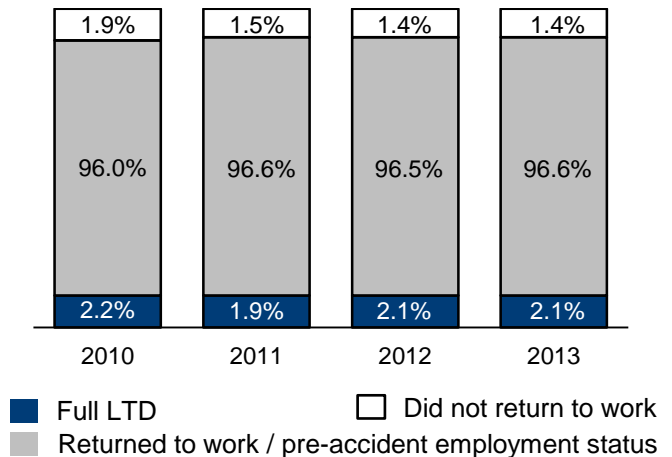
Achieving Our Goals: 3rd Quarter Management Notes

Return to Work

Paid Compensation Days^{2,10, 11}
(Annual / YTD*)



Lost-time Claim Disposition^{2,10}
RTW Goal & Full LTD (Annual)



Annual Target Year-to-Date

- At the end of September 2014, the number of paid compensation days for injured workers with a return to work goal is 58.4 days, above the 2014 target of 57.0 days, but consistent with 2013 YTD of 58.3 days. There is ongoing analysis to understand these results.
- Year-to-date claim dispositions were:
 - 96.1% returned to work (96.4% YTD in 2013);
 - 1.4% did not return to work (1.5% YTD in 2013); and
 - 2.6% full LTD (2.1% YTD in 2013).

Building and Delivering Proven Programs and Process for Medical Case Management

- Consistent with WorkSafeNB's commitment to continuous improvement, reviews of case management practices are regularly scheduled. A review of claims that were finalised in 2013 indicates that there is strong compliance with case management best practices.

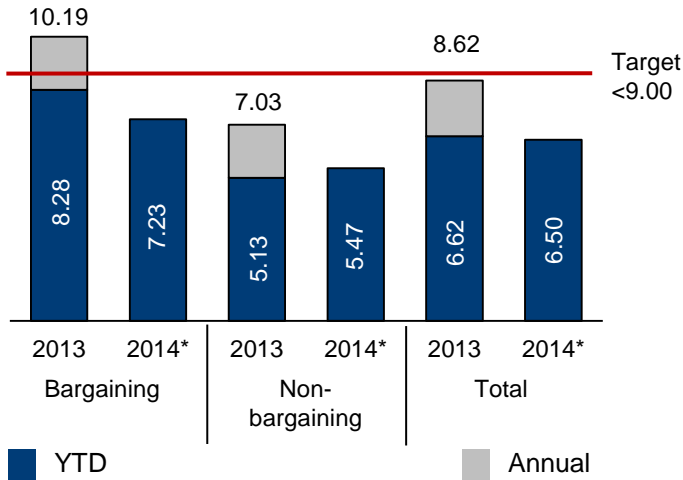
Developing and Executing Best Practice for Alternative Return-to-Work Case Management

- Clients with complex cases experience less success with return-to-work programs (70%) when compared to other claims (80%). WorkSafeNB's review of occupational therapy practices supports revised protocols to establish expectations and resolve any barriers that may impede progress at the beginning of therapy. WorkSafeNB has implemented these best practices internally and will work with external service providers in 2015.
- WorkSafeNB's program for soft tissue shoulder injury management has shown an increase in duration for injured workers in 2014. A comprehensive review of the program started in the third quarter to identify factors contributing to this recent development.

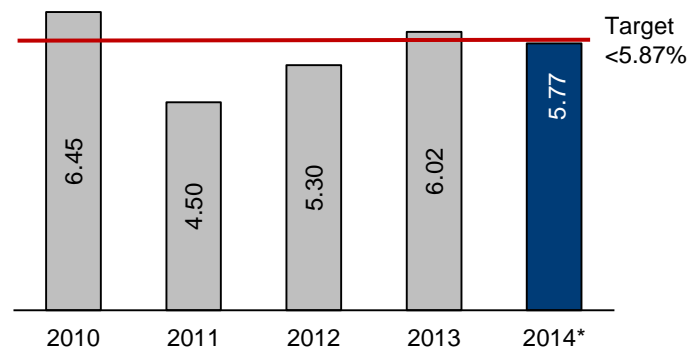
Achieving Our Goals: 3rd Quarter Management Notes

Staff Satisfaction and Engagement

Days Absent ^{3,8}
Annual / YTD*



Staff Turnover ^{3,9}
Percentage of all Staff (Annual / YTD*)



Health, Safety, and Wellness

- Three WorkSafeNB claims were accepted in the third quarter under the *WC Act*: two no lost-time claims and one lost-time medical aid only. Six claims have been accepted year to date.
- Health and safety plan activities completed include:
 - Training for WorkSafeNB joint health and safety committee (JHSC) members on incident investigation and awareness; and
 - Review and needs assessment for employees' awareness training on confined space entry and hazard identification.

Wages and Benefits

- WorkSafeNB continues its work to realign its job evaluation system for non-bargaining staff by transitioning to the Hay Group methodology. In the third quarter, non-bargaining staff were surveyed on WorkSafeNB's total compensation package.

Succession and Development

- In the third quarter, 22 competitions were opened, 11 of which were for regular positions, with three resulting in internal promotions.
- At the end of third quarter, two management interns continued with their assignments, receiving mentoring from directors in various departments.
- Four employees joined the Growing Leaders program.

Employee Engagement

- Administered by an independent third party, the annual WorkSafeNB employee satisfaction survey was conducted in the third quarter. Results of the survey will identify if WorkSafeNB's Staff Satisfaction and Engagement Goal is being achieved. Previous years results can be seen on page 4.

Risk Assessment

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

Management's Cautionary Notes:

Management continues to monitor and manage identified risks. There are no cautionary notes to report at this time.

	Level	Strategy
Unique Mandate Risks		
Board succession planning	Unacceptable	Reduce
Impact of Board's policy agenda not being achieved	Acceptable	Reduce
Balancing benefit-related decisions to ensure intergenerational equity and system sustainability	Unacceptable	Reduce
Variance between Appeals Tribunal decisions and Board policy	Unacceptable	Reduce
Varying expectations of WorkSafeNB's role in health and safety	Unacceptable	Reduce
Funding level	Unacceptable	Reduce
Defining WorkSafeNB's role in return to work	Cautionary	Reduce
Personal non-compensable intervening conditions	Unacceptable	Reduce
Operational Risks		
Impact of catastrophic events on business continuity	Cautionary	Reduce
Employee retirement levels	Unacceptable	Reduce
Recruiting and retaining WorkSafeNB employees in specialized fields	Cautionary	Reduce
Potential for WorkSafeNB employees to sustain psychological injuries	Cautionary	Reduce
Risks to Reputation		
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
Public confidence in WorkSafeNB	Unacceptable	Reduce
Failure to address primary risks or priorities in a timely manner	Unacceptable	Reduce
External Risks		
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
Gaps and delays in OHS legislation	Unacceptable	Reduce

Board Priorities

The WorkSafeNB Board of Directors identifies and allocates resources toward key legislative and policy priorities. This scorecard identifies when the priority is completed.

2013/2014 Priorities Approved in the First Quarter of 2014	Status
21-230 Deduction of CPP Disability Benefits	Approved by Executive on January 10, 2014
21-513 Who is a Survivor	Approved by Executive on January 10, 2014
21-515 Benefits for Survivors	Approved by Executive on January 10, 2014
23-715 Employer Legislative Requirements and Services	Approved by Board on January 30, 2014
46-305 Indemnification	Approved by Board on January 30, 2014
21-040 Interest on Claim-related Benefits and Employer Accounts	Approved by Executive on February 25, 2014
23-610 Safety Achievement Financial Incentive System (SAFIS)	Approved by Executive on February 25, 2014
24-100 Safety Association Funding	Approved by Executive on February 25, 2014
26-010 Definition of Employee	Approved by Executive on February 25, 2014
46-220 Third Party Actions	Approved by Executive on February 25, 2014
20-100 Principles of Service Delivery	Approved by Board on February 27, 2014
34-205 Statement of Investment Philosophy and Beliefs	Approved by Board on March 14, 2014
21-219 Diverting Compensation Benefits	Approved by Executive on March 19, 2014
25-030 Chronic Pain	Approved by Executive on March 19, 2014

2014/2015 Priorities Established April 2014	Status
Legislative	
Amendments to section 38 of <i>WC Act</i>	Scheduled for 2015
<i>WHSCC Act</i> – Amendments to Appeals Tribunal	Approved by Government with Royal Assent on May 21, 2014. To be effective April 1, 2015.
Annuities / Policy 21-206	In Progress
Administrative Penalties	Scheduled for 2015
Amendments to section 37 of <i>WC Act</i> / Policy 21-208	Scheduled for 2015
Pre-82 Benefits	In Progress
Personal Non-compensable Intervening Conditions	In Progress
Cost Allocation	In progress
Maximum Earnings /Policy 21-210	Scheduled for 2014
Board to Approve Regulatory Changes	In Progress
Occupational Hygiene	Scheduled for 2015
WHIMIS and GHS	Board recommended changes to Government September 24, 2014
OHS Firefighters	Scheduled for 2015
Forestry Regulations	In Progress
Diving	Scheduled for 2015
Construction	Board recommended changes to Government September 24, 2014
Permanent Physical Impairment / Policy 21-250	In Progress

Top Priorities

Three Day Waiting Period	In Progress
Asset Liability Study	Scheduled for 2015
E-Consultation with Stakeholders for Strategic Planning	In Progress
Investment in Occupational Health and Safety	In Progress

Governance & Administration

34-200 Investment Goals and Objectives	Approved by Board on June 26, 2014
41-002 Governance Statement	Approved by Board on May 29, 2014
41-003 Governance – Stakeholder Engagement	Approved by Board on May 29, 2014

Evaluation / Engagement

Client Satisfaction Survey	In Progress
Impact of Supplements to Compensation Decision on Goals	In Progress
Accountability Reporting	In Progress

Health & Safety

24-010 Occupational Health and Safety Prosecutions	Scheduled for 2015
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Return to Work & Rehabilitation

21-400 Rehabilitation	Scheduled for 2015
21-413 Responsibilities and Re-employment Obligations	Scheduled for 2015
21-414 Third Party Mediation	Scheduled for 2015
21-417 Identifying Suitable Employment	Scheduled for 2015
21-418 Return to Work Incentives	Scheduled for 2015
21-419 Communication in Rehabilitation	Scheduled for 2015
21-420 Return to Work – Principles	Scheduled for 2015
21-421 Vocational Rehabilitation	Scheduled for 2015
25-070 Responsibility in Rehabilitation	Scheduled for 2015

Entitlement & Benefits

29-220 Travel Expenses	Scheduled for 2015
29-215 Financial Advice for Surviving Spouses	Approved by Board on July 30, 2014
21-290 Recovery of Claim-related Overpayments	Approved by Executive September 4, 2014
21-112 Conditions for Entitlement – Hearing Loss	Scheduled for 2015
21-011 Federal Government Employees	Approved by Executive September 4, 2014

Medical Aid & Assistive Devices

21-403 Home Modifications to Assist with Activities of Daily Living	Approved by Board on May 29, 2014
25-001 Medical Aid – Principles	Scheduled for 2015
25-002 Medical Aid – Standards of Care	Scheduled for 2015
25-003 Home Care and Independence	Scheduled for 2015
29-550 Care Allowance	Scheduled for 2015
29-551 Hearing Aids & Batteries	Scheduled for 2015

Other Priorities

Service Quality Assurance	In Progress
Multimedia Messaging	Scheduled for 2015
Build Internal Capacity around CSA Standard on Psychological Health and Safety in the Workplace	Scheduled for 2015
Intermediate Internal Level of Review	In Progress - to be operational on April 1, 2015

Statements of Operations and Cash Flows

The Statement of Operations details WorkSafeNB's income and expenses for the third quarter of 2014 compared to the budgeted amounts, and to the corresponding period for the previous year. The Statement of Cash Flows details the cash received and paid for the third quarter of 2014 compared to the corresponding period for the previous year.

Unaudited Statement of Operations For the 9 Months Ending September 30, 2014

	Budget	Actual	Previous
	YTD	YTD	YTD
	(000's)	(000's)	(000's)
Income			
Assessments including self-insured	\$118,842	\$112,568	\$133,000
Investments	60,632	81,792	110,037
	\$179,474	\$194,360	\$243,037
Expenses			
Claims costs incurred	148,575	129,899	131,968
Administration	33,417	31,399	29,711
Legislative obligations	1,162	1,150	972
Appeals Tribunal	1,476	1,192	1,284
	\$184,630	\$163,640	\$163,935
Net (deficit) surplus	(\$5,156)	\$30,720	\$79,102

Statements of Operations and Cash Flows

Unaudited Statement of Cash Flows For the 9 Months Ending September 30, 2014

	Actual	Previous
	YTD	YTD
	(000's)	(000's)
Cash flow from operating activities:		
Cash received from:		
Assessed employers	\$83,428	\$100,142
Self-insured employers	27,380	22,362
Interest and dividends	24,010	22,262
	<u>\$134,818</u>	<u>\$144,766</u>
Cash paid to:		
Injured workers or third parties on their behalf	111,738	103,285
Suppliers & employees, for administration & other services	36,083	35,236
	<u>147,821</u>	<u>138,521</u>
Net cash provided by (used in) operating activities	(13,003)	6,245
Cash flow from investing activities:		
Cash received from:		
Sale of investments	261,555	251,587
Cash paid for:		
Purchase of investments	244,566	229,197
Purchase of capital assets	1,343	926
	<u>245,909</u>	<u>230,123</u>
Net cash provided by (used in) investing activities	15,646	21,464
Increase (decrease) in cash during the year:	2,643	27,709
Cash and short-term investments, beginning of period	61,906	16,611
Cash and short-term investments, end of period	<u>\$64,549</u>	<u>\$44,320</u>

The Statement of Operations and Statement of Cash Flows have been prepared in accordance with the accounting policies and practices outlined in the notes to the financial statements contained in WorkSafeNB's 2013 Annual Report.

Notes

1. Annual outcomes are reported using the data provided in the 2013 WorkSafeNB Annual Report.
2. Source: WorkSafe Services, September 30, 2014.
3. Source: Human Resources, September 30, 2014.
4. Source: Corporate Services, September 30, 2014.
5. Manageable claims excludes, for example, claims that were reported late, appealed, or where an employer filed a form of election.
6. Excludes files opened that do not result in a claim.
7. All fatalities occurred under the *WC Act* in 2014, based on year of accident.
8. Days absent = the total days absent / (actual yearly budgeted - vacant positions).
9. Staff turnover (expressed as a percentage) = (number of employees leaving organization / FTE) *100.
10. Numbers are adjusted quarterly as data matures.
11. More precise trends can be determined at year-end, when data has matured and seasonal influences have diminished.
12. 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.
13. Prior to March 31, 2012 Performance Objective 1 was CPI+3.8% and Performance Objective 2 was Benchmark+0.75%. Changes are a result of updates to Policy No. 34-200 Investment Goals and Objectives.

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