



"Little things matter."

2011 Year-end Results

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.

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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.

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

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 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 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 safely return or are ready to safely 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.
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Achieving Our Goals

 Target Achieved in 2011
 Target Not Achieved in 2011

Results	2006	2007	2008	2009	2010	2011	2011 Target	Achieved
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Accident Frequency*

All Accidents per 100 FTEs	3.49	3.50	3.44	3.20	3.16	3.12	<3.37	
Canada lost time per 100 FTEs	2.39	2.24	2.12	1.82	1.76	N/A	<Canada	
New Brunswick lost time per 100 FTEs	1.33	1.36	1.36	1.29	1.35	N/A		

* Prior years adjusted to reflect most current data


Workplace Injuries are Inevitable*

(% Agreement)

Injured Workers	--	--	65%	71%	66%	70%	<5-year average	
General Workers	--	--	55%	52%	55%	56%	<5-year average	
Registered Employers	--	--	57%	61%	57%	57%	<5-year average	
Non-registered Employers	--	--	51%	61%	60%	66%	<5-year average	



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

Funding Liability


Funding Ratio	111.0%	105.4%	87.7%	101.6%	111.5%	116.9%	100%	
Assets ('000s)	\$1,035,703	\$1,065,513	\$930,357	\$1,065,966	\$1,186,370	\$1,227,702	--	--
Liabilities ('000s)	\$933,320	\$1,011,037	\$1,061,216	\$1,049,211	\$1,064,152	\$1,050,038	--	--

Client Satisfaction

(% Satisfied)

Injured Workers	80%	83%	81%	78%	77%	79%	>80%	
Registered Employers	84%	84%	84%	82%	79%	80%	>80%	



Average Paid Compensation Days*

Average paid compensation days for claims with a RTW goal	63.4	59.5	61.7	65.0	57.7	57.0	62.6	
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* Prior years adjusted to reflect most current data

Staff Satisfaction & Engagement

(% Agreement)

Satisfaction	91%	87%	86%	86%	91%	88%	88%	
Engagement*	--	--	91%	91%	94%	93%	≥5-year average	

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

Safety

GOAL

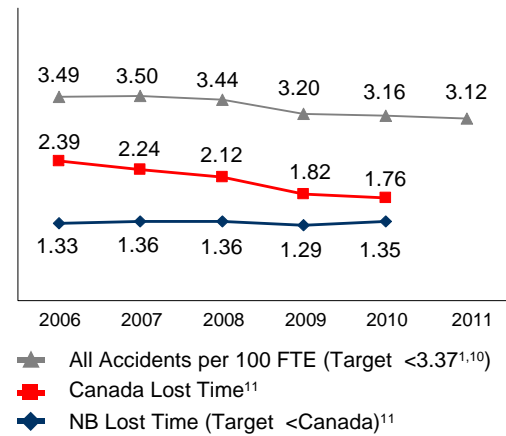
Our vigorous pursuit of a safe work culture will lead to a decline in the overall frequency of workplace injuries, and a decline in the perception of the inevitability of workplace injuries in New Brunswick.

ANNUAL TARGETS

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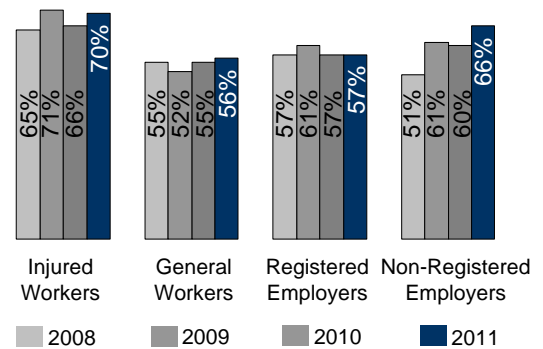
Accident Frequency Rates

(Accidents/100 FTE)



Workplace Accidents & Injuries are Inevitable³

(Percent Agreeing)



EXECUTING OUR STRATEGIES

Focusing on high-risk industries

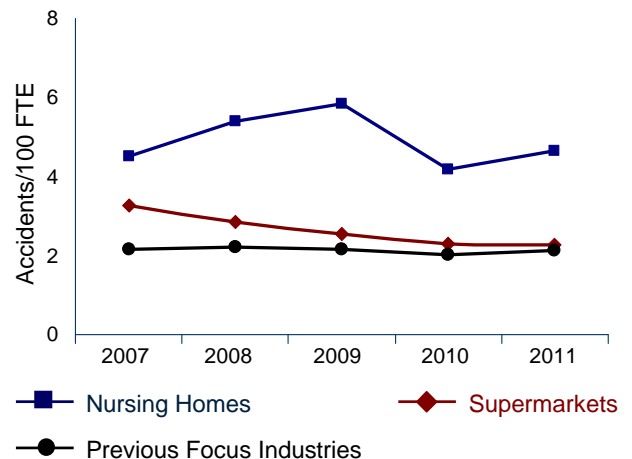
WorkSafeNB engages with industries to develop industry-specific health and safety solutions by focusing resources on those workplaces with high accident frequency, costs, and risks. To this end, some outcomes achieved and activities undertaken in 2011 are noted below.

Outcomes

- In 2011, WorkSafeNB focused its attention on nursing homes and supermarkets that demonstrated high accident frequency, costs, and/or work risks. Lost time accident frequency is below the five year average for supermarkets 2.27 (5yr=2.76) and nursing homes 4.66 (5yr=4.93).

Focus Industries Accident Rate^{1,10}

(Loss Time Accidents)



- Following a comprehensive review of injuries in nursing homes and current prevention activities, WorkSafeNB is working in partnership with Nursing Home Services and the New Brunswick Association of Nursing Homes to build a sustainable health and safety infrastructure. Activities include revising and producing training and assistance with the implementation of Back in Form, a musculoskeletal injury prevention program, customizing health and safety inspections, and reviewing the consultation model.
- Since initiating the focus industry program in 2002, the accident frequency rate for previous focus industries is 2.12, lower than the five year average (2.24) and lower than the overall provincial accident frequency rate.

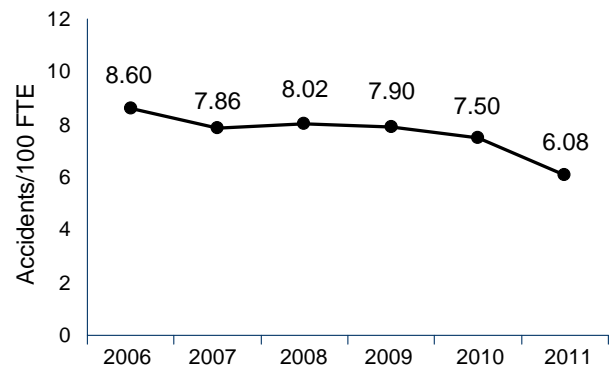
Engaging in intensive firm-level interventions

WorkSafeNB works directly with individual employers to build sustainable health and safety infrastructure to change behaviours and reduce accidents. To this end, some outcomes achieved and activities undertaken in 2011 are noted below.

Outcomes

- WorkSafeNB identifies individual firms for focused intervention based on historic data, surveys, and qualitative information. Services provided are based on the individual needs of the firm. While the sample size is small, resulting in variability year over year, the overall lost time accident frequency for focus firms is 6.08, down 18.9% since 2010 and down 32% since the inaugural year of 2001. During the same time period the frequency for all injuries has decreased by 21%.

Focus Firms Accident Rate¹
(All Focus Firms Loss Time Accidents)



Maintaining safety standards in New Brunswick

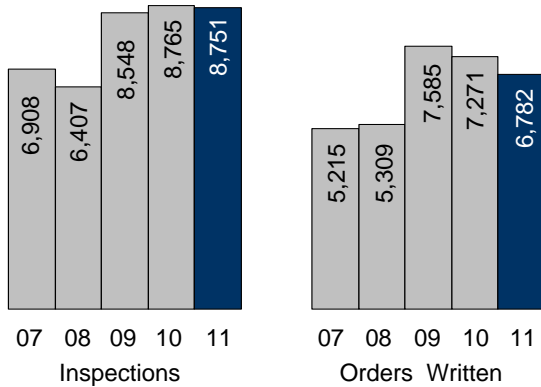
WorkSafeNB is committed to sustaining occupational health and safety legislation and regulations that are based on recognized occupational health and safety practices and by enforcing compliance with this legislation to protect the safety of all New Brunswick workers. To this end, some outcomes achieved and activities undertaken in 2011 are noted below.

Outcomes

- A series of 14 sessions were held throughout the province to inform and educate stakeholders on the amendments to the fall arrest regulations under the *Occupational Health and Safety Act*. Over 1,200 stakeholders attended. Resource materials are available at www.worksafenb.ca.
- Two stakeholder technical committees were established in 2011 for Construction-related Legislation Review and Occupational Hygiene. Over the next two years, the committees will meet to discuss general topics, provide recommendations to determine possible changes to the present legislation, and provide recommendations to the Board of Directors. In addition, subcommittees are now being formed to deal with specialized subjects (e.g., explosive materials, education materials, and confined spaces).

- WorkSafeNB has a statistical model to focus inspection activities. The model incorporates claims volume, cost, severity, and risk. Focused inspections resulted in:
 - 2,177 firms inspected in 2011, above the previous five-year average of 2,094;
 - 8,751 workplace inspections in 2011, above the previous five-year average of 7,663; and
 - 6,782 orders written in 2011, above the previous five-year average of 6,325.

OHS Compliance¹



Activities

- WorkSafeNB undertakes to update legislation and regulations to address a changing safety environment. A number of changes are in front of Government as indicated in the table below.

Legislative Change	Status
LNG Regulations	Submitted to Government, consideration of adopting CSA standards
Forestry Regulations	Staff preparing MEC
OHS Act - General Amendments	Staff working with PETL on MEC

Using nature of injury to focus prevention activities

WorkSafeNB identifies types of injuries common across certain industries in New Brunswick and plans prevention initiatives that are relevant, efficiently using resources to reduce these workplace injuries. To this end, some outcomes achieved and activities undertaken in 2011 are noted below.

Outcomes

- WorkSafeNB’s Musculoskeletal Injury (MSI) initiative is proving to be successful in reducing the frequency of soft tissue injuries among focus industries. Year-end results show that these types of injuries are down 3% for all industries and are down 20% for targeted supermarkets.

Activities

- WorkSafeNB is also implementing the MSI initiative and revisions to the back-in-form program to target the health care industry. The package contains theory and practical training manuals, as well as curriculum profiles. This initiative stresses the importance of setting accurate weight restrictions for bed techniques, and compiles new research related to push/pull forces and friction coefficients. A Back in Form video supports the documents.

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

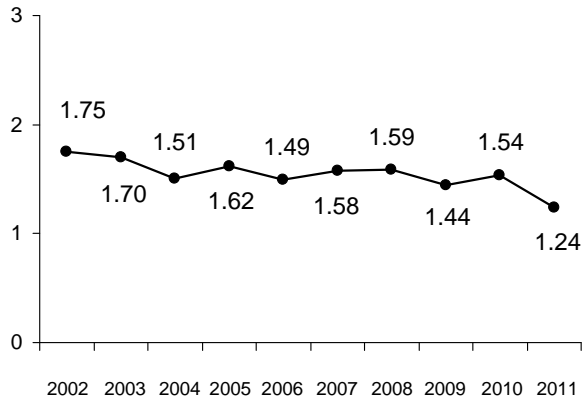
WorkSafeNB reaches our youth with messages of health and safety to positively shape their attitudes, beliefs, and behaviours about safe work practices that they will instinctively integrate into decisions and actions at work. To this end, some outcomes achieved and activities undertaken in 2011 are noted below.

Outcomes

- WorkSafeNB continues to have positive impacts on young workers’ lost time claims. The accident frequency rate at 1.24 is below the previous five year average of 1.53 and down 29.1% since 2002.

Young Workers Lost Time Claims¹

(Accident Frequency Per 100 Workers Age 15-24)



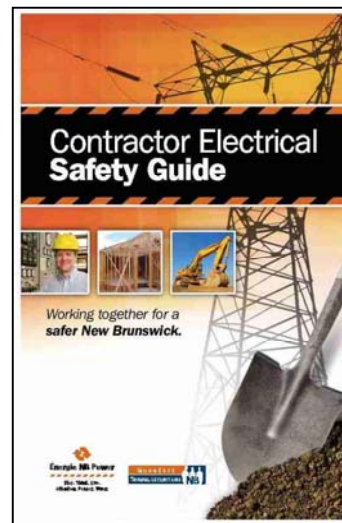
Activities

- WorkSafeNB Vice President, Shelly Dauphinee, was appointed to a four year term as a Governor on the Canadian Centre for Occupational Health and Safety (CCOHS) Council. The CCOHS is a tripartite board of government, employers, and workers that promotes the fundamental right of Canadians to a healthy and safe working environment.

- Held in Fredericton, 676 individuals attended WorkSafeNB’s 31st Health and Safety Conference and Trade Show. The conference program included 26 workshops that addressed topics such as: Ammonia Safety, New Worker Orientation, Proving Due Diligence, Machine Guarding, and Living with Shift Work.

Education Activities

- WorkSafeNB believes education and partnerships build safety knowledge, impacts behaviour, and leverages expertise through activities that include:
 - Partnering with NBPower to promote safety focused on working around overhead and underground electrical wires;



- Partnering with the Canadian Society of Safety Engineering in promoting North American Occupational Safety and Health Week;
- Distributing an Orientation Guide for Employers with the message “Informed workers are safe workers”;
- Providing workshops targeting Joint Health and Safety Committees; and
- Providing health and safety education on new legislation.

Youth Activities

- To inform young workers about their rights and responsibilities, and to heighten their awareness of the importance of working in a healthy and safe manner, WorkSafeNB dedicated resources to youth focused initiatives. In 2011, WorkSafeNB activities resulted in approximately 105,000 student exposures. Some of the activities included:
 - Chairing the NB workplace safety competition;
 - Hosting three progressive agriculture safety days with Potatoes NB;
 - Developing safety modules for high school skilled trades and technology courses;
 - Engaging elementary students with Stella the Safety Skunk program; and
 - Sponsoring campaigns focused on youth injured at work, which won the AASCIF best external campaign award.

Social Marketing Activities



- To effect a long-term cultural change, WorkSafeNB promotes its message of safe workplaces through activities that include:
 - Radio and television campaigns for "Little Things Matter";
 - Online advertising running on Facebook, Google Network, Canada East and CapAcadie;
 - Transit advertising on 44 buses in Moncton, Saint John and Fredericton;
 - Rural arena ads in 26 arenas; and
 - Partnering with the New Brunswick Federation of Labour to commemorate the National Day of Mourning.

Balance

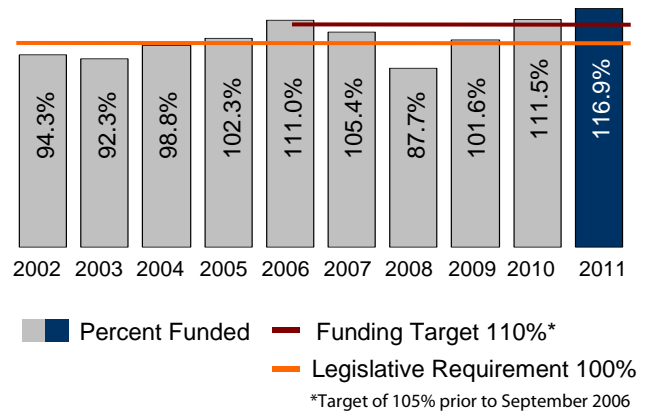
GOAL

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 completed its annual strategic planning and risk assessment process where it:
 - Reaffirmed its vision, mission, mandate, and values;
 - Reaffirmed four of its goals and added “safely” to its Return to Work Goal;
 - Approved 30 strategies to achieve the goals;
 - Identified and responded to 23 risks to achieving its strategic direction; and
 - Resourced 55 priorities related to legislative amendments, policy, policy evaluation, and stakeholder engagement.
- The Board of Directors established the provisional assessment rate for 2012 at \$1.70 per \$100 of payroll, a reduction of 15 percent over the rate of \$2.00 in 2011. Lower claims costs, fewer accidents, and an improving financial position led to the rate reduction.
- 63% of employers completely or mostly agreed that assessment rates paid to WorkSafeNB are reasonable, an increase of 1% from 2010.

Protecting the integrity of the system

Outcomes

- \$1.03 million 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. 345 investigations were conducted in 2011, an increase of 9.1% from 2010.

Remaining accountable through effective oversight, auditing, and evaluation

Outcomes

- WorkSafeNB appeared before the Legislative Assembly Standing Committee on Crown Corporations to answer questions related to its 2010 performance. The Chair of the Standing Committee complimented WorkSafeNB on its diligence in connecting its results to targets that are established in the strategic plan.
- 21 internal audits were undertaken in 2011 to identify compliance with established standards and mitigate any deficiencies, of which:
 - 4 resulted in audit objectives being achieved with no shortfalls;
 - 9 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 2012.

- WorkSafeNB submitted to Government its 2010 Annual Report and the 2010 Annual Report of the *Firefighter's Compensation Act* Disability Fund. Reports are available at www.worksafenb.ca.

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 2011, the Governance Statement was updated to:
 - Reference the process for identifying the competencies required for new Board members; and
 - Include a hazard analysis in the job descriptions.
- In August, 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.
- As part of its ongoing commitment to professional development, the Board of Directors:
 - Focused discussions on governance, strategic planning, and legislative responsibilities; and
 - Participated in an investment education session to assist with oversight responsibilities associated with the accident fund.

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 2011, the IWAC shared its insights on a variety of topics that included home and vehicle modifications, conditions for entitlement, burial expenses, and the appeals tribunal. The committee also participated in the annual strategic planning and risk assessment process, by identifying environmental changes and issues facing today's workers.

Activities

- WorkSafeNB prepared a stakeholder consultation concerning demerits for occupational health and safety violations. The background material was distributed and a web portal was created to receive comments and submissions. The consultation information can be accessed at www.worksafenb.ca

Providing effective oversight of the Appeals Tribunal

Outcomes

- The Appeals Tribunal received 798 requests for appeals, an increase of 13.7% over 2010, of which:
 - 88% (701) were from injured workers; and
 - 12% (97) were from employers.
- The Appeals Tribunal resolved 788 appeals, (an increase of 10.4% over 2010), of which 472 were resolved by a Panel and:
 - 75% were accepted;
 - 5% were accepted in part;
 - 19% were denied; and
 - 1% were withdrawn.
- The processing time from hearing to the decision being mailed to the parties remained the same in 2011 as it was in 2010. The time to schedule appeals was reduced by 35% and the overall processing time was reduced by 18%.

- The client satisfaction survey identified:
 - 84% of injured workers and 79% of registered employers were aware of their right to appeal;
 - 50% of injured workers and 69% of registered employers who filed an appeal were satisfied with the time it took to receive a decision on an appeal; and
 - 35% of registered employers and 45% of injured workers understand the process to appeal a decision.

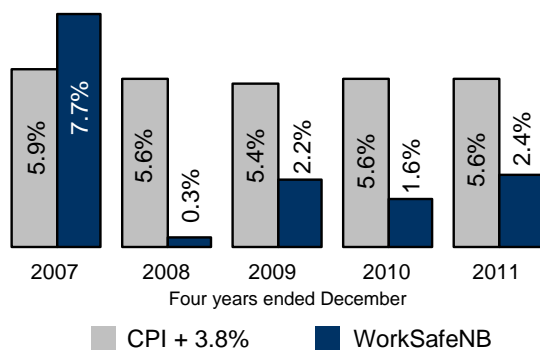
Ensuring a disciplined approach to investment management, financial management, & fiscal & economic planning

Outcomes

- WorkSafeNB's investment portfolio gained 5.25% in the fourth quarter of 2011, and has gained 2.63% for the year ended December 31, 2011. Most world equity markets remained volatile during the quarter but generally achieved positive returns. Canadian equities gained 3.6% for the quarter. U.S. stocks gained 9.3% in CAD terms. The Long Term Fiscal Strategy and Investment policies document WorkSafeNB's strategy for maintaining a fully funded status and maintaining investment discipline in volatile market conditions.

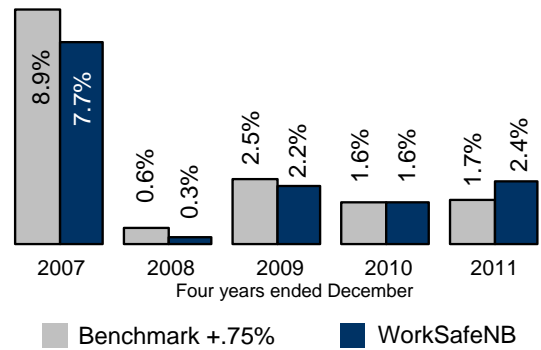
Performance Objective 1:²

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



- The Board of Directors performs periodic asset liability studies with the help of an external consultant to ensure that the asset mix of the Accident Fund is appropriate given the nature of the liabilities, the risk tolerance of the stakeholders, and WorkSafeNB's financial position. The Board completed an asset liability study in December 2011 and decided to make the following changes to the policy asset mix:
 - Reduce the allocation to equities by 10%;
 - Increase the allocation to real estate by 5%; and
 - Make a new allocation to infrastructure of 5% of total assets.
- WorkSafeNB completed a market rate comparison for actuarial services, and extended Moneau Shepell's contract through December 31, 2013.

Maintaining the current funding strategy to achieve the 110% funding goal

Outcomes

- The funding level has increased to 116.9% as of December 31, 2011, as a result of lower claims costs.
- Total premium revenue for the twelve months ending December 31, 2011 was \$7.0 million below budget primarily due to lower than anticipated revenue from self-insured employers as a result of their lower than expected claims costs.
- Total expenses for the twelve months ending December 31, 2011 were lower than budgeted by \$81.7 million. Claims costs were lower than budgeted by \$78.4 million. Administration, Appeals Tribunal costs and legislative obligations were lower than budgeted by \$3.3 million. The above results yielded an excess of income over expenses of \$55.0 million, compared to a budgeted excess of income over expenses of \$21.4 million.

Assets and Liabilities ² (\$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
2011	\$1,227.7	\$1,050.0

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

FIREFIGHTERS' COMPENSATION ACT

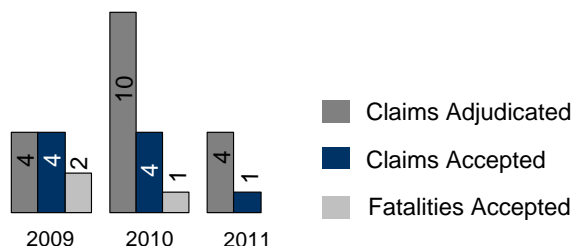
Administration

- WorkSafeNB administers the Government's *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 *Firefighters' Compensation Act*, injured workers receive the same benefits and services as those under the *WC Act*.

Claims Activity

- In 2011, there were four claims adjudicated and one was accepted as a recurrence 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, 2011 totaled \$1.8 million. This represents an assessment of \$444 for 4,160 firefighters.
- Total expenses for the twelve months ending December 31, 2011 were \$1.7 million. Claims costs totaled \$1.6 million. Administration costs amounted to \$0.1 million. The above results yielded an excess of income over expenses of \$0.2 million.

Assets and Liabilities ² (000s)		
Year	Assets	Liabilities
2009	\$23	\$15,081
2010	\$1,404	\$15,330
2011	\$3,205	\$16,923

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

Service

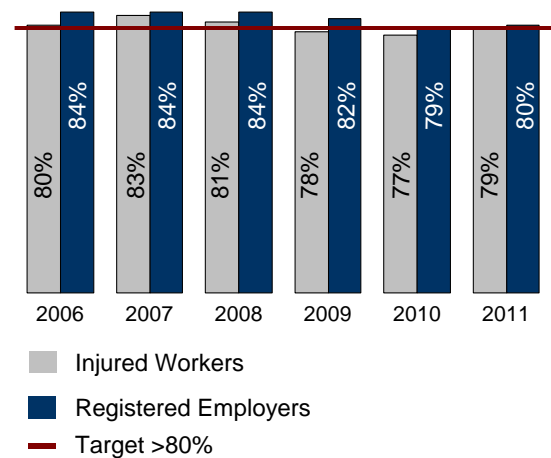
GOAL

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 2011, the satisfaction results for injured workers and registered employers were slightly below the target, but improved from 2010 and were within the margin of error. Specifically:
 - Injured workers' satisfaction was 79%, an increase of 2% from 2010; and
 - Registered employers' satisfaction was 80%, an increase of 1% from 2010.
- 86.3% of clients surveyed were mostly or completely satisfied with their experience at WorkSafeNB's rehabilitation facility in 2011.

Activities

- In addition to the annual telephone survey with clients, the Board resourced in-depth interviews with a sample of injured workers and registered employers to:
 - Further define possible drivers of client satisfaction; and
 - Identify what attributes of client satisfaction are relevant to clients.

The Board of Directors will review the results in the spring of 2012.

Continuing to focus on service delivery for long-term clients

Outcomes

- 2,544 injured workers received long-term disability benefits, compared to 2,603 in 2010.
- Analysis of 2011 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;
 - Effectiveness in handling problems; and
 - WorkSafeNB understanding their needs.

Activities

- The Board resourced in-depth interviews with a sample of longer term clients to identify:
 - Service expectations; and
 - Why the group has lower satisfaction.

Developing service delivery standards and evaluating performance

Outcomes

- The opioid management program has been successful at reducing the number of injured workers requiring opioids. In 2011, 1,628 injured workers were prescribed opioids as part of their treatment, down 7.7% from 2010. The same management approach is applied to neuropathic drugs. In 2011, a 4.5% decrease was achieved in those prescribed neuropathic drugs as part of their treatment.

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

Outcomes

- 2,440 employers paid assessments through Monthly Assessments on Actual Payroll (MAAP), a 3.13% increase from 2010. MAAP service is completely internet based with the last facsimile users migrating to the internet service during the first half of 2011.
- 2,408 annually assessed employers are now reporting their payrolls electronically, an increase of 15.77% when compared to 2010, this represents 20.17% of all registered employers.

E100 Payroll Reporting ²			
Year	Registered Employers	E100 Users	Usage Rate
2011	11,941	2,408	20.17%
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

- 152 employers are registered to use the electronic form 67 (E67- Report of Accident or Occupational Disease), up 8.6% from 2010.
- 39,705 clearance certificates were issued in 2011, up 1.05% from 2010. Service New Brunswick issued 89% online and through it's office, and WorkSafeNB issued 11% directly to clients.
- 3,361 injured workers used the electronic prescription adjudication and payment system providing payment at the pharmacy, down 2.9% when compared to the previous four-year average.¹⁴

Activities

- There were 4,154 subscribers to WorkSafeNB's E-news publication at the end of 2011, an increase of 19.2% over 2010.

- WorkSafeNB continues to update its website to become more informative and user friendly. Key changes in 2011 included:
 - Establishing a stakeholder consultation portal;
 - Establishing a contractor electrical safety portal;
 - Establishing a JHSC portal; and
 - Including deviation decisions made by the Chief Compliance Officer.
- WorkSafeNB together with the Physiotherapy Clinical Practice Issues Committee continues work with online report services. This secure web-based application will benefit injured workers, physiotherapy clinics and WorkSafeNB. Improvements include:
 - Increased efficiencies in progress reporting;
 - Easier access to claim authorizations; and
 - Improved invoicing processes for treatment and supplies.

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

Outcomes

- Employers were provided with \$1.4 million of cost relief and injured workers received \$490,500 in addition to compensation benefits from third-party action recoveries.
- WorkSafeNB in partnership with the Canadian Payroll Association presented a seminar on New Brunswick workers' compensation legislation and the management of the payroll function. The seminar included information on:
 - Compensation coverage;
 - Experience rating;
 - Employer and employee responsibilities in work-related injuries; and
 - Workers' compensation premiums and assessable earnings.

- 91% of the 148,773 calls to WorkSafeNB were answered in 20 seconds, an increase of 1% from 2010, exceeding the standard of answering 80% of calls within 20 seconds.
- 130,128 publications were distributed by WorkSafeNB. 14 new publications were produced and 40 publications were updated and reprinted.

Activities

- WorkSafeNB continues to meet its legislative obligations under the *Official Languages Act* by providing information, resources, and services in both official languages. In 2011 there was one complaint under the *Official Languages Act*.

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

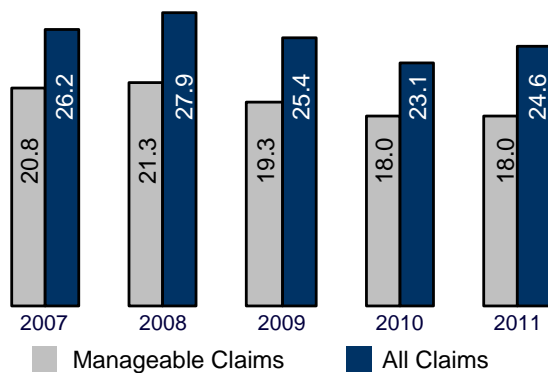
Outcomes

- In 2011, days to first cheque was unchanged for manageable claims and increased by 1.5 days (6.5%) for all claims when compared to 2010. Factors contributing to the stability in manageable claims included:
 - Continued use of electronic claims reporting (E67); and
 - Staff stability within the adjudication and benefits services department.

Days to first cheque for all claims is impacted by increased time needed to obtain medical evidence and other information for specific claim sets such as occupational diseases.

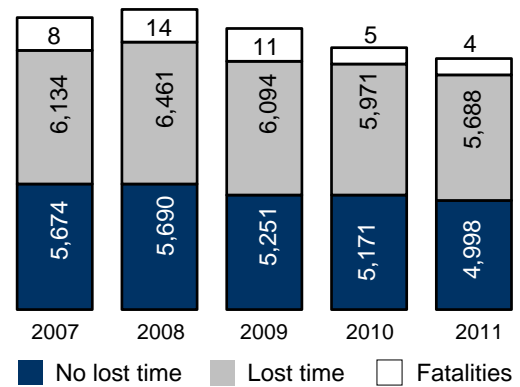
Days to First Benefit Cheque^{1,4}

Days from Date of Disablement



- In 2011, there was a decrease in claim applications adjudicated (12,018) a 3.9% reduction from 2010.
- In 2011, 88.9% of claims adjudicated were accepted, down from 89.1% in 2010. Of accepted claims:
 - 5,688 were lost time claims, a 4.7% decrease from 2010;
 - 4,998 were no lost time claims (medical aid only), a 3.3% decrease from 2010; and
 - 4 were for fatalities accepted under the *Workers' Compensation Act*.

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



Aligning resources to support effective service delivery

Activity

- WorkSafeNB is dedicated to continuously improving internal systems to improve service delivery. It is currently reviewing its claims management system (WorkBench) to determine where improvements and efficiencies can be made.
- A self-serve business intelligence platform is being developed for viewing and accessing return to work statistics in a consistent manner throughout the organization. Testing of the model is scheduled for early 2012.

Return to Work

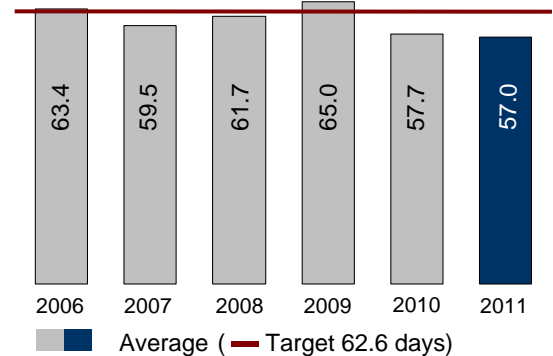
GOAL

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

ANNUAL TARGETS

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

Paid Compensation Days^{1,10}



Previous years have been restated to reflect current information

EXECUTING OUR STRATEGIES

Advancing and implementing leading practices in medical rehabilitation

Outcomes

- In July, a shoulder soft tissue injury program was implemented following a successful pilot that demonstrated improved results for clients with shoulder injuries. The program, delivered by an approved network of physiotherapist and orthopedic surgeons, includes shoulder injury care maps based upon best practice physiotherapy and medical management.

Activities

- Based on the success of the shoulder injury pilot, WorkSafeNB will implement a similar care map for managing low back injuries. This program will facilitate timely and appropriate rehabilitation and medical management by:
 - Developing a network of physiotherapists and orthopaedic surgeons;
 - Ensuring thorough assessments; and
 - Ensuring earlier access to surgeons if required.

Promoting a culture for occupational medicine in New Brunswick

Outcomes

- WorkSafeNB held sessions in three communities to engage both employers and family physicians on issues around timely and safe return to work. Participation rates were strong with over 80% of family physicians attending in St. Stephen and Sussex, 95% in Sackville, and over half of the family physicians in Bathurst.
- WorkSafeNB continues to allocate resources to support continuing education initiatives in occupational medicine. In 2011, support was provided to just-in-time courses and resources for family physicians through web-based courses. Under a new partnership between WorkSafeNB, WCB PEI, WCB Nova Scotia, and Dalhousie Medical School, these courses and resources are available through the Dalhousie CME website.

Conducting research and analysis to facilitate regular evaluation of protocols in rehabilitation and return to work

Outcomes

- WorkSafeNB completed evaluations to focus resources concerning:

Post Traumatic Stress Disorder

- WorkSafeNB manages claims that involve psychological conditions. A comprehensive review of best practices for treatment of clients with PTSD and development of an action plan will focus on improving case management standards related to:
 - Time to adjudication;
 - Developing agreements with psychology service providers;
 - The Continuum of Care model;
 - Defining best practice for stages of recovery; and
 - Eligibility for Permanent Physical Impairment (PPI).

Return to Work Programs

- Close to half of WorkSafeNB case-managed clients who return to work do so through a gradual return to work plan. A review of return to work programs is underway to develop occupational therapy protocols to improve success rates for return to work programs for complex cases.
- WorkSafeNB audited its return to work programs and has developed an action plan to:
 - Further review the practices of occupational therapists who had high success rates for complex cases to establish best practices for these cases;
 - Increase transitional return to work with our case managers and treatment providers; and
 - Conduct a pilot where regions implement criteria to determine when occupational therapist involvement in return to work programs is not required.

Building and delivering proven programs and processes for medical case management

Outcomes

- WorkSafeNB concluded negotiations with the Clinical Practice Physiotherapy Committee representing 58 approved physiotherapy providers. The new contract covers a three year period ending May 2014 and addresses fees associated with:
 - Assessment and treatment;
 - Reporting on functional abilities;
 - Administering the Pain and Activity Questionnaire; and
 - Telephone consultation for return to work planning.

Developing and executing best practices for alternative return to work case management

Outcomes

- At the conclusion of rehabilitation:
 - 96.5% (4,150) of clients returned to work;
 - 1.9% (80) of clients were not capable of any employment following their workplace injury and are receiving full long-term disability benefits; and
 - 1.6% (69) of clients were capable of returning to work but were not re-employed when their claim was closed.
- The contract to develop a bank of training-on-the-job opportunities concluded in May 2011. This process resulted in:
 - The creation of 90 job opportunities with 51 employers;
 - Positive contact with 291 employers allowing for education about training on the job processes with WorkSafeNB clients; and
 - Additional return to work resources to assist injured workers back to the workforce.

Staff Satisfaction & Engagement

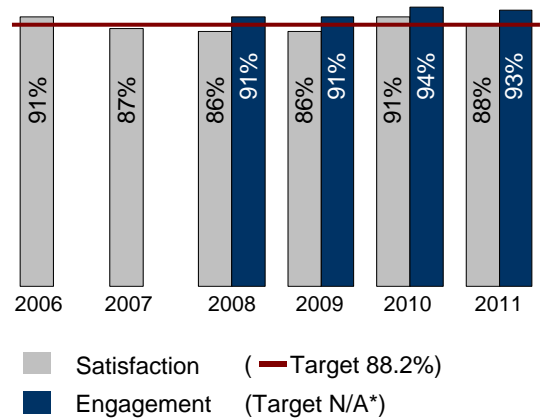
GOAL

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 2010. 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.
- 10 incidents of client violence against employees were reported in 2011, a reduction of 41.2% from 2010. WorkSafeNB continues to develop processes for managing incidents of violence including:
 - The development of a booklet for staff "Employee Guide to Managing Difficult Situations"; and
 - Updating the Violent Incident Report used when reporting incidents of violence.
- 23% of employees used the family and employee assistance program, up from 16.1% in 2010. The province-wide launch of a new service provider positively impacted program use.

Activities

- In 2011, the WorkSafeNB Wellness Committee developed a provincial Wellness Action Plan for 2011-2012. The plan outlines activities and goals concerning mental fitness, healthy eating, increasing physical activity, and tobacco-free living.

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

Outcomes

- 10 staff claims were accepted under the *Workers' Compensation Act*, as of December 31, 2011. This is a reduction of 4 claims from 2010. Of the 10 claims accepted:
 - 8 were no-lost-time claims; and
 - 2 resulted in time lost from work.
- 11 employees were assisted through the Disability Management Program where:
 - 10 returned to full duties through gradual return to work; and
 - 1 employee retired.

Evaluating competitiveness of wages and benefits

Outcomes

- 56% of employees were satisfied with wages and benefits, a 4% decrease from 2010.

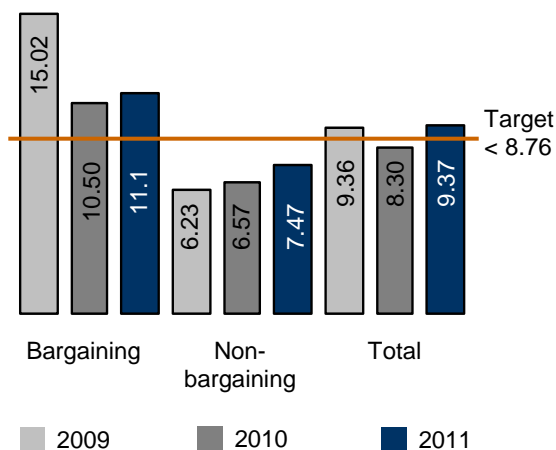
Activities

- There were no grievances raised by WorkSafeNB's two bargaining units. Local 946 worked on a memorandum on casual employees to be signed, and Local 1866 had postponed the bargaining processes in 2011.

Developing strategies to promote and evaluate employee engagement

Absenteeism^{7,8}

Days Absent



Outcomes

- The overall days absent of WorkSafeNB employees increased from 8.30 in 2010 to 9.37 in 2011. This result is higher than the target of less than 8.76 days absent. In addition, days absent increased for non-bargaining staff (0.87 days) and for bargaining staff (0.60 days).
- 17% of WorkSafeNB employees were recognized for perfect attendance, an increase of 2.4% from 2010.

- Administered by an independent third party, the annual WorkSafeNB employee satisfaction survey had a response rate of 77% down 4% from 2010. The survey showed:
 - 88% of employees are satisfied, feeling that WorkSafeNB is a good place to work, a 3% decrease from 2010; and
 - Staff engagement results also decreased slightly to 93%, a 1% decrease from 2010.
- WorkSafeNB has implemented an on-line self-serve payroll and tax statement system. To date, 94% of employees have the ability to access their pay statements electronically. This system will increase efficiency for the organization and allows employees the flexibility to view and print payroll information as they require.

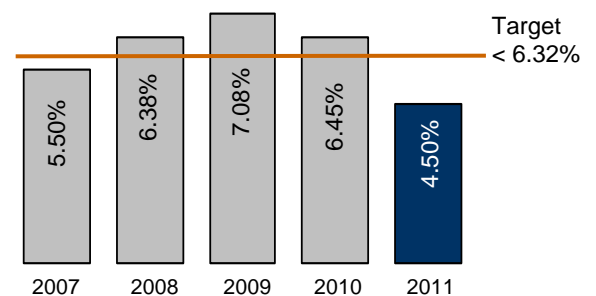
Activities

- 21 Human Resources directives and procedures were reviewed in 2011.
- In April, 278 employees attended the Annual Staff Meeting and Service and Retirement Awards Banquet. In 2011, 75 employees were recognized for their long-term commitment to the organization (5 to 35 years), and nine retirees were honoured.

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

Staff Turnover^{7,9}

Percentage of all Staff



Outcomes

- 20 employees left the organization, including 9 retirements, this is a reduction of 31% compared to 2010 when 29 people left the organization. The resulting turnover rate for 2011 is 4.50%, a reduction from 2010.

- WorkSafeNB opened 76 competitions, resulting in the promotion of 13 employees.
- 83 WorkSafeNB job descriptions were reviewed to ensure that job activities and qualification requirements are current and relevant.
- 97% of WorkSafeNB employees received a performance review, up 2% from 2010.

Activities

- Seven employees joined the Growing Leaders program in 2011, the other employees in the program continued with the process.
- All managers were provided a session to improve their knowledge on H&S Regulations, specifically on roles and responsibilities when contractors are in our workplace. Two sessions were provided 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 educational institutions to provide clinical placements with:
 - Eastern College students in the Occupational Therapy Assistant and Physiotherapy Assistant Programs;
 - Université de Moncton students in dietitian program; and
 - Dalhousie University students in physiotherapy and occupational therapy 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/ Balancing benefit improvements and assessment rates	Cautionary	Reduce	<ul style="list-style-type: none"> The Board of Directors dedicated resources to manage these risks through the development of a policy on balancing benefit decisions. A discussion document was reviewed by the Board February 2012.
Board succession planning	Cautionary	Reduce	<ul style="list-style-type: none"> The process for hiring a new President and CEO was concluded in late 2011 with the new President and CEO, Gerard Adams, scheduled to assume the roll February 2012. Seven new board members were appointed in 2011 to fill vacancies. The Board of Directors participated in : <ul style="list-style-type: none"> A retreat to discuss governance, strategic planning, and legislative responsibilities; and An investment education session to assist with oversight responsibilities associated with the accident fund.
Impact of Board's policy agenda not being achieved	Unacceptable	Reduce	<ul style="list-style-type: none"> The Board of Directors committed to have five policy items in each of its policy meetings. Of 63 priorities; 29 (46%) were completed in 2011, six (10%) were completed in January and February of 2012, and 10 (16%) are in progress.
Funding level	Cautionary	Accept	<ul style="list-style-type: none"> An asset liability study was completed in 2011 and the Board of Directors decided to make the following changes to the policy asset mix: <ul style="list-style-type: none"> Reduce the allocation to equities by 10%; Increase the allocation to real estate by 5%; and Make a new allocation to infrastructure of 5% of total assets.
Defining WorkSafeNB's role in return to work	Cautionary	Reduce	<ul style="list-style-type: none"> The Board of Directors adjusted its return to work goal to incorporate the word safely, to emphasize that safety is a key component when determining when injured workers are capable of returning to work.
Higher accident frequencies in focus industries	Cautionary	Reduce	<ul style="list-style-type: none"> WorkSafeNB identified two industries in 2011 for focused intervention: nursing homes and supermarkets.

Unique Mandate Risks	Level	Strategy	Management Notes
Appeals Tribunal decisions that are inconsistent with WorkSafeNB policy	Unacceptable	Reduce	<ul style="list-style-type: none"> ▪ The Board of Directors dedicated resources to exploring the possibility of a legislative amendment that would require the Appeals Tribunal to adhere to Board policy when making decisions. To begin this process of review, the Board of Directors received a discussion document November 2011 outlining the history of the appeals tribunal and appeals processes in Canada. This discussion will continue in May 2012. ▪ The Appeals Tribunal Evaluation Committee is to resume a full meeting schedule in 2012. ▪ The Board of Directors is monitoring a New Brunswick Court of Appeal case. The case concerns the legislative interpretation of subsection 38.11(9) of Workers' Compensation Act. The case involved an injured worker whose loss of earnings was reduced by supplemental income, specifically Canada Pension Plan Retirement (CPPR) benefits. The Appeal was heard in October 2011, and the decision is pending.
Gaps and delays in OHS legislation	Cautionary	Reduce	<ul style="list-style-type: none"> ▪ The Board of Directors: <ul style="list-style-type: none"> ▪ Dedicated resources to create a stakeholder consultation portal on the WorkSafeNB website that includes an explanation of the legislative amendment process; ▪ Dedicated resources to investigate options to improving the timeliness of regulatory changes; and ▪ Established two Stakeholder Technical Committees on legislative change: <ul style="list-style-type: none"> ▪ The General Committee on Construction-related Legislation Review; and ▪ The Occupational Hygiene Committee.
Varying expectations of WorkSafeNB's role in health and safety	Acceptable	Reduce	<ul style="list-style-type: none"> ▪ The Board of Directors approved Policy 24-013 Occupational Health and Safety Inspections & Investigations and Policy 26-005 Occupational Health and Safety – Provincial Jurisdiction. These policies communicate WorkSafeNB's role related to inspections, investigations, and determining jurisdiction when accidents occur.

External Risks	Level	Strategy	Management Notes
Impact of culture, language, and literacy	Acceptable	Reduce	<ul style="list-style-type: none"> No resources were dedicated to managing this risk in 2011.
Increased accidents associated with skills and labour shortages	Acceptable	Accept	<ul style="list-style-type: none"> WorkSafeNB continued to monitor this risk in 2011.
Emerging high-risk industries	Cautionary	Reduce	<ul style="list-style-type: none"> The High Risk Committee monitors industries at risk of catastrophic events. Specifically, in 2011 it monitored: LNG, oil and gas exploration, lead smelters, refineries, nuclear power, and mining.
Changes to legislation, regulation, and policy in other jurisdictions	Cautionary	Reduce	<ul style="list-style-type: none"> The Board of Directors continues to monitor changes to policy and legislation across Canada and evaluates these changes in its strategic planning and policy development process.
General health status of New Brunswick workers	Cautionary	Accept	<ul style="list-style-type: none"> Communicated through policy, the Board of Directors sets standards for medical management and defines a continuum of care model. The Board of Directors reviewed and reaffirmed Policy 21-101 Pre-existing Conditions.
Availability and cost of health care	Cautionary	Accept	<ul style="list-style-type: none"> WorkSafeNB concluded negotiations with the Clinical Practice Physiotherapy Committee representing 58 approved physiotherapy providers. The new contract covers a three-year period ending May 2014. WorkSafeNB continues to develop partnerships with orthopedic surgeons and physiotherapy providers to implement best practices for shoulder injuries and back injuries. WorkSafeNB continues to monitor contracts and fees with service providers.
Impact of aging on safe workplaces	Acceptable	Accept	<ul style="list-style-type: none"> The Board of Directors dedicated resources to research the risk.

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 August 2011. WorkSafeNB continues to monitor Government budget decisions that impact WorkSafeNB; for example employee wage freezes, cost of living increases, and pension plan changes.
Protecting the integrity 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.
Impact of external agencies' recommendations upon WorkSafeNB	Cautionary	Reduce	<ul style="list-style-type: none"> WorkSafeNB continues to work with the Coroner to provide evidence and identify solutions to prevent workplace fatalities.

Operational Risks	Level	Strategy	Management Notes
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 2011.
Impact of catastrophic events on business continuity	Cautionary	Reduce	<ul style="list-style-type: none"> The Board of Directors dedicated resources to review and update the business continuity plan.

Legislative and Policy Priorities

The WorkSafeNB Board of Directors identifies and allocates resources towards key legislative, policy, and stakeholder engagement priorities during its annual strategic planning and risk assessment process. In 2011, there were 63 priorities. 29 (46%) were completed in 2011, six (10%) were completed in January and February of 2012, and 10 (16%) are in progress.

Governance	Completed
41-002 Governance Statement	May 27, 2011
NEW - 41-011 Governance – Engaging Stakeholder Technical Committees in Legislative and Regulatory Reform	May 27, 2011
NEW – Benefit balance policy	In Progress
WHSCC Act: Appeals Tribunal Adhering to Board Policy	In Progress
Occupational Health & Safety	
General Provisions under the <i>OHS Act</i>	In Progress
Conventional logging	In Progress
Occupational hygiene	
WHMIS	
Liquefied natural gas (LNG) processing	In Progress
Demerits	In Progress
24-013 Occupational Health and Safety Inspections & Investigations	Jan 27, 2011
26-005 Occupational Health and Safety – Provincial Jurisdiction	Jan 27, 2011
Medical Aid & Rehabilitation	
21-220 Claim-related Travel Expenses	May 27, 2011
29-220 Travel Expenses	May 27, 2011
29-223 Child/Dependent Care Expenses	May 27, 2011
29-224 Training-related Travel Expenses	May 27, 2011
21-400 Rehabilitation	Jan 26, 2012
25-003 Home Care & Independence	In Progress
29-501 Medical Aid Providers	Jan 26, 2012
29-550 Care Allowance	Indexed Sep 22, 2011
21-402 Vehicle Modifications	Jan 26, 2012
21-403 Home Modification Projects	In Progress
29-551 Hearing Aids and Batteries	
29-510 Prescription Eyeglasses	Indexed Sep 22, 2011
25-008 Clothing and Footwear	Nov 24, 2011
29-557 Clothing and Footwear	Nov 24, 2011
Evaluation & Stakeholder Engagement	
Quality of Life Grant	Feb 16, 2012
Client Satisfaction	Mar 22, 2011

Compensation	Completed
Burial Expenses	In Progress
Permanent Physical Impairment Regulations	
21-211 Three-Day Waiting Period	
21-215 Supplements to Compensation	
25-010 Personal Non-compensable Intervening Conditions	
21-207 Pension Benefits – Pre-1982 Accidents	Feb 17, 2011
21-213 Transitional Entitlement	Jan 27, 2011
21-260 Minimum Benefits	Jan 27, 2011
Funding and Administration	
32-401 Expenses, Allowances & Per Diems for Part-time Members of the Board of Directors and the Appeals Tribunal	May 27, 2011
39-205 Expense Rates and Allowances for Part-time Members of the Board of Directors and the Appeals Tribunal	May 27, 2011
34-200 Investment Goals & Objectives	
34-205 Statement of Investment Philosophy & Beliefs	
21-300 Allocation of Claim Costs	
49-200 Release of AT Transcripts & Recordings	Jan 26, 2012
49-310 Release of AT Decisions	Jan 26, 2012
31-401 Purchasing Goods and Services	Jan 27, 2011
Entitlement to Benefits	
NEW – 21-116 <i>Firefighters' Compensation Act</i> Policy	Oct 28, 2011
21-100 General Principles	Aug 25, 2011
21-104 Tests of Time, Place and Activity	Aug 25, 2011
21-101 Pre-existing Conditions	Nov 24, 2011
21-102 Recurrences	Aug 25, 2011
21-103 Stress	Oct 28, 2011
21-106 Accident Reporting & Application for Benefits	Aug 25, 2011
21-108 Injuries During Rehabilitation	Oct 28, 2011
21-112 Hearing Loss	
21-150 Cardiac Injuries & Diseases	Oct 28, 2011
21-011 Federal Government Employees	Oct 28, 2011
Employer Services	
23-100 Employer Registration	
23-200 Assessable Earnings	
23-305 Administration of Out-of-Province Operations	
23-400 Auditing Employer Accounts	
23-500 Payment of Employer Assessments	
23-703 Underestimated/Underreported Payroll	
29-301 Assessment of Volunteers	
<i>Workers' Compensation Act</i> penalties, fines, accident reporting	In Progress

Endnotes

1. Source: WorkSafe Services, December 31, 2011.
2. Source: Corporate Services, December 31, 2011.
3. Source: WorkSafeNB 2011 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 2011, based on year of accident.
7. Source: Human Resources, December 31, 2011.
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. Annual Targets Source: *WorkSafeNB Strategic Plan and Risk Assessment – 2011-2016*.
14. Electronic prescription adjudication and payment data is available for 2007 to 2011.

Contact

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