



2011
to 2016
STRATEGIC PLAN
& **RISK ASSESSMENT**

Message from the WorkSafeNB Chairperson and the Acting President & CEO

Today's workplaces operate in a climate of constant change. Canadians work longer hours, and to older ages than ever before. They represent an increasingly diverse mix of languages, cultures, and practices. Changes in government administrations at all levels represent ever-shifting public priorities, while many organizations face increased demands on their services, with fewer resources available to meet them. Technological innovation and market globalization are transforming the very nature of paid work itself, and businesses are constantly refining their practices to remain competitive and within current industry and safety standards.

Within this ever-changing social and economic context, Canadian workers' compensation boards are challenged to ensure the long-term stability, availability, security, and cost-effectiveness of the systems they administer. WorkSafeNB has been successful in navigating the risks presented by change through a disciplined approach to its long-term fiscal strategy, an effective governance model that emphasizes accountability to stakeholders, and adherence to a regular annual strategic planning and risk assessment process. Through these processes, WorkSafeNB regularly measures and communicates progress towards strategic goals, enabling the Board of Directors to fine-tune its strategies to respond to risk, and to accomplish these goals through the decisions it makes.

WorkSafeNB's established processes and systems have proven their value through favourable annual results. Our stakeholders have embraced the concept of cooperatively building a workplace safety culture, and through their efforts, WorkSafeNB is making significant progress towards

our Safety Goal, as demonstrated by lower accident frequencies over the past decade.

In 2010, WorkSafeNB's long-term fiscal strategies allowed the organization to meet its funding target of 110% as set in policy. WorkSafeNB's fully funded status has been accomplished by maintaining focus on our Balance Goal. This ensures that there are sufficient funds to provide those injured workers' benefits prescribed by legislation, as well as a series of discretionary benefits determined by the Board of Directors, and to consider future reductions to employers' assessment rates, which have historically been the lowest in Atlantic Canada.

Last year, WorkSafeNB also met its Return to Work Goal, as measured by a decline in the average number of days a worker is on claim. With a view to the future, during its 2011 planning process, the Board also adjusted its Return to Work strategies to emphasize the promotion of a culture based on best practices in occupational medicine. Furthermore, we are pleased to report very favourable results towards the Staff Satisfaction and Engagement Goal, with employee satisfaction scores in excess of 90%.

WorkSafeNB's annual client satisfaction index indicates that for a second year, the organization has not met its Service Goal, measured through the satisfaction of our injured worker and employer clients. To that end, in 2011 the Board has allocated resources to better understand how to improve services to our clients, especially for those who experience the lasting impacts of their injuries.



WORKSAFENB PRIORITIES

Providing stewardship of the system, WorkSafeNB's Board of Directors annually makes decisions that establish the organization's strategic direction and allocate our limited resources to priorities that will achieve our goals and manage risks. Based on its 2011 analysis of the environment, the Board of Directors:

- 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, including 5 new return to work strategies;
- 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.

In the following pages, the Board of Directors presents its *2011-2016 Strategic Plan and Risk Assessment*. This document summarizes each of the decisions made by the Board, on behalf of the stakeholders it represents. This is our long-term plan for working with stakeholders to build a workplace safety culture in New Brunswick and for providing the best possible benefits, while maintaining a balanced system, in an ever-changing environment.

Sharon Tucker, WorkSafeNB Chairperson, and Peter Murphy, Acting President and CEO

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ON THE COVER:

The Workers Memorial Monument (bronze sculpture), located at Lily Lake Hatheway Pavilion, Rockwood Park, Saint John

Designed by Sussex artists Darren Byers and Fred Harrison

Unveiled at the National Day of Mourning Ceremony, April 28, 2011

Our Business

WORKSAFENB

WorkSafeNB administers no-fault workplace accident and disability insurance, and provides comprehensive occupational health and safety programs and services for employers, workers, and injured workers' dependants. WorkSafeNB derives its authority from the *Workplace Health, Safety and Compensation Commission Act*, the *Workers' Compensation Act*, the *Firefighters' Compensation Act*, and the *Occupational Health and Safety Act*, and regulations.

WorkSafeNB ensures benefits for injured workers and shares liability among registered employers through payroll assessments. Through this system, workers and employers receive protection from litigation when accidents occur. The Board of Directors secures the sustainability of this system for future generations by implementing sound governance practices, focusing on balanced decision-making, and diligently overseeing the operations of the organization.

The Board of Directors and management equally contribute to the success of WorkSafeNB by focusing their efforts toward five shared strategic Goals:

- Safety
- Balance
- Return to Work
- Service
- Staff Satisfaction & Engagement

BOARD OF DIRECTORS

WorkSafeNB is governed by an independent Board of Directors appointed by New Brunswick's Lieutenant-Governor in Council. The Board is comprised of a Chairperson, a Vice-Chairperson, four or more members representing employers,

and four or more members representing workers. There are also two non-voting members of the Board — WorkSafeNB's President and CEO, and the Chairperson of the Appeals Tribunal.

The Board of Directors is committed to upholding the Meredith Principles, which provide the foundation for compensation systems across Canada. Operating within a strong governance framework, the Board serves the best interests of WorkSafeNB by:

- Planning for the future of the system by focusing on long-term goals and ends;
- Establishing WorkSafeNB's strategic direction, goals, and priorities;
- Recommending to Government appropriate workplace health, safety, and compensation legislative changes;
- Identifying and managing risks to the organization;
- Ensuring sound financial stewardship; and
- Overseeing operations and the implementation of key strategies.

PRESIDENT AND CHIEF EXECUTIVE OFFICER (CEO)

The President and CEO of WorkSafeNB is accountable to the Board of Directors and is responsible for executing its strategies and accomplishing its Goals. With an operational focus, the President and CEO directs WorkSafeNB's resources towards achieving the results identified by the Board as fundamental to the organization's success. WorkSafeNB's corporate functions of Human Resources, Communications, Internal Audit, and Office of the Board Secretary and General Counsel each report directly to the President and CEO. Also reporting to the President and CEO, WorkSafeNB's operational functions are led by two divisional Vice-Presidents who direct the WorkSafe Services Division and the Corporate Services Division.

Shared Goals

WorkSafeNB's Board of Directors has defined clear strategies, executed by the President and CEO, to help the organization achieve its vision of healthy and safe workplaces in New Brunswick.

WORKSAFE SERVICES DIVISION

The WorkSafe Services Division administers New Brunswick's *Occupational Health and Safety Act*, *Workers' Compensation Act*, and *Firefighters' Compensation Act*. The division promotes workplace health and safety through a variety of injury prevention initiatives; provides businesses with in-depth health and safety planning and consulting services; and conducts health and safety inspections, accident investigations, and arbitration hearings under the *OHS Act*. It also provides injured workers with services related to claim adjudication, case management, benefits payments, and return-to-work assistance. Through its rehabilitation services, the division conducts research and integrates best practices in occupational medicine and disability management to improve return to work outcomes. The WorkSafe Services Division is accessible to employers and workers in four service locations: Bathurst, Dieppe, Grand Falls, and Saint John.

CORPORATE SERVICES DIVISION

The Corporate Services Division serves internal and external clients by providing a variety of supportive and administrative services, enabling WorkSafeNB to achieve its legislative mandate through a balanced and sustainable workplace health, safety, and compensation system. Among its key functions is supporting the Board of Directors' governance and oversight role in the areas of annual strategic planning and risk assessment, policy research, development and evaluation, stakeholder engagement, and quarterly reporting of results.

The division is committed to the Board's Balance Goal, providing a financial framework that includes assessment rate setting, asset management, process improvement, and financial management and reporting. Corporate Services also contributes to WorkSafeNB's Safety, Service, Return to Work, and Staff Satisfaction and Engagement Goals. It delivers intensive and specialized rehabilitation services to injured workers through WorkSafeNB's internationally-accredited Work Recovery and Vocational Evaluation programs. Additionally, the division manages WorkSafeNB's physical and technological infrastructure through facilities management, information technology, and software development and support.

APPEALS TRIBUNAL

Through the Appeals Tribunal members and staff, New Brunswick employers, injured workers, and injured workers' dependants have an internal process to appeal any decision made by WorkSafeNB. Consisting of a Chairperson and Vice-Chairpersons appointed by New Brunswick's Lieutenant-Governor in Council, and panel members appointed by the Board of Directors, the tribunal hears and considers the merits of individual cases, and applies appropriate legislation and WorkSafeNB policy to provide fair, consistent, impartial, and timely decisions. The Appeals Tribunal Chairperson is responsible for administering the tribunal and implementing the Board's goals and strategies specific to the Appeals Tribunal.

Our Foundation

Canadian compensation systems are founded on principles formulated in 1913 by Sir William Meredith, former Chief Justice of Ontario. These principles were adopted by New Brunswick in 1919 and continue to guide the WorkSafeNB Board of Directors in its commitment to providing the best possible benefits to injured workers while maintaining the lowest possible assessment rates for employers.

The Meredith Principles

NO-FAULT COMPENSATION

Workers are eligible to receive benefits for work-related injuries or occupational diseases, regardless of fault, while workers and employers waive the right to sue.

COLLECTIVE LIABILITY

All registered employers share responsibility for fully funding the cost of workers' compensation insurance and for the system's financial liability.

SECURITY OF PAYMENT

The system is operated to ensure its long-term stability, availability, financial security, and cost-effectiveness. Compensation benefits should be fair and reduce the financial burden of workplace injuries. Assessment premiums should be fair, competitive, and account for the full cost of the system including claims, reserves, and administration.

EXCLUSIVE JURISDICTION

WorkSafeNB has final decision-making authority. It is not bound by legal precedent and must judge each case on its individual merits.

BOARD INDEPENDENCE

The governing board is stakeholder-driven, autonomous, non-political, and financially independent of government or any special interest group.

Strong Leadership

WorkSafeNB's independent Board of Directors provides strong leadership, using a disciplined decision-making process to establish the strategic direction of WorkSafeNB and provide the best possible benefits for injured workers, while ensuring that the system will be sustainable for future generations of New Brunswickers.

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.

Our Goals

To achieve its Vision of “Healthy and Safe Workplaces in New Brunswick”, the WorkSafeNB Board of Directors has established five measurable strategic Goals.

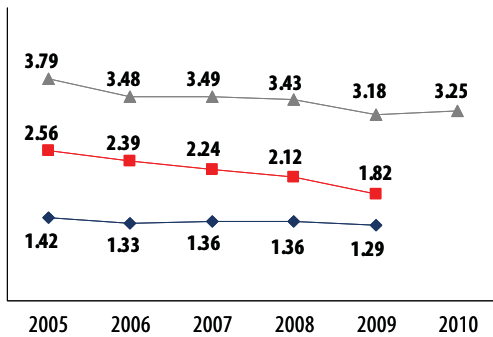
SAFETY

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.

ANNUAL TARGETS

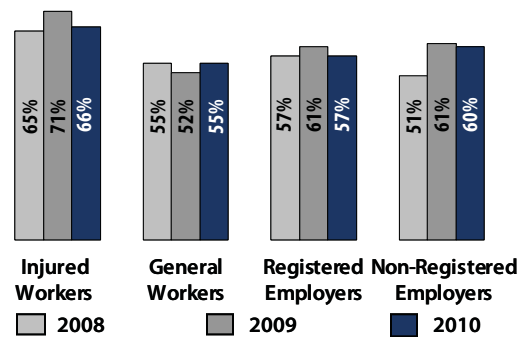
- The workplace injury frequency rate per 100 full-time employees (FTE) will be lower than the previous five-year average.
- The lost-time workplace injury frequency rate per 100 FTE in New Brunswick will be lower than the Canadian average.
- The percentage of workers and employers agreeing that workplace injuries are inevitable will be lower than the previous five-year average.

Accident Frequency Rates (Accidents/100 FTE)



▲ All Accidents per 100 FTE (2011 Target* < 3.37)
 ■ Canada Lost Time
 ◆ NB Lost Time (Target < Canada)

Clients Agreeing Workplace Accidents and Injuries are Inevitable



(Target will be established in 2013)

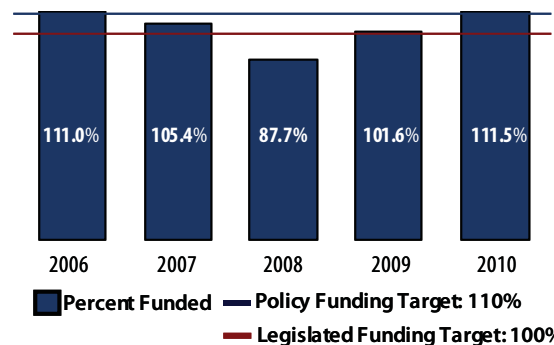
BALANCE

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

ANNUAL TARGETS

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

Funding History



*2011 targets are based on 5 years of data: 2006-2010 inclusive.

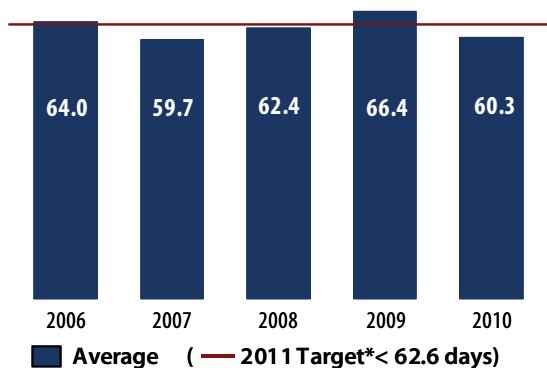
RETURN TO WORK

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



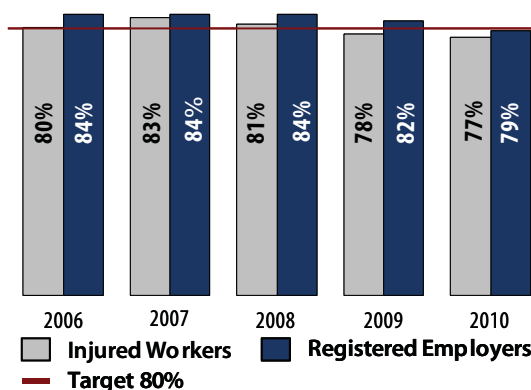
SERVICE

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

ANNUAL TARGETS

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

Client Satisfaction



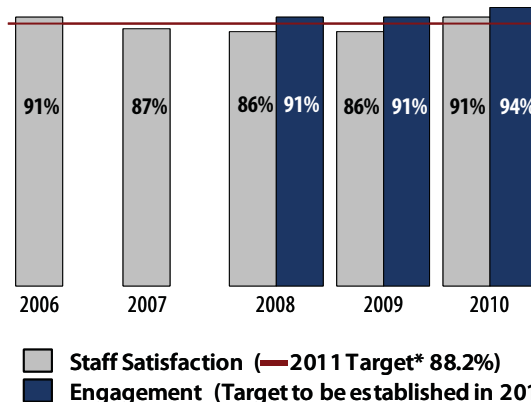
STAFF SATISFACTION AND ENGAGEMENT

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.

Staff Satisfaction and Engagement



*2011 targets are based on 5 years of data: 2006-2010 inclusive.

Our Strategies

The WorkSafeNB Board of Directors resources key strategies to achieve our strategic goals.

SAFETY

- Focusing on high-risk industries
- Engaging in intensive firm-level interventions
- Using nature of injury to focus prevention activities
- Building a WorkSafe culture through youth, education, and social marketing
- Maintaining safety standards in New Brunswick

RETURN TO WORK

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

STAFF SATISFACTION AND ENGAGEMENT

- Developing strategies to promote and evaluate employee engagement
- Building a WorkSafe culture among staff by promoting health, safety, and wellness
- Evaluating competitiveness of wages and benefits
- Providing timely disability management services to improve return-to-work outcomes of staff
- Planning employee succession to ensure the professional development of staff and senior management

Positive Relationships

Successfully achieving our goals depends on the positive relationships between WorkSafeNB's stakeholders. The commitment and cooperation of the Board of Directors, management, staff, workers, employers and other stakeholders are fundamental to our success.

BALANCE

- Adhering to a disciplined legislative and policy decision-making process to balance benefits and assessment rates
- Remaining accountable through effective oversight, auditing, and evaluation
- Engaging stakeholders in policy and legislative change
- Promoting continuity, and Board decision-making through policy outcome evaluation
- Providing effective oversight of the Appeals Tribunal
- Ensuring a disciplined approach to investment management, financial management, and fiscal and economic planning
- Protecting the integrity of the system
- Maintaining the current funding strategy to achieve the 110% funding goal

SERVICE

- Improving decision-making processes to maximize efficiencies and reduce time to first cheque
- Helping clients navigate the system through advice, assistance, and support
- Investing in innovative and cost-effective service delivery approaches, when it meets the needs of clients and stakeholders
- Measuring and evaluating client and stakeholder satisfaction with service delivery
- Aligning resources to support effective service delivery
- Developing service delivery standards and evaluating performance
- Continuing to focus on service delivery for long-term clients

Our Priorities

The WorkSafeNB Board of Directors identifies and allocates resources towards key legislative, policy, evaluation, and stakeholder engagement priorities.

GOVERNANCE

- Board of Directors Governance Statement
- Balancing benefit decisions
- Principles for regulatory reform
- *WHSCC Act*: Appeals Tribunal adherence to policy

OCCUPATIONAL HEALTH & SAFETY

- General provisions under *OHS Act*
- Conventional logging
- Occupational hygiene
- WHMIS
- Liquefied natural gas (LNG) processing
- Demerits

FUNDING AND ADMINISTRATION

- Investment philosophy and beliefs
- Investment goals and objectives
- Board of Directors and Appeals Tribunal expenses
- Allocation of claim costs
- Release of Appeals Tribunal information

MEDICAL AID & REHABILITATION

- Home care and independence
- Home and vehicle modifications
- Claim-related travel expenses
- Prescription eyeglasses
- Hearing aids and batteries
- Rehabilitation

COMPENSATION

- Burial expenses
- PPI regulations
- Three-day waiting period
- Supplements to compensation
- Personal non-compensable conditions during rehabilitation

ENTITLEMENT TO BENEFITS

- *Firefighters' Compensation Act*
- General principles
- Tests of time, place, and activity
- Pre-existing conditions
- Recurrences
- Stress
- Accident reporting and application for benefits
- Injuries during rehabilitation
- Hearing loss
- Cardiac injuries and diseases
- Federal government employees

EMPLOYER SERVICES

- Registration, earnings, and payment of assessments
- Auditing employer accounts
- Underestimated/under reported payroll
- Administration of out-of-province operations
- Assessment of volunteers
- *Workers' Compensation Act* penalties, fines, accident reporting

EVALUATION & STAKEHOLDER ENGAGEMENT

- Quality of life grant
- Client satisfaction

Risk Assessment

Our Board of Directors identifies, assesses, and responds to risks that could impact WorkSafeNB's ability to achieve its Goals.

UNIQUE MANDATE RISKS

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

RISK	RISK LEVEL	RISK STRATEGY
Balancing benefit-related decisions to ensure intergenerational equity and system sustainability	Cautionary	Reduce
Balancing benefit improvements and assessment rates	Cautionary	Reduce
Impact of Board's policy agenda not being achieved	Unacceptable	Reduce
Board succession planning	Cautionary	Reduce
Appeals Tribunal decisions that are inconsistent with WorkSafeNB policy	Unacceptable	Reduce
Varying expectations of WorkSafeNB's role in health and safety	Acceptable	Reduce
Gaps and delays in OHS legislation	Cautionary	Reduce
Funding level	Cautionary	Accept
Defining WorkSafeNB's role in return to work	Cautionary	Reduce
Higher accident frequencies in focus industries	Cautionary	Reduce

OPERATIONAL RISKS

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

RISK	RISK LEVEL	RISK STRATEGY
Impact of catastrophic events on business continuity	Cautionary	Reduce
Employee retirement levels	Unacceptable	Reduce
Retaining WorkSafeNB employees in specialized fields	Cautionary	Reduce

RISKS TO REPUTATION

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

RISK	RISK LEVEL	RISK STRATEGY
Government decisions that are independent of WorkSafeNB advice	Unacceptable	Reduce
Protecting the integrity of the system	Acceptable	Reduce
Impact of external agencies' recommendations upon WorkSafeNB	Cautionary	Reduce

EXTERNAL RISKS

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

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

Contact WorkSafeNB



The WorkSafeNB Board of Directors looks forward to your comments and discussion of our 2011-2016 Strategic Plan and Risk Assessment.

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