



2012

to 2017

STRATEGIC PLAN & RISK ASSESSMENT

CONTENTS

<i>Q & A with WorkSafeNB's Chairperson and President and CEO</i>	1
<i>Our Business</i>	3
<i>Leadership Through Accountability</i>	4
<i>Goals, Strategies, and Targets</i>	5
<i>Our Priorities for 2012 / 2013</i>	10
<i>Risk Assessment</i>	11
<i>Contact WorkSafeNB</i>	13



Q & A with WorkSafeNB’s Chairperson and President and CEO

Sharon Tucker and Gerard Adams discuss the opportunities and challenges WorkSafeNB will face in 2012

What was our greatest success in 2011?

Most significantly, the combined efforts of workers, employers, and WorkSafeNB staff, resulted in New Brunswick’s accident frequency reaching an all-time low of 3.12 injuries per 100 full-time employees – a 24% decrease over the past decade. We are proud of this progress as it translates to an additional 1.7 million days of safe work in New Brunswick in the past 10 years.

WorkSafeNB also continued to improve results related to its other goals – there was a decrease in claim duration, the average employer assessment rate dropped by 15%, and for the third consecutive year WorkSafeNB remained fully funded.

How does the annual planning process contribute to WorkSafeNB’s success?

Strategic planning is a key component to WorkSafeNB’s success, as it not only evaluates where we currently stand, but also charts a clear course to where we are moving. During the annual strategic planning process, the Board of Directors evaluates environmental, economic and societal factors and decides to either re-affirm or adjust WorkSafeNB’s strategic direction. It is a rigorous process of planning, risk assessment, priority setting, decision-

making, monitoring and reporting. This process is critical to our success. Establishing quantifiable goals and targets is an essential starting point to evaluate the success and shortcomings of our organization’s activities.

The five corporate goals approved during this process represent the framework within which WorkSafeNB plans its activities, allocates its resources, and measures its performance. While these goals are challenging, we constantly strive not only to meet them, but also to exceed them.

It is during the planning process that the Board sets performance targets and strategies for reaching these goals - from reducing the frequency of workplace injuries and claim duration, to improving both client and staff satisfaction levels, to maintaining financial sustainability. Our measurements are specific and are monitored throughout the year to ensure we are making strides toward achieving our vision of ‘Healthy and Safe Workplaces in New Brunswick.’

How do you balance competing needs of stakeholders?

So much that WorkSafeNB does is about balance. Our Board members continue to represent a balance of viewpoints from across the province, and a balance of worker and employer perspectives to guide the policy and strategic direction of our organization.

A critical element to balancing the competing interests of our stakeholders is for WorkSafeNB to remain on solid ground financially. For injured workers, a fully funded position means benefit protection, as we hold sufficient funds to pay the current and future costs associated with claims. This fiscal stability can also lead to benefit improvements such as those made with respect to claim-related travel in 2011. For employers, a fully-funded position means the Board may consider assessment rate reductions, and for the third consecutive year this stability has led to a decrease in employer premiums.

Our strong financial position today will provide considerable protection from future market fluctuations, and ensure we continue to find balance in the system by providing the best possible benefits to injured workers while maintaining the lowest possible assessment rates for employers. We are proud to remain one of Canada's most stable and strongly funded systems.

What lies ahead in 2012?

Despite WorkSafeNB's many successes, the Board of Directors must continue to anticipate the changes and challenges the future will bring to maintain, and further improve, what we've worked hard to build. In 2012, our top priority will remain improving the health and safety of all New Brunswick workplaces by working with government on legislative amendments to the *Occupational Health and Safety Act* and Regulations, and managing risks that could impede further progress towards our corporate goals.

In addition, we realize that good governance is fundamental to WorkSafeNB's success, and accountability is an important element of board effectiveness. Therefore, in 2012, the Board of Directors will develop specific targets to help facilitate regular self-evaluations. These new targets will help identify strengths and limitations of WorkSafeNB's Board and improve governance practices.

WorkSafeNB is committed to service excellence. While most injured workers and registered employers indicate that they are satisfied with our service delivery, there is always room for improvement. This year, WorkSafeNB will look at new ways to better understand which service delivery components our clients consider most important, enabling us to adjust how we serve our stakeholders.

Furthermore, we need to continue to ensure that decisions made in 2012 regarding WorkSafeNB's policies and finances continue to take into account long-term trends and outlooks. As mentioned earlier, the financial decisions made today are critical to protecting benefits for future generations of workers and employers.

Any final comments?

We would just like to thank all employers, workers, WorkSafeNB staff, the appeals tribunal and other stakeholders for their commitment to improving workplace health and safety. All workplace partners play a critical role in the prevention of occupational illness, injury and disease.

This document, the 2012-2017 Strategic Plan and Risk Assessment, is our commitment to clearly communicate our strategic goals and how, with your help, we intend to achieve them. Our annual results prove that progress is being realized and by working together we will continue to build healthy and safe workplaces in New Brunswick.

WORKSAFENB

WorkSafeNB is charged with overseeing the implementation and application of the New Brunswick *Occupational Health and Safety Act*, the *Workers' Compensation Act*, the *Workplace Health, Safety and Compensation Commission Act*, and the *Firefighters' Compensation Act*. WorkSafeNB administers no-fault workplace accident and disability insurance for employers and their workers, funded through employer assessments, and is committed to preventing workplace injuries and illness through enforcement and education.

BOARD OF DIRECTORS

WorkSafeNB's affairs are administered by a Board of Directors consisting of members appointed by the Lieutenant-Governor in Council. The Board is comprised of a Chairperson, a Vice-Chairperson, five members representing employers, five members representing workers, as well as two non-voting members – 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. The Board secures the sustainability of this system for future generations by ensuring the implementation of sound governance practices, focusing on balanced decision-making, and diligently overseeing the operations of the organization.

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. Departments reporting directly to the President and CEO include: Corporate Secretary and General Counsel, Human Resources, Internal Audit, and Communications.

WORKSAFE SERVICES DIVISION

Reporting to the President and CEO, the WorkSafe Services Division administers the *Acts*. 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*. The division is also responsible to provide injured workers with services related to claim adjudication, case management, benefit payments, return-to-work assistance, and rehabilitation.

CORPORATE SERVICES DIVISION

Reporting to the President and CEO, 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 workers' compensation system. Among its key functions is supporting the Board's governance and oversight role in the areas of annual strategic planning and risk assessment, policy development and evaluation, stakeholder engagement, and quarterly reporting of results. The division provides a financial framework that includes rate setting, assessments, asset management, process improvement, and financial management and reporting. Corporate Services also delivers intensive and specialized rehabilitation services to injured workers, and manages WorkSafeNB's physical and technological infrastructure.

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.



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 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 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.

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.

OUR STRATEGIES

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

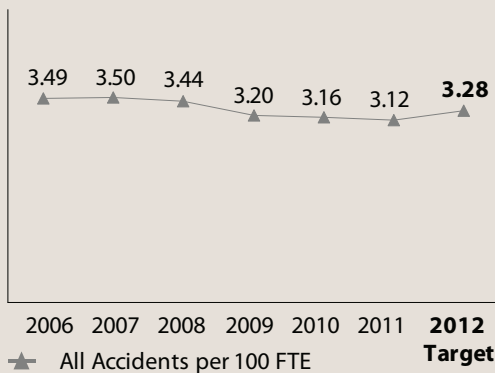


ANNUAL TARGETS

The workplace injury frequency rate per 100 full-time employees (FTE) will be lower than previous five-year average.

Accident Frequency Rates

(Accidents/100 FTE)



The lost-time workplace injury frequency rate per 100 FTE in New Brunswick will be lower than the Canadian average.

Accident Frequency Rates

(Accidents/100 FTE)



The percentage of workers and employers who believe their workplace has a safe work culture will be higher than the previous five-year average.

*New target approved in 2012, index to be developed in 2013.

Balance Goal

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

OUR STRATEGIES

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 and evaluation

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

Protecting the integrity of the system

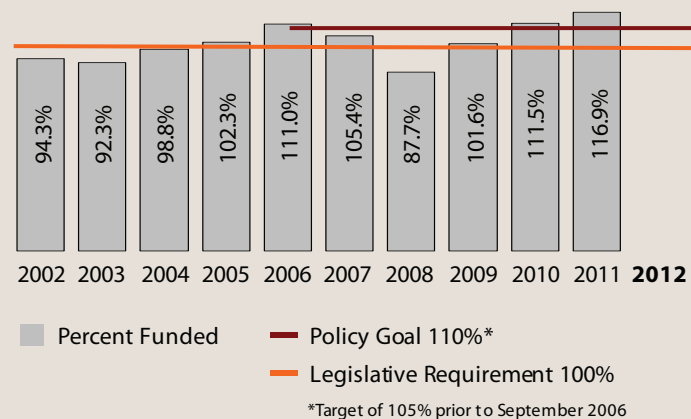
Maintaining the current funding strategy to achieve the 110% funding goal



ANNUAL TARGETS

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

Funding History



Return-to-Work Goal

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

OUR STRATEGIES

Advancing and implementing leading practices in medical rehabilitation

Promoting a culture for occupational medicine in New Brunswick

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

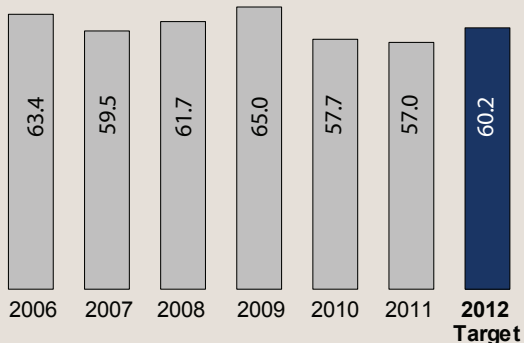
Building and delivering proven programs and processes for medical case management

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

ANNUAL TARGETS

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

Average Paid Compensation Days



Previous years have been restated to reflect current information



Service Goal

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

OUR STRATEGIES

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

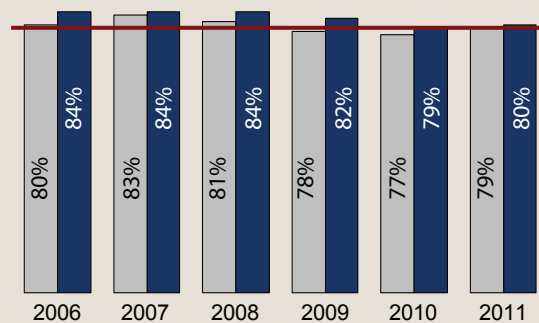
Continuing to focus on service delivery for long-term clients



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



Injured Workers
 Registered Employers
 2011 Target >80%

* No target for 2012 - Board will evaluate new measures of client satisfaction.

*Board approved the development of a new target for 2013.

Staff Satisfaction and 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.

OUR STRATEGIES

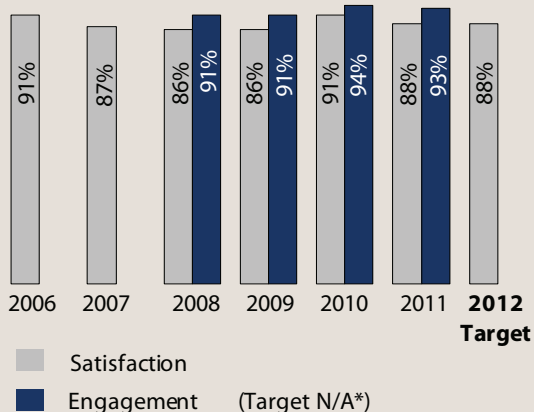
- Developing strategies to promote and evaluate employee engagement
- Building a WorkSafe culture among staff by promoting health, safety, and wellness
- Evaluating competitiveness of wages and benefits
- Providing timely disability management services to improve return-to-work outcomes of staff
- Planning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



ANNUAL TARGETS

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

Percent Satisfied & Engaged



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

WorkSafeNB's Board of Directors allocates resources towards key legislative, policy, evaluation, and stakeholder engagement priorities to capitalize on opportunities, manage risks, and continue to move WorkSafeNB toward achieving its vision, mandate, and goals. The Board's 2012/2013 priorities are highlighted in the list below.

LEGISLATIVE

- General provisions under *OHS Act*
- Construction industry technical committee
- Forestry regulations
- Liquefied natural gas (LNG) processing
- Occupational hygiene / WHMIS
- Board approved regulations
- Use of safety-engineered needles
- Workplace violence
- Amendments to death benefits
- Penalties and fines under *WC Act*
- Permanent physical impairment
- *WHSCC Act*: Appeals Tribunal decisions

EVALUATION / ENGAGEMENT

- Develop new client satisfaction evaluation methodology

GOVERNANCE & ADMINISTRATION

- Governance - policy development and evaluation
- Governance statement
- Balancing decisions
- Privacy and information security
- Statement of investment philosophy and beliefs
- Long-term fiscal strategy
- Human resources

EMPLOYER SERVICES

- Employer registration
- Assessable earnings
- Employer classification
- Administration of out-of-province operations
- Auditing employer accounts
- Payment of employer assessments
- Setting basic assessment rates
- Experience rating system
- Claim cost history transfer / affiliation
- Underestimated / underreported payroll
- Late filing penalty
- Assessment of volunteers
- Allocation of claim costs

ENTITLEMENT & BENEFITS

- Workers under 21
- Three-day waiting period
- Supplements to compensation
- Conditions for entitlement - hearing loss

MEDICAL AID & ASSISTIVE DEVICES

- Prostheses, orthoses and assistive devices
- Prescription eyeglasses
- Hearing aids and batteries
- Home care and independence
- Care allowance
- Home modification projects
- Personal non-compensable intervening conditions

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

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	Cautionary	Reduce
Board succession planning	Cautionary	Reduce
Variance between Appeals Tribunal decisions and Board policy	Unacceptable	Reduce
Varying expectations of WorkSafeNB's role in health and safety	Acceptable	Reduce
Gaps and delays in OHS legislation	Unacceptable	Reduce
Funding level	Unacceptable	Reduce
Defining WorkSafeNB's role in return to work	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
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
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
Protecting the integrity of the system	Acceptable	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

WorkSafeNB Board of Directors



Sharon Tucker
Chairperson



Gerard M. Adams
President and CEO



Ronald Gaffney
*Chairperson
of the Appeals
Tribunal*



Michael W. Allen
*Worker
Representative*



Michèle Caron
*Worker
Representative*



Euclide Haché
*Worker
Representative*



Hector Losier
*Worker
Representative*



Maureen Wallace
*Worker
Representative*



David Ellis
*Employer
Representative*



Kim Froats
*Employer
Representative*



Judith Lane
*Employer
Representative*



Jean Stewart
*Employer
Representative*



Mel Vincent
*Employer
Representative*

Contact WorkSafeNB

The Board of Directors and the President and CEO of WorkSafeNB look forward to your comments and discussion of our 2012-2017 Strategic Plan and Risk Assessment.

You can reach us at:

Toll-free:	1 800 222-9775	1 Portland Street
Phone:	506 632-2200	PO Box 160
Fax:	506 632-4999	Saint John, NB E2L 3X9
E-mail:	communications@ws-ts.nb.ca	www.worksafenb.ca