

President's Commentary



2018 kicks off an exciting time for the WSCC. The first year of our new 2018-2022 strategic cycle is now underway, with ambitious objectives set out for the next five years. The 2018 Corporate Plan has positioned the WSCC to move toward our strategic priorities of *Advancing the Safety Culture* and *Delivering Quality Services and Outcomes*, both through the next phase of existing objectives and by undertaking new ones. Each quarter, I present updates on our progress towards these priorities and our vision to eliminate workplace diseases and injuries.

In the first quarter of 2018, the WSCC made good progress establishing a basis for the rest of the year's plans for *Advancing the Safety Culture*. Occupational Health and Safety (OHS) is a priority for the WSCC, and in Q1 we started accumulating baseline data related to employers with complete or partial OHS programs in their workplaces. We also worked toward establishing a baseline for education resources available to young workers in the territories, which will inform next steps in developing tools in support of this demographic.

The WSCC is committed to adapting to emerging issues and trends in workplace health and safety. Mental health in the workplace and psychological claims are becoming better-understood and more prominently addressed Canada-wide. The WSCC is developing expertise in this area, identifying training required for staff and implementing tracking mechanisms for providing a high standard of care for claims of this nature.

Delivering quality services and outcomes involves taking a comprehensive look at the services we provide, how they are provided, and the way we interact with stakeholders. As more of our services become available through our e-Business application, the WSCC continues to evaluate new and existing services and identify areas for enhancement. We also made significant advancements in our capacity to make data-driven decisions internally, using business intelligence tools to closely manage operations, workloads, and outcomes.

In Q1, the WSCC focused on facilitating safe and timely return to work for injured workers by building relationships and strengthening communication with health care practitioners. Additionally, we prioritized the role of employers in return to work, identifying those with an existing program and continuing to work with employers in developing appropriate programs for their workplaces. Communication remains a focal point, ensuring that the WSCC is effectively communicating with stakeholders about the services we provide.

These are only a few examples of the many projects that are now underway for 2018. I invite you to review this document in more detail, and contact me with any comments at feedback@wsc.nt.ca.

A handwritten signature in black ink, appearing to read 'Dave Grundy'.

Dave Grundy
President & CEO

2018 Key Performance Indicators



Strategic Priority 1: Advancing the Safety Culture

Key Performance Indicator	Metric	Q1	Q2	Q3	Q4	YTD	Target	Assessment
1. Time loss frequency	+/- 0.05 pts of previous year's average	2.28				2.28	1.99	
2. Employers with an Occupational Health & Safety Program	% increase in years 2-5	n/a				n/a	Baseline 2018	
3. OHS education in communities for vulnerable workers	% increase in years 2-5	n/a				n/a	Baseline 2018	
4. Decreased average number of orders per inspection	% decrease in weighted average	2.27				2.27	3.0	
5. Increased public awareness of the IRS	% increase in years 2-5	n/a				n/a	Baseline 2018	



Strategic Priority 2: Delivering Quality Services and Outcomes

Key Performance Indicator	Metric	Q1	Q2	Q3	Q4	YTD	Target	Assessment
6. Short term time loss duration	% of cases with duration less than 10 days	70.8%				70.8%	75%	
7. Time to first payment	% of first compensation payments issued within 20 days	91.2%				91.2%	90%	
8. Time to entitlement decision	% of decisions made within 15 days	77.2%				77.2%	70%	
9. Return to work	% of injured workers RTW within 6 months	70.3%				70.3%	75%	
10. e-Business user satisfaction	% of satisfied respondents	84%				84%	80%	
11. Funded position (2017 final figure)	% of funded position	110%				110%	110%-140%	
12. Operating budget	Within % of annual budgeted expenses	-13.4%				-13.4%	+/-5%	
13. Claims costs	Within % of annual budgeted claims costs	-10.8%				-10.8%	+/-10%	
14. Return on investment	% returned	0.34				0.34	1.46%	



Performance meeting or exceeding target



Performance marginally off target



Performance off target



STRATEGIC PRIORITY 1:

Advancing the Safety Culture

1.1 Increase the number of employers with an occupational health and safety (OHS) program

1.1.1 Establish baseline metrics for occupational health and safety (OHS) programs and visits at large and small businesses

In Q1, the WSCC began the collection and evaluation of information related to occupational health and safety (OHS) programs in the Northwest Territories and Nunavut. By identifying existing and potential points of contact with stakeholders, the WSCC can use these opportunities to track and support the development of OHS programs at large and small businesses. Progress on this initiative depends on accurate baseline data, which is in development and on track.

1.1.2 Deploy strategy to increase occupational health and safety (OHS) in the workplace

The Prevention Unit and the Data Analytics Unit are in collaboration to determine priority focus areas for OHS program support. In Q1, raw data was successfully compiled through Employer Annual Payroll Reporting (APR), and will be used to establish a target for increase in years 2-5 of the Strategic Plan.

1.2 Increase occupational health and safety (OHS) education in communities for vulnerable workers

1.2.1 Establish a baseline for occupational health and safety (OHS) educational activities for vulnerable workers in communities

The WSCC is committed to ensuring that workers in the Northwest Territories and Nunavut are supported in working safely. In order to increase OHS education for vulnerable workers, the WSCC is establishing a baseline of resources available to new, returning, foreign, and young workers. In Q1, the Prevention Unit undertook a comprehensive review of education materials for young workers, both in existing programs and inter-jurisdictionally across Canada.

1.2.2 Develop and deploy a strategy for occupational health and safety (OHS) education

In Q1, the WSCC undertook the first step in the development of a strategy for OHS education. This involves the development of tools and activities for young workers, which is in progress and continues into Q2. Pilot projects have been undertaken in a Northwest Territories community, which incorporate resources for young workers into existing education curricula.

1.3 Improve criteria for directed inspections to increase compliance with governing regulations

1.3.1 Enhance targeting of high-risk employers by including injury severity, frequency, and classification in directed inspections

Directed services support employers in higher-risk industries in ensuring compliance with legislation governing safe work in the Northwest Territories and Nunavut. Actions outlined in the 2018-2022 Strategic Plan to improve criteria for directed inspections will require evaluations and analysis of high-risk activities and industries, the development of education programs and tools, and using data to make informed decisions.

1.3.2 Conduct legislative review of all Acts and Regulations the WSCC is mandated to regulate

Legislatively, WSCC-regulated Acts and Regulations are reviewed according to internal schedules and involve detailed steps that ensure any recommended changes are thoroughly evaluated. Work on the Workers' Compensation Act (WCA) is progressing, with a draft bill substantially complete in the Northwest Territories.

In Nunavut, a legislative proposal for amendments to the WCA is in the review process, with submission to the Government of Nunavut's Internal Review Committee Maliiganik Qimirrujiit forthcoming. The drafting of revisions related to impairment/fit for work provisions in the Occupational Health and Safety (OHS) Regulations, Mine Health and Safety Regulations, and Oil and Gas OHS Regulations are in progress. Consultation is in progress for amendments to the OHS Act, and a consultation schedule is in place for proposed ticketing for OHS contraventions in Q2.

1.4 Analyze and address emerging issues and trends in workplace safety

1.4.1 Implement strategy to address trends in claims in occupational health and safety (OHS)

The first step in addressing claims trends in Occupational Health and Safety is identifying emerging issues for evaluation and action. Through the development of relationships with medical contacts at other compensation boards across Canada, the WSCC has identified the primary focal areas of mental health, concussions, and the implications of medical marijuana.

In Q1, the WSCC contracted a psychological advisor with subject matter expertise in post-traumatic stress disorder (PTSD). In addition, the WSCC's Medical Unit developed and implemented a psychological framework to identify claims that may progress from a physical injury to a psychological injury. This will support early action on claims, and internal software was updated to enable tracking of these types of claims.

1.5 Improve public awareness of the Internal Responsibility System (IRS)

1.5.1 Establish baseline for public awareness of the Internal Responsibility System (IRS)

The Internal Responsibility System (IRS) is based on the principle that everyone shares responsibility for workplace safety. Improving public awareness of the IRS starts with examination of existing tools and resources within the WSCC and in other jurisdictions. Requests to other jurisdictions were drafted in Q1, and will be expanded to include OHS organizations and Ministries of Labour Canada-wide. Tools have been developed to gather information about IRS understanding, which will be tested and validated in Q2.



STRATEGIC PRIORITY 2:

Delivering Quality Services and Outcomes

2.1 Continue implementation of the e-Business strategy

2.1.1 Continue the development and enhancement of e-Business initiatives, using other jurisdictions as benchmarks for services and costs

E-Business is integral to the WSCC's 5-year Strategic Plan, as it enables efficient and timely service provision to stakeholders in an accessible way. The first step in continued implementation of the e-Business strategy was the development of detailed business requirements for the submission of asbestos project notifications online. Consultation was undertaken, providing the WSCC with the right information to proceed with the technical and operational requirements of the project. In Q1, the Information Services Unit also worked with internal committees towards development of electronic invoicing for medical service providers. Requirements for implementation of the project were determined, and hardware infrastructure for the medical invoice application was successfully implemented.

2.1.2 Ensure internal readiness for e-Business with systems infrastructure and human resource planning

Work will commence on initiatives to ensure internal readiness for e-Business with systems infrastructure and human resource planning consecutively to a number of projects related to e-Business enhancement and development. Progress on these initiatives will be outlined more thoroughly in Q2.

2.2 Increase safe and timely return to work (RTW)

2.2.1 Improve safe and timely return to work (RTW) through early intervention

When a worker is injured, facilitating safe and timely return to work (RTW) is a priority for the WSCC. Early intervention is a key component of successful RTW outcomes. In Q1, the Medical Unit worked with internal subject matter experts to identify training gaps and provide education within the WSCC. Based on the identified needs, monthly training sessions are held for staff, which build understanding of RTW options and procedures.

Building strong working relationships with health care providers supports the WSCC's mandate to care for injured workers and provide the best possible service to stakeholders. In Q1, the WSCC's Medical Advisor worked with local health care providers and the Communications Unit to strengthen communication channels, revise and improve physiotherapy forms used by claimants, and establish a quarterly communique to medical service providers including news, learning opportunities, and information on new forms and processes. This constitutes an important step towards open, two-way communication and understanding between the WSCC and health care providers.

2.2.2 Increase percentage of employers participating in return to work (RTW) programs

Employer participation in RTW programs is critical to successful outcomes for injured workers. In Q1, the WSCC developed a list of employers working with the WSCC to administer existing RTW programs. This information, along with data related to the development of a baseline for other employers with all or part of a RTW program, is being compiled. Throughout the quarter, the Return to Work Specialist continued to facilitate meetings with employers and case managers to develop safe and timely return to work plans.

2.3 Improve cultural safety in our day-to-day work and in our services for stakeholders

2.3.1 Evaluate and develop cultural awareness and cultural sensitivity within the WSCC

The WSCC has determined that the culturally safe provision of services is an organizational value in the 2018-2022 Strategic Plan. Towards cultural safety, the process of cultural humility fosters self-reflection, understanding of personal and systemic biases, and building understanding of another's experience.

In the first quarter of 2018, the Cultural Safety Team developed a phased approach for increasing cultural competency and moving the organization towards cultural safety, and initiated an introduction to cultural awareness and cultural sensitivity for WSCC staff. This has included learning opportunities for staff through existing communications channels; undertaking an organization-wide analysis of cultural safety strengths, weaknesses, opportunities, and threats; and ongoing research and evaluation of cultural safety concepts and best practices. WSCC staff share a responsibility to provide services in a culturally safe way to diverse stakeholders in the Northwest Territories and Nunavut.

2.4 Maintain financial stewardship of the Workers' Protection Fund

2.4.1 Undertake a systematic review of our financial drivers

Ahead of the implementation of International Financial Reporting Standards (IFRS) 17, a thorough understanding of the impact on the WSCC's current financial structure and procedures is required. Critical to this understanding is communication with other compensation boards in Canada, in order to develop a unified and consistent approach. The WSCC will focus on internal planning and professional development related to IFRS-17 ahead of scheduled Canada-wide meetings in Q2.

2.4.2 Conduct a review of the WSCC lifetime pensions program

Toward the review of the WSCC's lifetime pensions program, in Q1, the WSCC continued the development of papers for presentation to the Government of the Northwest Territories' Standing Committee on Economic Development and Infrastructure. These papers discuss the consultation process for proposed revisions to the pension system, and will be presented pending an invitation from the Committee.

2.4.3 Advance the Continuous Excellence (CE) Program

The WSCC's Continuous Excellence (CE) Program underwent an internal review, which was finalized in Q1 2018. This review primarily involved qualitative interviews with a representative sample of WSCC staff, with varying levels of CE involvement. The purpose of the interviews was to identify strengths, weaknesses, opportunities, and threats associated with the program, to gauge staff understanding, and to invite recommendations for next steps in CE. Responses were weighted based on program experience, and an internal report with findings and recommendations was produced. Based on this report, the WSCC's Senior Management Team provided direction on the next steps for the program which include training, skills development, and a restructuring of the CE program.

2.5 Improve integrity of and access to data

2.5.1 Update Standard Occupational Codes (SOC), Standard Industrial Codes (SIC), and rate classification for employers to current standards.

Data integrity and coding is critical to the WSCC's commitment to data-driven decision making. In Q1, WSCC units using Standard Occupational Codes (SOC) and Standard Industrial Codes (SIC) have been identified, and in Q2 will be surveyed to determine the extent of usage as well as identify and evaluate potential impacts of transitioning from the use of SOC and SIC to the use of other coding systems.

2.5.2 Develop data integrity strategy that addresses National Workplace Injury Statistics Program (NWISP) coding

Training and quality assurance program development for WSCC staff will commence following the data integrity strategy addressing National Workplace Injury Statistics Program (NWISP) coding. Work on this initiative will commence in Q3 2018.

2.5.3 Support internal data management decision-making through business intelligence tools

Supporting internal data management decision-making through business intelligence tools started in Q1 with the Data Dashboard Pilot Project Development Plan, which included assessment of cross-divisional impacts between the Policy and Data Analytics and Information Services Units. A prototype data dashboard has been developed for Leadership in the Claims Unit to demonstrate case load balance among staff. Testing on this prototype will be undertaken in Q2 prior to soft launch, and this project will ultimately determine the potential for additional pilot projects before organization-wide implementation of data dashboards.

Development of the WSCC's Business Intelligence Strategy Plan began in Q1, which outlines the Business Intelligence platform options, demonstrates opportunities for further utilization of business intelligence tools, and notes the resources required for deployment. This Strategy Plan should be finalized by the end of Q2.

2.5.4 Develop data integrity strategy to improve stakeholder data

Reliable data is integral to the delivery of quality services and outcomes for stakeholders. In Q1, the WSCC continued progress with stakeholder data verification and the removal of duplicate information, and next will review and update data related to location information. This project will continue for the duration of 2018, and a data integrity strategy will be drafted by Q3 to outline the next steps for the WSCC.

2.6 Enhance communication

2.6.1 Improve public awareness of the Workers' Safety and Compensation Commission

Towards improvement of public awareness of the WSCC, the *Worth It!* campaign engages with stakeholders to demonstrate why working safely is important to them. Originally launched in 2016, an evaluation of the campaign began in Q1 to understand progress and identify areas of opportunity moving forward.

2.6.2 Enhance stakeholder service communication

The WSCC is committed to effective communication with stakeholders. In order to ensure that the WSCC's mandate, the services provided, and our interactions with stakeholders are being communicated successfully, the WSCC will analyze standard communication materials and procedures for appropriate language, means of communication, and incorporate stakeholder feedback. This project will commence in Q2 2018.