



# President's Commentary



The third quarter is always a busy time for the WSCC, as projects for the year are making substantial progress toward our strategic priorities to *Advance the Safety Culture* and *Deliver Quality Services and Outcomes*. It is a pleasure to present an update on the WSCC's activities over the last three months, and highlight our next steps for the remainder of 2018.

Using data to understand the needs of our diverse stakeholders and make informed decisions is a priority for the WSCC. In Q3, the Prevention Services unit undertook data collection and evaluation to better understand the OHS needs of large and small businesses. They have standardized the mechanism for tracking points of engagement across the organization, and identified opportunities for internal collaboration that best support employers.

Prevention Services will continue to verify project direction using ongoing data collection, and will adjust strategies and programs as required to ensure

that stakeholders receive the best possible service.

Working collaboratively with other organizations is a proven way to achieve more. When it comes to Occupational Health and Safety (OHS) education, working together with educational institutions maximizes the WSCC's reach and leads to appropriate delivery methods for building understanding of safety. The WSCC's focus on young workers in 2018 has supported the safety culture by targeting outreach not only young workers themselves, but also to the employers most likely to hire newer members of the workforce. Work with educators and youth-focused organizations in both the Northwest Territories and Nunavut continues into Q4, and we are pleased to find new ways to serve this audience.

Safety culture is the belief in safety as a core value and a priority in everything we do. The Internal Responsibility System (IRS) holds that everyone is responsible for safety in the workplace, and that we share this responsibility for ourselves and the people who work around us. The WSCC is working to build understanding of the IRS in our jurisdictions, and to bring workers and employers together in the prioritization of safety. However, when a worker does become injured, it is widely understood that the safe and timely return to work constitutes a positive outcome for both the worker and employer. To this end, the WSCC has prioritized increasing safe and timely return to work, and has identified a variety of stakeholders who play a key role in this process. Healthcare providers, who frequently provide a first point of contact to injured workers and maintain a central role in the recovery process, are an important partner for the WSCC. In Q3, the Medical Unit made progress towards finalizing a Healthcare Provider Engagement and Education Strategy. This strategy will strengthen the relationship between healthcare providers and the WSCC, improve communications, and support the ongoing collaboration required to safely return an injured worker to their job.

These are only a few examples of the important progress made during the third quarter of the year. I always enjoy reviewing the work of WSCC staff, and seeing movement towards our strategic priorities and objectives. If you have any questions or comments about this update or any of the work that we do, I invite you to contact me at [feedback@wsc.nt.ca](mailto: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	2.36	2.10	1.78		2.07	1.99	
2. Employers with an Occupational Health & Safety Program	% increase in years 2-5	n/a	n/a	n/a		n/a	Baseline 2018	
3. OHS education in communities for vulnerable workers	% increase in years 2-5	n/a	n/a	n/a		n/a	Baseline 2018	
4. Decreased average number of orders per inspection	% decrease in weighted average	2.23	2.81	3.37		2.76	3.0	
5. Increased public awareness of the IRS	% increase in years 2-5	n/a	n/a	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%	71.6%	69.6%		70.9%	75%	
7. Time to first payment	% of first compensation payments issued within 20 days	91.2%	94.4%	83.9%		90.1%	90%	
8. Time to entitlement decision	% of decisions made within 15 days	71.0%	74.5%	79.2%		75.0%	70%	
9. Return to work	% of injured workers RTW within 6 months	70.3%	65.4%	62.1%		66.5%	75%	
10. e-Business user satisfaction	% of satisfied respondents	84%	77%	88%		82.6%	80%	
11. Funded position (2017 final figure)	% of funded position	110%	110%	110%		110%	110%-140%	
12. Operating budget	Within % of annual budgeted expenses	-5.5%	-12.1%	-10.6%		-9.5%	+/-5%	
13. Claims costs	Within % of annual budgeted claims costs	-10.8%	16.6%	12.2%		6.3%	+/-10%	
14. Return on investment	% returned	0.34%	2.28%	0.28%		2.91%	4.38%	



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

Earlier in the year, the Prevention Services unit developed tracking mechanisms for points of engagement and defined roles and responsibilities for OHS Programs and visits with large and small employers. With the tracking mechanism finalized, in Q3 a pilot project was undertaken with the Facilities unit and the Medical Services unit. The pilot was active throughout the quarter, and data will be collected and analyzed in Q4. Any adjustments required will be undertaken, and the tool is on track for implementation organization-wide thereafter.

The Prevention Services unit finalized the analysis of data related to OHS programs at large and small businesses in Q3, developing an action plan for engagement and resource development in support of businesses. The unit has identified opportunities for collaboration with the WSCC's Return to Work Specialist as well as the Policy and Data Analytics unit, to enhance targeted outreach to employers in support of their OHS needs.

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

Data collection and analysis for determining priority areas of OHS program development support for stakeholders is complete, and initial baseline data has been established for Employers with reportable payroll. To finalize targets, additional data is required which will become available in Q2 2019. The employer engagement strategy and development of resources to support employers is underway, and will be updated as necessary as new data becomes available.

## 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

In Q3, work continued on the development of resources and curriculum content to enhance educational activities for young workers. The WSCC is collaborating with the Northwest Territories Department of Education, Culture and Employment in creating a Start Safe, Stay Safe certificate course for NWT students. Promotional opportunities and partnerships for course delivery are being explored. The OHS unit undertook stakeholder consultation through focus groups in Q3, engaging target populations for response and feedback on course content and delivery methods. The next step in this process will be the finalization of an employer engagement and communications plan to support the certificate.

The Prevention Services unit continued supporting educational activities for young workers in Q3 through active partnership with Skills NT and Skills NU for promotion of young worker education tools, as well as participation in Skills events

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

In Q3, the Prevention Services unit continued outreach to partner organizations, conducted stakeholder engagement, and undertook research to ensure that programs, tools, and resources meet the needs of workers and employers. Early engagement with employers who hire young workers to provide requisite support and resources continues, and in collaboration with the Communications unit, Prevention is developing a webpage dedicated to young workers. In support of advancing the safety culture for young workers, efforts continue to facilitate access to younger workers as they enter the workforce by working with educators and youth-focused organizations in the Northwest Territories and Nunavut.

## **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**

Supporting employers in being compliant with legislation governing safe work is a priority for the WSCC. In Q3, the high-risk working group generated a report and recommendations dedicated to reducing psychological injuries. Leadership in the Stakeholder Services division will use these recommendations to formulate an action plan in Q4, which will be implemented in 2019.

Prevention Services is continuing to bring more services for employers onto our e-Business platform, and in Q3 work progressed on high hazard reporting and hazardous material abatement forms with the goal to eventually develop a single form for reporting on all items, available online for access by stakeholders.

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

The Legal Services unit continued progress on the review of WSCC-regulated Acts and Regulations in Q3, with Impairment and Fit for Work Provisions now in force in both the Northwest Territories and Nunavut. Provisions to amend the required qualifications for mining inspectors have been approved and are in force in both the Northwest Territories and Nunavut. A draft bill to amend the Workers' Compensation Act was approved in the Northwest Territories and is pending approval in Nunavut.

The WSCC continued to review the consolidation of the Mine Health and Safety Act and the Safety Act in Q3. Consultations were completed on the proposal to ticket for failure to comply with certain OHS Regulations, and draft recommendation papers were delivered to the Governance Council. The Governance Council has reviewed and evaluated the feedback received, and has put the project on hold.

## **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)**

A key component of administering psychological components of claims is ensuring that WSCC staff are properly trained to identify, understand, and manage psychological disorders. In Q3, the WSCC made progress on an operational procedure for the management of psychological claims, which is on track for completion in Q4. Mental Health First Aid training was delivered to staff in Q3, which received positive feedback. Additional training is scheduled for Q4, which will advance staff capacity in resiliency at work through a course on vicarious trauma.

The WSCC established a working group that has developed an action plan to address psychological injuries.

## 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) holds that everyone shares responsibility for safety in the workplace. Increasing awareness of the IRS is a key component of advancing the safety culture, and the WSCC is completed a number of tasks associated with better understanding the work undertaken in other jurisdictions, partnership opportunities, and campaign content from other organizations. With this information gathering and analysis stage now complete, a Request for Proposals for the development and administration of a survey to gauge general public awareness of the IRS has been finalized. Because of the parallel Action associated with improving public awareness of the WSCC under Objective 2.6 - Enhance communication, the opportunity to jointly administer the surveys was identified and capitalized upon. This RFP will be issued in Q4, with the survey administration scheduled for Q1 2019.



## 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

Work continued on development and enhancement of e-Business initiatives in Q3. The Asbestos Notification project remains on schedule as of Q3, with all development, testing, and user training successfully completed. The Information Services unit undertook stakeholder testing on the Asbestos Notification project, testing the process with four businesses which provided positive and useful feedback. The release of this project is scheduled for Q4 2018.

The analysis for the development of online access for claims costs summary for employers was completed in Q3, with all requirements related to claims cost summary elicited, reviewed, and approved. A detailed project plan for this initiative was developed and approved, with target dates aligning with key business cycles. Development work on this project will commence in Q4, following the release of the Asbestos Notification project, and the project remains on track heading into Q4.

High level business requirements for the development of online tools for Employer's Report of Incident were refined in Q3, and the requirements for this project are now with the working group for approval. Workshops are scheduled in Q4 for the working group and development partners to elicit and formalize the detailed business requirements for this service, and the project is on track for delivery to stakeholders in 2019. Electronic invoicing submission for medical service providers was released on schedule in Q3, and feedback received for this service has been positive. The development of an online service for employers to sign up for Personal Optional Coverage has been put on hold, pending further direction from the Data Integrity Steering Committee in order to prioritize alternative strategic initiatives.

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

While the SQL server database consolidation project initially scheduled for 2018 was re-prioritized to accommodate other strategic items, planning progressed on the architecture assessment of a suite of internal WSCC data management systems and other applications and will continue into Q4. In Q3, the WSCC's Information Services unit continued work on the development of a maintenance process and procedures for e-Business services.



A third maintenance build has been scheduled for release in Q4, aligning with the existing Claims Cost Summary Report project. Business units impacted by the Claims Cost Summary Report are reviewing and analyzing key items in the project scope, with approval pending. The Human Resources unit completed the Business Transformation Readiness Guide in Q3, which was approved and the initiative is now complete.

## **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 becomes injured on the job, healthcare providers play a key role in facilitating early intervention for positive return to work outcomes. In Q3, the WSCC's Medical Unit made progress developing a Healthcare Provider Engagement and Education strategy. This strategy seeks to strengthen the relationship between healthcare providers and the WSCC, improve communications, and foster ongoing collaboration in the interests of injured workers. In Q4, approval of the strategy is expected, with implementation to follow. The WSCC's Chief Medical Advisor has continued attending meetings at Yellowknife's Stanton Territorial Hospital, and began a specialized training program for occupational health medicine.

Returning to work following an injury can be a complicated process, and the WSCC is committed to supporting workers in their return to health and work. To this end, in Q3 a quality assurance working group was formed to address claims that have demonstrated challenges or barriers for returning to work. This working group is approaching claims from both a duration and a cost perspective, and is supporting the identification of gaps in training for staff. The working group has incorporated staff feedback into this education program, and training is scheduled for Q4.

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

In Q3, the WSCC's Return to Work (RTW) Specialist worked with the Occupational Health and Safety (OHS) Unit to begin the development of what is required of large and small employers for both RTW and OHS. This information will be used toward the establishment of a baseline of large and small employers with an existing RTW program, which will support appropriate outreach to increase the number of employers that participate in RTW programs for injured workers.

Collaborative opportunities to facilitate return to work for injured workers remained a priority in Q3, with the RTW Specialist working closely with WSCC Case Managers. The RTW Specialist was actively involved with the internal Quality Assurance Working Group throughout the quarter, and met with priority employers to address issues in return to work and develop a path forward.

## 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's Cultural Safety Team continued activities to build understanding across the organization. This has included collaborating with internal and external experts to understand best practices in implementing initiatives in cultural safety, as well as an organization-wide presentation and an informal lunch and learn session open to all staff to discuss Northern Indigenous community values.

Based on the initial steps of the program and the vision for next steps, a measurement plan was drafted and reviewed by team members, with finalization and approval pending in Q4.

## 2.4 Maintain financial stewardship of the Workers' Protection Fund

### 2.4.1 Undertake a systematic review of our financial drivers

The development of a discussion document based on the identification and prioritization of key financial drivers was delayed in Q3 due to the reallocation of resources in the Financial Services division. However, work progressed in Q3 and will continue into 2019. WSCC staff attended an Association of Workers' Compensation Boards of Canada (AWCBC) conference on the implementation of International Financial Reporting Standards (IFRS) 17, which provided useful information on the practical application of these standards. AWCBC recommendations for implementation are anticipated by the end of Q4.

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### **2.4.2 Conduct a review of the WSCC lifetime pensions program**

As of Q3, the pension system project remained with the GNWT's Standing Committee on Economic Development and Environment (SCEDE). The project is currently on hold, pending a response from SCEDE, and next steps will be determined when more information is available.

### **2.4.3 Advance the Continuous Excellence (CE) Program**

In Q3, a contract was issued following an RFP process to lead the redevelopment of the Continuous Excellence (CE) Program. WSCC staff worked closely with the contractors throughout the quarter, undertaking a comprehensive review of processes and resources associated with the existing CE Program, and working with staff at all levels to understand and envision the future direction of the program. The redeveloped program is anticipated in Q4, with organization-wide implementation and training to follow.

10 of the 12 CE Leaders were enrolled in training scheduled for Q4 to develop an array of skills associated with supporting the next phase 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.**

The WSCC is committed to improving the integrity of and access to data organization-wide, and part of this objective involves determining the appropriate future state for coding and the path forward. A decision paper scheduled for delivery to the Governance Council in Q3 has been delayed until Q4 in order to undertake wider consultation on code usage at the WSCC.

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

The development of a training and quality assurance plan to achieve consistency in National Workplace Injury Statistics Program (NWISP) coding has been delayed pending resolution of an issue with the WSCC's database structure. Training materials will be developed and implemented upon successful resolution of the database issue.

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

A successful Data Dashboard Pilot Project was rolled out in Q2, receiving positive feedback from users. As a result, a second pilot project was launched in Q3 with the WSCC's Employer Services unit. This dashboard provides easily segmented graphical representations of data collected from internal data management systems, and is slated for completion by the end of Q4.

A Business Intelligence Strategy was developed in Q3, and will be submitted to senior management for approval in Q4. The Business Intelligence Strategy is intended to provide the WSCC with a roadmap to enhance business intelligence across the organization.

### **2.5.4 Develop data integrity strategy to improve stakeholder data**

Data integrity projects continued through Q3, prioritized as required to ensure accuracy in information. The WSCC's data team underwent training on National Workplace Injury Statistics Program (NWISP) usage to align with the future state of data across the organization.

The Data Integrity Steering Committee, which was established in Q2, developed a Data Integrity Strategy to coordinate 2018-2022 data projects across the WSCC. In Q3, the Committee recommended that the WSCC approve the addition of a third gender option, Gender X, for stakeholders completing documentation. This recommendation was accepted. The Committee will continue meeting in Q4 to address ongoing data projects and facilitate strong collaboration between business units.

## **2.6 Enhance communication**

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

In Q3, a Request for Proposals (RFP) for the development and administration of a survey to the general public in order to gauge awareness of the WSCC and knowledge of the Internal Responsibility System (IRS) was finalized and will be issued in the beginning of Q4.

## 2.6.2 Enhance stakeholder service communication

The WSCC has prioritized the enhancement of stakeholder service communication, and in Q3 the Stakeholder Services Division compiled over 100 letters that are most frequently used in written communications with stakeholders. These letters were reviewed for clarity, and recommendations for improvement are scheduled for implementation in Q4. Verbal communication was also reviewed in Q3, and a review of the WSCC's Service Standards was undertaken to improve compliance with targets and timelines. A new process was developed and implemented to ensure timely response to telephone inquiries in the Claims Services unit, and work began on drafting a Communications Bulletin for circulation internally.