

Q3 2017

QUARTERLY UPDATE



Δ^{5b}βΔ^{5b}Π.δ^c Δ^c(Δ^{5b})σ^b
Δ^cL Δ^cΔ^bdLσ^b Δ^bΔ^cΔ^bΔ^c

wscn.nu.ca 1.877.404.4407

President's Commentary



The third quarter update for 2017 brings us closer to the end of the 2015-2017 Strategic Plan. From 2018-2022, the WSCC will bring forward new objectives, new projects and initiatives, with renewed energy towards our overall priorities of safety and care. For much of the last year, we have reflected on our mission, vision, and values, while planning and determining our next steps as an organization.

We are always monitoring, measuring, and evaluating our work across a variety of performance indicators and operational metrics. Moving into a new strategic cycle gives the WSCC the opportunity to continue building on past success, and to re-focus our efforts within a changing context of workplace safety and compensation. To this end, I am pleased to report on the progress made during this quarter.




In Q2, I discussed the launch of a web-based Occupational Health and Safety (OHS) application providing support and advice to workers and employers in one convenient, searchable platform. The next phase of this initiative was bringing the “app” to smartphones for download, free of charge, for use without an internet connection. We were pleased to launch this in Q3, bringing legislation, regulations, codes of practice, and resources into the palms of our stakeholder’s hands. This is one of the many ways we are continuing to advance the safety culture.

The WSCC is always seeking new ways to connect with our stakeholders, increase access to safety resources, and serve the workers and employers of the Northwest Territories and Nunavut. Our social media strategy has enhanced outreach into communities, reaching stakeholders with safety information, training courses, and career opportunities in a convenient, accessible way. Following the success of our Prevention team’s *Toolbox Talks* during North American Occupational Health and Safety (NAOSH) week, *Toolbox Talks* are now available for employers to schedule, in their workplaces, when safety officers are visiting their communities. Employers can select a topic that is most relevant for their staff, receive a presentation from a safety officer, and have the opportunity to bring forward any questions.

In addition to fostering regular, two-way conversation with our stakeholders, the WSCC is committed to exploring and understanding emerging trends and issues in workers’ safety and compensation. Our staff receive regular training and education on an ongoing basis, ensuring their ability to provide quality services to our stakeholders. We conduct research, work with other compensation boards across Canada, and undertake consultation engagement activities in order to understand and meet the needs of our stakeholders. I invite you to join this conversation by contacting me at feedback@wsc.nt.ca.

Dave Grundy
President & CEO

2017 Key Performance Indicators

Strategic Priorities	Key Performance Indicator	Metric	Target	Q1	Q2	Q3	Q4	YTD
 Advancing the Safety Culture	1. Time loss frequency ¹	TL claims per 100 workers	1.99	2.22	1.91	1.96		2.04
	2. No time loss frequency ¹	NTL claims per 100 workers	5.53	5.01	4.92	5.25		5.10
	3. Directed inspections	% total inspections that are directed	80%	87.3%	84.3%	86.1%		86.0%
	4. Safe Advantage employers in penalty position	% of Safe Advantage employers receiving a penalty	17%	n/a	n/a	15%		15%
	5. Employers passing the Prevention component of Safe Advantage Management Practices Questionnaire ²	% completed questionnaires that pass the Prevention component	88%	n/a	n/a	91%		91%
 Delivering Quality Services and Outcomes for Workers and Employers	6. Time loss duration ³	days (point-in-time measure at end of quarter)	15.5 days	16.6 days	16.3days	15.9 days		16.3 days
	7. Time to first compensation payment	% of payments made under 20 days	90%	92.7%	87.3%	95.3%		92.1%
	8. Employers passing the Return to Work component of the Safe Advantage Management Practices Questionnaire ²	% completed questionnaires that pass the return to work component	90%	n/a	n/a	82%		82%
	9. e-Business client satisfaction (e-business client tracking to start in 2016)	% very satisfied and satisfied	Employers: 80% Workers: 80%	81%	71%	85%		80%
	10. Stakeholder satisfaction with overall WSCC services ⁴ (Stakeholder Survey results updated in Q1 2017)	% very satisfied and satisfied	Employers: 80% Workers: 80%	96% 85%	n/a n/a	n/a n/a		96% 85%
	11. Stakeholder agreement that WSCC needs to improve communication of WSCC services ⁴ (Stakeholder Survey results updated in Q1 2017)	% stakeholders strongly agree or agree	Employers: 30% Workers 40%	49% 73%	n/a n/a	n/a n/a		49% 73%
 Sustaining the Workers' Protection Fund	12. Funded position (annual measure, 2016 results available in Q2 2017)	Assets as a percentage of liabilities	105% - 135%	n/a	110%	n/a		110%
	13. Bad debts ratio (annual measure , 2016 results available in Q2 2017)	Bad debts as a percentage of assessment revenue	0.3%	n/a	0.26%	n/a		0.26%

¹Quarterly injury frequencies may be adjusted in subsequent quarters to reflect the updated status of claims since the last reporting period. No time loss frequency for Q2 2017 includes MAID0s.

²Includes COR certifications

³Time loss duration target is calculated using average monthly Total Temporary Disability

⁴Stakeholder survey results were updated in Q1 2017 from original Q4 2016 results

Q3 2017 Corporate Plan Update

Objective	Activity/Project	Q3 Update	Divisional Accountability
Advancing the Safety Culture			
Take a proactive approach to the prevention of workplace incidents through directed services	Begin implementation of the Business Intelligence redevelopment plan as determined jointly by Policy and Corporate Reporting and Information Services in 2016.	<p>Increasing the number and quality of Business Intelligence tools available for WSCC decision makers has been a priority over Q3. This has been accomplished through:</p> <ol style="list-style-type: none"> 1. Improving the quality of existing Business Intelligence reports by increasing the accuracy of metrics used in the Quarterly Management Report, and increasing the number of current Business Intelligence reports receiving Data Analyst support. 2. Progress towards the implementation of data dashboards has been realized through training in Excel Powertools that both Data Analysts received, in order to build expertise and internal capacity. <p>Next steps for Q4 include building of data dashboard prototypes and the evaluation of options for this platform.</p>	Executive Services
	Launch the 2017 high-risk population campaign (target group to have been determined by end of 2016).	A working group has been developed to build understanding and coordinate training for staff on claims resulting from harassment in the workplace, as part of the psychological health high-risk campaign. This working group is also tasked with reviewing and understanding legislation related to workplace harassment in the Northwest Territories and Nunavut.	Stakeholder Services
	Develop occupational health & safety initiatives for young and new workers.	The WSCC's Occupational Health and Safety (OHS) Education Specialist has traveled to communities throughout Northwest Territories and Nunavut, hosting tradeshow and meeting with educational institutes throughout Q3. The OHS Education Specialist is currently collaborating with CCOHS on a safety education project for young and new workers, with an anticipated completion date in Q2 of 2018.	Stakeholder Services

Objective	Activity/Project	Q3 Update	Divisional Accountability
Develop and implement an education/training framework for employers	Develop a Canadian Centre for Occupational Health and Safety (CCOHS) application to support employers in accessing legislated requirements.	The mobile version of the Occupational Health and Safety (OHS) "app" was successfully launched in Q3, following the web-based application in Q2. Consultation is ongoing with stakeholders using the app for continuous improvement of the service and the integration of additional resources and materials.	Stakeholder Services
Drive awareness of incidents and information sharing.	Support the development of a social media strategy to increase social media engagement and the meaningfulness of those engagements, review social media successes to date, and review industry best practices to identify opportunities to increase the meaningfulness of those engagements.	<p>In Q3, Communications began using social media to make interactions with stakeholders more engaging and fun. This approach serves multiple purposes:</p> <ol style="list-style-type: none"> 1. Advancing the Safety Culture on a platform that is convenient and enjoyable for our audiences; 2. Increasing our social media presence and engagement overall; and 3. Continuing to shift public perception and raise awareness of the WSCC through the Worth It! campaign. <p>The Communications Unit has seen substantial organic success with this method and intends to continue as opportunities arise.</p> <p>Following the social media evaluation/strategy delivered in Q2, Communications obtained approval from Information Services to proceed with Hootsuite, a social media management platform allowing Communications to manage multiple social media networks via one dashboard. This is scheduled to be operational by Q4.</p> <p>The WSCC continued to increase its social media engagement during this time period through the release of the new OHS Application (App) and new WSCC Connect e-Services. To support external stakeholders in their navigation of the OHS App, the WSCC created short instructional videos in English and French for social media platforms.</p> <p>Sharing WSCC job postings on social media continues to be a positive way to increase our social media engagement, with some of our most successful social media posts this quarter being shares of new WSCC career opportunities.</p>	Executive Services

Objective	Activity/Project	Q3 Update	Divisional Accountability
	Broaden implementation of the plan to provide employers with statistics, both personalized and industry-wide.	As per the social media strategy developed in Q2, Communications began to use newly-designed infographics to give the monthly social media statistics more visual appeal, with the goal of better engaging and appealing to our audiences.	Executive Services
	Full implementation of the social media strategy into Communications' ongoing project planning.	<p>Communications has started diversifying its social media presence beyond standard information sharing, with the goal of expanding the WSCC's online presence and connect with audiences. The use of social media to integrate WSCC messaging more widely and as a means of interactive, two-way communication is now operational.</p> <p>Targeting specific communities and joining community groups on Facebook to promote training sessions and career opportunities has facilitated stronger connections with stakeholders outside of the Yellowknife and Iqaluit capitals.</p>	Executive Services

Objective	Activity/Project	Q3 Update	Divisional Accountability
Delivering Quality Services and Outcomes for Workers and Employers			
Promote safe and timely return to work	Evaluate the effectiveness of the Return to Work program (communication plan and tools) for promoting safe and timely return to work.	<p>In Q3, the WSCC hired and commenced training with a new Return to Work (RTW) Specialist. The RTW Specialist is working closely with Case Managers and Employers to be proactive and encourage collaboration on, and participation in, return to work programs.</p> <p>The RTW Specialist supports WSCC Case Managers and medical staff in facilitating safe and timely return to work for stakeholders, and is working with employers on an as-needed basis. The Specialist also supports and builds the relationship between the worker, Employer, and Case Manager in return to work cases.</p> <p>Business Intelligence reports on RTW are now being used as a strategy for quality assurance in case management.</p>	Stakeholder Services
Review WSCC Legislation	Research and development of the Comprehensive Legislative Review Plan (CLRP).	<p>The legislative proposal for amendments to the <i>Workers' Compensation Act</i> submitted by the WSCC was approved by Government of the Northwest Territories' Cabinet, with the exception of the amendment regarding subsistence rates.</p> <p>Drafting of revisions is in progress with the Department of Justice's legislative division. The legislative proposal will be submitted to the Government of Nunavut Cabinet in Q4, once a new Minister Responsible for the WSCC has been appointed.</p>	President's Office
	Develop a recommendation for the ticketing of OHS offenses.	<p>The process and schedule for review and revision of the <i>Occupational Health and Safety (OHS) Regulations</i> have been developed, and were shared with the Minister Responsible for the WSCC in the Northwest Territories.</p> <p>Recommendations on these <i>Regulations</i> will be submitted to the Governance Council in Q4, with consultation to follow.</p>	Stakeholder Services/ President's Office
Increase access to WSCC services	Continue to update and implement the Service Improvement Plan and review results to date.	This project is now in the continuous monitoring and evaluation phase.	President's Office
	Implement Phase 2 of the external services communication plan, with a focus on specific services.	The <i>Worth It!</i> messaging is now integrated into all of our campaigns, throughout social media, and at our tradeshow. In Q3, <i>Worth It!</i> remained the focus at the	Executive Services

Objective	Activity/Project	Q3 Update	Divisional Accountability
Implement the e-Business strategy		<p>Nunavut Tradeshow and Conference in Iqaluit, as well as the Kivalliq Tradeshow in Rankin Inlet. The coffee sleeve contest remains open, ramping up with higher levels of engagement in Q3.</p> <p>A review of the campaign at the start of Q3 identified the need to expand on Phase 1, the awareness phase, to accommodate new and young workers in the territories.</p>	
	Develop one service window for employer reporting by consolidating the reporting processes for workplace injuries and dangerous occurrences.	One service window became operational in Q2, and is now being monitored and evaluated for process outcomes. It has demonstrated internal and external efficiencies and will continue evaluation on an ongoing basis moving forward.	Stakeholder Services
	Identify and remove duplicate stakeholder records to improve quality and accessibility of records to employers and workers.	<p>The WSCC dedicated support towards the improvement of data integrity and progress on this initiative. This will further facilitate the transition of some Claims onto the e-Services platform.</p> <p>Testing of the application is scheduled for Q4, with no significant issues anticipated. Data consolidation and verification is scheduled for completion by the end of Q1 2018.</p>	Stakeholder Services
	Conduct testing on the e-Business infrastructure for security vulnerabilities.	Q3 focused on the implementation of a Web Application Firewall (WAF), which is designed to protect the WSCC's e-Services from malicious attacks. Information Services conducted a vulnerability assessment which focused on the new e-Services implemented this quarter.	Corporate Services
	Implement online services for requesting and managing employers' activity authorization and submission of legislated reports.	While the online asbestos project has been deferred to Q2 2018, Information Services successfully implemented a graphical dashboard for the Employer Services unit. This provides a visual representation of outstanding e-Service processes, action items requiring attention, and reporting requirements. This feature gives supervisors the opportunity to efficiently and conveniently review and assess progress on service delivery.	Stakeholder Services/Corporate Services
	Develop online tools for Workers' Report of Incident.	<p>While the report of incident project was deferred to 2018, during this quarter, Information Services completed the first phase in the duplicate data revision application.</p> <p>Software was developed to assist the Claims Services unit in</p>	Stakeholder Services/Corporate Services

Objective	Activity/Project	Q3 Update	Divisional Accountability
		<p>identifying duplicate stakeholder contacts and uploading these changes into CAAPS. This progress is particularly important given the upcoming changes bridging the 2015-2017 Strategic Plan with the 2018-2022 Strategic Plan, ensuring that units have the services they require for planned initiatives.</p> <p>A Return to Work function in the CAAPS system was implemented in Q3, and is now operational.</p>	
	Develop online tools for Employers' Report of Incident.	Q3 focused on capacity planning and impact assessment of Employers' Report of Incident tools. Based on this assessment, the e-Services Steering Committee directed this service for implementation in 2018. As such, the Report of Unsafe Work service was prioritized ahead of Employers' Report of Incident during this quarter.	Stakeholder Services/Corporate Services
	Implement additional services for general employer account management, future dated payments, and upgrade EZ Pay.	<p>In Q3, Information Services implemented two additional services for Employers, prioritized based on stakeholder input and operational requirements:</p> <ol style="list-style-type: none"> 1. Online Employer Profile Management, and; 2. Pre-authorized payments for processing credit card transactions according to the Payment Card Industry Data Security Standard (PCI-DSS). <p>Information Services also implemented several changes to the CAAPS and Great Plains applications to ensure effective data integration through the e-Services platform.</p>	Stakeholder Services/Corporate Services
	Develop online tools for claims cost summary for Employers.	The WSCC's Information Services team continued working closely with the Employer Services unit to make changes required in the CAAPS and e-Service platforms ahead of planned work for Q4. These are required ahead of approaching deadlines for Annual Payroll Reporting as well as work planned for Q1 of 2018.	Stakeholder Services/Corporate Services
	Develop online tools for safety exams and certificates.	Work continued on the Mine Supervisor Exam project with the Canadian Centre for Occupational Health and Safety (CCOHS), for integration with their system. Four of six modules have been completed, three have been submitted, and the remaining two are on track for completion in Q4.	Stakeholder Services/Corporate Services

Objective	Activity/Project	Q3 Update	Divisional Accountability
Continue and expand implementation of the Continuous Excellence initiative	Evaluate and maintain a team of internal CE Leaders and introduce new CE Leaders as required.	The review of the WSCC Continuous Excellence (CE) Program began and continued through Q3. The timeline for the review and evaluation of the CE program has been developed and is in progress. Additional capacity building opportunities for CE initiatives and internal CE Leaders will be explored once the recommendations of the CE Evaluation are finalized. External scans for potential Lean and Continuous Excellence programs and training are on-going, should they be required.	Executive Services
	Continue to conduct CE events and hold smaller-scale process improvement events (Kaizens) as required.	The review of the WSCC Continuous Excellence (CE) Program began in Q3. The timelines for the review and evaluation of the CE program were developed. Additionally, it was determined that an internal evaluation of the CE program was appropriate. The schedule for CE evaluation related activities for Q3 included: the review of previous CE events and materials, scheduling interviews, interview question development, and additional evaluation capacity building through research of appropriate evaluation methodologies.	Executive Services
	Continue the organizational development of CE (programs TBD from 2016 assessment of needs)	The CE evaluation will provide recommendations for the future of the CE initiative at the WSCC. Opportunities for expanded training and CE leadership initiatives will be implemented, dependent upon the findings of the review. The findings of the CE Review are expected in Q4 2017.	Executive Services

Objective	Activity/Project	Q3 Update	Divisional Accountability
Sustaining the Workers' Protection Fund			
Provide responsible stewardship of the Workers' Protection Fund	Pending approval by the Governance Council, initiate preliminary stakeholder engagement in preparation for the development of a legislative proposal towards the review of the WSCC's lifetime pensions program.	The new Pensions System Proposal was revised as per the Governance Council feedback received in Q2, and was presented in Q3. The Governance Council supported further preliminary stakeholder engagement in Q4, and will consider moving the pension project to Phase 2 (external consultation) commencing 2018 at their Q4 meeting.	Executive Services / President's Office
	Annual review and test readiness of the Business Continuity Plan. Exercise the plan to achieve and main high levels of competence, readiness, and resilience.	The Maximum Tolerable Outage (MTO), Return to Operations (RTO), and Recovery Point Objective (RPO) have been approved by the Senior Management Team. Team structures were recommended for review, as there may be opportunities to increase efficiency with team membership. This recommendation will receive input from the Enterprise Risk Management (ERM) Team prior to Senior Management Team review. The WSCC has expanded the scope of the Business Continuity Plan to the "all hazards" Crisis Management Plan model, ensuring a comprehensive approach to the plan.	Corporate Services