

Q4 2017

QUARTERLY UPDATE



President's Commentary



I am pleased to present the final quarterly update of 2017, bringing our 2015-2017 Strategic Plan to a close. Looking back at what we have achieved over the last three years, I am proud of the WSCC's accomplishments and the relentless pursuit of our strategic priorities.

In the final three months of this plan, the WSCC continued *Advancing the Safety Culture* through participation in a number of presentations, trade shows, and panel discussions. By keeping safety front of mind through opportunities like these, the WSCC successfully engaged stakeholders on new and emerging issues. As always, the Internal Responsibility System has been a focal point, highlighting our shared responsibility for safety in the workplace. This quarter, our Communications team pursued new methods of engagement with stakeholders, including

partnering with a Yellowknife-based radio station to interview residents about what makes safety *Worth It!* to them. We are pleased to further our social media presence, engaging with stakeholders through a convenient platform to bring them safety information and the best possible service.




In Q4, we also undertook outreach to employers regarding Return to Work (RTW) for injured workers. By building two-way communication and information sharing into our interactions with stakeholders, we have been able to broaden understanding of RTW options for both workers and employers, providing support and advice where necessary. The focus on *Delivering Quality Services and Outcomes for Workers and Employers* is our second strategic priority, and remains at the forefront of the WSCC's mission.

Internally, our Information Services Unit undertook system upgrades and enhancements to ensure that the organization is well-positioned ahead of projects detailed in our 2018-2022 Strategic Plan. We reviewed the WSCC's Continuous Excellence (CE) program, which has now been in place for almost five years, to ensure that the next phase of the program supports our ongoing improvement and our value of *Excellence* as we move forward.

While some longer-term projects will carry over into our next strategic cycle, 2015-2017 saw many successes as well as strong organizational growth. I am confident that we are ready to take on the ambitious objectives, actions, and initiatives laid out in our upcoming Strategic Plan, and I look forward to bringing continued updates to you, our stakeholders. As always, you can contact me with any comments at feedback@wscc.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	2.24	1.99	2.15	2.04	2.09
	2. No time loss frequency ¹	NTL claims per 100 workers	5.53	5.01	4.90	5.34	4.59	4.92
	3. Directed inspections ²	% total inspections that are directed	80%	87.3%	84.3%	86.1%	88.4%	86.4%
	4. Safe Advantage employers in penalty position	% of Safe Advantage employers receiving a penalty	17%	n/a	n/a	15%	n/a	15%
	5. Employers passing the Prevention component of Safe Advantage Management Practices Questionnaire ³	% completed questionnaires that pass-the Prevention component	88%	n/a	n/a	91%	n/a	91%
 Delivering Quality Services and Outcomes for Workers and Employers	6. Time loss duration ^{1,4}	days (point-in-time measure at end of quarter)	15.5 days	16.8 days	16.4 days	16.0 days	14.9 days	16.0 days
	7. Time to first compensation payment	% of payments made under 20 days	90%	92.7%	87.3%	95.3%	96.7%	93.3%
	8. Employers passing the Return to Work component of the Safe Advantage Management Practices Questionnaire ³	% completed questionnaires that pass the return to work component	90%	n/a	n/a	82%	n/a	82%
	9. e-Business client satisfaction (e-business client tracking to start in 2016)	% very satisfied and satisfied	Employers: 80% Workers: 80%	81%	70%	88%	93%	82%
	10. Stakeholder satisfaction with overall WSCC services ⁵ (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	n/a n/a	96% 85%
	11. Stakeholder agreement that WSCC needs to improve communication of WSCC services ⁵ (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	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	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	n/a	0.26%

¹Quarterly data may be adjusted in subsequent quarters to reflect updated information since the last reporting period.

²Prevention methodology for determining directed inspections was updated in Q4 2017, and previous quarters have been recalculated to align with the new methodology.

³Includes COR certifications

⁴Time loss duration target is calculated using average monthly Total Temporary Disability

⁵Stakeholder survey results were updated in Q1 2017 from original Q4 2016 results

Q4 2017 Corporate Plan Update

Objective	Activity/Project	Q4 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>Progress has been realized through the development of a "Data Docket" system for tracking and managing ad hoc data requests that are processed by the Data Analysts. When rolled out, this new system will serve as a way to better manage ad hoc data requests, including: capturing end use intentions, format requirements and formalizing timelines. Additionally, it will allow for information about data requests to be captured and analyzed, work which will contribute to successful implementation of 2018 Corporate Plan action items.</p> <p>Additionally, a data dashboard prototype was identified through collaboration with Claims Services, and a feasibility study was completed towards development in 2018.</p>	Executive Services
	Launch the 2017 high-risk population campaign (target group to have been determined by end of 2016).	As part of the WSCC's outreach for high risk groups, Prevention Services participated in a number of presentations, trade shows, and panel discussions, many of which addressed local government administrators and mayors. Topics of discussion included the legalization of marijuana and the implications for workplace safety, development of safety programs, the WSCC's Safe Advantage program, and the Internal Responsibility System.	Stakeholder Services
	Develop occupational health & safety initiatives for young and new workers.	<p>Young and new workers were engaged through the Northwest Territories Skills Power Up event, held in Yellowknife. In partnership with a local business, the WSCC presented hands-on training for hazard assessment to students, who applied these skills in practice under the supervision and mentorship of WSCC Safety Officers.</p> <p>Opportunities for partnership in supporting apprentices in the Northwest Territories were investigated, and information about the WSCC was added to information packages provided to apprentices.</p> <p>The WSCC's Occupational Health and Safety Specialist has prioritized activities, research, and analysis ahead of the</p>	Stakeholder Services

Objective	Activity/Project	Q4 Update	Divisional Accountability
		next strategic cycle, commencing in 2018.	
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.	Both the mobile and web-based version of the Occupational Health and Safety (OHS) “app” were successful. In Q4, the app was promoted through consultation with stakeholders, particularly through their interaction with the Prevention Services team.	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.	All of Communications now use Hootsuite, a social media management platform, on a regular basis. The ability to schedule posts in advance has greatly improved Communications' social media engagement with stakeholders, with regularly published content maintaining the WSCC's online presence including during office closures. Communications continues to further its use of Hootsuite in diverse ways, and is committed to using analytical data to ensure optimal use of this service. For the first time, Communications engaged stakeholders via a Facebook Live video event. In partnership with Yellowknife-based Cabin Radio, Communications hosted a free coffee pop-up event in Yellowknife. Cabin Radio's energetic hosts took turns engaging members of the public with short interviews on why safety is <i>Worth It</i> during the holiday season. This exchange was captured in one continuous Facebook Live event. The success of this event, which leveraged Cabin Radio's existing network, enabled the WSCC to expand its social media presence.	Executive Services
	Broaden implementation of the plan to provide employers with statistics, both personalized and industry-wide.	The visually appealing infographics providing stakeholders with our monthly statistics continue to perform well on social media. Stakeholders remain interested and engaged. A minor change to the messaging occurred in Q4 in order to shift the tone towards a more proactive and positive one - empowering the reader to stay safe instead of cautioning them with negative repercussions.	Executive Services
	Full implementation of the social media strategy into Communications' ongoing project planning.	In Q4, Communications continued with diverse outreach through social media, with the strongest post of the quarter profiling a Yellowknife youth committed to recycling. The success of this social media approach has reaffirmed the strategic direction for Communications as the WSCC enters	Executive Services

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		<p>a new strategic cycle.</p> <p>Communications engaged stakeholders through social media platforms during a number of trade shows and other events during the quarter, normalizing the WSCC's social media presence during these opportunities.</p> <p>The final year of the 2015-2017 Strategic Plan saw vast improvements in the WSCC's social media reach, through targeted outreach and leveraging convenient and accessible communications channels for community stakeholders.</p>	

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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.	The WSCC's Return to Work (RTW) Specialist has undertaken targeted outreach to employers based on percentage of claims and claim duration per employer. In Q4, the Specialist arranged diverse employer case conferences, receiving positive feedback from employers as well as facilitating two-way communication between stakeholders and WSCC service providers.	Stakeholder Services
Review WSCC Legislation	Research and development of the Comprehensive Legislative Review Plan (CLRP).	The drafting of revisions is substantially complete with the Government of the Northwest Territories' Department of Justice's legislative division, and the legislative proposal process will follow in Nunavut. Internal WSCC units have been consulted on the draft, and the Bill is on track to be submitted to the Legislative Assembly of the Northwest Territories in 2018. A workplan has been developed for review of all legislation administered by the WSCC for 2018.	President's Office
	Develop a recommendation for the ticketing of OHS offenses.	Review of revisions to the Occupational Health and Safety (OHS) Regulations began in Q4, with consultation scheduled for 2018. A revised ticketing proposal is being drafted and will be submitted to the WSCC's Governance Council in Q1 2018.	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.	Communications continued to see an uptick in contest engagement in Q4, with <i>Worth It!</i> coffee sleeve winners announced for October, November, and December. With this increase in engagement, Communications saw an improvement in the momentum of the <i>Worth It!</i> campaign. Communications will evaluate the feasibility and potential longevity of this contest in Q1 2018, as well as potential partnerships based on the success of the Cabin Radio event. In Q4, Communications began planning the next phase of the <i>Worth It!</i> campaign to commence in Q1 2018 under the	Executive Services

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Implement the e-Business strategy		new strategic plan. Collaboration with other WSCC business units is underway to ensure approvals are in place moving forward.	
	Identify and remove duplicate stakeholder records to improve quality and accessibility of records to employers and workers.	The e-Business project addressing the data duplication cleanse became fully staffed in Q4, and is well-positioned for consolidation of all duplicate data in Q1 2018. Meetings are scheduled for Q1 2018 that will evaluate the location-based components of the data duplication project, and planning for the next phase of the project began in Q4.	Stakeholder Services
	Conduct testing on the e-Business infrastructure for security vulnerabilities.	The implementation and go-live of a web application firewall (WAF) was fully completed in Q4. This device now monitors, filters and blocks malicious traffic to the WSCC's e-Services portal. This device, together with our steps toward Payment Card Industry Data Security Standard (PCI-DSS), continue to bolster the WSCC's information security capabilities.	Corporate Services
	Implement online services for requesting and managing employers' activity authorization and submission of legislated reports.	In Q4, Information Services focused on making the necessary enhancements to reports and dashboards developed previously for the Employer Services unit. These dashboards, along with the internal workflow and notification process, will continue to improve compatibility between process and service level functions.	Stakeholder Services/Corporate Services
	Develop online tools for Workers' Report of Incident.	With the support of the Information Services unit, Stakeholder Services implemented the duplicate data cleanup application in Q4. This software was developed to assist the Claims Services unit with identifying duplicate stakeholder data and with uploading those changes to the WSCC's core data management application. Previously, a manual process had been utilized to facilitate the removal of duplicate data.	Stakeholder Services/Corporate Services
	Develop online tools for Employers' Report of Incident.	In Q2 2017, the WSCC had reprioritized outstanding e-Services functionality and thus deferred the development of online tools for Employers' Report of Incident to a later date. This service has been scheduled for development in 2018. While work on this project was deferred, the WSCC did review and make enhancements to diesel permitting and the report of unsafe work processes, improving services to stakeholders.	Stakeholder Services/Corporate Services

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Continue and expand implementation of the Continuous Excellence initiative	Implement additional services for general employer account management, future dated payments, and upgrade EZ Pay.	<p>The WSCC's priority for Q4 was maintenance of the e-Services application for employer account management, including the implementation of 15 enhancements and resolution of 4 defects. These changes ensured process improvements for submission of Annual Payroll Reporting (APR) and the integration between core WSCC applications.</p> <p>In order to position the WSCC for initiatives identified in the 2018 Corporate Plan, the Information Services unit made enhancements to the Annual Payroll Reporting application to capture necessary Occupational Health and Safety data.</p> <p>Q4 also saw the WSCC perform the necessary prioritization of future enhancements for the Q1 2018 release.</p>	Stakeholder Services/Corporate Services
	Develop online tools for claims cost summary for Employers.	Working with the Employer Services and Financial Services Units, Information Services successfully implemented the necessary changes needed to CAAPS, Microsoft Great Plains and e-Services for Q4 2018. These changes enhanced the WSCC's capacity for integration of our Annual Payroll Reporting (APR), deeming, and Employer Payroll Statement (EPS) processing. These changes facilitate optimal integration between the WSCC's core applications.	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. Drafts of all six modules were submitted to the CCOHS in Q4, with next steps identified as the development of internal quizzes, and both module and final exam questions.	Stakeholder Services/Corporate Services
	Evaluate and maintain a team of internal CE Leaders and introduce new CE Leaders as required.	Evaluation of the Continuous Excellence Program and development of recommendations was continued in Q4. Report will be finalized and presented to Senior Management in Q1 2018 for analysis and determination of future direction.	Executive Services
	Continue to conduct CE events and hold smaller-scale process improvement events (Kaizens) as required.	Continued work on this objective was halted in 2017 in order to allow for an evaluation of CE and determination of recommendations for future direction. This report was developed in Q4 2017 for submission to SMT in early Q1 2018.	Executive Services

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	Continue the organizational development of CE (programs TBD from 2016 assessment of needs)	Organizational development of the CE program will be contingent upon the determination of next steps by Senior Management in Q1 2018. The WSCC maintains organizational capacity for CE, particularly with smaller-scale events occurring with the support of the Policy, Planning and Corporate Reporting Unit as well as organizational CE leaders.	Executive Services

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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 third draft of the New Pension System Proposal was approved by the Governance Council at the Q4 meeting. This approval initiates the next step in phase 2 of the project plan, with commencement of stakeholder engagement scheduled for 2018.	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.	<p>The Crisis Management Plan has been drafted and is under review within the Corporate Services division. The next step in this process is review by the Enterprise Risk Management Team and the Senior Management Team.</p> <p>Business units were supported in drafting procedures throughout Q4 towards 2018 initiatives related to business continuity.</p>	Corporate Services