Q1 2019
QUARTERLY UPDATE

President's Commentary

2019 is the second year of our five-year strategic plan. Strategic activities are well underway, with the ongoing establishment and analysis of baseline data that will guide WSCC staff moving forward. Staff initiated work for the year with the same momentum and enthusiasm that brought success to projects in 2018, and I am pleased to present this update for our achievements in the first quarter of the year.

In Q1, WSCC staff received data through the annual payroll reporting system related to employers with occupational health and safety (OHS) programs in their workplaces. Understanding that OHS programs play a key role in our strategic priority of *Advancing the safety culture* as well as representing a worker's right to participate in OHS in the workplace, this data collection provides critical information for identifying opportunities to support employers. Information collected in Q1 will be evaluated against the previous collection, providing the high-integrity data required to support targeted program development.

Continuing the focus on data-driven decision making, in Q1 the WSCC began the administration of a survey to gauge understanding of both the Internal Responsibility System (IRS) and awareness of the WSCC. The results of this carefully developed survey will deliver strategic recommendations on how to improve awareness, ensuring that stakeholders have information that they need, through appropriate channels, in language that is understandable.

Cultural safety holds that in a cross-cultural context, high quality services require delivery according to the cultural values and norms of the recipient. As part of the five-year strategic plan, the WSCC included improving cultural safety in our day-to-day work and in our services to stakeholders as a strategic objective, as well as an organizational value. In Q1, the WSCC planned and scheduled Indigenous Cultural Competence training for the majority of staff to receive in Q2, and other training opportunities have been identified and will be engaged as appropriate for the duration of 2019 and onward. Cultural safety considerations are also a component of a review of stakeholder service communications materials, which will be ongoing this year.

Q1 also saw progress in improving return to work (RTW) outcomes for workers and employers. The WSCC understands that early engagement and a strong worker-employer relationship are key components of successful RTW outcomes, and in Q1 began drafting a RTW strategy to increase the percentage of employers participating in RTW programs for injured workers. Employers were also supported in developing RTW procedures and policies for their workplaces, and WSCC staff continue building strong relationships with employers to ensure they are have the resources required for positive RTW outcomes.

More information on this progress and other work toward our two strategic priorities of *Advancing the safety culture* and *Delivering quality services and outcomes* is outlined in this update. I invite you to review our work in more detail as we set the groundwork for a productive and engaged 2019. If you have any questions or comments, you can contact the WSCC at feedback@wscc.nt.ca.

Dave Grundy
President & CEO

2019 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	2.49				2.49	1.99	❌
2. Employers with an Occupational Health & Safety Program	% increase in years 2–5	53.8%				53.8%	45%	✅
3. Increased public awareness of the IRS	% increase in years 2–5	n/a				n/a	Baseline 2019	🟦

Strategic Priority 2: Delivering Quality Services and Outcomes

Key Performance Indicator	Metric	Q1	Q2	Q3	Q4	YTD	Target	Assessment
4. Short term time loss duration	% of cases with duration less than 10 days	75.3%				75.3%	75%	✅
5. Time to first payment	% of first compensation payments issued within 20 days	92.4%				92.4%	90%	✅
6. Time to entitlement decision	% of decisions made within 15 days	81.2%				81.2%	70%	✅
7. Return to work	% of injured workers RTW within 6 months	63.9%				63.9%	75%	❌
8. e-Business user satisfaction	% of satisfied respondents	77%				77%	80%	🟨
9. Funded position (2018 final figure, available in Q2)	% of funded position	n/a				n/a	110%–140%	🟦
10. Operating budget	Within % of annual budgeted expenses	-16.7%				-16.7%	+/-5%	❌
11. Claims costs	Within % of annual budgeted claims costs	-11.8%				-11.8%	+/-10%	🟨
12. Return on investment	% returned	7.02%				7.02%	5.85%	✅

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

In Q1, the WSCC completed outreach to employers who had identified that they had no occupational health and safety (OHS) system in place as part of the 2018 questionnaire. This questionnaire was administered through the Annual Payroll Reporting (APR) process, and resulted in a figure of approximately 400 employers identified for targeted outreach. Staff in the OHS unit were successful in confirming the accuracy of employer submissions, and provided occupational health and safety (OHS) guidance and resources to assist them in the development of an OHS system in their workplaces.

Making resources more accessible to employers was a key focus in Q1, including launching resources in Inuktitut and ensuring that templates were available in appropriate formats. Employer communication, collaboration and engagement remained a priority for safety inspectors during the quarter as well, complementing worksite inspections with the provision of technical expertise, education of industry best practices, and customized services to suit employer needs.

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 2019, the WSCC initiated a focus on providing appropriate resources in support of foreign workers. This has included undertaking research and jurisdictional scans to determine how other safety and compensation boards serve this demographic, as well as an evaluation of occupations most likely to employ foreign workers. By better understanding the specific needs of foreign workers in the two territories, the WSCC can provide the right information, services, and educational resources to both workers and employers.

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

Creating OHS education opportunities for young workers through collaboration continued into 2019, and in Q1 a timeline was developed and Memorandums of Understanding drafted for the placement, delivery, and promotion of the Start Safe, Stay Safe program for Young Workers. The Start Safe, Stay Safe program includes a launch of an eLearning module, scheduled for testing with a focus group in Q2.

Staff commenced inital work on the development of timelines and targets for the remaining groups of vulnerable workers (New, Foreign and Returning)

A 2019 OHS outreach plan was developed to focus resources on strategic objectives. Based on this plan, staff worked collaboratively with both Skills Canada NT and NU to ensure resources and support were provided prior to the Territorial competitions. This included such things as public outreach, and updating communication materials like the website and the OHS App. WSCC also identified opportunities to streamline the development of OHS education materials, including revising existing materials and training guides.

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

A working group was implemented to evaluate legislative reporting requirements and recommend opportunities for streamlining and simplifying processes. As a result, a new simplified fillable form has been designed for stakeholders that fulfills legislative requirements when reporting High Hazard Work Activities. Staff continue to promote the use of the form in all industries and integration with other online services.

Progress continued to address high-risk workplaces, and in Q1 the Prevention Services unit initiated planning on meet and greet sessions for workers in the construction industry ahead of the construction season. Four such sessions are planned for the year in both territories, which will promote and discuss the use of the form. Data from completed forms will be used to better direct services moving forward.

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)

In Q1, psychological injuries, including harassment, bullying and violence continued to be a priority based on escalation in the number of complaints and claims received. The WSCC commenced the implementation of their action plan and strategy to address psychological safety, both in prevention as well as in the management of claims.

An interjurisdictional scan was completed to understand and review the tools and training that is available across Canada, followed by a gap analysis of staff skills and training. Information garnered from these activities will inform the next phases of the action plan implementation.

In addition, a workplace harassment toolkit is under development to provide required support to employers which will complement the Harassment Code of Practice, released in Q1. The document was widely distributed, and well-received as a resource for employers.

1.4.2 Incorporate into Directed Services

In Q1, the WSCC undertook an evaluation on baseline data collected through the 2018 annual payroll reporting (APR), producing a summary report. 2019 data was collected through the same APR channel in Q1, with the summary report scheduled for Q2. These reports support the WSCC in identifying employers requiring additional outreach in occupational heath and safety (OHS). This outreach targets employers with additional information for improving OHS in their workplaces, and provides valuable feedback for the WSCC about how to best incorporate strategies to support employers and bolster OHS in an ongoing way. Data from both the 2018 and 2019 APR questionnaires will contribute to the prioritization of directed services, which support employers in higher-risk industries to ensure compliance with safety legislation and maintain a safe workplace.

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)

In 2018, the WSCC completed a request for proposals process to assign the development and administration of a survey gauging public awareness of the Internal Responsibility System (IRS) and of the WSCC. In Q1, administration of this survey began with a target sample size of 500 respondents. A final report is expected in Q2, which will provide the starting point and inform the development of targets for next steps in improving public awareness of the IRS and the WSCC.

1.5.2   Develop and implement an organizational strategy for the Internal Responsibility System (IRS)

Work to develop and implement an organizational strategy for the IRS will begin pending the results of the IRS and WSCC awareness survey. This information will be used to identify gaps, and to expand the WSCC's services, available resources, and programs to promote and enhance understanding of the IRS and awareness of the WSCC.

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

Following substantial e-Business progress in 2018 including early completion of the deployment of online access for claims cost summary, in Q1 Information Services initiated work on the development of the Employer's Report of Incident. Staff is working with the Prevention Services and Claims Services units to determine detailed requirements for deployment, which will also inform the design component of this project. The requirements and design phases of this project are scheduled for completion by the end of Q2.

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

Seeking to ensure internal readiness for e-Business, in Q1 Information Services determined a series of projects scheduled for completion in 2019. These are intended to bolster the security, performance, and accessibility of the e-Business suite of services, and include a technology roadmap, network/server analysis, and an e-Services vulnerability assessment. In 2018, the Human Resources unit developed the WSCC's Business Transformation Readiness document. Beginning in 2019, applicable divisions can access this document prior to introducing new processes or technology to the WSCC.

2.2 Increase safe and timely return to work (RTW)

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

In facilitating positive return to work (RTW) outcomes, it is widely understood that early intervention plays a key role. In Q1, WSCC Case Managers collaborated closely with staff in the Medical unit to review files to identify early intervention opportunities. Training for Case Managers has been prioritized for Q2, and staff will continue to focus on targeting employers lacking a RTW program that have also demonstrated a high frequency of incidents or injuries.

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

WSCC staff determined that the development of a return to work (RTW) strategy was required to increase the percentage of employers participating in RTW programs, and in Q1 a draft strategy was created and reviewed. Alongside the development of this strategy, the WSCC continued the identification of priority employers for targeted outreach that was initiated in 2018 through claims costs and those lacking an RTW program. Initial meetings with selected employers were held, developing working relationships to support employers in bolstering RTW opportunities for their staff. Employers were also supported in developing general RTW procedures and practices, based on their needs. Next steps will include a gap analysis on existing RTW tools available for employers relative to those offered in other jurisdictions.

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

In Q1, the WSCC hosted a qulliq lighting ceremony for staff to initiate the year, including a brief overview of the cultural significance of the qulliq for Northern Indigenous communities. Internal leaders were engaged to host two artisan workshops during staff lunch hours, providing an inter-cultural learning opportunity. A call for expressions of interest for a Cultural Safety Advisory Committee was issued, inviting staff participation in the continued movement of the WSCC toward practicing cultural safety.

Following a research period and coordination with the Indigenous Reconciliation Group in 2018, the WSCC finalized a contract for delivery of Indigenous Cultural Competence training for Northwest Territories-based staff. This training supports organizational capacity building in cultural competence specifcally related to work with Indigenous stakeholders, supporting the Calls to Action of the Truth and Reconciliation Commission. Planning and scheduling of training for 100 staff members was completed in Q1, and the training is scheduled to take place in early Q2. Staff in the Iqaluit office were supported in receiving same training on collaboration with the Government of Nunavut.

Early in the year, staff were provided with information about training opportunities offered by external organizations in cultural competencies, First Nations mental health first aid, and Aboriginal cultural awareness. Staff were encouraged to evaluate the specific needs of their roles against the various opportunities, and speak with their supervisors about receiving training as required.

2.4   Maintain financial stewardship of the Workers' Protection Fund

2.4.1   Undertake a systematic review of our financial drivers

Toward the systematic review of our financial drivers, in Q1 Financial Services evaluated an increase in compensation payments for claims, determining the drivers for a volume increase. Finance has scheduled a more comprehensive review of these drivers in Q2 and Q3, and has scheduled the analysis of allocation of administration costs of Claims for completion by the end of Q3. This will ensure that parameters used to allocate administrative costs are accurate and current, supporting the WSCC's commitment to financial stewardship.

2.4.2   Conduct a review of the WSCC lifetime pensions program

Work on the review of the WSCC's lifetime pensions continues as the WSCC's Senior Management team evaluates the status of the project and determines next steps.

2.4.3   Advance the Continuous Excellence (CE) Program

Following an RFP process, a proponent was contracted to deliver Lean Six Sigma Green Belt training to a team of internal Continuous Excellence (CE) Leaders at the WSCC. This expertise will build capacity in process improvement, and will bolster support available for all staff in participating in a culture of continuous improvement. This training is scheduled for Q2.

Training has also been finalized for targeted WSCC staff in change management, in support of the CE Program and designed to foster process improvement activities across the organization. This training will be offered in Q2 and again later in the year, ensuring more staff have the opportunity to participate. An organization-wide training program for WSCC staff will begin development in Q2, following the Lean Six Sigma Green Belt training.

In Q1, the revised Continous Excellence (CE) Program was introduced to staff, including a core program framework as well as templates, tools, and resources to support staff in undertaking process improvement activities scaled to their needs.

The CE Leadership Team held a tabletop exercise to review a process through the revised program, identifying any areas needing further refinement or training. Together with the Program Administrator, the CE Leaders developed a workplan for 2019 to support process improvement activities, build capacity within the team, and ensure ongoing momentum for the program.

By the end of Q1, a number of proposed method changes had been brought forward through the program, and were receiving the requisite support of the CE Leadership Team.

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.

In Q1, the Policy & Data Analytics unit undertook an impact assessment to create a change management plan for the implementation of updated NWISP coding at the WSCC. A working group continued to launch the NWISP error-checking module in existing applications.

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

Work on the deployment of the data validation tool for NWISP coding will begin following finalization of the change management plan for implementation of new codes in impacted WSCC systems.

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

In Q1, business intelligence (BI) tools continued to drive decision-making at the WSCC. A project charter was developed to guide the roll-out of the BI Strategy, which supports coordination with the Information Services unit. Staff in the Policy & Data Analytics unit received DAX training, the core language of BI applications, building internal capacity and supporting the WSCC's ongoing commitment to data integrity.

2.5.4   Develop data integrity strategy to improve stakeholder data

In 2018, the WSCC implemented a Data Integrity Steering Committee to guide the many data projects included in the Strategic Plan. Meeting monthly, the Steering Committee's role includes prioritizing data projects and determining next steps. In Q1, a systematic document maintenance program was developed and implemented to ensure ongoing stakeholder data integrity in the Claims unit.

2.6   Enhance communication

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

In 2018, the WSCC completed a request for proposals process to assign the development and administration of a survey gauging public awareness of the Internal Responsibility System (IRS) and of the WSCC. In Q1, administration of this survey began with a target sample size of 500 respondents. A final report is expected in Q2, which will provide the starting point and inform the development of targets for next steps in improving public awareness of the IRS and the WSCC.

2.6.2   Enhance stakeholder service communication

Enhancing stakeholder service communication is an ongoing priority for the WSCC, and in Q1 staff identified correspondence linked to injured workers as an initial focus. This project will include reviewing current tools to standardize the formatting structure used, and ensuring that WSCC requirements are met. Next steps in the analysis and updating of materials will include the development of a sample template for each communications piece required, and the identification of training needs to ensure consistency in correspondence with stakeholders.   Evaluting and addressing cultural competency considerations in our communications materials requires WSCC staff to be aware of the needs of workers, employers, and all other stakeholders with whom we work. Cultural competence training for staff began in 2018, and is scheduled to continue into 2019 to increase capacity in addressing this important communications consideration.