



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	2.52	1.79	2.02	1.97	2.07	1.99	✗
2. Employers with an Occupational Health & Safety Program	% of employers with program	53.8%	53.8%	53.8%	53.8%	53.8%	45%	✓
3. Increased public awareness of the IRS (Baseline established in 2019 at 59%)	% increase in years 2–5	-	-	-	-	59%	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%	73.9%	62.9%	78.2%	73.2%	75%	■
5. Time to first payment	% of first compensation payments issued within 20 days	92.4%	87.4%	82.4%	86.3%	87.3%	90%	■
6. Time to entitlement decision	% of decisions made within 15 days	80.5%	76.5%	66.1%	74.3%	74.3%	70%	✓
7. Return to work	% of injured workers RTW within 6 months	63.9%	70.9%	61.6%	80%	68.5%	75%	✗
8. e-Business user satisfaction	% of satisfied respondents	77%	91%	75%	71%	77%	80%	■
9. Funded position (2018 final figure 102%)	% of funded position	-	-	115%	-	115%	110%–140%	✓
10. Operating budget	Within % of annual budgeted expenses	-16.7%	-1.83%	-4.47%	-18.9%	-10.4%	+/-5%	■
11. Claims costs	Within % of annual budgeted claims costs	-1.63%	19.92%	11.82%	15.3%	11.4%	+/-10%	■
12. Return on investment	% returned	7.22%	2.94%	1.52%	1.58%	13.26%	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

The focus in 2019 was on providing resources and support to employers' implementation of OHS programs in their workplaces, and stakeholder engagement is a major focus of this strategy. OHS inspectors continue to do outreach and consultation in the field to support those employers who self-identified as not having an OHS program. This quarter, Prevention rolled out focused inspections aimed at Health Care workers after noticing an increase in the number of claims, both physical and psychological.

By focusing this year on building relationships with stakeholders, WSCC continues to build meaningful participation and collaboration with employers. The GNWT Department of Health works with WSCC to conduct training with their staff and our team in both the Claims unit and Prevention unit.

WSCC continues to collect data on employers OHS programs as part of the required Annual Payroll Reporting process, which employers are required to fill out. OHS inspectors continue doing outreach and consultation in the field to support the employers who answered 'No' to having an OHS program.

In total this year, 53.8% of employers reported having an OHS program.

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 primary target audience for this initiative was originally viewed as foreign workers. WSCC is focusing on new and young workers, as our claims statistics show us that this audience is at greater risk.

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

2019 saw the establishment of targets and timelines in support of educational activities for young workers, as well as the determination of strategic activities for OHS education, including resource development, and promoting awareness.

The development of the Young Worker program continues; it is currently in soft-launch phase as the Nunavut content is completed. We are currently working on finalizing a Memorandum of Understanding with the Government of Nunavut's Department of Education. The Young Worker Certificate course is available online (seeing 113 total pageviews), but will not be actively promoted until 2020 to align with both Territories.

WSCC worked with Skills Canada to support the PowerUp! Conference, aimed at exposing Grade 8 students to different trades and activities. The WSCC session's theme was Investigating Safety in the Professional Kitchen and educated students on understanding what a hazards and risks are, and conducting a mock safety inspection. In total, 30 students participated in the activity and were exposed to the Ask! You're Worth It campaign.

October's issue of SafetyNet featured a highlight on the Woodworking Toolbox Talks for the young worker campaign, which was opened by 2141 stakeholders. The article featured several links to resources online, which saw over 25 clicks.

The Young Workers' Program section of the website went live earlier this year. Information relating to Young Workers' saw a total of 1,432 pageviews in 2019.

For 2020, we will be promoting the Young Worker online certificate course to employers as a best practice requirement for hiring young workers, and the WSCC is already leading by example with making the course mandatory training for all WSCC young workers this year.

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

Work continued to support the development of reporting mechanisms. The development of a data dashboard is ongoing, which will allow staff to pull and examine data more quickly.

Work this quarter has focussed on ensuring better data integrity, and improving our existing tools and resources, like reports and forms.

WSCC tracks quarterly the top 10 most quoted categories of Legislation that directives were given to employers to improve. In 2019, the top 10 categories were consistent quarter after quarter, showing no change.

For 2020, WSCC is looking at refining the questions asked in the Annual Payroll Reporting period, to improve the accuracy of data, as well as taking a more proactive approach with Directed Services; rather than just examining the historical data, also looking at forecasting and determining future targets.

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)

Psychological claims, including harassment, bullying, and violence, continue to be a focus this quarter, with support for both Health Care and Education targeted.

A workplan was developed in support of employer education, which included rolling out focus groups. Development of tools and training for Prevention staff to support employer education began this quarter.

Engagement is one of the key delivery methods for WSCC messaging. Looking at priority employers, in 2019 WSCC had consultation/education sessions with 72 Priority 1 employers, and 64 with Priority 2 employers.

1.4.2 Incorporate emerging issues and trends in workplace safety into Directed Services

Directed Services is working with Data to develop a report to focus on specific activities. This report will allow more pre-planning to occur and improve the communication and messaging with stakeholders in communities before WSCC visits them.

Questions relating to full-time employees collected through the APR are being analyzed this quarter, with possible refinements coming next year.

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)

This initiative was completed in Q3, with the baseline for public awareness of the IRS set at 59%.

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

An outline for a Strategic Internal Responsibility System Plan has begun this quarter. Using information gathered from the Public Awareness Survey, we know that workers prefer to receive their information from their employers. In 2020, WSCC will be focussing on providing employers with the resources and information their workers need.

Moving into 2020, the promotion and awareness of IRS is being joined with advancing OHS programs into a new *Objective 1.1 – Improve awareness of the Internal Responsibility System (IRS) and advancement of Occupation Health and Safety (OHS) programs.*



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

A scheduled maintenance release for WSCC Connect was complete in Q4 to improve stakeholder service and fix minor errors. Development for the Employer Report of Injury/ Incident continued this quarter. Development is due to be completed in Q1 2020, with the testing, training, and vulnerability assessments to follow. Expected release date for the e-service is Q2 2020.

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

Low impact vulnerabilities from the assessment review were addressed in WSCC Connect maintenance release this quarter.

In preparation of the Employer Report of Injury/Incident e-service release in 2020, the human resources framework is complete and will be presented to managers in Q1 2020. This framework outlines how units can manage change in their process and improve planning.

2.2 Increase safe and timely return to work (RTW)

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

The WSCC is continuing to focus internally on building staff awareness, knowledge, and support in order to advocate and promote RTW more effectively. The conversation about RTW is begun at the onset of a claim in order to promote early intervention. Claims staff are now trained on how to begin the RTW conversation, including workplace accommodations, modified duties, and engaging employers in meaningful ways. Staff have scripted questions to encourage the RTW conversation.

The RTW Specialist worked with Data Analysts this quarter to analyze trends in incidents over the last several years, as well as gather data on new employers. This data collection and analysis will feed into the RTW Strategy.

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

2019 saw the completion and approval of the Strategy to Increase Return to Work Outcomes. The strategy focuses on key areas of focus, as well as key stakeholder support to ensure success. Q4 saw the training and transition of a new Return to Work Specialist. 2020 will see the continued implementation of the RTW strategy, as well as the development of a communications campaign to promote RTW. A supporting strategy aimed at Northern health care providers feeds into the goal of increasing safe and timely RTW, with engagement by from the WSCC's medical unit to health care providers across the North.

Partnership and engagement is one of the most effective ways to promote RTW, and we continued to support this in Q4 through regular conversations and meeting with employers. This quarter, WSCC met with the northern mining group, and delivered a full day training session with all of their sub-contractors. Regular meetings with identified major employers continued this quarter, and support was provided to other employers on-request.

Enhancements to RTW services are in their final stages this quarter, including the Employers Guide to RTW, Psychological Accommodations for Employers, and updates to the Small Business Guide.

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 Q4, the Cultural Safety Advisory Committee continued to build knowledge and awareness of cultural safety within the organization through the initiation of the WSCC Book Club, focusing on Northern themes and authors. Books were purchased and available for staff to borrow; discussions on the books and themes will occur in Q1 2020.

Articles regarding cultural safety continued to appear in The Tailgater, WSCC's internal monthly staff newsletter.

To date, 4/5 of the organization has completed the Indigenous Cultural Competency Training, exceeding our goal of 50%.

2.4 Maintain financial stewardship of the Workers' Protection Fund

2.4.1 Undertake a systematic review of our financial drivers

Work on the zero-based budgeting initiative, which encompasses planning and projection tools, is set to be done throughout the first two quarters of 2020, in preparation for the upcoming 2021 budgeting cycle.

The administrative burden application for claims is in progress and expected to be completed early in February.

Progress continues towards the implementation for International Financial Reporting Standards (IFRS) 17, which aims to standardize insurance accounting globally, and to improve comparability and transparency. The WCB's across Canada are working together towards recommendations, and in Q4 the Chief Financial Officers of all the Canadian boards met and drafted a Joint Statement of Position Regarding the Application of Key Aspects of IFRS 17, which identifies 12 items of agreement. This statement is being circulated amongst the group for final input and comments.

2.4.2 Conduct a review of the WSCC lifetime pensions program

Project has transferred ownership, and an updated project proposal and schedule were provided in Q4 that will see this project through the remainder of the strategic cycle.

2.4.3 Advance the Continuous Excellence (CE) Program

WSCC's internal CE Leaders held the first tabletop exercise to help develop and expand their skills and confidence in tool application. Moving forward in 2020, the aim is to conduct tabletop exercises quarterly.

Planning continued for the promotion of the program, with key areas of focus identified for 2020.

Areas of the organization have operationalized the discussion around improvements, with divisions and units conducting small focused projects.

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.

Further enhancements to the data validation tool for NWISP coding occurred this quarter, after successful quality assurance testing. The tool is now fully functional and live.

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

Further enhancements to the data validation tool for NWISP coding occurred this quarter, after successful quality assurance testing. The tool is now fully functional and live.

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

User acceptance testing on the Data Dashboard portal is complete this quarter. A soft launch of the portal on the WSCC Intranet occurred, and secure, profile-based access for select positions are finalized. All Data Analysts have received DAX training (the core language of business intelligence applications).

2.5.4 Develop data integrity strategy to improve stakeholder data

A maintenance and training program is now in place to ensure data integrity.

2.6 Enhance communication

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

Based on the information gathered from the Public Awareness survey, the baseline of public awareness is very high; 90% of residents know who the WSCC is. For 2020, work will be done to determine if public awareness continues to be a priority for our strategic cycle, or if there is an opportunity to align this with other initiatives.

2.6.2 Enhance stakeholder service communication

Improving the correspondence that stakeholders receive from WSCC continued in Q4. Project scope and approach for the claimant letter experience is in process. Research from other boards into similar initiatives has feed into our analysis, which continues into 2020.

Cultural competency consideration in our communications is ongoing. Translators are empowered to translate the concept of the message, rather than the literal translation, providing more clarity to stakeholders who engage with us in languages other than English.

Stakeholder needs are being monitored, and priority is being assigned to positions that require language support to ensure that bilingual employees can offer service.

Further research has been conducted into understanding how different communities prefer to receive information; cable TV versus radio versus social media, etc. Communications methods have a strategic place in how an audience understands and receives information.