

Strategic Plan 2008 - 2010



Workplace Health, Safety and Compensation Commission

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Message from the Chairperson

As Chairperson for the Workplace Health, Safety and Compensation Commission (the Commission), I hereby submit the Strategic Plan for 2008-2010. In accordance with the Government's commitment to accountability, this outlines the goals and objectives established by the Commission for 2008-2010. These goals end on December 31, 2010.

The 2008-2010 plan is essentially a continuation of the goals established for the Commission in its 2007 Strategic Plan. Some adjustments have been made as a result of the progress made on the 2007 Strategic Plan and emerging issues.

The 2008-2010 Strategic Plan has been prepared under my direction and in accordance with the *Transparency and Accountability Act* and the Guidelines for Performance Based Planning for Category 1 Government Entities. This strategic plan is not intended to describe everything the Commission will do from 2008 to 2010 but focuses on the key priorities for the Minister of Human Resources, Labour and Employment. These key priorities have been identified in the strategic directions outlined for the Commission and include: client service, education and awareness of workplace health and safety, claims management and finances.

As Chairperson, my signature below is indicative of the Board's accountability for the preparation of this plan, achieving the goals and objectives outlined and reporting the Commission's outcomes.

A handwritten signature in black ink, appearing to read 'Ralph Tucker', enclosed within a large, hand-drawn oval.

Ralph Tucker
Chairperson, Board of Directors
Workplace Health, Safety and Compensation Commission

March 31, 2008

Date

Overview of the Organization

The Workplace, Health, Safety and Compensation Commission (the Commission) administers a mandatory, employer-funded, no fault work-injury insurance system, which it administers under the *Workplace Health, Safety and Compensation Act*. The Commission promotes safe and healthy workplaces, and provides return-to-work programs and fair benefits to injured workers and their dependents based on reasonable assessment rates. The Commission serves over 16,000 employers and approximately 12,000 injured workers across Newfoundland and Labrador. Offices are located in St. John's, Grand Falls-Windsor and Corner Brook and are staffed by over 350 employees.

The Commission's three lines of business are: education on the prevention of workplace injuries, illnesses, and occupational disease; injured workers' claims management and employer assessments (insurance coverage). These lines of business are supported by the Commission's four main functional areas:

1. Employer Services – Prevention Services and Assessment Services
2. Worker Services – Compensation Services and Health Care Services
3. Corporate Services – Communications, Corporate Governance and Planning, Human Resources, Internal Audit, Legal and Investigations
4. Financial Services – Finance and Information Technology Services

In 2006, the Commission's total revenue was approximately \$185 million (approximately \$124.8 million in assessment revenue from employers and \$60.1 million in investment income). The Commission's funded ratio reached 98.8 per cent compared to 92.6 per cent at the end of 2005. A significant portion of this improvement was due to the increase in the market value of the injury fund assets, as well as an increase in investment revenue (\$60.1 million in 2006 compared to \$37.1 million in 2005). Another factor was the 2004 change in the accounting policy for investments as a result of new standards introduced by the Canadian Institute of Chartered Accountants. This required investments to be recorded at market value and investment gains and losses to be recognized in the year in which they occur. As a result, in 2004 the Commission's funding position went from 82.9 per cent to 91.4 per cent.

The Commission is pleased with its improving financial position considering the financial crisis faced by the Commission in 2000 when the funded ratio was 65.2 per cent. However, program costs continue to increase and potential fluctuations in investment returns, assessment revenue and the number of claims filed make the Commission vulnerable to funded ratio changes. Furthermore, duration of claims is a focus area for the Commission and early and safe return to work and effective claims management are necessary to help decrease claim duration.

As announced in the fall of 2006, the average base assessment rate to be paid by employers in 2007 remained at \$2.75 making it 19 per cent higher than the average rate of the other workers' compensation boards in Atlantic Canada. This is significant given that in 2002 the base assessment rate was \$3.24 and 45 per cent higher than the average rate of those boards.

A critical aspect of the Commission's mandate is promoting public awareness and educating employers, workers, youth and others about workplace health and safety. The Commission's efforts to educate workers and employers in health and safety awareness are contributing to safer workplaces and reduced injuries for workers. The incidence rate (number of injuries per 100 workers) for lost time claims in 2006 was 2.1, down from 2.2 in 2005 and 3.0 in 2001.

The Commission and its partners recognize the importance of focusing on the prevention of workplace injuries, illnesses and occupational diseases as the first line of defense. This means a shared responsibility and greater cooperative effort involving stakeholders in creating and sustaining a culture of health and safety. Where an injury or illness does occur, the Commission and its stakeholders work together to minimize the impact of the injury. In doing so, recovery is assisted and loss of income is lessened through appropriate health care intervention and proactive implementation of early and safe return to work. Key to this portion of the Commission's work is its partnerships and Memorandums of Agreement with various health care providers.

Good communication, co-operation and sound working relationships with clients, stakeholders and partners are critical to the success of the Commission's business strategies. The Commission works with the Occupational Health and Safety Branch of the Department of Government Services to make recommendations respecting workplace health and safety and to develop programs promoting health and safety. The Commission also works closely with stakeholder groups representing injured workers and employers. In addition, partnerships have been developed with industry associations, government departments, unions and health and safety coalitions at both provincial and national levels.

Board Governance

The Commission's Board of Directors consists of ten members which includes a chairperson and three representatives each from employers, workers and the public.

Chairperson:

Ralph Tucker

Employer Representatives:

Elizabeth Forward

Jack Parsons

Darren Roberts

Worker Representatives:

Louise Ade

Grant Barnes

George Kean

Public Representatives:

Josephine Budgell

Frances Lake

Peggy Roche

Ex-Officio Representatives:

Leslie Galway, CEO,
*Workplace Health, Safety and
Compensation Commission*

Kimberly Dunphy,
*Assistant Deputy Minister,
Occupational Health and Safety Branch,
Department of Government Services*

Mandate

The Commission provides services to employers, injured workers and dependents, and the public through the administration of the *Workplace Health, Safety and Compensation Act* (the Act). These services include the promotion of workplace health and safety in order to prevent and reduce workplace injuries and occupational disease. The Commission also ensures injured workers receive the best care possible and benefits to which they are entitled, recover from their injuries, and return to work in an early and safe manner. In addition, the Commission must also ensure adequate funding for services through sound financial management. See Appendix A for duties and powers of the Commission as contained in the Act.

Lines of Business

The Commission is organized along four business functions which are worker services, employer services, corporate services and financial services. These functions support the organization's three main lines of business which are:


1. Education on the prevention of workplace injuries, illnesses and occupational disease
2. Injured workers' claims management
3. Employer assessments (insurance coverage)

Each line of business is described below. For more details on the Commission and its programs and services, please visit the Commission's website at www.whscc.nl.ca.

1. Education on the prevention of workplace injuries, illnesses and occupational disease

This line of business is responsible for the design, development, delivery, coordination, monitoring and evaluation of workplace health and safety education and injury, illness and occupational disease prevention initiatives. Specific activities include:

- Promoting public awareness of, and fostering commitment to, workplace health and safety;
- Educating and providing advice to employers, workers and others about workplace health and safety;
- Promoting and providing funding for workplace health and safety research;
- Developing standards for certification under the *Occupational Health and Safety Act*, certifying people who meet these standards and approving training programs for certification;
- Promoting the importance of health and safety education and training, and developing strategic partnerships, as appropriate, in its delivery; and
- Cooperating with and making recommendations respecting workplace health and safety to the Occupational Health and Safety Branch of the Department of Government Services.



The Commission continues to focus on the prevention of injuries in the workplace as its first line of defense. Successful promotion of safe and healthy workplaces requires the cooperation of stakeholder groups. A collaborative approach will lead to safer and healthier workplaces, help injured workers achieve early and safe return to work and will ultimately reduce injuries and lower claim costs.

2. Injured workers' claims management

The delivery of compensation and health care services to injured workers is a critical line of business for the Commission. Major areas of activity include: claim registration, determination of entitlement to benefits, case management and health care planning for all claims related to workplace injuries and occupational disease. Programs supporting these activities include wage loss benefits, early and safe return to work, labour market re-entry and pensions. The ultimate goal of claims management is to assist injury recovery and minimize loss of income through appropriate health care intervention and the proactive implementation of early and safe return to work. This is done by working in partnership with injured workers, employers and health care providers.

A primary component of claims management is health care management which consists of planning and coordinating health care support and advisory services from health care professionals within the Commission. This component ensures that injured workers receive optimal health care in the most cost effective manner. In addition, the Commission is continuously establishing and maintaining partnerships with external health care providers.

3. Employer assessments (insurance coverage)

The *Workplace Health, Safety and Compensation Act* requires employers performing work in the province to register with the Commission. The assessment revenue collected from employers is used to pay the cost of injured workers' claims and associated system administration costs. There are some employers who are not required to register but who may request optional personal coverage.

Mandatory registration and insurance coverage applies to two groups of employers referred to as assessment-based employers and self-insured employers. Assessment-based employers are insured through collective liability and contribute to the Commission's Injury Fund through assessment premiums based on their annual payrolls. Self-insured employers (e.g., provincial and federal governments) are individually liable. The Commission pays the actual cost of claims and invoices that amount with administration fees to recover the costs.

Major activities under the employer assessments line of business include employer registration, administration and monitoring of employer payroll reporting, assessment rate setting, collection and payroll auditing.



Values

The Commission's values support the organization's vision and mission and will help ensure success in achieving the goals and objectives of the 2008-2010 Strategic Plan. These values are the fundamental principles that will guide behaviour and decision making in the support of injured workers and employers in Newfoundland and Labrador.

Transparency	Each individual will work to ensure programs and services are easy to access and understand and decisions and actions are clear, reasonable and open to examination.
Compassion	Each individual will treat each other and those they serve truthfully, fairly and with care and empathy.
Leadership	Each individual will perform their roles and responsibilities and will work towards being a recognized leader in their position; and each individual will initiate and promote improvements in how they serve others and work together.
Accountability	Each individual will be responsible for their actions and performance.
Teamwork	Each individual will support each other and work collaboratively to ensure the Commission fulfills its mandate.

Primary Clients

The primary clients of the Commission are as follows:

- Workers
- Injured workers
- Employers
- Pensioners (life pensions and pension replacement benefits)
- Surviving spouses and dependents

Vision

The vision of the Commission is of safe and healthy workplaces within a viable and sustainable insurance system which reduces the impact of workplace injuries by providing the highest level of service to workers and employers.

Mission

The mission, continued from the previous planning cycle, will be to focus on improving client service to support the prevention of workplace injuries, illnesses and known occupational disease and to support injured workers in recovery and return to work when workplace injuries and illnesses do occur. This mission is in line with:

- the needs of stakeholders as articulated through consultations and satisfaction surveys; and
- key strategic directions for the Commission as set out by the Minister of Human Resources, Labour and Employment (refer to Appendix B).

The Commission's client service efforts extend across many different types of services and programs which must meet the needs of stakeholders who sometimes have divergent views. To achieve its mission, the Commission will draw on its strengths which include a forward-looking and supportive Board of Directors, committed and competent staff, progressive programs, well-structured governance and planning processes and good working relationships with key stakeholders. There are also significant challenges which the Commission must address such as continuous implementation of new legislation and client programs, the need for new and improved business delivery methods including Web services, the rapid pace of change in the Commission's business environment, increasing demands on staff, and staff turnover.

As the Commission moves forward with its strategic plan, the involvement of stakeholders will be critical to success. The activities and indicators outlined below reflect the needs of stakeholders and have been selected to ensure client service goals are met.

Mission Statement

By December 31, 2010, the Commission will have improved client service to support the prevention and management of workplace injuries, illnesses and known occupational disease.

Measure: Improved client service

Indicators:

- Increased education and awareness of workplace health and safety and prevention practices
- Improved services through a new claims management system
- Increased access via Web services
- Improved financial sustainability
- Improved human resources capacity to provide effective program and service delivery
- Improved public awareness of the Commission and its services



Strategic Issues

The strategic issues for the Commission are Client Service, Workplace Injury and Illness Prevention, Financial Sustainability and Responsive Organization. These strategic issues along with the associated goals, objectives, measures and indicators for 2008 to 2010 are outlined and discussed individually.

Issue One: Client Service

The Commission is committed to providing a high level of service to its clients. In recent years client satisfaction levels (as measured by client satisfaction surveys) have been stagnant, pointing to the need for improvement. The Commission has responded by placing a major focus on client service initiatives. By improving client service, the Commission hopes to have a positive impact on those elements of client satisfaction over which it has some control. As in the case of any statutory agency, the Commission recognizes that client satisfaction may also be impacted by the requirements and limitations of coverage under legislation within which the Commission must operate.

The Commission's first step in improving client satisfaction has been to start internally by creating a stronger service culture. The Commission began this work in 2007 and will continue to strengthen and sustain its client service environment in 2008 and beyond. Planning strategies will reflect this focus as the Commission continues to implement major organizational structure and process changes within the claims management area. These changes will improve claims management and promote early and safe return to work which will, ultimately, help to decrease claim duration.

Over the next three years, the Commission will also implement recommendations arising from the 2007 Client Service Office pilot which was initiated to track client service issues. As well, the Commission will implement a strategy for the adjudication of occupational disease claims in response to the growing concern by stakeholders.

As part of its three year plan, the Commission will also establish key performance indicators for client services, where appropriate, to guide staff performance. Additionally, improvements to internal review processes and business streamlining through government's Red Tape Reduction Initiative will result in more responsive and improved service delivery to workers and employers.

Finally, the Commission will continue its efforts on key employer service initiatives by offering more services over the Web and by continued implementation of PRIME, the Commission's employer incentive program.

Over the next three years the Commission will continue to implement human resource strategies to improve recruitment, retention and staff satisfaction levels which will ultimately have a positive impact on service delivery and client satisfaction (refer to Issue Four: Responsive Organization for more information on human resource strategies).



Issue One: Client Service

1. Goal One:

1.1 By December 31, 2010, the Commission will have improved client service.

Measure: Improved client service

Indicators:

- 1.1.1. Enhanced service through implementation of key components of the claims management model
- 1.1.2. Fully implemented PRIME for large and small/medium employers
- 1.1.3. Enhanced processes for the adjudication of occupational disease claims
- 1.1.4. Increased access to Commission services through expanded Web services

Objectives:

1.2 By December 31, 2008, the Commission will have initiated key steps for implementing improved client service.

Measure: Initiated key steps

Indicators:

- 1.2.1. Implemented PRIME incentive system for large employers
- 1.2.2. Implemented new system for registering claims
- 1.2.3. Developed framework for enhanced adjudication of occupational disease claims

1.3 By December 31, 2009, the Commission will have completed further actions to improve client service.

Measure: Completed actions

1.4 By December 31, 2010, the Commission will have improved access and streamlined client service.

Measure: Improved access and streamlined client service

Issue Two: Workplace Injury and Illness Prevention

While the prevention of workplace injuries, illnesses and occupational disease is everyone's responsibility, the Commission's role and mandate is to promote public awareness and educate employers, workers, youth and others about workplace health and safety. This is achieved in partnership with stakeholders using a variety of approaches.

The Commission believes that injury prevention should be the first priority and, where an injury does occur, the Commission and its stakeholders must work together to minimize the impact of the injury on the worker's recovery and safe return to work. As an example, the Commission believes that industry sectoral councils can be very effective in delivering the health and safety message. Sectoral councils focus on industry-specific health and safety issues and solutions and can explore issues such as mandatory training. As a result, the Commission will continue to promote and support the expansion of the sectoral council model in Newfoundland and Labrador. It is important to recognize, however, that sectoral councils will be effective only if there is buy-in and willingness on the part of industry and labour.

The Commission's plans for the promotion of safety awareness will reach a broad audience but will be focused where the awareness needs are the greatest. Targeted efforts will continue with employers who have unusually high injury rates, musculoskeletal injuries and/or high costs. In conjunction with these efforts, the Commission will monitor employers for increased compliance with the employer incentive program, PRIME. To help create a work safety culture in the province, marketing efforts towards youth will be increased, as well as marketing efforts geared toward the general public. Such efforts will be designed to focus attention on the tragedy of workplace injuries and death, and to create a belief that work-related injuries, diseases and deaths are unacceptable.

Over the next three years, the Commission will continue to focus on the education of CEOs who, as leaders in organizations, exert significant influence over health and safety practices in workplaces. In addition, the Commission will continue its ongoing education efforts with workplaces by continually enhancing workplace health and safety training. With growing concern by stakeholders regarding occupational disease, part of the Commission's focus will also be the development of a strategy to address the identification and mitigation of the risks associated with occupational disease.

By focusing efforts and increasing awareness the Commission aims to influence attitudes and, ultimately, effect changes in behaviour at work. Behavioral changes will result in a safer work environment and, therefore, fewer workplace injuries for the workers and employers of Newfoundland and Labrador.



2. Goal Two:

2.1 By December 31, 2010, the Commission will have increased awareness of workplace health and safety injury and illness prevention practices.

Measure: Increased awareness

Indicators:

2.1.1 Increased workplace health and safety awareness among youth, employers, industry and the general public

2.1.2 Enhanced workplace health and safety training for workplaces

2.1.3 Development of a strategy to address increased awareness and prevention of known occupational disease

Objectives:

2.2 By December 31, 2008, the Commission will have implemented new processes to increase youth and public awareness of workplace health and safety.

Measure: Increased awareness

Indicators:

2.2.1 Increased marketing efforts to promote awareness of workplace injury and workplace responsibilities among youth.

2.2.2 Implemented next phase of social marketing campaign to increase public awareness.

2.3 By December 31, 2009, the Commission will have identified and initiated processes to enhance awareness of workplace injury and illness prevention practices among employers and industries.

Measure: Increased awareness

2.4 By December 31, 2010, the Commission will have enhanced workplace health and safety training for workplaces and developed a strategy to increase awareness of the prevention of known occupational disease.

Measure: Increased awareness

Issue Three: Financial Sustainability

The Commission is entrusted with managing funds collected through employer assessments to ensure the system is financially sustained. Managing sustainability is done through investment policy, establishing employer assessment rates, and providing affordable compensation benefits. The intent is to ensure that future generations of employers will not have to pay for shortfalls in the injury fund from previous years and that the right to fair compensation is assured to injured workers and their families.

Financial sustainability has been an elusive goal for the system. The Commission has carried significant unfunded liabilities for many years and faced financial crisis in the early 1990s and in 2000. There have been different responses to deal with these financial crisis situations and both employers and injured workers have had to make concessions. Employers are paying a surcharge on their base assessment rate and continue to pay one of the highest average assessment rate in Canada.

The financial situation has improved in the past five years; however, there is still a long way to go before the system is on solid financial ground. Research has shown that early intervention and early and safe return to work help prevent claims from becoming longer term and more costly. Prevention education and awareness efforts and return to work programs have assisted with the positive improvements in the Commission's financial picture. However, there are still claims with high potential of becoming long term. In addition, financial improvements have been realized through changes to the assessment rate model to make it more responsive to injury experience at the workplace, strong investment returns and payroll growth from a vibrant economy. While strong growth in the investment markets has been beneficial, the requirement to record investments at market value introduces increased volatility in the Commission's funded position. As a result, the Commission is developing a long-term financial strategy and funding policy guidelines which address its funding requirements and provide guidance on when and how to react to changes in the funded position. This strategy should also prevent over-reaction to temporary fluctuations in the market value of injury fund assets.

With recent financial improvements, the Commission is facing increased pressure to raise benefit levels for injured workers, provide compensation for emerging occupational diseases and reduce employer assessment rates. Decisions to change benefit rates will impact the Commission's funded position and the rates employers will have to pay to fund the workers' compensation system.

Over the next three years, the Commission will focus on adhering to its funding and investment policies and on controlling the growth of health care costs, one of its fastest growing expenditures. In addition, management of administration costs will continue as the Commission strives to deliver the highest level of service in the most cost-effective manner while recognizing its unique requirements relating to geographic and client demands.



3. Goal Three:

3.1 By December 31, 2010, the Commission will have implemented management practices to support the financial sustainability of the workplace injury/illness compensation system.

Measure: Management practices implemented

Indicators:

3.1.1 Implementation and adherence to funding policy

3.1.2 Implementation of measures to improve the cost-effectiveness of service delivery

Objectives:

3.2 By December 31, 2008, the Commission will have implemented a funding policy.

Measure: Funding policy implemented

Indicators:

3.2.1 Funding policy implemented

3.3 By December 31, 2009, the Commission will have continued application of the funding policy and implemented measures to improve cost-effectiveness of service delivery.

Measure: Management practices implemented

3.4 By December 31, 2010, the Commission will have continued application of the funding policy and implemented further measures to improve cost-effectiveness of service delivery.

Measure: Management practices implemented

Issue Four: Responsive Organization

As the Commission strives to improve client service, it must ensure that its human resources have the skills, knowledge and capacity to provide enhanced service delivery in a caring and responsive manner. In recent years, the Commission has been experiencing significant human resource challenges in the areas of recruitment and retention for key client service positions. These challenges are not expected to dissipate and are compounded by a provincial skilled labour shortage which continues to grow. The Commission must improve client service in the face of these challenges and, therefore, must work to become a more responsive organization from a human resource standpoint. The Commission will achieve this by implementing human resource and change management strategies. Among other things, these strategies will ensure that critical positions are recruited and retained and that Commission facilities are structured in such a way as to better enable teamwork and collaboration.

To be recognized as a responsive organization there must also be public trust and confidence in the workers' compensation system as well as a clear understanding of the Commission's mandate and limitations. Through various means, some stakeholders have expressed a lack of confidence in the system and dissatisfaction with the quality of service being provided by the Commission. This is a significant concern and is the impetus for the Commission's mission to improve client service. There is a possibility, however, that certain expectations and negative perceptions of the Commission and its services stem from a misunderstanding of the organization's role and responsibilities. As a result, the Commission is committed to better communication with stakeholders and the public regarding its mandate.

4. Goal Four:

4.1 By December 31, 2010, the Commission will be a more responsive organization in meeting the needs of stakeholders.

Measure: Responsive organization

Indicators:

- 4.1.1 Implemented a human resource strategy with key focus on filling critical positions and retention plans to support critical positions
- 4.1.2 Implemented a communication strategy to increase awareness of the Commission's mandate, limitations and successes
- 4.1.3 Enhanced process for public communications by members of the Commission's Board of Directors

Objectives:

4.2 By December 31, 2008, the Commission will have initiated implementation of human resource and communication strategies which will position the organization to be more responsive in meeting the needs of stakeholders.

Measure: Initiated implementation

Indicators:

4.2.1 Initiated implementation of Human Resource strategy

4.2.2 Initiated implementation of Communications strategy

4.3 By December 31, 2009, the Commission will have implemented further actions to improve the organization's responsiveness including an enhanced process for public communications by the Board of Directors.

Measure: Implemented further actions

4.4 By December 31, 2010, the Commission will have increased responsiveness in meeting the needs of stakeholders.

Measure: Increased responsiveness



Appendix A: Mandate

The mandate of the Commission is derived from the *Workplace Health and Safety Compensation Act*, particularly from the following sections:

Duties and powers

5. (1) The board of directors shall establish policies and programs consistent with this Act and regulations in relation to

- (a) compensation benefits to injured workers and dependents;
- (b) rehabilitation and return to work of injured workers;
- (c) assessments and investments under this Act; and
- (d) Part I.1

and the policies shall ensure the intent of this Act and regulations is being applied to provide services to injured workers and dependents and shall promote adequate funding for the services through sound financial management.

(2) The board of directors shall:

- (a) consider and approve annual administrative and operating budgets and appoint auditors to audit the books and accounts of the commission, in addition to those audits that may be done under section 11;
- (b) enact by-laws and regulations for the adoption of a seal and for the conduct of the business and affairs of the commission;
- (c) establish, maintain and regulate advisory committees and their function and composition; and
- (d) review this Act and regulations and recommend to the minister those changes that it considers advisable.

(3) The board of directors may delegate in writing the powers of the board of directors to a director and the powers may be subject to the limitations, conditions and requirements that may be noted in the delegation.

Duties of commission

- 20.2** In order to promote health and safety in workplaces and to prevent and reduce the occurrence of workplace injuries and diseases the commission shall
- a. promote public awareness of workplace health and safety;
 - b. educate employers, workers and other persons about workplace health and safety;
 - c. provide services to occupational health and safety committees and worker health and safety representatives established or appointed under the *Occupational Health and Safety Act*
 - d. promote and provide funding for workplace health and safety research;
 - e. develop standards for the certification of persons required to be certified under the *Occupational Health and Safety Act* and approve training programs for certification;
 - f. certify persons who meet the standards referred to in paragraph (e);
 - g. foster commitment to workplace health and safety among employers, workers and other persons; and
 - h. make recommendations to the department respecting workplace health and safety.



Appendix B: Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

Title: Workplace Health, Safety and Compensation

Outcome: Improved client service within a financially sustainable system.

Source: Communication by the Minister responsible for the Workplace Health, Safety and Compensation Commission.

Focus Areas of the Strategic Direction	This Direction is/was				
	Not being implemented at this time (rationale included in the plan)	Addressed only in specific sub-areas (rationale included in the plan)	Addressed in the:		
			strategic plan	operational plan	branch/divisional work-plans
<i>Client service</i>			x		
<i>Education and awareness of workplace health and safety</i>			x		
<i>Claims management</i>			x		
<i>Finances</i>			x		

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