

STRATEGIC PLAN

WORKPLACE HEALTH, SAFETY AND COMPENSATION COMMISSION

2007



www.whscc.nl.ca




MESSAGE FROM THE CHAIRPERSON

As Chairperson for the Workplace Health, Safety and Compensation Commission, I hereby submit the Strategic Plan for the 2007 calendar year. On behalf of the Board of Directors, my signature is indicative of the Board's accountability for the goals and objectives, the results achieved and any variances reported.

In accordance with the Government's commitment to accountability, this strategic plan outlines the goals and objectives established by the Commission for 2007. These goals end on December 31st, 2007. The development of a one year strategic plan is an unusual circumstance and will occur only in 2007 to align the Commission with government's three year planning cycle which starts in 2008. The remaining three (3) years, 2008-2010, will be tabled by the Minister no later than March 31, 2008.

The 2007 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 in 2007 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, claims management and finances.

As Chairperson, I on behalf of the Board, am accountable for the preparation of this plan, achieving the goals and objectives outlined and reporting the Commission's outcomes.



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

December 13, 2006

Date

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OVERVIEW OF THE ORGANIZATION

The Workplace, Health, Safety and Compensation Commission (the Commission) is an employer-funded, no fault, work-injury insurance system that promotes safe and healthy workplaces, provides return-to-work programs and reasonable benefits based on reasonable assessment rates to injured workers and their dependents. The Commission serves over 14,000 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.

In 2005, the Commission continued to exceed its financial goals and further stabilize its financial position. Total revenue was \$195.3 million, a 5.7% increase over the previous year. Assessment revenue from employers totaled \$158.2 million. This was 5.2% below the previous year, reflecting a reduction in the average assessment rate which went from \$3.24 to \$3.19. However, investment income was up by \$19.4 million (\$37.1 million versus \$17.7 million in 2004). The Commission continues to focus on the prevention of injuries in the workplace as the first line of defense. The Commission's efforts to educate workers and employers in health and safety awareness since 2003 are contributing to safer workplaces and reduced injuries. The incidence rate for lost time claims in 2005 was 2.2, down from 2.5 in 2003 and 3.0 in 2001. The funded ratio for 2005 was 92.6%, up from 72.6% for 2001.

The Commission has three lines of business including: education on the prevention of workplace injuries, injured workers' claims management and employer assessments (insurance premiums). 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.

A critical aspect of the Commission's mandate is promoting public awareness and educating employers, workers and others about workplace health and safety. The Commission and its partners recognize the importance of focusing on the prevention of workplace injuries and occupational illness as the first line of defense. Where injuries do occur, all the necessary steps must be taken to prevent the injury from becoming a disability by proactively pursuing safe and early return to work. This means a shared responsibility and greater cooperative effort involving stakeholders in creating and sustaining a culture of health and safety.

The Commission has cultivated a number of key partnerships in carrying out its responsibilities. One such is with the Occupational Health and Safety Branch of the Department of Government Services. The Commission works with the Branch 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. Good communication, co-operation and sound working relationships with clients and key stakeholders are critical to the success of our new strategies to improve business. Some of these key stakeholder groups include the Newfoundland and Labrador Employers' Council, Newfoundland and Labrador Federation of Labour, Newfoundland and Labrador Medical Association, Injured Workers' Association, and SafetyNet, a community based alliance for occupational health research. In addition, partnerships have been developed with industry associations, government departments, unions and health and safety coalitions across the province.

The Board of Directors of the Commission comprises ten members including three representatives each of employers, workers and the public, plus a chairperson.

Chairperson:

Ralph Tucker, (P.Mgr.CIM)

Employer Representatives:

Bernice Buckle
Jack Parsons
Darren Roberts

Worker Representatives:

Grant Barnes
Louise Ade
Vacancy (1)

Public Representatives:

Frances Lake
Vacancies (2)

Ex-Officio Representatives:

Joe O'Neill, *CEO (Acting), 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 a safe and timely manner. In addition, the Commission must also ensure adequate funding for services through sound financial management. See Appendix B for duties and powers of the Commission as contained in the *Workplace Health, Safety and Compensation Act*.

LINES OF BUSINESS

The Commission is organized along four business functions including: worker services, employer services, corporate services, and financial services. These functions support three main lines of business as described below. For more specific information on workplace health and safety education and injury prevention initiatives, the entitlement of benefits and related workers compensation programs, and requirements for registering with the Commission, please visit www.whscc.nl.ca.

Education on the prevention of workplace injuries

This line of business is responsible for the design, development, delivery, coordination, monitoring and evaluation of workplace health and safety education and injury prevention initiatives. Specific activities include: promoting public awareness and fostering commitment of workplace health and safety; educating and providing advice to employers, workers and other people 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 education and training, and developing strategic partnerships, as appropriate, in its delivery; and making recommendations to the Department of Government Services (Occupational Health and Safety Branch) respecting workplace health and safety. The Department of Government Services holds the mandate for the enforcement of workplace health and safety and it is important to note that health and safety training is mandatory in some selected areas for organizations operating in Newfoundland and Labrador under the *Occupational Health and Safety Act*.

The Commission continues to focus on the prevention of injuries in the workplace as the first line of defense. Key to successfully promoting safe and healthy workplaces is a greater cooperative effort involving all key stakeholder groups including labour, employers, the Occupational Health and Safety Branch of Government Services, youth and sector committees. This collaborative approach will lead to healthier, safer workplaces and return injured workers back to work early and safe and ultimately, reduce injuries and lower claim costs.

Injured workers' claims management

The delivery of compensation and health care services to injured workers is a critical area of business for the Commission. Major areas of activity include: claims registration, entitlement, and case management and planning for all lost-time and health care only claims related to workplace injuries and occupational illness. Programs supporting these activities include wage-loss benefits, early and safe return to work, labour market re-entry and pensions. The ultimate goal of injured workers' claims management is to prevent injuries from becoming a disability and assist injured workers back to work as safely and as early as possible. This is done by working in partnership with injured workers, employers and health care providers.

A primary component of case management is related to health care management which consists of planning and coordinating health support and advisory services within the Commission. In addition, the Commission monitors and assesses the necessity and sufficiency of the health care injured workers receive and manages relationships with all external service providers (e.g., physicians, chiropractors, physiotherapists, occupational rehabilitation providers, medical suppliers). This medical management of claims management ensures that injured workers receive optimal health care in the most medically and cost-effective manner.

Employer assessments (insurance premiums)

The Act requires most employers in Newfoundland and Labrador to register with the Commission and pay assessments based on their annual payroll. Optional personal coverage can also be requested, on application, for occupations exempted from mandatory coverage. The assessments revenue collected from employers is used to pay the cost of injured workers claims and associated system administration costs.

Coverage is mandatory for two groups of employers referred to as assessment-based employers and self-insured employers. Assessment-based employers are insured through “collective liability” and are required to contribute to the Commission's Insurance Fund, whereas self-insured employers (provincial and federal governments) are individually liable. The Commission pays the actual cost of claims for self-insured employers and bills them on a monthly basis along with an administration charge.

Employer assessments encompasses the registration of most employers operating in Newfoundland and Labrador, employer payroll reporting for assessment purposes, assessment rate setting and employer classification, assessment collection, payroll compliance auditing, and issuance of letters of clearance.

VALUES

The Commission believes that our values support the vision and mission of the Commission and will ensure our success in achieving the desired outcomes for the 2007 strategic plan. These values are the fundamental principles that will guide our behaviour and decision making in all that we do each and every day to support 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 - Long term claims (Extended Earnings Loss)
- Injured workers - Short term claims
- Injured workers - Labour Market Re-entry (LMR) claims
- Employers
- Self-insured employers
- Surviving spouses and dependents
- Pensioners (permanent partial disability & annuity recipients)

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

Our mission for the next two planning cycles (2007 and 2008 - 2010) will be focused on improving client service to support the prevention and management of workplace injuries, illnesses and occupational disease. This supports: (1) the needs of our stakeholders as articulated through consultations, surveys and the 2006 statutory review process; and (2) a key strategic direction for the Commission as set out by the Minister of Human Resources, Labour and Employment.

Our client service efforts extend across many different types of services and programs which must meet the needs of stakeholders who sometimes have divergent views. The Commission has much strength from which to draw to meet these needs as well as to fulfill our mission and mandate. A forward looking and supportive Board, committed and competent staff, progressive programs, well structured planning and governance's processes, and good working partnerships and relationships with its key stakeholders are some of these strengths. However, there are also significant risks facing the Commission. 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 our business environment, increasing demands on staff and resource turnover currently challenge the Commission in carrying out its business.

As the Commission moves forward with its plans, 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 we meet our client service goals.

Mission Statement

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

Measure: Improved client service

Indicators:

Education and Awareness

- Increased workplace awareness and knowledge of prevention practices as measured by:
 - ▶ Increased number of prevention education workshops
 - ▶ Increased personal contact with workplaces
 - ▶ Increased assistance to “priority” firms¹
 - ▶ Increased education and awareness on early and safe return to work program and policies
 - ▶ Increased focus on industry sectors with the goal of creating Sector Committees
 - ▶ Completed CEO Charter - Leadership in Health and Safety
- Increased employer awareness of PRIME and its benefits in order to increase compliance with PRIME program
- Increased marketing and promotion efforts of health and safety to high school students
- Increased number of general public aware of the importance of being safe at work through the social marketing awareness campaign

Claims Management

- Improved early and safe return to work through effective claim management processes
- More specialized services provided to clients

¹Priority firms are firms experiencing high injury rates, high costs, or a high number of musculoskeletal injuries.

Web Services

- Improved access to services
- Improved collaboration opportunities between stakeholders on select services

Human Resources

- Improved capacity of the Commission to provide effective program and service delivery

Industry Sector Committees

- More industry-focused and coordinated approach to prevention and disability management

Improved Public Awareness

- Increased communication of best practices and success stories

Client Satisfaction

- Increased client satisfaction as evidenced by consultations, surveys, and personal contact.

Financial Stability

- Implemented funding policy

STRATEGIC ISSUES

The expiration of the Commission's current strategic plan at the end of 2006 requires the development of a new plan. This strategic plan outlines the goals and objectives established by the Commission for the 2007 calendar year. The development of a one year strategic plan is an unusual circumstance and will occur only in 2007 to align the Commission with government's three year planning cycle starting in 2008. The remaining three (3) years, 2008-2010, will be tabled by the Minister no later than March 31, 2008.

The following outlines the strategic issues for the Commission along with the associated goals and measures for 2007. These one year goals are necessary to ensure the Commission is well positioned for the upcoming three year plan covering 2008 to 2010.

Issue One: Client Satisfaction

The Commission exists to serve and support its clients and is committed to providing a high level of service. Our clients need the best service we can offer because they depend on us for our expertise and assistance in the prevention of workplace injuries, medical and financial support in their recovery from injury and timely assistance with return to work, where this is possible. A high quality service will lead to greater client involvement and cooperation and ultimately to improved client satisfaction which is vital to an efficient and effectively functioning workers' compensation system.

Our client satisfaction levels in the past few years (as measured by client satisfaction surveys) has remained stagnant pointing to the need for improvement. The need for improvement was also confirmed through the 2006 statutory review process.

To improve client satisfaction we believe our first step is to start internally and create a stronger service culture. Our planning strategies will initially reflect that focus as we begin with implementation of major organizational structure and process changes within our claims area. These changes will improve claims management and promote early and safe return to work programs to help decrease claim duration. We will introduce a broad array of web services and focus on human resource strategies to improve recruitment, retention and staff satisfaction levels (please refer to goal four, responsive organization).

We will also pilot a client service office to track service issues to determine the level and nature of issues and we will act on findings arising from the pilot. A quality team will be established and we will also establish service quality indicators in the claims management area. Expansion of our extended service units with more staff will also mean an improved service for our long- term clients. Additionally, improvements to our internal review processes and business streamlining through government's red tape reduction initiative will result in a more responsive and improved service.

These initiatives will help us create an environment that will position us to better improve client service in the future and provide a higher level of client satisfaction with the various services we provide.

Goal One: By December 31st, 2007, the Commission will have created an environment that better supports client satisfaction.

Measure: Created the environment

Indicators:

- Completed client service office pilot and developed recommendations
- Benchmarked client satisfaction
- Completed review of internal review process and developed recommendations
- Increased education and awareness on the early and safe return to work program and policies for “priority” firms²
- Initiated implementation of new claims management model:
 - ▶ Established industry teams
 - ▶ Implemented claims registration
 - ▶ Implemented new injury reporting forms
 - ▶ Established technical infrastructure required for new claims management system (e.g., purchase and setup of hardware and software; implementation and setup of new database technologies; etcetera)
 - ▶ Implemented Early and Safe Return to Work Facilitator positions
 - ▶ Implemented improvements to Labour Market Re-entry program
 - ▶ Initiated quality team implementation
 - ▶ Commenced definition of service quality/key performance indicators (KPIs)
 - ▶ Expanded services in Extended Services Unit
- Implemented web services for:
 - ▶ Registering occupational health & safety committees
 - ▶ Registering and updating worksites
 - ▶ Submitting occupational health and safety minutes
 - ▶ Submitting employer payroll statements
 - ▶ Submitting PRIME practice incentive questionnaires
 - ▶ Submitting occupational health and safety statements
 - ▶ Submitting sub-contractor statements
- Improved business processes through Red Tape Reduction Initiative

² Priority firms are firms experiencing high injury rates, high costs, or a high number of musculoskeletal injuries.

Issue Two: Workplace Injury and Illness Prevention

While the prevention of workplace injuries and occupational illness is everyone's responsibility, the Commission's role and mandate is to promote public awareness and educate employers, workers and others about workplace health and safety. This is done through providing information in a variety of means and in partnership with stakeholders.

The Commission believes that injury prevention should be the first priority and where an injury does occur; all necessary steps must be taken to prevent the injury from becoming a disability by proactively pursuing safe and early return to work. To successfully promote safe and healthy workplaces, consultation and co-operation among all stakeholders is the preferred model as each party plays a unique role but a shared responsibility. As an example, we believe expansion of industry sector committees is a model that can more effectively deliver the health and safety message. Sector committees focus on industry-specific health and safety issues/solutions and explore mandatory training. However, this can only happen if there is buy-in and willingness on the part of industry and labour.

Our awareness promotion plans will reach a broad audience and will be focused where the awareness needs are the greatest. Our focus will continue to be on "priority" employers defined as having unusually high injury rates, musculoskeletal injuries and/or high costs. We will monitor for increased compliance with our new employer incentive program PRIME. To help create a work safety conscious culture, we will increase marketing efforts towards youth through advertisements and intensify our social marketing efforts designed to focus the public's attention on the tragedy of workplace injuries and death and to create a belief in the public that work-related injuries, diseases and deaths are unacceptable. We will also focus on education of CEO's, who as leaders in organizations exert significant influence over health and safety practices in workplaces.

By increasing awareness and focusing our efforts, we aim to influence attitudes and ultimately effect a behaviour change at work that will result in a safer work environment, and therefore fewer workplace injuries.

Goal Two: By December 31st, 2007, the Commission will have increased awareness of workplace injury and illness prevention practices.

Measure: Increased awareness

Indicators:

- Increased workplace awareness and knowledge of prevention practices as measured by:
 - ▶ Increased number of prevention education information workshops delivered
 - Benchmark: 2006 YTD³ - 49 sessions
 - Target: 2007 - 70 sessions
 - ▶ Increased personal contact with workplaces
 - Benchmark: 2006 YTD - 583 personal contacts
 - Target: 2007 - 950 personal contacts
 - ▶ Increased assistance to “priority” firms⁴
 - ▶ Increased focus on health care and forestry industry sectors with the goal of creating Sector Committees
 - ▶ Completed CEO Charter - Leadership in Health and Safety
- Increased employer awareness of PRIME in order to promote benefits of compliance with the program
 - ▶ Implemented 2007 PRIME communications plan
 - ▶ Evaluated Practice Incentive component of PRIME to assess effectiveness and identify improvements
- Increased marketing and promotion efforts through contests to students taking high school Workplace Safety 3220
 - Benchmark: 2006 - 1 advertisement produced and aired
 - Target: 2007 - 2 advertisements produced and aired

³All 2006 YTD benchmark figures will be updated at Year End 2006

⁴ Priority firms are firms experiencing high injury rates, high costs, or a high number of musculoskeletal injuries.

- Increased number of general public aware of the importance of being safe at work as measured by:
 - ▶ Continued social marketing awareness campaign (i.e., SAFE Work)
 - Benchmark: 2006
 - 52% of NL residents feel that workplace accidents and injuries are inevitable part of life (as compared to 33% who felt drinking and driving accidents and injuries were inevitable).
 - 67% of the employed workforce believes workplace health and safety is critically important in their day to day work life.
 - Targets: 2007
 - 47% of NL residents feel that workplace accidents and injuries are inevitable part of life.
 - 70 % of the employed workforce believes workplace health and safety is important in their day to day work life.

Issue Three: Financial Stability

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 injured workers and their families' right to fair compensation is assured.

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 but both employers and injured workers have had to make contributions. Employers have had to pay a surcharge on their base assessment rate and continue to pay the highest average assessment rate in Canada. Injured workers have had to accept a reduction in benefits levels and the long term income replacement rate of 80% continues to be below other Canadian jurisdictions.

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. While prevention education and awareness efforts and return to work programs have assisted with the positive improvements in the Commission's financial picture, early and safe return to work efforts have not materialized as envisioned when mandatory early and safe return to work was legislated. Further, we still have many claims that have a high

potential of becoming long-term disability claims. Financial improvements have been realized largely 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.

Also, in 2004, the Commission was required to change its accounting policy for investments as a result of new standards introduced by the Canadian Institute of Chartered Accountants. The new policy required that investments be recorded at market value and investment gains and losses be recognized in the year in which they occur. Previously, investment gains and losses were spread over a five-year period to minimize the impact of volatile market returns on the Commission's financial results. Due to strong growth in the financial markets since 2004 the Commission's funding position has improved significantly compared to what it would have been using the former accounting policy. In 2004, for example, our funding position went from 82.9% to 91.4% as a result of this accounting change.

These recent financial improvements mean the Commission is facing increased pressure to raise benefit levels and provide compensation for emerging occupational diseases and illness. Unlike many other workers' compensation jurisdictions in Canada, the Commission does not have a reserve fund put aside to cover occupational disease claims that may arise from the past. It is within this environment that the Commission must develop a comprehensive funding policy giving due consideration to these factors while also keeping assessment rates competitive with our Atlantic counterparts. Further, adherence to investment policy and controlling growth of health care costs, one of our fastest growing expenditures, are key initiatives. Management of administration costs will continue as we strive to deliver the highest level of service in the most cost-effective manner while recognizing unique requirements relating to our geographic and client demands.

Goal Three: By December 31st, 2007, the Commission will have improved the financial sustainability of the workplace injury/illness compensation system.

Measure: Improved financial sustainability

Indicators:

- Developed and implemented a funding policy
- Adhered to funding policy
 - ▶ Target to be established once funding policy developed

- Continued management of administration costs
 - ▶ Administration costs as a percentage of benefit payments (exclusive of costs related to projects and special initiatives) are within 10% of the national average (based on latest available national statistics)
- Adhered to investment policy
 - ▶ Achieve the benchmark performance target for each asset class:

Asset Class	Benchmark Performance Target*
Canadian equity	150 basis points over the S&P/TSX Composite Index
U.S. equity	100 basis points over the S&P 500 Index
Foreign (EAFE) equity	200 basis points over the MSCI EAFE Index
Canadian fixed income	50 basis points over the Sc Universe Index

**Please note all targets are before investment management fees*

- Improved cost control through improvements in health care procurement
 - ▶ Achieve a 10% cost reduction on each new tendered health care good while maintaining quality.

Issue Four: Responsive Organization

As client service demands increase, the Commission must ensure our human resources have the skills, knowledge and capacity to meet these increased needs in a caring and responsive manner. The success and quality of our client service initiatives depend on this and requires a team effort. The Commission has, and continues to experience, significant human resource challenges in the area of recruitment and retention for key client-facing positions. These challenges are not expected to dissipate and are compounded by provincial skilled labour shortages which continue to grow. Given these challenges and the increasing demands, our plans include strategies designed to support employees to ensure our client needs are met thereby ensuring the Commission is recognized as a responsive organization.

To be recognized as a responsive organization, there must also be public trust and confidence in the system so that the system is seen as adding value to the province. Through the statutory review process and surveys, some stakeholders have expressed a lack of confidence in the system and a high level of dissatisfaction with the quality of service being provided by the Commission. This is of significant concern to the Commission; however, there is also concern that certain expectations and negative perceptions stem from a misunderstanding of our mandate, role and responsibilities.

The Commission is committed to better communicating and explaining its mandate, role and responsibilities in an effort to improve public confidence and better manage expectations. This will allow us to deliver our safety and return to work messages more effectively and strengthen partnerships with stakeholders.

Goal Four: By December 31st, 2007, the Commission will have initiated implementation of key strategies designed to be more responsive in meeting the needs of stakeholders.

Measure: Effectively positioned organization

Indicators:

Human Resources

- Ensured critical positions are filled
- Developed and initiated implementation of a human resource strategy addressing:
 - ▶ Selection criteria to ensure skill requirements are properly matched to positions
 - ▶ Retention plans to support key positions
 - ▶ Capacity and succession planning
- Developed and initiated implementation of strategies to increase staff satisfaction:
 - ▶ Evaluated appropriateness of staff satisfaction tool

Communication

- Developed and initiated a communication strategy to:
 - ▶ Increase awareness of our mandate and our limitations (Expectation management/public perception)
 - ▶ Increase awareness of personal stories and organizational achievements
 - ▶ Increase representation and/or presence of Board members in the public
 - ▶ Baseline awareness level of public
- Established a Board communication process (who talks, what, when & how)
- Implemented SAFE Work symposium

APPENDIX A: 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: *Workers' Compensation*

Outcome: Improved client service within a fiscally sustainable system. This outcome supports the policy direction of government as outlined in the Statutory Review Discussion Document. This outcome supports a policy direction of government and requires systemic intervention in the areas of:

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</i>			x		
<i>Claims management</i>			x		
<i>Finances</i>			x		

APPENDIX B: Mandate

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

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.1and 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.

