



WorkplaceNL

Health | Safety | Compensation

2017 to 2019 Strategic Plan

March 29, 2017

**Inside Front Cover
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**The WorkplaceNL 2017 to 2019 Strategic Plan
is available in alternate formats, upon request.
Please email general.inquiries@workplace.ca or
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Message from the Board of Directors

On behalf of the Board of Directors of WorkplaceNL, I hereby submit the Strategic Plan for 2017 – 2019. In accordance with the Government’s commitment to accountability, this strategic plan outlines the goals and objectives established by WorkplaceNL for 2017 – 2019. These goals end on December 31, 2019.

The 2017 – 2019 Strategic Plan has been prepared under my direction and in accordance with the Transparency and Accountability Act and the Guidelines for Multi-Year Performance-Based Planning for Category 1 Government Entities. This strategic plan is not intended to describe everything WorkplaceNL will do from 2017 to 2019 but focuses on the key priorities for the Board of Directors (the Board). These key priorities have been identified in consideration of the strategic directions of government applicable to WorkplaceNL and include: financial sustainability, prevention, claims management and client service.

My signature below is indicative of the Board’s accountability for the preparation of this plan and achieving the goals and objectives outlined.

A handwritten signature in cursive script that reads "Elizabeth Forward".

March 29, 2017

Director on Behalf of the Board of Directors
WorkplaceNL

Overview of the Organization

The foundation of all Canadian workplace compensation systems is the Meredith Principles:

- No fault compensation, which means workers are paid benefits regardless of how the injury occurred.
- Collective liability, so that the total cost of the compensation system is shared by all employers.
- Security of payment, with a fund established to guarantee that compensation will be available for injured workers when they need it.
- Exclusive jurisdiction, which means only workers' compensation organizations provide workers' compensation insurance.
- Independent Board, that is autonomous and financially independent of government or any special interest group.

Under the authority of the Workplace Health, Safety and Compensation Act (the Act), WorkplaceNL administers a mandatory, employer-funded, no fault work-injury insurance system. More specifically, WorkplaceNL promotes safe and healthy workplaces, provides return-to-work programs and fair benefits to injured workers and their dependents based on reasonable assessment rates. Each year, WorkplaceNL serves approximately 19,000 employers and 13,000 injured workers across Newfoundland and Labrador. Offices are located in St. John's, Grand Falls-Windsor and Corner Brook.

Breakdown of WorkplaceNL Positions (2015):

Region	Number of Employees	Vacancies	Total
St. John's	315	19	334
Grand Falls-Windsor	18	2	20
Corner Brook	26	4	30
Total	359	25	384

WorkplaceNL's three lines of business are: education on the prevention of workplace injuries, illnesses, and occupational disease; claims management for injured workers; and, employer assessments (insurance coverage).

In 2015, WorkplaceNL's total revenue was \$284.9 million (\$206.3 million in assessment revenue from employers, \$77.3 million in investment income and \$1.3 million in other revenue)¹. WorkplaceNL's funded ratio was 118.8 per cent compared to 106.5 per cent at the end of the last planning cycle in 2013. The improvement in the funded ratio was due to the increase in assessments revenue, slightly higher than expected investment returns, favourable experience in prior years claims as well as WorkplaceNL's continued adherence to its funding and investment policies.

¹ The financial information presented in the 2017 to 2019 Strategic Plan reflects the most recent audited financial information for WorkplaceNL at the time this plan was prepared.

Effective January 1, 2017, the average base assessment rate to be paid by employers declined by 6 per cent, from \$2.20 to \$2.06 per \$100 of assessable payroll. This rate is 6 per cent higher than the average rate of the other workers' compensation boards in Atlantic Canada. Assessment rates are higher in Newfoundland and Labrador primarily due to the broader workforce coverage and industries present in the province as compared with other Canadian jurisdictions.

The prevention of workplace injuries, illnesses and occupational diseases is a shared responsibility of WorkplaceNL, its partners and stakeholders. WorkplaceNL works with its partners and stakeholders to create and sustain a positive culture of health and safety in the workplace. An aspect of WorkplaceNL's mandate is to promote public awareness and educate employers, workers and others about workplace health and safety. This work is contributing to safer workplaces and fewer injuries. The incidence rate (the number of lost-time claims per 100 workers) for 2015 declined to 1.5, a decrease from 1.6 where the rate had plateaued for the previous three years.

Where an injury or illness does occur, WorkplaceNL 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 participation in early and safe return-to-work (ESRTW). Key to this work is WorkplaceNL's partnerships and Memorandums of Agreement with various health care provider groups.

Collaboration, communication, and sound working relationships with clients, stakeholders and partners are critical to the success of WorkplaceNL's business strategies. WorkplaceNL works with the Occupational Health and Safety (OHS) Division of Service NL to make recommendations and develop programs respecting workplace health and safety. WorkplaceNL also works closely with stakeholder groups representing injured workers and employers. In addition, partnerships have been developed with industry associations, government departments and agencies, unions, safety sector councils, and health and safety coalitions at both provincial and national levels.

Board Governance

By statute, the Board of Directors consists of ten members appointed by the Lieutenant-Governor in Council, including the chairperson and representatives of employers, workers and the public. The Board is also required to have two nonvoting members: the chief executive officer of WorkplaceNL and an employee of the department designated by the Minister responsible for WorkplaceNL.

Chairperson:

Vacant

Members representative of employers:

John Peddle

Darren Roberts

Gregory Viscount

Members representative of workers:

Dawn Learning

Greg Pretty

Vacant

Members representative of the public:

Elizabeth Forward

Patsy S. Coish-Snow

Vacant

Non-voting members:

Dennis Hogan, CEO, WorkplaceNL

Vacant

Mandate

WorkplaceNL provides services to employers, injured workers and their dependents, and the public through the administration of the Workplace Health, Safety and Compensation Act (the Act). These services include promoting workplace health and safety in order to prevent and reduce workplace injuries and occupational disease. WorkplaceNL also works to ensure injured workers receive the best care possible and the benefits to which they are entitled; and facilitates recovery and return-to-work in an early and safe manner. In addition, WorkplaceNL administers an employer classification and assessment system, and must ensure adequate funding for services through sound financial management. See Appendix A for duties and powers of WorkplaceNL as prescribed in the Act.

Lines of Business

WorkplaceNL is organized along four main functional areas: 1) worker services; 2) employer services; 3) corporate services; and, 4) financial services. These functions support the organization's three main lines of business:

1. Education on the prevention of workplace injuries, illnesses and occupational disease;
2. Claims management for injured workers; and
3. Employer assessments (insurance coverage).

Each line of business is described below. For more details on WorkplaceNL and its programs and services, please visit [WorkplaceNL's website](#).

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
- Collaborating with, and making recommendations respecting workplace health and safety to, the OHS Division of Service NL.

The prevention of injuries in the workplace is a primary focus of WorkplaceNL. Achieving safe and healthy workplaces requires the cooperation of stakeholder groups. WorkplaceNL fosters a collaborative approach to lead to healthier and safer workplaces, help injured workers achieve an early and safe return-to-work, reduce the impact of workplace injuries and lower claim costs.

2. Claims management for injured workers

WorkplaceNL works to ensure injured workers receive the best care possible, receive benefits to which they are entitled, recover from their injuries and return-to-work in an early and safe manner. This work includes proactively managing all aspects of an injured worker's claim relating to workplace injuries, illness or occupational disease. 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, ESRTW, labour market re-entry and pension replacement benefits. 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 ESRTW. This goal is accomplished by working in partnership with injured workers, employers and health care providers. In the case of a fatality resulting from a workplace incident or an occupational disease, WorkplaceNL provides programs and services to dependents of the deceased worker.

A primary component of claims management is health care management, which consists of planning and coordinating health support and advisory services from health care professionals within WorkplaceNL. This component ensures that injured workers receive optimal health care in the most cost-effective manner. In addition, WorkplaceNL 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 that are performing work in the province to register with WorkplaceNL and pay assessments. The assessment revenue collected from employers is used to pay the cost of injured workers' claims and associated costs to administer the workers' compensation system. There are some individuals who are not required to register; however, they may request optional personal coverage or independent operator 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 WorkplaceNL's Injury Fund through assessment premiums based on their annual payrolls. The Injury Fund is comprised of the funds collected based on experience-based assessment rates for employers. Self-insured employers (e.g., provincial and federal governments) are individually liable. WorkplaceNL pays the actual cost of claims and invoices that amount with the applicable administration fee.

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.

Primary Clients

The primary clients of WorkplaceNL are as follows:

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

Vision

The vision of WorkplaceNL is of safe and healthy workplaces within a sustainable insurance system which reduces the impact of workplace injuries by providing fair and adequate benefits to injured workers and the highest level of services to all workers and employers.

Values

Client Service - Each individual will provide accessible and timely service in the delivery of WorkplaceNL's programs to our clients.

Compassion - Each individual will treat each other and those they serve truthfully, fairly and with care, empathy and respect.

Leadership - Each individual will perform their roles and responsibilities with integrity 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.

Teamwork - Each individual will support each other and work collaboratively to ensure WorkplaceNL fulfills its mandate.

Accountability - Each individual will be responsible for their actions and performance to help WorkplaceNL achieve its mandate.

Safety - Each individual will take responsibility for their own safety and the safety of co-workers and others in the workplace.

Strategic Issues and Goals

WorkplaceNL's Board of Directors identified four issues of strategic importance for the current planning cycle: (1) financial sustainability; (2) prevention; (3) claims management; and (4) client service. These issues affect client service delivery; have major, long-term consequences associated with inaction; and, are of critical importance to WorkplaceNL's clients, stakeholders and partners. Through collaborative efforts with stakeholders and partners, WorkplaceNL has achieved a stable funded position, safer workplaces and improved benefits for workers and employers. However, increases in program costs, economic uncertainty, market volatility, changing policy, the changing workforce demographic, and the number of claims filed can quickly impact this solid foundation. A disciplined, long-term approach is required to ensure continued success and the financial sustainability of the workers' compensation system in Newfoundland and Labrador. For three years, the lost-time incidence rate plateaued at 1.6 per 100 workers, and in 2015, the rate declined to an all-time low of 1.5 per 100 workers. While this is a dramatic improvement over the high of 5.16 per 100 workers in 1989, the reductions in the injury rate have levelled off over the past four years. Further reductions and avoiding growth in the injury rate will be increasingly difficult to achieve. It is time to find more creative ways to make a difference to the health and safety of workplaces. Where claims do occur, WorkplaceNL works to support an injured worker's recovery through engagement with all parties to support improved return-to-work outcomes. Stronger collaboration amongst stakeholders; evidence-based approaches; as well as proactive, practical and innovative solutions will be required. WorkplaceNL will respond to modern day challenges, emerging issues and trends through modern and innovative service delivery which meets the needs of clients, now, and into the future.

The strategic issues, along with the associated goals, objectives, and indicators, reflect the current priorities for the 2017 to 2019 planning cycle, and are discussed individually. The goals and objectives will contribute to the strategic direction of government through a focus on prevention programming; facilitating recovery at work; claims management programming and supports; responsive programs and services; and sound financial management.

The order of the issues does not reflect a ranking of importance as the strategic issues are interrelated.

Strategic Issue: Financial Sustainability

The financial sustainability of the workers' compensation insurance system is contingent upon sound financial management of the Injury Fund; prevention of workplace injuries; providing accessible, timely care to injured workers in a cost-effective manner; and working with injured workers and employers to facilitate recovery at work.

Management of the Injury Fund, in accordance with WorkplaceNL's Funding Policy, ensures the fund is managed with a long-term view to maintaining a funded position that provides security for injured worker benefits within a reasonable ability of employers to pay assessments. The funded position is the relationship of total assets to total liabilities. WorkplaceNL is considered to be fully

funded when accumulated assets are 10 per cent greater than total liabilities. The Funding Policy specifies a range in the funded position of 100 per cent to 120 per cent, with a target of 110 per cent. This policy ensures that sufficient funds will be available to existing injured worker clients for the duration of their claim. In 2015, the Injury Fund achieved a fully funded position at 118.8 per cent.

An assessment of the fund status is completed annually to ensure factors such as, expected financial market performance, economic and labour market conditions, incidence of injuries and claims patterns are considered in setting assessment rates and benefits. WorkplaceNL is assisted by independent actuaries in completing this assessment. While WorkplaceNL sets the employer assessment rate, changes to wage loss benefit are determined by the Government of Newfoundland and Labrador. It is important that assessment rates be sufficient to cover the anticipated cost of injuries to maintain equilibrium between assessments and provided benefits. Effective January 1, 2017, WorkplaceNL reduced the average assessment rate for employers from \$2.20 to \$2.06 per \$100 of assessable payroll. In addition, the maximum compensable and assessable earnings for injured workers was increased from \$62,540 to \$63,420, remaining the highest in Atlantic Canada.

WorkplaceNL's Funding Policy guides a controlled and responsible response to changes in external factors, such as market volatility and changes in the provincial economy. Other changes, such as changes regarding injured workers' benefits, can also affect the Injury Fund.

WorkplaceNL takes a long-term view in managing and evaluating the performance of the Injury Fund through implementation of its investment and funding policies. Given the achievement of a fully funded position, the investment strategy for the fund may move towards a more conservative asset mix to mitigate financial market risks.

Financial sustainability is a dynamic measurement of the balance of available financial assets in the Injury Fund and the accumulated liabilities for injured workers' benefits over an extended period. This sustainability is a critical element in the success of the workers' compensation system and will continue to be a key focus for WorkplaceNL.

As accounting policies and actuarial standards evolve over time, WorkplaceNL will assess the implications on the Funding Policy and amend the policy, if needed.

WorkplaceNL will continue to focus on cost management, efficiencies, innovation in service delivery, governance best practices and enterprise risk management. It will continue to collaborate with partners to provide high quality services, at a reasonable cost, and to expand the reach of prevention initiatives through collaboration.

Communication with stakeholders is a key element in financial sustainability, as well as continuing collaboration on prevention and recovery at work.

Goal: By December 31, 2019, WorkplaceNL will have ensured long-term financial sustainability by achieving a funded ratio between 100 and 120 per cent.

Indicators:

- Implemented measures to improve cost-effectiveness of service delivery
- Achieved annual investment returns greater than the benchmark policy return
- Achieved a four-year investment return greater than the actuarial discount rate²
- Continued to communicate the impact of new accounting and actuarial standards to stakeholders

2017 Objective: By December 31, 2017, WorkplaceNL will have completed an assessment to ensure adherence to the funding policy.

Indicators:

- Reached a funding target of at least 110 per cent
- Reviewed the new Public Procurement Act, pending proclamation, and implemented any new requirements
- Communicated to stakeholders the impact of new accounting and actuarial standards on the reporting of the injury fund

2018 Objective: By December 31, 2018, WorkplaceNL will have completed a review of the effectiveness of the PRIME³ program to identify recommendations to strengthen prevention and return-to-work programs within workplaces.

2019 Objective: By December 31, 2019, WorkplaceNL will have completed a review of prevention and claims management approaches to identify future improvements.

² The actuarial discount rate reflects what the Injury Fund's assets can reasonably be expected to earn over the long-term. It is used to determine the present value of the workers' compensation benefit liability. The rate is assessed annually by WorkplaceNL and where appropriate, adjusted to reflect long-term expectations. The rate has been declining in recent years. The actuarial discount rate for 2017 is 5.83 per cent.

³ PRIME = **P**revention + **R**eturn-to-Work + **I**nsurance + **M**anagement for **E**mployers / **E**mployees

Strategic Issue: Prevention - Leadership in Prevention through Collaboration and Innovation

WorkplaceNL's strategic approach to prevention is based on two fundamental beliefs:

1. Workplace injuries, fatalities and occupational disease are preventable; and
2. Building, achieving and maintaining a positive safety culture requires the collaborative effort and commitment of all stakeholders to making health and safety in the workplace a priority.

In 2015, 92.4 per cent of employers in Newfoundland and Labrador were injury-free. This high percentage is the culmination of the effort of many stakeholders including employers and workers implementing effective safety systems and programs. There remain many areas for improvement: one worker hurt is too many. Collaborative action is required by all stakeholders to eliminate workplace injuries.

With one year remaining in the 2015 – 2017 prevention strategy, WorkplaceNL is developing a new prevention strategy. The new strategy will continue to emphasize collaborative activities and initiatives with all stakeholders. WorkplaceNL and the OHS Division of Service NL will continue their strategic collaboration, working diligently with workers, employers, industries, labour, safety sector councils and all workplace parties to reduce the number of workplace injuries occurring in the province.

WorkplaceNL's prevention efforts will focus on employers that are at high-risk for injuries, occupational disease and fatalities. WorkplaceNL will use an evidence-based approach, including leading indicators, such as those derived from the health and safety awareness index, to identify problem areas and to develop proactive, practical and innovative solutions. Experience has shown that prevention outreach is effective when it is specific to a problem area and collaborative approaches are used. WorkplaceNL will identify more effective and efficient ways of providing prevention programming to employers and workers, including improving the use of technology. WorkplaceNL will continue to review and evaluate its prevention programs for high-risk groups to determine if the programs are achieving the intended outcomes. Soft tissue injury and workplace violence are serious issues and WorkplaceNL will develop new approaches in these areas to help reduce the number of incidents.

WorkplaceNL will pursue more active engagement and collaboration with employers to help them foster a culture of safety in their organizations. The effectiveness of PRIME as a prevention program will also be reviewed to ensure it is resulting in strong occupational health and safety programs. PRIME is WorkplaceNL's employer incentive program. Under PRIME, employers can impact the assessments they pay by meeting their practice requirements under the practice incentive component and managing their claims costs under the experience incentive.

Goal: By December 31, 2019, WorkplaceNL will have collaborated with workplace parties to reduce the number of injuries occurring in the province.

Indicators:

- Completed the final year of the 2015 - 2017 Prevention Strategy: Leadership in Prevention Through Collaboration
- Commenced implementing the next prevention strategy
- Focused prevention efforts in high-risk areas
- Collaborated with stakeholders and partners in OHS
- Identified innovative approaches to promote workplace health and safety

Objectives:

2017 Objective: By December 31, 2017, WorkplaceNL will have implemented the 2015 – 2017 Prevention Strategy and developed the next prevention strategy.

Indicators:

- Provided education to help increase awareness of occupational disease and its risk factors
- Delivered workplace injury prevention education with a focus on workplaces and workers with elevated risk of workplace injury or illness
- Developed the new prevention strategy
- Completed the new musculoskeletal soft tissue injury prevention certification training standard

2018 Objective: By December 31, 2018, WorkplaceNL will have initiated implementation of the next prevention strategy.

2019 Objective: By December 31, 2019, WorkplaceNL will have continued implementation of the next prevention strategy.

Strategic Issue: Claims Management – Facilitating Recovery at Work

WorkplaceNL's strategic investment in claims management has resulted in many positive changes, including improved access to services for injured workers and employers; earlier involvement in claims; more timely decisions and provision of wage-loss benefits; and, appropriate health care interventions for injured workers.

Facilitating recovery at work is a strategic focus area for claims management. Progress has been made by providing education and awareness programs for injured workers, employers and health care providers; making online filing available to employers and health care providers; facilitating ESRTW planning for workplace parties; and, implementing the use of disability management guidelines to help educate workers about their injuries and recovery. WorkplaceNL ensures early intervention on new claims within 48 hours of acceptance and tracking of an injured worker's recovery as per the return-to-work hierarchy. In 2015, 97 per cent of workers in an ESRTW program returned to sustainable work.

WorkplaceNL will promote the ESRTW program to help inform workplace parties on the nature of the self-reliant model and the roles and responsibilities of injured workers, employers and health care providers. Recovery at work starts with injured workers, employers, health care providers and WorkplaceNL working together to implement the ESRTW plan developed by the workplace parties. For workers, the continued attachment to work can quicken the recovery process. For employers, the continued attachment to work can mean retaining skilled and trained employees. Successful, appropriate return-to-work requires a team to work together, stay connected, share their knowledge and expertise, and understand their roles and responsibilities in return-to-work and rehabilitation. Participation in the ESRTW plan helps workers stay active and provides a sense of purpose; minimizes the impact of the injury on the worker and their family; and allows workers to stay connected to their co-workers and workplace.

To respond to current challenges, WorkplaceNL will use targeted, evidence-based approaches to support improved return-to-work outcomes. WorkplaceNL is identifying employers with higher numbers of injuries and claim costs to help identify facilitation approaches that are responsive to employer-specific challenges in return-to-work. The effectiveness of PRIME will also be reviewed to ensure it is resulting in approaches that comply with these roles and responsibilities, and strong ESRTW programs. WorkplaceNL will collaborate with workplace parties and work to identify effective approaches to facilitate recovery at work. WorkplaceNL will also identify ways to improve the effectiveness and efficiency of its programs and to reduce costs using evidence-based approaches and technology.

Goal: By December 31, 2019, WorkplaceNL will have implemented targeted approaches to support recovery at work.

Indicators:

- Promoted recovery at work philosophy
- Facilitated employers and injured workers participation in ESRTW

- Collaborated with workplace parties to identify effective approaches to facilitate recovery at work
- Continued collaboration with health care providers to improve ESRTW

Objectives:

2017 Objective: By December 31, 2017, WorkplaceNL will have improved ESRTW support efforts for priority employers.

Indicators:

- Completed analysis of priority employers to identify target groups based on risk factors, such as injuries, duration, and return-to-work progress
- Planned and targeted ESRTW education and support efforts for priority employers
- Strengthened collaboration with priority employers
- Increased usage of online injury and ESRTW reporting

2018 Objective: By December 31, 2018, WorkplaceNL will have reviewed the labour market re-entry program and made recommendations for improvement.

2019 Objective: By December 31, 2019, WorkplaceNL will have collaborated with workplace parties to identify effective approaches to facilitate recovery at work and improve return-to-work outcomes.

Strategic Issue: Client Service – Partners in Client Service

Fostering a client-centred culture continues to be a strategic focus for WorkplaceNL. WorkplaceNL has improved client service to support the prevention and management of workplace injuries, illnesses and known occupational disease. Client service must change as needs change. New opportunities will be identified for service improvements as well as efficiency. WorkplaceNL monitors its client service through client satisfaction surveys of injured workers and employers and employee engagement surveys.

Through continuous improvement and evidence-based approaches, WorkplaceNL will continue to deliver better programs and services for injured workers, employers and health care providers. WorkplaceNL offers online services to employers and plans to offer additional services. Segmentation research will be conducted to identify client service delivery expectations and to help inform the transition to more technology-based service delivery. The study results will be considered in the development of the new information technology strategic plan, the new prevention strategy and other initiatives. For WorkplaceNL, this study is the next stage in digital-by-design service offerings for employers, injured workers and health care service providers.

WorkplaceNL will also ensure its programs and services reflect best practices and address the challenges of a diverse workforce, an increasing focus on mental health, and other emerging issues. Collaboration with workplace parties and community partnerships continue to be key to addressing these challenges. New programming and more modern service delivery methods will require improved messaging. As changes occur with how services are offered, opportunities for simplifying approaches and communications will be identified; and support and service delivery standards will be addressed. WorkplaceNL will also continue to identify ways to work with health care service providers and others in order to provide a high quality of service and care to injured workers.

To help meet these commitments, WorkplaceNL will establish plans to support skilled and engaged employees, leadership development and continuity of corporate knowledge.

Goal: By December 31, 2019, WorkplaceNL will have identified technology, program and service delivery enhancements that are responsive to injured workers and employers.

Indicators:

- Identified technology-based service delivery options based on segmentation research
- Identified opportunities for efficiencies
- Identified programs and service delivery improvements that are responsive to client preferences, emerging issues and changing demographics

Objectives:

2017 Objective: By December 31, 2017, WorkplaceNL will have identified client service delivery preferences.

Indicators:

- Conducted client segmentation research
- Collaborated with community partners to identify opportunities to address challenges in delivering services to a diverse workforce
- Identified opportunities for efficiency in service delivery

2018 Objective: By December 31, 2018, WorkplaceNL will have developed a plan to enhance and modernize service delivery.

2019 Objective: By December 31, 2019, WorkplaceNL will have planned for organizational succession and development and continuity of corporate knowledge.

Appendix A: Mandate

The mandate of WorkplaceNL is derived from the Workplace Health, Safety and 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.

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WorkplaceNL

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