

President's Commentary



We are now well underway with progress on our 2018-2022 Strategic Plan, working on a number of initiatives to *Advance the Safety Culture* and *Deliver Quality Services and Outcomes*. I am pleased to present an update on the movement the WSCC has made in Q2, building on the work of the first quarter of 2018 and positioning us for continued success moving forward.

Safety culture is a shared set of values and beliefs about the high priority of workplace health and safety, and having an occupational health and safety (OHS) program is one way that workplaces of all sizes can make an explicit commitment to prioritizing safety. In Q2, the WSCC continued work in advancing OHS at large and small businesses, determining gaps and opportunities for OHS programming, as well as developing tools and resources to support employers.

Each year, the WSCC holds the Northwest Territories and Nunavut Mine Rescue Competition. Mine rescue is a critically important part of any mine safety program, and the Mine Rescue Competition provides a platform to highlight the skills required for effective emergency response. On June 2nd, we hosted the 61st Mine Rescue Competition with the participation of eight teams. The WSCC took the opportunity to broaden safety awareness this year, including a mock mine rescue obstacle course for kids. We congratulate the winners and thank everyone involved for their participation.

Ensuring that the WSCC understands emerging issues and trends in workplace health and safety is a priority for our staff. In Q2, the WSCC continued to focus on mental health, and provided training to fully equip staff to identify, understand, and manage psychological claims. Acknowledging that psychological hazards are of significant concern, the WSCC also developed a High Hazard Working Group, tasked with providing tools and resources to employers, workers, and the medical community.

Delivering quality services and outcomes is of the utmost importance for WSCC staff. We have progressed on delivering more services through our e-Business platform in Q2, undertaking planning, development and testing for diverse projects. We rolled out a data dashboard pilot project to support real time, data-based management of files in the Claims Unit, and we continue work to ensure data integrity and consistency.

Continuous improvement across internal WSCC processes remained a priority throughout Q2, as we built staff capacity in Lean Six Sigma and initiated the next phase of the Continuous Excellence Program. This program supports the WSCC's commitment to our values of stewardship and excellence, and helps ensure that we are efficient and effective in our operations. As we look to the second half of the year, we continue to strive toward our strategic objectives in the interests of our stakeholders. I invite you to review this document in more detail, and contact me with any comments at feedback@wsccl.nt.ca.

A handwritten signature in black ink that reads "Dave Grundy".

Dave Grundy
President & CEO

2018 Key Performance Indicators



Strategic Priority 1: Advancing the Safety Culture

Key Performance Indicator	Metric	Q1	Q2	Q3	Q4	YTD	Target	Assessment
1. Time loss frequency	+/- 0.05 pts of previous year's average	2.36	2.06			2.21	1.99	
2. Employers with an Occupational Health & Safety Program	% increase in years 2-5	n/a	n/a			n/a	Baseline 2018	
3. OHS education in communities for vulnerable workers	% increase in years 2-5	n/a	n/a			n/a	Baseline 2018	
4. Decreased average number of orders per inspection	% decrease in weighted average	2.29	2.81			2.50	3.0	
5. Increased public awareness of the IRS	% increase in years 2-5	n/a	n/a			n/a	Baseline 2018	



Strategic Priority 2: Delivering Quality Services and Outcomes

Key Performance Indicator	Metric	Q1	Q2	Q3	Q4	YTD	Target	Assessment
6. Short term time loss duration	% of cases with duration less than 10 days	70.8%	71.6%			71.2%	75%	
7. Time to first payment	% of first compensation payments issued within 20 days	91.2%	94.4%			92.7%	90%	
8. Time to entitlement decision	% of decisions made within 15 days	71.6%	76.8%			74.1%	70%	
9. Return to work	% of injured workers RTW within 6 months	70.3%	65.4%			67.8%	75%	
10. e-Business user satisfaction	% of satisfied respondents	84%	77%			81%	80%	
11. Funded position (2017 final figure)	% of funded position	110%	110%			110%	110%-140%	
12. Operating budget	Within % of annual budgeted expenses	-5.5%	-12.1%			-9.0%	+/-5%	
13. Claims costs	Within % of annual budgeted claims costs	-10.8%	16.6%			3.3%	+/-10%	
14. Return on investment	% returned	0.34%	2.28%			2.67%	2.92%	



Performance meeting or exceeding target



Performance marginally off target



Performance off target



STRATEGIC PRIORITY 1:

Advancing the Safety Culture

1.1 Increase the number of employers with an occupational health and safety (OHS) program

1.1.1 Establish baseline metrics for occupational health and safety (OHS) programs and visits at large and small businesses

Following the initial planning meeting to develop tracking mechanisms for points of engagement, roles and responsibilities were established. A pilot program for tracking points of engagement was drafted and is currently under review. Implementation of the pilot is anticipated in Q3. Initial data regarding large and small businesses requiring OHS programs has been evaluated, and the Prevention Services unit is determining how to best incorporate this identified need into Directed Services, as well as developing tools and resources to support employers.

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

The Prevention Services unit continued research into priority areas in OHS program implementation, including gathering information from other jurisdictions and evaluating trends from the initial data intake. Based on this information, baseline metrics and priorities for OHS programs were established in Q2.

1.2 Increase occupational health and safety (OHS) education in communities for vulnerable workers

1.2.1 Establish a baseline for occupational health and safety (OHS) educational activities for vulnerable workers in communities

In Q2, the Prevention Services unit continued its focus on young workers and completed an analysis of existing OHS educational materials to identify strengths and gaps. Based on this analysis, recommendations were made and incorporated into the development of new and complementary resources geared at young workers. Spreading the message of safety awareness among youth was a priority through specialized activities at existing events, such as the Northwest Territories Skills Competition and the 61st Mine Rescue Competition. Activities like "Try a Trade", Safety Jeopardy, and a mock mine rescue for youth reached young audiences and emphasized the importance of safety through fun and engaging activities.

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

The establishment of timelines and targets for educational activities for vulnerable workers is complete, with stakeholder groups identified for the next four years of educational activities. In Q2, the Prevention Services unit also drafted a Strategic Activity Plan that includes development of curriculum materials for mandatory inclusion in grade nine in the Northwest Territories. These educational contents are scheduled for implementation in September 2019.

1.3 Improve criteria for directed inspections to increase compliance with governing regulations

1.3.1 Enhance targeting of high-risk employers by including injury severity, frequency, and classification in directed inspections

Directed services, which support employers in higher-risk industries in ensuring compliance with legislation governing safe work, were reviewed in Q2 and updated to include additional criteria for what constitutes a high-risk activity. A high-risk project plan has been developed, with an internal working group tasked with developing education programs and tools for assessment and analysis of high-risk activities in Q3. Working with the Policy and Data Analytics unit, the Prevention Services unit completed an analysis of current methodologies for calculating injury frequency and severity. Maintaining the WSCC's commitment to making data-driven decisions, existing data collection mechanisms were evaluated and recommendations made to ensure that opportunities to garner valid, accurate data from stakeholders is leveraged appropriately and efficiently.

1.3.2 Conduct legislative review of all *Acts* and *Regulations* the WSCC is mandated to regulate

In Q2, the Legal Services unit continued review of WSCC-regulated *Acts* and *Regulations*. A legislative proposal for amendments to the Nunavut Workers' Compensation Act was approved, and a Draft Bill for Nunavut and the Northwest Territories is complete. This Draft Bill will proceed for translation by the respective governments, and in Q3 will be reviewed in Nunavut and the Northwest Territories.

Impairment and Fit for Work Provisions were drafted and approved in Nunavut for addition to the *Occupational Health and Safety Regulations* and *Mine Health and Safety Regulations*, and approval of these regulations is anticipated in Q3 for the Northwest Territories. The WSCC is continuing review of the consolidation of the *Mine Health and Safety Act* and the *Safety Act*. Draft regulatory amendments for qualifications of mining inspectors were prepared by Legislative Divisions in both the Northwest Territories and Nunavut. A regulatory amendment of subsistence rates in *Workers' Compensation General Regulations* will be submitted in Q3 due to the schedules and availability of the legislative drafters.

Consultation took place in Q2 on the proposal to ticket for failure to comply with certain OHS *Regulations*. WSCC representatives undertook consultation in Hay River, Inuvik, and Yellowknife, NT, as well as Cambridge Bay and Iqaluit, NU. Meaningful feedback was received through this process, which will be incorporated into any recommendations to the Governance Council. Targeted consultation continues into Q3.

1.4 Analyze and address emerging issues and trends in workplace safety

1.4.1 Implement strategy to address trends in claims in occupational health and safety (OHS)

The WSCC continued its focus on post-traumatic stress disorder (PTSD) in Q2, after identifying mental health as a key focal area in occupational health and safety trends. Education sessions on PTSD were held for staff, including an organization-wide training and awareness session as well as a focused session for staff in Stakeholder Services. Ensuring that WSCC staff are appropriately trained in identifying, understanding, and handling psychological components of claims, an operational procedure for the management of psychological disorders was initiated and continues into Q3.

The WSCC acknowledges that workplaces not traditionally viewed as high-hazard require consideration in terms of workers' psychological health, and as such has developed and launched a High Hazard Working Group. This Working Group is tasked with the implementation of a communication plan and a set of tools and resources to support employers, workers and the medical community. The group will further focus on injuries sustained in occupations not typically considered high hazard, including nurses, social workers, and teachers, to ensure that both prevention measures and case management provide the highest possible level of service to these stakeholders.

1.5 Improve public awareness of the Internal Responsibility System (IRS)

1.5.1 Establish baseline for public awareness of the Internal Responsibility System (IRS)

Improving public awareness of the Internal Responsibility System (IRS) is a priority for the WSCC because it underscores the responsibility for workplace safety shared by everyone. In Q2, the WSCC completed an interjurisdictional scan of other compensation boards in Canada to identify existing safety index tools, and undertook a survey of IRS communications campaigns. This information was reviewed and analyzed for applicability to our jurisdictions, and partnership opportunities for survey development were recommended as a next step in establishing a baseline of public awareness for the IRS.

Campaign content, messaging, tools, and communication channels have been considered, as well as opportunities to integrate the IRS into existing WSCC campaigns and channels. While some data tools exist to measure awareness of the IRS, the WSCC has identified the need for a more targeted, robust survey tool for the specific context of the Northwest Territories and Nunavut. Work will continue to develop and refine measurement tools through Q3.



STRATEGIC PRIORITY 2:

Delivering Quality Services and Outcomes

2.1 Continue implementation of the e-Business strategy

2.1.1 Continue the development and enhancement of e-Business initiatives, using other jurisdictions as benchmarks for services and costs

The WSCC made substantial progress toward the development and enhancement of the e-Business strategy in Q2. The Asbestos Working Group signed off on all business requirements related to the asbestos project notification service following intensive consultation and engagement with the project team. Testing of the asbestos project notification functionality will be undertaken in Q3, and external parties will be engaged through this process for feedback. The project is on track for release in Q4.

The development of online access for claims cost summary for employers is ahead of schedule, entering into execution phase in Q2. Workshops were held by Information Services and external consultants to elicit requirements from the business. The next steps in this project are to create a detailed project plan and project scope, and pending successful approval of requirements, tentatively release in late Q4.

Planning began in Q2 for the development of online tools for Employer's Report of Incident, with the Information Services unit meeting with external consultants and an internal working group to determine the high-level requirements of the initiative. Review and approval of these requirements is the next step, scheduled for completion in Q3, with the project plan and scope determined thereafter. The target for delivery on this initiative is in 2019.

Requirements for electronic invoicing submission for medical service providers were approved in Q2, and development and configuration work initiated. Finalization of the configuration and user acceptance testing is ongoing, with delivery of the project scheduled for Q3.

The development of an online service for employers to sign up for Personal Optional Coverage has been put on hold, pending further direction from the Data Integrity Steering Committee in order to prioritize alternative strategic initiatives.

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

The WSCC uses several core applications to manage and process data, and effective integration between these applications and the e-Business platform is a priority. In Q2, an architecture assessment plan was developed for review of the various interactions of core applications and identification of areas requiring enhancements or adjustments. This review is scheduled to commence in Q3, with completion by the end of the year.

A number of initiatives have commenced in Q2 toward ensuring internal readiness for e-Business with systems infrastructure and human resource planning. Infrastructure projects identified under this initiative include SQL service database consolidation, IIS application server consolidation, and the implementation of a web application firewall. By the end of Q2, the web application firewall was implemented. The other two projects have been put on hold to prioritize other strategic items, and are scheduled for completion in 2019. The human resources framework to ensure business transformation readiness is currently in the research phase, with preliminary research completed.

2.2 Increase safe and timely return to work (RTW)

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

Healthcare providers play a key role in early intervention for injured workers, and form an integral part of the return to work (RTW) process. In order to strengthen the relationship with healthcare providers and ensure that they have the resources and information they need to support injured workers, the WSCC's Medical unit has worked with the Communications unit to leverage existing communications channels and bolster visibility in healthcare centres. An interjurisdictional scan was also undertaken to evaluate initiatives in other areas and identify the potential applicability in the Northwest Territories and Nunavut.

The WSCC's Chief Medical Advisor continued building relationships with local healthcare providers throughout Q2, regularly attending meetings at Stanton Territorial Hospital. The Chief Medical Advisor delivered a presentation on Fit for Work versus Unfit for Work criteria, which was well-received and has prompted outreach from healthcare practitioners. Internally, the WSCC continues to strengthen training and resource development for staff through case management file reviews, formal training sessions, education on modified duties, and a focus on employer collaboration.

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

The WSCC continued to collaborate with employers regarding return to work (RTW) programs in Q2, sharing information about existing RTW opportunities and options for adjusted work. The RTW Specialist's interaction with employers in both territories is ongoing, with the goal of facilitating stronger understanding of how RTW programs can work for their businesses. The RTW Specialist also works directly with case management staff to support the development of RTW plans for injured workers, identifying and recommending diverse options to facilitate safe and timely return to work.

2.3 Improve cultural safety in our day-to-day work and in our services for stakeholders

2.3.1 Evaluate and develop cultural awareness and cultural sensitivity within the WSCC

In Q2, the WSCC's Cultural Safety Team continued incrementally building understanding about cultural safety as a concept, seeking to introduce staff to the various steps in cultural competence, cultural humility, and cultural safety. Training opportunities, potential partnerships, and internal resources were identified, and the team has determined the cultural safety direction for 2019.

The team is in the process of building a resource library, conducting meetings with key internal units, and developing materials for staff use moving forward. These efforts will continue into Q3.

2.4 Maintain financial stewardship of the Workers' Protection Fund

2.4.1 Undertake a systematic review of our financial drivers

The WSCC's Finance Unit continued the identification and prioritization of key financial drivers in Q2, beginning the analysis of expenses toward the production of a discussion document in Q3. Ahead of the implementation of International Financial Reporting Standards (IFRS) 17, Finance continued outreach to other compensation boards in Canada through the Association of Workers' Compensation Boards of Canada (AWCBC)'s Controller's group meetings. This group held a joint session with the Canadian Institute of Actuaries Workman's Compensation Group, seeking to build common understanding and learn from each other.

The specific implications of IFRS 17 for compensation boards is the topic of a conference scheduled for October 2018, and the WSCC has expressed interest in attending to conference organizers. Prior to attending this conference, the WSCC's Chief Financial Officer and Comptroller will continue to research and familiarize themselves with the standard throughout Q3.

2.4.2 Conduct a review of the WSCC lifetime pensions program

As part of the Pension Project Stakeholder Engagement Strategy, a request was made to make a presentation to the GNWT Standing Committee on Economic Development and Environment (SCEDE), and at the end of Q2 the WSCC is awaiting a response. In the event that no response is received from the SCEDE, the WSCC would consider proceeding to the public engagement phase of the plan in Q3.

2.4.3 Advance the Continuous Excellence (CE) Program

In Q2, a call for expressions of interest was distributed to WSCC staff seeking to become Continuous Excellence (CE) Leaders. This organization-wide role supports the planning, execution, implementation, and measurement of continuous improvement activities, as well as serves as a champion of the program and of a Lean culture at the WSCC. The Senior Management Team approved 12 new and returning CE Leaders for the next phase of the program. As an initial step, the CE Leaders completed a survey to gauge their skills and interests in diverse areas associated with the program, and received initial welcome and assertive communications training.

CE Program administrators successfully completed Lean Six Sigma Green Belt and Lean Enterprise certification, increasing the organizational capacity and building subject matter expertise within the WSCC.

A request for proposals was issued in Q2 to lead the redevelopment of the WSCC's CE program. The successful proponent will be engaged in Q3 to restructure and plan the next phase of the CE program, as well as develop a change management and training program for the next phase of CE at the WSCC.

2.5 Improve integrity of and access to data

2.5.1 Update Standard Occupational Codes (SOC), Standard Industrial Codes (SIC), and rate classification for employers to current standards.

Substantial progress was made in Q2 on the WSCC's commitment to data integrity and the updating of Standard Occupational Codes (SOC), Standard Industrial Codes (SIC), and rate classification for employers. A survey and assessment of current usage of occupational and industrial coding was completed, with the downstream impacts of converting occupational codes to National Occupational Codes (NOC) and industrial codes to North American Industry Classification System (NAICS) also identified.

WSCC processes that would be impacted by a transition in coding systems have been determined, and peer organizations that have undergone similar code conversions were contacted to identify best practices and lessons learned. A decision paper was initiated in Q2 for the WSCC's Senior Management Team to confirm the future state of codes across the organization, with expected completion in Q3.

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

The development of a training and quality assurance plan to achieve consistency in National Workplace Injury Statistics Program (NWISP) coding has been delayed pending resolution of an issue with the WSCC's database structure. While deployment of the NWISP error-checking tool supporting data integrity has been delayed, the WSCC has identified the opportunity to expand the scope of the tool. Training materials will be developed and implemented upon successful resolution of the database issue and finalization of the scope of the error-checking tool in 2019.

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

The Data Dashboard Pilot Project was rolled out in Q2, including the development of a secure process to share data dashboard files and updates, installation of a prototype data dashboard for use by leadership in the Claims Services unit, and user acceptance testing. Feedback from user acceptance testing was collected and analyzed, and was used to improve dashboard metrics and interface. A second pilot project will be undertaken next.

Research into the WSCC's data needs continued into Q2, with an interjurisdictional scan completed and the results evaluated for applicability within the organization. These findings will be incorporated into the WSCC's Business Intelligence Strategy, which is on track to be finalized in Q3.

2.5.4 Develop data integrity strategy to improve stakeholder data

The project to consolidate duplicate stakeholder data was completed in Q2, and the team shifted its focus to populating missing information on stakeholder files. The Data Integrity Steering Committee was formed in Q2 to guide the WSCC's strategy in data integrity, and will provide subject matter expertise in all data related initiatives moving forward.

2.6 Enhance communication

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

In Q2, the Communications Unit undertook consultation with all WSCC business units to better understand their public awareness priorities. The next step in this process is to undertake an external-facing evaluation of audiences and the channels available to reach them, and to use these results to structure high-level organizational messaging and campaigns.

The Communications Unit also initiated planning for the tools and resources needed to establish a baseline for public awareness of the WSCC. This project will fall within an overall communications strategy aimed at fully understanding public awareness of the WSCC and the many ways that WSCC staff interact with external stakeholders.

2.6.2 Enhance stakeholder service communication

Toward the comprehensive analysis of standard communications materials and procedures at the WSCC, staff in Stakeholder Services received an information session in Q2 regarding the steps associated with the review process. The approach to the review of communication materials has been determined, with Claims Services identified as the primary focal unit for the rest of 2018. Initial consultation with staff indicates that written communication to injured workers will be the first standard material to undergo review.