

President's Commentary



As the end of the second quarter marks the halfway point of 2019, I am pleased to present this document highlighting the WSCC's progress towards *Advancing the Safety Culture* and *Delivering Quality Services and Outcomes*. We worked on a number of initiatives in Q2 to position us for continued success the rest of the year and bring us closer to our vision to eliminate workplace diseases and injuries.

The arrival of summer months marked the start of construction season in the north. Through new data collection methods, OHS Inspectors were able to engage with employers in high-risk sectors before commencement of construction work, which enabled us to provide resources and information to employers and support them in maintaining safe workplaces. Along with this initiative, the WSCC led various workshops during Health and Safety Week and undertook the soft launch of the *Young Workers Safety Course*, all working towards our goal of *Advancing the Safety Culture*.

Every year the WSCC holds the Northwest Territories and Nunavut Mine Rescue Competition. Mine rescue is a critically important part of any mine safety program. The competition involves tests in both surface and underground mining emergency practises and provides a platform for teams to evaluate the effectiveness of their mine training programs. On June 1st, we hosted the 62nd Mine Rescue Competition with six participating teams. The WSCC took the opportunity to expand safety awareness this year, including mock safety debriefs, environmental testing, groundwork and a mini mine rescue obstacle course for kids. We congratulate the winners and thank everyone involved for their participation.

As part of our strategic priority of *Delivering Quality Services and Outcomes*, the WSCC committed to increasing safe and timely return to work (RTW). Q2 saw progress on the development of a RTW strategy and outreach to large employers to support them in claim management and in the development of their RTW programs. Claims staff in both jurisdictions participated in in-house training, enhancing their knowledge and resources to offer the best possible service to claimants in their RTW process.

As outlined in our five-year strategic plan, the WSCC included improving cultural safety in our day-to-day work and in our services to stakeholders as a strategic objective, as well as an organizational value. A Cultural Safety Advisory Committee was developed in Q2 with the mandate to support staff engagement in cultural safety and cultural humility through events and learning opportunities. In April, 100 staff members participated in Indigenous Cultural Competence training in Q2, which received positive feedback throughout the organization.

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@wsc.nt.ca.

A handwritten signature in black ink, appearing to read 'Debbie Molloy'. The signature is fluid and cursive, with a large loop at the end.

Debbie Molloy
President & CEO

2019 Key Performance Indicators



Strategic Priority 1: Advancing the Safety Culture

Key Performance Indicator	Metric	Q1	Q2	Q3	Q4	YTD	Target	Assessment
1. Time loss frequency	+/- 0.05 pts of previous year's average	2.52	1.85			2.19	1.99	
2. Employers with an Occupational Health & Safety Program	% increase in years 2-5	53.8%	53.8%			53.8%	45%	
3. Increased public awareness of the IRS	% increase in years 2-5	n/a	n/a			n/a	Baseline 2019	



Strategic Priority 2: Delivering Quality Services and Outcomes

Key Performance Indicator	Metric	Q1	Q2	Q3	Q4	YTD	Target	Assessment
4. Short term time loss duration	% of cases with duration less than 10 days	75.3%	73.9%			74.5%	75%	
5. Time to first payment	% of first compensation payments issued within 20 days	92.4%	87.4%			90.4%	90%	
6. Time to entitlement decision	% of decisions made within 15 days	80.5%	78.3%			79.5%	70%	
7. Return to work	% of injured workers RTW within 6 months	63.9%	70.9%			67.8%	75%	
8. e-Business user satisfaction	% of satisfied respondents	77%	91%			84%	80%	
9. Funded position (2018 final figure)	% of funded position	102%	102%			102%	110%-140%	
10. Operating budget	Within % of annual budgeted expenses	-19.5%	0.26%			-9.59%	+/-5%	
11. Claims costs	Within % of annual budgeted claims costs	-10.1%	8.62%			-0.72%	+/-10%	
12. Return on investment	% returned	7.02%	2.79%			10.01%	5.85%	



Performance meeting or exceeding target



Performance marginally off target



Performance off target



STRATEGIC PRIORITY 1:

Advancing the Safety Culture

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

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

In Q2, the WSCC hosted Construction Season Kick-off Meetings in Hay River, Yellowknife and Iqaluit to support employers to submit high-hazard work notifications. Receiving these notifications enables OHS Inspectors to be aware of activities taking place with a high risk of injury or incident. 23 employers participated in these meetings with over 35 attendees.

Health and Safety Week took place from May 6-10, 2019. WSCC OHS Inspectors met with 41 employers across various communities in both territories to provide instructions and resources on performing toolbox talks. The governments of the Northwest Territories and Nunavut had separate toolbox talk events scheduled the week of June 24-28 due to high-demand. Overall, over 590 workers were reached through this initiative.

Engagements with employers continue as Prevention Unit gleans information from the OHS portion of the APR Questionnaire to identify gaps in employer OHS Programs.

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 WSCC focused on identifying and establishing contact with other organizations with programs serving foreign workers. Through these collaborations, the WSCC provided information and educational materials on workers' rights and incident reporting to fill the gaps in safety education and awareness.

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

Implementation of the *Young Worker Safety Course* is underway with the soft launch of the course delivered with support of organizations such as the Department of Education, Culture and Employment's Apprenticeship Trades Awareness Program. The course is currently available in English and French with Inuktitut and Inuinnaqtun content in development. Staff progressed on establishing timelines for the full launch of the course and collaborated with the departments of education in both territories to determine most effective avenues to provide teachers with access to the program.

Targeted outreach was completed and resources were rolled out to employers in Q2, to encourage them to make the course available as an additional safety resource for young workers in their workplaces.

Staff began work on developing a systematic program evaluation plan to ensure the *Young Worker Safety Course's* main objective of instilling a safety culture from a young age is being met.

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

Progress on the development of reporting mechanisms for high-risk activities continued in Q2 with the integration of data from the new High Hazard Work form into our Directed Services list. The information allows OHS Inspectors to be aware at-a-glance of high hazard work taking place and can be classified by type of work, community and employers. Identifying high hazard work ahead of time allowed OHS Inspectors to be involved in kick-off meetings with employers before commencement of high hazard work, enabling us to provide resources and information, and support them in maintaining a safe workplace.

1.4 Analyze and address emerging issues and trends in workplace safety

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

Psychological injuries, including harassment, bullying and violence continued to be a priority in Q2 based on trends in reported claims. To this effect, the WSCC progressed on the implementation of our psychological injuries action plan and Mental Health First Aid training was provided to Claims and Prevention staff in Yellowknife and Iqaluit. Further learning opportunities were identified in collaboration with Human Resources to enhance staff knowledge of psychological health and safety. We continue to focus on providing workers with quick access to psychological resources.

A working group developed a Workplace Harassment Toolkit to support employers, as well as additional tools for Claims and Prevention units. Next, the working group will turn their focus to the development of a measurement tool to assess the impact of the toolkit.

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

In Q2, the WSCC completed the evaluation of data collected through 2019 annual payroll reporting (APR). Directed Services criteria were expanded to include the data from both 2018 and 2019 APR questionnaires and related procedures were updated. The information gathered through this channel supports the WSCC in identifying employers requiring additional outreach in occupational health and safety (OHS) and positions us to more efficiently address emerging trends in high-risk workplaces.

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)

A survey gauging public awareness of the Internal Responsibility System (IRS) and of the WSCC was conducted in Q1. A randomly selected representative sample of 515 residents of the Northwest Territories and Nunavut were interviewed on the telephone.

The final report was received in Q2, which will provide the starting point to establish the baseline and develop targets. Specifically, this report will be used to inform a communication plan to address some awareness gaps and ensure we are using the right messaging and the best delivery tools to reach our target audiences.

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

Work to develop and implement an organizational strategy for the IRS will begin pending the results of the IRS and WSCC awareness survey. This information will be used to identify gaps, and to expand the WSCC's services, available resources, and programs to promote and enhance understanding of the IRS and awareness of the WSCC.



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

Toward developing and enhancing e-Business initiatives, Information Services, in collaboration with the e-Business steering committee, continued work on the online Employer Report of Incident and Injury project. To this end, detailed requirements for deployment and design components were determined. Moving forward the project will be divided into two distinct phases to facilitate development, testing and vulnerability assessment before releasing the functionality.

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

Information Services made progress on the series of projects identified to ensure internal readiness for e-Business. In Q2, a Technology Roadmap was developed and an analysis of our Network and Server was completed. Work was initiated on the e-Services vulnerability assessment. These projects are intended to improve the security, performance and accessibility of our e-Business services.

The WSCC's Business Transformation Readiness document developed jointly by Information Services and Human Resources is available. Divisions can access this document prior to introducing new processes or technology to the WSCC and education sessions are available to support them.

2.2 Increase safe and timely return to work (RTW)

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

The WSCC understands that early intervention is a critical factor in return to work (RTW) outcomes. In Q2, the Return to Work Specialist offered two in-house trainings to Claims staff in both jurisdictions on RTW strategies and provided documentation for internal stakeholder support. Follow-up internal sessions are scheduled for the remainder of the year.

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

WSCC staff determined that the development of a return to work (RTW) strategy was required to increase the percentage of employers participating in RTW programs, and in Q2 work continued on the development of a strategy. Structural changes were made to the strategy to allow for better flow of information and the strategy will be ready for review in Q3.

Alongside the development of the strategy, the WSCC conducted outreach to large employers who identified having to RTW program in their annual payroll reporting. The Return to Work Specialist continued to develop relationships with these employers and provided them with resources and support for the development of their RTW programs. Five meetings with targeted employers were held to support them in their ongoing claim management.

Contributing to the enhancement of RTW services for stakeholders, work started in Q2 on the development of an Employer's Guide to Return to Work and a Return to Work guide sheet for psychological injuries with expected release by Q4.

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 established a Cultural Safety Advisory Committee comprised of staff from across the organization. This committee brings diverse expertise and experience, and has a mandate to support organization-wide engagement in cultural safety and cultural humility through events and learning opportunities. Terms of reference were drafted and approved, and an initial kickoff meeting was held to review the Committee's mandate and provide information about the background and next steps for cultural safety at the WSCC.

WSCC staff met with a representative from the GNWT's Cultural Safety Unit to discuss potential opportunities for future collaboration, both in delivery of training for staff as well as for events and cultural knowledge sharing. This collaboration will continue moving forward.

Early in Q2, Yellowknife-based WSCC staff received training in Indigenous Cultural Competence through the Indigenous Reconciliation Group. In total, 100 staff members completed this learning opportunity, and positive feedback was received based on the program content and the facilitation. Staff in the Iqaluit office are coordinating with local providers to receive the same training in Nunavut.

Other capacity-building opportunities were explored, and the Government of the Northwest Territories' Aboriginal Awareness training program was identified as a priority opportunity for WSCC staff. The WSCC will continue to work on determining how to make this training most accessible for staff moving forward, and has set a target of training 50% of its workforce through this program by the end of the year.

2.4.1 Undertake a systematic review of our financial drivers

The WSCC continued to systematically review our financial drivers in Q2 by completing a preliminary analysis that categorized general and administrative costs on a fixed, variable, discretionary, and non-discretionary basis. This will ensure that parameters used to allocate administrative costs are accurate and current, and will provide a useful tool for the planned zero-based budgeting exercise in 2020.

In addition to examining our financial drivers, in Q2 Employer Services added resources to the unit's audit team to ensure the organization meets the criteria of annual audit selection of employers. The WSCC's Audit Program targets over 60% of the assessable payroll over a three-year period to protect the integrity of the Workers' Protection Fund.

Towards the development of an implementation plan for International Financial Reporting Standards (IFRS) 17, the Corporate Comptroller attended working sessions in June with their counterparts from the other Workers' Compensation Boards across Canada. The groups explored interpretation options of the new reporting standards and will report back to the AWCBC Chief Financial Officer group in the fall.

2.4.2 Conduct a review of the WSCC lifetime pensions program

Work on the review of the WSCC's lifetime pensions continues as the WSCC's Senior Management team evaluates the status of the project and determines next steps. In Q2 a review of project materials and discussion paper was undertaken.

2.4.3 Advance the Continuous Excellence (CE) Program

In Q2, the CE Program Administrator coordinated with external contractors to customize and finalize training for delivery to WSCC staff. A two-day workshop was offered to WSCC managers and CE Leaders in change management, supporting the implementation of process improvement activities and the culture of continuous improvement at the WSCC. A second workshop will be offered later in the year.

The Lean Six Sigma Green Belt training program was finalized in Q2, and delivered to staff in June. This designation greatly increased organizational capacity in Lean Six Sigma concepts, supporting the WSCC's CE Program. Lean Management Training was also delivered to CE Leaders and the WSCC's Senior Management Team, ensuring that consistent understanding of Lean processes and opportunities for improvement is achieved.

Staff engagement in the CE Program continued in Q2, with an additional process improvement opportunity brought forward to the CE Leadership Team. Members of the CE Leadership Team worked with a Lean Six Sigma consultant following the delivery of the Green Belt training to identify appropriate program next steps.

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.

In Q2 the working group completed the development of project charters and implementation plans for both SOC and SIC codes are underway. Initial SOC conversion started and is ongoing, while SIC conversion was completed.

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

Data validation tool for NWISP coding was deployed to WSCC's claim management software. Following deployment, an evaluation identified additional enhancements needed to ensure appropriate functionality of the tool.

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

A statement of work for the roll-out of the business intelligence strategy was created and finalized between Information Services, Policy and Data Analytics and an external contractor. Work commenced in Q2 to develop a solution and supporting infrastructure to integrate into existing WSCC systems. Policy and Data Analytics undertook an audit of existing business intelligence reports to prioritize future development of data dashboards and decommission reports where appropriate.

2.5.4 Develop data integrity strategy to improve stakeholder data

Contributing to the improvement of stakeholder data, the Data Integrity Steering Committee finalized the prioritization of data projects for 2019 and 2020. Cleansing of claimant stakeholder data was completed in Q2 and a functioning application is in place to detect duplicate stakeholders in the WSCC's systems.

2.6 Enhance communication

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

A survey gauging public awareness of the Internal Responsibility System (IRS) and awareness, impressions and performance of the WSCC was conducted in Q1. A randomly selected representative sample of 515 residents of the Northwest Territories and Nunavut were interviewed on the telephone.

Data was collected between March 25 and April 29, 2019, in English, French or Inuktitut, according to the respondent's language preference. The final report was received in Q2, which will provide the starting point to establish the baseline and develop targets. Specifically, this report will be used to inform a communication plan to address some awareness gaps and ensure we are using the right messaging and the best delivery tools to reach our target audiences.

2.6.2 Enhance stakeholder service communication

Enhancing stakeholder service communication is an ongoing priority for the WSCC, and in Q1 staff identified correspondence linked to injured workers as an initial focus. This project will include reviewing current tools to standardize the formatting structure used, and ensuring that WSCC requirements are met. Next steps in the analysis and updating of materials will include the development of a sample template for each communications piece required, and the identification of training needs to ensure consistency in correspondence with stakeholders.

Evaluating and addressing cultural competency considerations in our communications materials requires WSCC staff to be aware of the needs of workers, employers, and all other stakeholders with whom we work. Cultural competence training for staff began in 2018, and is scheduled to continue into 2019 to increase capacity in addressing this important communications consideration.