

President's Commentary



The Q3 Quarterly Update provides details on our progress towards our commitments to our stakeholders in *Advancing the Safety Culture* and *Delivering Quality Services and Outcomes* as we look to build momentum towards the achievement of these priorities, celebrate our successes, and look at areas to improve and realign our efforts.

We are always looking constructively at our work and progress towards our strategic priorities, looking at ways to build on proven accomplishments, or to re-focus our objectives based on feedback and data. The results from the Public Awareness Survey have been returned and analyzed this quarter and are providing valuable insight into the way our stakeholders perceive the WSCC, safety culture, the Internal Responsibility System, and Occupational Health and Safety. These results are feeding into plans across both strategic priorities, and have helped set the baseline for *Key Performance Indicator #3 – Increased public awareness of the IRS at 59%*.

Engagement remains a core foundation in achieving our strategic priorities. This quarter, we worked with several major employers to promote Return to Work (RTW) programs, partnered with local organizations to support OHS program development and promote young worker safety and resources, and engaged internally across units, divisions, and offices to improve the understanding and support of both RTW and cultural safety.

Awareness and addressing of emerging issues and trends in occupational health and safety is a priority for WSCC staff, and work this quarter continued to support psychological injuries, including harassment, bullying, and violence. Staff in both Yellowknife and Iqaluit completed Mental Health First Aid training, allowing them to better support both stakeholders.

This quarter also saw success in the establishment of a RTW strategy that will guide us through the remainder of our strategic plan, towards the goal of increasing safe and timely return to work. With the understanding that a strong worker-employer relationship is a key component of RTW, WSCC continued to focus on ways we can facilitate and aid in building that.

With one quarter left in 2019, we are well positioned to continue our advancements towards our strategic priorities and I am pleased with our progress. If there are any questions or comments during your review of this document, I invite you to contact me at feedback@wsc.nt.ca.



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	1.81	1.93		2.08	1.99	
2. Employers with an Occupational Health & Safety Program	% of employers with program	53.8%	53.8%	53.8%		53.8%	45%	
3. Increased public awareness of the IRS <i>(Baseline established in 2019 at 59%)</i>	% increase in years 2-5	-	-	-		59%	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%	62.9%		71.7%	75%	
5. Time to first payment	% of first compensation payments issued within 20 days	92.4%	87.4%	82.4%		88.3%	90%	
6. Time to entitlement decision	% of decisions made within 15 days	80.5%	76.5%	75.4%		77.5%	70%	
7. Return to work	% of injured workers RTW within 6 months	63.9%	70.9%	61.6%		65.8%	75%	
8. e-Business user satisfaction	% of satisfied respondents	77%	91%	75%		79%	80%	
9. Funded position <i>(2018 final figure 102%)</i>	% of funded position	-	-	115%		115%	110%-140%	
10. Operating budget	Within % of annual budgeted expenses	-16.7%	-1.83%	-4.47%		-7.54%	+/-5%	
11. Claims costs	Within % of annual budgeted claims costs	-1.63%	19.92%	11.82%		10.03%	+/-10%	
12. Return on investment	% returned	7.22%	2.94%	1.52%		11.68%	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

Stakeholder engagement continues to be a focus of this strategy. Iqaluit hosted a Construction industry meet and greet that was well-attended. Prevention staff attended the Western Regional Mine Rescue Competition, and inspections were conducted in 24 communities in the Northwest Territories and Nunavut, including at all mines. The Local Government Administrators of the Northwest Territories (LGANT) held their annual meeting and WSCC had strong representation there, including an information booth and participation in the program. Nunavut regional trade shows in Rankin Inlet and Iqaluit gave WSCC an opportunity to continue promotion of the Young Worker Safety Awareness Certificate Course.

Focus on new and reactivated employers awaits a staffing opportunity. The OHS outreach project continues to target employers needing support in OHS program development and WSCC provides follow-up and coaching opportunities to those employers.

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

The primary target audience for this initiative was originally viewed as foreign workers. WSCC is focusing on new and young workers, as our claims statistics show us that this audience is at greater risk.

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

Strategy is developed and includes producing new tools, updating current materials, promoting awareness, and establishing partnerships. Key audience focus includes employers, teachers, and young workers themselves.

Q3 focused on the implementation of young worker support. The online Young Worker Safety Awareness Certificate Course is in soft launch status in the Northwest Territories, and content for the Nunavut program continues development. WSCC continued educational activities with targeted partners Skills Canada NWT, Skills Canada Nunavut, the GNWT's Northern Apprenticeship Program, and Aurora College's Trade Awareness Program. Attendance at trade shows this quarter focused on young worker safety support and promotion of our program and materials.

A Memorandum of Understanding is in place with the Government of the Northwest Territories' department of Education, Culture, and Employment, and in draft format with the Government of Nunavut's department of Education.

Research is being conducted to support an ambassadorship program in 2020, which includes identifying and building relationships with potential partners.

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 continued this quarter with the creation of a working group for high hazards, focusing on a 2020 implementation.

Work continues with employer engagement and interaction. A trends analysis was completed to identify the most referenced directions to help target inspections. Inspections have shifted from providing general non-compliance directives to, where possible, providing a focus on where employers need direct help with more specific regulation quotes. WSCC continues to look at the Top 10 most quoted Directions quarterly and examine them to determine future tool development, resource promotion, and possible staff training opportunities.

A tracking mechanism is being developed for Q4 to track stakeholder touchpoints that will help improve the communications between WSCC and employers.

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, continue to be the WSCC's focus for 2019.

Work continued to focus on internal staff training, and the majority of WSCC staff are fully trained in providing first-level care. This quarter, staff in Yellowknife and Iqaluit completed a second round of Mental Health First Aid training.

Implementation of this strategy continues into next quarter and in 2020.

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

WSCC continues to use the information collected from our internal database and in the Annual Payroll Reporting (APR) system to support identification of issues and trends. The information gathered supports WSCC in identifying employers requiring additional outreach and allows a more efficient addressing of emerging trends, allowing the WSCC to be more active, rather than reactive, in our work.

Directed Services criteria is scheduled for review annually in Q4.

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)

The analysis of the data from the public awareness survey is complete. Baseline for public awareness of the IRS is set at 59%.

The public awareness survey also provided insights that will inform the creation of a communications plan supporting IRS awareness.

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

The information collected from the public awareness survey is being reviewed and informing the IRS strategy development and determine areas to adjust current WSCC activities, as well as identifying effective ways to transfer the knowledge of IRS into action. WSCC is conducting an asset review of current programs, services, and materials, which will carry on in Q4.

As the IRS is an integral piece of OHS, work towards this initiative is also being supported through *1.1.1 – Deploy strategy to increase OHS in the workplace.*



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 development of the Employer Report of Incident and Injury e-service continues and is on track for deployment end of Q1 2020. To facilitate the development, two phases of the project were identified; Employer Report of Incident, and Employer Report of Injury. The development of the first phase (Incident) is complete, and work on the second phase (Injury) continues in Q4.

Enhancements to the Annual Reporting Payroll e-service were identified and completed this quarter.

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

Information Services completed work ahead of schedule. Reviews of the Technology Roadmap and the Network and Server Analysis have provided recommendations that will drive the WSCC forward in 2020.

The e-Services Vulnerability Assessment review is complete and found no critical items requiring remediation. Minor fixes are being rolled out in a future maintenance release.

The Business Transformation Readiness document, detailing how units can prepare for system changes within their work due to introduction of new technologies, is approved and available internally.

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 is continuing to focus internally on building staff awareness, knowledge, and support in order to advocate and promote RTW more effectively. The Return to Work Specialist continued to offer follow-up training sessions to Claims and Prevention staff in both jurisdictions. The Return to Work Strategy was completed and approved in Q3, providing a framework to guide the organization through the remainder of this strategic plan.

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

The approval of the Return to Work Strategy this quarter provides solid direction moving forward in the work to increase employer participation in RTW and the safe and timely RTW of claimants.

Outreach to employers continues to be a focus of this strategic initiative, and the RTW Specialist continues to facilitate ongoing meetings with major employers to provide resources and support in their RTW program development.

The revised Employer's Guide to RTW and a new guidesheet outlining RTW specific to psychological injuries are both complete. The production and promotion of these resources will continue into Q4. Research has begun this quarter in examining the possible addition of RTW legislation in the Worker's Compensation Act.

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 Q3, the WSCC Cultural Safety Advisory Committee continued to provide advice and recommendations to the organization. in improving awareness and sensitivity. This quarter, staff was educated on the Truth and Reconciliation Committee (TRC) Call to Action #57 which calls for Professional Development and Training for Public Servants on the history of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal Rights, Indigenous law and Aboriginal-Crown relations. Every staff member received a copy of the full TRC booklet for their reference.

In addition to the ongoing Indigenous Competency Training, a short film review was held in Yellowknife and Iqaluit offices, and Orange Shirt Day was commemorated by encouraging all staff to wear orange and inviting 2 residential school survivors who spoke about their experiences. Since August, 2019, cultural safety-related information appears in the Tailgater on a monthly basis to keep the value top-of-mind.

2.4 Maintain financial stewardship of the Workers' Protection Fund

2.4.1 Undertake a systematic review of our financial drivers

The WSCC continues to systemically review financial drivers and cost analysis work was undertaken this quarter, particularly in the area of Occupational Health and Safety during the 2020 rate setting to work through the calculation of the administrative load applied to claims cost.

Financial Services has created an internal working group to begin work on a zero-based budgeting approach in 2020. Work is ongoing to ensure that a quarterly update on the organization's funded position is tracked, with a Q3 update on KPI #9 provided this quarter.

Work continues towards the development of recommendations for the implementation of International Financial Reporting Standards (IFRS) 17, which aims to standardize insurance accounting globally, and to improve comparability and transparency. The WSCC participated in a national survey, hosted by WCB Manitoba, to gather opinions and recommendations from each provincial and territorial worker's compensation board regarding the implementation of IFRS 17. The results of this survey will be discussed by Chief Financial Officers at the Fall AWCBC meeting.

2.4.2 Conduct a review of the WSCC lifetime pensions program

The updated timeline for this project was updated and approved this quarter. This project will be transitioning ownership in Q4.

2.4.3 Advance the Continuous Excellence (CE) Program

Following the Q2 training, all CE Leaders are Green Belt certified.

The CE Team met in late September to discuss the ongoing support of the CE program. Two areas were determined for leaders to focus on; Leader Training and Development (like tabletop exercises) to keep skills current and up-to-date, and Organizational Culture Shift, focussing on moving WSCC towards ongoing improvement culture and to develop the awareness and support in using Lean tools and ideas in their work every day. Leaders self-identified their areas of interest and are working in teams to determine the best action plan to move these two areas forward.

The organization is using Lean tools and ideas on an ongoing basis. Communications uses a daily huddle board, introduced in Q3. Claims requested guidance from the CE program to help them through a process mapping activity to determine the points claimant letters are issued in order to support *2.6.2 Enhance stakeholder communication*.

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.

The implementation plans are complete for both SOC and SIC codes. Employer Services is working on manual SIC code conversion to be finalized in Q4.

The manual conversion of SOC codes is complete. Technical requirements are being analyzed and expected to be finalized in Q4.

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

During the previous quarter, the data validation tool for NWISP coding was deployed and additional enhancements were identified. In Q3, work was done to further develop these enhancements to ensure appropriate functionality. They are scheduled for release in Q4.

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

The development of the Data Dashboard portal is near completion. User Acceptance Testing (UAT) was completed this quarter and the tool is ready for soft launch.

Data Analysts identified high-priority measures (like the number of claims registered and accepted, the case load assigned to staff) to migrate to dashboard visualizations.

Additional training in DAX, the core language of BI applications, for Data Analysts will continue in Q4.

2.5.4 Develop data integrity strategy to improve stakeholder data

Stakeholder duplicate data cleansing is complete and a maintenance and training program is now in place.

The Data Integrity Steering Committee continues to meet monthly, and location data has been identified as the next priority for 2020.

2.6 Enhance communication

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

The data collected from the public awareness survey was analyzed and presented this quarter. Insights into information preferences will feed into the creation of a communications plan, due for completion in Q4.

2.6.2 Enhance stakeholder service communication

Work towards improving stakeholder communications documents continues to focus on the claimant experience. In Q3, Claims and Communications met to work through a process mapping exercise, facilitated and supported by the CE program. An initial process map, swim lane chart, and SIPOC (Suppliers-Input-Process-Output-Customer) chart were created, tracking the different units involved and at which point stakeholder letters are issued. The goal is to track a claimant's journey, learn insight into their behaviours, and improve communications for them. Mapping will continue into Q4, and the implementation of improved written communication to claimants is a 2020 initiative.

Focus continued in evaluating and addressing cultural competency considerations in our communications materials and procedures. The Communications unit placed an RFP for a new Agency of Record (AOR), and included cultural competency considerations in the evaluation process and awarding of the contract. The creation of a Communications Officer position in the Iqaluit office included cultural knowledge of Inuit societal values and language, as well as an increased focus on Cultural Safety and Nunavut audiences and communication channels.

Q3 also saw an improved tracking system with Official Languages that will better allow WSCC to evaluate on our ability to deliver frontline services in a stakeholder's language of choice.