



2019-2021

STRATEGIC PLAN



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THREE YEAR STRATEGIC PLAN AT A GLANCE

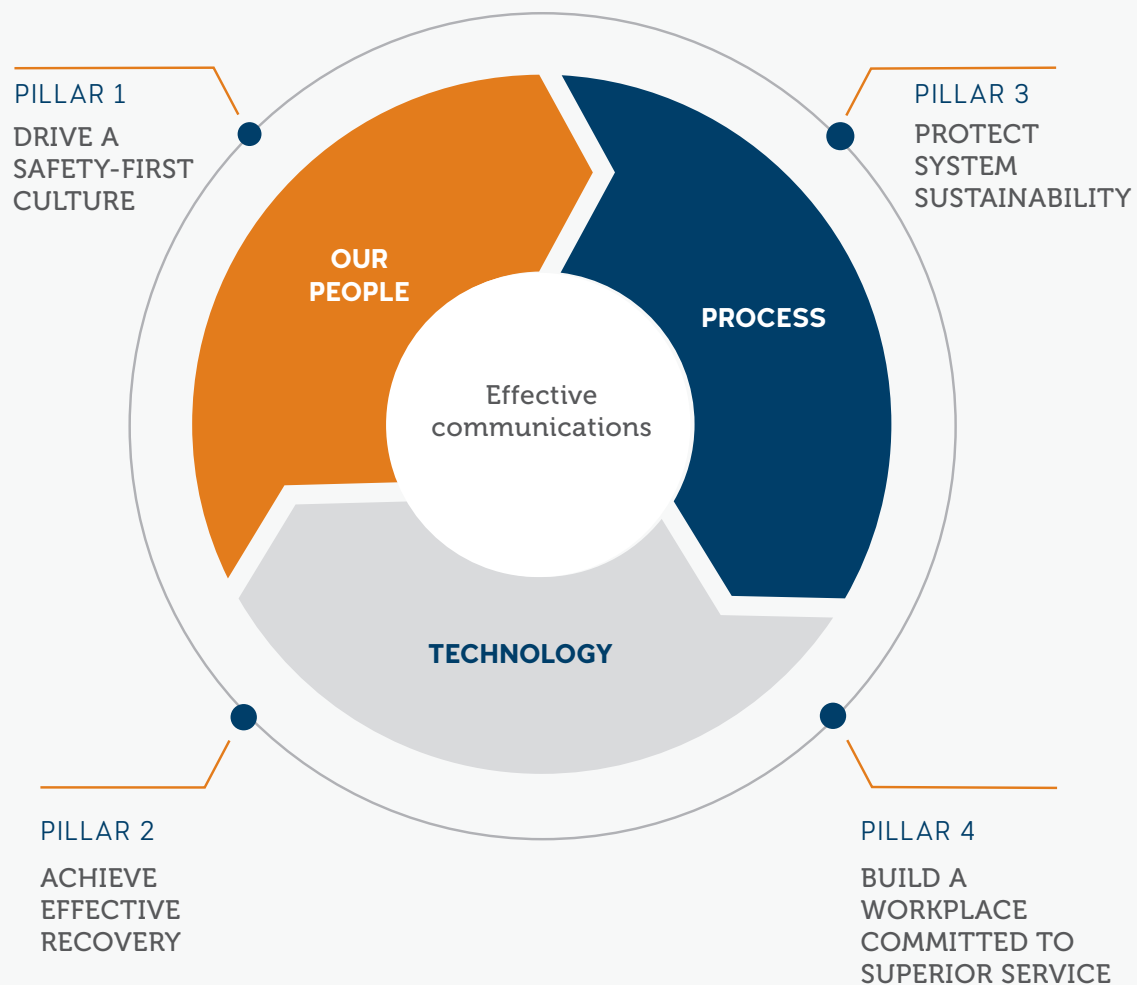
OUR VISION

Keeping people safe and healthy at work

OUR MISSION

Collaborate with all stakeholders to design, build and manage an effective continuum of safety and care.

OUR FOUNDATIONAL CAPABILITIES AND STRATEGIC PILLARS





LETTER FROM OUR PRESIDENT AND CEO AND ACTING CHAIRPERSON

Throughout 2018, WorkSafeNB celebrated the 100 year anniversary since a workers' compensation system was first introduced in the province. As we embark upon our second century of service delivery, our primary objective remains constant as we strive for safe and healthy workplaces so that no harm comes to any worker.

In recent years, we have observed a continual *"rising of the bar"* in terms of occupational health and wellness, advances in health care diagnosis and treatment options and the ever-expanding capabilities of technology in both our work and personal lives. There is no better time to take prompt and deliberate action to improve upon our current service offerings to the workers and employers of New Brunswick.

WorkSafeNB has an important role to play in New Brunswick's economy. Guided by the pillars outlined in this 2019-2021 Strategic Plan, we have charted a course to propel WorkSafeNB forward on a path of transformation - a transformation designed to create public value through the following pillars:

1. **DRIVE A SAFETY-FIRST CULTURE** - enhancing existing protections for workers to keep them healthy and safe at work;
2. **ACHIEVE EFFECTIVE RECOVERY** - effectively and efficiently tapping into all available health care resources when rehabilitation is necessary so that injured workers can safely return to work as soon as possible;

3. **PROTECT SYSTEM SUSTAINABILITY** - ensuring that we provide services and benefits that are fair, accessible, transparent and fiscally responsible and;
4. **BUILD A WORKPLACE THAT IS COMMITTED TO SUPERIOR SERVICE** - investing in technology, processes and people to improve the overall customer experience for both workers and employers.

Over the next three years, WorkSafeNB will focus on reducing the impact of workplace injury and illness by driving a safety-first culture. We will continue to work with government to enhance health and safety legislation and regulations. We will also focus resources to place greater emphasis on building a culture of safety excellence in workplaces; one that is designed to eliminate workplace injuries and fatalities, so that all New Brunswickers can live in a province where the risk of being injured at work moves to being a thing of the past.

When a workplace safety incident unfortunately does occur, we support injured workers and their families through treatment, rehabilitation and income replacement benefits to help return them to work as soon as safely possible. The research is now clear that recovering while at work is the healthiest option for most people with work-related injuries. Working is good for physical and mental health, and often helps speed healing. To this end, WorkSafeNB will be placing an enhanced emphasis on return-to-work services to achieve effective recovery.

Like many organizations, WorkSafeNB is faced with the complexities associated with keeping pace with employer and worker service expectations. Many of our systems are paper-based and outdated. Technology is changing how New Brunswickers work and live, and WorkSafeNB must embrace this change as well. Over the next three years, we will make significant and necessary investments to transform our systems, processes and organization, to build a workplace that delivers service with a view to meeting or exceeding our clients' expectations.

We are excited about the future that lies before us. To accomplish this ambitious plan, we know we must work closer than ever with our

stakeholders and actively seek out new partnerships, while finding creative and innovative ways to better perform our work. We are expanding our stakeholder engagement activities and we encourage you to stay connected throughout this journey as we build a healthier and safer province and a stronger, sustainable and accessible workers' compensation system.

Equipped with a firm foundation that supports the solid pillars and sound strategies presented in this plan, you have our commitment that WorkSafeNB will continue to be a steadfast champion for our workers and our employers and in playing our role in contributing to the prosperity of our province.



A handwritten signature in blue ink that reads "Doug Jones".

Douglas Jones,
President and CEO, WorkSafeNB



A handwritten signature in black ink that reads "Haley Flaro".

Haley Flaro
**Acting Chairperson,
WorkSafeNB Board of Directors**



OUR VALUES

CORE VALUE

The client is the priority.

ACCOUNTABILITY

Adhere to evidence-based disciplines, share all results, and communicate honestly and transparently.

CARING SERVICE

Create an exceptional service experience by treating clients with kindness and concern.

EXCELLENCE

Aspire to flawless execution and never take shortcuts on quality.

INNOVATION

Transform the way we work, inspiring each other to continuously improve and empowering colleagues to offer creative ideas.

INTEGRITY

Demonstrate the highest standards of professionalism, ethics and personal responsibility.

RESPECT

Treat everyone with respect – workers, their families, employers, stakeholders and our colleagues.

SAFETY

Passionately protect the safety of our clients and colleagues.

TEAMWORK

Optimize the service experience through collaboration and by leveraging the unique talents of each team member and our community partners.





DRIVE A SAFETY-FIRST CULTURE

WorkSafeNB's top priority is preventing workplace injuries, illnesses and deaths. For workers, families and communities, prevention means a continued quality of life, ongoing participation in work, leisure and educational activities, and a preservation of income and assets. For businesses, prevention benefits include increased productivity and competitiveness, retention of valued staff, reduced disruption to operations, and lower assessment rates.

WorkSafeNB is taking a leading role in injury prevention by working closely with employers, workers, associations and government departments to

create a culture of safety leadership within our province – a culture where everyone is working together to generate improvements and long-lasting momentum in workplace health and safety.

As workplace health and safety trends emerge and evolve such as mental health issues, harassment and violence, impairment, and the changing nature of work, WorkSafeNB will be at the forefront sharing our expertise and providing guidance to ensure New Brunswickers have timely and appropriate knowledge to keep their workplaces safe.

OVER THE NEXT THREE YEARS, WE WILL:

- Raise awareness of key health and safety issues such as worker and employer rights and obligations, along with best practices
- Strengthen health and safety compliance through legislative change and enhanced enforcement and inspection tools
- Expand safety leadership initiatives and facilitate access to educational resources to improve the safety culture within New Brunswick
- Address changing work environments and emerging safety risks

KEY MEASURES:



HEALTH AND
SAFETY INDEX



INJURY
FREQUENCY



WORKPLACE
FATALITIES



ACHIEVE EFFECTIVE RECOVERY

We believe our province's greatest asset is our people and the best place for those people is healthy, working, and on the job. Effective return-to-work (RTW) practices and appropriate and timely medical care are fundamental to getting workers back to the job after an illness or injury.

WorkSafeNB is helping to create a New Brunswick where workers, health care providers and employers all work together to create a supportive and seamless network. Everyone understands the critical value of return to work and is proficient in

their role as part of the recovery team. When a worker gets ill or injured, we support them by facilitating ongoing workplace connection. It's not about what a worker can't do, it's about what a worker **can do**. It starts with a mindset that work is a key part of recovery – work supports wellness and healing.

WorkSafeNB is key to developing this culture – connecting the care network to help make workplace recovery an efficient process that puts workers and employers first.

OVER THE NEXT THREE YEARS, WE WILL:

- Embed return to work as an important part of the recovery and rehabilitation process
- Strengthen our capability to address social and mental barriers that restrict early and safe return to work as part of recovery
- Improve our access to effective care and treatment tailored to the needs of injured workers

KEY MEASURES:



CLAIM
DURATION

% OF WORKERS
RETURNED TO WORK
AT 26 WEEKS AND
2 YEARS



WORKPLACE
INJURY TO CLAIM
REGISTRATION

CLAIM
REGISTRATION TO
FIRST PAYMENT





PROTECT SYSTEM SUSTAINABILITY

WorkSafeNB is dedicated to building a strong, stable, and sustainable workers' compensation system that serves New Brunswick's workers and employers today and in the years to come. Driven by best practice and the relentless pursuit of continuous improvement, our strategic initiatives are aimed at eliminating the unfunded liability, ensuring benefit protection for injured workers, and stabilizing the rapidly increasing assessment rate for employers.

To further support these goals and the health of the system, WorkSafeNB will be pursuing legislative amendments to align our province with other jurisdictions, to adopt a best practice approach, modernize the legislation, and meet the needs of our clients.

Our commitment to sustainability will ensure WorkSafeNB remains viable and robust.

OVER THE NEXT THREE YEARS, WE WILL:

- Build on momentum to progress toward modernized legislation, regulations and related policies
- Continue to implement best practices related to WorkSafeNB's governance structure to demonstrate strong and transparent stewardship
- Ongoing review of investment portfolio performance, investment management options, and risk management
- Optimize the rate setting model and related policies to ensure clear understanding and further encourage safe work practices across the province

KEY MEASURES:



FUNDING
POSITION



RETURN ON
INVESTMENT



ASSESSMENT
RATE



BUILD A WORKPLACE COMMITTED TO SUPERIOR SERVICE

Through transformation, we are building the WorkSafeNB of the future. This is because our customer needs are ever-changing, so our organization must be changing too.

In the coming years, we'll be making significant investments to update our systems, processes, and organizational competencies to meet the evolving expectations of New

Brunswick's workers and employers – now and into the future. Supporting these investments will be a focused effort on reviewing our core internal processes to find efficiencies and added value for our clients.

This business transformation is a long-term journey, but over the duration of this strategic plan, we will make significant progress on this path.

OVER THE NEXT THREE YEARS, WE WILL:

- Create a culture of performance excellence by establishing efficient standardization processes and continuous improvement
- Modernize systems to improve our ability to effectively manage operations
- Connect more effectively with our clients and stakeholders by leveraging technologies that support their evolving interaction needs
- Establish a functionally-based organizational structure that facilitates the development of high performance teams

KEY MEASURES:



CLIENT
SATISFACTION INDEX



EMPLOYEE
ENGAGEMENT



KEY PERFORMANCE MEASURES

WorkSafeNB tracks performance using a Balanced Scorecard that contains a mix of financial and non-financial performance measures crucial to the fulfillment of our vision, mission, and goals. These performance measures

help us drive change, enhance our business operations, and identify challenges and opportunities so we can better meet the needs of the people we serve.

MEASURE



DRIVE A SAFETY-FIRST CULTURE

LOST-TIME INJURY FREQUENCY:

Assessed

Self-insured

All employers

HEALTH & SAFETY INDEX

WORKPLACE FATALITIES



ACHIEVE EFFECTIVE RECOVERY

CLAIM DURATION

Average days for open claims

Average days for closed claims

% OF WORKERS RETURNED TO WORK WITHIN:

26 weeks

2 years

WORKPLACE INJURY TO CLAIM REGISTRATION

CLAIM REGISTRATION TO FIRST PAYMENT



PROTECT SYSTEM SUSTAINABILITY

FUNDING POSITION

RETURN ON INVESTMENT

AVERAGE ASSESSMENT RATE



BUILD A WORKPLACE COMMITTED TO SUPERIOR SERVICE

CLIENT SATISFACTION INDEX

Injured workers

Employers

EMPLOYEE ENGAGEMENT SCORE

