



2021 ANNUAL PLAN

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A TRANSFORMATIVE PLAN FOR AN EVER-EVOLVING NEW BRUNSWICK

Against the backdrop of the ongoing pandemic, 2021 promises to be a year that will continue to challenge New Brunswickers in ways that would have seemed unimaginable until just recently. COVID-19 has changed how we do business, how we interact and, for many of us, how we work. As we wait for mass roll-out of vaccines, New Brunswick employers are working hard to keep workplaces safe and healthy for workers and patrons alike. In the next 12 months, through close collaboration with our government partners, WorkSafeNB will continue provide the necessary information and resources to help employers operate safely as they adjust to this fluid situation.

The client experience program will continue to evaluate our service delivery models to assess improvements made to our services, to ensure we are providing the right service at the right time in the right place.

It is imperative that our people have the tools, resources, information, training and support needed to deliver great service. In 2021, we'll focus on creating and delivering a learning and development framework that will focus on the learning needs of all WorkSafeNB employees from front-line staff to executive leaders. The employee experience program will help to facilitate this initiative.

The enterprise experience program focuses on modernizing the workplace. In the upcoming year, we'll start implementing the enterprise risk planning system and look at re-imagining WorkSafeNB's workplace of the future.

Balancing costs and benefits remains a long-term mission – and the two are not mutually exclusive. Our efforts in recent years to lower costs while finding process efficiencies will provide opportunities to explore benefit improvements for injured workers in 2021, such as increasing maximum insurable earnings and the percentage of wage reimbursement paid.

Modernizing our processes and technology remains a key focus area in our plan and we are excited to continue our transformation journey. In 2021, WorkSafeNB will continue to focus on business transformation and modernization to ensure we're able to offer our services in the way our clients and stakeholders need. This transformation is grounded in a vision for an improved, more modernized WorkSafeNB. The changes mean we will operate more quickly and efficiently – providing the services workers and employers deserve.

The client experience, employee experience and enterprise experience programs will guide our transformation journey.

'The past two years have laid a solid foundation upon which to build'

The past two years have laid a solid foundation on which to build. With input from our stakeholders, we'll work diligently to improve the benefits and services our clients deserve as we continue our journey toward building a workplace committed to superior service, and ensuring every New Brunswicker returns home at the end of their shift the same way they left – healthy and safe.

This plan outlines our goals for the coming year and includes specific key performance indicators to help keep us on course. The fact that our ambitious transformation initiatives remain on track is a testament to our disciplined planning process and the strategies within. With the lessons learned in 2020, this plan's guidance and our employees' commitment to service excellence, it's safe to say we are looking ahead to the coming year with a strengthened resolve and renewed optimism.

Sincerely,



Mel Norton

WorkSafeNB Chairperson



Modernizing our processes and technology remains a key focus area. In 2021, we're excited to continue our transformative journey, says WorkSafeNB Chairperson Mel Norton.

**DRIVE A
SAFETY-FIRST
CULTURE**

**ACHIEVE
EFFECTIVE
RECOVERY**

**PROTECT
SYSTEM
SUSTAINABILITY**

**BUILD A
WORKFORCE
COMMITTED TO
SUPERIOR
SERVICE**

OUR GOALS

WorkSafeNB is committed to promoting healthy and safe workplaces in New Brunswick. While our primary goal is to prevent workplace injuries and occupational disease, we provide comprehensive rehabilitation services and wage-loss compensation benefits when these do occur. We also aim to build a workforce focused on superior service and a sustainable system for our provincial workforce for years to come.

Our goals work together through a vision of keeping people safe and healthy at work. Through our people, technology and effective communications, we collaborate with stakeholders, such as employers, workers, government and medical providers, to create and manage a continuum of safety and care. In all our planning and day-to-day work, the client is always the priority.



VISION

Keeping people safe and healthy at work.



MISSION

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



CORE VALUE

Our client is our priority.

OBJECTIVES

- ▶ Raise awareness of key health and safety issues
- ▶ Strengthen health and safety compliance through legislative change and enhanced collaboration, enforcement and inspection tools
- ▶ Expand safety leadership initiatives and facilitate access to educational resources to improve New Brunswick's safety culture
- ▶ Address changing work environments and emerging safety risks

KEY INITIATIVES

- ▶ COVID-19 prevention / worker and employer guidance
- ▶ Fishing industry: Legislative and regulatory change
- ▶ Continued harmonization of occupational health and safety (OHS) standards across Canadian jurisdictions
- ▶ Supporting the public sector
- ▶ New compliance model to better identify high-risk workplaces for inspections
- ▶ Help for small business

MEASURES

- ▶ Lost-time injury frequency (assessed, self-insured, all employers)
- ▶ Health and safety index
- ▶ Number of workplace fatalities



DRIVE A SAFETY-FIRST CULTURE

Keep New Brunswickers safe and healthy through leadership and prevention initiatives.



GOAL 1: DRIVE A SAFETY-FIRST CULTURE

WorkSafeNB's priority is preventing workplace injuries, occupational 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.

KEY INITIATIVES

COVID-19 PREVENTION / WORKER AND EMPLOYER GUIDANCE

While vaccination is already underway in many countries across the globe, including Canada, New Brunswick employers continue to try to keep workplaces safe and healthy for workers, clients, customers, suppliers, contractors and volunteers. WorkSafeNB will continue to provide timely, responsive and accurate communications to guide New Brunswick workplaces in the next 12 months. Through close collaboration with the Department of Justice and Public Safety and the Department of Health, WorkSafeNB will provide the necessary information to help employers operate safely as they adjust to the pandemic's unpredictability.

FISHING INDUSTRY: LEGISLATIVE AND REGULATORY CHANGE (including awareness sessions)

Fishing vessels are not currently included in the definition of "place of employment" in the *Occupational Health and Safety (OHS) Act* and are therefore excluded from health and safety requirements under the Act and Regulations. This upcoming year, WorkSafeNB will work with the Department of Post-Secondary Education, Training and Labour (PETL

and the fishing industry on legislative change to close this critical gap in efforts to improve health and safety in the fishing industry. WorkSafeNB will host information sessions with industry stakeholders and help guide them through the impact of the legislative and regulatory change.

CONTINUED HARMONIZATION OF OHS STANDARDS ACROSS CANADIAN JURISDICTIONS

WorkSafeNB will continue to work with PETL and its national counterparts to further harmonize OHS standards across the country. Providing a consistent set of standards helps reduce barriers across jurisdictions, making it easier for companies to conduct inter-provincial business while maintaining equally high standards for OHS.

SUPPORTING THE PUBLIC SECTOR (including specific initiatives with the Department of Early Education and Childhood Development)

New Brunswick's public sector has historically experienced a higher frequency of workplace injuries compared to the private sector and, when a workplace injury does occur, public sector workers are off work longer than their counterparts in the

private sector. To improve these outcomes, WorkSafeNB will work collaboratively with the government of New Brunswick to build a stronger health and safety culture within the provincial public sector.

NEW COMPLIANCE MODEL TO BETTER IDENTIFY HIGH-RISK WORKPLACES FOR INSPECTIONS

Workplace inspections are a critical tool that help prevent incidents, injuries and illnesses and build awareness of health and safety issues and trends among industries and employers. In 2021, following a critical examination of how WorkSafeNB plans, conducts, reports and monitors inspections, a new compliance model and prioritization framework will be implemented to improve our current processes to better identify the industries and workplaces where we should focus inspections.

HELP FOR SMALL BUSINESS

Helping small businesses understand their safety and return-to-work responsibilities will be a top priority in 2021. We understand the unique challenges of running a small business and we'll offer customizable resources and personalized support and services to help small businesses build an effective health and safety program.



Through close collaboration with the Department of Justice and Public Safety, WorkSafeNB will continue to provide timely and critical communications to New Brunswick workplaces during the COVID-19 pandemic.

OBJECTIVES

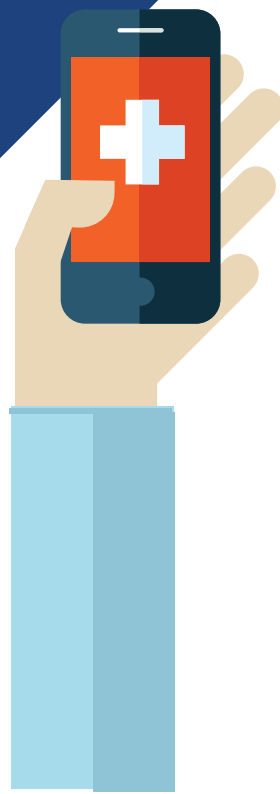
- ▶ Embrace a leader-leader culture
- ▶ Enable high-performance teams
- ▶ Deliver superior client service
- ▶ Enable a province-wide return-to-work culture

KEY INITIATIVES

- ▶ Create a culture of individual accountability
- ▶ Optimize operational and personal performance
- ▶ Create a client-centric culture
- ▶ Achieve client outcomes

MEASURES

- ▶ Claim duration (average days for open claims and average days for closed claims)
- ▶ Percentage of workers returned within 26 weeks and percentage of workers returned within two years
- ▶ Days from workplace injury to claim registration
- ▶ Claim registration to first payment (days)



ACHIEVE EFFECTIVE RECOVERY

Effectively and efficiently tap into all available health care resources when rehabilitation is necessary, so that injured workers can stay at work or return to work as soon as safely possible.



GOAL 2: ACHIEVE EFFECTIVE RECOVERY

Our purpose is clear: we collaborate with workers, employers and treatment providers to enable injured workers to stay at work as part of their recovery plan; focus on getting injured workers the right treatment by the right provider at the right time to achieve return-to-work safely and quickly; make quality and timely entitlement decisions to ensure people with work-related injuries receive care and support without delay; and interact with our clients in a way that is positive, respectful, friendly and focused – great client service is essential.

We know client expectations are higher than ever before for timely service; we know clients want access to modern technologies that enable self-service; and we recognize the world is changing around us in ways we did not envision. We need to get in front of these changes and evolve our service delivery models. With this in mind, we will build a culture of leaders at all levels. We believe a culture of leaders is foundational to achieving high-performance teams. We believe high-performance teams deliver exceptional client service, and that with exceptional client service we can achieve our desired client outcomes and fulfill our purpose of stay-at-work and return-to-work.

KEY INITIATIVES

CREATE A CULTURE OF INDIVIDUAL ACCOUNTABILITY

A leader-leader culture is achieved when every employee, regardless of position in the organization, takes full responsibility for their own actions and fully embraces accountability for decision making. We are moving the decisions to where the information lies to make expeditious and informed decisions.

OPTIMIZE OPERATIONAL AND PERSONAL PERFORMANCE

We are making a significant investment in our people through the introduction of our new internal Quality Management Services team. This team will provide our front-line employees with extensive job-specific training, real-time coaching as well as quality assurance audits to identify opportunities for learning. This, combined with meaningful performance dashboards that highlight both personal and operational

performance measures, will be key to optimizing performance.

CREATE A CLIENT-CENTRIC CULTURE

We have moved our case management structure to create teams that are industry focused. This will allow our case managers to develop better relationships with employers and gain deeper industry knowledge. We are moving all financial transactions out of the claims division to the finance division, allowing claims staff to focus solely on stay-at-work and return-to-work goals.

We are creating three streams of adjudication based on the complexity of the claim. This allows us to ensure claims are assigned to resources with the right skills and experience for each of the streams. This results in faster, quality decisions for our clients.

We are reviewing and adjusting various service delivery models to ensure we are

optimizing virtual technologies, selecting the right treatment providers and offering more choice and flexibility to our clients without jeopardizing client outcomes.

ACHIEVE CLIENT OUTCOMES

We are focusing on earlier treatment for injured workers, ensuring treatment plans are in place, and actively engaging with employers to fulfil stay at work and early and safe return to work obligations. We understand the importance of communicating expectations of stay at work and return to work with injured workers, employers and medical service providers. We are committed to actively managing claims, leveraging our capabilities in disability management, and using care maps and disability duration guidelines to improve return to work outcomes. We need to ensure there is a common goal among all stakeholders in keeping injured workers at work when possible and safely returning them to work as quickly as possible.



In the upcoming year, we'll expand upon our virtual client care program, providing online recovery support to workers from across New Brunswick.

OBJECTIVES

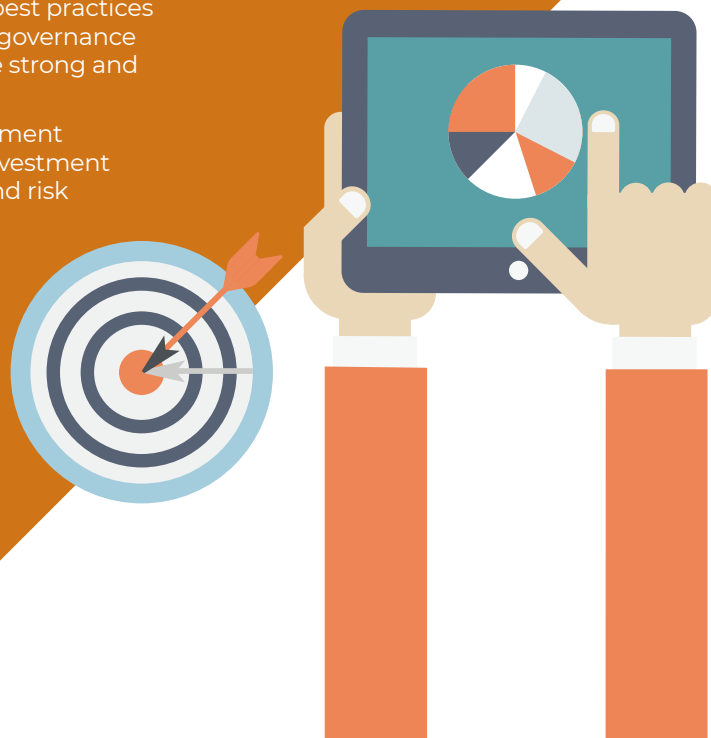
- ▶ Build on momentum to progress toward modernized legislation, regulations and related policies
- ▶ Continue to implement best practices related to WorkSafeNB's governance structure to demonstrate strong and transparent stewardship
- ▶ Ongoing review of investment portfolio performance, investment management options, and risk management

KEY INITIATIVES

- ▶ Centralized financial services
- ▶ Recommendations for legislative change and review of *OHS Act*
- ▶ Auditor General review, governance
- ▶ Review WorkSafeNB's rate-setting model
- ▶ New investment management model for the Accident Fund

MEASURES

- ▶ Funding position
- ▶ Return on investment
- ▶ Average assessment rate



PROTECT SYSTEM SUSTAINABILITY

Ensure we provide services and benefits that are fair, accessible, transparent and fiscally responsible.



GOAL 3: PROTECT SYSTEM SUSTAINABILITY

As a Crown corporation, WorkSafeNB is accountable – both from a financial and a legislative perspective – to the stakeholders who are invested in the system. WorkSafeNB is committed to identifying benefit enhancements for injured workers and recommending amendments to modernize our legislation. Additionally, ongoing improvements to our policies and internal practices that result in efficiencies, will also ensure the ongoing sustainability of the system.

KEY INITIATIVES

CENTRALIZED FINANCIAL SERVICES

The Chief Financial Officer provides financial leadership and oversight to WorkSafeNB's financial transactions. Hundreds of millions of dollars of transactions, from medical treatment costs to wage-loss replacement, result from workers' compensation claims. Previously such transactions were conducted by the Claims Division. Effective 2021, a centralized payment team will process these transactions as part of this Finance division. This will help ensure consistent payment decisions and good more effective oversight.

RECOMMENDATIONS FOR LEGISLATIVE CHANGE AND REVIEW OF OHS ACT

New Brunswick's workers' compensation system is more than 100 years old. And, while the historic compromise of protecting employers from a lawsuit while providing compensation to injured workers remains intact, almost everything else about the workers' compensation system has evolved, including the nature and severity of injuries, the type of work conducted, and health and safety measures. It is

important that our governing legislation continues to reflect these changes.

In 2021, following a comprehensive review of the *Workers' Compensation (WC) Act*, WorkSafeNB will recommend changes to modernize the language in the legislation. We intend to consult with stakeholders on increasing lost-time earnings and maximum annual earnings. We will also start the review process for the *OHS Act*, as outlined in legislation.

Consultation with stakeholders remains a key component of WorkSafeNB's process before any substantive legislative change occurs and we will work to facilitate meaningful input and dialogue. Due to the pandemic, we are exploring new consultation strategies. Regular legislative reviews will modernize the language in our governing statutes and ensure they remain current, reflecting best practices in other jurisdictions.

AUDITOR GENERAL REVIEW, GOVERNANCE

In the spring of 2018, New Brunswick's Auditor General released the results of

an audit focused on WorkSafeNB's governance. We accepted all recommendations and began implementing these improvements, advancing our commitment to our overall governance model.

REVIEW WORKSAFENB'S RATE-SETTING MODEL

In 2021, we will continue to review our rate-setting model to understand if there are areas that could be enhanced. The rate model should be robust and sustainable, satisfying the needs, goals and expectations of employers, while being actuarially sound, and relatively simple and easy to understand, communicate and administer. Our goal is to see if improvements can be made to further promote the key principles of fairness (accountability, equity and incentives for prevention), collective liability (insurance) predictability (rate stability) and transparency (ease of understanding).

NEW INVESTMENT MANAGEMENT MODEL FOR THE ACCIDENT FUND

The primary investment objective of the accident fund is to achieve a long-term return that sufficiently allows WorkSafeNB to fund its benefit liability, cover operating costs and set reasonable and stable assessment rates for employers. WorkSafeNB is responsible for establishing the investment strategy and risk profile of the fund. Traditionally, WorkSafeNB staff have been responsible for implementing the investment policies of the fund and have discretion for the investment strategies employed. To help mitigate the associated operational risks with this model and ensure long-term investment returns expected of the fund, WorkSafeNB has solicited bids from select firms offering the services of an outsourced chief investment officer to manage the fund in whole or in part. It is expected that this new investment model will be operational by Q2.



Balancing needs of workers and employers requires a flexible and responsive WorkSafeNB. Over the next 12 months, we'll continue to strive for a system that helps all New Brunswickers thrive – not just now but well into the future.

MEASURES

- ▶ Client satisfaction index (injured workers, employers)
- ▶ Employee engagement score

KEY INITIATIVES

- ▶ Performance excellence
- ▶ Business transformation
- ▶ System renewal and business modernization
- ▶ Our people: outside-in approach rather than inside-out
- ▶ Engaged workforce

OBJECTIVES

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



BUILD A WORKFORCE COMMITTED TO SUPERIOR SERVICE

Invest in our people, technology, and processes to improve the overall customer experience for both workers and employers.



GOAL 4: BUILD A WORKFORCE COMMITTED TO SUPERIOR SERVICE

WorkSafeNB will continue to focus on internal business transformation and modernization to ensure we're able to offer our services in the way our province needs. This transformation is grounded in a vision for an improved, more efficient and modernized WorkSafeNB. The changes mean that we'll operate more quickly and efficiently, reducing the overall impact of workplace injury in our province and providing the service workers and employers deserve.

KEY INITIATIVES

PERFORMANCE EXCELLENCE

WorkSafeNB's transformation and performance excellence will continue to evolve through our continuous improvement framework, integrating the principles of a high-performing organization, as outlined in the government's of New Brunswick's strategy map, into WorkSafeNB's internal management system.

WorkSafeNB's project management office (PMO) is committed to creating innovative solutions to our challenges and fostering change as quickly and efficiently as possible. In 2021, we'll implement a phase gate approach to project management. We'll train staff on the principles, methods and tools of formal project management across the organization, bringing a governance structure to evaluate, authorize and monitor projects. These process improvements will result in project efficiency, better oversight on quality of deliverables and cost-savings.

BUSINESS TRANSFORMATION

WorkSafeNB's ongoing transformation requires not only the evolution of our

business processes and technology systems, but also the ongoing transformation of our workforce. As our work evolves, so too must the knowledge and skills of our employees.

SYSTEM RENEWAL AND BUSINESS MODERNIZATION

Supporting our strategic goals and priorities requires a strong corporate infrastructure and sound organizational systems and processes. With an ongoing focus on improved claims management and return-to-work outcomes, modernizing our systems is a timely investment. While this will be a long-term project, WorkSafeNB will work on business requirements of the future claims management system. Additionally, we'll procure an enterprise resource planning system (ERP), a modern system that will centralize our core financial focus, using business requirements to ensure that the new application is sustainable and meets the needs of our staff and stakeholders.

In the upcoming year, WorkSafeNB employees will be provided with modern corporate tools, allowing for enhanced

WorkSafeNB's project management office is committed to creating innovative solutions to our challenges and fostering change as quickly and efficiently as possible.

employee collaboration. Phase 1 of a business analytics platform will be completed resulting in modernized dashboards, reporting and query capabilities for corporate key performance indicators (KPIs) and national reporting requirements of key statistical measures (KSMs). We'll provide the tools and services required to mature WorkSafeNB's cybersecurity capability and further protect our digital assets.

**OUR PEOPLE: OUTSIDE-IN
APPROACH RATHER THAN
INSIDE-OUT**

WorkSafeNB is committed to changing the culture of our organization from an inside-out perspective to an outside-in approach. This means that rather than focusing on what best serves – or is comfortable for – WorkSafeNB, we will transform our culture to focus on what is the easiest, most effective approach from the client's perspective.

ENGAGED WORKFORCE

In 2021, we will develop a corporate learning and development approach for onboarding, training and supporting our employees through the career life-cycle, equipping them with the tools needed to provide seamless customer service experience.



Engaged staff propel WorkSafeNB as an organization committed to superior service.



In 2021, we'll focus on creating and delivering a learning and development framework that will focus on the learning needs of all WorkSafeNB employees from front-line staff to executive leaders.

KEY PERFORMANCE INDICATORS

WorkSafeNB tracks performance using a balanced scorecard that contains a mix of financial and non-financial performance measures crucial to fulfilling 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.

DRIVE A SAFETY-FIRST CULTURE

(measure)	2018	2019	2020	2021 target
LOST-TIME INJURY FREQUENCY:				
• Assessed	1.4	1.3	1.1	↓
• Self-insured	3.7	3.0	2.5	↓
• All employers	1.7	1.5	1.3	↓
HEALTH AND SAFETY INDEX		baseline	9.9	↑
WORKPLACE FATALITIES	28	17	10	0

ACHIEVE EFFECTIVE RECOVERY

(measure)	2018	2019	2020	2021 target
CLAIM DURATION:				
• Avg. days for open claims	98	113	104	↓
• Avg. days for closed claims	247	267	289	↓
% OF WORKERS RETURNED TO WORK WITHIN:				
• 26 weeks	81%	82%	85%	↑
• 2 years	92%	94%	97%	↑
WORKPLACE INJURY TO CLAIM REGISTRATION (days)	15	14	14	↓
CLAIM REGISTRATION TO FIRST PAYMENT (days)	28	39	26	↓

PROTECT SYSTEM INTEGRITY

(measure)	2018	2019	2020	2021 target
FUNDING POSITION	88%	105%	124%	115%-125%
RETURN ON INVESTMENT	(1.30%)	14.01%	5.40%	6.10%
AVERAGE ASSESSMENT RATE	\$1.70	\$2.65	\$2.40	↓

BUILD A WORKPLACE COMMITTED TO SUPERIOR SERVICE

(measure)	2018	2019	2020	2021 target
CLIENT SATISFACTION INDEX:				
• Injured workers	72%	N/A	TBD	↑
• Employers	74%	N/A	TBD	↑
EMPLOYEE ENGAGEMENT SCORES	49%	44%	--	↑

* The employee engagement survey is now scheduled every second year. Results will be available in 2021.

FINANCIAL STATEMENT

CONSOLIDATED BALANCE SHEET

AS AT DECEMBER 31, 2020 (UNAUDITED)

(000s)

ASSETS

Cash and cash equivalents	\$ 90,072
Receivables and other	20,739
Investments	1,642,133
Capital assets	8,899
	\$ 1,761,843

LIABILITIES AND FUNDED POSITION

Payables and accruals	\$ 17,682
Benefits liabilities	1,379,232
Total liabilities	1,396,914

WorkSafeNB funded position	329,355
Non-controlling interests	35,574
	364,929

\$ 1,761,843

