

Being Accountable: Working Toward Healthy and Safe Workplaces in New Brunswick

First Quarter Accountability Results 2008



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INTRODUCTION

The Board of Directors of the WHSCC is accountable to the stakeholders of New Brunswick to achieve the five goals outlined in its Strategic Plan and Risk Assessment for 2007-2012. This plan was developed to enable long-term goal setting directed towards achieving our Vision, Mission, Mandate, and Values.

Each year, as part of the strategic planning process, progress is tracked and reviewed, priorities are re-established, and risks are identified. The Commission then reports progress on results and outcomes related to the Board's strategic goals, benchmarked against established and approved measures on a quarterly basis. This accountability document will provide clarity to our stakeholders by providing an update on our quarterly progress on the five strategic goals as we move forward in achieving our vision of *creating healthy and safe workplaces in New Brunswick*.

The accountability document is a report to the Board on the Commission's first quarter results for 2008 in two sections. In the first section, a *Summary of Results* by goal includes:

- A definition for each goal;
- The measure assigned to that goal;
- A table showing results for the key measures over a 5-year period; and
- Outcomes and activities by key initiatives.

The second part of the document focuses on the Commission's *Response to Sources of Risk*. All risks identified in 2007 were grouped into four major areas and reporting in this section includes:

- A definition of each type of risk;
- A table, providing a summary of how each risk was addressed by the Board;
- The Board's assessment of the level of risk; and
- Cautionary notes from Management.

Because strategic priorities and risks are re-evaluated annually during the second quarter, the measurement outcomes for the first quarter review are based on the previous year's planning. Therefore, you will find that the first quarter 2008 results are benchmarked against the 2007 strategic planning measures. Subsequent quarterly accountability documents will track progress against the strategic planning goals, measures, and risks established by the Board for 2008.

1.0 SUMMARY OF RESULTS

1.1 SAFETY

Goal

Our vigorous pursuit of a safe work culture will lead to a decline in the overall frequency of accidents and a significant decline in the overall frequency of accidents in industries and firms where our resources are focused.

Measure

A decline in the overall accident frequency rate:

- Within the province;
- Compared to other workers' compensation jurisdictions; and
- By payroll.

Table 1 – Safety					
Measures	2003	2004	2005	2006	2007
1. Provincial accident frequency per 100 FTEs	3.59	3.50	3.68	3.57	3.43
2. Lost-time accident frequency per 100 FTEs within jurisdictions					
New Brunswick	1.47	1.30	1.42	1.33	N/A
National average	2.72	2.61	2.56	2.39	N/A
3. Accidents per \$1 million in payroll (assessable)	1.47	1.25	1.30	1.28	1.23
<p>^{1.} Source: Internal data - Corporate Services, information as of February 2008.</p> <p>^{2.} Source: AWCBC Key Statistical Measures #21. Please note that New Brunswick has a three-day waiting period, therefore, the number of lost-time claims included in this figure may not reflect every lost-time injury.</p> <p>^{3.} Source: Internal data - WorkSafe Services, February 2008.</p>					

Quarterly Results For Key Initiatives – Safety Goal

Ensuring Compliance

Outcomes

- Twenty-eight stop-work orders were issued. Fifteen of these were for zero-tolerance violations of the *OHS Act* related to trenching, lockout and fall protection, a reduction from the first quarter of last year, in which 37 stop-work orders were issued for zero-tolerance violations.
- In the first quarter, the Commission successfully worked with the New Brunswick Government to prosecute five employers and one supervisor under the

OHS Act, compared with two employers and one supervisor for the same period in 2007. The total amount of the fines was also comparable for each of those quarters at approximately \$13,500.

Activities

- Three employers were subject to demerits for violations of the *OHS Act* and/or Regulations totalling \$29,361 in the first quarter of 2008. In 2007, there were eight employers subject to demerits for a total of \$75,000 for the year.

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- The Commission conducted 1,229 inspections in the first quarter of 2008.
- The Commission continued with zero-tolerance emphasis on the three high-risk injury sources – trenching, lockout and tag, and fall protection.
- The Commission issued 1,028 compliance orders in the first quarter of 2008. A total of 5,193 orders were written in 2007.

Focusing Resources on Health and Safety

Activities

- Twenty-three accidents were considered of a serious enough nature, based on established criteria, to be brought forward for review by the Accident Review Panel.
- Based on projections from the first quarter, an overall 3% decrease in accident frequency within the four, targeted, high risk industries is expected for 2008.

Investing in Education

Activities

- JHSC committee members from organizations throughout the province were invited to attend breakfast sessions to promote occupational health and safety.
- The Commission partnered with the NB Federation of Labour in promoting the annual National Day of Mourning.
- Two new documents were produced for public distribution: *A Workers' Guide* Pamphlet and a revised *Who's the Boss* pamphlet.
- In order to strengthen relationships within the home building industry, the Commission participated in *Habitation 2008*, *The Home and Renovation show*, and *the Atlantic National Home Show*.

Building a WorkSafe Culture

Outcomes

- A February 2008 Ipsos Reid survey showed a decrease to 66% in the number of New Brunswickers who believe that workplace accidents are "inevitable." This represents a change in behaviour since the 2005 survey, which stated that 69% of respondents felt workplace accidents were "inevitable."
- The Safety Start program; and
- Availability of occupational health and safety resources, as well as information and links through the WHSCC's Youthsafe website.
- The WHSCC focus on post-secondary education included meeting with community colleges regarding safety training offered through these institutions.

Activities

- Youth programming continued to be a priority in the first quarter of 2008 as the Commission provided education and training through:

Measuring the Strategic Goals – First Quarter 2008 Results

1.2 SERVICE

Goal

We will provide prompt, effective, efficient, just, fair, and caring services to each of our clients.

Measure

We will continue to maintain or exceed the high level of satisfaction, in excess of 80%, that both our injured worker and employer clients have come to expect.

Table 2 – Service							
Measures	2002	2003	2004	2005	2006	2007	5 year Average 2002-06
Injured Workers	81%	81%	87%	82%	81%	83%	82%
Registered Employers	85%	86%	85%	84%	84%	84%	85%

¹. **Source:** WHSCC Client Satisfaction Study and the Annual Report, information as of February 2008.

Quarterly Results For Key Initiatives – Service Goal

Adjudication: A Centralized & Systematic Approach

Activities

- 6,377 claim files were created this quarter indicating a slight decrease from the first quarter of 2007, where 6,406 claim files were created. Of the claims created this quarter, approximately one-half of the files had no application for benefits or involved no claim costs.
- 3,171 applications for claims were adjudicated, indicating a slight increase over the same time last year, in which 3,153 applications for claims had been adjudicated. Of accepted claims in the

first quarter of 2008, 1,547 involved lost time of at least one day and 1,407 were no lost-time claims (medical costs only) including one work-related fatality. Two hundred and sixteen claims were disallowed.

- Time to first cheque for all manageable claims in the first quarter of 2008 was 22.4 days.

Prescription Medication: Efficiency and Control

Outcomes

- Costs related to prescribing opioids decreased by 11% in the first quarter of 2008 when compared to the first quarter of 2007. This is the first decrease in costs year over year and may indicate a change in prescribing practices through the implementation of duration and quantity triggers (This outcome is related to Risk 11, Page 16).

- Duration trigger - after six weeks, the Commission reviews treatment. Between November 1, 2007 and March 31, 2008 there were only four injured workers who had opioid prescriptions beyond the six-week period. This number is well below the estimate of 165 injured workers predicted during that same time span.

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- Quantity trigger - when the quantity limit is exceeded, a review is initiated. Between November 1, 2007 and March 31, 2008 there were only 57 injured workers with prescriptions exceeding the quantity limits. This number is well below the estimated 250 predicted. Of the 57 injured workers that triggered the quantity review, all but five had their accident 52 weeks or more before the prescription was written and two

had their accident within 26 weeks prior to prescribing the opioid.

Activities

- The Commission continued to use an electronic prescription adjudication and payment system.

Monitoring Client Satisfaction

Activities

- The 2007 Client Satisfaction Survey was reviewed by the Board of Directors and made available to the public on the WHSCC website.
- In the first quarter, the Board began reviewing the *six factors that influence client satisfaction with the WHSCC*. They noted that:
 - A few key attributes drive overall satisfaction (e.g., “willingness to listen” and “understands needs”);
 - Fewer clients were satisfied with certain attributes (e.g., fewer injured workers were satisfied with the attribute “providing the appropriate level of benefits”);

- The level of satisfaction varied by attributes (e.g., fewer employers were completely satisfied with the attribute “keeping them up-to-date”);
- Satisfaction was higher among clients who considered themselves aware of Commission programs and services;
- Satisfaction levels were higher for injured workers who had a positive relationship with their case manager; and
- Certain client groups (e.g., those on claim longer, or smaller sized employers) were less likely to be satisfied.

Investing in Innovative Approaches to Client Services

Activities

- Seven employers are registered with Service New Brunswick for our on-line accident reporting pilot. We anticipate other employers will be participating in the coming months.

- Training is also in place for the on-line pilot, with larger employers receiving priority and providing their input on the effectiveness of the online tool.

Creating Efficiencies in Employer Services

Outcomes

- 16% of assessed employers paid assessments through MAAP in the first quarter of 2008. This is similar to the response from the same period in 2007, which saw 15.8% use the monthly program.

Activities

- Over 1,300 employers took advantage of the electronic Form 100, and filed their payroll online, representing approximately 11% of our total employer submissions.
- The Commission continues to provide employers with the option to pay assessments at any WHSCC office, online with Service New Brunswick, through MAAP, or by mail.

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1.3 RETURN TO WORK

Goal

We will decrease the time by which injured workers return or are ready to return to employment.

Measure

The median of paid compensation days for claimants with a return to work goal.

Table 3 – Return to Work					
Measures	2003	2004	2005	2006	2007
Median paid compensation days for claimants with a RTW Goal	21	23	21	23	23.0
Average paid compensation days for claimants with a RTW Goal	63.7	64.7	60.8	66.7	63.4
¹ Source: WorkSafe Services: Information as of March 31, 2008					

Quarterly Results For Key Initiatives – Return to Work Goal

Case Management: A Regional and Multi-disciplinary Approach

Outcomes

- Resources were allocated to implement a standardized training program for case management. Delivery of the program will roll out in the coming months (This outcome is related to Risk 7, Page 16).

Activities

- There were 65 new LTD claims in the first quarter of 2008, compared to 80 in the first quarter of last year. In total, there were 273 new LTD claims in 2007.

Ensuring Medical Effectiveness: Right Care, Right Provider, Right Cost

Outcomes

- The Chief Medical Officer negotiated and signed an agreement for slightly increased Chiropractor fees for the period March 1, 2008 to February 28, 2009.
- A review of the management of shoulder injuries resulted in identifying and adopting standards, as well as defining and implementing best practice medical and rehabilitation management for shoulder injuries (This outcome is related to Risk 7, Page 15).
- A review of multidisciplinary treatment resulted in identifying and adopting treatment standards and communicating treatment expectations to providers

(This outcome is related to Risk 7, Page 15).

Activities

- Hospital fees for the Province of New Brunswick were negotiated for the coming year.
- A one-year pilot of the Pain and Activity questionnaire commenced. This is a predictive tool of delayed recovery, to be completed by all employees with soft tissue injuries. If an injured worker scores over 147 on the questionnaire, the worker is assigned to a case manager and will receive best practice case management and rehabilitation.

Providing Vocational Rehabilitation Options

Activities

- A Request for Interest (RFI) to provide standardized and effective job search services to injured workers was completed. The Commission received 10 applications of interest to date (This activity is related to Risk 7, Page 15).

Building Partnerships for Return to Work

Activities

- The WHSCC continued to offer employers training and help to implement workplace accommodation and return-to-work programs intended to

improve early and safe return to work by an injured worker (This activity is related to Risk 7, Page 15).

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1.4 EFFICIENCY

Goal

We will hold the assessment rates to employers at the lowest level possible, consistent with the best possible benefits to clients.

Measure

At a minimum, we will maintain a fully funded liability.

Table 4 – Efficiency						
Measure ¹	2002	2003	2004	2005	2006	2007
Liabilities ('000s)	\$735,789	\$786,041	\$842,084	\$899,878	\$933,230	\$1,011,037
Assets ('000s)	\$694,123	\$725,887	\$832,256	\$920,221	\$1,035,703	\$1,065,513
Funding Ratio	94.3%	92.3%	98.8%	102.3%	111.0%	\$105.4%

¹ **Source:** Internal Data – Finance / Annual Report

Quarterly Results For Key Initiatives – Efficiency Goal

Ensuring Accountability through Internal Audits

Activities

- An examination of expense reports for the Commission's Executive demonstrated that all expenses incurred and paid in 2007 were in accordance with the Commission's corporate travel policy.
- An inspection of a sample of T5007 (income statements issued to injured workers) for the year ending December

2007 was conducted. The purpose was to ensure that the issued statements were complete and accurate. There were no errors identified, however one recommendation coming out of the audit was to restructure the overpayment collection activity in surviving spouse claims.

Ensuring Best Practices in Financial Management and Governance

Outcomes

WHSCC Asset Mix		
As of March 31, 2008	Allocation	
	Actual	Target (policy)
Universe Bonds	30%	28%
Long Bonds	5%	4%
Real Return Bonds	3%	3%
Canadian Equity	21%	20%
U.S. Equity	19%	23%
International (EAFE) Equity	16%	18%
Emerging Markets Equity	5%	4%
Cash	1%	0%

- As of March 31, 2008, all asset classes were within their target ranges in accordance with policy (This outcome is related to Risk 1, Page 14).
- As of March 31, 2008, the market value of the Commission's investment fund totalled \$858.5 million.
- The Commission's investment portfolio underperformed in its performance objective of CPI + 3.8% for the *four year period* ended March 31, 2008. The Commission's portfolio produced an annualized return of 5.5% for this period, relative to 5.8% for the CPI + 3.8% objective.
- The portfolio was behind the CPI + 3.8% target for *the first quarter*, returning

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- 4.2% compared with the objective return of 1.5%.
- The performance objective to exceed the return of the “benchmark portfolio” by 0.75% (before fees), *on a 4-year moving average basis* was not achieved. For the *four years ending March 31, 2008*, the Commission’s portfolio returned an annualized 5.5%, compared to 6.1% for the established benchmark.
- The Commission’s portfolio underperformed the benchmark + 0.75% objective for this quarter, producing a *quarterly return* of -4.2%, compared to -3.5% set for the benchmark.
- Assessment income for the three-month period ending March 31, 2008 was on target.
- Investment income for the same three-month period was \$54,045,000 lower than budgeted.
- Total expenses for the three months ending March 31, 2008 were less than budgeted by \$1,620,000.
- Claims costs were greater than budgeted by \$583,000.
- Administration and Appeals Tribunal costs were lower than budgeted by \$1,193,000, while legislative obligations were on target.
- The above results yielded an excess of expenses over income for the period of (\$49,264,000) compared to a budgeted excess of income over expenses of \$4,154,000.
- The Board approved the following policies:
 - Policy No. 31 - 510 Business Continuity Management (This outcome is related to Risk 15, Page 17);
 - Policy No. 23 - 607 Claim Cost History Transfer/Affiliation;
 - Policy No. No. 21 - 109 Conditions for Entitlement–Infectious Diseases (This outcome is related to Risk 6, Page 15);
 - Policy No. 21 - 111 Conditions for Entitlement–Occupational Diseases (This outcome is related to Risk 6, Page 15);
 - Policy No. 21 - 250 Permanent Physical Impairment (This outcome is related to Risk 5, Page 15); and
 - Policy No. 34 - 200 Investment Goals and Objectives (This outcome is related to Risk 1, Page 14).

Protecting the Commission’s Mandate through Prevention and Detection of Fraud and/or Abuse

Activities

- The Commission identified 54 claims for investigations in the first quarter; this is an increase of six claims over the same period last year, which saw 48 claims referred for investigation in the first quarter.
- The Commission continued to partner with other jurisdictions, governments, law enforcement agencies, and the business community to establish contacts, discuss trends, and share best practices on fraud and abuse detection.
- Information sessions on investigations and surveillance are planned. An outcome of these sessions will be to create a training tool to help detect fraud and abuse cases.
- The investigative unit is working with the WHSCC Information Technology Department to develop a computer program to identify ways to proactively detect fraud.

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1.5 STAFF SATISFACTION

Goal

Our employees will consider the Commission a good place to work.

Measure

We will continue to maintain or exceed the high level of satisfaction, in excess of 80%, that our employees have come to expect.

In addition, other indicators will be measured in support of the goal and compared to the most recent five-year average, including:

1. Absenteeism;
2. Internal promotions;
3. Health and safety; and
4. Staff turnover.

Measure ¹	2003	2004	2005	2006	2007	1 st Quarter		5 year Average 2003 - 2007	
						2007	2008		
Staff Satisfaction ²	87%	94%	87%	91%	87%		-	90% ³	
a) Absenteeism (Days absent) ⁴	8.57	7.65	6.52	8.31	8.73	2.63	2.61	7.96	
Bargaining	11.47	10.08	8.45	10.00	12.66	4.12	4.19	10.53	
Non-bargaining	7.28	6.90	5.09	5.70	6.67	1.99	1.73	6.33	
Perfect Attendance	16.9%	15.5%	12.0%	14.0%	14.2%	N/A	-	14.5%	
b) Health and Safety									
Total # filed claims	44	28	37	40	34	7	8	36.6	
Total accepted claims for staff	14	12	15	18	14	2	3	14.6	
Incident reports (total reported)	-	17	31	32	40	10	23	N/A	
Hazards reports (total reported)	-	13	30	34	16	4	6	N/A	
c) Internal Promotions (YTD) ⁵	15	15	13	12	17	4	2	14.4	
Bargaining	8	9	7	22	9	3	-	11	
Non-Bargaining	7	6	6	9	8	1	2	7.2	
d) PMP ⁶ (YTD % Completed)	98%	97%	94%	99%	99%	27.5%	21.6%	97.4%	
e) Staff Turnover (by budgeted positions) ⁷									
All Turnovers ⁸	N=	30	22	15	27	24	7	9	24
	%	6.0%	5.2%	3.6%	6.2%	5.5%	1.5	2.7%	5.3%
Retirees ⁹	N=	14	9	8	9	7	2	4	9
	%	46.7%	40.9%	53.3%	33.3%	29.2%	28.6%	44.4%	40.7%
f) Vacancy Rate ¹⁰	19	15	9	8	11	N/A	16	12	
<ol style="list-style-type: none"> 1. Source: Internal data – Human Resources – information as of March 31, 2008 2. Average 2002-2006 3. Percentage of staff indicating WHSCC is a “good place to work”- maintaining in excess of 80% 4. Absenteeism = Total days absent / (actual yearly budgeted - vacant positions) 5. Numbers reflect promotions due to salary increases into or between bargaining and non-bargaining positions. 6. PMP – Performance Management Program 7. Staff turnover is a measure of the number of active positions divided by total active positions and terminated positions in a year. 8. All turnovers are those who are no longer employed with the WHSCC; this may be because of retirement, seeking employment elsewhere, unable to perform the duties of the job, resigned for personal reasons, etc. 9. Retirees – N= the actual number of retirees out of the number indicated for “all turnovers” % = (number of retirees/ number staff turnover) X 100 10. Actual vacant positions – does not include vacancies for maternity leave, illnesses or LTD 									

Quarterly Results For Key Initiatives – Staff Satisfaction Goal

Activities

- A staff educational session on benefits and pensions was developed and will be delivered in a series of in-service workshops throughout the Province.
- To ensure wages are competitive, the WHSCC conducted an annual review of comparable organizations, including NB

Power, NB Liquor, PNB, Health Region 2, Atlantic Blue Cross, WCB Nova Scotia, WHSCC Newfoundland, WCB Manitoba, WCB Saskatchewan, City of Saint John and Aliant.

- Negotiations commenced with CUPE 1866. Dates for beginning negotiations have been set for CUPE 946. Both contracts ended on December 31, 2007.

Attendance, Return to Work, and Disability Management Programs

Outcomes

- In the first quarter, the average number of days absent per employee was 2.61. This is a decrease since first quarter of 2007, in which average days absent was 2.63. Data also shows that bargaining employees have a higher

sick days average than non-bargaining employees.

Activities

- One employee began a new RTW program in the first quarter.

Wellness, Health and Safety Programs

Outcomes

- In the first quarter of 2008, 23 incidents were reported, investigated and processed. Three claims were accepted and none resulted in any lost time. In 2007, 10 incidents were reported, and two claims were accepted during the same period. While the number of incidents reported has increased in the first quarter of 2008, the number of claims accepted is nearly the same.

Activities

- All JHSC members for 2008 have been appointed. The annual meeting was in March and the 3-day core JHSC training was completed.
- Regional Wellness Committees provided various activities including: contests, quizzes, a group skate, lunch and learn sessions, distribution of wellness magazines and newsletters, and aquacize classes.

Employee Opportunities, Development, and Succession Planning

Outcomes

- The Code of Ethics directive was reviewed and approved.
- Of the 33 competitions opened in the first quarter, decisions were made that finalized 20.

Activities

- In the first quarter of 2008, nine employees left the Commission, nearly half due to retirement. By the end of the first quarter of 2007, a total of seven employees had exited the organization.

- Thirty-three job descriptions were reviewed and revised.
- Two non-bargaining employees were promoted through the competitive process.
- Of the performance reviews due in the first quarter of 2008, 73% were completed at the time of reporting.
- A staff education session on career advancement and leadership was developed and will be delivered as an in-service throughout the province in the


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coming months (This activity is related to Risk 14, Page 17).


- One new candidate was added to the Growing Leaders program.
- Eleven new employees participated in Employee Orientation.
- Fourteen employees received French Language training.
- Three employees participated in JHSC Core Training.
- Three employees completed a Collision Avoidance course.
- Eight Human Resources directives were reviewed and revised.

2.0 RESPONSE TO SOURCES OF RISK

The risks identified in 2007 were grouped into the following four major areas: unique mandate risk, external risk, operational risk and risk to reputation. The tables below provide a summary of how each risk was managed by the Board. The risk and the goal impacted by the risk are identified. Further, the tables include the results of the Board's assessment that identifies level of risk, whether a program is in place to address the risk; and finally, cautionary notes may be added if a risk needs to be flagged by the Commission for any reason. Level of Residual Risk is indicated as follows:






 Green indicates an acceptable risk

 Yellow indicates a cautionary risk




 Red indicates an unacceptable risk

2.1 UNIQUE MANDATE RISKS

Unique mandate risk is the area of risk to the WHSCC that exists only because of the legislated mandate of the Commission.

Summary of sources of risk	Goal impacted by risk	Residual level of risk determined as of May 2008 by Board of Directors	Program to address risk	Management's cautionary notes for the first quarter 2008
1. Funding Levels High volatility in the investment market may jeopardize the Commission's ability to fulfill its legislated responsibilities.	Efficiency		Yes	Q1: No new cautionary notes to report.
2. Appropriate Assessment Rate The Commission attempt's to create equity among employers by ensuring that accident costs are borne by the employers in business at the time the accident occurred, and by reducing the extent to which employers with good claims experience subsidize the industry's poor performers.	Efficiency		Yes	Q1: No new cautionary notes to report.
3. Occupational Health and Safety Mandate The Commission must clearly define its role in health and safety in New Brunswick to ensure that resources are allocated effectively to fulfill its legislated mandate.	Safety		Yes	Q1: No new cautionary notes to report.
4. Gap in Occupational Health and Safety Act and Regulations The timely implementation of recommendations with respect to legislation is necessary to protect the health and safety of New Brunswick workers.	Safety		Yes	Q1: No new cautionary notes to report.
5. Level and Comprehensiveness of Benefits The Board of Directors must find a	Efficiency		Yes	Q1: No new cautionary notes to report.






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Summary of sources of risk	Goal impacted by risk	Residual level of risk determined as of May 2008 by Board of Directors	Program to address risk	Management's cautionary notes for the first quarter 2008
balance between the overall scope of benefits provided to injured workers, while maintaining low assessment rates for employers.				
6. Occupational Diseases As new occupational diseases emerge, there is a need for credible, scientific information to fully understand the causative association between work and the disease.	Efficiency		Yes	Q1: No new cautionary notes to report.
7. Commission's Role in Return to Work The Commission must balance the expectations of clients and stakeholders with the intent of the legislation, to determine the services that it will offer injured workers to facilitate their return to work or readiness to return to work.	Return to Work		Yes	Q1: No new cautionary notes to report.
8. Gap in Workers' Compensation Act and Regulations The <i>WC Act</i> can be broad and may be subject to differing interpretations, potentially resulting in an increase in appeals.	Efficiency		Yes	Q1: No new cautionary notes to report.

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2.2 EXTERNAL RISKS

External risks are trends and behaviours that exist in society that could impact the goals of the WHSCC.

Summary of sources of risk	Goal impacted by risk	Residual level of risk determined as of May 2008 by Board of Directors	Program to address risk	Management's cautionary notes for the first quarter 2008
9. Literacy, Language, and Education Injured workers with low literacy, language, and education levels may experience additional challenges in securing employment during the return to work process.	Service Return to Work		Yes	Q1: No new cautionary notes to report.
10. Regulatory Environment External legislative or regulatory changes may impact WHSCC benefits and potentially result in an increase in benefit costs. Court decisions related to the three Acts administered by the Commission may also impact the way the Commission conducts its business and the level of resources required to implement the decision.	Efficiency		Yes	Q1: No new cautionary notes to report.
11. Availability and Costs of Health Care The rising cost of health care and prescription drugs, increase in wait times, and growing reliance on diagnostic tests, impact the Commission's ability to access timely and affordable services, potentially increasing recovery times.	Return to Work Efficiency		Yes	Q1: No new cautionary notes to report.
12. General Health Status A decline in the general health status of New Brunswickers may result in longer recovery times after a work-related injury.	Efficiency		Yes	Q1: No new cautionary notes to report.
13. Skill Shortages Potential labour shortages may result in fewer qualified workers, creating pressure for existing workers to perform faster and for longer periods, which may impact health and safety in workplaces.	Safety		Yes	Q1: No new cautionary notes to report.

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2.3 OPERATIONAL RISKS


Operational risks refer to a failure of people or systems that may impact on the ability of the WHSCC to fulfill its legislative responsibilities.

Summary of sources of risk	Goal impacted by risk	Residual level of risk determined as of May 2008 by Board of Directors	Program to address risk	Management's cautionary notes for the first quarter 2008
14. Human Resources and Service Delivery Skills and knowledge shortage due to significant retirement numbers over the next five years.	Staff Satisfaction Service		Yes	Q1: No new cautionary notes to report.
15. Catastrophic Events and Business Continuity The Commission must ensure that in the event of an unexpected serious service interruption or pandemic, steps are put in place to maintain critical business processes.	Service		Yes	Q1: No new cautionary notes to report.

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2.4 RISKS TO REPUTATION

Risks to reputation are the risks that could impact the stakeholders, clients, and the public's perceptions and attitudes towards the WHSCC.

Summary of sources of risk	Goal impacted by risk	Residual level of risk determined as of May 2008 by Board of Directors	Program to address risk	Management's cautionary notes for the first quarter 2008
16. Pressures Related to Changes in Other Jurisdictions Changes to legislation and policy in other jurisdictions can place increased pressure on the Commission or the Provincial Government to make similar changes in New Brunswick.	Efficiency		Yes	Q!: No new cautionary notes to report.
17. Fraud and Abuse The occurrence of fraud and abuse increases the costs of services and threatens the reputation of the Commission.	Efficiency		Yes	Q!: No new cautionary notes to report.
18. Government Decisions The recommendations provided by the Independent Review Panel with respect to the WHSCC may impact the Commission's ability to fulfill its legislated responsibilities.	All goals		N/A	Q!: No new cautionary notes to report.