

WHSCC

Client Satisfaction Survey 2007

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A. Executive Summary

This is the ninth year that the WHSCC Client Satisfaction Survey was conducted. This research comprises the yearly survey of injured workers, registered employers, non-registered employers and of the general worker population, in addition to interviews with WHSCC stakeholder groups representing injured workers, employers and industries. The table below outlines the sample size and margin of error of each survey.

2007 Client Satisfaction Survey

	Injured Workers	General Workers	Registered Employers	Non-registered Employers	Stakeholders
Sample size	800	380	267	200	43
Margin of error (+ or - %, 19 times out of 20)	3.5%	6.0%	6.9%	5.0%	N/A

To provide a clearer understanding of how the WHSCC is doing with four of the WHSCC's strategic goals, the executive summary presents key findings according to four of the WHSCC's strategic goals, including:

- Service - We will provide prompt, effective, efficient, just, fair, and caring services to each of our clients.
- Safety - 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.
- Return to work - We will decrease the time by which injured workers return or are ready to return to employment.
- Efficiency - We will hold the assessment rates to employers at the lowest level possible, consistent with the best possible benefits to clients.

1.0 Service

Service is about how the WHSCC provides its services. It's about improving satisfaction, experience and access to its services.

- Positive survey results
 - The overall quality of service provided by the WHSCC met or exceeded the expectations of 83% of injured workers, an increase from last year (78%) which indicates the WHSCC did a better job of meeting injured workers' expectations in 2007.
 - Both registered employers and injured workers were very satisfied with the performance of the WHSCC. The overall quality of service provided by the

WHSCC met or exceeded the expectations of injured workers (83%) and registered employers (84%).

- There was a high level of satisfaction in both the contacts made with the WHSCC as well as the quality of information that was provided. Satisfaction with case managers was also very high at 84% among injured workers.
 - Injured workers were very satisfied with the amount of time it took to get their benefits as well in 2007.
- Recommendations
 - Awareness of specific programs and services was good overall at 74%, however, there is room for improvement across groups on specific programs and services such as accident prevention services (only 57% of injured workers were aware).
 - Awareness of WHSCC as a whole was much lower at 45% indicating workers may not be attributing some of the work related programs and services they receive directly to WHSCC.
 - Further dissemination of information could help increase awareness of the WHSCC and the programs and services it provides.

1.1 Satisfaction Index

The overall high level of satisfaction with the WHSCC among injured workers and registered employers as expressed by the Client Satisfaction Index¹ was stable and high. It has shown very little variation since 2000.

Client Satisfaction Index

	2000	2001	2002	2003	2004	2005	2006	2007
Injured Workers	80%	83%	80%	81%	86%	82%	80%	83%
Registered Employers	85%	85%	85%	86%	86%	83%	84%	84%

Generally speaking, both registered employers and injured workers were very satisfied with the performance of the WHSCC. The overall quality of service provided by the WHSCC met or exceeded the expectations of injured workers (83%) and registered employers (84%). Registered employers reported higher satisfaction levels than injured workers with notably smaller percentages classified as *not at all satisfied* and *less than average satisfaction*. (See the Indices and Trends section for complete details on the satisfaction index.)

Service delivery attributes that drive injured worker satisfaction includes “willingness to listen”, “understanding needs”, “handling claim in a timely manner”, and “fairness in handling claim”. “Keeping the client informed and up to date” was the most important service attribute of overall satisfaction among registered employers.

(Drivers of satisfaction with Case Managers are presented in section 1.5)

¹ The Client Satisfaction Index (CSI) is calculated by obtaining the average level of satisfaction on a number of different attributes. See Section B, 1.1 for full details on the CSI methodology.

1.2 Awareness Index

On average, awareness of the WHSCC and its programs and services among all client groups as expressed by the Awareness Index was good at 74% overall, and has been stable since 2003.

Awareness was highest among registered employers and lowest among non-registered employers in 2007. Moreover, awareness among non-registered employers declined compared to 2006 dropping back to 2005 levels. On the other hand, awareness remained stable in 2007 for injured workers, general workers, and registered employers as it has for the past few years.

Awareness Index	2000	2001	2002	2003	2004	2005	2006	2007
Injured Workers	68%	66%	65%	70%	72%	72%	71%	72%
General worker population	61%	65%	72%	75%	75%	71%	69%	72%
Registered Employers	78%	78%	80%	81%	87%	84%	82%	83%
Non-registered employers	62%	61%	71%	77%	74%	69%	77%	68%
Average All Client Groups	67%	68%	72%	76%	77%	74%	75%	74%

- Awareness of some programs and services is relatively high. Most workers are aware of the basic services. Awareness was highest about wage loss benefits reaching 87% among injured workers, 80% among the general worker population, 94% among registered employers and 75% among non-registered employers.
- Awareness of other programs and services is significantly lower. Awareness is lowest regarding the WHSCC's accident prevention services (57% among injured workers).
- Overall awareness of the WHSCC is much lower (approximately 45% for both general workers and injured workers). This could be an indication that workers are aware that services such as wage loss benefits exist, but do not always associate them with the WHSCC, or that the WHSCC is not well recognized.

Advanced statistical analysis showed in 2006, that injured workers' satisfaction with the WHSCC was clearly linked to the awareness levels before the injury. Caution must be used in this case, as it involves recollections from injured workers about their level of awareness prior to their injury. One possible explanation of the correlation between awareness and satisfaction could be that injured workers who are more aware of the services provided by the WHSCC are more likely to ask for them, and therefore, more likely to get the services they need. Further research could be performed on the link between awareness and satisfaction.

When asked to identify the most important aspects of service, the top mentions among injured workers were: all are important (16%), handling claims in a timely manner (12%), displaying empathy and the willingness to listen (12%) and providing injured workers with the appropriate amount of benefits (12%).

1.3 Satisfaction with WHSCC Contacts

Satisfaction among those who had spoken with the WHSCC continued to increase in 2007 reaching very high levels. For instance, injured workers who spoke with someone at the WHSCC reported a very high satisfaction rate:

- Ninety-five percent were satisfied with the courtesy and politeness shown;
- Ninety-one percent were satisfied with the amount of time the person spent with them; and
- Eighty-nine percent were satisfied with the answers received for their questions.

Only one-half of registered employers reported having contact with the Commission, but those who did were extremely satisfied.

Among stakeholders who had spoken over the telephone with someone at the WHSCC, satisfaction was also very high. All respondents were satisfied with the amount of time provided and the courtesy and politeness of the WHSCC contact. Three-quarters of respondents were satisfied with how well their questions were answered.

1.4 Quality of Information

Satisfaction with the quality of information provided by the WHSCC was very high among injured workers and registered employers. The proportion of injured workers who were satisfied grew by about 10% from 2000 to 2007 when nearly all injured workers (94%) expressed satisfaction.

Quality of the Information Provided by the WHSCC... (% Satisfied among those who received information)

	2000	2001	2002	2003	2004	2005	2006	2007
Complete and accurate								
Injured Workers	85%	92%	87%	94%	93%	93%	90%	94%
Registered Employers	93%	91%	90%	87%	93%	93%	93%	90%
Easy to understand								
Injured Workers	84%	92%	88%	94%	93%	93%	94%	94%
Registered Employers	92%	93%	91%	89%	95%	91%	94%	92%
Timely/easy to obtain								
Injured Workers	81%	84%	87%	93%	94%	92%	91%	94%
Registered Employers	95%	92%	91%	86%	93%	91%	88%	90%

1.5 Satisfaction with Case Managers

The satisfaction levels of injured workers with case managers as expressed by the Case Management Index rose slightly to 84% in 2007 following a decline in 2005 (81%) and 2006 (80%). Nevertheless, the Case Management Index (CMI²), remained at or above 80% over the past four years, thus indicating overall satisfaction with case managers was high among injured workers.

Case Management Index	
Injured workers – 2007	84%
Injured workers – 2006	80%
Injured workers – 2005	81%
Injured workers – 2004	85%

² The Case Management Index was developed to better understand injured workers' satisfaction with case management services. It is an average of injured workers' agreement with case management statements about attributes of service. For full details please refer to section B 3.0 on the Case Management Index.

Consistent with the 2006 results, the mere presence of a case manager did not have a significant impact on overall satisfaction levels; however, for injured workers who were assigned a case manager, having a positive interaction with the case manager was strongly correlated to overall satisfaction with the WHSCC.

Further analysis demonstrated that “My case manager treats me with respect” was the strongest driver of satisfaction. Other key drivers were “My case manager cares about my needs” and “My case manager keeps me up-to-date”. Continued improvement on case managers’ performance on these key drivers could help to increase satisfaction in the future due to the high correlation with overall satisfaction among injured workers with the WHSCC. In addition, satisfaction with these key drivers was significantly lower among the LTD/pension group. By focusing on this group in particular, the Commission may be able to continue to improve overall satisfaction in the future.

In 2007, the proportion of injured workers who agreed their case manager had positive service attributes, was higher for all attributes compared to the past four years. For the key drivers these increases are shown below.

	2006	2007	Difference
My case manager cares about my needs	73%	80%	+7%
My case manager keeps me up-to-date	68%	76%	+8%
My case manager treats me with respect	84%	89%	+5%

Injured workers with long-term disability/pension were notably less satisfied with all service attributes³ as compared to other injured workers. Nevertheless, for most attributes 70% or more of all injured workers with long-term disability/pension were satisfied.

One-quarter of registered employers (25%) had at least one of their workers injured during the past year. Seventy-six percent had workers who lost time as a result of their injury, 80% of which lost-time exceeded three days. The majority of registered employers were satisfied with how the WHSCC managed their injured workers’ claim. In particular, registered employers were satisfied with the timeliness of information provided on the status of the claim (90%), fairness in handling the claim (86%), and amount of communication (83%). Fewer registered employers (62%) were satisfied with the assistance provided by the WHSCC to adapt an injured worker’s worksite.

1.6 Time to Receive First Benefit Payment

Injured workers often rely on the timely payment of their benefits to sustain themselves and their families until they are able to return to work. The WHSCC strives to provide benefit payments to injured workers as quickly as possible, without compromising the integrity of the adjudication process.

When asked, eight in ten injured workers reported they were satisfied with the amount of time it took to receive their first benefits.

³ For the list of case management service attributes, please refer to section B 3.0.

**Satisfaction with Time Required to Receive First Benefits
(Those completely or mostly satisfied)**

	2000	2001	2002	2003	2004	2005	2006	2007
Injured workers	70%	71%	71%	78%	78%	83%	80%	83%

2.0 Safety

Safety is about developing a safety culture in New Brunswick workplaces. To do this, workers and employers must understand their legislative responsibilities, be trained on how to work safely, have access to prevention services to help them work safely, and report accidents so that others can learn from these accidents.

- Positive survey results
 - The majority of both workers and employers felt that the WHSCC programs and services promoted accident prevention in the workplace.
 - Injured workers were more likely to report an accident to a supervisor immediately and get medical attention in 2007 compared to previous years.
- Recommendations
 - Awareness of WHSCC's accident prevention services was 60% or below for all groups with the exception of registered employers (88%), suggesting there is an opportunity for the WHSCC to inform workers and non-registered employers about accident prevention services.
 - The WHSCC should promote the importance of workplaces being prepared in the event of an epidemic as currently only a small portion of workplaces are prepared for such an incident, if it were to occur. It is important for such processes to be in place to maximize employee safety.

A very high proportion of registered employers, non-registered employers, injured workers, and the general worker population agreed that the programs and services of the WHSCC promote the prevention of workplace accidents.

Tell me whether you completely agree, mostly agree, mostly disagree or completely disagree with the following statements:

Summary Results: % indicating 'Completely Agree or Mostly Agree'

	2007			
	Injured Workers	General Workers	Registered Employers	Non-registered Employers
Total (N)	800	380	267	200
The programs and services of the WHSCC promote the prevention of workplace accidents	85%	92%	92%	83%

In 2007, non-registered employers were less aware of accident prevention services provided by the WHSCC than in 2006. Among registered employers, the awareness level remained very high for the last three years.

<i>WHSCC provides accident prevention services</i>								
Summary results: % indicating 'Completely aware' or 'Mostly aware'								
	Five-Year Average (2003-2007)	2001	2002	2003	2004	2005	2006	2007
Injured Workers	55%	50%	43%	53%	54%	55%	54%	57%
General Workers	60%	50%	59%	64%	60%	61%	55%	61%
Registered Employers	85%	74%	78%	77%	85%	86%	88%	88%
Non-registered Employers	65%	51%	61%	69%	63%	63%	73%	57%

If working in an area or doing a job they thought unsafe, 63% of injured workers would refuse to do the work, 61% would report it to their supervisor / employer, and only 4% would report it to their union representative or occupational health and safety committee, or contact the WHSCC directly. One in ten would attempt to change the process to make it safer, and 4% would just continue working.

In 2007, injured workers were more likely to take appropriate action if an accident happened at work. If an accident happened while at work, 89% of injured workers would immediately report it to their supervisor. This is a significant increase as compared to 2006 and 2005. Furthermore, nearly one-third of injured workers indicated that they would fill out an accident report (Form 67), a significant increase over 2006. These results show a shift in attitude and behaviours related to workplace accidents.

If you were working and an accident happened, what would you do?

Injured Workers	2005	2006	2007
Total (N)	808	801	800
Report it to a supervisor/manager/employer immediately	74%	63%	89%
Get medical help / Go to hospital / Medical Professional	43%	40%	56%
Fill out accident report/Form 67	19%	11%	30%
Note: Percentages may exceed 100% due to multiple responses			

The frequency of workplace training varied slightly in 2007. It slightly increased among injured workers and registered employers, but slightly decreased among the general worker population and non-registered employers (though remaining above 2005 levels in both cases). In 2007, 85% of registered employers provided safety training.

Does your workplace provide workers with training on how to safely perform their job?

Summary Results: % indicating "Yes"

	2005	2006	2007
Injured workers	61%	71%	74%
General worker population	65%	75%	69%
Registered employers	83%	82%	85%
Non-registered employers	49%	72%	66%

All stakeholder groups said it was important or critically important to train workers on how to safely do their job, safely operate machinery and equipment, and on health and safety responsibilities. All stakeholder groups agreed that workers have the right to refuse to do dangerous work, that employers must inform workers about workplace hazards, ensure that every reasonable precaution is taken to protect their workers, and provide health and safety information to their workers. Among stakeholder groups, the statement with the highest proportion of disagreement was that all accidents are preventable: One-quarter of all stakeholder groups disagreed with this statement.

New questions were added this year to the survey in order to determine how prepared workers and employers were in the event of an epidemic. The results of the survey indicate that a minority of workplaces are prepared for this eventuality. It is interesting to note that when compared to registered and non-registered employers, a significantly higher proportion of injured workers and general workers believed their workplace had a plan in place.

Does your workplace have a plan in place to minimize the spread of disease during an epidemic?

	Injured Workers	General Workers	Registered Employers	Non-registered Employers
Does your workplace have a plan in place to minimize the spread of disease during an epidemic	31%	36%	20%	22%

3.0 Return to Work

Return to Work is about working with the injured worker and the employer to help injured workers stay at work when beneficial to rehabilitation, and preparing injured workers to return to suitable work as soon as possible.

- Positive survey results
 - More workers returned to work in 2007 compared to previous years.
 - The majority of both registered and non-registered employers felt that WHSCC was helpful in enabling employers to meet their legislated obligations for return to work.
- Recommendations
 - There is room for improvement in awareness levels of WHSCC's return to work services. Less than 70% of injured workers, general workers, and non-registered businesses were aware that this service exists.

In 2007, almost eight in ten injured workers (79%) returned to work following an injury, an increase from 2006 (73%), and a significant increase from 2004 (69%). In addition to a higher return to work rate, those who returned to work were more likely to work full time and were less likely to have their job terminated following the injury (from 14% in 2004 down to 10% in 2007). The proportion of

injured workers who agreed that the WHSCC was helpful in assisting in their return to work remained unchanged in 2007 (79%), but was lower than the peak in 2004 (86%).

Return to Work – Injured Workers								
	2000	2001	2002	2003	2004	2005	2006	2007
% Returning to work after most recent injury	79%	72%	82%	80%	69%	75%	73%	79%
% Who agreed that WHSCC was helpful in working with the accident employer in assisting in return to work	65%	76%	80%	78%	86%	82%	79%	79%

Awareness among injured workers and registered employers did not change in 2007, and has remained constant for the past three years. There was one notable change in the non-registered employers awareness, which decreased significantly in 2007 after peaking in 2006; however, despite this decrease, awareness remained above 2005 levels.

WHSCC provides return to work services							
	5-year average	2002	2003	2004	2005	2006	2007
Injured Workers	61%	46%	55%	62%	64%	63%	62%
General Workers	62%	63%	62%	62%	62%	56%	66%
Registered Employers	84%	78%	79%	84%	87%	85%	84%
Non-registered Employers	67%	60%	68%	66%	58%	79%	64%

The proportion of registered employers and injured workers who said the WHSCC's programs and services allowed injured workers to return to work was very high at 94% and 92% respectively. These numbers have been above 90% since 2005.

**WHSCC's programs and services allow injured workers to return to work?
(% Agreement – Excluding Don't know and refusals)**

	2003	2004	2005	2006	2007
Injured workers	94%	87%	95%	91%	92%
Registered employers	90%	85%	94%	96%	94%

As outlined in the following table, the self-reported proportion of injured workers returning to work after their injury increased to 79% in 2007 after declining to 73% in 2006. During the same period, the proportion of injured workers who agreed that the WHSCC was helpful in assisting their return to work declined from 86% in 2004 down to 79% in 2007.

Return to Work – Injured Workers								
	2000	2001	2002	2003	2004	2005	2006	2007
% Returning to work after most recent injury	79%	72%	82%	80%	69%	75%	73%	79%
% Who agreed that WHSCC was helpful in working with the accident employer in assisting in return to work	65%	76%	80%	78%	86%	82%	79%	79%

Data analysis indicated a strong relationship between injured workers' overall satisfaction and their perception of how helpful the WHSCC was in assisting in their return to work.

Employers were asked whether the programs and services offered by the WHSCC were helpful in enabling them to meet their legislated obligations for return to work. Nearly nine in ten registered employers found the WHSCC's programs and services somewhat or very useful in enabling them to meet their legislated obligations for return to work while this proportion was about seven in ten among non-registered employers.

WHSCC's helpfulness in enabling employers to meet their legislated obligations
(% Very or Somewhat Helpful)

	2000	2001	2002	2003	2004	2005	2006	2007
Registered employers	86%	81%	-	77%	80%	89%	85%	86%
Non-registered employers	68%	67%	66%	72%	69%	71%	81%	73%

4.0 Efficiency

Efficiency is about balancing the best possible benefits while keeping assessment rates low.

- Positive survey results
 - Direct contact with WHSCC had a positive impact on whether workers felt that the WHSCC was effectively run.
 - Stakeholders' perception of the effectiveness of the WHSCC improved in most areas between 2005 and 2007.
- Recommendations
 - Slightly less than half of workers did not feel that WHSCC is effectively run indicating some room for improvement in this area. Increased awareness may change this perception of the WHSCC.
 - Stakeholders are not fully aware of the level of satisfaction with amount of benefits, of both injured workers and registered employers, suggesting this should be conveyed to the stakeholders.

Those who had direct contact with the WHSCC were more likely to consider the WHSCC is effectively run than those who have not. Among injured workers, seven in ten agreed the WHSCC is effectively run, while only 63% of the general worker population agreed with this statement. This indicates that the workers' perception of the WHSCC becomes more positive when they start using the WHSCC's programs and services after being injured. The spread was even wider between registered and non-registered employers. Although satisfaction was high, there remained a small proportion of workers and employers who did not consider the WHSCC to be effectively run. It is also important to note that those who had experienced interaction with the WHSCC were more likely to consider the WHSCC to be efficiently run than those who had not.

One possible explanation of this finding is that the WHSCC may be viewed as being the same as all other government services. Therefore, if individuals are dissatisfied with other government services, they may assume that they are also dissatisfied with the WHSCC services. There may be

an opportunity to positively impact the perception of the WHSCC by increasing awareness of the organization.

From 2005 to 2007, agreement remained fairly stable as shown in the table below.

Tell me whether you completely agree, mostly agree, mostly disagree or completely disagree that the WHSCC is effectively run:
 Summary Results: % indicating 'Completely Agree or Mostly Agree'

	2005	2006	2007
Injured workers	74%	70%	72%
General worker population	62%	59%	63%
Registered employers	70%	68%	70%
Non-registered employers	51%	56%	52%

The stakeholders' perception of the effectiveness of the WHSCC's programs and services has improved in most areas between 2005 and 2007. Nearly all stakeholders agreed that the WHSCC allowed injured workers to return to work, and the proportion of stakeholders who agreed the WHSCC was run efficiently went from 67% to 84% during that period. It was on compensation provided to injured workers and assessment rates that there was the lowest rate of agreement from stakeholders (74% for both questions.)

As outlined in the table below, the majority of injured workers (74%) and registered employers (71%) believe that the amount of benefits provided to injured workers is reasonable. Those with less interaction with the WHSCC were significantly less likely to agree with this statement, that is general workers (56%) and non-registered employers (57%).

The compensation provided to injured workers is reasonable
 (Those completely or mostly agree)

	2005	2006	2007
Injured workers	75%	71%	74%
General workers	54%	56%	56%
Registered employers	68%	69%	71%
Non-registered employers	49%	60%	57%
Stakeholders			74%
*Note: Stakeholder group sample size is small; therefore percentages presented above are not statistically reliable.			

Satisfaction with the amount of benefits provided to workers has remained stable across all surveyed groups with injured workers being the most satisfied (72%) and non-registered employers the least (52%).

The stakeholders' perception of the satisfaction of both injured workers and registered employers is higher in 2007 than in previous years. However, their perception of injured workers' satisfaction still fell well below actual satisfaction levels, suggesting stakeholders were not fully aware of the level of satisfaction with the amount of benefits among injured workers. The results show that stakeholders believed that only one-half of injured workers were satisfied with the amount of benefits they received, while in fact three-quarters of injured workers were satisfied.

An opportunity exists to provide feedback to the stakeholders about the survey results, to show them that actual satisfaction among injured workers and registered employers has been consistently higher than perceived by stakeholders in the past three years.

**Satisfaction with amount of benefits
(Those completely or mostly satisfied)**

	2005	2006	2007
Injured workers	70%	66%	71%
Registered employers	77%	73%	72%
Stakeholders' perception of injured workers' satisfaction	33%	48%	51%
Stakeholders' perception of registered employers' satisfaction	56%	70%	74%
*Note: Stakeholder group sample size is small; therefore percentages presented above are not statistically reliable.			

Three-quarters of registered employers were satisfied with assessment rates, the highest proportion since 2000. On this question, the stakeholders' perception of registered employers' satisfaction accurately reflected actual levels.

**Satisfaction with assessment rates
(Those completely or mostly satisfied)**

	2000	2001	2002	2003	2004	2005	2006	2007
Registered employers	71%	68%	65%	62%	64%	65%	73%	74%
Stakeholders'	-	-	-	-	-	87%	71%	84%
*Note: Stakeholder group sample size is small; therefore percentages presented above are not statistically reliable.								

In 2007, 27% of registered employers reported making payments through Service New Brunswick, a slight increase from 2006 (22%). Of those who made a payment, 47% made the payment at a SNB office while 43% made a payment online (7% used both methods).

B. Client Satisfaction Indices and Trends

1.0 Client Satisfaction Index

1.1 Methodology

The Client Satisfaction Index (CSI) is calculated for injured workers by obtaining the average level of satisfaction (1 - Completely Dissatisfied, 2 - Mostly Dissatisfied, 3 - Mostly Satisfied, 4 - Completely Satisfied) from each of the following:

- Level of understanding;
- Fairness;
- Effective problem solving;
- Accuracy of information;
- Amount of benefits;
- Level of communication;
- Timeliness of handling of claims;
- Willingness to listen;
- Promptness of service;
- Respect;
- Competence; and
- Professionalism.

The index is weighted, taking into account the rated level of importance injured workers placed on each service attribute.

The same method was used to calculate the CSI for registered employers with the exclusion of fairness, amount of benefits, and timeliness of handling claims.

1.2 Findings

The Client Satisfaction Index indicates that injured workers and registered employers have experienced high levels of satisfaction exceeding 80% since 2000.

From 2000 to 2006, only slight variations were recorded with a peak at 86% in 2004 for both injured workers and registered employers. From 2006 to 2007, there was a slight increase in the satisfaction of injured workers to 83%, while registered employers remained unchanged at 84%. Overall, from 2000 to 2007 the injured workers CSI increased by 3%, but did not increase enough to be statistically significant as it remains within the +/-3.5% margin of error. The registered employers CSI remained stable during the same period.

Client Satisfaction Index

	2000	2001	2002	2003	2004	2005	2006	2007
Injured Workers	80%	83%	80%	81%	86%	82%	80%	83%
Registered Employers	85%	85%	85%	86%	86%	83%	84%	84%

On specific attributes of service, a very high proportion of injured workers were either completely or mostly satisfied with the WHSCC. Although the increase was slight, it is important to note that more injured workers were satisfied in 2007 as compared to 2006 and 2000 for every service attribute.

Injured Workers Completely or Mostly Satisfied with the WHSCC's Service (by Attribute)

	2000	2001	2002	2003	2004	2005	2006	2007
Demonstrates Competence	87%	91%	90%	88%	92%	89%	88%	90%
Demonstrates Professionalism	89%	92%	91%	91%	91%	91%	90%	92%
Shows Respect	90%	90%	89%	88%	91%	90%	88%	91%
Provides Accurate Information	85%	90%	87%	89%	90%	89%	86%	90%
Handles Claims in Fair Manner	84%	85%	86%	87%	89%	89%	85%	89%
Promptness in Providing Service	85%	86%	85%	86%	89%	88%	88%	87%
Willingness to Listen	85%	89%	86%	85%	88%	86%	86%	88%
Understands Your Needs	82%	85%	86%	85%	87%	88%	83%	86%
Handles Claims in Timely Manner	77%	85%	81%	82%	88%	84%	85%	87%
Effectively Handles Your Problems	83%	87%	82%	84%	87%	86%	82%	87%
Keeping You Informed and Up-to-Date	85%	88%	81%	81%	85%	82%	83%	85%
Provides an Appropriate Amount of Benefits	79%	76%	75%	77%	83%	81%	78%	82%
NOTE: Don't know and refusals excluded								

The same trend could be observed with registered employers. Despite the fact that nearly all registered employers had expressed satisfaction with specific service attributes in 2006 (92% to 97%), satisfaction climbed even further in 2007. This year 95% to 99% of registered employers were either completely or mostly satisfied with the WHSCC attributes of service. This is a great accomplishment.

**Registered Employers Satisfied with the WHSCC's Service (by Attribute*)
(Completely/Mostly Satisfied)**

	2000	2001	2002	2003	2004	2005	2006	2007
Demonstrates Professionalism	99%	98%	96%	97%	98%	96%	97%	99%
Willingness to Listen	91%	97%	93%	95%	97%	94%	95%	97%
Provides Accurate Information	97%	97%	97%	96%	97%	96%	98%	97%
Shows Respect	98%	98%	95%	96%	97%	95%	97%	97%
Demonstrates Competence	98%	96%	95%	96%	96%	95%	97%	98%
Effectively Handles Your Problems	93%	97%	92%	92%	96%	92%	97%	95%
Understands Your Needs	92%	94%	93%	94%	96%	92%	92%	96%
Promptness in Providing Service	95%	97%	95%	92%	95%	96%	97%	97%
Keeping You Informed and Up-to-Date	91%	93%	91%	93%	95%	92%	95%	96%

*NOTE: Don't know and refusals excluded

When asked to identify the most important aspects of service, injured workers most often chose handling claims in a timely / prompt manner, displaying empathy, and the willingness to listen. Employers noted keeping you informed and up to date, willingness to listen, and promptness in providing service.

When asked what the WHSCC could do to improve service, injured workers' main suggestion was related to improving communication and greater access to information (29%). In addition, one-fifth of injured workers did not have any suggestion to make. Among those who offered suggestions, only 9% suggested increasing the amount of benefits.

When registered employers were asked what the WHSCC could do to improve service one third of employers indicated it was fine the way it is while an additional one third didn't know what they could improve. Among those who did make a suggestion the most frequent mention was to improve access to information (9%) and lower assessment rates (8%).

1.2.1 What Attributes Are Most Important In Meeting Expectations?

In 2006 satisfaction attributes were analyzed by the extent to which the WHSCC met registered employers' expectations.

At that time the following attributes were found to have the biggest impact on meeting expectations. As a result of the smaller sample size for registered employers, these attributes could not be categorized into *Top and Secondary Drivers*. Nevertheless, higher levels of satisfaction for the service elements listed below can be linked to higher levels of meeting expectations.

- Keeping you informed and up to date
- Their willingness to listen
- Their promptness in providing you with service

Once again, satisfaction for these service elements received satisfaction ratings from registered employers ranging from 73% for “willingness to listen” to 84% for “keeping you informed and up-to-date”.

2.0 Understanding Satisfaction

To better understand satisfaction, additional analysis of the attributes used to measure satisfaction was explored. An additional index (performance index) was developed that focused on service attributes rated as critically important by injured workers and employers. This index only measures satisfaction of attributes that respondents rated as critically important.

Each respondent receives a score that ranges from “0” to “3”, where “0” means Extremely Poor Satisfaction (not satisfying expectations in any way) and a “3” means Excellent Satisfaction (completely satisfying expectations). From this, mean summary statistics can be presented on overall injured worker satisfaction as well as any key group of respondents.

The table below provides a summary of the mean score from 2005 to 2007 for injured workers and registered employers.

Mean performance index by Client Group
2005 to 2007

PI Mean Values (Range 0 - 3)						
	Injured Workers			Registered Employers		
	2005	2006	2007	2005	2006	2007
Mean	2.28	2.23	2.32	2.35	2.42	2.41

Based on the PI, injured workers’ satisfaction increased in 2007 bringing it slightly above 2005. Registered employers’ values were unchanged this year and slightly above 2005.

The performance index has been categorized into five segments of performance to provide more insight on how well the WHSCC is doing overall, across certain segments, and for various aspects of its service delivery. These categories were created by partitioning the 0 to 3 scale as follows:

- 0 to 0.99 Not at All Satisfied;
- 1 to 1.99 Less than Average Satisfaction;
- 2 to 2.49 Average Satisfaction;
- 2.5 to 2.99 Mostly Satisfied; and
- 3 Fully Satisfied.

**Performance Index Categorized
(% in each category)**

	Injured Workers			Registered Employers		
	2005	2006	2007	2005	2006	2007
Not at All Satisfied	5%	8%	5.6%	2%	1%	0.5%
Less than Average Satisfaction	19%	18%	17.5%	8%	7%	8.2%
Average Satisfaction	29%	27%	25.7%	43%	43%	44%
Mostly Satisfied	21%	23%	24%	17%	19%	17.4%
Fully Satisfied	26%	24%	27.1%	30%	30%	29.9%
Total	100%	100%	100%	100%	100%	100%

Viewed in this way, the categorized Injured Workers performance index suggests that injured workers' satisfaction was stable as the distribution was not statistically different from 2005 to 2007. These results are similar for the Registered Employers index as the distribution was not statistically different from 2005 to 2007.

3.0 Case Management Index

The Case Management Index was developed to better understand injured workers' satisfaction with case management services. The Case Management Index is an average of injured workers' agreement (1 or 25% - Completely disagree, 2 or 50% - Disagree, 3 or 75% - Agree, 4 or 100% - Completely agree) with the following case management statements:

- My case manager knows all about my case;
- When I leave a telephone message, my case manager usually returns my call promptly, within one working day;
- My case manager has provided me with a clear understanding of my benefits;
- My case manager cares about my needs;
- My case manager keeps me up to date;
- My case manager provides me with accurate information;
- My case manager treats me with respect;
- My case manager demonstrates a willingness to listen; and
- My case manager demonstrates professionalism.

Further analysis identified that injured workers' satisfaction with case management was strongly correlated to overall satisfaction with the WHSCC. That is, injured workers who had a positive experience with their case manager were typically satisfied with the Commission.

3.1 Findings

The Case Management Index of injured workers has remained stable from 2004 to 2007 as shown in the table below.

Case Management Index	
Injured workers – 2007	84%
Injured workers – 2006	80%
Injured workers – 2005	81%
Injured workers – 2004	85%

As can be seen in the table below, the satisfaction level of injured workers with their case manager remained fairly stable from 2000 to 2007.

Case Management Service Attributes

Case Management Service Attributes								
% Completely or Mostly Agree	2000	2001	2002	2003	2004	2005	2006	2007
My case manager knows all about my case	82%	81%	82%	79%	82%	83%	82%	88%
When I leave a phone message, my case manager usually returns my call promptly, within one working day	73%	80%	74%	70%	74%	74%	74%	78%
My case manager has provided me with a clear understanding of my benefits	82%	75%	76%	69%	77%	76%	77%	83%
My case manager cares about my needs	82%	75%	72%	75%	76%	76%	73%	80%
My case manager keeps me informed and up-to-date	73%	70%	71%	67%	72%	70%	68%	76%
My case manager provides me with accurate information	-	-	-	-	80%	83%	78%	86%
My case manager treats me with respect	-	-	-	-	86%	85%	84%	89%
My case manager demonstrates a willingness to listen	-	-	-	-	83%	82%	81%	87%
My case manager demonstrates professionalism	-	-	-	-	86%	85%	84%	90%

Note: The above table presents, for each statement, the proportion of injured workers who *completely agreed* or *mostly agreed*.

4.0 Awareness Index

4.1 Methodology

The Awareness Index was calculated to reflect each client group's overall awareness of the WHSCC's programs and services. It was an arithmetic average of the clients' awareness to specific programs and services including:

- Providing injured workers with money for lost employment wages;
- Paying injured workers for approved prescription drugs and physiotherapy costs;
- Providing injured workers with return to work services such as job search techniques and skills development;
- Providing accident prevention services;
- Providing injured workers with rehabilitation services such as physiotherapy and occupational therapy services; and
- Providing occupational health and safety inspections.

4.2 Findings

On average, awareness increased from 2000 to 2004 and remained fairly stable since then. An increase in non-registered employers' awareness in 2006 was followed by a decrease in 2007 bringing it back to the level of 2005. The Awareness Index of other client groups remained stable during the same period.

From 2000 to 2007, registered employers had the highest level of awareness of the WHSCC's programs and services, well above all other client groups.

The table below provides the Awareness Index for each client group and an Average Awareness Index for all four groups combined from 2000 to 2007.

Awareness Index								
	2000	2001	2002	2003	2004	2005	2006	2007
Injured Workers	68%	66%	65%	70%	72%	72%	71%	72%
General worker population	61%	65%	72%	75%	75%	71%	69%	72%
Registered Employers	78%	78%	80%	81%	87%	84%	82%	83%
Non-registered employers	62%	61%	71%	77%	74%	69%	77%	68%
Average All Client Groups	67%	68%	72%	76%	77%	74%	75%	74%

The table below presents awareness of specific WHSCC programs and services by client groups:

- From 2001 to 2007, awareness has increased for all surveyed programs and services and across all client groups.
- Among all client groups, registered employers are the most aware of the WHSCC's programs and services.

	Five-Year Average (2003- 2007)	2001	2002	2003	2004	2005	2006	2007
<i>WHSCC provides money for lost wages</i>								
Injured Workers	84%	82%	75%	80%	81%	85%	87%	87%
General Workers	82%	64%	76%	85%	84%	82%	79%	80%
Registered Employers	94%	86%	94%	93%	93%	96%	92%	94%
Non-registered Employers	79%	56%	75%	83%	81%	72%	83%	74%
<i>WHSCC provides rehabilitation services</i>								
Injured Workers	79%	64%	70%	76%	74%	83%	80%	81%
General Workers	76%	70%	77%	77%	73%	77%	74%	77%
Registered Employers	94%	86%	89%	92%	92%	95%	95%	96%
Non-registered Employers	78%	63%	75%	80%	78%	73%	85%	75%
<i>WHSCC provides return to work services</i>								
Injured Workers	61%	43%	46%	55%	62%	64%	63%	62%
General Workers	62%	53%	63%	62%	62%	62%	56%	66%
Registered Employers	84%	73%	78%	79%	84%	87%	85%	84%
Non-registered Employers	67%	46%	60%	68%	66%	58%	79%	64%
<i>WHSCC provides accident prevention services</i>								
Injured Workers	55%	50%	43%	53%	54%	55%	54%	57%
General Workers	60%	50%	59%	64%	60%	61%	55%	61%
Registered Employers	85%	74%	78%	77%	85%	86%	88%	88%
Non-registered Employers	65%	51%	61%	69%	63%	63%	73%	57%
<i>WHSCC pays for prescription drugs</i>								
Injured Workers	63%	55%	51%	62%	60%	66%	63%	65%
General Workers	62%	56%	55%	69%	62%	59%	58%	64%
Registered Employers	80%	75%	74%	79%	84%	83%	76%	77%
Non-registered Employers	61%	47%	62%	69%	62%	56%	65%	54%
<i>WHSCC conducts OHS inspections</i>								
Injured Workers	64%	61%	57%	63%	64%	63%	66%	63%
General Workers	69%	65%	67%	71%	70%	66%	68%	70%
Registered Employers	83%	83%	82%	78%	80%	85%	84%	87%
Non-registered Employers	69%	58%	69%	70%	68%	64%	77%	65%

- Workers were generally less aware of programs and services than employers. Workers' awareness was highest for "provides money for lost wages" and "provides rehabilitation services", while awareness of other services such as return to work and prevention were significantly lower.
- Since 2001, employer awareness has increased for all services surveyed. For registered employers, the level of awareness increased by 2% (pays for prescription drugs) to 14% (provides prevention services). Although non-registered employers were significantly less aware of all WHSCC services than employers, their level of awareness increased by 7% to 18% for all services surveyed.

5.0 Trends

5.1 Overall Familiarity with the WHSCC's Programs and Services

Overall, since the beginning of the survey in 2000, familiarity with the WHSCC's programs and services increased slightly among all surveyed groups with the exception of registered employers whose awareness level has remained stable.

- The largest increase occurred among injured workers rising from 37% on average from 2000 to 2004, to 46% in 2007.
- Registered employers remained the most familiar with the WHSCC's programs and services with 68% of respondents who were familiar.
- Injured workers, the general worker population and non-registered employers shared a similar level of familiarity with 42% to 46% of respondents who were familiar with the WHSCC's programs and services.

Overall Familiarity with the WHSCC's Programs and Services

	Injured Workers	General Workers	Registered Employers	Non-registered Employers
2000-2004 average	37%	37%	67%	36%
2004	42%	40%	70%	44%
2005	44%	40%	66%	42%
2006	42%	37%	67%	47%
2007	46%	44%	68%	42%

5.2 Very High Satisfaction with WHSCC Contacts

The satisfaction of injured workers and registered employers with their personal contacts with the WHSCC was consistently very high, and only small variations in the satisfaction levels were recorded from 2002 to 2007 as shown in the table below.

Satisfaction with Personal Meeting or Phone Conversation with the WHSCC

Amount of time	2002	2003	2004	2005	2006	2007
Injured Workers	90%	90%	88%	87%	88%	91%
Registered Employers	94%	98%	98%	95%	97%	94%
Politeness						
Injured Workers	91%	92%	90%	91%	94%	95%
Registered Employers	99%	98%	99%	99%	98%	98%
Answers to questions						
Injured Workers	85%	88%	86%	86%	86%	89%
Registered Employers	91%	94%	96%	96%	96%	92%
Reaching the person you wanted to speak to						
Injured Workers	83%	83%	84%	81%	82%	85%
Registered Employers	90%	91%	93%	91%	90%	88%

5.3 Information about the WHSCC's Programs and Services

The survey asked whether individuals had received information from the WHSCC during the past 12 months. For injured workers, the question was whether they had received information on the WHSCC prior to filing their most recent claim.

- Approximately one-third of injured workers had received information from the WHSCC prior to their most recent claim, and this proportion was the same as in 2000.
- Eighty-one percent of registered employers had received information from the WHSCC in 2007 and this was significantly higher than in 2000 when it was 66%.
- The proportion of registered employers who had received information from the WHSCC was more than twice as high as the proportion found in all other groups.

In the past year, have you received from your employer or provided to your employee information about the WHSCC's Programs and Services

	2000	2001	2002	2003	2004	2005	2006	2007
Injured workers	36%	28%	24%	31%	35%	30%	31%	35%
General worker population	24%	23%	32%	35%	33%	29%	32%	30%
Registered employers	66%	62%	70%	76%	76%	80%	70%	81%

5.4 Quality of the Information Provided by the WHSCC

Satisfaction with the quality of information provided by the WHSCC was very high among injured workers and registered employers. The proportion of injured workers who were satisfied grew by about 10% from 2000 to 2007 as nearly all injured workers (94%) expressed satisfaction.

Quality of the Information Provided by the WHSCC... (% Satisfied among those who received information)

	2000	2001	2002	2003	2004	2005	2006	2007
Complete and accurate								
Injured Workers	85%	92%	87%	94%	93%	93%	90%	94%
Registered Employers	93%	91%	90%	87%	93%	93%	93%	90%
Easy to understand								
Injured Workers	84%	92%	88%	94%	93%	93%	94%	94%
Registered Employers	92%	93%	91%	89%	95%	91%	94%	92%
Timely/easy to obtain								
Injured Workers	81%	84%	87%	93%	94%	92%	91%	94%
Registered Employers	95%	92%	91%	86%	93%	91%	88%	90%

5.5 WHSCC Online

Internet access steadily increased in all four client groups. In 2007, it was close to reaching 100% among employers.

Access to Internet at home, at work or elsewhere

	2003	2004	2005	2006	2007
Injured workers	62%	61%	75%	75%	80%
General worker population	83%	83%	88%	91%	89%
Registered employers	93%	91%	94%	94%	95%
Non-registered employers	78%	81%	88%	89%	94%

Registered employers reported the highest awareness related to the WHSCC website as well as the highest proportion of online access.

Awareness of WHSCC Website Information
Information on Programs, Services and
Policies

	2007
Injured workers	53%
General worker population	62%
Registered employers	72%
Non-registered employers	50%

There was a slight increase in the online access to information on the WHSCC's programs and services in 2007, but the variation did not reach statistical significance. In 2007, the proportion of non-registered employers who accessed information online related to WHSCC's policies slightly increased to 25%, the same proportion as registered employers. Although registered employers remained the most likely to access the WHSCC information online, only about a third of this group had done so during the 12 months preceding the survey.

Accessing Information on the WHSCC Website*

	Information on Programs & Services					Information on Policies				
	2003	2004	2005	2006	2007	2003	2004	2005	2006	2007
Injured workers	28%	18%	20%	21%	24%	27%	18%	20%	20%	17%
General worker population	18%	12%	13%	16%	20%	20%	14%	10%	13%	12%
Registered employers	31%	40%	40%	39%	39%	31%	41%	26%	27%	26%
Non-registered employers	17%	17%	21%	22%	25%	14%	16%	18%	19%	25%

* % among clients that are aware the information was available on the Internet. Caution should be taken when interpreting these results as sample sizes are reduced.

5.6 Health and Safety Policies and Procedures in the Workplace

There were mixed results in the availability of health and safety policies and procedures in the workplace.

- After years of steady decline, a slight increase was observed in 2007 when 70% of injured workers reported having a health and safety policy in their workplace as compared to 65% in 2006.

- A decline occurred among non-registered employers from 2001 to 2007 in the availability of health and safety policy in the workplace (from 47% in 2001 down to 38% in 2007).
- A higher proportion of the general worker population had health and safety procedures available in the workplace (from 61% in 2001 to 71% in 2007).

Policies and Procedures available in the Workplace?

	2001	2002	2003	2004	2005	2006	2007
Health and Safety Policies							
Injured workers	85%	81%	78%	66%	68%	65%	70%
General worker population	69%	78%	77%	77%	72%	70%	74%
Registered employers	64%	68%	69%	69%	69%	60%	69%
Non-registered employers	47%	34%	45%	34%	30%	42%	38%
Health and Safety Procedures							
Injured workers	75%	71%	74%	63%	69%	69%	71%
General worker population	61%	73%	74%	72%	70%	73%	71%
Registered employers	61%	59%	68%	57%	57%	53%	63%
Non-registered employers	28%	22%	30%	30%	27%	35%	33%

5.7 Satisfaction with Benefits and Assessment Rates

From 2005 to 2007, satisfaction with the wage loss benefits provided to injured workers remained stable among injured workers, and slightly declined among registered employers. In 2007, 71% of injured workers were satisfied with the benefits, and almost the same proportion as registered employers (72%.)

During the same period, stakeholders gained a more positive and more accurate perception of the satisfaction of injured workers and registered employers. However, stakeholders still underestimate the satisfaction of injured workers.

Satisfaction with amount of benefits

(Those completely or mostly satisfied)	2005	2006	2007
Injured workers	70%	66%	71%
Registered employers	77%	73%	72%
Stakeholders' perception of injured workers' satisfaction	33%	48%	51%
Stakeholders' perception of registered employers' satisfaction	56%	70%	74%
*Note: Stakeholder group sample size is small; therefore percentages presented above are not statistically reliable.			

After a decline in the satisfaction of registered employers with assessment rates, an increase occurred in 2006 and 2007 bringing the proportion slightly above the high level noted in 2000.

Agreement with assessment rates

(Those who completely or mostly agree)

	2000	2001	2002	2003	2004	2005	2006	2007
Registered employers	71%	68%	65%	62%	64%	65%	73%	74%
Stakeholders'	-	-	-	-	-	87%	71%	84%

5.8 Return to Work

The proportion of injured workers who had returned to work increased to 79% in 2007, increasing slightly over 2006. The same proportion (79%) agreed that the WHSCC had been helpful in working with the employer in assisting their return to work.

	2000	2001	2002	2003	2004	2005	2006	2007
% Returning to work after most recent injury	79%	72%	82%	80%	69%	75%	73%	79%
% Who agreed that WHSCC was helpful in working with the accident employer in assisting in return to work*	65%	76%	80%	78%	86%	82%	79%	79%

* Excluding those who responded "don't know"

More than nine out of ten injured workers and registered employers agreed that the WHSCC's programs and services allowed injured workers to return to work (excluding don't knows and refusals).

WHSCC's programs and services allow injured workers to return to work?
(% Agreement – Excluding Don't know and refusals)

	2003	2004	2005	2006	2007
Injured workers	94%	87%	95%	91%	92%
Registered employers	90%	85%	94%	96%	94%

* Excluding those who responded "don't know".

5.9 Appealing WHSCC Decisions

The majority of injured workers (83%) and registered employers (88%) were aware that they had the right to appeal any decision made by the WHSCC. Interestingly, this was one instance where stakeholders overestimated both worker and employer awareness.

Although the majority of workers and employers were aware that they could appeal decisions, only one-in-five injured workers and one-in-twenty registered employers report having filed an appeal. Of those who filed, only two-thirds of injured workers indicated that they were satisfied with appealing the WHSCC decision. Registered employers were slightly more likely to indicate they were satisfied with appealing the WHSCC decision.

**Appealing WHSCC Decisions
2007**

	Injured Workers	Registered Employers	Stakeholders
Awareness of right to appeal any WHSCC decision (% yes)	83%	88%	95%
Percentage who have filed an appeal	19%	5%	Not applicable
Satisfaction with:			
Process required to file an appeal	58%	62%	44%
Appeal process	66%	75%	51%
Timeliness of response by AT staff to your telephone inquires	59%	67%	44%
Timeliness of AT staff to any correspondence during appeal process	63%	75%	42%

When asked why they were dissatisfied with the process, injured workers said the process was slow (48%), the procedure was confusing (12%), and the Appeals Tribunal did not listen (26%) or that the process was designed to deny claims. Interestingly, the percentage who reported the Appeals Tribunal did not listen or that the process was designed to deny claims showed a significant increase from 2006 (16%) but given that the sample size is small, this may not denote an actual trend.