What was our greatest success in 2011?

Most significantly, the combined efforts of workers, employers, and WorkSafeNB staff, resulted in New Brunswick’s accident frequency reaching an all-time low of 3.12 injuries per 100 full-time employees – a 24% decrease over the past decade. We are proud of this progress as it translates to an additional 1.7 million days of safe work in New Brunswick in the past 10 years.

WorkSafeNB also continued to improve results related to its other goals – there was a decrease in claim duration, the average employer assessment rate dropped by 15%, and for the third consecutive year WorkSafeNB remained fully funded.

How does the annual planning process contribute to WorkSafeNB’s success?

Strategic planning is a key component to WorkSafeNB’s success, as it not only evaluates where we currently stand, but also charts a clear course to where we are moving. During the annual strategic planning process, the Board of Directors evaluates environmental, economic and societal factors and decides to either re-affirm or adjust WorkSafeNB’s strategic direction. It is a rigorous process of planning, risk assessment, priority setting, decision-making, monitoring and reporting. This process is critical to our success. Establishing quantifiable goals and targets is an essential starting point to evaluate the success and shortcomings of our organization’s activities.

The five corporate goals approved during this process represent the framework within which WorkSafeNB plans its activities, allocates its resources, and measures its performance. While these goals are challenging, we constantly strive not only to meet them, but also to exceed them.

It is during the planning process that the Board sets performance targets and strategies for reaching these goals - from reducing the frequency of workplace injuries and claim duration, to improving both client and staff satisfaction levels, to maintaining financial sustainability. Our measurements are specific and are monitored throughout the year to ensure we are making strides toward achieving our vision of ‘Healthy and Safe Workplaces in New Brunswick’.
How do you balance competing needs of stakeholders?

So much that WorkSafeNB does is about balance. Our Board members continue to represent a balance of viewpoints from across the province, and a balance of worker and employer perspectives to guide the policy and strategic direction of our organization.

A critical element to balancing the competing interests of our stakeholders is for WorkSafeNB to remain on solid ground financially. For injured workers, a fully funded position means benefit protection, as we hold sufficient funds to pay the current and future costs associated with claims. This fiscal stability can also lead to benefit improvements such as those made with respect to claim-related travel in 2011. For employers, a fully-funded position means the Board may consider assessment rate reductions, and for the third consecutive year this stability has led to a decrease in employer premiums.

Our strong financial position today will provide considerable protection from future market fluctuations, and ensure we continue to find balance in the system by providing the best possible benefits to injured workers while maintaining the lowest possible assessment rates for employers. We are proud to remain one of Canada’s most stable and strongly funded systems.

What lies ahead in 2012?

Despite WorkSafeNB’s many successes, the Board of Directors must continue to anticipate the changes and challenges the future will bring to maintain, and further improve, what we’ve worked hard to build. In 2012, our top priority will remain improving the health and safety of all New Brunswick workplaces by working with government on legislative amendments to the Occupational Health and Safety Act and Regulations, and managing risks that could impede further progress towards our corporate goals.

In addition, we realize that good governance is fundamental to WorkSafeNB’s success, and accountability is an important element of board effectiveness. Therefore, in 2012, the Board of Directors will develop specific targets to help facilitate regular self-evaluations. These new targets will help identify strengths and limitations of WorkSafeNB’s Board and improve governance practices.

WorkSafeNB is committed to service excellence. While most injured workers and registered employers indicate that they are satisfied with our service delivery, there is always room for improvement. This year, WorkSafeNB will look at new ways to better understand which service delivery components our clients consider most important, enabling us to adjust how we serve our stakeholders.

Furthermore, we need to continue to ensure that decisions made in 2012 regarding WorkSafeNB’s policies and finances continue to take into account long-term trends and outlooks. As mentioned earlier, the financial decisions made today are critical to protecting benefits for future generations of workers and employers.

Any final comments?

We would just like to thank all employers, workers, WorkSafeNB staff, the appeals tribunal and other stakeholders for their commitment to improving workplace health and safety. All workplace partners play a critical role in the prevention of occupational illness, injury and disease.

This document, the 2012-2017 Strategic Plan and Risk Assessment, is our commitment to clearly communicate our strategic goals and how, with your help, we intend to achieve them. Our annual results prove that progress is being realized and by working together we will continue to build healthy and safe workplaces in New Brunswick.
WorkSafeNB is charged with overseeing the implementation and application of the New Brunswick Occupational Health and Safety Act, the Workers' Compensation Act, the Workplace Health, Safety and Compensation Commission Act, and the Firefighters' Compensation Act. WorkSafeNB administers no-fault workplace accident and disability insurance for employers and their workers, funded through employer assessments, and is committed to preventing workplace injuries and illness through enforcement and education.

BoARD oF DIReCtoRs
WorkSafeNB's affairs are administered by a Board of Directors consisting of members appointed by the Lieutenant-Governor in Council. The Board is comprised of a Chairperson, a Vice-Chairperson, five members representing employers, five members representing workers, as well as two non-voting members – WorkSafeNB’s President and CEO, and the Chairperson of the Appeals Tribunal.

The Board of Directors is committed to upholding the Meredith Principles, which provide the foundation for compensation systems across Canada. The Board secures the sustainability of this system for future generations by ensuring the implementation of sound governance practices, focusing on balanced decision-making, and diligently overseeing the operations of the organization.

PRESIDENT AND CHIEF EXECUTIVE OFFICER (CEO)
The President and CEO of WorkSafeNB is accountable to the Board of Directors and is responsible for executing its strategies and accomplishing its Goals. With an operational focus, the President and CEO directs WorkSafeNB’s resources towards achieving the results identified by the Board as fundamental to the organization’s success. Departments reporting directly to the President and CEO include: Corporate Secretary and General Counsel, Human Resources, Internal Audit, and Communications.

WORKSAFE SERVICES DIVISION
Reporting to the President and CEO, the WorkSafe Services Division administers the Acts. The division promotes workplace health and safety through a variety of injury prevention initiatives, provides businesses with in-depth health and safety planning and consulting services, and conducts health and safety inspections, accident investigations, and arbitration hearings under the OHS Act. The division is also responsible to provide injured workers with services related to claim adjudication, case management, benefit payments, return-to-work assistance, and rehabilitation.

CORPORATE SERVICES DIVISION
Reporting to the President and CEO, the Corporate Services Division serves internal and external clients by providing a variety of supportive and administrative services enabling WorkSafeNB to achieve its legislative mandate through a balanced and sustainable workers’ compensation system. Among its key functions is supporting the Board’s governance and oversight role in the areas of annual strategic planning and risk assessment, policy development and evaluation, stakeholder engagement, and quarterly reporting of results. The division provides a financial framework that includes rate setting, assessments, asset management, process improvement, and financial management and reporting. Corporate Services also delivers intensive and specialized rehabilitation services to injured workers, and manages WorkSafeNB’s physical and technological infrastructure.

APPEALS TRIBUNAL
Through the Appeals Tribunal members and staff, New Brunswick employers, injured workers, and injured workers’ dependants have an internal process to appeal any decision made by WorkSafeNB. Consisting of a Chairperson and Vice-Chairpersons appointed by New Brunswick’s Lieutenant-Governor in Council, and panel members appointed by the Board of Directors, the tribunal hears and considers the merits of individual cases, and applies appropriate legislation and WorkSafeNB policy to provide fair, consistent, impartial, and timely decisions.
LEADERSHIP THROUGH ACCOUNTABILITY

VISION
Healthy and Safe Workplaces in New Brunswick

MISSION
WorkSafeNB will promote a safe and healthy work environment to the workers and employers of New Brunswick and efficiently provide quality services, just adjudication, and fair administration of the legislation.

MANDATE
Promote the creation of a workplace safety culture in which all employees and employers view all occupational diseases and accidents as being preventable.

Promote an understanding, acceptance, and compliance with all legislation for which WorkSafeNB is responsible, including the enforcement of the OHS Act and regulations.

Provide timely compensation benefits, medical aid, rehabilitation, and safe return-to-work services to injured workers.

Provide sustainable insurance and insurance-related services to the employer community.

Represent stakeholders and provide recommendations and advice to government with respect to legislation and publish such reports, studies, and recommendations WorkSafeNB considers advisable.

VALUES
We are dedicated to providing prompt, effective, efficient, and caring services to each of our clients.

We believe that a team approach ensures that all members of WorkSafeNB are working towards a shared Vision, Mission, Values, and Goals.

We provide competent and energetic leadership that is focused on a clear direction for WorkSafeNB.

We ensure that our decisions are made with integrity, credibility, and accountability.

We ensure that our communications are based on trust, mutual respect, openness, and clear and reliable information.

We manage our human, material, and financial resources effectively in responding to our mandate and established priorities.
Safety Goal

Our vigorous pursuit of a safe work culture will lead to a decline in the overall frequency of workplace injuries, and a decline in the perception of the inevitability of workplace injuries in New Brunswick.

OUR STRATEGIES

Focusing on high-risk industries
Engaging in intensive firm-level interventions
Using nature of injury to focus prevention activities
Building a WorkSafe culture through youth, education, and social marketing
Advancing safety standards in New Brunswick

ANNUAL TARGETS

The workplace injury frequency rate per 100 full-time employees (FTE) will be lower than previous five-year average.

**Accident Frequency Rates**
(Incidents/100 FTE)

- 2006: 3.49
- 2007: 3.50
- 2008: 3.44
- 2009: 3.20
- 2010: 3.12
- 2011: 3.12
- **2012 Target:** 3.28

The lost-time workplace injury frequency rate per 100 FTE in New Brunswick will be lower than the Canadian average.

**Accident Frequency Rates**
(Incidents/100 FTE)

- 2006: 2.39
- 2007: 2.24
- 2008: 2.12
- 2009: 1.82
- 2010: 1.76
- 2011: 1.35

The percentage of workers and employers who believe their workplace has a safe work culture will be higher than the previous five-year average.

*New target approved in 2012, index to be developed in 2013.*
Balance Goal

We will provide the best possible benefits to injured workers while maintaining the lowest possible assessment rates for employers.

OUR STRATEGIES

Adhering to a disciplined legislative and policy decision-making process to balance benefits and assessment rates

Remaining accountable through effective oversight, auditing, and evaluation

Engaging stakeholders in policy and legislative change

Promoting continuity, and Board decision-making through policy outcome and evaluation

Ensuring a disciplined approach to investment management, financial management, and fiscal and economic planning

Protecting the integrity of the system

Maintaining the current funding strategy to achieve the 110% funding goal

ANNUAL TARGETS

At a minimum, we will maintain a 100% funded liability.

Funding History

Percent Funded  Policy Goal 110%*  Legislative Requirement 100%

*Target of 105% prior to September 2006
Return-to-Work Goal

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

OUR STRATEGIES

Advancing and implementing leading practices in medical rehabilitation

Promoting a culture for occupational medicine in New Brunswick

Conducting research and analysis to facilitate regular evaluation of protocols in rehabilitation and return to work

Building and delivering proven programs and processes for medical case management

Developing and executing best practices for alternative return-to-work case management

ANNUAL TARGETS

The average paid compensation days for claimants with a return-to-work goal will be lower than the previous five-year average.

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Paid Compensation Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>63.4</td>
</tr>
<tr>
<td>2007</td>
<td>59.5</td>
</tr>
<tr>
<td>2008</td>
<td>61.7</td>
</tr>
<tr>
<td>2009</td>
<td>65.0</td>
</tr>
<tr>
<td>2010</td>
<td>57.7</td>
</tr>
<tr>
<td>2011</td>
<td>57.0</td>
</tr>
<tr>
<td>2012 Target</td>
<td>60.2</td>
</tr>
</tbody>
</table>

Previous years have been restated to reflect current information.
Service Goal

We will provide effective programs and services, implemented with care, compassion, efficiency, promptness, and fairness, to benefit both workers and employers.

OUR STRATEGIES

Improving decision-making processes to maximize efficiencies and reduce time to first cheque

Helping clients navigate the system through advice, assistance, and support

Investing in innovative and cost-effective service delivery approaches, when it meets the needs of clients and stakeholders

Measuring and evaluating client and stakeholder satisfaction with service delivery

Aligning resources to support effective service delivery

Developing service delivery standards and evaluating performance

Continuing to focus on service delivery for long-term clients

ANNUAL TARGETS

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

Client Satisfaction

* Board approved the development of a new target for 2013.
Staff Satisfaction and Engagement Goal

Our employees will feel their work is valuable and makes a difference, motivated by the understanding of how their role and individual contribution is critical to achieving our Vision, Mission, Mandate, Values and Goals.

OUR STRATEGIES

Developing strategies to promote and evaluate employee engagement

Building a WorkSafe culture among staff by promoting health, safety, and wellness

Evaluating competitiveness of wages and benefits

Providing timely disability management services to improve return-to-work outcomes of staff

Planning employee succession to ensure the professional development of staff and senior management

ANNUAL TARGETS

Employee satisfaction and engagement levels will meet or exceed the previous five-year average.
WorkSafeNB’s Board of Directors allocates resources towards key legislative, policy, evaluation, and stakeholder engagement priorities to capitalize on opportunities, manage risks, and continue to move WorkSafeNB toward achieving its vision, mandate, and goals. The Board’s 2012/2013 priorities are highlighted in the list below.

**LEGISLATIVE**
- General provisions under *OHS Act*
- Construction industry technical committee
- Forestry regulations
- Liquified natural gas (LNG) processing
- Occupational hygiene / WHMIS
- Board approved regulations
- Use of safety-engineered needles
- Workplace violence
- Amendments to death benefits
- Penalties and fines under *WC Act*
- Permanent physical impairment
- *WHSSC Act*: Appeals Tribunal decisions

**EMPLOYER SERVICES**
- Employer registration
- Assessable earnings
- Employer classification
- Administration of out-of-province operations
- Auditing employer accounts
- Payment of employer assessments
- Setting basic assessment rates
- Experience rating system
- Claim cost history transfer / affiliation
- Underestimated / underreported payroll
- Late filing penalty
- Assessment of volunteers
- Allocation of claim costs

**EVALUATION / ENGAGEMENT**
- Develop new client satisfaction evaluation methodology

**GOVERNANCE & ADMINISTRATION**
- Governance - policy development and evaluation
- Governance statement
- Balancing decisions
- Privacy and information security
- Statement of investment philosophy and beliefs
- Long-term fiscal strategy
- Human resources

**ENTITLEMENT & BENEFITS**
- Workers under 21
- Three-day waiting period
- Supplements to compensation
- Conditions for entitlement - hearing loss

**MEDICAL AID & ASSISTIVE DEVICES**
- Prostheses, orthoses and assistive devices
- Prescription eyeglasses
- Hearing aids and batteries
- Home care and independence
- Care allowance
- Home modification projects
- Personal non-compensable intervening conditions
As part of its annual strategic planning process, the Board identifies, assesses, and responds to risks that could impact WorkSafeNB’s ability to achieve its goals.

### UNIQUE MANDATE RISKS

Specific risks that exist only as a result of WorkSafeNB’s legislated mandate

<table>
<thead>
<tr>
<th>RISK</th>
<th>RISK LEVEL</th>
<th>RISK STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balancing benefit-related decisions to ensure intergenerational equity and system sustainability</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
<tr>
<td>Balancing benefit improvements and assessment rates</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
<tr>
<td>Impact of Board’s policy agenda not being achieved</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
<tr>
<td>Board succession planning</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
<tr>
<td>Variance between Appeals Tribunal decisions and Board policy</td>
<td>Unacceptable</td>
<td>Reduce</td>
</tr>
<tr>
<td>Varying expectations of WorkSafeNB’s role in health and safety</td>
<td>Acceptable</td>
<td>Reduce</td>
</tr>
<tr>
<td>Gaps and delays in OHS legislation</td>
<td>Unacceptable</td>
<td>Reduce</td>
</tr>
<tr>
<td>Funding level</td>
<td>Unacceptable</td>
<td>Reduce</td>
</tr>
<tr>
<td>Defining WorkSafeNB’s role in return to work</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
</tbody>
</table>

### OPERATIONAL RISKS

A failure of people or systems that may impact WorkSafeNB’s ability to fulfill its legislative responsibilities

<table>
<thead>
<tr>
<th>RISK</th>
<th>RISK LEVEL</th>
<th>RISK STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact of catastrophic events on business continuity</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
<tr>
<td>Employee retirement levels</td>
<td>Unacceptable</td>
<td>Reduce</td>
</tr>
<tr>
<td>Retaining WorkSafeNB employees in specialized fields</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
</tbody>
</table>
### RISKS TO REPUTATION
Risks that may impact the perceptions and attitudes held by stakeholders, clients, and the public towards WorkSafeNB

<table>
<thead>
<tr>
<th>RISK</th>
<th>RISK LEVEL</th>
<th>RISK STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government decisions that are independent of WorkSafeNB advice</td>
<td>Unacceptable</td>
<td>Reduce</td>
</tr>
<tr>
<td>Impact of external agencies’ recommendations upon WorkSafeNB</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
</tbody>
</table>

### EXTERNAL RISKS
Societal trends, behaviours, and influences that could impact WorkSafeNB’s Goals

<table>
<thead>
<tr>
<th>RISK</th>
<th>RISK LEVEL</th>
<th>RISK STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased accidents associated with skills and labour shortages</td>
<td>Acceptable</td>
<td>Accept</td>
</tr>
<tr>
<td>Emerging high-risk industries</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
<tr>
<td>Changes to legislation, regulation, and policy in other jurisdictions</td>
<td>Cautionary</td>
<td>Reduce</td>
</tr>
<tr>
<td>Protecting the integrity of the system</td>
<td>Acceptable</td>
<td>Reduce</td>
</tr>
<tr>
<td>General health status of New Brunswick workers</td>
<td>Cautionary</td>
<td>Accept</td>
</tr>
<tr>
<td>Availability and cost of health care</td>
<td>Cautionary</td>
<td>Accept</td>
</tr>
<tr>
<td>Impact of aging on safe workplaces</td>
<td>Acceptable</td>
<td>Accept</td>
</tr>
</tbody>
</table>
WorkSafeNB Board of Directors

Sharon Tucker  
Chairperson

Gerard M. Adams  
President and CEO

Ronald Gaffney  
Chairperson of the Appeals Tribunal

Michael W. Allen  
Worker Representative

Michèle Caron  
Worker Representative

Euclide Haché  
Worker Representative

Hector Losier  
Worker Representative

Maureen Wallace  
Worker Representative

David Ellis  
Employer Representative

Kim Froats  
Employer Representative

Judith Lane  
Employer Representative

Jean Stewart  
Employer Representative

Mel Vincent  
Employer Representative

Contact WorkSafeNB

The Board of Directors and the President and CEO of WorkSafeNB look forward to your comments and discussion of our 2012-2017 Strategic Plan and Risk Assessment.

You can reach us at:

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