

2022 ANNUAL PLAN

People.
Prevention.
Integrity.



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BUILDING A NETWORK OF SAFETY

Our new three-year (2022-24) strategic plan is all about leveraging links that will help us build a stronger, more resilient WorkSafeNB – one that’s integral to making New Brunswick the safest place to work.

I’m pleased to present our 2022 annual plan, which aligns with this vision. Like the strategic plan, it features three focused areas:

People: The foundational element of our work is caring for one another.

Prevention: We provide workers and employers with tools and support to help them keep everyone safe at workplaces, and, if necessary, help workers recover at work.

Integrity: We ensure we’re here for workers and employers now and in the future.

The three focus areas are interconnected in all we do. For example, if a worker becomes injured, we support them with client-focused, caring service (people); we provide appropriate and timely medical care, re-integrating them safely into the workplace (prevention of disability); and we do so with respect, fairness and accountability (integrity).

To truly succeed in our vision, however, we need all New Brunswickers. We need linkages with our partners – employers, workers,



government, health care providers, joint health and safety committees, health and safety leaders, educators and many others.

We need everyone sharing innovative approaches and solutions to build a strong network of safety in our province.

On behalf of WorkSafeNB’s board of directors, I invite you to join us in realizing our plan and vision. I thank you for your ongoing support and commitment to New Brunswick workers.

Mel Norton
Chairperson



Our vision:

Making New Brunswick
the safest place to work.



Our mission:

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

FOCUS AREAS



PEOPLE

We will create a people-first culture resulting in an exceptional employee and client experience.

AN EXCEPTIONAL EXPERIENCE

Keeping New Brunswick workers healthy and safe is more than a job – it's a passion! We are workers too, as are our daughters and sons, brothers and sisters, parents and children, and friends and colleagues. Together, we build a strong network of support.



PREVENTION

Together, we will prevent workplace injuries, illnesses, death and disability.

A PROVINCE WITHOUT WORKPLACE INJURY AND DISABILITY

Traditionally, when we think about prevention, we think of injuries and illnesses. WorkSafeNB, however, is changing this mindset. We also define it as helping injured workers recover at work when possible, keeping them involved and productive to help prevent disability.



INTEGRITY

We will protect the integrity of the system.

OUR GUIDING PRINCIPLE

As a trusted steward, we are dedicated to building a strong, stable and sustainable system. While financial sustainability is a key component, system integrity also includes good governance, privacy protection, modern technology, cybersecurity and sound legislative foundations.



PEOPLE



GOAL

We will create a people-first culture resulting in an exceptional employee and client experience.



OBJECTIVES



Foster a high-performance culture that is inclusive, engaged and empowered.



Evolve an accessible and personalized client service experience.



Focus on service delivery that is high-quality, efficient, delivers intended outcomes and is resourced appropriately.



KEY INITIATIVES

WORKPLACE REIMAGINED

Like many organizations, WorkSafeNB continues to adapt its workplace environment to best serve our employees and clients. And while COVID-19 certainly presented some challenges, there were also silver linings. At the end of 2021, 90% of our workforce (about 475 employees) were successfully working remotely. We're proud of our ability to pivot during this time and we'll continue to support remote work arrangements.

In 2022, we'll ensure our health and safety measures continue to properly support a remote workforce and that our employee and leadership training caters to this environment.

We'll also continue to provide opportunities to connect both our employees and stakeholders. This will require expanding technology tools and evaluating our office spaces to ensure they continue to meet the needs of our workforce. We'll maximize our physical space by adding hoteling stations (employees can book a workstation temporarily at any of our facilities), open-discussion areas and multi-use spaces for hybrid meetings (in-person and virtual participation) with colleagues, clients and stakeholders.

EXCEPTIONAL ORGANIZATIONAL CULTURE

Excellence in client service starts with an exceptional organizational culture. In 2022, we'll focus on the foundations that build and support psychological health and safety, including culture and engagement.

This means ensuring an organization-wide understanding of the values and behaviours that define us; developing a consistent employee experience – from onboarding to retirement; incorporating a strong recognition program; strengthening our learning and development initiatives; and building a wellness program that supports individuals and teams. These efforts can help our employees feel valued, engaged and supported – near and far.

MODERNIZATION ROADMAP

WorkSafeNB envisions New Brunswick as the safest province in Canada – where every worker goes home to their family at the end of the day. We also believe WorkSafeNB can be a top employer – an incredible place to work, where employees would recommend employment to friends and family.

Today, our clients find interacting with us to be slow, complex, paper-based and difficult to navigate. Our employees lack the technology and tools they need and spend more time on non-value-added work rather than building connections and relationships that contribute to positive outcomes. We owe it to every New Brunswick worker and employer – and to our employees – to change this. As such, we are modernizing WorkSafeNB. This starts with a roadmap that focuses on people first and better connects us through modern processes like early intervention and technology. This roadmap will include developing new systems for health and safety, claims management and finance. We'll also modernize our data governance, framework and access. This is a multi-year initiative.

ENHANCED STAKEHOLDER PARTNERSHIPS

While WorkSafeNB can help create safe workplaces, workers and employers of the province have the most influence. WorkSafeNB is committed to creating opportunities to strengthen these relationships. We recently started bringing together senior safety leaders from across the province to leverage their passion, expertise and experience to improve our province's health and safety culture. The group – the Health and Safety Leadership Network – provides an open forum for innovative and collaborative solution sharing. In 2022, we'll mature this group, building stronger ties among members. We'll also build on education and support for health care providers.



“Working alongside employers and employees, we share tools to help them build strong safety programs. Together we can prevent injuries and illnesses.”

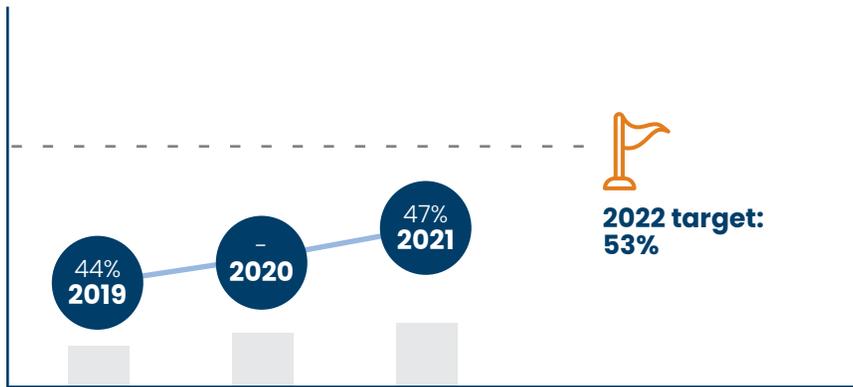
– **Katrina Staples**
Health and Safety Officer, WorkSafeNB

MEASURES



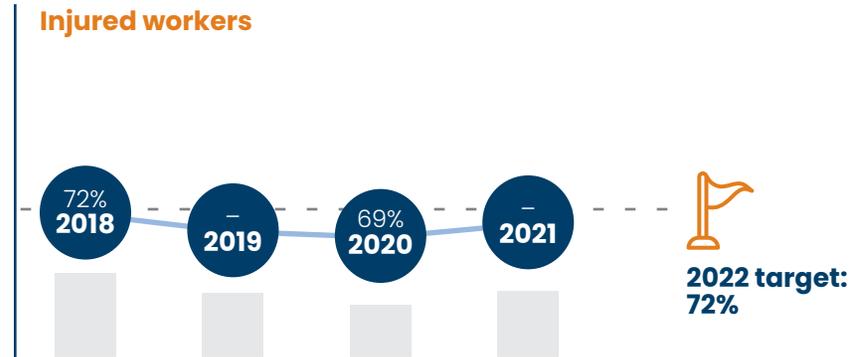
EMPLOYEE ENGAGEMENT

Employee engagement is key to building success by encouraging collaboration and communications, improving productivity, building trust and relationships, retention and talent acquisition. We conduct an extensive employee engagement survey every two years and a pulse survey every other year.



CLIENT SATISFACTION

Our client satisfaction survey is conducted every two years with a random sample of 300 employers and 1,000 injured workers who have received WorkSafeNB services in the past year. Key drivers for injured workers are staff character, outcomes, communication and timeliness. For employers, the key drivers are staff character, outcomes, service delivery and occupational health and safety culture.





PREVENTION



GOAL

Together, we will prevent workplace injuries, illnesses, death and disability.



OBJECTIVES



Strengthen accountability and effectiveness by offering the right services, at the right time and place, delivered by the right people.



Influence a culture of safety, stay at work and early return to work in New Brunswick workplaces.



Leverage the capabilities, expertise and accessibility of our service provider networks and strategic alliances.



KEY INITIATIVES

ENHANCED SERVICES: TRAUMATIC PSYCHOLOGICAL INJURIES (TPIs)

Work-related TPIs can result from experiencing or witnessing a traumatic event at work (for example: a correctional officer witnesses a violent attack by inmates or a first responder experiences a traumatic event and relives it every day). A TPI can include anxiety disorder, acute stress reactions and post-traumatic stress disorder.

From 2017 to 2020, the number of TPI claims more than doubled, and time off work for these workers became lengthier. The claim duration increased by 45%, from 289 days to 419 days. TPIs can be difficult to treat, differing dramatically from the traditional treatment of physical injuries.

As with many other jurisdictions across Canada, WorkSafeNB is challenged to access mental health professionals, such as psychologists and psychiatrists, in the province. In addition, to prevent work disability, workers with TPIs require creative return-to-work approaches and often retraining for new careers, factors that can significantly prolong their absence from the workforce.

WorkSafeNB is committed to improving how we deliver services to workers with TPIs. Understanding that TPI claims are complex, in 2022 we'll launch a project to better identify their unique constraints and difficulties, enhance the care model provided to these workers, including access to specialized clinical services, and review best practices to provide better services and outcomes. We'll help address long-duration TPI claims with an early intervention program, whereby eligible workers can start receiving medical care before their claim is adjudicated.

COVID-19 / COMMUNICABLE DISEASE PREVENTION

Nearly two years after the start of the pandemic, workers and employers continue to adapt to COVID-19 challenges in the workplace. While restrictions are expected to loosen, the threat to workers' health and safety remains. In 2022, WorkSafeNB will continue to adjust to its risk by partnering alongside Public Health and Public Safety. WorkSafeNB will be a critical link to employers needing information and support. We'll also be there for workers who may contract COVID-19 through the

workplace and are eligible for workers' compensation benefits. In early 2022, we plan to release a new guide: *Working Safely Amid COVID-19 and other Communicable Diseases* and an accompanying template for creating a communicable disease prevention plan. We'll continue to update and release FAQs and other resources to support changing needs. Such tools will help employers prevent COVID-19 and other communicable diseases for the long term.

FISHING INDUSTRY: LEGISLATIVE AND REGULATORY CHANGE

Commercial fishing is one of the most dangerous occupations in the world, yet in New Brunswick fishing vessels are not considered as a place of employment under the *Occupational Health and Safety (OHS) Act*. Because WorkSafeNB believes that all workers deserve a healthy and safe workplace, whether that workplace is on land or on sea, we are working with government to amend the *OHS Act*, in consultation with fishing industry stakeholders. By including fishing vessels as a place of employment in the Act, fishing vessel owners and their captains will be

responsible to provide healthy and safe workplaces, like all other industries in New Brunswick, and make it mandatory for all those on a fishing vessel to wear personal floatation devices (PFDs).

The proposed legislation would also provide WorkSafeNB and the industry the opportunity to work collaboratively for the safety of all fishers in our province. We're hopeful that the legislation will pass in 2022.

BETTER SUPPORT FOR OUR CLIENTS: A NEW SERVICE DELIVERY MODEL

WorkSafeNB is working toward introducing a new service delivery model that will better serve our injured workers and their employers. The model, which addresses several Auditor General recommendations, would identify clients at higher risk for work disability at the very start of a claim.

Workers at such risk would be referred to a specialized case management team trained in addressing psychosocial and other barriers to return to work. In the past, the workers would typically attend

WorkSafeNB's Rehabilitation Centre (WRC) 290 days after the injury. In this new model, we'll start this specialized care right away.

This model minimizes disruption to workers' lives, better supports a safe return to work or stay at work and provides better outcomes due to early intervention. It allows people to stay closer to home by partnering with health care providers in their communities while leveraging the knowledge and skills of our clinical staff. We'll also continue to use WRC services when appropriate for the client.

This model modernizes how we care for clients who stay at work during their recovery by ensuring they have the support needed so their injury does not deteriorate and require time off work.

WorkSafeNB has always been committed to helping our injured workers get better and back to work, and we are excited about this next pivotal step in that journey. The model is expected to be functional by the end of 2022.



"Limitations do not define a person. Their ability to work through their limitations does. By partnering with workers, we help them realize their potential to achieve their goals."

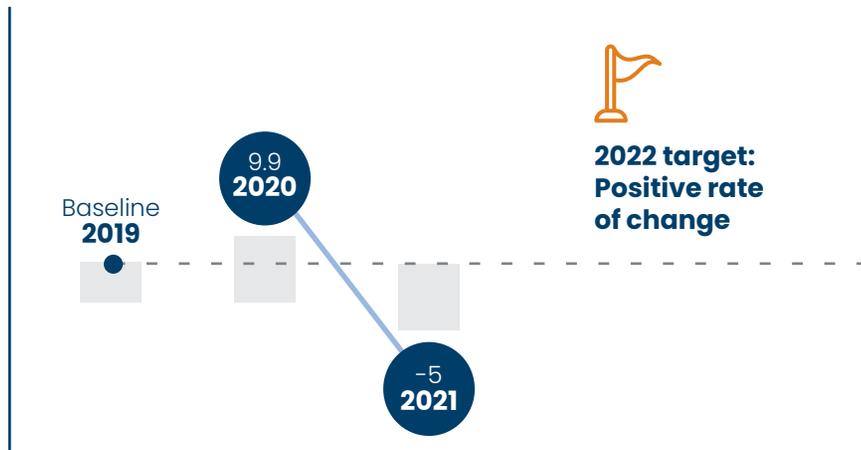
— Sara Parsons
Case Manager, WorkSafeNB

MEASURES



HEALTH AND SAFETY INDEX (HSI)

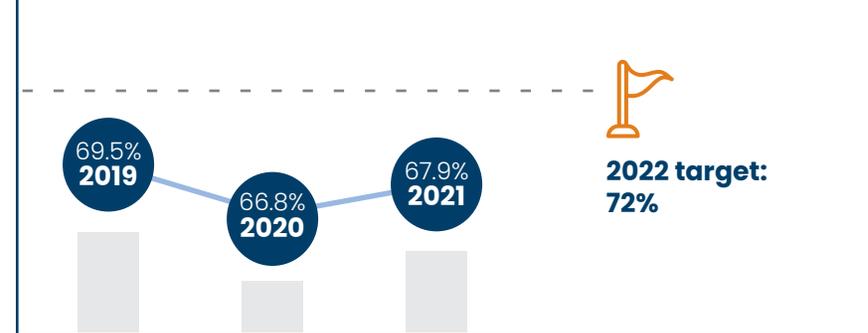
The HSI measures the overall health and safety of New Brunswick’s workplaces. It considers five components – prevention, empowerment, workplace culture, enforcement and injuries – and 15 metrics of health and safety. The components are weighted and combined to reach the single index measure. The HSI offers us a more complete picture of progress on occupational health and safety and helps us determine where to concentrate our efforts.



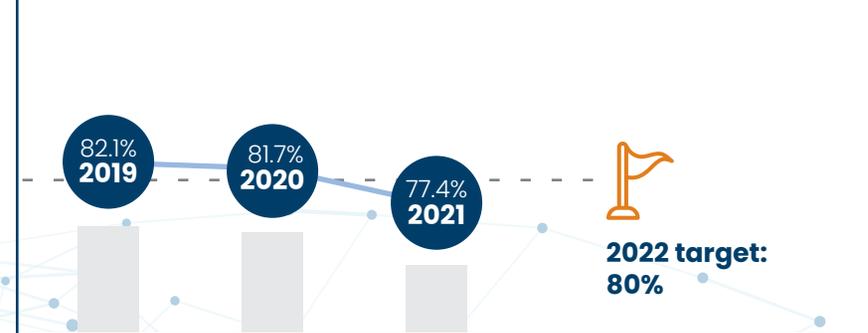
PERCENTAGE OF WORKERS OFF CLAIM

WorkSafeNB measures the percentage of workers no longer on a workers’ compensation claim at 90 days and again at 180 days. These timeframes allow us to measure early intervention and stay-at-work initiative efforts, aimed at better supporting injured workers. We benchmark our results against ourselves, as well as other provinces.

90 days (13 weeks)



180 days (26 weeks)





INTEGRITY



GOAL

We will protect the integrity of the system.



OBJECTIVES



Effect good governance, including sound legislative and policy frameworks, transparent stakeholder engagement and communication.



Advance and leverage our capabilities in enterprise risk management and quality assurance.



Create a culture of accountability.



KEY INITIATIVES

BENEFIT IMPROVEMENT FOR INJURED WORKERS

Last year, our organization completed a comprehensive review of workers' compensation legislation. The review identified two key issues to consider for legislative change in the areas of benefits improvements for injured workers:

- Increasing the maximum annual earnings threshold; and
- Increasing the percentage paid for loss of earnings benefits from 85% to 90%.

As a stakeholder-driven organization, we are committed to fully exploring these topics together to understand their impacts on injured workers, employers and the system's long-term fiscal sustainability. Following the consultation, legislative amendments may be recommended to the government for consideration.

OCCUPATIONAL HEALTH AND SAFETY (OHS) ACT REVIEW

WorkSafeNB conducts a review of each of the legislative Acts affecting our organization once every five years. In 2021, we provided a report on the Workers' Compensation Act and its regulations, *Firefighters' Compensation Act* and its regulations, *Silicosis Compensation Act* and *Blind Workers' Compensation Act*. This resulted in 15 recommendations to explore through consultation, occurring this year. In 2022, we'll review the *OHS Act* and its regulations. In this review, we'll compare jurisdictional approaches, consider required updates, and, if warranted, consult with our stakeholders. We anticipate that one key area for exploration will be the requirement to submit joint health and safety committee (JHSC) minutes to WorkSafeNB. The Act's review will be formalized in a report with recommendations to the Department of Post-Secondary Education, Training and Labour.

STRATEGIC CAPABILITIES

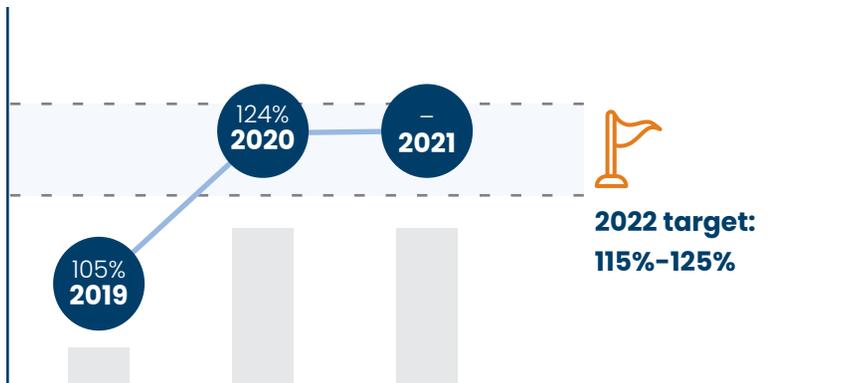
The integrity of WorkSafeNB depends on foundational strategic capabilities like multi-year planning, our accountability framework, including key performance indicators (KPIs), and our enterprise risk program. In 2022, we'll finalize the discipline around planning and accountability, embedding operational planning into our business culture and aligning all initiatives to improve strategic KPIs. We'll also complete an annual risk assessment to identify the top five enterprise risks that must be addressed to remove barriers to achieving our strategic plan.

MEASURE



FUNDING POSITION

Under the *Workers' Compensation Act*, a minimum funding level of 100% is required to ensure sustainability, with any shortfall to be recovered within 15 years. In October 2019, WorkSafeNB set a funding level target to reduce the impact of year-to-year fluctuations. This intended excess of assets over liabilities provides for more stable assessment rates for employers and assurance that funds for benefits will be there for injured workers when needed.



“Integrity is what makes us who we are. It’s what we value. WorkSafeNB is dedicated to building a strong, stable and sustainable structure for all New Brunswickers. Our cybersecurity team is integral to this – ensuring our information systems are modern, secure and reliable.”

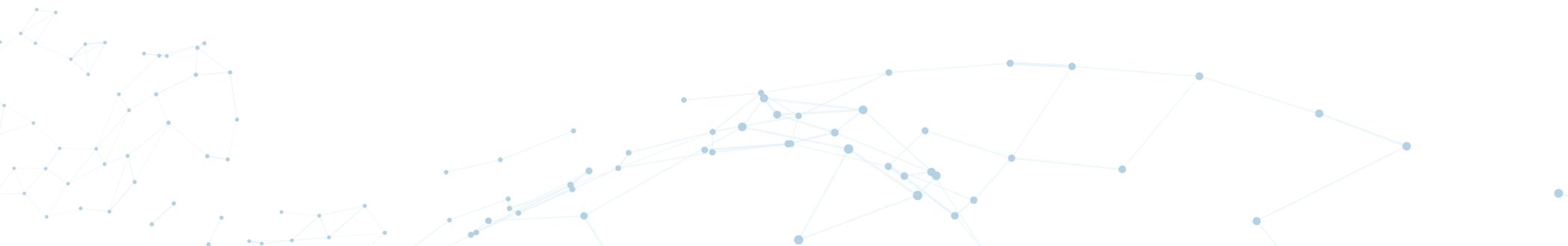
– **Gautambir Chawla**
Senior Information Security Specialist,
WorkSafeNB

MEASURES AT A GLANCE

 PEOPLE	2019	2020	2021	 2022 target	(2024 target)
EMPLOYEE ENGAGEMENT	44%	–	49%	53%	70%
CLIENT SATISFACTION					
Injured workers	–	69%	–	72%	80%
Employers	–	76%	–	77%	80%

 PREVENTION	2019	2020	2021	 2022 target	(2024 target)
HEALTH AND SAFETY INDEX	Baseline	9.9	-5	Positive rate of change	Positive rate of change
PERCENTAGE OF WORKERS OFF CLAIM					
90 days (13 weeks)	69.5%	66.8%	67.9%	72%	80%
180 days (26 weeks)	82.1%	81.7%	77.4%	80%	87.5%

 INTEGRITY	2019	2020	2021	 2022 target	(2024 target)
FUNDING POSITION	105%	124%	–	115%-125%	115%-125%



FINANCIAL STATEMENT

CONSOLIDATED BALANCE SHEET AS AT DECEMBER 31, 2021 (UNAUDITED)*

	(000s)
ASSETS	
Cash and cash equivalents	\$ 70,191
Receivables and other	21,083
Investments	1,918,575
Capital assets	7,564
	\$ 2,017,413
LIABILITIES AND FUNDED POSITION	
Payables and accruals	\$ 25,742
Benefits liabilities	1,322,170
Total liabilities	1,347,912
WorkSafeNB funded position	633,946
Non-controlling interests	35,555
	669,501
	\$ 2,017,413

* Values provided are preliminary and unaudited. Values will change (though expected immaterially), pending information such as infrastructure and real estate investment return figures. The consolidated balance sheet will be updated as this information becomes available.



"It is through knowledge-sharing, collaboration and engagement with like-minded organizations, such as WorkSafeNB, that has moved us closer to our vision of a country where all workers are physically and mentally safe, well, and protected on the job."

– Anne Tennier

President and CEO, Canadian Centre for Occupational Health and Safety

