

**Welcome. Thank you  
for joining.  
*Bienvenue. Merci d'être  
ici aujourd'hui.***

The meeting will begin at 2 p.m.  
*L'assemblée générale annuelle  
commencera à 14 h 00.*



**2022 ANNUAL  
GENERAL MEETING**  
**ASSEMBLÉE GÉNÉRALE  
ANNUELLE 2022**

AUGUST 17, 2022  
LE 17 AOÛT 2022



# AGENDA

- Welcome, Mel Norton, board chairperson
- Tim Petersen, president and CEO
- 2021 in review
- 2022-23 key initiatives
- Strategic plan
- Modernization: Five-year+ journey
- Legislative activities
- Financial results, Q1 and Q2
- Your WorkSafeNB to build: Get involved!
- My commitment



# MEL NORTON



- WorkSafeNB chairperson since April 2019
- Partner: Lawson Creamer law firm
- Former mayor, Saint John
- Served on boards: Abbey St. Andrews Mixed Income Housing Project, Saint John Theatre Company
- Former member of the executive of the Labour and Employment Group
- Based in Saint John

# BOARD MEMBERS

## Members representing workers



*Mel Norton*  
Chairperson



*Mike MacMullin*



*Donna McNeill*



*James E. A. Stanley*



*Denny Vautour*

## Members representing employers



*Haley Flaro*  
Vice-chairperson



*Tim Petersen*  
President and CEO  
Non-voting member



*Tina Soucy*



*Bert Cyr*



*Lucien Sonier*



*Gaëtan Guérette*

# WHO WE SERVE



\* Approximated

## TIM PETERSEN, ABOUT ME

- Appointed president and CEO July 2022
- Native New Brunswicker
- WorkSafeNB since 1995
- Previous roles: acting president and CEO, vice-president of Prevention Services, vice-president of Corporate Services, controller and manager of Internal Audit
- Chartered professional accountant, certified information systems auditor and certified internal auditor



# MY VISION



WorkSafeNB is a trusted partner delivering world class workers' compensation and occupational health and safety services.

# 2021 IN REVIEW

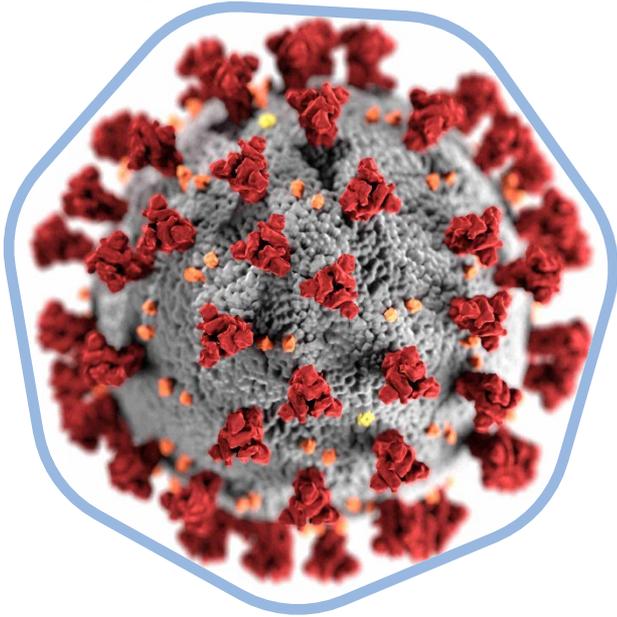


# COVID-19 CHALLENGES

- Mandatory order changes/requirements
- Ability to continue operations
- Remote work adjustments
- Labour market challenges
- Rising costs
- Supply chain management



# COVID-19



- Kudos to our staff
- Excelled in leadership (government partners, EMO, Premier's office)
- Responsive: attending to concerns, questions from workplaces; updating FAQs, other resources (website, template, guide)
- Supportive: Additional COVID claims, worker support for illness
- Canadian Public Relations Society "best pivot" award for our communications (internal and external)

# 2021 ANNUAL REPORT



2021 ANNUAL REPORT



**Guiding  
New Brunswickers  
forward, together.**

#### CELEBRATING STAFF MILESTONES

We value our employees and celebrate their milestones every year. COVID forced us to recognize and congratulate them virtually this year through a Staff Recognition Week (September 27-October 1). We had 8 fond farewell to 10 retirees and celebrated milestones for 81 employees for 5, 10, 15, 20, 25, 30 and 35 years of service.



#### COVID CHRONICLE: A PANDEMIC BABY

On January 17, 2020, Laragh Dooley, WorkSafeNB's executive director of Corporate Communications, learned the wonderful news that she was pregnant. And two months and two days later, New Brunswick declared a state of emergency because of rapidly rising COVID-19 cases.

"If you know me at all, you'll know that I'm a planner — someone who likes to think 10 steps ahead," Laragh said. "Stanning soothes me, and

Laragh had to attend doctor appointments and ultrasounds alone, with no one beside her to provide support if there was bad news. "I'd frantically take notes and ultrasound pictures and text my husband while standing in the hospital parking lot, trying to curb his disappointment of missing out on these milestone moments," she said.

With so much hardship and heartache in the world at the time, Laragh and Greg felt lucky and wonderful to look forward to the arrival of their baby. Laragh was the best kind of



Laragh and Greg arrived at the hospital to meet their baby. Wearing masks, outside the building to make sure everyone was safe and then there were here a lot of precautions, but visitors were allowed. COVID was highest in the province at the time, but Laragh was discharged in less than

# 2021 PILLARS



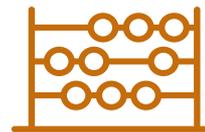
DRIVE A  
SAFETY-FIRST  
CULTURE



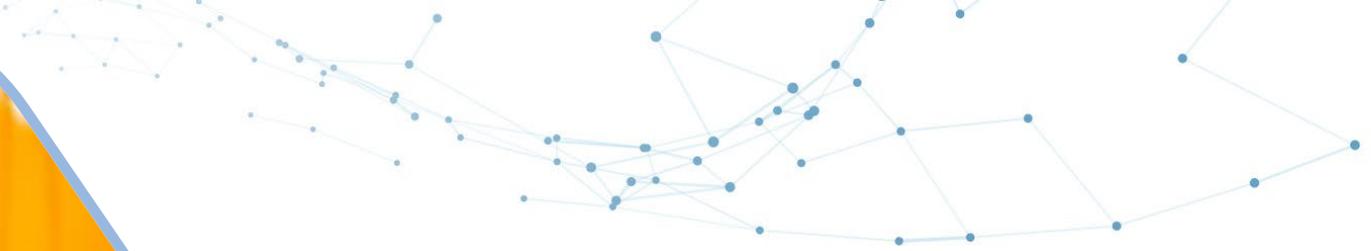
ACHIEVE  
EFFECTIVE  
RECOVERY



BUILD A  
WORKPLACE  
COMMITTED  
TO SUPERIOR  
SERVICE



PROTECT  
SYSTEM  
SUSTAINABILITY



## **DRIVE A SAFETY-FIRST CULTURE**

Keeping New Brunswickers healthy and safe through leadership and prevention initiatives



# LOST-TIME INJURY FREQUENCY

↓ 1.2%

ALL EMPLOYERS  
PER 100 FULL-TIME  
EQUIVALENTS

- Down from 2020, the lowest in 13 years
- Frequency continues to trend downward

	2019	2020	2021
Assessed	1.3	1.1	0.9
Self-insured	3.2	2.5	2.5
All employers	1.6	1.3	1.2



# FATALITIES

# 9

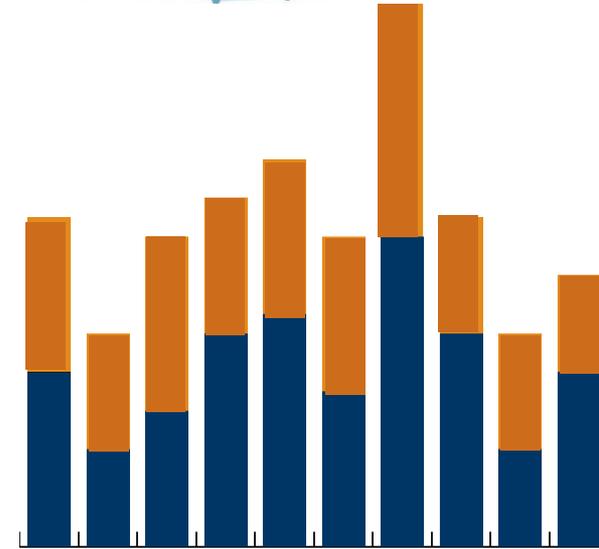
## ACUTE

DIED FROM INJURY  
INCURRED THAT YEAR

# 5

## OCCUPATIONAL DISEASE

BY EXPOSURE  
TO BIOLOGICAL,  
CHEMICAL OR  
PHYSICAL AGENTS



10-year view

■ OCCUPATIONAL DISEASE  
■ ACUTE

	2019	2020	2021
WORKPLACE FATALITIES*	17	12	14

\*Based on date of death



# HEALTH AND SAFETY INDEX (HSI)

- Comprises prevention, empowerment, workplace culture, enforcement and injuries
- Dropped to **-4.9%** from 2020
- Initiatives underway to improve
  - Partnership opportunities
  - Leadership network



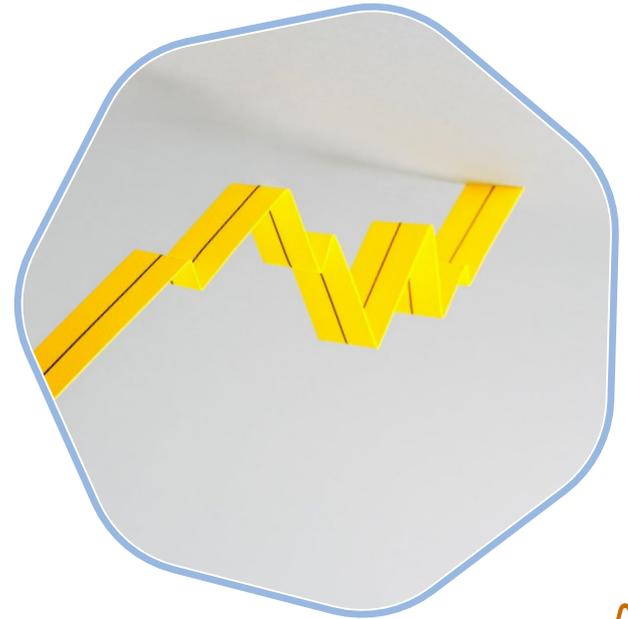
	2019	2020	2021
HEALTH & SAFETY INDEX	N/A	9.9%	-4.9%



## ABOUT THE HSI RESULT

- 2021 result largely influenced by COVID-19
- Complaints and work refusals dropped significantly as workers and employers learned to live and work safely within the pandemic
- Fines (as a result of prosecutions) went from \$488K in 2020 to \$153K in 2021

Note: The injury component of the HSI trended up significantly in 2021 as a result of fewer lost-time injuries compared to 2020 and the strong metrics related to prevention activities and workplace culture remained relatively stable.





## **ACHIEVE EFFECTIVE RECOVERY**

Excellence in care and treatment,  
allowing workers can stay at work or  
return to work as soon as safely possible



# RETURN TO WORK

↑ 82%  
26 WEEKS

↑ 97%  
2 YEARS

- 2022 trending further improvement

Percentage of workers returned to work within:	2019	2020	2021
2 years	95.9%	96.7%	96.9%
26 weeks	81.3%	80.6%	82.1%



# DURATION – CLOSED CLAIMS

↓ 98 DAYS  
AVERAGE

- Down 6%, from 104 in 2020
- Recent legislative changes continue to impact duration
- 2022 trending further down



	2019	2020	2021
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Average days for closed claims	113.5	103.6	97.6
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## DURATION – OPEN CLAIMS

↑ 330.5 DAYS  
AVERAGE

- Up 8.7% from 2020
- COVID-19 expected to have affected duration
- Activities underway: early identification and intervention of high-risk claims, TPI SUCCEED program, increased stay-at-work support



Average days for open claims

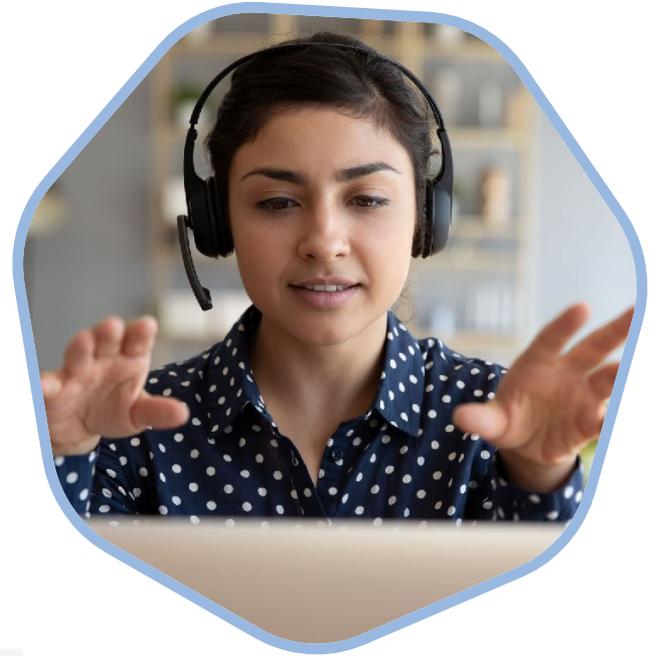
2019	2020	2021
266.7	288.6	330.5



# WORKPLACE INJURY TO CLAIM REGISTRATION

↑ 16.5 DAYS  
AVERAGE

- Up from 14.3 in 2020
- Activities underway: application for benefits and technology improvements



	2019	2020	2021
WORKPLACE INJURY TO CLAIM REGISTRATION	14.0	14.3	16.5



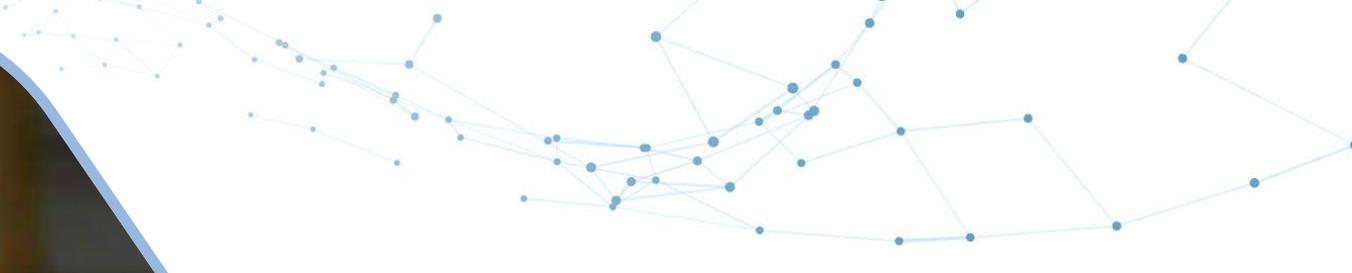
# CLAIM REGISTRATION TO FIRST PAYMENT

↑ 32 DAYS  
AVERAGE

- Up from 25.9 in 2020
- Activities underway: adjudication triaging, modernizing application for benefits process

	2019	2020	2021
CLAIM REGISTRATION TO FIRST PAYMENT	38.8	25.9	32.2





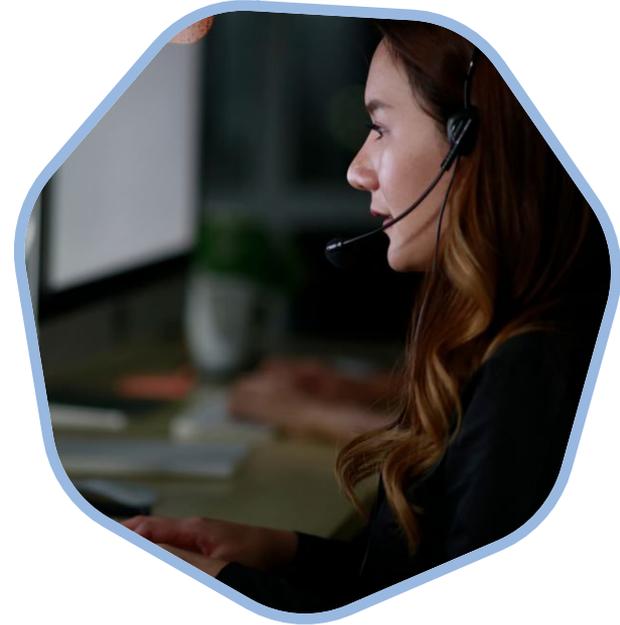
## **BUILD A WORKPLACE COMMITTED TO SUPERIOR SERVICE**

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



# CLIENT SATISFACTION INDEX

- 69% clients, 76% employers in 2020
- No results in 2021, as survey conducted every second year\*
- Policies, processes, programs, delivery and technology expected to lead to higher satisfaction for all our stakeholders



CLIENT SATISFACTION INDEX	2019	2020	2021
Injured workers	N/A	69%	N/A
Employers	N/A	76%	N/A

\* Starting to conduct annually in fall 2022



# EMPLOYEE ENGAGEMENT

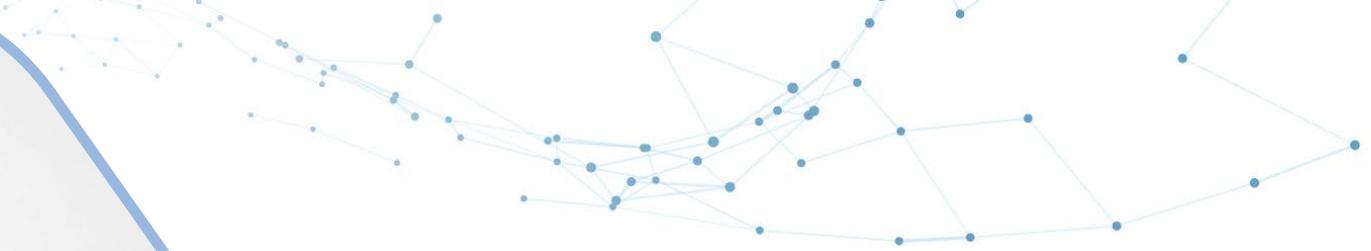
↑3%

- Up 3% from 2019 (44% to 47%)
- Early indicators in 2022 shows further improvement
- Caring for our People program expected to improve results



	2019	2020	2021
EMPLOYEE ENGAGEMENT SCORE	44%	N/A	47%





## **PROTECT SYSTEM SUSTAINABILITY**

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



# FUNDING POSITION



↑ 147.5%\*  
AT DEC. 31, 2021

- Target 115-125%
- Impacts from recent legislative changes and their related policies, and process enhancements

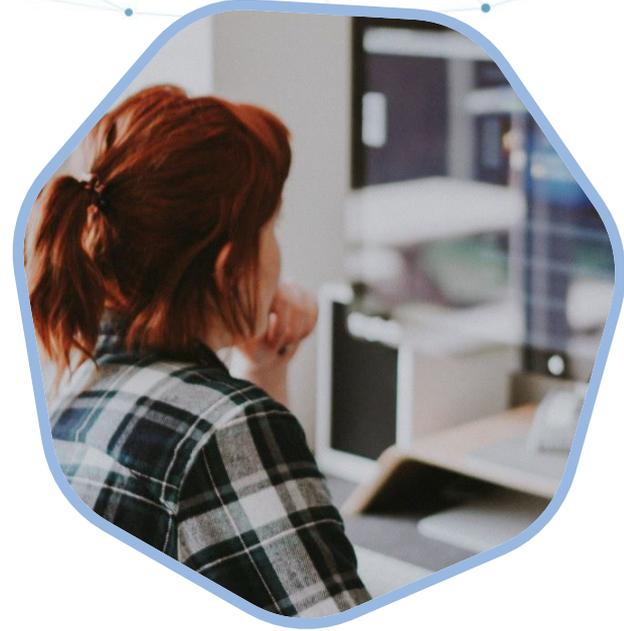
	2019	2020	2021
FUNDING POSITION	105.1%	123.6%	147.5%



# RETURN ON INVESTMENT

# ↑13.1%

- Real return target: 8.32%
- 4-yr average: 5.21%
- 8-yr average: 5.8%
- 10-yr average: 7.0%



	2019	2020	2021
RETURN ON INVESTMENT	14.0%	5.4%	13.1%



# AVERAGE ASSESSMENT RATE

↓ \$ **2.17**  
PER \$100  
PAYROLL



- Down about 10% from 2020
- Trend continued, leading to **\$1.69** rate in 2022, a 22% decrease

	2019	2020	2021
AVERAGE ASSESSMENT RATE	\$2.65	\$2.40	\$2.17

# 2021 FINANCIAL SUMMARY

- Net income up: \$313M  
(\$255M in 2020)
- Investment returns up: 13.1%  
(5.4% in 2020)
- Funded ratio up: 147.5%  
(123.6% in 2020)
- 2022 average assessment rate, \$1.69,  
down 22% from previous year\*
- Changes in actuarial liabilities down \$57M



\* Rate set in fall 2021



# 2022-23 KEY INITIATIVES



# TRAUMATIC PSYCHOLOGICAL INJURIES



- New SUCCEED program offers 6 weeks of treatment to workers on application – before adjudication
- Not conditional on whether a claim is accepted\*
- Gets workers off to a good start
- Prepares them for in-depth trauma work
- New online TPI resource centre with FAQs for workers, employers and health care providers

\* If the claim is accepted, further treatment is determined

# BENPAY

- In 2021, we transitioned financial transactions such as medical aid and loss of earning benefits, out of claims management to the chief financial office
- Allows case managers to more time to spend with their clients, capitalizing on their skills rather than losing time to paperwork
- Continuing to further leverage BenPay



# EARLY IDENTIFICATION OF HIGH-RISK CLAIMS

- New service model
- Early identification and intervention for at-risk clients to prevent work disability
- Provide the necessary care approach to create a better client experience and outcomes

“THE RIGHT SERVICE DELIVERED AT THE RIGHT TIME”



# STAY-AT-WORK, IMPROVED RTW SUPPORT

- Increasing on-the-job support (modified duties, accommodations)
- Close to home, partnering with health care providers in their communities
- Maintaining critical connections for recovery (family, friends, local support)

“WORK IS PART OF RECOVERY.”



# FASTER RESPONSE, IMPROVED SERVICE

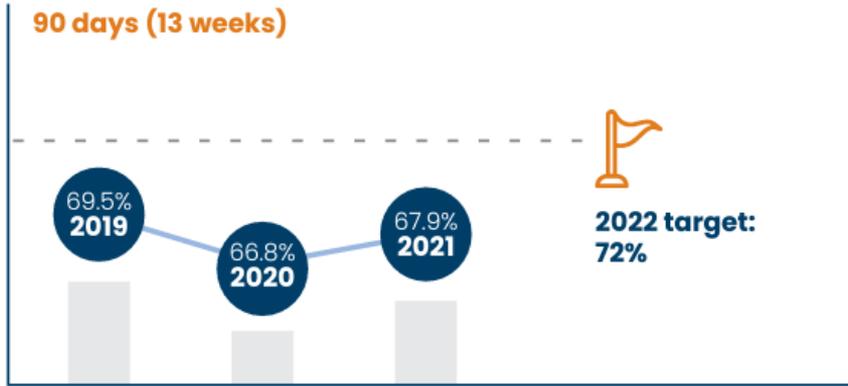


- Streamlined adjudication
- Improved claim triaging
- Modernized application processes to come (online applications, etc.)

**EXPEDITED WAGE REPLACEMENT AND  
MEDICAL BENEFITS FOR INJURED WORKERS!**

# OUR 2022 TARGETS: PERCENTAGE OFF BENEFITS

## 90 days (13 weeks)

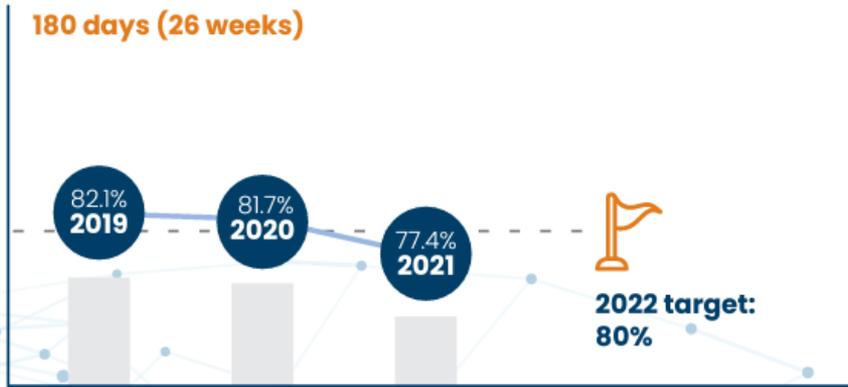


Now measuring at 90 days and 180 days, focusing on earlier intervention

**72%** 90 DAYS  
2022

(Increase from 67.9 - year-end 2021)

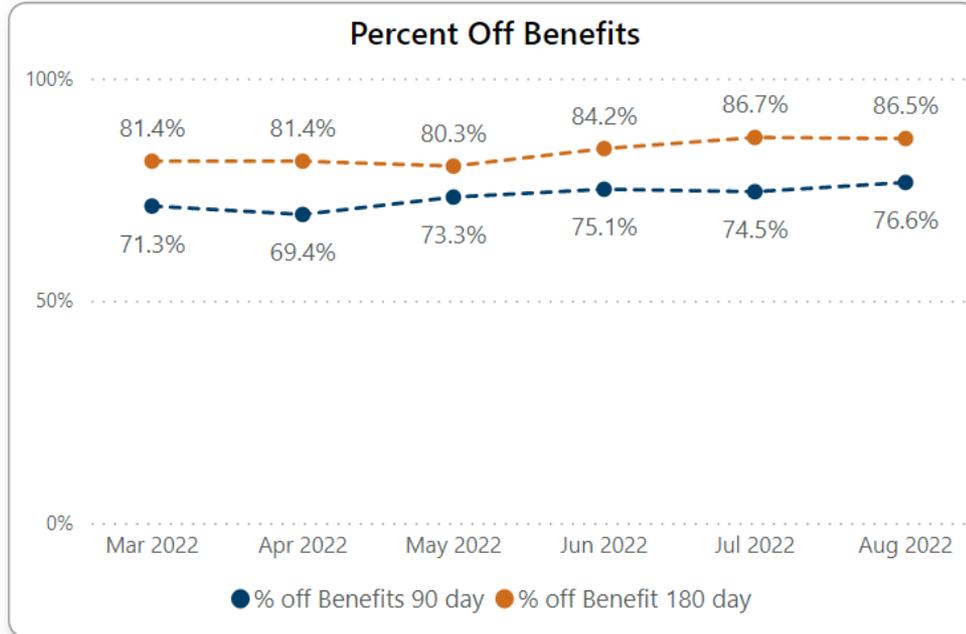
## 180 days (26 weeks)



**80%** 180 DAYS  
2022

(Increase from 77.4 - year-end 2021)

# CURRENT DATA: PERCENTAGE OFF BENEFITS



↑ **76.6%**  
90 DAYS\*

↑ **86.5%**  
180 DAYS\*

On track! (exceeding target)

\* As of August 2022

# DECISION REVIEW OFFICE (DRO)

- New service delivery model
- Improved intake process
- New decision standard
- New review requests being resolved within **four weeks**
- Backlog removed



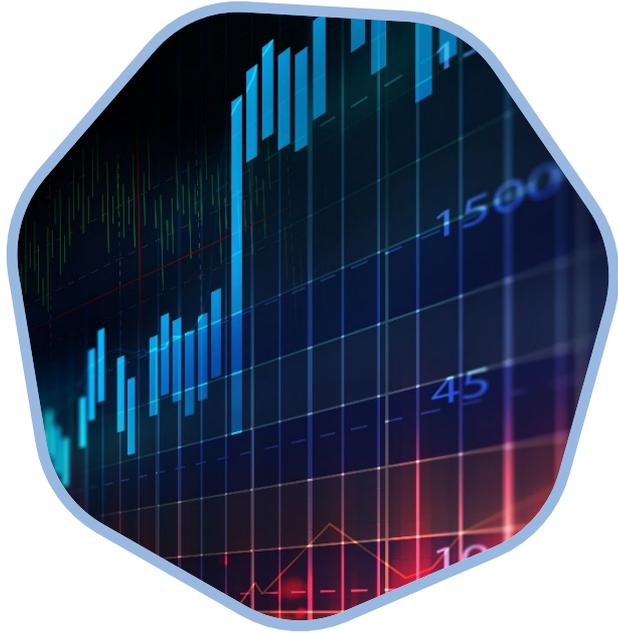
# ANNUAL CHECK-INS



- Annual surveys to employers and workers starting in 2022 (was every two years)
- Allow us to make data-based decisions to improve services for employers and injured workers
- Able to track, assess and pivot as necessary

LISTENING TO AND LEARNING FROM  
NEW BRUNSWICKERS!

# NEW INVESTMENT STRUCTURE



- Hybrid model
- 65% of assets managed externally (cash flow, fixed income and equities)
- Alternative investments managed internally (15% real estate, 10% infrastructure, 10% opportunistic)
- New role to oversee compliance and performance

# TECHNOLOGY ENHANCEMENTS

- Online forms, coding improvements, user-friendly processes and systems
- Data analytics
- Increased online support, virtual health care delivery



# QUALITY MANAGEMENT SERVICES

- Quality, every step of the client and employee experience
- Focused training, onboarding, coaching
- Internal certification
- Empowering our people



EQUIPPING OUR TEAM FOR QUALITY SERVICE  
TO NEW BRUNSWICKERS!



# STRATEGIC PLAN 2022-24





## 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.

# OBJECTIVES

## PEOPLE



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.

## PREVENTION



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.

## INTEGRITY



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.

# PEOPLE-PREVENTION-INTEGRITY.CA

- Theme: Linked
- Home to annual plans, objectives, detailed measures and targets



# MODERNIZATION: FIVE-YEAR+ JOURNEY





*Initiatives for*  
**PEOPLE**

- 1  Caring for Our People
- 2  Workplace Reimagined
- 3  Culture Alignment
- 4  Modernization Governance
- 5  Change Leadership Training
- 6  DRO Service Delivery Model
- 7  Front End Client Interface



*Initiatives for*  
**PREVENTION**

- 8  Online Forms
- 9  Data Strategy & Roadmap
- 10  Claims Service Delivery Model



*Initiatives for*  
**INTEGRITY**

- 11  Core Platform – Financial System
- 12  Core Platform – HRIS
- 13  Core Platform – New Case Management System
- 14  Core Platform – Procurement & Contract Admin
- 15  Core Platform – Employer Management Strategy
- 16  Document Management Strategy
- 17  Business Analytics Platform/Business Intelligence
- 18  Technology Foundations/ITD Business Model

# A MODERN WORKSAFENB



PEOPLE-FIRST  
PSYCHOLOGICAL SAFETY  
COLLABORATION  
CLARITY TRANSPARENCY  
HIGH TRUST  
SUPPORTIVE CULTURE  
EMPLOYEE SUCCESS EMPOWERED

# SIX DIMENSIONS



# LEGISLATIVE ACTIVITIES



# FISHING

- Redefining fishing vessels as workplace
- Requiring PFD use
- Extensive consultation and engagement with fishing industry
- WorkSafeNB has been recommending amendments to include commercial fishing under the *OHS Act* for 20+ years
- Change expected to be in effect in 2024



# REGULATION 91-191



- Major changes underway to Regulation 91-191
- Wide range of topics (lockout, electrical safety, welding, etc.)
- Public review for Phase I from January to March 2022; changes implemented in June 2022
- Phase II now open for public review, closes on August 19 (two days)
- Input for Phase III will be sought in the fall 2022

# BILL 111: ALTERNATIVE SENTENCING

Gives clear authority to judges for sentences imposed on employers who violate the *OHS Act*, with discretion to order money be paid to a third party. This could include ordering payments to:

- Training, educational or research programs
- Health and safety initiatives by a non-profit
- Scholarships for institutions offering OHS disciplines
- Any other purpose that furthers the goal of achieving healthy and safe worksites



# BENEFIT IMPROVEMENT FOR WORKERS

- Board exploring increase to the percentage of loss of earnings paid from 85% to 90% and increasing the maximum annual earnings
- Based on results from *Workers' Compensation Act* review in 2021
- Stakeholder consultation concluded



# OHS ACT REVIEW



- Legislation requires full review of the *OHS Act* every five years
- On track to deliver a final report to the Minister by year-end
- Review expected to focus primarily on housekeeping matters, with exception of possible amendments to JHSC minute requirements

# FINANCIAL RESULTS, Q1 and Q2



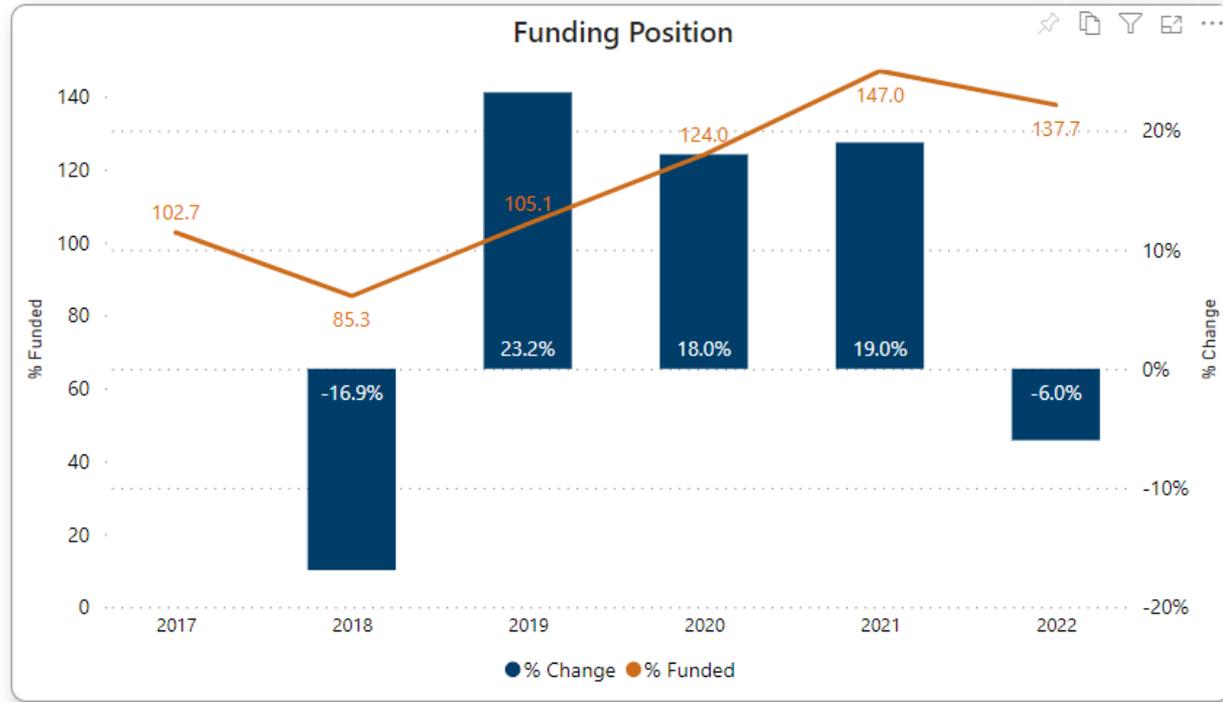
# FUNDED POSITION AND INVESTMENTS

- Year-to-date funded position further declined from 142% in Q1 to 138% in Q2.
- Investment returns were -5.58% in Q1 and -6.53% YTD as of June 30, 2022\*

\* When viewed in the short-term, this fluctuation is expected as policy asset mix selected by the board of directors is inherently volatile, and it's expected to not meet the real return objective from time to time. However, over the long-term the asset mix is likely to meet the real return objectives.



# AUGUST 2022 UPDATE



As of Aug 2, 2022

# SUMMARY OF FINANCIAL RESULTS\*

	2014	2015	2016	2017	2018	2019	2020	2021	2022 Jun 30
<b>Assets</b>	\$1,384	\$1,366	\$1,374	\$1,430	\$1,358	\$1,602	\$1,726	\$1,988	\$1,883
<b>Liabilities</b>	\$971	\$1,079	\$1,203	\$1,392	\$1,592	\$1,525	\$1,397	\$1,348	\$1,368
<b>Net Income</b>	\$7	(\$126)	(\$114)	(\$134)	(\$271)	\$312	\$252	\$310	(\$125)
<b>Funding Position</b>	\$413	\$287	\$172	\$37	(\$234)	\$78	\$329	\$640	\$515
<b>Funding Level</b>	143%	127%	114%	103%	85%	105%	124%	147%	138%

\*In millions of dollars

# 2023 ASSESSMENT RATES

- Board to consider new accident costs, funding level, admin. costs, possible benefit improvement, current economic environment and market
- Rate set in September
- Announced late September / October
- Individual assessment rate notices to be available online at MyServices



**YOUR WORKSAFENB  
TO BUILD: GET INVOLVED!**



# STAKEHOLDER ENGAGEMENT

- Health and Safety Network, consultations, JHSC, benefit improvement
- Surveys – annual CSS, exit from certain programs, etc.
- Consultations, focus groups
- Board vacancies and representation
- Partnership opportunities



# MY COMMITMENT





# Questions & Feedback