

2023 ANNUAL PLAN

People.
Prevention.
Integrity.



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A CLEAR VISION, A CLEAR PATHWAY

Making New Brunswick the safest place to work is our vision. We incorporate this in every activity, from a meeting with a workplace on a health and safety program to helping a worker and their employer create a return-to-work plan.

Like our 2022-24 strategic plan, our 2023 annual plan has three focus areas: people, prevention and integrity.

As a people-first organization, we aim to create and foster an exceptional employee and client experience.

For prevention, we work with workers, employers, safety organizations and health care providers to prevent workplace injuries, illnesses, death and disability.

And for integrity, we protect our system. Workers' compensation and occupational health and safety are foundational for a vibrant, sustainable and healthy New Brunswick.

After the uncertainties of the pandemic, this 2023 plan focuses on stability. You'll see a trend of forward-thinking strategies and initiatives. In 2023, we are setting ourselves up for long-term effectiveness, benefitting both workers and employers.



Part of our progress includes modernization. WorkSafeNB is following an extensive five-year-plus roadmap, that affects all parts of the organization. I encourage you to learn more about modernization on page 17.

In everything we do, we need your involvement. I thank you in advance for your passion and participation in workplace health and safety. Only linked together, we can we create a safer New Brunswick.

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

PEOPLE FIRST

WorkSafeNB's primary focus is people, and this starts within our own organization. Only when our employees are supported, safe and engaged can we extend this to New Brunswick workers and employers. The Caring for our People program (under the Modernization portfolio) will provide a firm foundation for our people. We'll build on activities already in development, such as an enhanced psychological health and safety framework, and further establish a learning and development model that incorporates mentorship, coaching and timely education and training. Additional investments into culture alignment, initiative change management training, leadership development and succession planning will better position WorkSafeNB as an employer of choice in New Brunswick.

STABLE ASSESSMENT RATES AND PURSUIT OF BENEFIT IMPROVEMENTS

WorkSafeNB is committed to always providing our clients with the highest value possible. This includes carefully balancing the needs of employers who pay compensation premiums and workers who need financial and medical support after experiencing a workplace injury. In 2023, WorkSafeNB will focus on maintaining a competitive assessment rate for employers as they continue to recover from financial challenges brought on by the pandemic and rising interest and inflation rates. For workers and their families, WorkSafeNB will be pursuing benefit improvements through legislative change that would allow them to better focus on their recovery during a challenging time.

MODERNIZED TOOLS FOR WORKPLACES

WorkSafeNB is committed to exceptional client service. In today's world that requires leveraging technology. WorkSafeNB will start offering online forms to improve the application and reporting processes. The forms will help ensure employers and workers provide all required information, reducing call-backs and unnecessary wait times. We'll also update web tools for joint health and safety committees



Focus Area: People

(improved minutes template, self-assessment quiz and online supports) to educate and empower workplaces. We'll also look at "data-driven prevention." While in the early stages, a data strategy and roadmap initiative will lead us to improved functionality for sharing data with New Brunswick employers and workers. Such knowledge can help workplaces make informed decisions on prevention trends and activities. Finally, we'll leverage technology to enhance our internal processes which ultimately result in better service for our clients. These include developing a queue management system for our application process and enabling more online submission of critical reports by our service providers to guide our decision-making and services offered to clients.



"People are the foundation of WorkSafeNB. Caring for our clients, our employees and our stakeholders is the backbone of everything we do. For me, as our recruiting specialist, I place the candidate experience on a very high pillar. I want candidates to feel cared for and respected, no matter the outcome."

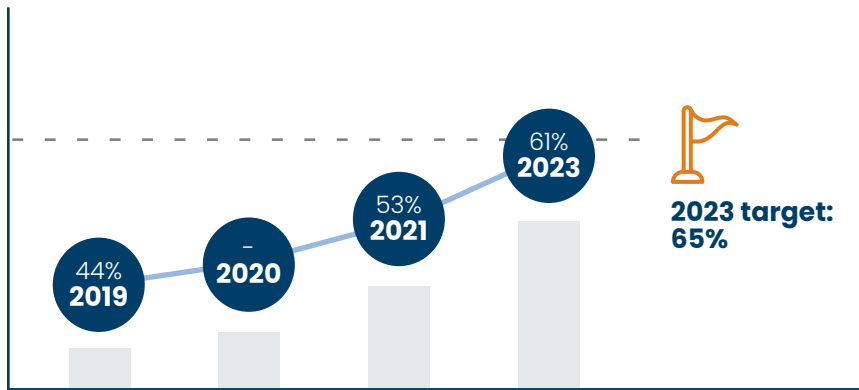
— **Angela Cormier**
Recruiting Specialist, WorkSafeNB

MEASURES



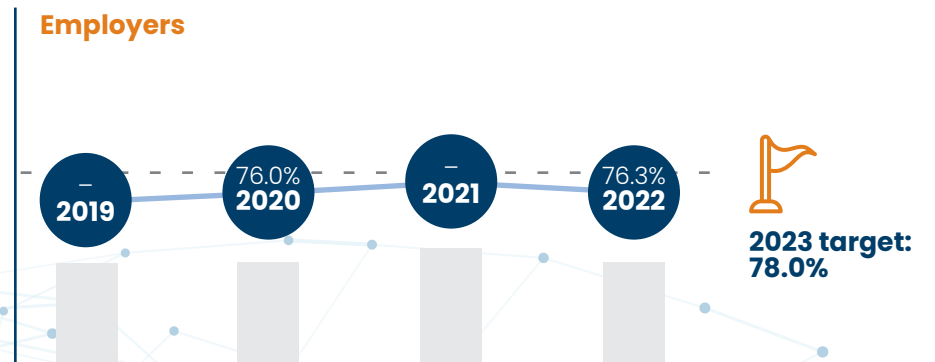
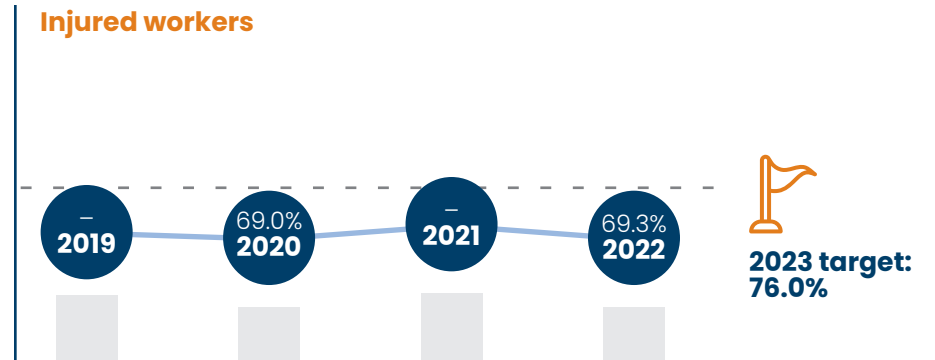
EMPLOYEE ENGAGEMENT

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 year.



CLIENT SATISFACTION

Our client satisfaction survey is conducted annually 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

FISHING LEGISLATION

With the recent approval of the *Act Respecting the Health and Safety of Fishers*, WorkSafeNB will focus efforts on preparing the industry and our employees. The bill, which received royal assent in December 2022, will see changes to the *Occupational Health and Safety (OHS) Act* that will include fishing vessels as a “place of employment,” requiring the industry to adopt workplace health and safety measures, as required by any other employer and supervisor in the province. It will also make the use of Transport Canada–approved lifejackets or PFDs mandatory on fishing vessels. In 2023, we’ll continue to work closely with the industry on education and awareness so all parties are well-prepared for the requirements that come into effect in June 2024. We’ll also ready our own team, ensuring we’re prepared for outreach and compliance activities.

OHS ACT REGULATORY CHANGES: AWARENESS AND EDUCATION

The *OHS Act* and its regulations are foundational to a strong safe work culture in New Brunswick. Last year, WorkSafeNB promoted the Government of New Brunswick’s (GNB) public review of General Regulation 91-191 under the *OHS Act*. Many regulations were found to be outdated and no longer aligned with other jurisdictions across Canada or modernized industry practices.

Proposed amendments were developed in collaboration with stakeholder technical committees. The changes affect 22 topics, including: logging and silviculture, construction, electrical safety, lockout, mining, materials containing asbestos, and air quality and ventilation. Due to the scope, the changes are being implemented in three phases. Phase 1 came into effect in April 2022. Phase 2 underwent public review in June 2022 and will go into effect in early 2023. The public review of Phase 3, which includes standards for hearing conversation, is set to start in early 2023. With the many changes comes a need for increased awareness and education. WorkSafeNB will be actively sharing the changes with worker and employer groups.



STAY AT WORK SERVICE / EARLY INTERVENTION

WorkSafeNB is committed to disability prevention. Evidence shows that workers who recover while at work or return to work as soon as safely able have improved outcomes. To help, in 2022 we started the Stay at Work service, which provides early communication and a step-care approach for workers and employers. It also identifies clients with at high risk of disability earlier, so they can be fast-tracked to case management and provided a robust rehabilitation plan for timely support. In 2023, we'll build on this work and explore how we can better approach complex claims and health care partnerships. We'll ask how we can leverage technology to streamline and automate the delivery of health services, while considering the importance of in-person connections. With our stakeholders, we'll develop a claims service model of the future: one that has a clear direction. Together, we aim to deliver high-quality and timely services customized to the worker for exceptional care.



“Work disability is preventable: When a worker doesn’t feel capable of returning to work life, we’re there to help. We support and guide them in making the decision to return to work and transition back to work.”

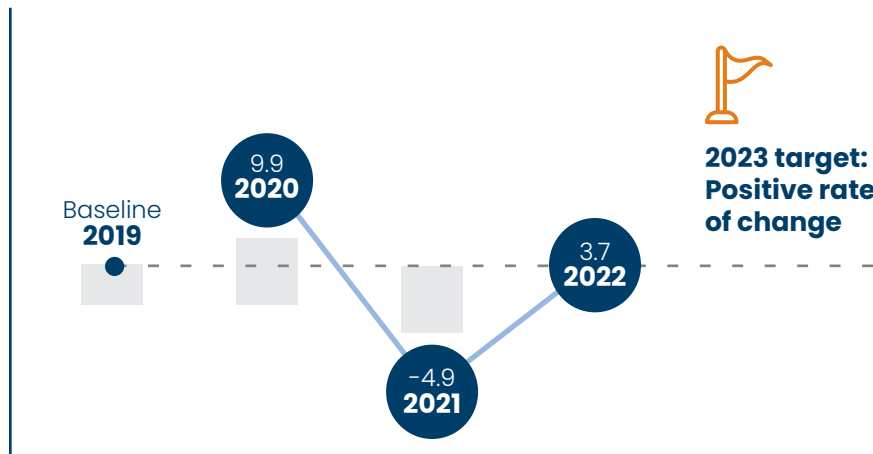
– **Chamila Godbout**
Manager of Early Intervention,
Claims Management, WorkSafeNB

MEASURES



HEALTH AND SAFETY INDEX (HSI)

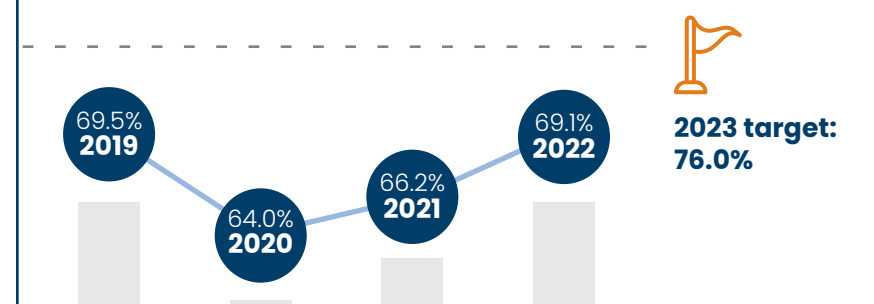
The HSI measures the overall health and safety of New Brunswick’s workplaces. It considers five components – prevention, empowerment, workplace culture, enforcement and injuries – and 15 metrics of health and safety. The components are weighted and combined to reach the single index measure. The HSI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



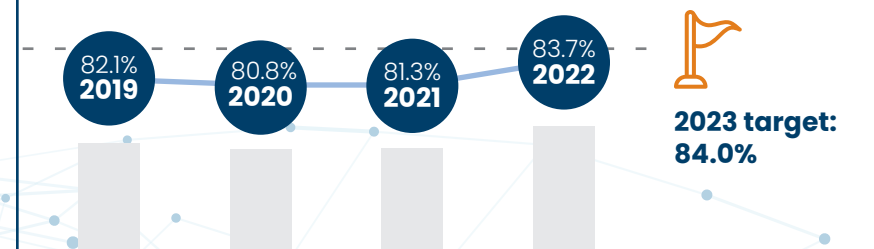
PERCENTAGE OF WORKERS OFF CLAIM

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

FIRST RESPONDER SUPPORT

In 2023, WorkSafeNB will review the list of presumptive cancers covered under the *Firefighters' Compensation Act*. The current list has not been updated since the Act's inception in 2009. We'll also review the definition of "emergency response workers" under the *Workers' Compensation Act*. Under the Act, emergency response workers (or first responders) who are diagnosed with post-traumatic stress disorder are presumed to have incurred the illness from the workplace, fast-tracking support by removing the need for adjudication. WorkSafeNB will examine whether the current definition is accurately reflective of first responders and whether legislative change is required. Research on this issue will include stakeholder consultation, as well as medical evidence and comparative analysis with other jurisdictions in Canada and around the world.

NEW FINANCIAL AND HUMAN RESOURCE SYSTEMS

As a trusted steward in New Brunswick, WorkSafeNB's committed to having a culture of accountability and advancing and leveraging our capabilities. This includes having strong, stable and sustainable systems. In 2023, we'll focus on making significant progress toward implementing new financial and human resources systems. The systems will reduce administrative burden on staff, provide visibility into financial performance across the organization, support WorkSafeNB employee growth and ensure a stable and reliable resource.

FIVE-YEAR OHS ACT REVIEW AMENDMENTS

New Brunswick legislation requires a full review of the *OHS Act* every five years. In 2022, we delivered a report with recommendations to GNB. With exception of amendments to JHSC minute requirements and necessity for head protection selection on project sites, items were related to housekeeping,

such as consistency in naming, gender use and grammar. GNB accepted all recommendations and, in 2023, WorkSafeNB is supporting workers and employers with awareness and education activities.

INFORMATION TECHNOLOGY DIVISION BUSINESS MODEL / TECHNOLOGY FOUNDATIONS

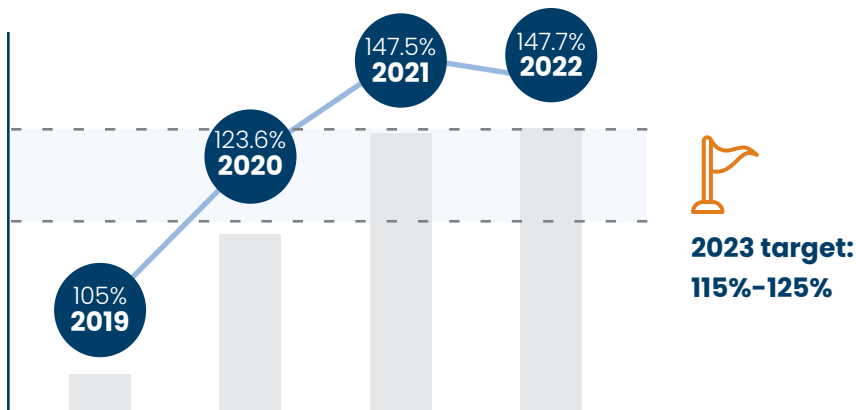
Our Information Technology Division affects every part of WorkSafeNB. Cybersecurity, communication, data management and privacy protection are integral to our work. In 2023, we'll take an in-depth review of current and anticipated needs. We'll explore modern data platforms that will enable a more mature data-driven organization and provide growth opportunity for higher value work. We'll look at skills, processes, technology, training, partnerships and delivery approaches. We'll explore platforms that can provide more flexibility and agility for the organization and an improved, consistent user experience. This multi-year initiative will comprise several projects.

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.







“Being a WorkSafeNB that New Brunswickers are proud of is about more than crossing the t’s and dotting the i’s. It’s about the character and work ethic of the people representing the organization.”

– **Danny Gourdeau**
Investigations Officer, WorkSafeNB

MEASURES AT A GLANCE

 PEOPLE	2020	2021	2022	 2023 target	(2024 target)
EMPLOYEE ENGAGEMENT	–	53%	61%	65%	70%
CLIENT SATISFACTION					
Injured workers	69.0%	–	69.3%	76.0%	80.0%
Employers	76.0%	–	76.3%	78.0%	80.0%

 PREVENTION	2020	2021	2022	 2023 target	(2024 target)
HEALTH AND SAFETY INDEX	9.9	-4.9	3.7	Positive rate of change	Positive rate of change
PERCENTAGE OF WORKERS OFF CLAIM					
90 days (13 weeks)	64.0%	66.2%	69.1%	76.0%	80.0%
180 days (26 weeks)	80.8%	81.3%	83.7%	84.0%	87.5%

 INTEGRITY	2020	2021	2022	 2023 target	(2024 target)
FUNDING POSITION	123.6%	147.5%	147.7%	115%-125%	115%-125%



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2021*

	(000s)
ASSETS	
Cash and cash equivalents	\$ 70,191
Receivables and other	21,083
Investments	1,925,352
Capital assets	7,564
	\$ 2,024,190
LIABILITIES AND FUNDED POSITION	
Payables and accruals	\$ 25,726
Benefits liabilities	1,322,170
Total liabilities	1,347,896
WorkSafeNB funded position	639,859
Non-controlling interests	36,435
	676,294
	\$ 2,024,190

WHAT IS MODERNIZATION?

WorkSafeNB is undergoing a five-year-plus journey to modernize processes and procedures that lead to a sustainable and progressive WorkSafeNB.

Modernization comprises 18 initiatives in areas of people, prevention and integrity. Within those initiatives are five programs and 25+ projects.

The results of modernization include: a more data-driven organization; seamless and modernized claim service delivery model; future-oriented and responsive finance, claim and HR systems; and modern and efficient information technologies.

People.
Prevention.
Integrity.
Modernization!

* 2022 information will be posted when available.

