

corporate | strategic  
**plan** 2007-2012

## a new look



*This document is the first “public” appearance of the new logo of the Workers Compensation Board of Prince Edward Island. This new look was developed so that the organization’s visual identity would better reflect the Board’s ongoing commitment to injury prevention initiatives as a fundamental strategic imperative.*

*“Safety Matters @ Work” has evolved into the core message for all stakeholders of the Workers Compensation Board. Given the significance of that message to the success of this new Strategic Plan, this document seemed an appropriate place to introduce the new logo.*

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# chair and ceo message


The past five years have been both challenging and exciting for the Workers Compensation Board. During that time, we have strived to achieve the goals and objectives which were set out in our Corporate Strategic Plan: 2001-2006.

The Corporate Strategic Plan: 2001 – 2006 crystallized our mission and identified three factors which would be critical to our success. First, significant intervention would be required to improve the financial condition of our Board. Our challenge was to secure the future of the workers compensation system for Prince Edward Island workers. Second, in the face of rising workplace accident rates and increasing medical and support service costs, we recognized that injury prevention initiatives would be key to positive change. We have come a long way in our efforts to facilitate an understanding among stakeholders that “Safety Matters @ Work”. Finally, providing excellent service to our clients was a critical success factor for us over the past five years. This goal will remain high on our list of priorities in the next five years as we strive for continuous improvement.

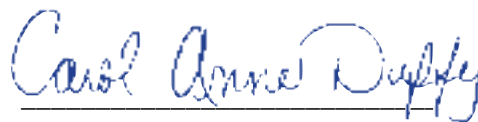
The Workers Compensation Board remains committed to the strategic planning process. We have developed a new strategic plan, the Corporate Strategic Plan 2007 – 2012. This plan focuses our attention on five strategic themes: sharing prevention responsibilities, improving worker outcomes, meeting service expectations, promoting strength within, and securing the future. We are confident this plan will build on our accomplishments over the past five years and provide the guidance we need to meet new challenges.

The development and release of a strategic plan illustrates our commitment to accountability. The Corporate Strategic Plan 2007 - 2012 provides insight into our priorities for the next five years. Each year of the five year plan, the Workers Compensation Board will communicate specific goals and objectives for that year and report on results in a Report to Stakeholders.

We acknowledge the hard work of the Strategic Planning Steering Committee in facilitating the development of the Corporate Strategic Plan 2007-2012. We would also like to thank the Board of Directors, Workers Compensation Board staff, and compensation system stakeholders who have provided valuable input to the development of this plan.



George MacDonal  
Chair  
Workers Compensation Board



Carol Anne Duffy  
Chief Executive Officer  
Workers Compensation Board

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# introduction

The Workers Compensation Board developed and released its first ever Strategic Plan in 2001. Development of this plan was a pivotal step towards significant change. The Strategic Plan mapped out clear direction for our organization. It crystallized our mission and allowed us to document clear values to guide our work on behalf of our stakeholders.

The 2001 – 2006 Strategic Plan acknowledged difficult times for the Workers Compensation Board. Challenging short and long term goals were targeted at critical issues - financial condition, service delivery, and injury prevention.

In each of the five years, an Operational Plan was created which documented concrete annual objectives towards strategic goals. Our progress was reported to stakeholders in the Workers Compensation Board Annual Report. We are proud of what we have achieved.

# looking back

Identifying financial condition as a critical success factor in the 2001 – 2006 Strategic Plan allowed us to recognize that the Workers Compensation Board was facing significant financial challenges and stakeholders were concerned about the affordability and sustainability of the workers compensation system on Prince Edward Island.

Over the past five years strategic goals guided initiatives where workers and employers would each contribute to securing the financial strength of the workers compensation system. As a result, the Workers Compensation Board has moved towards a much stronger financial position, comprehensive budget management, and the establishment of business process controls. The Workers Compensation Board is accountable and responsible for reporting financial condition status to system stakeholders at an annual public meeting.

The enhancement of our service delivery infrastructure, work flow processes, and service culture was vital to our 2001 – 2006 strategic planning success. We established clear objectives and are pleased with the results. Amendments to the *Workers Compensation Act* and the *Occupational Health and Safety Act* set the stage for service delivery improvements.

The *Workers Compensation Act* was amended in 2002 in an effort to provide a more balanced compensation system. Benefit improvements for workers included a reduction in the offset of collateral benefits, the addition of duty to accommodate and return to work provisions, and a provision for the indexing of long term benefits. Employer advisor support services and a reduction in system costs through the three day waiting period were included for employers. A number of amendments such as a mandatory review of the *Workers Compensation Act* every five years and required consultation with stakeholder groups on Board of Director and Appeal Tribunal appointments were included and supported by both workers and employers.

Amendments to the *Occupational Health and Safety Act* in 2000 established a framework for the Workers Compensation Board to introduce and promote services in the area of injury prevention. The amendments provided for an “internal responsibility system” whereby employers and workers work together to provide for safer workplaces. In 2004, new legislation brought farming under the *Occupational Health and Safety Act*, effective January 1, 2007.

The implementation of information technology infrastructure upgrades was targeted in the 2001 – 2006 Strategic Plan as an enabler of immediate and future service delivery improvements. Updated technology infrastructure has allowed us to meet 2001 – 2006 strategic service delivery objectives including a new system to streamline the processing of worker claims, a user friendly website designed to provide

effective worker, employer, and prevention services, direct deposit for all long term worker payments, a monthly payment option for employers, and a model which would ensure optimum use of available prevention officer services.

Improved service delivery was also the driving force behind initiatives such as a comprehensive policy review and the introduction of a Customer Liaison Service. Integral to the success of these initiatives was consultation and open communication with stakeholders. Encouraging our stakeholders to participate and actively communicate on issues facing the compensation system illustrates our commitment to a service delivery culture.

Our work in the area of injury prevention during the strategic planning period has been significant and has crossed all areas of our organization. We recognize that the promotion of workplace safety is the key to eliminating the physical, emotional, and financial impacts of a workplace injury - Safety Matters @ Work. Whether we are working to prevent injury, working towards the return of an injured worker to work, working on social marketing campaigns to raise awareness about workplace injury, or working to fairly distribute the costs of workplace injury across employer groups, "safety" plays a role.

In our 2001 – 2006 Strategic Plan we challenged ourselves with injury prevention goals that were far reaching. We implemented occupational health and safety principles into the curriculum of Prince Edward Island schools, delivered a health and safety awareness program for new and young workers, and hosted a Workplace Health and Safety Conference each year.

Partnering with the farming community to develop the "Prince Edward Island Farm Safety Code of Practice" and working with this community over the past two years to provide education and training in anticipation of legislative changes to bring farming under the *Occupational Health and Safety Act*, has been extremely rewarding. The farming sector has endorsed this new Code of Practice and is committed to the safety of farm workers on Prince Edward Island.

In 2002, the Workers Compensation Board introduced a program of surveys to measure our strategic planning success in terms of stakeholder satisfaction. An independent survey firm conducted an injured worker satisfaction survey in 2002, 2004, and 2006. Similarly, employer satisfaction surveys were conducted in 2003 and 2005. Results were released to the public and are available on our website. Results indicate that stakeholder satisfaction with the Workers Compensation Board has consistently improved during the 2001 - 2006 strategic planning period.

# the process

## **Strategic Planning Steering Committee**

In January 2006, a Strategic Planning Steering Committee was established to coordinate the development of the Strategic Plan. The committee consisted of the Chief Executive Officer, the Director of Client Services, the Director of Corporate Services, the Director of Occupational Health and Safety, a member representing the Board of Directors, a member representing unionized staff within the Workers Compensation Board, a member representing non-unionized staff within the Workers Compensation Board, and the Policy and Planning Coordinator.

## **Environmental Scan**

The environmental scan phase was completed in May 2006. The purpose of the scan was to identify trends, forces, events, and issues that may impact the Workers Compensation Board in the future. The scan consisted of a review of relevant publications, statistical reports and performance indicators which would provide insight and data on what variables, both internal and external to the Workers Compensation Board, may have an impact on our organization.

## **Key Strategic Issues**

Through a facilitated session held in May 2006, the Strategic Planning Steering Committee, together with the Workers Compensation Board of Directors identified key strategic issues for the next five years.

## **Identifying the Goals**

This phase was completed in May 2006. During this phase the Strategic Planning Steering Committee identified goals in relation to the key strategic issues that had been previously identified.

## **Stakeholder Input to Indicators of Success**

This phase, completed in September 2006, consisted of three separate parts with a common goal of gathering input from stakeholders:

- (1) A private research firm, on behalf of the Workers Compensation Board, conducted employer focus groups, worker focus groups, and telephone interviews with the Worker Advisor and the Employer Advisor. The objective of these focus groups/interviews was to review the key strategic issues and to identify possible indicators of success.
- (2) The private research firm also conducted health care service provider focus groups. The objective of these focus groups was to discuss expectations with respect to roles and responsibilities of the respective health care service providers and the Workers Compensation Board.

(3) Workers Compensation Board staff were brought together in a facilitated workshop to review the key strategic issues and to identify possible indicators of success and strategies for achieving proposed strategic planning goals.

**Confirming the Outcomes and Actions**

This final phase was completed in November 2006. The Strategic Planning Steering Committee confirmed the goals in relation to the key strategic issues and developed short and long term actions towards these goals.

# environmental scan

The environmental scan included research from a variety of sources. Government publications, input from Workers Compensation Board staff, and information gathered from other workers compensation jurisdictions in Canada provided insight into the trends, forces, events, and issues that may impact the Workers Compensation Board over the next five years.

## **Economic and Labour Force Trends**

- In 2005, employment on Prince Edward Island expanded 1.9 %, which was the second highest rate of employment growth in Canada
- In 2005, the unemployment rate on Prince Edward Island averaged 10.8 % which was the lowest since 1980
- The growth of the Prince Edward Island economy in 2005 was 2 % compared to the National rate of 2.9 %. In 2004 the growth rate on Prince Edward Island was 1.8 %
- In 2005, personal income on Prince Edward Island was estimated to have increased by 2.9 %
- Fishing, farming, and forestry continue to be Prince Edward Island's primary industries, however, the Island economy is becoming more diverse with the increase in industries such as aerospace and information technology
- There is a shortage of skilled workers on Prince Edward Island as a result of the expansion of new industries on Prince Edward Island, the retirement of older workers, and the exodus of workers to Western Canada

## **Population Demographics**

- As of July 1, 2005, Prince Edward Island's population had increased a total of 252 persons which was an increase of 0.2 % from 2004
- An aging workforce population
- An increase in the number of soft tissue injuries
- Physician shortages in Prince Edward Island

- Experts predict that a pandemic is inevitable
- Prince Edward Island's levels of obesity, inactivity, and chronic disease (i.e. diabetes) may influence the overall health and healing time for injuries
- Prince Edward Island's seasonal economy continues to provide challenges with return to work planning following workplace injuries
- Approximately 50% of Prince Edward Islanders who were surveyed, believe workplace injuries are inevitable or "just a part of life"
- 43% of the working population (age 16-65) on Prince Edward Island has difficulties with basic literacy skills
- Increasing concerns about the possible misuse and abuse of oxycodone-based products in Canada, especially in Atlantic Canada

### **Workers Compensation Environment**

- An increase in health care costs
- Delays in accessing health care services in a timely fashion
- The *Occupational Health and Safety Act* now applies to the farming industry
- Over the past three years, the WCB has significantly reduced its unfunded liability
- In 2005, workers who were 40-46 years of age accounted for 46 % of time loss claims with the WCB

## our mission

WCB exists to promote safe workplaces and to protect employers and injured workers through a sustainable accident insurance program






## our values

- We treat people with fairness, care and respect
- We communicate in an open and honest manner
- We are accountable to the public and our stakeholders
- We believe in teamwork and are committed to continually improving our services
- We foster trust
- We act with integrity and professionalism

# *strategic themes*

## looking forward

The Strategic Plan 2007 – 2012 will build on our previous successes, identify challenges for the future, and demonstrate the Workers Compensation Board's commitment to measurable results. This plan reflects our mission and values and focuses on five strategic themes:

-  Sharing prevention responsibilities
-  Improving worker outcomes
-  Meeting service expectations
-  Promoting strength within
-  Securing the future

## ■ sharing prevention responsibilities

### KEY RESULT AREA: Injury Prevention

*The Workers Compensation Board recognizes that prevention is the most effective way to minimize the overall emotional, physical, and financial burden of workplace injuries. An effective injury prevention program depends on workers, employers, and the Workers Compensation Board each understanding their role in making Prince Edward Island a safe place to work.*

	YEAR ONE	YEAR TWO – FIVE
<b>GOAL</b>	The Workers Compensation Board, workers, and employers understand their role in injury prevention	Outcomes in high injury sectors demonstrate workers and employers have embraced the internal responsibility model for injury prevention
<b>ACTIONS</b>	<p>Reassess efforts to educate workers and employers on injury prevention</p> <p>Facilitate the delivery of injury prevention education which meets the needs of workers and employers</p> <p>Identify and promote injury prevention best practices</p> <p>Develop a strategy to reduce recurring workplace injuries</p> <p>Reinvent the corporate identity of the Workers Compensation Board to incorporate “safety”</p>	<p>Implement a strategy to reduce recurring workplace injuries</p> <p>Review use of the internal responsibility model in high injury sectors</p> <p>Identify and work towards target outcomes in high injury sectors</p>
<b>MEASURE OF SUCCESS</b>	<p>Workers and employers perceive their injury prevention education needs are being met</p> <p>The mandate of the Workers Compensation Board for injury prevention education is endorsed by workers and employers</p>	<p>A strategy for reducing recurring workplace injuries has been implemented</p> <p>Incidents of recurring workplace injuries are being monitored</p> <p>Workers and employers in high injury sectors recognize the value of the internal responsibility model for improving outcomes</p>

## improving worker outcomes

### KEY RESULT AREA: Improving Outcomes For Workers With Soft Tissue Injuries

Over fifty percent of all claims filed with the Workers Compensation Board are the result of soft tissue injuries. The Workers Compensation Board is committed to effective case management for all injury types; however, a focused approach which will enhance the safe and timely return to work for workers with soft tissue injuries is essential.

	YEAR ONE	YEAR TWO – FIVE
<b>GOAL</b>	Criteria for identifying workers with soft tissue injuries have been defined and a process for managing soft tissue injury claims has been developed	A process for managing soft tissue injury claims has been implemented and workers with soft tissue injuries have more successful outcomes
<b>ACTIONS</b>	<p>Define claim types to be categorized as soft tissue injuries</p> <p>Consult with employers on return to work processes for soft tissue injuries</p> <p>Consult with health care providers on treatment standards for soft tissue injuries</p> <p>Research soft tissue injury programs used in other compensation system jurisdictions</p> <p>Identify critical success factors and indicators for improving soft tissue injury outcomes</p> <p>Develop a process for managing soft tissue injury claims</p> <p>Identify roles and responsibilities for managing soft tissue injury claims</p> <p>Educate staff, workers, employers, and health care providers on the process for managing soft tissue injury claims</p>	<p>Identify indicators of soft tissue injury outcome improvement</p> <p>Implement a process for managing soft tissue injury claims</p> <p>Monitor indicators for soft tissue injury claims</p>
<b>MEASURE OF SUCCESS</b>	<p>A process for managing soft tissue injury claims has been developed</p> <p>Staff, employers, and health care providers understand the process and respective roles and responsibilities for managing soft tissue injury claims</p>	<p>Soft tissue injury claims are being identified and a process for managing soft tissue injury claims is being used</p> <p>Workers with soft tissue injuries have more successful outcomes</p>

## meeting service expectations

### KEY RESULT AREA: Service Delivery

*Meeting service delivery expectations will always be critical to the success of the Workers Compensation Board. Past stakeholder survey results indicate that improving claim processing effectiveness will have the greatest impact in terms of stakeholder satisfaction with services delivered by the Workers Compensation Board.*

	YEAR ONE	YEAR TWO – FIVE
<b>GOAL</b>	Standards for claim processing effectiveness are identified for Workers Compensation Board staff, employers, workers, and service providers	Claim processing effectiveness is measured for WCB staff, employers, workers, and service providers and appropriate feedback mechanisms are in place
<b>ACTIONS</b>	<p>Research claims processing standards and the measurement processes used in other compensation system jurisdictions</p> <p>Consult with stakeholder groups on claims processing expectations</p> <p>Establish and communicate claims processing standards</p>	<p>Establish methods for the periodic evaluation of claims processing effectiveness against standards</p> <p>Develop and implement intervention strategies aimed at meeting or exceeding claims processing standards</p>
<b>MEASURE OF SUCCESS</b>	<p>WCB staff, employers, workers, and service providers have participated in the identification of standards for claim processing effectiveness</p> <p>Priority claim processing standards have been identified and communicated</p>	Claims processing effectiveness has improved

## meeting service expectations

### KEY RESULT AREA: Information Technology

Technology continues to evolve at a rapid pace. The Workers Compensation Board recognizes the potential of the Internet for delivering core services to clients. Over the next five years, the Workers Compensation Board will roll out an E-business strategy providing secure and easy to use web-based services for clients who prefer the convenience of online access.

	YEAR ONE	YEAR TWO – FIVE
<b>GOAL</b>	The Workers Compensation Board understands and has illustrated to stakeholders the potential for E-business to improve service delivery effectiveness	Workers and employers are experiencing service delivery improvements through the incorporation of E-business into Workers Compensation Board workflow and computer systems
<b>ACTIONS</b>	<p>Adopt standards for a secure E-business environment</p> <p>Establish an E-business infrastructure</p> <p>Identify and implement short-term E-business goals</p>	<p>Consult with stakeholders on E-business priorities</p> <p>Identify objectives for service delivery improvement through E-business</p> <p>Develop and implement an E-business strategy</p> <p>Incorporate E-business standards into system upgrade initiatives</p>
<b>MEASURE OF SUCCESS</b>	<p>A secure E-business infrastructure is in place</p> <p>E-business services have been introduced</p>	<p>An Information Technology Business Plan has prioritized E-business requirements</p> <p>E-business is available to stakeholders in a secure, well supported environment</p> <p>E-business services are being used by stakeholders</p>

## promoting strength within

### KEY RESULT AREA: Human Resources

*A qualified, committed, and motivated staff is clearly the most valuable resource within any organization. The Workers Compensation Board must create an environment where staff believe in the work they do, have the tools, knowledge and support they need, and are challenged to contribute to ongoing improvement and positive change within the organization.*

	YEAR ONE	YEAR TWO – FIVE
<b>GOAL</b>	Supervisors understand their role and have the necessary skills to implement an effective employee performance development and evaluation program	Employees have a sense of accomplishment, do work that is valued, and receive the support and recognition they need
<b>ACTIONS</b>	<p>Review existing approach and explore alternate approaches for performance development and evaluation</p> <p>Identify and document performance development and evaluation procedures</p> <p>Provide performance development and evaluation training for supervisors</p> <p>Provide support for staff wellness and professional growth</p>	<p>Provide performance development and evaluation training for employees</p> <p>Implement and monitor the use of performance development and evaluation standards by supervisors</p> <p>Develop an internal recognition program</p> <p>Foster a corporate wellness culture</p>
<b>MEASURE OF SUCCESS</b>	<p>Employees have participated in a review of performance development and evaluation methods</p> <p>Performance development and evaluation procedures have been documented</p> <p>Supervisors have been trained on performance development, evaluation procedures, and techniques for giving and receiving feedback</p>	Employee satisfaction in areas specific to receiving support and recognition has improved

## securing the future

### KEY RESULT AREA: Financial

Long term sustainability of the workers compensation system on Prince Edward Island depends on sound fiscal management, stringent audit standards, full funding policies and transparent financial reporting. The Workers Compensation Board is committed to protecting the future of the workers compensation system on behalf of Island workers and employers.

	YEAR ONE	YEAR TWO – FIVE
<b>GOAL</b>	The funding strategy protects the financial position of the Workers Compensation Board	The funding strategy and funding policy is well understood and the Workers Compensation Board is maintaining funding targets
<b>ACTIONS</b>	<p>Complete an asset mix study</p> <p>Finalize and implement asset mix decisions</p> <p>Identify risk tolerance and funding target limits</p> <p>Review financial position and objectives</p> <p>Identify and recommend funding strategy amendments</p> <p>Develop a funding policy to reflect asset mix decisions, funding targets and funding strategy direction</p> <p>Implement operational strategies for funding position maintenance</p>	<p>Implement the updated funding strategy</p> <p>Develop and implement a communications plan for reporting of funding strategy status</p> <p>Monitor the impacts of changing accounting standards on financial position</p>
<b>MEASURE OF SUCCESS</b>	<p>The funding strategy has been amended</p> <p>A funding policy has been developed</p>	<p>Funding targets are being maintained</p> <p>Changing accounting standards are being monitored and potential impacts identified</p>

## securing the future

### KEY RESULT AREA: Legislation

*The Workers Compensation Board is responsible for administration of the Workers Compensation Act and the Occupational Health and Safety Act.*

*Provisions in the Workers Compensation Act mandate a comprehensive review every five years. The Workers Compensation Board must facilitate a fair and consultative process resulting in recommendations for change which balance the needs of workers, the needs of employers, and the fiscal responsibilities of the Workers Compensation Board.*

*Meeting demands for regulatory amendments within the occupational health and safety legislation will remain a priority for the Workers Compensation Board over the next number of years.*

	YEAR ONE	YEAR TWO – FIVE
<b>GOAL</b>	There is a comprehensive and consultative review of the Workers Compensation Act and there is a consultative review process to identify priority Occupational Health and Safety Act regulations	Legislation and regulations which fairly reflect the interests and needs of all stakeholders, while recognizing the need for program sustainability, are in place
<b>ACTIONS</b>	<p>Establish a Legislative Advisory Committee for the review of the Workers Compensation Act</p> <p>Facilitate a comprehensive review and document Legislative Advisory Committee recommendations on proposed Workers Compensation Act amendments</p> <p>Identify priorities for regulatory change within the Occupational Health and Safety Act regulations</p> <p>Develop an aquaculture safety code of practice</p>	<p>Recommend Workers Compensation Act amendments to Government</p> <p>Recommend new or amended Occupational Health and Safety Act regulations to meet priorities</p> <p>Support legislative and regulatory change processes</p> <p>Implement legislative and regulatory changes</p>
<b>MEASURE OF SUCCESS</b>	<p>Legislative Advisory Committee recommendations on proposed Workers Compensation Act amendments have been documented and presented to the Board of Directors</p> <p>Occupational Health and Safety Act regulatory priorities have been identified</p>	<p>Workers Compensation Act amendments have been presented to Government</p> <p>Priority Occupational Health and Safety Act regulations have been presented to Government</p> <p>Legislative and regulatory changes have been implemented</p>

## securing the future

### KEY RESULT AREA: Business Continuity Planning

*Business continuity planning is a proactive planning approach which ensures that essential services are provided during a disruption of business. The Workers Compensation Board believes that mission critical services must be available to clients should an unforeseen event cause a disruption in normal business operations.*

	YEAR ONE	YEAR TWO – FIVE
<b>GOAL</b>	Business continuity risk areas have been identified	A plan is in place to ensure the organization continues to provide essential services during major business disruptions
<b>ACTIONS</b>	<p>Identify and assign resources required to identify business continuity risk areas in each Division of the Workers Compensation Board</p> <p>Develop a report documenting mission critical services provided by the Workers Compensation Board</p>	<p>Develop a recovery plan for each mission critical service</p> <p>Formalize Business Continuity Plan documentation</p> <p>Communicate the Business Continuity Plan</p> <p>Develop procedures for Business Continuity Plan maintenance</p>
<b>MEASURE OF SUCCESS</b>	<p>A business continuity risk working group is in place</p> <p>Mission critical services have been documented</p>	<p>A Business Continuity Plan has been formalized and communicated to staff within the Workers Compensation Board</p> <p>Procedures for Business Continuity Plan maintenance are in place</p>

# notes



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