

Corporate Business Plan

2023

Ce document est disponible en français sous le titre : Plan
d'activités 2023



wsib
ONTARIO

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Introduction

Welcome to the final year of the WSIB 2019-2023 Strategic Plan. Our plan was launched at a time when the organization had eliminated its unfunded liability and achieved a level of financial sustainability greater than at almost any other time in our history. This, in turn, allowed us to focus on securing benefits into the future for people injured or made ill at work and harness our momentum to deliver strong public value.

In 2021, when many Ontarians and businesses were experiencing change because of the global pandemic, we updated our plan to reflect the evolving landscape and strengthened our commitment to continue providing Ontarians with the services they rely on the WSIB to provide.

In 2023, our annual plan is focused on executing our strategic objectives and delivering on our current vision. We are also looking toward the future. With a new leadership team in place comprised of our President and CEO, Jeffery Lang, and Chair, Grant Walsh, we are well positioned to address new challenges and opportunities that will set the foundation for our next Strategic Plan in 2024 and beyond.

We plan to implement the final year of our strategic plan by successfully delivering on the priorities and key work outlined in our annual business plan.

Reflecting on 2022

We are pleased to share important milestones accomplished in support of our Strategic Plan as well as in response to the continued impact of COVID-19 on the work-related injury and illness insurance system.

Coverage for Ontarians	Our work-related injury and illness insurance covers over 5 million people in over 300,000 workplaces.
Shortened durations*	More Ontarians are getting back to full or part-time work faster, after an injury or illness at work.
Successful resolutions*	Our appeals process resolved over 92% of appeals cases in a timely manner, within 6 months.
Issuing surplus rebates to safe Ontario businesses	For the first time in history, the WSIB issued a surplus rebate to almost 300,000 safe Ontario businesses.

Doubling rebates for smaller businesses	We introduced a temporary pandemic bonus that doubles rebates for smaller businesses investing in our Health and Safety Excellence program.
Streamlining the occupational disease system	Together with the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) we launched a review of the occupational disease system and established a Scientific Advisory Table.
Introduced a new way for businesses to work with us	We expanded our online offerings to give businesses the same convenient 24/7 access to claim information as people with claims.
Extended hours of service	We launched our extended hours pilot to better match the needs of our customers by making front-line roles available outside of traditional working hours.

*As of Q2 2022

2023 Priorities

In 2023, we will continue to focus on our core priority: delivering trusted and efficient customer service to the Ontarians who become injured or ill at work, and the businesses who pay our premiums.

We expect more than 225,000 new claims will be registered with the WSIB and over 300,000 businesses will pay premiums for WSIB coverage this year. Each one of those transactions is a priority for the WSIB.

- Delivering benefits:** In 2023, the WSIB will continue to provide workplace injury and insurance coverage for over five million Ontarians. We anticipate we will spend more than \$3 billion on direct services and supports for Ontarians who become injured or ill at work, including more than \$600 million on quality health care and more than \$1 billion on our core loss-of-earnings benefit. The WSIB will deliver these services while consistently emphasizing return to work. As part of our commitment to customer service, we will build on the initiatives described in this Plan, study benefit improvements and explore every opportunity to improve our interactions with people.

- **Employer Services:** In 2023, the WSIB will have a dedicated business unit focused on Employer Services – combining our employer assistance, employer compliance and workplace health and safety functions. Over 300,000 employers depend on the WSIB for economic certainty in the event of a workplace injury or illness. We provide insurance coverage and health and safety expertise, so employers can focus on their business. As part of our commitment to customer service, we will continue to make it easier for businesses to work with us.
- **Managing through economic change:** The WSIB is a fully-funded insurance company, however, the combination of elevated inflation and volatile investment markets creates new challenges. Through this context, the WSIB will ensure all commitments made to Ontarians are secure, and we will work to achieve reasonable stability in premium rates through efficient internal spending. Stability for our customers and clients is a priority in 2023.
- **Strategic directions:** Throughout 2023, the WSIB will be developing our next Strategic Plan. We will be planning the technology, workplace and process improvements to better serve our clients and customers. Our technology investments will combine near-term improvements to the customer experience and long-term initiatives to keep the WSIB current with customer expectations.

Major programs and third-party initiatives

Health and Safety Excellence program

The WSIB's voluntary incentive program for Ontario businesses, the Health and Safety Excellence program, is a key activity in the Chief Prevention Officer's new occupational health and safety system strategy, Prevention Works. The program connects businesses of all sizes with WSIB-approved providers to help them develop their workplace health and safety programs.

In mid-2022, the program surpassed its enrollment target of 2,500 businesses registered (representing over 865,000 employees).

When program members successfully complete their health and safety topics, they receive rebates on their WSIB premiums. In addition, health and safety performance improvements may lead to lower premium rates and other cost savings.

Partnership with the Canada Revenue Agency (CRA)

In late 2020, the WSIB and the CRA began a series of exploratory discussions to find additional solutions that provide public value for businesses. These discussions focused on both short and long-term improvements and partnership opportunities. We launched

a Communication and Awareness Joint Strategy, and now Ontarians have access to WSIB services available through the federally run Canada Business Mobile App.

In 2023, we will be implementing the CRA Report and Pay Tool. This tool will allow businesses registered with the WSIB, using a valid business number, to report and pay their WSIB premiums through the CRA's online payment portal.

Sharing agreement with Service Canada

The WSIB will be the first compensation board in Canada to have a comprehensive information sharing agreement with Service Canada for both EI and CPP. The WSIB and Service Canada are working together to expand information sharing to both Employment Insurance (EI) and Canadian Pension Plan (CPP) data, and other records, enabling the WSIB to access real-time information and support faster decision-making. This partnership will help reduce administrative burden resulting in a better customer experience.

2019-2023 Strategic plan pillars and performance measures

Our Strategic Plan is divided into four pillars and we are committed to monitoring our progress. We use the following performance measures to ensure we continue to deliver value.

Helping to make Ontario a safer place to work

- To help make Ontario a safer place to work we will:
- strengthen integration, accountability and effectiveness of the occupational health and safety system
 - promote and encourage healthy workplaces through our health and safety program
 - raise awareness of rights, obligations and best practices to empower proactive health and safety planning

Measure	Baseline	Target
Measure the overall change in the health and safety of Ontario workplaces each year through the Health and Safety Index	3.0% (2022 result)	Improve
Count the year-to-date number of allowed lost time injury and illness claims for every 100 full-time equivalents (FTE) for the year specific to determine the Lost-time injury rate	0.96% (Q2 2022)	Improve

Improving return-to-work and recovery

- To improve return-to-work and recovery outcomes we will:
- provide customized return-to-work services to people that need the most support
 - improve access and quality of care for people with work-related illnesses or injuries
 - improve sustainable employment outcomes

Measure	Baseline	Target
Determine the duration of a claim at different intervals (3 and 6 months) by looking at the year-to-date percentage of	3 months 14.3% (Q2, 2022)	Maintain*

Measure	Baseline	Target
people with work-related injuries or illnesses who continue to receive full or partial loss-of-earnings benefits on the specified anniversary (3 months and 6 months)	6 months 8.5% (Q2, 2022)	
Determine the percentage of people with lost-time claims who have returned to work with no wage loss within 12 months of their injury date (Schedule 1)	86.7% (Q2, 2022)	Maintain

*Indicates change from year-end 2022 results.



Meeting our customers' needs and expectations

To meet our customers' needs and expectations we will:

- build an accessible, personalized customer service experience
- provide quality services in a convenient and timely manner
- ensure that decisions are fair, transparent and evidence-based

Measure	Baseline	Target
Overall satisfaction for:		
People returning to work	66% (2021 result)	Improve
Businesses supporting their employee returning to work	82% (2021 result)	Maintain
Businesses with account-related inquiries	84% (2021 result)	Improve
Health and safety programs	80% (2021 result)	Improve



Sustaining our organization through efficient and effective management

To ensure the organization is managed efficiently and effectively we will:

- ensure sustainability of our financial health
- improve the use of data and analytics
- develop a stronger IT foundation that enables our organization
- improve employee engagement and foster equity, diversity and inclusion

- develop employee skills and competencies in line with our target future-state operating model

Measure	Baseline	Target
Measure the ratio of our assets to our liabilities to determine the sufficiency ratio	115.5% (Q2 2022)	Maintain
Review feedback from our annual Employee experience survey to determine employee engagement	72% (2022 result)	Improve
Review feedback on efforts to strengthen diversity and inclusion to promote an inclusive culture	57% (2022 result)	Improve

People Plan

In 2023, we will continue to focus on developing employee skills and competencies and improving employee engagement in an effort to foster equity, diversity and inclusion by:

- Identifying, tracking, and developing competencies needed to meet organizational priorities.
- Sustaining and improving our success in recruiting new talent while cultivating our current workforce.
- Enhancing our ability to support modern talent management, organizational design, and the hybrid workforce.
- Continuously improving the proficiencies of our current leaders while developing a deep bench of future leaders.
- Ensuring our people feel included, engaged, and are able to succeed in a safe organizational culture.

Compensation Strategy

The WSIB has a competitive compensation and benefits program that balances internal equity and external competitiveness to attract, retain and motivate employees. The non-union compensation strategy is based on our compensation philosophy comparing a blend of public and private markets. This recognizes the need to compete for resources in both sectors, as well as reflecting the WSIB’s role in the public sector. The target market reflects an equally weighted blend of Canadian public sector and similar-sized organizations in the private sector. The target total cash compensation is set at the median of the market to attract and retain the caliber of resources required to achieve the organization’s mandate.

Total number of employees by group

Permanent	Temporary	Unionized	Non-unionized	OMA*	Management
3890	291	3057	1122	2	691

*Ontario Medical Association

2023 Financial plan

Statement of Comprehensive Income (\$millions)	2022 Forecast*	2023 Budget	2024 Budget	2025 Budget
Insurance revenue	3,252	3,396	3,522	3,640
Insurance service expenses	3,885	3,969	4,151	4,271
Insurance service result	(633)	(573)	(629)	(631)
Net Insurance finance income (expense)	5,214	0	0	0
Investment income	(3,012)	1,824	1,872	1,921
Investment expenses	(264)	(278)	(304)	(317)
Net Investment Income (loss)	(3,276)	1,546	1,568	1,604
Loss of Retirement Income Fund contributions	54	56	58	60
Administration and other expenses	320	303	314	372
Legislated obligations and funding commitments	289	304	298	299
Other income and expense	(109)	(101)	(104)	(108)
Surplus distribution expense	1,267	0	0	0
Total expenses	1,821	562	566	623
Excess (deficiency) of revenues over expenses	(516)	411	373	350
Total other comprehensive income (loss)	1,361	(2)	(2)	(2)
Total comprehensive income (loss)	845	409	371	348
Total comprehensive income attributable to:				
WSIB stakeholders	897	409	371	348
Non-controlling interest	(52)	0	0	0
	845	409	371	348
Total administration	1,109	1,052	1,088	1,141
Net investment return	-8.2%	5.0%	5.0%	5.0%
Net assets on a Sufficiency Ratio basis	5,234	5,470	5,064	4,677
Sufficiency Ratio	116.4%	116.7%	115.1%	113.7%

* The 2022 Forecast has been restated to the IFRS17 basis for comparative purposes.

Enterprise risk management

Our Enterprise Risk Management (ERM) Program is designed to help us successfully achieve the objectives of our Strategic Plan and annual business plan. We achieve this by identifying, assessing, continuously monitoring and reporting key risks and effectively responding to them.

The WSIB has a proven ability to acclimate to major changes in its operating landscape. We have managed through three years of unprecedented changes and remain focused on several key risks including financial, operational, strategic, and reputational risk.

In 2023, preserving our financial stability will be our top priority to ensure we can best serve people with work-related injuries and illnesses. We are currently in a secure funding position, though financial risk remains top of mind due to macro-economic pressures including present market conditions and inflationary pressures.

IT Strategy

In 2023, WSIB's Information Technology (IT) team will continue to focus on modernizing our infrastructure. Investments will be made to address technology debt, reduce technology and cybersecurity risk, and ensure the WSIB's production systems are resilient to support our business needs.

Additionally, IT will keep on laying the foundation for future technology needs by continuing to make digital improvements.

Realty

The WSIB currently has a portfolio of offices across the province. We continue to work with Infrastructure Ontario on the development of a facilities strategy that will incorporate the requirements of the Realty Directive, address opportunities to leverage what was learned during the pandemic, develop the hybrid work model and rationalize the WSIB's realty holdings. In 2022, the Government of Ontario amended the Workplace Safety & Insurance Act to remove the requirement mandating the WSIB be headquartered in the City of Toronto – allowing the WSIB to relocate head office functions to an expanded City of London office. We are incorporating the new flexibility into our future facilities strategy and working to right-size our physical footprint.

Appendix

Mandate

The Workplace Safety and Insurance Board (WSIB) is a board-governed trust agency responsible for administering the *Workplace Safety and Insurance Act, 1997 (Ontario)*. Our mandate requires us to accomplish the following in a financially responsible and accountable manner:

- promote health and safety in workplaces
- facilitate the return to work and recovery of people who sustain personal injury arising out of and in the course of employment or who suffer from an occupational disease
- facilitate the re-entry into the labour market of people injured or made ill at work and spouses of people who died as a result of workplace injury or illness
- provide compensation and other benefits to people injured or made ill at work and to the survivors of people who died as a result of workplace injury or illness

Program

The WSIB administers no-fault workplace insurance for just over 300,000 businesses and covers more than five million working people in the province. We provide benefits for people who have been injured and made ill at work and benefits for the survivors of those who have been fatally injured at work, manage the provision of high-quality health care and assist in the early and safe return to work for people who are injured on the job or who contract an occupational disease.

The WSIB operates under the Meredith principles:

- Ontario's workers' compensation is a "no-fault" system
- benefits to people injured or made ill on the job are secure
- businesses provide funding for the system based on their collective liability
- the WSIB is independent from government
- the WSIB has the exclusive jurisdiction on benefit claims

The WSIB provides funds to the Ministry of Labour, Immigration, Training and Skills Development for prevention, administration of the *Occupational Health and Safety Act*, the health and safety associations, the offices of the Worker Adviser and Employer Adviser and the Workplace Safety and Insurance Appeals Tribunal.

To ensure accountability the Fair Practices Commission provides an independent, neutral and confidential service for injured and ill people, businesses and service providers who have complaints about the service they receive at the WSIB. The

commission also tracks complaints, identifies systemic issues and recommends improvements to the WSIB.

The Enterprise Governance Framework promotes effective, efficient, accountable and transparent decision-making. Within this framework, the Board of Directors' mandate includes obligations associated with a Government of Ontario board-governed agency.

The Board of Directors and each Board committee has its own mandate and annual work plan. These committees are:

The Governance Committee, which provides advice and assistance to the Board on issues relating to the governance of the agency, the stewardship role of the Board with respect to the management of the agency and the functioning of the Board to assist the WSIB in enhancing its performance.

The Audit and Finance Committee, which assists the Board in fulfilling its oversight responsibilities with respect to:

- the integrity of the WSIB financial reporting process and statements, and those of the Employee Supplementary Pension Plan
- the effectiveness of internal controls
- the performance of the actuarial function
- the performance, independence and qualifications of the internal and external auditing functions, including the annual Value for Money Audit
- compliance with laws, regulations and policies relevant to finances, financial reporting and the annual financial statements of the WSIB, its subsidiaries and the pension plans

The Health and Safety Committee, which assists the Board in providing strategic direction and oversight with respect to the WSIB's mandate to promote health and safety and the strategic goal to make Ontario the safest and healthiest place to work.

The Investment Committee, which provides advice and assistance to the Board on issues relating to the administration of the investments of the insurance, supplementary pension and loss-of-retirement income funds.

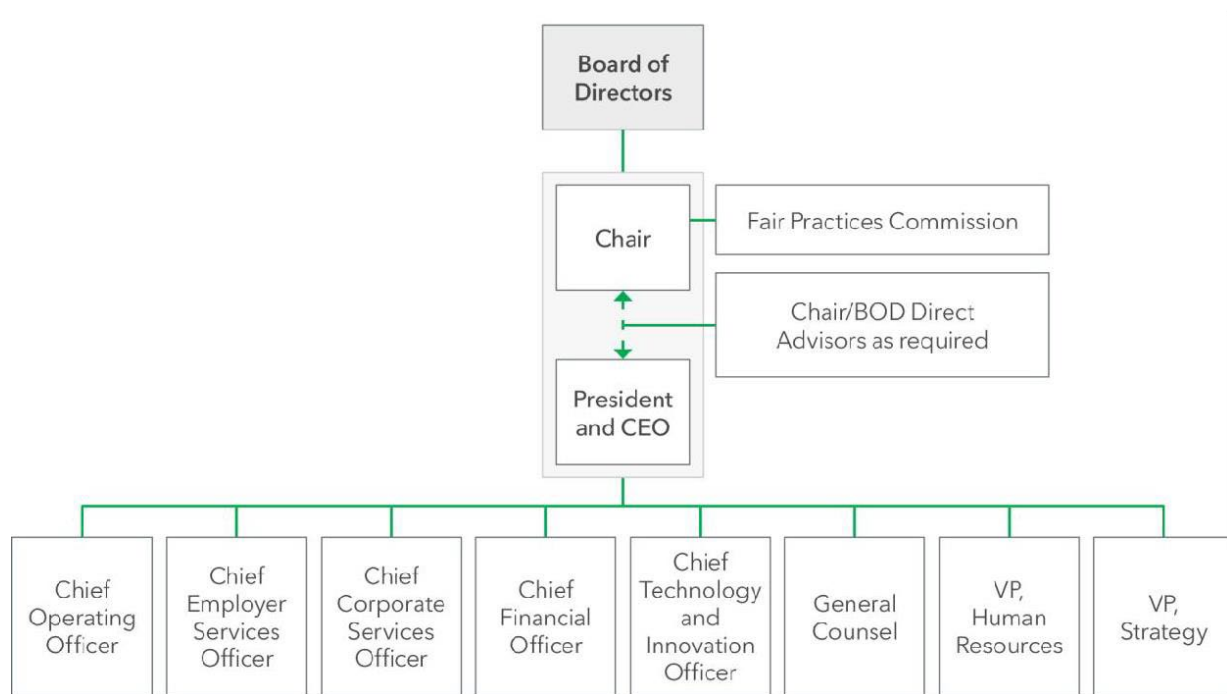
The Human Resources and Compensation Committee, which assists in the areas of human resource strategy, oversight of the human resource function and support to the Board in its role as the Plan Sponsor of the WSIB Employee Pension Plan and Sponsor and Administrator of the Supplementary Pension Plan.

The Information Technology Advisory Group, which advises and assists the Board in fulfilling its duty of care in issues relating to information technology. The IT Advisory Group delivers advice on the current IT strategy and on existing plans for developing and acquiring IT to support the WSIB’s Strategic Plan, particularly with respect to technology flexibility and robustness.

Service Excellence Advisory Group, which assists the Board with oversight of, and increases BOD awareness and focus on, delivering service excellence.

In support of the Board of Directors’ commitment to continuous improvement, members of the Board conduct regular evaluations. The WSIB regularly reviews and updates its practices to guide further governance enhancements.

Corporate structure



Environmental Scan

A number of external factors impact the WSIB and its operations. For the purpose of our environmental scan, we assessed trends within the following external factors: the economy, healthcare, health and safety, technology, consumer demands and governance. Below are examples of areas we investigated within each factor, however, it is not a comprehensive list of all areas examined during the scanning process. When scanning the external environment, we considered the significant impact the COVID-19 pandemic has had within each external factor.



Communications Plan

The WSIB is committed to transparency and accountability. As an agency of the Ontario government, we are required to make our strategic and corporate plans accessible to the public. This allows anyone, including the general public, people with work-related injuries and illnesses, and businesses, to understand our plans to fulfill our vision of making Ontario the safest and healthiest place to work and set the standard for outcomes in recovery, return to work, occupational health care and claims decision-making. We will post our 2023 Corporate Business Plan on our website within 30 days of receiving approval from the Minister of Labour, Immigration, Training and Skills Development.