



# Strategic Plan 2019-2021





# Message from the Chair and the President and CEO

Each day across Ontario, people work safely in offices, construction sites, factories, warehouses and farms. But when a workplace incident happens, we are here to help.

The WSIB provides people with that help every day, and it is always supported by a plan. We are pleased to share our Strategic Plan (2019-2021) with you. This plan comes as we eliminate our unfunded liability (UFL) almost a decade ahead of the legislated schedule. We have achieved a level of financial sustainability greater than at almost any time in our history.

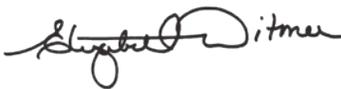
Reaching this point required focus, discipline, and the unwavering commitment of all our partners. Because of this achievement, we can make the benefits we provide more secure for people who become injured or ill at work now and in the future.

Over the next three years and beyond, we will harness our momentum to deliver strong public value.

We want to make it easier to work with us - this means services that are quick, accessible, fair and transparent. Our motivation is to help make Ontario workplaces the safest and healthiest anywhere, and to help get the best outcomes possible for people who are injured or ill as a result of their work. We are committed to achieving these goals while maintaining our fiscal discipline.

This plan is the next step toward a bold future. Our focus is on the people we serve and a future where everyone's workplace is healthy and safe and every return to work is safe and timely.

Sincerely,



Mrs. Elizabeth Witmer  
Chair



Mr. Thomas Teahen  
President and CEO

# Here to help



We're here to help. When an injury or illness happens on the job, we move quickly to provide wage-loss benefits, medical coverage and help getting back to work. We cover over five million people in more than 300,000 workplaces across Ontario. We also promote health and safety in the workplace with a goal of one day having zero work-related injuries or illnesses.

## Vision

Our vision is to make 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.

## Values

Be **compassionate**

Always be **helpful**

Work with **integrity**

Earn people's **trust**

## Public value

We deliver public value to Ontarians by **reducing the disruption and devastation caused by workplace injuries and illnesses**, while making Ontario a safer place to work.

**Mandate** | Our mandate as an independent trust agency is to promote workplace health and safety, to facilitate return to work, recovery and re-entry into the labour market for people who have a workplace injury or illness, or their spouses, and to provide compensation and other benefits in a financially responsible and accountable way.

# Achieving our vision

Since the Workplace Safety and Insurance Board (WSIB) was founded, all of our efforts have been centred on reducing the disruption and devastation caused by injuries and illnesses in the workplace while supporting businesses to prevent injuries and illnesses in the first place. Our work is not done. Jobs and workplaces are changing and evolving all the time. Our understanding of workplace injuries and illnesses, particularly around mental health stress injuries, is deepening.

This next step forward, outlined in the following pages, sets the course for the next three years - the transformations big and small we will make to ensure Ontario's workplace safety and insurance system is there for people who need it.



**To get there, we have two long-term visionary aspirations that guide the work we will do in this and future plans:**

**We will make Ontario the safest and healthiest place to work.**

**We will set the standard for outcomes in recovery, return to work, occupational health care and claims decision-making.**

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This strategic plan builds on our momentum and puts us on a clear path to create lasting change now and in the future as we embark on a journey to achieving our vision.

# Achieving our vision and contributing to Ontario

We are a proud public organization. This strategic plan builds on over 100 years of helping people return to health and return to work after a workplace injury or illness. As an agency of government, accountable to all Ontarians, we have an obligation and responsibility to show and measure the public value we deliver as we journey toward our vision.

**Public value is measured by how well we contribute to the overall economic and social health of Ontario.**

The concept of public value is increasingly being used by organizations like ours worldwide. It provides a powerful lens through which we see our work and the contributions the WSIB can make in Ontario. We are excited to be one of the first public sector organizations in Canada to use public value in our decision-making and to measure and report back on our success.

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## How we deliver public value

We deliver public value to Ontarians by reducing the disruption and devastation caused by workplace injuries and illnesses, while making Ontario a safer place to work. We must deliver our services in a way that meets the needs and expectations of the people we serve and work with.

**We will continually ask:**



- 1 | Are we making Ontario a safer place to work?**
- 2 | Are we improving return-to-work and recovery outcomes for people with workplace injuries or illnesses in a compassionate way?**
- 3 | Are we meeting our customers' service needs and expectations?**
- 4 | Are we providing services in a financially responsible and accountable way?**

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To answer these questions we will begin publicly reporting on the progress we make on our plans for the next three years with measures that show how we deliver public value.

**And we know we can't deliver this public value without the right people, technology and processes in place.**

# Delivering public value 2019-2021

Here's how we'll reduce the disruption and devastation caused by workplace injuries and illnesses and make Ontario a safer place to work over the next three years.

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## **Make Ontario a safer place to work**

**Ontario should be one of the safest and healthiest jurisdictions in which to work.**

Employers want to protect their employees and prevent injuries and illness from happening in the workplace. Prevention doesn't have to be costly, but doing nothing can be. All injuries or illnesses have a cost and negatively impact people, businesses and the larger community. That's why we offer voluntary programs and services that help employers build a healthy and safe workplace to meet their responsibilities and return-to-work obligations.

Over the next three years we will:

- strengthen integration, accountability and effectiveness of the occupational health and safety system
- develop people-centric health and safety programs that encourage healthy workplaces
- raise awareness of rights, obligations and best practices to empower proactive health and safety planning



## **Improve return-to-work and recovery outcomes**

**People deserve fast access to leading health-care and rehabilitation services, and safe and lasting return to work.**

The research is clear - returning to work as soon as safely possible is essential to financial and psychological well-being. It's also important that return to work is healthy and sustainable to ensure long-term well-being. The goal is not just to get people back to work - it's to help people stay at work.

Over the next three years we will:

- provide customized return-to-work services to cases that need the most support
- improve access and quality of care for people with illnesses and people with physical and/or mental stress injuries
- improve sustainable employment outcomes



## **Meet our customers' needs and expectations**

**Our customers should get the services they need and expect with the least amount of effort.**

We know it hasn't always been easy for people and businesses to work with us. We need to improve our services and be easier to work with. This means quick and fair entitlement decisions, making it easier to access high-quality health care, reducing the stress of an injury, improving return-to-work outcomes, giving employers more time back to run their business, and easing the burden of catastrophic injury, illness or death.

We need skilled and talented professionals to deliver the kind of empathetic and effective service we want to be known for. We will make sure that top talents choose to work and build their careers here.

By investing in and adapting our processes to the right technology, we can provide better service that makes the experience people have with us more convenient and successful while preparing to meet the demands of our digital future.

Over the next three years we will:

- build an accessible, personalized customer service experience
- make our services more convenient and compassionate through quicker decision-making based on the best available evidence and faster payment
- foster an engaged and empowered workforce
- enhance the development, resiliency and mental health of our employees
- ensure a strong information technology foundation that improves our customer security and service helping us evaluate and mitigate risks



## **Provide services in a financially responsible and accountable way**

**We must deliver our services and drive system improvements in a financially responsible and accountable way.**

A workplace injury or illness can be a devastating event. In addition to physical recovery, a person may face anxiety, uncertainty and worry about future employment. For an employer, it removes a productive employee from their business, resulting in disruption.

As an independent trust agency of the government, we are committed to meeting our business objectives of delivering improved outcomes for the people we serve and doing so efficiently and effectively. That responsibility includes ensuring stability for

businesses through future economic volatility. It's also important to be efficient so we can direct our resources to what matters most - supporting people with work-related injuries or illnesses to recover and return to work.

Technology is changing more rapidly than ever before and we can't allow ourselves to fall further behind. We need to invest in the right technology to adapt to a digital future.

Over the next three years we will:

- maintain full funding, while ensuring benefits security and premium rate stability
- continue to make responsible use of our resources
- ensure the security of the information we collect

# How we're measuring public value 2019-2021

The metrics and the methods we use to measure our public value may evolve over the course of this strategic plan. We are committed to monitoring the metrics, and adding to or refining them to ensure they continue to measure whether we are delivering value. Refinements may also be made to reflect new data or changes in data availability.



PRIORITY

## Make Ontario a safer place to work

Ontario should be one of the safest and healthiest jurisdictions in which to work.

Measure	Baseline <sup>1</sup>	By 2021
Health and Safety Index	1.6%	↑
Serious injury and fatality rate	3.9	↓



PRIORITY

## Improve return-to-work and recovery outcomes

People deserve fast access to leading health-care and rehabilitation services, and safe and lasting return to work.

Measure	Baseline	By 2021	
Return to work at 100% pre-injury or illness earnings within 12 months	90.6%	↑	
Percentage (%) of people employed after completing plans for return to work	88%	↑	
Duration of full and partial loss-of-earnings benefits	3 months	12.8%	↓
	6 months	8.0%	
	12 months	5.3%	
	24 months	2.9%	
	48 months	2.0%	
	72 months	2.0%	

<sup>1</sup> Baseline is the 2017 full year or year-end result, unless otherwise specified.



PRIORITY

### Meet our customers' needs and expectations

Our customers should get the services they need and expect with the least amount of effort.

Measure	Baseline	By 2021
Overall satisfaction for: <ul style="list-style-type: none"><li>• people with work-related injuries or illnesses</li><li>• businesses</li></ul>	73% 77%	
Time to first decision	93%	
Time to first payment	35%	
Time to referral to Specialty Program	41%	
Self-service options	12	
Satisfaction with self-service options	58%	
Live answer rate	60%	
First call resolution	60%	



PRIORITY

**Provide services in a financially responsible and accountable way**

**We must deliver our services and drive system improvements in a financially responsible and accountable way.**

<b>Measure</b>	<b>Baseline</b>	<b>By 2021</b>
Sufficiency Ratio	100% <sup>2</sup>	
Average premium rate	\$2.35	

<sup>2</sup> Baseline is a target state rather than the actual result. The Sufficiency Ratio at year-end 2017 was 95.8%.

# How we're measuring public value | Glossary

## Make Ontario a safer place to work

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**Health and Safety Index** Single number measuring the overall change in the health and safety of Ontario workplaces each year.

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**Serious injury and fatality rate** The number of serious workplace injuries plus fatalities for every 10,000 people employed full-time (Schedule 1).

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## Improve return-to-work and recovery outcomes

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**Return to work at 100% pre-injury or illness earnings within 12 months** 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).

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**Percentage (%) of people employed after completing plans for return to work** The percentage of people completing a plan for return to work who return to work with either their existing or a new employer (Schedule 1).

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**Duration of full and partial loss-of-earnings benefits** The year-to-date percentage of people with workplace injuries or illnesses who continue to receive full or partial loss-of-earnings benefits on the specified anniversary (Schedule 1).

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## Meet our customers' needs and expectations

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**Overall satisfaction for:**

- **people with work-related injuries or illnesses**
- **businesses**

Based on a single question from our quarterly customer satisfaction survey. The percentage of people with work-related injuries or illnesses and registered business respondents who said they were somewhat or very satisfied with their overall experience.

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**Time to first decision** The percentage of eligibility decisions made within ten business days of the claim registration date.

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**Time to first payment** The percentage of claims for which the time between the initial lost-time decision and the initial payment processing is less than or equal to five business days.

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**Time to referral to Specialty Program** The percentage of Specialty Program referrals made within four months of the injury/illness.

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## Meet our customers' needs and expectations

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<b><i>Self-service options</i></b>	Number of new customer-facing digital services released or relaunched annually. (Please note that the baseline is the total number of services as of December 2017)
<b><i>Satisfaction with options</i></b>	As rated during time of use by external customers. The overall satisfaction with the user experience of our digital services.
<b><i>Live answer rate</i></b>	The percentage of calls answered across all front-line staff during business hours.
<b><i>First call resolution</i></b>	The percentage of calls to our front-line call centres resolved on first contact. Measured using transfer rates.

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## Provide services in a financially responsible and accountable way

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<b><i>Sufficiency Ratio</i></b>	An objective measure that tracks our progress toward sustainable funding. The Sufficiency Ratio is calculated by considering our assets, divided by liabilities calculated on a going concern basis (this is an accounting basis that uses long-term assumptions).
<b><i>Average premium rate</i></b>	The average employer premium rate we publish prior to the start of every calendar year.

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Workplace Safety and Insurance Board **Strategic Plan 2019-2021**  
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