

2016 - 2018 Strategic Plan

MEASURING RESULTS

2017 Q1

2017 Q2

2017 Q3

2017 Q4



Assessment of Q2 2017 Results

Theme	Objectives
	<p>Health & Safety</p> <ol style="list-style-type: none"> 1 Promote strategies to prevent fatalities, injuries and illnesses in Ontario workplaces 2 Strengthen integration within the occupational health and safety system through community partnerships and engagement
	<p>Return to Work, Recovery & Fair Benefits</p> <ol style="list-style-type: none"> 3 Advance return-to-work and recovery programs and administer benefits fairly 4 Improve the integration of medical services and healthcare programs through focused partnerships
	<p>Financial Sustainability</p> <ol style="list-style-type: none"> 5 Ensure that premium revenues cover costs and benefits are sustainable while implementing a transparent rate setting framework 6 Ensure that the investment strategy improves funding resiliency while implementing asset pooling
	<p>Innovation</p> <ol style="list-style-type: none"> 7 Make focused investments in technology and programs to maximize outcomes and the quality of services we deliver to workers and employers 8 Drive improved efficiencies and prioritization of resources throughout the organization
	<p>Our People</p> <ol style="list-style-type: none"> 9 Attract and retain engaged, accountable and skilled employees who deliver high quality service to workers, employers and our stakeholders 10 Ensure organizational stability through succession management and development and continuity of corporate knowledge

LEGEND:



Performance meeting or exceeding target



Performance off target



Performance marginally off target

Metric	Result	Target	Assessment	
1.1 New Claims	48,496	47,658	△	
1.2 Traumatic Fatalities (Year to Date)*	20	0	✗	
1.3 Lost-Time Injury/Illness Rate	0.85	0.81	△	
3.1 RTW at 100% Pre-Injury Earnings at 12 Months (Allowed Lost-Time Claims)	91.1%	92%	△	
3.2 Average LOE Entitlement Award at Lock-in	54%	45% - 47%	✗	
3.3 Percentage on Benefits at 12 Months	4.6%	3.9% - 4.1%	✗	
3.4 Percent Employed on Completion of Work Transition Plan	91%	80%	✓	
4.1 Percentage of Workers with a Permanent Impairment	5.7%	6.5%	✓	
4.2 Percentage of Claims in Integrated Health Care Programs (Year to Date)	43%	40% - 45%	✓	
5.1 Core Earnings	\$398M	\$295M	✓	
5.2 Unfunded Liability (Sufficiency Ratio Basis)	(\$2,621M)	(\$5,483M)	✓	
5.3 Sufficiency Ratio	91.8%	84.0%	✓	
6.1 Investment Fund Total Returns (10 Years)	5.4%	4% - 7%	✓	
8.1 Administrative Expenses per \$100 of Insurable Earnings	\$0.39	\$0.46	✓	
8.2 Percentage of Eligibility Decisions Made within Two Weeks from the Claim Registration Date	94%	90%	✓	
8.3 Appeals - Allowed, Allowed in Part*	ALLOWED	14%	14% - 17%	✓
	ALLOWED IN PART	13%	12% - 16%	✓
8.4 Percentage of Appeals Resolved within Six Months*	85%	85%	✓	
9.1 Overall Satisfaction*	INJURED WORKERS	72%	68% - 72%	✓
	EMPLOYERS	80%	75% - 79%	✓

NOTE: For a listing of metric definitions see website, www.wsib.on.ca

* Schedule 1 & 2 combined

Message from Management

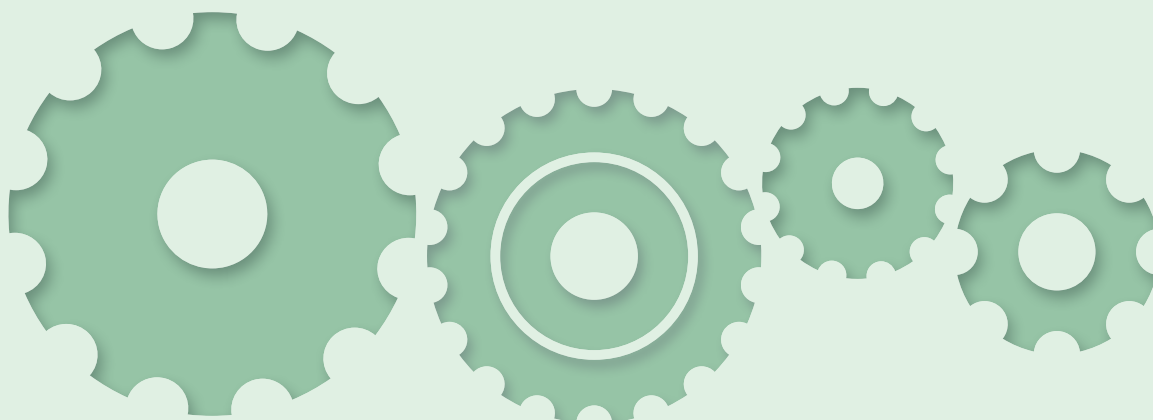
Our focus remains on helping injured and ill workers recover and return to work, and we have continued to improve in this regard. In the second quarter of 2017, 91 per cent of Schedule 1 workers returned to work with no wage loss within 12 months. For workers who required additional support returning to work, our Work Transition results in the second quarter were the highest level yet achieved under the new program. At 91 per cent, Q2 2017 is the first time the program's employment success rate has exceeded 90 per cent since it was launched. Our commitment to customer service is also yielding results. Satisfaction levels for injured workers and employers have risen when compared to the same time in 2016.

This quarter has been a positive one for the WSIB's performance and the organization is well positioned to deliver solid annual results as we move into the second half of the year. Our revenue, from employer premiums, continues to be higher than anticipated due to an increase insurable earnings when compared to Q2 2016. Investment returns in the quarter benefitted from strong returns in the public equity and infrastructure strategies. Combined with costs that have remained well below budget, we have been able to achieve Core Earnings as of Q2 that are 28 per cent higher than budgeted.

Similar to the previous quarter, short- and medium-term durations saw a further increase in results for Q2. As we have previously reported, 2015 was a period of historically low durations and the increase since those lows was not unexpected. While management is continuing to closely monitor short-term durations to ensure appropriate recovery and return-to-work outcomes, our forecasts show that current durations are comfortably within our risk corridor.

Financially, the WSIB continues to be ahead of its funding targets, notwithstanding the economic impact of uncertainty on our investment portfolio. This quarter, the Sufficiency Ratio had reached 91.8 per cent, the first time we are reporting a ratio above 90 per cent. We have now achieved our highest funding level of the last four decades and, as will be discussed in our 2017 Economic Statement, we expect to eliminate the Unfunded Liability (UFL) by 2020, seven years ahead of schedule.

The performance detailed in this report shows the WSIB's strengthened financial position and confirms that maintaining our commitment to workers and employers is the key to sustaining the system in the future.



Q2 2017 Highlights

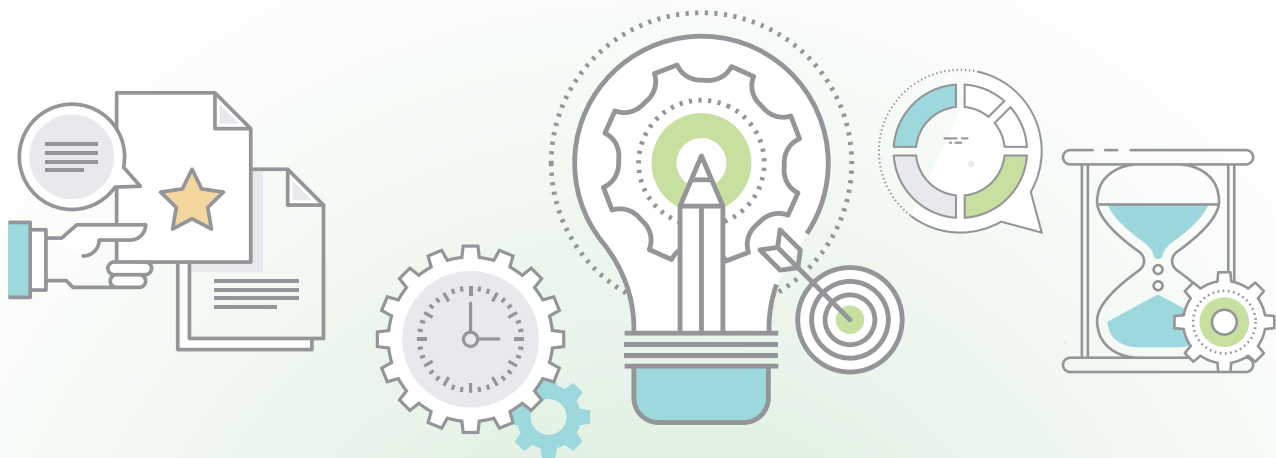
Release of our 2016 Statistical Report. The latest edition of the WSIB's annual statistical report, *By the Numbers*, was launched during Q2 and is publicly available at wsibstatistics.ca. As in past years, the report offers detailed profiles of workplace injuries in Ontario and rich historical trend information. Annual data goes back to 2007. Through the Report Builder feature, visitors are invited to choose the information of greatest interest to them to view their own customized report. This year's "Focus" section takes a closer look at trends by employer size.

Small Business Health and Safety Leadership Awards.

Small businesses represent 85 per cent of the province's workplaces and a vital part of the Ontario economy. This new awards program, launched by the WSIB in May 2017, will recognize and reward organizations with fewer than 50 employees who have outstanding health and safety programs. The awards are aimed at small business in recognition of the unique challenges they often face. Employers can be self-nominated or suggested to us by a third party individual or business association. Response to the nomination process has been very strong, especially for the first year of the program. A total of 58 nominations had been submitted to us by the June 30th deadline.

Raising Awareness Among Seasonal Agricultural Workers. Every year, Ontario farms rely on approximately 24,000 workers from Mexico and the Caribbean to support in planting and harvesting their crops. These workers are covered by the WSIB while working and residing on their employer's premises and while traveling to and from their place of work. To help make seasonal agricultural workers aware of their WSIB coverage, and those who employ them aware of their responsibilities, the WSIB launched a new communications initiative this spring including updated brochures and posters (in three languages) and a stakeholder outreach campaign.

Skills Ontario Sponsorship. Once again this year, the WSIB was a proud sponsor of Skills Ontario, an event held each spring to encourage youth in the province to consider careers in skilled trades and technologies. The May event is the largest trades and technologies skills competition in Canada. The WSIB's booth welcomed over 2,000 visitors, engaging them on workplace health and safety and the risk of noise induced hearing loss.



ACHIEVEMENTS

UFL Continues to Decline Ahead of Legislated Requirements.

Under legislation, the WSIB must ensure that its Sufficiency Ratio reaches 60 per cent by the end of this year, 2017. This quarter, however, the Sufficiency Ratio had reached 91.8 per cent, the first time we are reporting a ratio above 90 per cent. As described in the WSIB's 2017 Economic Statement, the UFL has been reduced through:

- employer premiums which were greater than what was needed to cover costs;
- investment returns that were better than what we had forecast;
- positive experience with claims, including improved recovery and return to work.

Streamlining the Management of Incoming Appeals.

As of April 2017, the WSIB has refined the way that it handles incoming appeals. When an appeal is submitted to the WSIB, it is now sent to the manager of the front-line decision-maker who worked on the claim. This allows the manager a first opportunity to determine whether the decision should be reconsidered by the front-line, before proceeding to appeals. Prior to April, incoming appeals had been sent directly to a dedicated Operations Intake team to assess the claim's appeal readiness and to help prepare it for appeal.

Appeals continue to be processed in a timely way – year to date 87 per cent were resolved within six months – and the inventory of active appeals continues to decline. This quarter it fell by 13 per cent, from 1,834 at the end of Q1 to 1,598 at the end of Q2.

Work Transition Program's High Success Rate. This quarter, 91 per cent of the Schedule 1 injured workers who completed a Work Transition plan under this WSIB program went on to find employment, up from 86 per cent in Q2 2016 and from 80 per cent last quarter. This new historic high result shows the growing success of the program, which helps injured workers whose injuries or illnesses prevent them from returning to their previous positions. To help these workers find employment in a new line of work, the program provides services such as skills assessments, academic upgrading and formal training. Q2 2017 is the first time the program's employment success rate has exceeded 90 per cent since it was launched in 2013.

ON OUR RADAR

Further Increase in Short- and Medium-Term Durations.

Durations (the percentage of claims that continue to require benefits after given time intervals) of 24-months or less have each increased in Q2 compared to last quarter and compared to Q2 2016 among Schedule 1 claims. The increasing trend in

short- and medium-term durations has also continued for Schedule 2 claims. As we have previously reported, 2015 was a period of historically low durations and the increase since those lows was not unexpected. We now anticipate that durations will continue to increase in the short- to medium-term before stabilizing. The increase in short-term durations is not expected to impact the WSIB's positive financial position or our forecasts for growing financial sufficiency. We are monitoring duration results to ensure that they remain within an established "risk corridor."

Higher Average LOE at Lock-In. This quarter, Schedule 1 claims that were "locked in" after six years received an average of 54 per cent of their pre-injury earnings. This represents an increase of 8 percentage points compared to Q2 2016 and marks the third quarter in a row that this result has gone up. While we will continue to monitor this result, the increase should not cause undue concern since at the same time we have seen a decline in the number of cases being locked in. As we have done better at supporting injured workers to return to work, there have been fewer claims that continue to require benefits at 72 months, when claims are eligible to become locked in. YTD 2017, 567 claims have been locked in, compared to 728 claims for the same period in 2016. As the number of locked-in claims decreases, we are left with a higher proportion of more serious cases, including more being locked in at 100 per cent (20 per cent YTD compared to 13 per cent at this time last year).

Timeliness of Benefit Payments. The WSIB's payment of benefits to some workers continues to be delayed. The issue arose starting in late 2016 due to a combination of fewer staff, and reduced productivity as the payment system was transferred over to our new technology platform. Productivity was further reduced by the team having to work in both the new and old platforms initially, and due to the team's learning curve in getting used to the new platform.

Since this issue arose, WSIB management has been supportive of all necessary actions to correct it. We have been implementing a comprehensive plan to address delays. This includes a temporary escalation protocol to accelerate worker payments when required. We are recruiting new staff and increasing the training of existing payments staff. We continue to explore new ways to streamline payments processes for greater efficiency. And we are looking into changes we can make in the longer-term, including increased digital support, to further improve efficiency.

While we expect a significant improvement in timeliness by October, we do not anticipate that delays will be fully eliminated until the end of 2017. We regret and apologize for any inconvenience caused by this issue.



HEALTH & SAFETY

OBJECTIVES

1

Promote strategies to prevent fatalities, injuries and illnesses in Ontario workplaces

2

Strengthen integration within the occupational health and safety system through community partnerships and engagement

Increase in registered claim volume

During the first half of 2017, 98,332 Schedule 1 claims came in to the WSIB, 6 per cent more than the same period in 2016. Both lost-time and no-lost-time claims increased, by 6 per cent each. The year-to-date increase in registered claims was driven primarily by higher volume in Q1. Looking at just Q2, the number of registered claims was 2 per cent higher.

Since the increase in lost-time claims exceeded employment growth, the Q2 lost-time injury (LTI) rate was also higher than last year (0.85 lost-time claims per 100 workers compared to 0.81 in Q2 2016). The current Schedule 1 rate is now more closely aligned with levels prior to year-end 2016.

By industry sector, each of the WSIB's largest industries has experienced at least a slight increase in LTI rate compared to Q2 2016, with the exception of transportation (LTI rate improved to 1.50 lost-time claims per 100 workers from 1.56 in Q2 2016). However, it is worth noting that each of these industry sectors has experienced a modest decline when compared to the same period in 2014.

1.1 New Claims

SCHEDULE 1



	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Registered	47,658	52,538	47,736	49,730	48,496	98,332
Pending	3,732	4,095	4,415	5,181	4,108	5,271
Allowed	34,830	38,834	34,523	36,070	35,985	74,253
	79.3%	80.2%	79.7%	81.0%	81.1%	79.8%

SCHEDULE 2



	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Registered	9,701	8,754	9,770	10,756	9,546	20,259
Pending	1,044	951	1,240	1,519	1,096	1,366
Allowed	6,685	5,948	6,740	7,495	6,624	14,767
	77.2%	76.2%	79.0%	81.1%	78.4%	78.2%

1.2 Fatalities: Allowed Traumatic & Occupational Disease

SCHEDULE 1 & 2

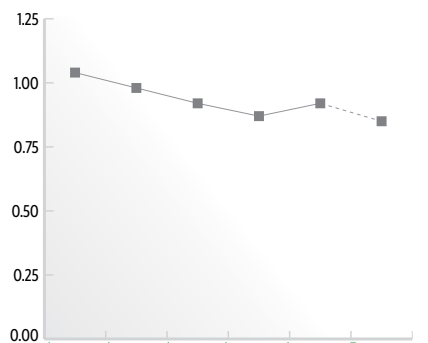


	2012	2013	2014	2015	2016	2017 YTD
Schedule 1 Traumatic Fatalities	60	70	59	53	45	20
Schedule 2 Traumatic Fatalities	5	3	1	4	3	0
Traumatic Fatalities Total	65	73	60	57	48	20
Schedule 1 Occupational Disease Fatalities*	189	159	167	175	148	98
Schedule 2 Occupational Disease Fatalities*	32	23	42	38	65	28
Occupational Disease Fatalities Total*	221	182	209	213	213	126

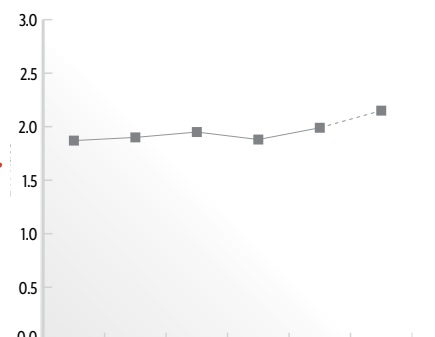
*Note: Due to legislative changes, occupational disease fatalities results are not comparable year-over-year.

1.3 Lost-Time Injury/Illness Rate

SCHEDULE 1



SCHEDULE 2



RETURN TO WORK, RECOVERY & FAIR BENEFITS



OBJECTIVES

3

Advance return-to-work and recovery programs and administer benefits fairly

4

Improve the integration of medical services and healthcare programs through focused partnerships

Strong results from the Work Transition program

The WSIB's Work Transition program assists workers unable to return to the position that they held before their injury or illness. The percentage of workers finding employment after completing a Work Transition plan under the program has been steadily increasing, and 2017 year to date was no exception. Nearly nine in ten Schedule 1 workers (89 per cent) found employment after completing a Work Transition plan compared to 83 per cent at the same point in 2016. Among Schedule 2 program participants, 97 per cent found employment year to date, which was comparable to 2016 (98 per cent).

We continue to see more than two in five claims (43 per cent of Schedule 1 claims year to date) treated through at least one of the WSIB's integrated health care programs such as Specialty Clinics and Programs of Care. Among Schedule 2 claims, the Q2 result is even higher at 51 per cent of claims year to date. This specialized, best practice treatment is contributing to keeping the percentage of workers who experience permanent impairments low. Year to date, 5.9 per cent of Schedule 1 claims experienced permanent impairments, down from 6 per cent in 2016.

The average loss-of-earnings entitlement award at lock-in has been increasing in 2017 and reached 54 per cent in Q2, compared to 46 per cent in Q2 2016. While a smaller number of claims are reaching lock-in compared to 2016, more of these claims are being locked in at higher percentages, including more at 100 per cent.

3.1 RTW at 100% Pre-Injury Earnings at 12 Months (Allowed Lost-Time Claims)

SCHEDULE 1



	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Result	92.1%	92.1%	91.3%	90.9%	91.1%	91.0%
Target	92.2%	92.2%	92.2%	92%	92%	92%
Variance	-0.1%	-0.1%	-0.9%	-1.1%	-0.9%	-1.0%

SCHEDULE 2



	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Result	94.2%	94.8%	93.6%	94.0%	93.3%	93.6%
Prior Year	95.2%	95.1%	94.9%	94.7%	94.2%	94.4%
Variance	-1.0%	-0.3%	-1.3%	-0.7%	-0.9%	-0.8%

3.2 Average LOE Entitlement Award at Lock-in

SCHEDULE 1



	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Result	46%	46%	49%	51%	54%	53%
Target	45%	45%	45%	45% - 47%	45% - 47%	45% - 47%
Variance	1%	1%	4%	4%	7%	6%

SCHEDULE 2



	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Result	45%	50%	46%	53%	51%	52%
Prior Year	42%	51%	37%	38%	45%	41%
Variance	3%	-1%	9%	15%	6%	11%

Note: Due to small numbers, Schedule 2 is assessed based on YTD rather than quarterly performance

3.4 Percentage Employed on Completion of Work Transition Plan

SCHEDULE 1



	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Result	86%	85%	86%	86%	91%	89%
Target	79%	79%	79%	80%	80%	80%
Variance	7%	6%	7%	6%	11%	9%

SCHEDULE 2



	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Result	97%	96%	99%	98%	97%	97%
Prior Year	96%	93%	94%	99%	97%	98%
Variance	1%	3%	5%	-1%	0%	-1%

Note: Due to small numbers, Schedule 2 is assessed based on YTD rather than quarterly performance

3.3 Duration

SCHEDULE 1

	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Target	Assessment
3 mos	11.3%	11.6%	11.5%	11.9%	12.4%	11.3% - 11.6%	X
6 mos	6.0%	6.2%	6.6%	6.8%	7.3%	6.0% - 6.2%	X
12 mos	3.7%	3.9%	3.9%	4.2%	4.6%	3.9% - 4.1%	X
24 mos	2.6%	2.5%	2.6%	2.6%	2.7%	2.4% - 2.6%	X
48 mos	2.0%	2.1%	2.1%	2.1%	2.1%	2.1% - 2.3%	✓
72 mos	2.8%	2.6%	2.4%	2.2%	2.1%	2.6%	✓

SCHEDULE 2

	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Assessment vs. Prior Year
3 mos	9.0%	9.1%	9.5%	10.2%	10.9%	X
6 mos	4.7%	5.0%	5.3%	5.7%	6.3%	X
12 mos	2.4%	2.7%	2.8%	3.1%	3.6%	X
24 mos	1.1%	1.2%	1.4%	1.5%	1.5%	X
48 mos	0.6%	0.7%	0.7%	0.8%	0.7%	⚠
72 mos	0.6%	0.5%	0.5%	0.6%	0.5%	✓

4.1 Percentage of Workers with a Permanent Impairment

SCHEDULE 1

	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Result	5.9%	6.3%	6.3%	6.0%	5.7%	5.9%
Benchmark	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%
Variance	-0.6%	-0.2%	-0.2%	-0.5%	-0.8%	-0.6%

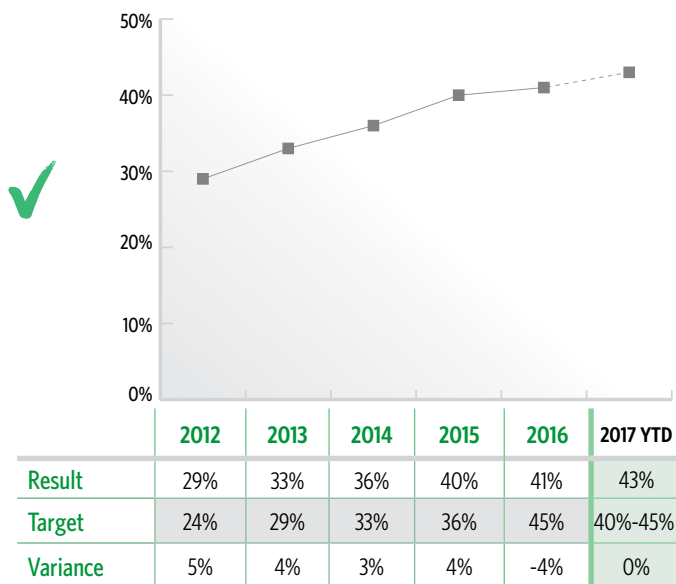
SCHEDULE 2

	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Result	2.1%	2.9%	2.4%	2.5%	2.5%	2.5%
Prior Year	2.5%	2.7%	2.4%	2.5%	2.1%	2.3%
Variance	-0.4%	0.2%	0.0%	0.0%	0.4%	0.2%

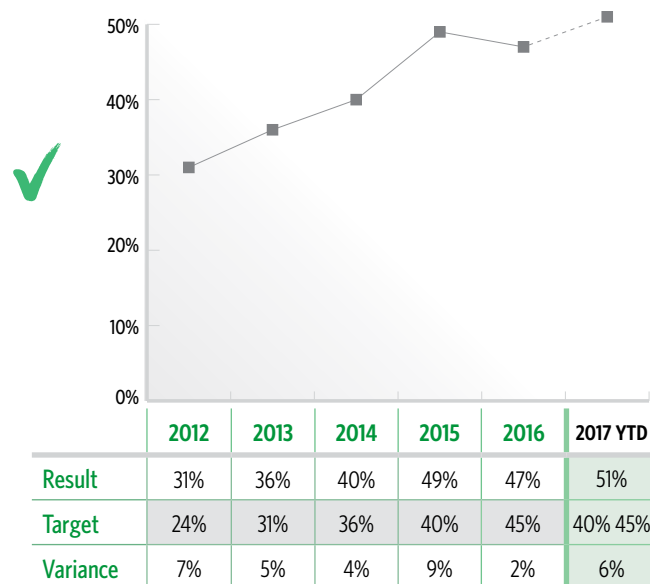
Note: Due to small numbers, Schedule 2 is assessed based on YTD rather than quarterly performance

4.2 Percentage of Claims in Integrated Health Care Programs

SCHEDULE 1



SCHEDULE 2





FINANCIAL SUSTAINABILITY



OBJECTIVES

5

Ensure that premium revenues cover costs and benefits are sustainable while implementing a transparent rate setting framework

6

Ensure that the investment strategy improves funding resiliency while implementing asset pooling

Sufficiency Ratio exceeds 90 per cent

After Q2 2017, the WSIB is another step closer to eliminating the UFL. For the first time, the Sufficiency Ratio is above 90 per cent and now stands at 91.8 per cent while the UFL has been reduced to \$2,621M. Since the end of 2016, the UFL has decreased by \$1,383M and we remain well placed to eliminate it years ahead of legislated requirements.

Premium revenue is slightly lower than it was in Q2 2016, since the average employer premium rate was reduced by 6.2 per cent for 2017. Year to date, premium revenue is 0.6 per cent lower than in 2016, while insurable earnings have increased by 3.7 per cent.

The WSIB's only other source of revenue is the return on our investment fund. Year to date, the portfolio's total return was 4.9 per cent, higher than the full year planning return of 4.75 per cent. Infrastructure, Public Equities and Diversified Markets strategies produced the strongest performance in Q2 and year to date. Relative to the total fund performance benchmark, the portfolio is 0.7 per cent above benchmark.

5.1 Core Earnings

SCHEDULE 1

	\$M	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
Result		407	393	393	246	398	644
Budget		337	321	238	207	295	502
Variance		70	72	155	39	103	142

5.2 Unfunded Liability (Sufficiency Ratio Basis)

SCHEDULE 1

	\$M	2012*	2013*	2014	2015	2016	2017 YTD
Result		(13,299)	(10,638)	(8,697)	(6,984)	(4,004)	(2,621)
Budget		(13,772)	(13,777)	(11,424)	(8,129)	(5,659)	(5,483)
Variance		473	3,139	2,727	1,145	1,655	2,862

*on a Funding Basis

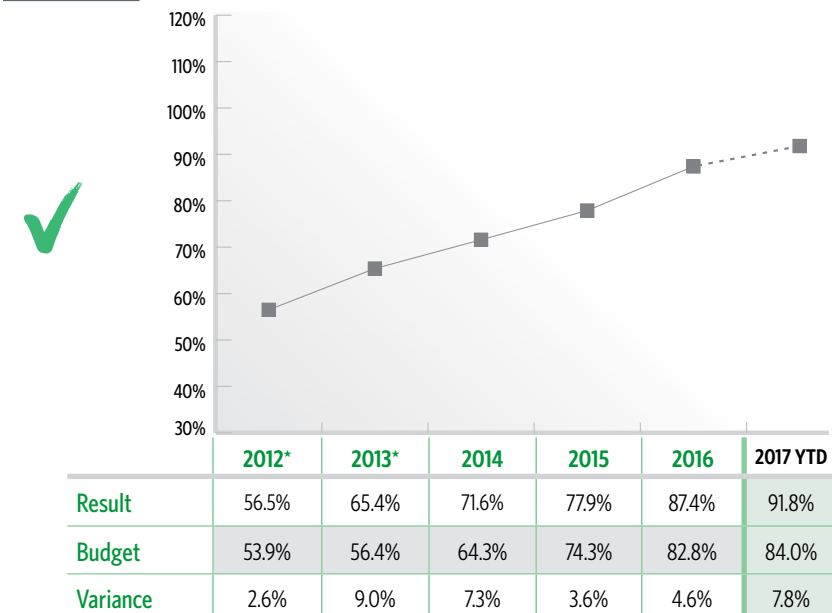
6.1 Investment Fund Total Returns (10 Years)

SCHEDULE 1

	2012	2013	2014	2015	2016	2017 YTD	Target	Assessment
10 Years	6.3%	6.3%	6.5%	6.0%	5.1%	5.4%	4% - 7%	✓

5.3 Sufficiency Ratio

SCHEDULE 1



* Funding Ratio

INNOVATION



OBJECTIVES

7

Make focused investments in technology and programs to maximize outcomes and the quality of services we deliver to workers and employers

8

Drive improved efficiencies and prioritization of resources throughout the organization

Refinement to appeals processing


As of April 2017, the WSIB has refined the way that it handles incoming appeals. Rather than an Operations Intake team (OIT) reviewing claims for appeal-readiness, the claim is sent directly to the manager of the front-line decision-maker on the claim to determine whether reconsideration is needed.

The inventory of active appeals has decreased by 13 per cent since the end of last quarter (from 1,834 to 1,598 cases) and the percentages of appeals allowed (14 per cent) and allowed in part (13 per cent) in Q2 remained consistent with recent quarters. We continue to meet our target for the percentage of claims resolved within six months (85 per cent resolved within six months for Q2).

The WSIB is able to determine the eligibility of nearly all claims, among both Schedule 1 and 2, within two weeks. This quarter, 94 per cent of both Schedule 1 and Schedule 2 claims were decided within two weeks of being registered, both comfortably above the 90 per cent target.


8.1 Administrative Expenses per \$100 of Insurable Earnings

SCHEDULE 1


	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
 Result	\$0.39	\$0.44	\$0.49	\$0.39	\$0.39	\$0.39
Budget	\$0.43	\$0.45	\$0.50	\$0.47	\$0.46	\$0.46
Variance	(\$0.04)	(\$0.01)	(\$0.01)	(\$0.08)	(\$0.07)	(\$0.07)

8.2 Percentage of Eligibility Decisions Made within Two Weeks from the Claim Registration Date

SCHEDULE 1



	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
 Result	94%	95%	93%	94%	94%	94%
Target	90%	90%	90%	90%	90%	90%
Variance	4%	5%	3%	4%	4%	4%

SCHEDULE 2

	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
 Result	95%	94%	94%	94%	94%	94%
Target	90%	90%	90%	90%	90%	90%
Variance	5%	4%	4%	4%	4%	4%


8.3 Appeals - Allowed, Allowed in Part

SCHEDULE 1 & 2

	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD	Target	Assessment
% of Resolved Appeals Allowed	17%	17%	17%	18%	14%	16%	14-17%	
Allowed in Part	13%	13%	13%	11%	13%	12%	12-16%	

8.4 Percentage of Appeals Resolved within Six Months

SCHEDULE 1 & 2

	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	2017 YTD
 Result	91%	89%	89%	88%	85%	87%
Target	85%	85%	85%	85%	85%	85%
Variance	6%	4%	4%	3%	0%	2%



OBJECTIVES

9

Attract and retain engaged, accountable and skilled employees who deliver high quality service to workers, employers and our stakeholders

10

Ensure organizational stability through succession management and development and continuity of corporate knowledge

Service excellence continues to be a high priority

The level of overall satisfaction of injured workers and employers interacting with the WSIB is slightly higher than it was last quarter and in Q2 of last year. Four out of five employers (80 per cent) and close to three-quarters (72 per cent) of injured workers now report satisfaction with their overall experience when surveyed by a third-party research firm. The WSIB's new, dedicated service excellence team continues to target service improvement "quick wins" as well as to plan for more extensive, longer-term improvements.

The WSIB's first organization-wide employee engagement survey in over five years was completed in May 2017, with a strong majority of employees completing the survey. This summer, the WSIB will receive and begin to analyze results to better understand where and how the level of engagement should most urgently be addressed. It is only with a skilled, accountable and engaged workforce, itself a goal in our current strategic plan, that we will be able to meet our other goals, including those related to service excellence and innovation.

9.1 Overall Satisfaction

SCHEDULE 1 & 2

	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Target	Assessment
Injured Workers	70%	73%	71%	71%	72%	68% - 72%	✓
Employers	79%	76%	77%	77%	80%	75% - 79%	✓

9.2 Employee Engagement



In Development

Q2 2017 Quarterly Focus

Better Information to Support Health and Safety

Data has been referred to as the commodity of the 21st century. At the WSIB, we see the potential for high-quality data and analysis to support decision-making and to guide actions.

We recognize that our work creates a wealth of data that can be used innovatively to improve safety, recovery and return-to-work outcomes, and our level of service. More and more, we are leveraging data to make improvements to Ontario's workers' compensation system. For instance, our Open Data Program is increasingly making non-confidential data public to encourage innovative solutions for workplace compensation and to increase our transparency.



As we continue on our path to make our data open and accessible, we are very pleased to be taking a major step this fall, when we will launch Compass, a new online, interactive health and safety tool. For the first time, Ontarians will be able to view and compare health and safety statistics for workplaces across the province. The purpose of the tool is to help improve workplace health and safety.

What is Compass?

Compass will be an openly accessible online tool that will let visitors do things like:

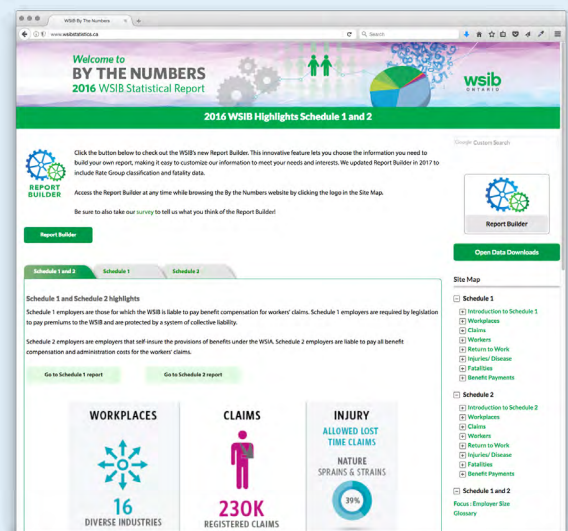
- View the number and types of injuries in a given workplace over the past five years
- Get a sense of the seriousness of injuries by looking at how many people were off work after the day of their accident and how many people are still receiving benefits a year after their accident
- Compare health and safety statistics from two or more organizations.

Employers will be able to compare their own performance with that of their peers in an interactive way, to help identify opportunities to improve health and safety.



By the Numbers — Leading the Way to Open Data

The WSIB laid the groundwork for its Open Data Program long before the Open Data Directive was issued by the government. Since 2012, the WSIB has released a highly detailed, online annual statistical report, *By the Numbers*. Statistics shared include trends in claims, benefit payments, recovery and return-to-work results, and injured worker and employer profiles. Over time, this report has become increasingly interactive, and since last year includes the Report Builder feature, which allows visitors to select which information they wish to view and how it is presented. *By the Numbers* has become the foundation of our Open Data Program, which is a natural extension of this earlier work.



Why Has Compass Been Created?

The WSIB's Open Data Program, including Compass, is part of a larger initiative by the government of Ontario (see sidebar on p. 14). This initiative is intended to make government more open and transparent for the people of Ontario.

In preparing our Open Data Program, we looked at the work of other workers' compensation boards in Canada and learned that other boards offer online tools to share claims information with employers. These tools have been well received and have become a valued source of information in health and safety planning. We wanted the same to be available to the employers and citizens of Ontario.

Ontario's Open Data Initiative

The Ontario government issued the **Open Data Directive** in November 2015 to “maximize access to government data by requiring all data to be made public, unless it is exempt for legal, privacy, security, confidentiality or commercially-sensitive reasons.”

The Directive states that data should be “open by default” to support greater efficiency, effectiveness, innovation, and public engagement. The initiative is intended to enhance the way that citizens obtain, view and understand government data. The Directive applies to all Ontario ministries and government agencies. Ontario's initiative is part of a broader trend across governments internationally in recent years (e.g., U.K., U.S., New Zealand) to make government data more easily accessible to the public.

Compass is one way that the WSIB is making our workplace data open and accessible, but the WSIB is doing far more. In July 2016, we published a list of the data sets in existence at the WSIB on our website. We then invited Ontarians to let us know which of the data sets should be highest priority for release. We are now preparing priority data sets for release starting in late 2017 and expect all data sets to be available by the end of 2019.

How Will Compass Benefit Ontarians?

Compass increases the WSIB's transparency, lets citizens and community-based organizations reuse our data, and supports innovation. The first phase of Compass will let visitors see how an individual employer compares with other employers. Lost-time injury rates, leading-part-of-body statistics and the percentage of lost-time claims receiving loss of earnings at 12 months may be compared. Future phases will provide even more information to guide health and safety priority-setting.

Employers may use this data in their health and safety planning to advance towards a safer workplace. Comparing their results with those of peers and industry leaders may shed light on opportunities for improvement that they had not previously realized, and enhancements made will be to the benefit of these employers and their workers. Workers and health and safety system stakeholders will be able to use Compass to better understand trends and best practices and to advocate for change where needed. Equipping employers and stakeholders with this data in an accessible and easy-to-use format is expected to support better outcomes in health and safety, injury prevention and recovery and return to work.

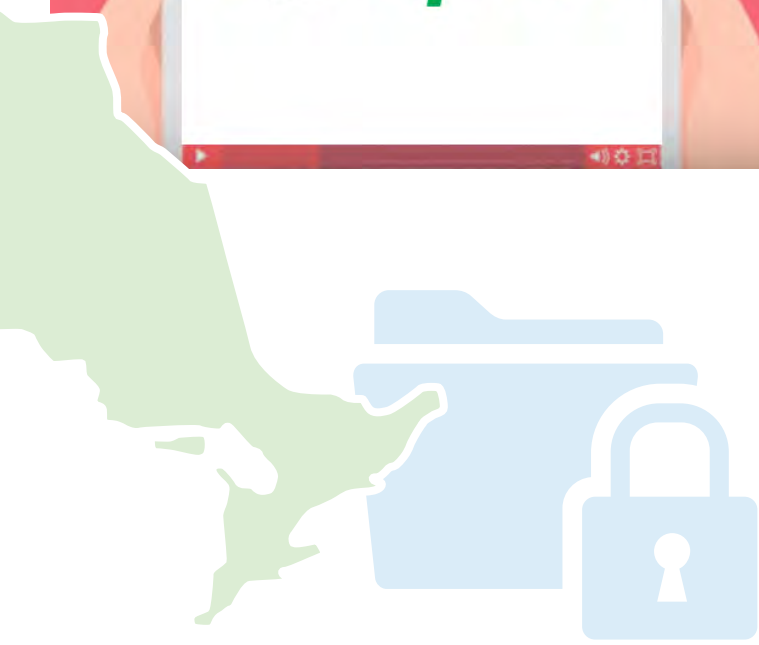
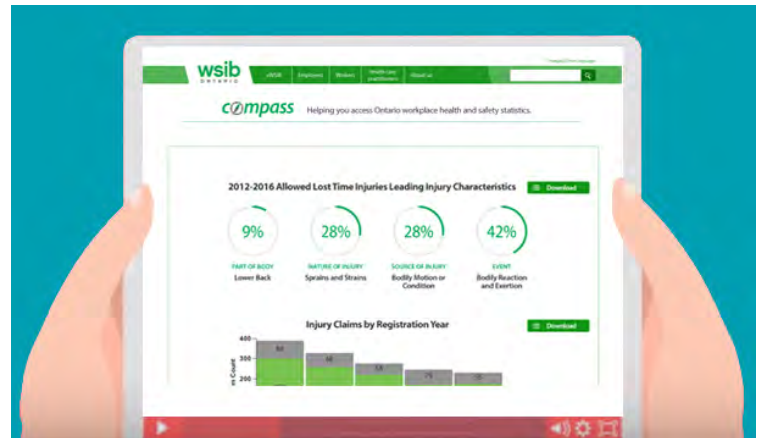
Does Every Company Appear in Compass?

Compass will allow visitors to search for organizations that have had coverage with the WSIB anytime between 2012 and 2016. If a company does not show up on Compass, it may be because it was not registered with us in the last five years.

Employers are not able to “opt out” of Compass. The Open Data Directive requires all data to be open by default, unless it is exempt for legal, privacy, security, confidentiality or commercial sensitivity reasons. We will make every effort to continue to protect confidentiality in the disclosure of our data while supporting the Open Data Directive's open-by-default approach.

Even if the employer has had no injury or illness claims, they will still appear on Compass—and any visitor will be able to view these positive health and safety records.





What About the Confidentiality of People Injured at Work?

Detailed injury statistics may not be displayed for some employers if the confidentiality of individual injured workers would be compromised due to the small number of claims. At other times, claims may be grouped across several years to be able to show enough claims to protect confidentiality. Information about individual claims will not be provided. In future phases of Compass, it will be possible for employers to view and analyze individual claims, but only from their own workplace and only once they have logged in to a secure site.

The WSIB takes the privacy of employers and injured employees very seriously. We do not release personal information, and we adhere to the principles laid out in the *Freedom of Information* and the *Protection of Privacy Act*. We will continue to make every effort to protect confidentiality and privacy in the disclosure of data on Compass.

Next Steps

The WSIB is in the final stages of preparing and testing the Compass tool, working toward an October 2017 launch. To help visitors learn more about the tool and how to use it, we will be releasing a brief instructional video on the WSIB website. We have planned initiatives about Compass throughout the fall to raise awareness and to encourage employers and other Ontarians to try it. For instance, we will mention the tool in a letter about rates going to employers and at the WSIB's Annual General Meeting.

After this fall, Compass data will be refreshed every July. More frequent updates will be done after future phases of Compass are launched. Initial planning has begun for these next phases of Compass, through which we expect to be able to offer employers detailed private claim and account-level information after they log in to a secure site.

