

2016 – 2018 Strategic Plan

MEASURING RESULTS

2016 Q1

2016 Q2

2016 Q3

2016 Q4



Assessment of Q1 2016 Results



Health & Safety

- 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



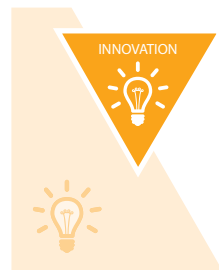
Return to Work, Recovery & Fair Benefits

- 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



Financial Sustainability

- 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



Innovation

- 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



Our People

- 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



For tracking purposes only

Metric		Result	Target	Assessment	
1.1	New Claims	45,447	45,789	✓	
1.2	Traumatic Fatalities (Year to Date)*	4	0	✗	
1.3	Lost-Time Injury/Illness Rate	0.87	0.90	✓	
3.1	RTW at 100% Pre-Injury Earnings at 12 Months (Allowed Lost-Time Claims)	91.0%	92.2%	⚠	
3.2	Average LOE Entitlement Award at Lock-in	46%	45%	⚠	
3.3	Percentage of Eligibility Decisions Made within Two Weeks from the Claim Registration Date	93%	90%	✓	
3.4	Percentage on Benefits at 12 Months	3.6%	3.7%	✓	
3.5	Percent Employed on Completion of Work Transition Plan	79%	79%	✓	
4.1	Percentage of Workers with a Permanent Impairment	6.1%	6.5%	✓	
4.2	Percentage of Claims in Integrated Health Care Programs (Year to Date)	41%	41%	✓	
5.1	Core Earnings	\$281M	\$254M	✓	
5.2	Unfunded Liability (Sufficiency Basis)	(\$6,420M)	(\$7,062M)	✓	
5.3	Sufficiency Ratio	79.7%	78.0%	✓	
6.1	Investment Fund Total Returns (10 Years)	5.4%	5.25%	✓	
8.1	Administrative Expenses per \$100 of Insurable Earnings	\$0.41	\$0.42	✓	
8.2	Appeals – Allowed, Allowed in Part*	ALLOWED	16%	14-17%	✓
		ALLOWED IN PART	13%	12-16%	✓
8.3	Percentage of Appeals Resolved within Six Months*	89%	85%	✓	
8.4	Appeals Active Inventory*	1,920	2,500	✓	
9.1	Service Excellence Index*	CLAIMS – INJURED WORKERS	76%	77%	⚠
		CLAIMS – EMPLOYERS	85%	87%	⚠
		ACCOUNT MANAGEMENT	89%	90%	⚠
9.2	Overall Satisfaction*	INJURED WORKERS	67%	68%	⚠
		EMPLOYERS	78%	75%	✓

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

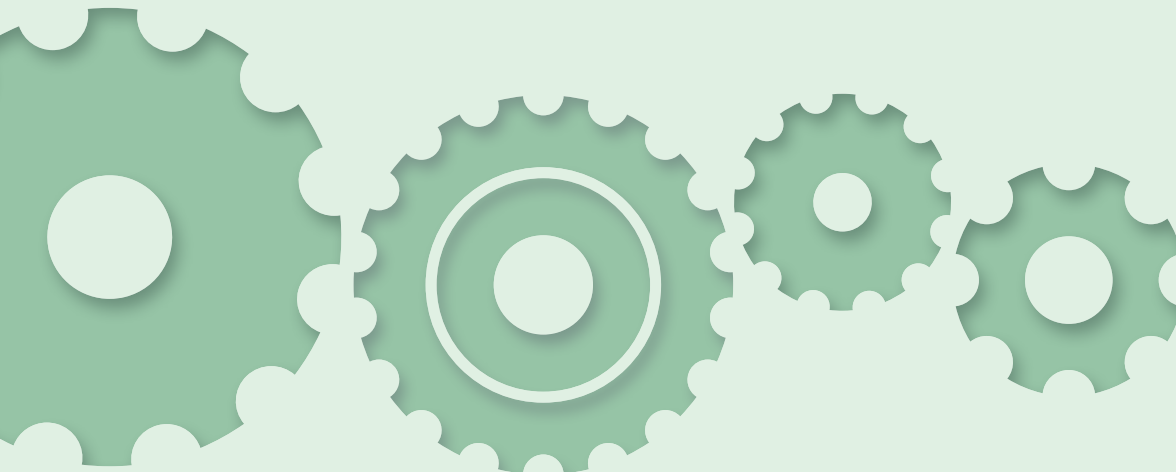
* Schedule 1 & 2 combined

Message from Management

Being the leading compensation board means striving for and delivering excellence for injured workers and employers. It means we are taking the initiative to transform the way we do business and how we contribute to the provincial economy. Under the guidance of the new 2016 - 2018 Strategic Plan, we are rethinking what we do, how we can do it better and how we can deliver new or increased value to Ontarians.

This report, *Measuring Results*, will continue to be our primary channel for reporting on our progress against the objectives in our new 2016 - 2018 Strategic Plan. Regular readers will notice some changes this quarter. Firstly, we have committed to ensuring that all of the objectives identified in the plan are measured. Results, including two new metrics, are now reported and discussed under each of the five themes of the new plan, and each metric is now tied to a specific plan objective.

As communicated in the pages that follow, the WSIB's operational and financial performance continues to be strong. Targets for all previously-reported metrics have either been maintained at the same level or, in most cases, set to a more ambitious new level. Even against these strengthened targets, our performance is on track for most metrics. We continue to think of innovative ways the WSIB can add value for injured workers, employers and the Ontario economy. Our Q1 Quarterly Focus article (see p. 13) presents our key areas of focus for the years to come.



Q1 2016 Highlights

WHAT'S NEW THIS QUARTER?

Launch of the 2016 – 2018 Strategic Plan. This year, the WSIB will take a new step on the path of improving the organization to better serve the needs of Ontarians and ensure the long-term sustainability of our workplace compensation system. This step is the launch of our 2016 – 2018 Strategic Plan, which sets the direction of the WSIB for the next three years and which will be a critical guide as we develop and prioritize efforts to continue to deliver better outcomes and service. The plan includes objectives under each of five key themes:

- ❑ Health and safety
- ❑ Return to work, recovery and fair benefits
- ❑ Financial sustainability
- ❑ Innovation
- ❑ Our people

Our New Metrics. Starting this quarter, the WSIB is reporting results for a new measure of customer satisfaction. We are introducing this new metric to hold ourselves to an even higher standard of service. In contrast with the Service Excellence Index results, which are based on averages of answers to a series of questions from the customer satisfaction survey, we will now also be sharing the results when injured workers and employers are asked a single question about their overall satisfaction with their WSIB experience.

The new metric will allow us to use statistical analysis to better identify the key dimensions that are most heavily impacting customer satisfaction, and the right areas of focus for driving continuous improvement. It also allows the WSIB to more easily compare its performance to workplace compensation boards in other jurisdictions and other public agencies, many of which report single-question customer satisfaction results.

In addition to the new customer satisfaction metric, we have also added a measure of the effectiveness of the WSIB's Work Reintegration program. When a worker is unable to return to their pre-injury job and needs to explore different work, a WSIB Work Transition (WT) Specialist consults with them to create a Work Transition plan—the steps required for the worker to be ready for the chosen new role. The new metric will share and track the percentage of workers who return to work (with either their previous or a new employer) after completing their Work Transition plan.

Further Enhancements to the Appeals Process. The WSIB's Appeals Services Division recently introduced an Appeals Registrar position, to be staffed by four new employees with adjudication experience. These individuals will offer front-line services to the workplace parties and their representatives at the beginning of the appeals process by:

- ❑ Providing information and support to workers and employers who are not represented;
- ❑ Responding to inquiries relating to appealable issues, submission and disclosure of new information and requests for witnesses;
- ❑ Deciding on time limits to appeal issues; and
- ❑ Deciding whether an oral hearing is warranted.

Preparing for Presumptive PTSD Legislation for First Responders. In February, the Government of Ontario signaled its intention to introduce legislation that would mean that post-traumatic stress disorder (PTSD) would be presumed to be work-related for workers in certain occupations. The WSIB began preparing for such a change, work that has continued through Q1, to ensure that workers diagnosed with PTSD are able to receive the services and benefits they need as quickly as possible should the legislation come into effect. A cross-cluster WSIB team was brought together to plan our response, which meant that the WSIB was able to provide services seamlessly when this legislation passed on April 5, 2016.

Promoting Young Worker Safety. In partnership with the Ministry of Labour and for the second year in a row, the WSIB ran a video contest to promote young worker safety. Ontario secondary school students were invited to submit creative videos illustrating the importance of working safely on the job. The three winning entries were selected in March and will go on to a national-level competition organized by the Canadian Centre for Occupational Health and Safety (CCOHS).

OUR ACHIEVEMENTS

Return-to-Work and Recovery Results Continue to Improve. While short-term (three- and six-month) duration results have held steady in Q1 2016 compared to Q1 2015, the percentage of workers remaining on loss-of-earnings benefits at each longer-term duration interval has continued to improve. For instance, 12-month duration has improved to 3.6 per cent from 3.9 per cent in Q1 2015, 24-month duration to 2.6 per cent from 2.8 per cent, while 72-month duration has decreased to 3.2 per cent from 4.4 per cent.

Positive recovery and return-to-work outcomes correspond to the relatively high percentage of claims treated through the WSIB's integrated health care programs (Specialty Clinics, Programs of Care and Regional Evaluation Centres). This quarter, 41 per cent of claims received treatment through integrated health care programs, unchanged from Q1 2015. We have also seen continued strong results from the WSIB's Work Transition Program. Of Schedule 1 injured workers completing their Work Transition plans through the program, 79 per cent were employed at the time of completion, consistent with Q1 2015. The overall percentage of Schedule 1 workers who return to work within 12 months with no wage loss was 91.0 per cent this quarter, unchanged from Q1 2015.

Low Inventory of Appeals. The volume of incoming appeals continues to decline relative to the 2015 experience (1,791 in the first quarter of 2016 compared to 2,270 in Q1 last year). Appeal resolution timeliness continues to be a priority; 89 per cent of appeals were resolved within six months, an increase over last year's result of 87 per cent. The active inventory of appeal cases is 1,920 cases.

Financial Sustainability Continues to Improve. This quarter we have seen further reduction in the WSIB's Unfunded Liability (from \$6,984M to \$6,420M) and a corresponding increase in the Sufficiency Ratio (77.9 to 79.7 per cent). As anticipated in our budgeting, insurable earnings increased this quarter and premium revenue has been strong (up 1.4 per cent, \$16M compared to Q1 2015). Also contributing to our strengthened financial position are the reduced volume of lost-time claims (down 2.3 per cent) and improved return-to-work results.

WHAT WE'RE WORKING TO IMPROVE

Schedule 2 Claim Durations. This quarter we continue to see an increase in the short-term (three- and six-month) durations for Schedule 2 claims, meaning that a higher percentage of Schedule 2 workers continue to require support three and six months after their injury. For the second quarter in a row, 12-month duration has also increased. Schedule 2 employers are discussing with us how we can better support them to address this trend.

Overall Satisfaction with Service. As described in this quarter's Quarterly Focus article, delivering outstanding service will be one of the main areas of focus for the WSIB in the years to come. With this in mind, we will be working to improve results for both the Service Excellence Index and Overall Satisfaction scores. In particular, we will be targeting some of the aspects of service for which injured workers and employers express the least satisfaction. Over the course of 2016, we will be developing a new customer experience strategy that will involve taking a fresh look at where and how we can improve quality of service as well as new measures to hold ourselves to an even higher level of service.

Percent of Claims in Integrated Health Care Programs. Given the positive track record of the WSIB's integrated health care programs in improving recovery and return-to-work outcomes, we have set an ambitious target for increasing the percentage of claims treated through these programs in 2016. Though the Q1 2016 percentage represents an improvement over last year (year to date is 41 per cent compared to 40 per cent for 2015 for Schedule 1), we recognize that it is still well short of the 45 per cent target that we have set for the end of 2016 and we continue to work to achieve that target. The Schedule 2 result is stronger and already above the 45 per cent year-end target at 47 per cent for Q1 2016.

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

Marginal decrease in claim volumes

The number of registered Schedule 1 claims in the first quarter of 2016 was 0.7 per cent (342 claims) lower than last year. The difference is largely a result of lost-time claim volume, which decreased by 2.3 per cent (312 claims). The lost-time injury rate improved to 0.87 injuries per 100 workers due to fewer registered lost-time claims and a slight increase of 0.7 per cent in insurable earnings in the first quarter of 2016. Among Schedule 2 employers, registered claim volume was down 6.7 per cent in Q1 2016 compared to the same quarter last year. The LTI rate improved 3.6 per cent, from 2.50 to 2.41 this year.

Considering the WSIB's largest industry sectors, registered lost-time claim volume decreased in health care (down 10.5 per cent or 310 claims), transportation (down 10.4 per cent or 164 claims) and manufacturing (down 1.0 per cent or 19 claims) compared to Q1 2015. In contrast, volume from each of the other three large sectors went up, by 6.9 per cent for automotive (35 claims), 6.3 per cent for construction (67 claims) and 1.3 per cent for services (54 claims).

Occupational disease fatalities, especially among Schedule 2 employers, have increased compared to previous quarters, due to presumptive cancer legislation for firefighters.

1.1 New Claims

SCHEDULE 1

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
Registered	45,789	48,161	50,676	47,676	45,447	45,447
Pending	4,255	4,323	4,242	4,175	4,135	4,135
Allowed	32,593	34,738	37,209	34,608	32,328	32,328
	78.5%	79.2%	80.1%	79.6%	78.3%	78.3%

SCHEDULE 2

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
Registered	10,257	9,260	8,444	9,365	9,566	9,566
Pending	1,397	1,169	1,096	1,073	1,054	1,054
Allowed	6,854	6,343	5,535	6,540	6,492	6,492
	77.4%	78.4%	75.3%	78.9%	76.3%	76.3%

1.2 Fatalities: Allowed Traumatic & Occupational Disease

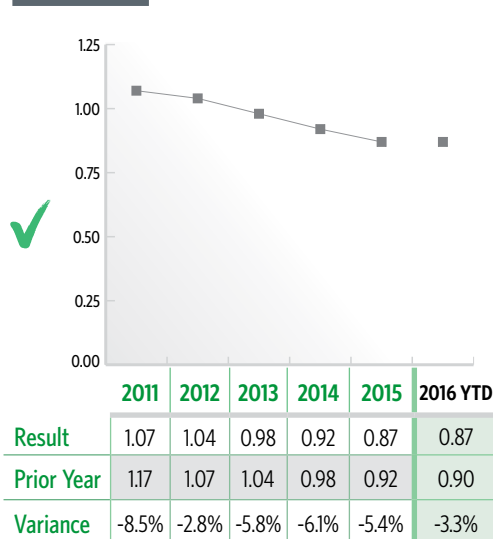
SCHEDULE 1 & 2

	2011	2012	2013	2014	2015	2016 YTD
Schedule 1 Traumatic Fatalities	55	60	70	59	53	4
Schedule 2 Traumatic Fatalities	4	5	3	1	4	0
Traumatic Fatalities Total	59	65	73	60	57	4
Schedule 1 Occupational Disease Fatalities*	191	189	159	167	175	53
Schedule 2 Occupational Disease Fatalities*	38	32	23	42	38	23
Occupational Disease Fatalities Total*	229	221	182	209	213	76

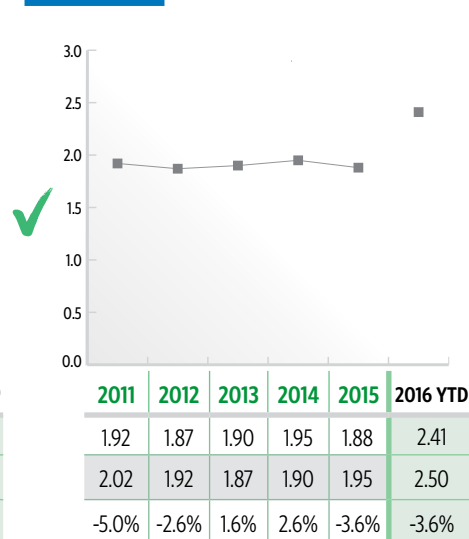
*Note: Due to legislative changes, occupational disease fatalities results are not comparable year-over-year.

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

Longer-term claim durations continue to improve

Among Schedule 1 claims, short-term (three- and six-month) duration results have held steady in Q1 2016 compared to Q1 2015, while as expected, longer-term durations have continued to improve. For instance, the percentage of workers who continued to require benefits 12 months after their injury fell to 3.6 per cent from 3.9 per cent in Q1 2015, while 72-month duration decreased to 3.2 per cent from 4.4 per cent.

Positive Schedule 1 return-to-work outcomes correspond to continued strong results from the WSIB's Work Transition Program. Of injured workers completing their Work Transition plans through the program, nearly eight in ten (79 per cent) were employed at the time of completion, consistent with last year. Overall, 91.0 per cent of Schedule 1 workers returned to work within 12 months with no wage loss, unchanged from Q1 2015.

Short-term durations for Schedule 2 claims continue to increase and are once again higher than previous quarter. Compared to Q1 2015, three-month duration increased from 7.8 to 8.8 per cent, while six-month duration rose from 3.7 to 4.3 per cent. Schedule 2 employers are discussing with us how we can better support them to address this trend.

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

SCHEDULE 1



	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
Result	91.0%	92.0%	92.4%	91.7%	91.0%	91.0%
Target	92.0%	92.0%	92.0%	92.0%	92.2%	92.2%
Variance	-1.0%	0.0%	0.4%	-0.3%	-1.2%	-1.2%

SCHEDULE 2



	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
Result	95.1%	95.2%	95.1%	94.9%	94.7%	94.7%
Prior Year	94.4%	95.0%	95.3%	94.4%	95.1%	95.1%
Variance	0.7%	0.2%	-0.2%	0.5%	-0.4%	-0.4%

3.2 Average LOE Entitlement Award at Lock-in

SCHEDULE 1



	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
Result	45%	45%	45%	45%	46%	46%
Prior Year	46%	46%	46%	47%	45%	45%
Variance	-1%	-1%	-1%	-2%	1%	1%

SCHEDULE 2



	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
Result	49%	42%	51%	37%	38%	38%
Prior Year	41%	45%	47%	44%	49%	49%
Variance	8%	-3%	4%	-7%	-11%	-11%

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

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

SCHEDULE 1



	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
Result	92%	92%	92%	94%	93%	93%
Target	90%	90%	90%	90%	90%	90%
Variance	2%	2%	2%	4%	3%	3%

SCHEDULE 2



	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
Result	91%	90%	89%	94%	93%	93%
Target	90%	90%	90%	90%	90%	90%
Variance	1%	0%	-1%	4%	3%	3%

3.4 Duration

SCHEDULE 1

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Target	Assessment
3 mos	11.0%	10.8%	10.8%	11.1%	11.0%	10.9%	△
6 mos	6.1%	6.0%	5.8%	5.9%	6.0%	5.8%	△
12 mos	3.9%	3.8%	3.6%	3.7%	3.6%	3.7%	✓
24 mos	2.8%	2.7%	2.7%	2.7%	2.6%	2.5%	△
48 mos	2.4%	2.3%	2.2%	2.1%	2.0%	2.2%	✓
72 mos	4.4%	4.2%	3.8%	3.4%	3.2%	3.2%	✓

SCHEDULE 2

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Assessment vs. Prior Year
3 mos	7.8%	8.0%	8.2%	8.6%	8.8%	✗
6 mos	3.7%	3.9%	4.1%	4.2%	4.3%	✗
12 mos	1.8%	1.9%	1.9%	2.1%	2.3%	✗
24 mos	1.1%	1.0%	1.1%	1.0%	1.0%	✓
48 mos	0.6%	0.6%	0.5%	0.6%	0.6%	✓
72 mos	0.8%	0.7%	0.7%	0.6%	0.6%	✓

3.5 Percentage Employed on Completion of Work Transition Plan

SCHEDULE 1

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
✓ Result	79%	79%	79%	79%	79%	79%
Prior Year	79%	79%	81%	77%	79%	79%
Variance	0%	0%	-2%	2%	0%	0%

SCHEDULE 2

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
✓ Result	93%	96%	93%	94%	99%	99%
Prior Year	95%	99%	92%	94%	93%	93%
Variance	-2%	-3%	1%	0%	6%	6%

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

4.1 Percentage of Workers with a Permanent Impairment

SCHEDULE 1

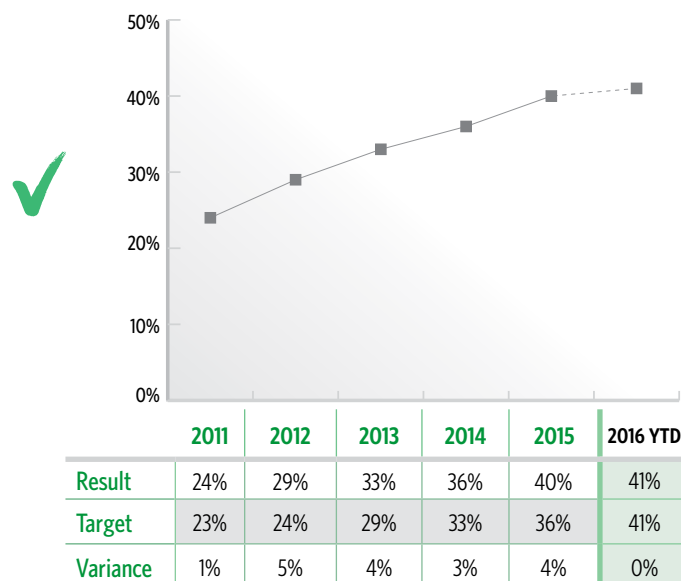
	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
✓ Result	5.6%	5.8%	5.7%	6.4%	6.1%	6.1%
Benchmark	7.0%	7.0%	7.0%	7.0%	6.5%	6.5%
Variance	-1.4%	-1.2%	-1.3%	-0.6%	-0.4%	-0.4%

SCHEDULE 2

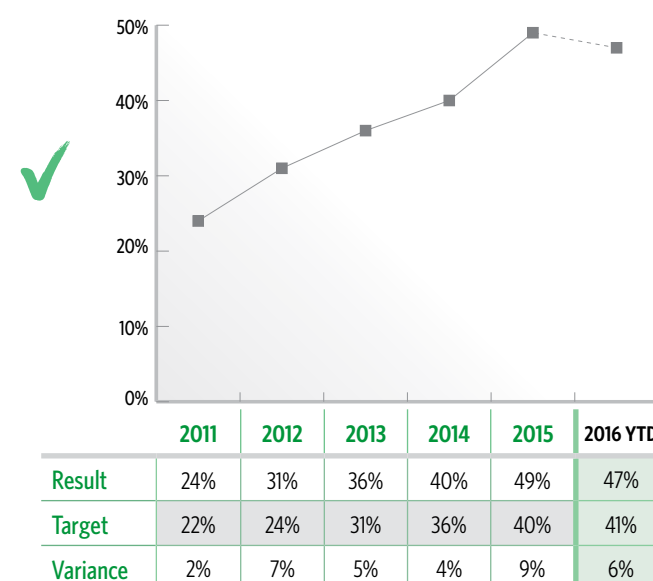
	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
✗ Result	1.9%	2.5%	2.7%	2.4%	2.5%	2.5%
Prior Year	1.9%	1.9%	1.9%	1.6%	1.9%	1.9%
Variance	0.0%	0.6%	0.8%	0.8%	0.6%	0.6%

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

Increased financial sustainability despite volatile markets

This quarter, the WSIB has once again made progress in reducing its Unfunded Liability (UFL) and increasing financial sustainability. The Sufficiency Ratio has increased 1.8 per cent to 79.7 per cent.

In Q1 2016 the WSIB achieved Core Earnings of \$281M, \$27M higher than budget. Core Earnings results were driven by premium revenue that was 1.4 per cent higher than in Q1 2015 (partly due to higher insurable earnings, which were up by 0.7 per cent). Also, fewer registered claims and improved long-term durations resulted in lower benefit payments in Q1 2016. Total administrative expenses at \$197M, while higher than last year by 10 per cent, remained within budget.

The WSIB's investment portfolio increased to \$26.4B in Q1, a net increase of \$105M in the quarter which includes net investment losses of \$265M, representing investment returns of -1.0 per cent. Portfolio returns were driven by weak equity and hedge fund returns, partially offset by positive returns from bonds and private markets.

5.1 Core Earnings

SCHEDULE 1

	\$M	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD
Result		271	334	334	290	281	281
Budget		215	294	279	187	254	254
Variance		56	40	55	103	27	27

5.2 Unfunded Liability (Sufficiency Basis)

SCHEDULE 1

	\$M	2011*	2012*	2013*	2014	2015	2016 YTD
Result		(14,199)	(13,299)	(10,638)	(8,697)	(6,984)	(6,420)
Budget		(12,294)	(13,772)	(13,777)	(11,424)	(8,129)	(7,062)
Variance		(1,905)	473	3,139	2,727	1,145	642

*on a Funding Basis

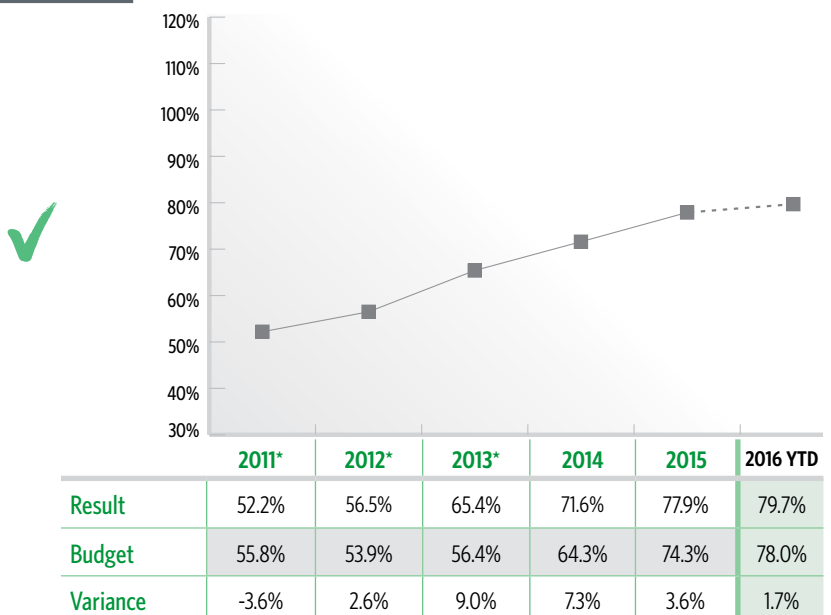
6.1 Investment Fund Total Returns (1 and 10 Years)

SCHEDULE 1

	2011	2012	2013	2014	2015	Q1 2016	Target	Assessment
1 Year	2.3%	10.5%	12.7%	10.3%	5.8%	-1.2%	5.25%	X
10 Years	4.6%	6.3%	6.3%	6.5%	6.0%	5.4%	5.25%	✓

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

Low inventory of appeals

In 2016, the WSIB will be working to develop new metrics to ensure adequate assessment of our progress against objectives 7 and 8.

The volume of appeals coming in to the WSIB continues to decline due to overall lower claim volumes, better return-to-work results overall and efforts by our Operations team to ensure that cases are more “appeal ready” before they are referred to the Appeals Services Division. Compared to Q1 2015, there were 21 per cent fewer incoming appeals (1,791 compared to 2,270) and the percentage of appeals resolved within six months increased from 87 per cent to 89 per cent. The inventory of active appeals for Q1 2016 is 1,920.

The percentages of appeals allowed (16 per cent) and allowed/denied in part (13 per cent) this quarter are consistent with Q1 2015 (16 per cent and 12 per cent).

8.1 Administrative Expenses per \$100 of Insurable Earnings

SCHEDULE 1

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q1 2016
Result	\$0.37	\$0.44	\$0.41	\$0.51	\$0.41	\$0.41
Budget	\$0.42	\$0.42	\$0.44	\$0.49	\$0.42	\$0.42
Variance	(\$0.05)	\$0.02	(\$0.03)	\$0.02	(\$0.01)	(\$0.01)



8.2 Appeals – New, Allowed, Allowed in Part

SCHEDULE 1 & 2

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	2016 YTD	Target	Assessment
New Appeals	2,270	2,015	1,883	1,880	1,791	1,791	1,875	✓
% of Resolved Appeals	16%	17%	14%	17%	16%	16%	14-17%	✓
Allowed in Part	12%	13%	14%	12%	13%	13%	12-16%	✓

8.3 Percentage of Appeals Resolved within Six Months

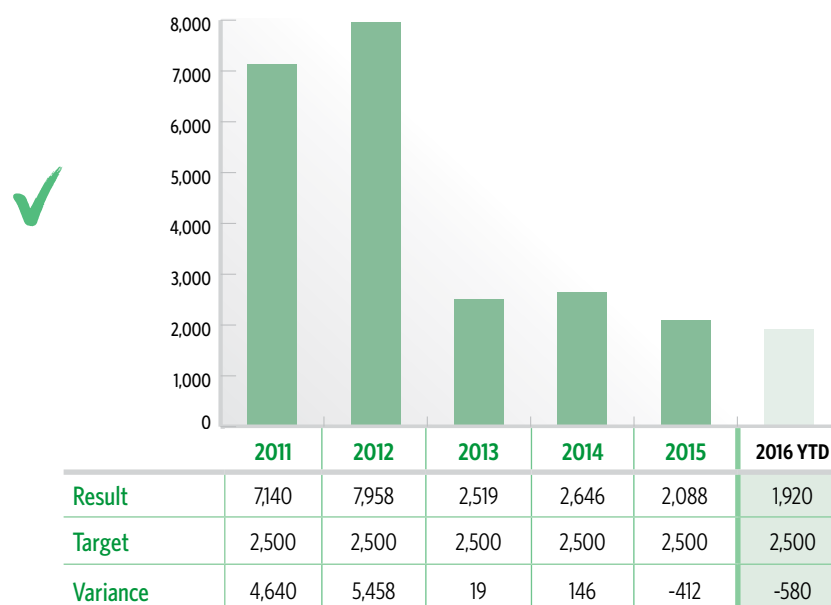
SCHEDULE 1 & 2

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q1 2016
Result	87%	89%	85%	87%	89%	89%
Target	85%	85%	85%	85%	85%	85%
Variance	2%	4%	0%	2%	4%	4%



8.4 Appeals Active Inventory

SCHEDULE 1 & 2



OUR PEOPLE



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

New customer satisfaction metric

Under the “Our People” strategic plan theme, we will be reporting and tracking two measures of overall customer satisfaction. The Service Excellence Index is the straight average of responses to a series of questions covering satisfaction with different aspects of service. The new Overall Satisfaction metric is based on the customer’s response to one question about satisfaction with their overall experience with the WSIB. This new metric was introduced to hold ourselves to an even higher standard of service. This quarter, 67 per cent of injured workers said that they were satisfied (responses of 4 or 5 on a 5-point scale) when answering this one question. Among registered employers, including employers who have or have not used claim management services, the result was 78 per cent.

As discussed in the Quarterly Focus article (p. 13), customer service will be one of the WSIB’s four main areas of focus in the coming years. We will be enhancing our approach to customer service and considering our vision for the future WSIB customer experience as we develop a new customer experience strategy in 2016. Equipped with this new strategy, through innovation and by reinforcing the talent of WSIB teams, we will seek to achieve even higher levels of customer satisfaction than currently to truly demonstrate leadership in this area.

9.1 Service Excellence Index

SCHEDULE 1 & 2

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Target	Assessment
Claims – Injured Workers	73%	80%	76%	74%	76%	77%	△
Claims – Employers	86%	85%	85%	85%	85%	87%	△
Account Management	88%	90%	89%	88%	89%	90%	△

9.2 Overall Satisfaction

SCHEDULE 1 & 2

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Assessment vs. Prior Year
Injured Workers	68%	66%	71%	69%	67%	△
Employers	75%	75%	74%	74%	78%	✓

9.3 Employee Engagement



In Development

Q1 2016 Quarterly Focus

Setting a Course for Success

"The WSIB must be seen by all – by workers and employers, by those making claims and those returning to work, by government and by the public – as an organization that acts with unqualified integrity and objectivity, one that carries out its responsibilities with a standard of excellence that is recognized widely and rising constantly."

Tom Teahen, President and CEO of the WSIB

The two principles of integrity and excellence form the very core of the WSIB's vision and its values. As a trust agency, the success of the WSIB cannot be assessed using measures common in the private sector such as profit generation or share value. Instead, we will know that we are working effectively as an organization and adding value in the province when the WSIB becomes recognized for these two attributes above all others. Integrity demands of us that we build and renew trust and that we show unfailing objectivity and respect towards others. Achieving excellence is to demonstrate our willingness to go above and beyond, to exceed expectations and to make the WSIB an unquestionably positive force in Ontarians' lives.

To become an organization that is truly dedicated to and defined by integrity and excellence, we will be concentrating our efforts on four specific areas in the coming years: financial sustainability, customer service, innovation and a focus on people. These areas overlay closely with the new strategic plan, will help to drive the achievement of plan objectives and bring forward the core intentions of the plan. We feel that these four areas strike a balance between being broad enough to make noticeable headway in improving what we offer to workers and employers, while being targeted enough to allow our teams to keep their work focused. This Quarterly Focus highlights our vision for each of the areas and how each connects to the new strategic plan.

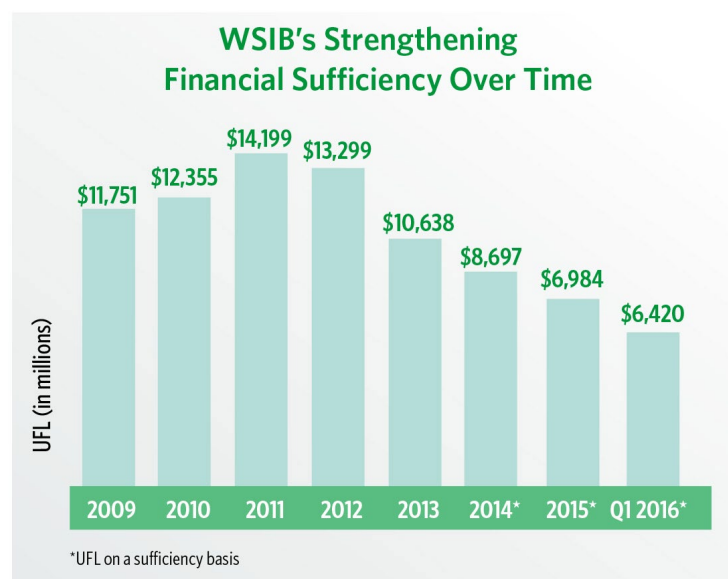
Based on our current projections, the WSIB expects the UFL to be retired by 2022



FINANCIAL SUSTAINABILITY

The WSIB has made tremendous strides towards eliminating the Unfunded Liability (UFL) in recent years. In fact, the UFL (sufficiency basis) has been reduced by \$1.7 billion in the past

year alone, and from a peak of \$14.2 billion in 2011, the UFL has now been brought down to \$6.4 billion. As a result of sustained improvements over the last five years, the WSIB is currently ahead of schedule in meeting its legislated funding requirements. In November 2015, the WSIB released an Economic Statement that outlined our latest projections and expectations for when the UFL can be retired. The projections include provisions for full indexation for all claims and premium relief for employers, funds that can be reinvested in their workplaces. It also includes projections of premium rates once the UFL is retired and the resulting savings to the Ontario economy.



We need to ensure that we build on the success of the past to bring this good work to completion. However, retiring the UFL is not an end in itself but provides us with the freedom and flexibility to truly turn our attention to our other priorities and pursue new ways to deliver value to Ontarians.



CUSTOMER SERVICE

In Q1 2016, the WSIB has introduced a new methodology for measuring customer satisfaction. In addition to the Service Excellence Index, which has been included in this report in the past (calculated using responses to a series of survey questions), the new measurement is based on a single survey question to assess overall reaction to service quality. The new measure will allow the WSIB to use statistical analysis to understand what is driving satisfaction with service, making it easier to act on the survey results to improve our performance. A single question on satisfaction will also make it easier for the WSIB to compare our performance to satisfaction in other jurisdictions; most other Canadian workplace compensation boards take this approach.

Regardless of survey scores though, we know that there is more we can do to exceed the expectations of workers and employers and demonstrate leadership in this area. Our goal is to elevate our service to a point that even if employers and injured workers had the option to go elsewhere for workplace insurance or compensation, they would continue to come to the WSIB as their first choice.

Better service is about continuing to improve the timeliness of our responses, increase our productivity and above all,

find new ways to make the lives of those we serve easier at what can be a difficult and vulnerable time for them. This area of focus is the most closely intertwined with the other four areas. Enhancements to our service will most certainly require innovation as well as talented, committed WSIB staff.

Better service is about finding new ways to make the lives of those we serve easier at what can be a difficult and vulnerable time

Technology has a crucial role to play in customer service. Stakeholders have come to expect online service with 24/7 access and the WSIB now offers a suite of eight eServices ranging from ePayment, which allows employers to pay premiums online, to eForm7, which allows for online reporting of workplace injuries and illnesses. We envision expanding our online offer in the years to come to include a secure portal where workers and employers can view claim information and progress, access all eServices and analyze trends in claims to help them improve the safety of their workplace.



UPCOMING INNOVATION

At the WSIB there are a number of new initiatives already underway that will lead to innovation and improvements in our work in the months and years to come.

ACCOUNTS AND CLAIMS ENTERPRISE SYSTEM (ACES)

The WSIB is currently implementing ACES, an integrated new system for administering employer accounts and managing claims that is replacing multiple end-of-life systems. Currently the new system is being used to manage the accounts of 300,000 employers and help collect \$4 billion in premium revenue annually. By year end, all the components of the claims system will be implemented including the registration and case management of claims. This technology will assist us by providing a system that allows:

- ❑ Timely access to the right data to support better service and return-to-work and recovery outcomes;
- ❑ Automation of manual processes;
- ❑ A more standardized approach to claims and accounts;
- ❑ A more flexible technology platform to support continuous business improvements.

RATE FRAMEWORK MODERNIZATION

To address challenges with the current system of classification and premium rate setting, the WSIB is engaged in a major initiative that will change the way employers are classified and the way premium rates are set. The new rate framework is being developed with help from our stakeholders—their input is being gathered and incorporated through consultations at each stage of development. In the fall of 2016, the WSIB will be seeking approval of the Rate Framework from its Board of Directors, towards a planned implementation no sooner than 2019.

ENABLING LEARNING FROM CLAIM HISTORY

As one way to offer employers better service on the WSIB website, the WSIB is in the process of developing an online tool that will allow employers to view a record of their claims and safety history against the industry as a whole. The tool is intended to help employers identify gaps in safety, which if addressed, have the potential to make their workplaces safer.

INNOVATIVE NEW STRATEGY FOR CUSTOMER SERVICE

The WSIB is in the process of rethinking the customer experience we offer for both workers and employers. We are proud of improvements made in recent years to our level of service, but we now wish to use new approaches to both understand areas of weakness and to address them. This work will culminate in a new WSIB customer service strategy and, ultimately, in further, ongoing enhancements to our service.

We recognize that knowing what to improve about our work and how to ensure better outcomes will not always be obvious. Addressing the challenges ahead will require creativity and resourcefulness, and that is why we have included innovation as one of our four areas of focus for the coming years.

Innovation in the traditional sense is probably far easier to connect with private sector companies in industries like technology, biomedicine or renewable energy than with a 100-year old workplace compensation board. The WSIB has a duty to safeguard benefits for injured workers and to use employer premium dollars with great care, and with this duty in mind we tend to act conservatively rather than on the leading edge. That being said, we believe that we must use innovation to constantly improve service, our efficiency, in delivering greater value and in meeting stakeholder needs more fully. To be truly innovative, we must think about how we can do better and how we can deliver new or increased value to workers and employers.

***Knowing how to ensure better outcomes
will not always be obvious—addressing
the challenges ahead will require creativity
and resourcefulness***

Innovation need not always come from inside the WSIB. We know that there is a lot to learn from our peers in other jurisdictions and the WSIB regularly monitors for new initiatives that are proving successful elsewhere which may be good choices to adapt and apply to Ontario's workplace compensation system. Through the WSIB's research and grants program, we also support external researchers with the most promising proposals for insight and best practices that will help us improve the system. Our stakeholders and partner organizations who are focused on workplace health and safety or worker recovery and return to work are another important source when the WSIB considers where and how to innovate.

Many companies are coming to realize that data is the most valuable commodity of the 21st century. The WSIB collects data from both employers and workers that can be used to better understand trends and improve services. We will be building on the WSIB's current business intelligence capability to do more to identify and prevent workplace injuries and illnesses from occurring in the first place and to become better at identifying

areas where we are able to improve outcomes for injured workers and employers. Innovative data analysis can also help us to understand what solutions to challenges are most likely to succeed, where there are bottlenecks in our service delivery or work processes and how to better prepare to respond to trends.



FOCUS ON PEOPLE

To be able to make strides in the three areas above, we will require a team that is skilled, knowledgeable, creative and dedicated. More than ever, we wish to equip WSIB employees to achieve and to create a work environment that cultivates success. Using strategic workforce planning, we will work to attract and retain the talent we need by being a model employer in Ontario. It is only by treating our own employees fairly, helping them to develop their skills and advance their careers and ensuring their health and safety that we can expect the employers who we serve to do the same for their workers.

We anticipate that our work in the first three areas described will serve as a virtuous cycle for attracting and retaining top talent. As we are increasingly able to demonstrate leadership in customer service and innovation, we hope that that success will serve as a draw for those who wish to join, or continue to be part of, a leading team.

***We will work to attract and retain
the talent we need by being a model
employer in Ontario***

The work we need to do in the four areas described above cannot be achieved by the WSIB alone and we look forward to new occasions to collaborate with workers and employers, as partners, in each area. Only with customer involvement can we be sure that we are developing the organization in the ways which will add greatest value, and that changes we are making are having a positive impact. We also look forward to continuing to share our results, and our level of success with achieving the goals set out in our new strategic plan, in this report in the quarters to come.

