

# **Workplace Safety and Insurance System Year-End Report 2009**

March 2010

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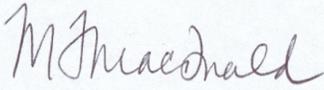
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# INTRODUCTION

The Workplace Safety and Insurance System is a collaborative partnership of a diverse group of stakeholders, government and agencies working together to continually improve the way they deliver related, but separate services within the System. We are encouraged by the accomplishments of 2009, and feel that we are moving in the right direction toward a System that is more collaborative, transparent and accountable to those it serves – workers and employers.

The 2009 Year –End report captures that progress. We hope you will find it both informative and a sign of positive change and continued progress.



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Margaret MacDonal  
Deputy Minister, Department of  
Labour and Workforce  
Development



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Chris Power  
Acting Chair, WCB Board of  
Directors

# EXECUTIVE SUMMARY

This report provides a snapshot of the state of the Workplace Safety and Insurance System (WSIS) as of year-end 2009. It highlights continued progress to improve workplace health and safety, stakeholder engagement and agency collaboration.

During 2009, a number of System initiatives focused on providing health/safety education, training, and awareness including the implementation of the Workplace Health and Safety Grade 9 Pilot curriculum in six schools throughout Nova Scotia; a strategy for musculoskeletal injury prevention. Also agencies and stakeholders continued collaborative efforts in the areas of issue resolution within the compensation appeals process, various WSIS working groups, and a revised Statement of Principles and Objectives document reflective of the System's progress and evolution.

The four System agencies (Workers' Compensation Board, Occupational Health and Safety Division, Workers' Advisers Program and the Workers' Compensation Appeals Tribunal) together with the support and efforts of the aligned organizations achieve the goals and objectives of the System. This year, the System's key Aligned Organizations made significant contributions to improving service and outcomes for workers and employers in the System.

Overall, year-end System performance results demonstrate outcomes that are moving in a positive direction. In particular, year over year improvement in injury frequency and return to work results illustrates the positive progress that is being made towards the System's goals and objectives. The results also indicate a continued trend of increasing awareness among stakeholders of the importance workplace health and safety. This speaks directly to the positive impact of meaningful collaboration among all organizations of the WSIS.

The System year-end financials (a measure of its financial health) indicates an improvement over 2008. Results will continue to be monitored on an ongoing basis. It is anticipated that results will be more favourable as the investment market begins to rebound in subsequent years.

Looking forward to 2010, the System will continue to build on its collaborative activities, place a high emphasis on improving outcomes for workers and employers, and continue to respond to stakeholder concerns.

# BACKGROUND

The Workplace Safety and Insurance System (the System) is Nova Scotia's collaborative partnership of government, agencies, advisory groups, working groups and those that the System serves (workers and employers).

Workers and employers play an integral role in the System by providing valuable input to the System's strategic direction and areas of priority. The agencies, in turn, are responsible for considering stakeholder expectations and feedback in the context of operational realities – to determine what is possible and/or what is required to achieve improved outcomes. A System Coordinating Committee performs a role of oversight – ensuring that stakeholders and partners work together toward common goals. For a detailed description of the System's structure and key stakeholders refer to the *2010 Workplace Safety and Insurance System Strategic Plan* (available from any of the four partner agencies or on the System website, [www.wsis.ns.ca](http://www.wsis.ns.ca)).

Overall, the System continuously strives to balance stakeholder needs and ensure that the services it provides are available to workers and employers in the future.

Our **mission** is to work together to help keep people healthy and safe at work, to insure against loss and to support workers' rehabilitation. We strive to be fair, open and responsible in everything we do.

Our shared **vision** is, "Safe, healthy workplaces for Nova Scotians, and sustainable safety and insurance services".

Our **goals**:

1. Improve outcomes for workers and employers,
2. Improve service delivery,
3. Ensure effective governance of the System, and
4. Ensure financial sustainability of the System.

Our vision is the destination point that we steer toward; our goals are the guide posts that help us get there. This report examines our progress in 2009 along the path to that vision by evaluating progress on initiatives and System performance results.

The following agency-specific performance reports can be obtained from the respective agencies (for contact information, see Appendix A):

- Occupational Health and Safety Division Annual Report
- Workers' Advisers Program Quarterly Report
- Workers' Compensation Appeals Tribunal Annual Report
- Workers' Compensation Board Annual Report

# PROGRESS TO PLAN

## System Initiatives

In 2009, the System undertook a number of activities in support of continued progress towards its goals and activities. As in past years, agency collaboration and building system capacity are the key focus areas this past year's activity. In 2009, the System also committed to refreshing its governance and accountability framework. Below is a list of those initiatives that best characterize this collaboration.

### **The Revised Workplace Safety and Insurance System Statement of Principles and Objectives**

In June of 2009, Coordinating Committee invited a working group of stakeholders to review the System's Statement of Principles and Objectives (SP&O). The SP&O is the governance and accountability framework that guides the coordination and alignment of efforts within the System. The first SP&O was drafted in 2005. Former Deputy Minister of Environment and Labour, Bill Lahey, facilitated the review process and chaired the Working Group. The SP&O Working Group met once in June and once in July to discuss the report and make recommendations.

In August 2009, the final report was drafted submitted to Coordinating Committee in August 2009. The report contained 19 recommendations regarding governance, accountability and stakeholder consultation.

Coordinating Committee reviewed and accepted in principle the core recommendations put forward by the stakeholder working group. Recognizing that there may be varying perspectives regarding the implementation of a couple of the recommendations, Coordinating Committee sought broader stakeholder input at the Annual WSIS Fall Stakeholder Consultation on November 25<sup>th</sup>, 2009. The final revised document will be released in 2010.

### **Workplace Health and Safety Pilot in Grade 9 Classrooms**

The 2009-2010 school year saw the piloting of the new Healthy Living 9 (HL9) curriculum at six Nova Scotia schools. A soon-to-be mandatory course for all Grade 9 students, HL9 includes eight hours of occupational health and safety content developed in partnership by the Workers' Compensation Board of Nova Scotia, the Occupational Health and Safety Division of Labour & Workforce Development, and the Nova Scotia Department of Education. Prior to its pilot

phase HL9 was reviewed by a stakeholder group of industry, government and service providers, and presented to pilot teachers in a workshop.

Prior to the beginning of the 2010 school year, the curriculum will be reviewed again by teachers, development partners and the stakeholders group. When HL9 goes province-wide in September 2010, it will be to thousands of Gr. 9 students and their teachers.

### **Development of a Musculoskeletal Strategy**

Over the course of 2009, WCB and the Department of Labour and Workforce Development (LWD) staff drafted a consultation paper on Musculoskeletal Injuries (MSIs). This consultation paper was initiated at the request of the WSIS Joint Committee – comprised of members from Human Resources and Skills Development Canada (HRSDC), LWD and the WCB. The Occupational Health and Safety Advisory Council has also been a partner in the drafting the consultation paper, and providing feedback and advice toward the final version.

MSIs are a type of injury that affects the body's muscle systems or bone structures, including; muscles, tendons, ligaments, and nerves. Most often a MSI is a sprain, strain or inflammation. MSIs account for approximately 40% of compensation claims in the System.

The MSI consultation paper is designed to collect feedback from WSIS stakeholders and the general on how to prevent MSI. In 2010, this feedback will be collected and considered and will inform partners in the WSIS when they work toward a collaborative strategy to try to reduce MSI across Nova Scotia workplaces.

### **Issue Resolution Strategy**

In early 2009, the WSIS Issues Resolution Working Group, comprised of members from the WCB, the Workers' Advisers Program (WAP) and the Workers' Compensation Appeals Tribunal (WCAT) drafted a strategic framework to address early resolution and litigiousness within the workers' compensation appeals process. Based on input from stakeholders, the strategy focused on three core components of issue resolution: decision quality, early resolution and reducing litigiousness. Each component of the strategy is connected and interdependent on the other, as attention in one area will affect the others.

In December 2009, the draft Issue Resolution Strategy Framework was shared with stakeholders for consultation. The intent was to provide the broader System stakeholder community with an opportunity to comment on the strategic focus. Throughout 2010, the Issue Resolution Working Group will continue to build on the strategic components in the strategy and explore areas of opportunity for

System collaboration in decision quality, early resolution and reducing litigiousness.

### **Early Resolution: WCAT Special Projects Officer**

Throughout 2008/09 the WCAT piloted a Special Projects Officer initiative. The WCAT Special Projects Officer, a seconded WCB staff person, worked out of the WCAT office for fifteen months and focused on facilitating an early resolution of appeals at the tribunal. The project was considered a success as the Special Projects Officer achieved early resolution on approximately 30% of the appeals that were reviewed. Resolving issues early benefits everyone in the System as it reduces litigiousness and achieves a faster outcome for workers and employers.

The System recognizes that early resolution has merit and has committed to pursuing early resolution efforts at an earlier stage of the appeals process. In 2010, based on the recommendation of IRWG, a new position, the WSIS Liaison Officer (WLO) will be piloted for one year in the legal division at the WCB and will focus on early resolution opportunities. It is believed that involving the WLO earlier in the appeal process will reduce litigiousness and where appropriate help to resolve issues more quickly.

### **Physiotherapy Working Group**

Throughout 2008/09, some System stakeholders raised concerns regarding the implementation of the direct access to physiotherapy program. The System recognizes that direct access to physiotherapy program is relatively new and opportunity exists to refine and enhance the program in keeping with the general principles that the program be accessible, supportive and coordinated in order to help achieve the best results for injured workers employers and the community.

To better understand stakeholder concerns regarding the program in late 2009, a System Stakeholder Working Group was created. Overall, the objective of the Working Group is to provide insight and observation to potential program enhancements.

Throughout 2010, the working group will meet to identify program issues, learn more about the program design, and provide input on potential opportunities for program enhancements.

# System Performance

System performance is monitored on an on-going basis. The results are used by stakeholders and agencies alike to gauge the health of the System and measure the progress towards achievement of the System's goals and objectives. For a comprehensive description of our performance measurement methodology refer to Appendix D.

Table 1 depicts the System Scorecard, and measures within each quadrant. For more information on 2009 performance results, refer to Appendix C.

Table 1: System Scorecard – 2009

Measure	2009	2008
<b>OUTCOMES</b>		
Composite Duration	98	95
% Labour Force Covered	70	71
% Return To Work	95	93
Injury Rate	2.26	2.48
Injury Rate, Claims > 26 Weeks	0.11	0.12
<b>SERVICE DELIVERY</b>		
Stakeholder Satisfaction Index		
Injured Worker Satisfaction Index for WCB Program Delivery	72%	73%
Employer Satisfaction Index for WCB Program Delivery	78%	79%
Workers' Advisers Program Client Satisfaction	90%	88%
Occupational Health and Safety Division Client Satisfaction:		
Publication Mail-Out, Overall Satisfaction	4.6/5	4.5/5
Injured Worker Satisfaction, claims > 26 weeks	65%	66%
Stakeholder Awareness of Importance of Workplace Health & Safety	89%	84%
Decisions Overturned On Appeal (WCAT)	45%	39%
<b>EFFECTIVE GOVERNANCE</b>		
*Stakeholder Engagement Index	n/a	45
<b>FINANCIAL SUSTAINABILITY</b>		
Benefits Comparison	Appendix D	
% Funded	62%	60%
Average Assessment Rate	\$2.67	\$2.68

\* The Stakeholder Engagement Index is based on a survey that is conducted bi-annually – the next survey will be conducted in the fall of 2010.

## REPORT OUT FROM WSIS ALIGNED ORGANIZATIONS

### **Pictou County Injured Workers' Association**

The mandate of Pictou County Injured Workers Association is to provide assistance, advocacy and support for injured workers and their families who experience the devastating effects of workplace injuries. The long-term goal of our association is to facilitate sufficient change to the workers' compensation system to allow our association to devote 100 per cent of our focus on our founding principle: *To be a support group for injured workers and their families.*

Our organization contributes to the overall goals of the Workplace Safety and Insurance System as follows:

- Improve outcomes for workers and employers by promoting awareness and knowledge about a worker's rights and responsibilities and by promoting injury prevention, at the pre-injury, return to work, and post-injury stages.
- Improve service delivery by promoting awareness and knowledge about the system to injured workers and others and by promoting accountability in decision-making and all party involvement in the claims management and decision-making process.
- Ensuring effective governance of the system by maintaining consistent input and constant interactive communication with our members and associates regarding WSIS initiatives and maintaining active participation and involvement in all WSIS stakeholder functions and consultations.
- Ensuring the financial stability of the system by maintaining full compliance with the terms and conditions of our Funding Agreement and by promoting the financial accountability of the system.

Our association's active participation in attending the Annual General Meeting/Fall Stakeholder session, serving on WSIS Working Groups and Committees, making submissions to the policy consultation process contribute to the WSIS goals of improving outcomes for workers and employers, improving service delivery and ensuring effective governance of the system.

Our consistent and interactive communications with our members through monthly meetings and individual discussions increases workers satisfaction and provides a meaningful opportunity for workers to have input on the policy development process and the corporate decisions of WSIS.

Our active participation in case conferencing during the return to work process, our interaction and discussions with WCB decision makers and our support of early resolution initiatives promotes accountability in decision-making and helps ensure the right decision is being made at the right time and reduces the unacceptably high number of unnecessary appeals.

Our commitment to fully complying with the terms and conditions of our funding agreement and our determination to ensure all funding agencies and funded organizations maintain full compliance helps to ensure the financial accountability and stability of the system.

The following statistics highlight the increasing activities of our office services and the needs of injured workers involved in WSIS:

Client Activities from January 1, 2009 to December 31, 2009

Incoming Telephone calls -	3600
Outgoing Telephone calls -	2000
In Office Appointments -	930
Walk ins (no appointment)	1500

Our key priorities and initiatives for the upcoming year include maintaining our commitment to full participation and involvement in all WSIS stakeholder functions, consultations and committees. We will continue our advocacy and support services to individual clients and to the entire organization.

#### **Cape Breton Injured Workers' Association**

The Cape Breton Injured Workers' Association (CBIWA) was founded in late 1985. We are an autonomous body and we are responsible to our membership. The CBIWA exists to serve and provide assistance to injured workers. This service takes many forms including provision of information and assistance with appeals in the absence of the involvement of the Workers' Advisers Program.

Services provided by CBIWA contribute to the goals of the Workplace Safety and Insurance System by:

- Providing advice, assistance and education to the injured workers (and their family if requested) regarding the compensation system;
- Accompanying injured workers to appeals, assessments, meetings with WCB, etc.;
- Supporting family members and friends of an injured worker;
- Being an intermediary for injured workers by providing information through regular meetings with the membership;
- Providing feedback on policies and program changes through representation on committees and meetings of the WSIS; and
- Informing clients of Workers' Advisers Program as an option if not already tried.

Statistics from April 2009 – March 2010

Incoming calls average about 15 per day. This averages 3750 in a year.

Outgoing calls average 10 per day. This averages 2500 in a year.

Office appointments are usually 12 per week. This averages 624 in a year.

Walk-ins usually average about 30 per week. This averages 1560 in a year.

We have had an increase in calls since the closing of Mainland Injured Workers Association and since many MLA's are unable to help injured workers. Our area is very spread out so we handle many inquiries over the phone. We see people from Cape North, Arichat, Louisburg, Cheticamp, etc. The ideal would be to travel to these areas to serve injured workers, as many do not have the means to travel to the office. Unfortunately our funding does not allow this. As well there are many meetings in Halifax that we should attend but are limited financially.

### **Office of the Employer Adviser**

Established in May 2008, *The Office of the Employer Advisor, Nova Scotia* (OEA) provides expert advice, leadership, support, guidance and assistance to all employers in Nova Scotia, regardless of whether or not the employer is registered with and pays directly into the WCB. OEA is funded through agreement with the WCB.

The Office of the Employer Advisor is the only program of its kind in the province assisting employers in all sectors, regardless of size or registration with WCB. The Office of the Employer Advisor, Nova Scotia is managed by an independent Board of Directors represented by eight employer stakeholder groups. They are:

- The Construction Association of Nova Scotia (CANS),
- The Canadian Council of Grocery Retailers (CCGD),
- The Canadian Federation of Independent Business (CFIB),
- The Canadian Restaurant and Foodservices Association of Nova Scotia (CRFA),
- The Canadian Manufacturer's and Exporters, NS Div. (CME)
- The Seafood Producers Association of Nova Scotia (SPANS),
- The Forest Products Association of Nova Scotia (FPANS), and
- Health Association Nova Scotia (formerly NSAHO)

The Office of the Employer Advisor's Strategic work plan identifies five key objectives during the expanded pilot of the program which were developed in consideration of the overall WSIS goals.

- **WSIS Goal #1 Improve outcomes for Employees and Employers:** The OEA works with employers and business associations to support change to the WSIS system and to assist each individual employer/association to

contribute to business success in this province. This is our Advocacy role. We sit on system committees, we speak with and meet with employers on a monthly basis. We hear their concerns and we take that information to address system issues.

- WSIS Goal #2: Improve Service Delivery:** Through system partnership and collaboration, every day we are in contact with WSIS agencies to address concerns and problems. It is through ongoing communications that service delivery from the WSIS agencies can improve. In training programs and individual consultations we explain the system processes and help the employer navigate an often complex system so that they can meet their obligations.
- WSIS Goal #3: Ensure effective governance of the system:** Through communication, awareness, and advocacy, the OEA has improved Employer engagement and understanding of the WSIS system. For example, OEA collaborated with employer organization to provide input into several draft policies and potential system changes. Also, at the 2009 WSIS, AGM, employers were the most engaged and represented of any recent system stakeholder consultation. We also hold consultations with Employers who are difficult to reach due to time or distance constraints and report back on that information so as to improve overall governance of the system.
- WSIS Goal #4: Ensure financial stability:** OEA's work with Employers has dramatically improved Employer understanding of the costs of the system. Employers understand the financial benefit to safe workplaces and early and safe return to work. With employer's improved understanding and support from our WSIS partners, we hope to reduce the number of injuries, the severity of injuries, and the length of time off for an injury, all of which will lead to increased financial predictability and stability.

**Quantitative Data:**

Intended Outputs	Actual - 2009
<b>Infrastructure</b>	
Advisory Committee Meetings	6
# of Committees with membership	6
Approximate # emails to employers	10, 250
Approximate # phone calls to employers	1600
Reports to Stakeholders	4 including annual report in Oct 2009

<b>Intended Outputs</b>	<b>Actual - 2009</b>
Financial Reviews	2007 and 2008 year end completed in March 2010
<b>Communication and Awareness</b>	
Newsletters and Articles in Newsletters	3
Approximate Employer Contacts	30,000
Website hits	Named #1 hit by Google
Brochures and other Marketing Tools	5
Tradeshaw/other Displays	6
Promotional & Substantive Presentations (min length 2 hours)	39
<b>Training and Program Delivery</b>	
Types of Programs delivered*	6
Participants at programs	954
Formal Program evaluations received	65
Approximate Employer Contacts per month	1300
Approximate Complex Files opened per month	50
<b>Advocacy</b>	
OEA facilitated written submissions	3
WSIS/WCB consultations attended	2
Employer consultation sessions	3
Committees	6
<b>System Partnerships and Collaboration</b>	
Number joint initiatives	8
Number consultations	4
Number of employer participants involved	115
Partnership Award Nominations	1

(ACHRA Award Nominee in 2009 for "Strategic Partnerships" in HR Leadership)

**\* OEA Training Programs:**

Who We Are, Duty to Accommodate, Employer's Guide to WCB Processes, Drug and Alcohol Testing, Employer's Guide to Disability Case Management and Return to Work, Employer's Guide to Appeals

**Initiatives for 2010:**

OEA is looking forward to the future when the pilot phase (extended) is completed. The program is without question needed by Nova Scotia employers and has made significant contributions to business success in this province. In preparation for a permanent program, the OEA was registered with Joint Stocks as an incorporated society in January 2010. With a newly created OEA Board of Directors the future is bright and we are ready!

The OEA has grown so much over the two years in operation and we have reached our ability with one staff person to be able to keep up with the growing demand and complexities which employers are addressing. The OEA Board has developed a staffing strategy to meet the needs of employers and we anticipate filling the positions of one additional Employer Advisor, Office Administrator and Bookkeeper in 2010. OEA is pleased to use WBLI Chartered Accountants for financial reporting.

We continue to speak at major conferences and in the early part of 2010 have presented at “The Federated Press” and “Safety Services Annual Safety Conference”. Additionally we have accepted invitations to speak at a number of AGM and private employer functions. Tradeshows to industry sectors are an important means to increase awareness of the OEA and we have already completed some in 2010 as of this report.

In May 2010 the OEA will hold its second “Employer Conference” with guest planning contributions and presentations from WAP, IA and WCAT. This conference will focus primarily on the WC appeal process to ensure more employers are able to fairly participate. We are confident that this event, like our October 2009 conference will be “sold-out” based on current registrations. We are very pleased to work in consultation with our WSIS agencies in the preparation of this event.

### **Office of the Worker counsellor**

The mandate of the Office of the Worker Counsellor is to provide:

- information concerning the compensation system
- advice and assistance to injured workers up to but not including representation at appeals
- education on topics related to workers’ compensation
- advocacy through input to the WCB and government on areas of concern and suggestions for improvement.

The program also offers assistance and representation to workers applying for Canada Pension disability benefits. The office handles, on average, 15 new calls per day on a wide range of topics from simple requests for information to assistance with case management issues. The Office of the Worker Counsellor provides feedback through submissions on proposed changes to Policy and Worker Counsellor, Jessie Parkinson, sits on the newly minted Stakeholder Liaison Committee, is a member of the Physiotherapy Stakeholders’ Working Group and participated in the Issue Resolution Strategy Consultation process.

Our goals correspond to System goals through:

- Increasing the flow of effective information between injured workers and the WCB
- Ensure that the right decisions are made in a timely fashion
- Reduce litigiousness by assisting injured workers clearly understand their rights and responsibilities.

In addition to one on one advice and assistance, the Worker Counsellor has partnered with the Federation of Labour's Literacy Coordinator to develop and deliver workshops. A 9-hour workshop, *Navigating Your Way- a Guide to Workers' Compensation in Nova Scotia* was delivered to over 100 participants in the past year, to very positive reviews.

A follow up 3-hour workshop, *The Early and Safe Return to Work- a Workers' Guide* has been piloted and plans to deliver this twice in the spring of 2010 spring are underway. Two training sessions, one for trained facilitators and one including facilitation training, using *Navigating Your Way* as the training tool will be delivered in May and June. We are currently working on an appeals workshop to be piloted in the fall of 2010.

Plans are underway to host a 1-day symposium on stress in the workplace in early September; the morning session will deal with prevention strategies and the afternoon session with stress as a compensable injury.

Our target audience in all of our education initiatives includes shop stewards and members of Occupation Health and Safety committees, activists in the workplace who can assist their fellow workers in properly understanding their rights and obligations in the workers' compensation system. We believe that education is critical to the success of the system. Working collaboratively with the Workers' Advisor Program, the Pictou County Injured Workers' Association and the Cape Breton Injured Workers' Association we have been able to share information and resources to better serve our constituency.

The Office of the Worker Counsellor has developed a logic model and an evaluation framework to set targets and goals for the next year of operation. Utilizing activity logs, workshop evaluation summaries and information gathered from interviews and focus groups, an independent evaluator will provide a detailed evaluation of the program for the conclusion of the pilot in June 2011.

### **Fisheries Safety Association of Nova Scotia**

The Fisheries Safety Association (FSA) of Nova Scotia is a not for profit association funded solely by employers in Fisheries sector. The FSA is governed by a board of directors who are responsible to all stakeholders in SICS 311, 312, 321, 1021. The FSA Board of Directors are the safety champions for the Seafood

sector promoting communications within the sector utilizing the FSA website and newsletters on activities of association and distribution of best practices.

The Association's mandate is to:

- Enhance safety in the workplace, making the industry more attractive for new employees and keeping the exiting employees safe and healthy
- Focus on reducing workplace illness/injury

Specifically, the FSA will focus efforts on facilitating a culture change in OHS in sector of the industry by cultural change model awareness, education, prevention and return to work systems utilizing Industry best practices

The FSA service delivery directly aligns to System goals through:

- Working with others through collaboration and consultation, including stakeholders and System agencies, government departments and educational institutions
- Utilizing existing tools developed by WCB/Dept of Labour adding Seafood industry Best Practices
- Utilize existing resources to deliver programs if not currently in place will work to develop Standards for delivery by competent professionals (community college)
- Utilize technology for stakeholders (web site, training)

Starting in 2008 and carrying forward to 2010, the FSA is working with stakeholders to identifying opportunities to improve safety in the work place. Included in this activity has been the development of a strategic plan for safety association, newsletters and distributed to sector on status of industry safety performance. The FSA has also held workshops throughout province on status of industry safety performance; worked closely with the WCB to provide current relevant information to industry on trends regarding incidents, rates.

Given organization only just incorporated in late 2009, the year ahead will garner positive results as the FSA begins to enact its Strategic Plan and work in collaboration with stakeholders to create a safety culture in the sector.

### **Nova Scotia Automobile Dealers Safety Association**

The mandate of the Nova Scotia Automobile Dealers Safety Association (NSADSA) is to co-ordinate and co-operate with the Nova Scotia Automobile Dealers' Association in order to:

- develop safety standards for the industry,
- promote safe practices by the industry,
- provide the members of the Society with the information and skills required to comply with the Occupational Health and Safety Act of Nova Scotia;

- reduce accidents and provide a safe workplace in the new car retail industryand;
- further the development of the retail new car industry,
- offer the industry a vehicle for promotion of these objects.

NSADSA's mandate aligns to System goals by:

- providing education and training to new car automobile dealership employees in order to reduce accidents
- Hasten return to work
- Reduce claims costs for employers
- Provides a direct connection to new car dealerships across the province in order to promote workplace safety

The Association is governed by dealers themselves, and will eventually provide customized programs developed for dealers, by dealers. This direct connection will enhance credibility, provide peer pressure to improve performance, and shorten the communication link between stakeholders within the System.

Automobile dealerships provide employment to over 4600 Nova Scotians, or 8.3% of Nova Scotia's total retail workforce. The NSADSA provides a direct mechanism to reach these employees, utilizing dealers themselves, not government or WCB (where, rightly or wrongly, barriers to communication are frequently perceived to exist), to convey the importance of safety programs.

The NSADSA will start to receive funding at the end of the first quarter of 2010, through a dealer levy added to WCB invoices. Therefore, with no funding in 2009, the past year was one of organization, planning, and communication. Most particularly, the NSADSA's focus on 2009 was on member awareness. The Safety Association developed and launched a website, [www.nsadsa.ca](http://www.nsadsa.ca), and also presented information to dealerships across the province using the industry association's annual fall President's Tour as a vehicle for conveying the importance of the Safety Association to all dealerships.

Working with WCB, the Safety Association developed a presentation that provided compelling evidence of the need for safety training, in human and financial terms. Delivered as part of an annual provincial "town hall" tour, these presentations were made in 9 communities across Nova Scotia in the fall of 2009.

The Safety Association developed a draft policy handbook, and has conducted research regarding available options for developing and delivering detailed safety curriculum to members.

Key NSADSA for 2010 includes:

- Launch of the introductory curriculum for the Safety Association, and delivery of the curriculum in at least three geographic regions of the province (e.g., Yarmouth, Halifax, Sydney)
- Full operationalization of the Board and staff/contractors
- Completion of goals identified for 2010 in the Safety Association's business plan
- Commence identification of resource(s) for delivery of specific curriculum content (beyond introductory) for dealerships province-wide

## **MEETING OUR OBLIGATIONS UNDER THE LAW**

For any program governed by law compliance with the associated *Act*, regulation and policy is a key performance expectation. Each agency within the WSIS has completed a state of compliance examination for 2009. The result of the examination determined that all agencies are in compliance with legislative and policy requirements.

## WHERE TO FROM HERE

This year saw progress on a number of fronts: the successful roll out of the Grade 9 health and safety Healthy Living curriculum pilot in eight schools; continued collaboration by agencies toward better service and more integrated delivery to workers and employers; progress towards early issue resolution and reducing litigiousness within the System; and a revised charter on System governance and accountability.

Throughout 2009, Stakeholder engagement was a key element of System initiatives leading to a more collaborative approach and in turn better outcomes. The collaborative journey will be ongoing as stakeholders and agencies work towards achieving the WSIS goals.

As of year-end 2009, considerable progress was made towards achieving the goals and objectives of the System. The WSIS performance measures and the collaborative partnerships occurring within the System are examples of this progress. The journey continues and we are on the right path.

The WSIS 2010 Strategic Plan is our roadmap for continuing on this journey. We will continue with our plan and maintain focus on collaboration, stakeholder engagement, and further improvement of outcomes. A copy of the 2010 WSIS Strategic Plan can be found on our website, [www.wsis.ns.ca](http://www.wsis.ns.ca).

APPENDIX A:  
WORKPLACE SAFETY AND INSURANCE  
SYSTEM – AGENCY & STAKEHOLDER  
CONTACT INFORMATION

## **OH&S Division- Department of Labour and Workforce Development**

5151 Terminal Rd.  
P.O. Box 697  
Halifax NS, B3J 2T8

(902)424-5400  
Toll Free: 1 (800) 952-2687  
[www.gov.ns.ca/enla](http://www.gov.ns.ca/enla)

### **Workers' Advisers Program**

5670 Spring Garden Rd., Suite 502  
P.O. Box 1063  
Halifax NS, B3J 2X1

(902)424-5050  
Toll Free: 1(800)774-4712  
[www.gov.ns.ca/enla/wap](http://www.gov.ns.ca/enla/wap)

### **Workers' Compensation Appeals Tribunal**

5670 Spring Garden Rd., Suite 1002  
Halifax NS, B3J 1H6

(902)424-2250  
Toll Free: 1(800)274-8281  
[www.gov.ns.ca/wcat](http://www.gov.ns.ca/wcat)

### **Workers' Compensation Board of Nova Scotia**

#### **HALIFAX OFFICE**

5668 South St.  
P.O. Box 1150  
Halifax NS, B3J 2Y2

(902)491-8999  
Toll Free: 1(800)870-3331  
[www.wcb.ns.ca](http://www.wcb.ns.ca)

### **Cape Breton Injured Workers' Association**

714 Alexandra Street  
Sydney, NS B1S 2H4

(902)539-4650

### **Pictou County Injured Workers' Association**

142 Provost St.  
New Glasgow NS, B2H 2P7

(902)695-7249

### **Stakeholder Counsellor System – Employer Counsellor**

Office of the Employer Advisor  
PO Box 8115 Stn. A  
Halifax NS B3K 5L8

(902) 406-7039  
Toll Free: 1 (877) 515-7039  
[mary.morris@oea-novascotia.org](mailto:mary.morris@oea-novascotia.org)  
[www.oeanovascotia.ca](http://www.oeanovascotia.ca)

### **Stakeholder Counsellor System – Worker Counsellor**

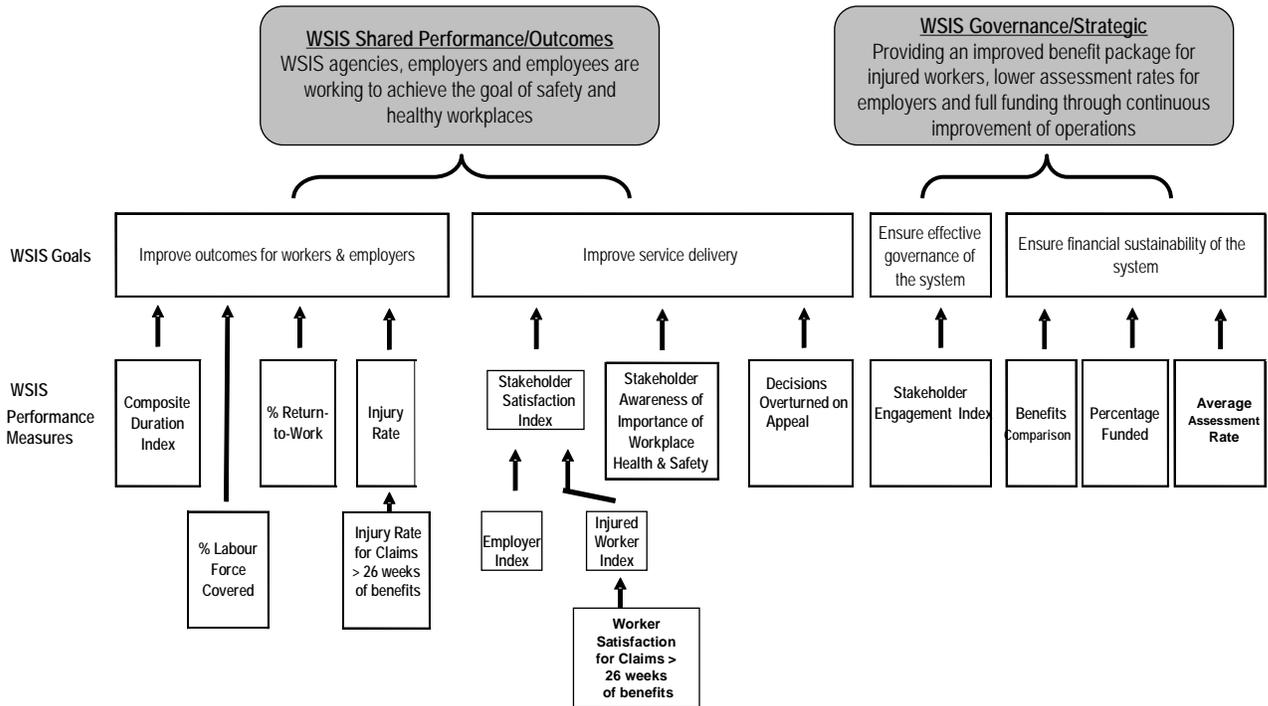
Office of the Worker Counsellor  
250- 3700 Kempt Road  
Halifax, Nova Scotia B3K 4X8

(902)455-4457  
[jparkinson@owcp.ca](mailto:jparkinson@owcp.ca)

**APPENDIX B:  
WORKPLACE SAFETY AND INSURANCE  
SYSTEM – PERFORMANCE MEASUREMENT  
RESULTS 2009**

## WSIS Performance Measures

Figure C.1



### **System Performance Advisory Committee (SPAC)**

In 2009, the System Performance Advisory Committee (a WSIS committee comprised of agency representatives and WSIS stakeholders) fulfilled its role in relation to the development of system performance measures. The System now has a complete and reflective set of performance measures to illustrate its progress towards achieving the WSIS goals and objectives. The complete basket of WSIS performance measures are depicted above in Figure C.1.

In 2010, based on the recommendation of the SP&O Working Group, and the ongoing commitment to stakeholder engagement, Coordinating Committee replaced the SPAC with the new Stakeholder Liaison Committee (SLC). The SLC's primary role will be to provide input and make recommendations to Coordinating Committee on the format and agenda items for the AGM and Fall Stakeholder Consultation. The Spring Annual General Meeting is focused on "reporting out." It is a discussion of WSIS performance results and accountability. The Fall Consultation is an opportunity for stakeholders to provide "input" to

system agencies and aligned organizations regarding questions posed by the Coordinating Committee.

**NOTE:**

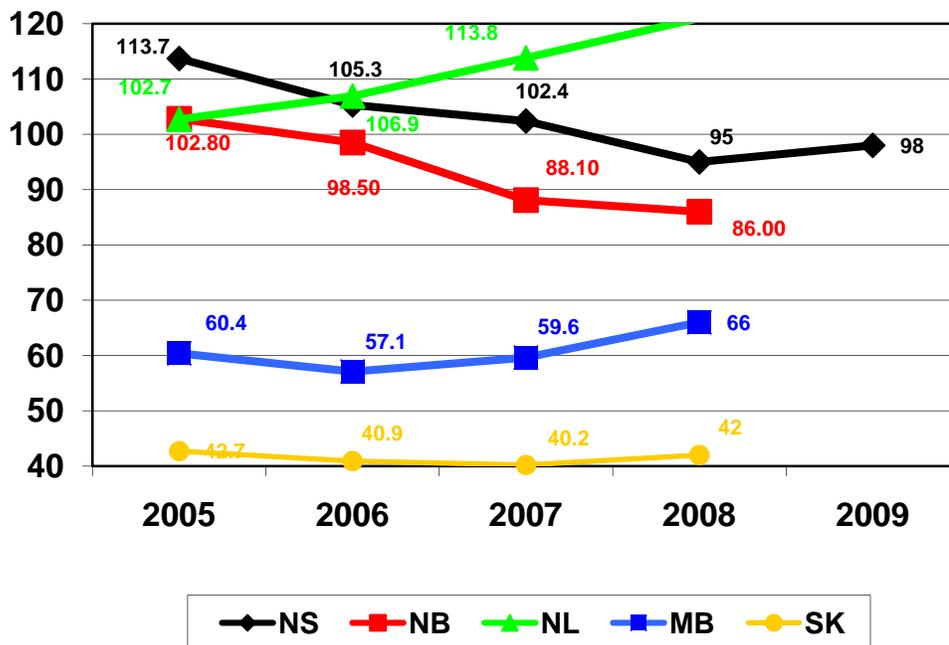
Performance measure data are obtained from the WSIS agencies. Where possible the Nova Scotia result is compared to other jurisdictions with similar safety and compensation systems. This comparative data is provided by the Association of Workers' Compensation Boards of Canada (AWCBC). However, 2008 data is the most current year available for those jurisdictions through the AWCBC.

## Goal: Improve Outcomes for Workers and Employers

### Performance Measure: Duration Index

Provides a summary indication of the length of time to resolve claims, including the most serious claims that may extend over a long period of time. This measure indicates the effectiveness of return to work efforts and disability management.

#### Historical Performance:

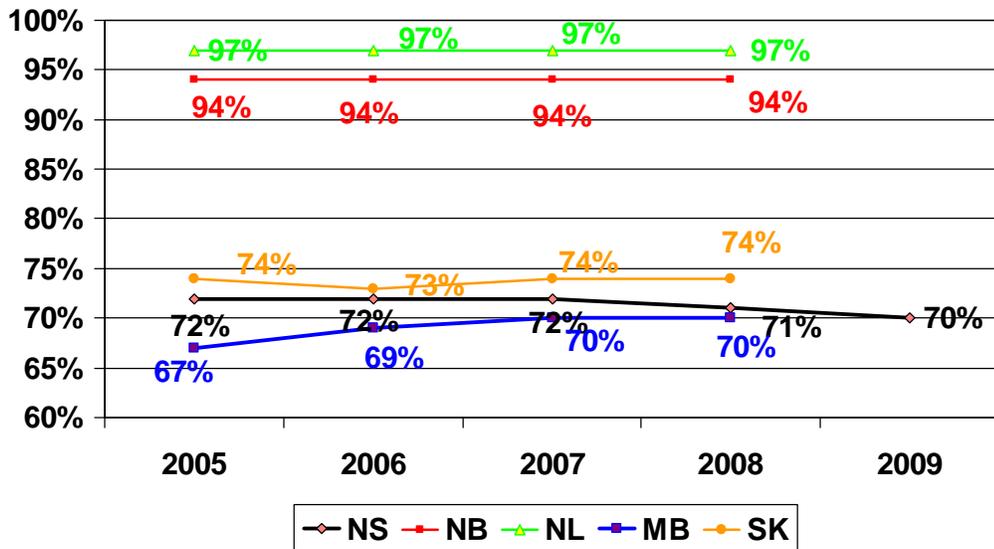


## Goal: Improve Outcomes for Workers and Employers

### Performance Measure: Percentage of Labour Force Covered

Measures the proportion of the employed labour force that is eligible for compensation under the NS workers' compensation system.

#### Historical Performance:

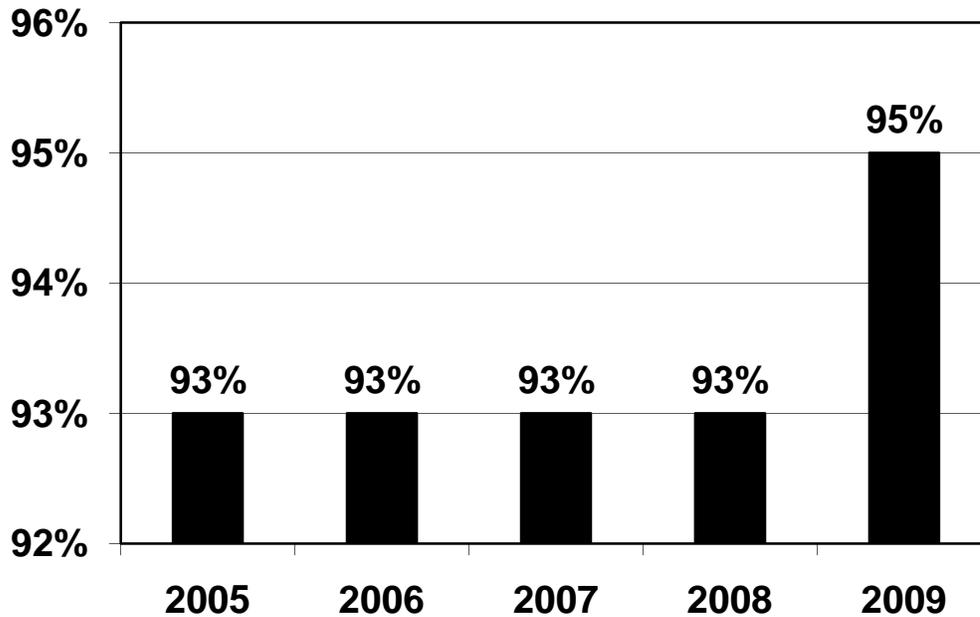


## Goal: Improve Outcomes for Workers and Employers

### Performance Measure: Percentage Return to Work at 100% Pre-injury Earnings

Measures the percentage of injured workers returning to work at 100% of pre-injury earnings.

#### Historical Performance:

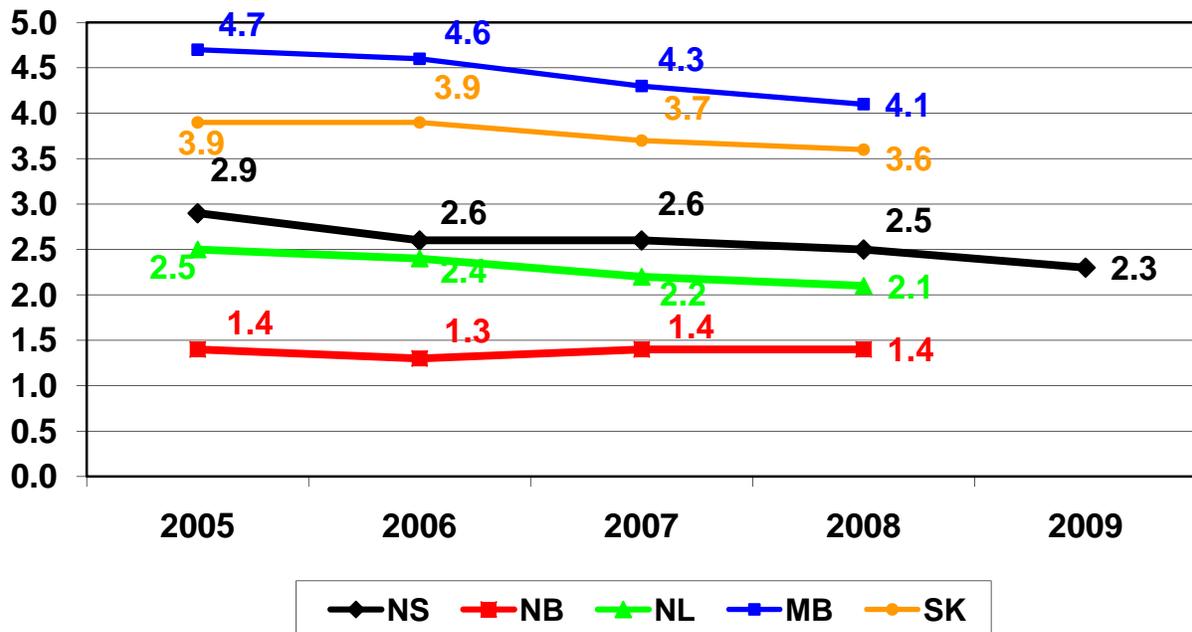


## Goal: Improve Outcomes for Workers and Employers

### Performance Measure: Injury Rate

Measures the occurrence of workplace injury for workers in each jurisdiction in terms of the proportion of workers who suffer a lost-time work injury.

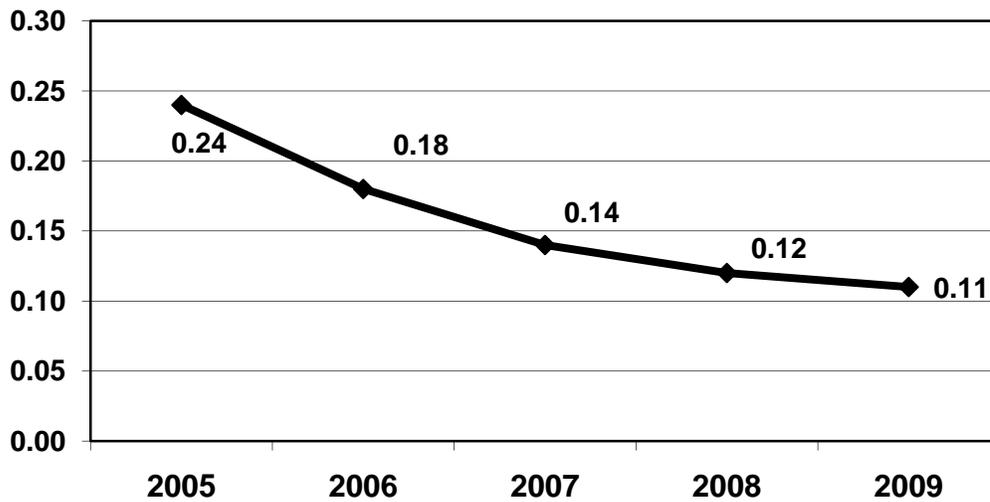
#### Historical Performance:



## Performance Measure: Injury Rate for Injured Workers Where Short-Term Disability Benefits Exceed 26 Weeks

Measures the occurrence of workplace injury for workers in terms of the proportion of workers who suffer a lost-time work injury and received short-term disability benefits exceeding 26 weeks.

### Historical Performance:



## **Goal: Improve Service Delivery**

### **Performance Measure: Stakeholder Satisfaction Index – Program Delivery**

The Stakeholder Satisfaction Index is intended to provide an overall rating of satisfaction of stakeholders with the services they receive within the WSIS. Also incorporated in the satisfaction basket of measures are results from each agency as well. This multiple measure approach provides a more comprehensive reporting of overall stakeholder satisfaction within the WSIS.

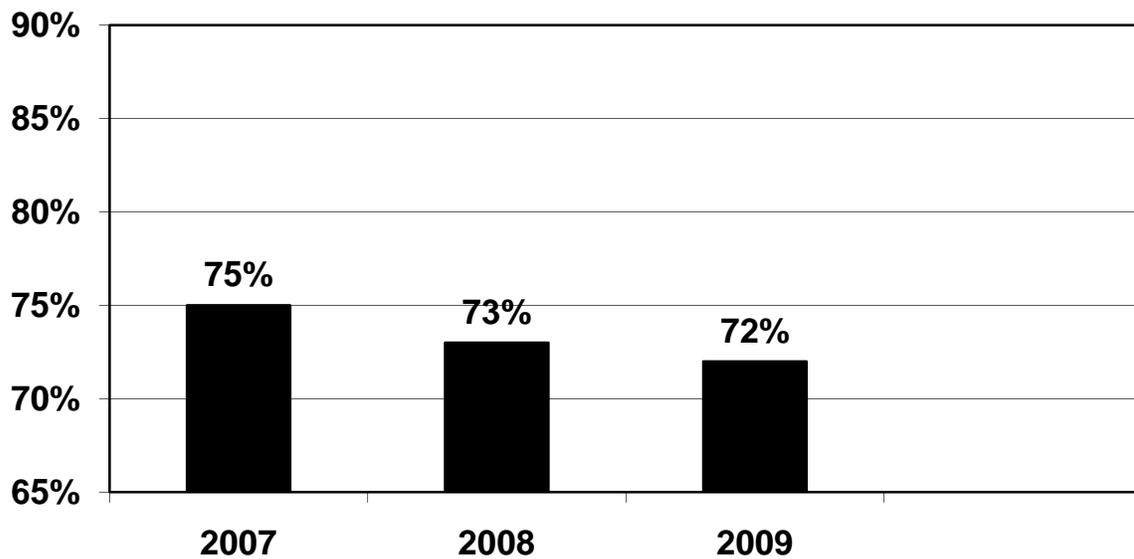
The following measures are reported for 2009:

- Injured Worker Satisfaction Index for Workers' Compensation Board Program Delivery,
- Employer Satisfaction Index for Workers' Compensation Board Program Delivery,
- Workers' Advisers Program Client Satisfaction, and
- Occupational Health and Safety Division Client Satisfaction.

## **Injured Worker Satisfaction Index for Workers' Compensation Board Program Delivery**

As of 2007, the Workers' Compensation Board began reporting a new injured worker satisfaction index measure (based on a roll-up of a number of drivers) to determine whether and to what level injured workers' priorities are being satisfied. This measure is intended to satisfy sound statistical properties, garner broad acceptability, and be reflective of the determinants of overall satisfaction. The new measure weights the drivers of satisfaction, which are validated on a regular basis. This change in methodology does not allow us to compare or restate historical performance prior to 2007.

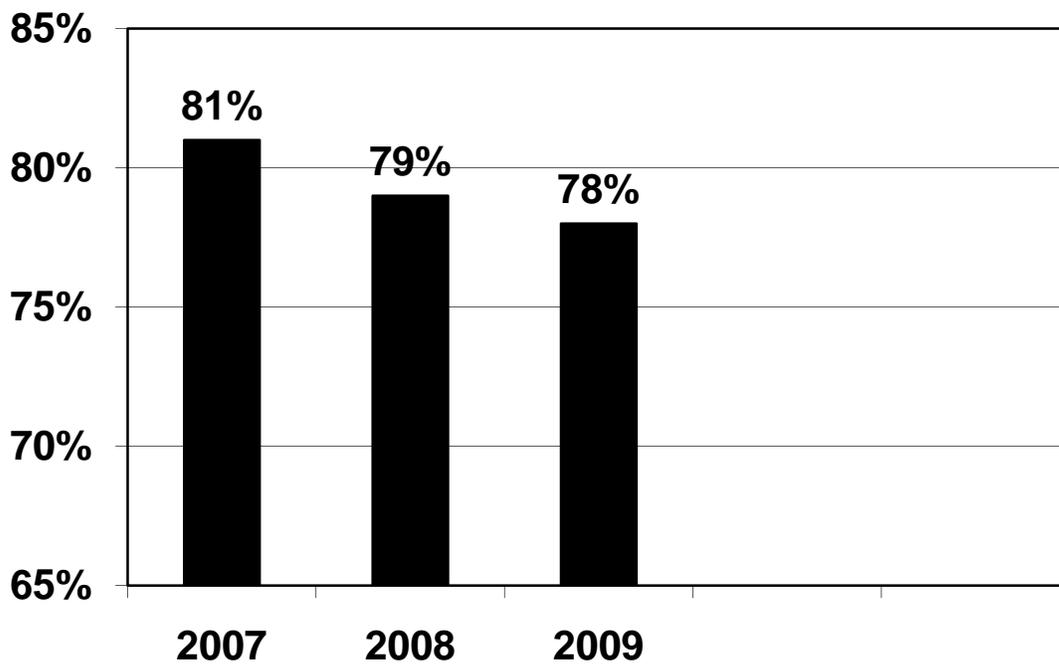
Historical performance:



**WCB Target – 70%**

## Employer Satisfaction Index for Workers' Compensation Board Program Delivery

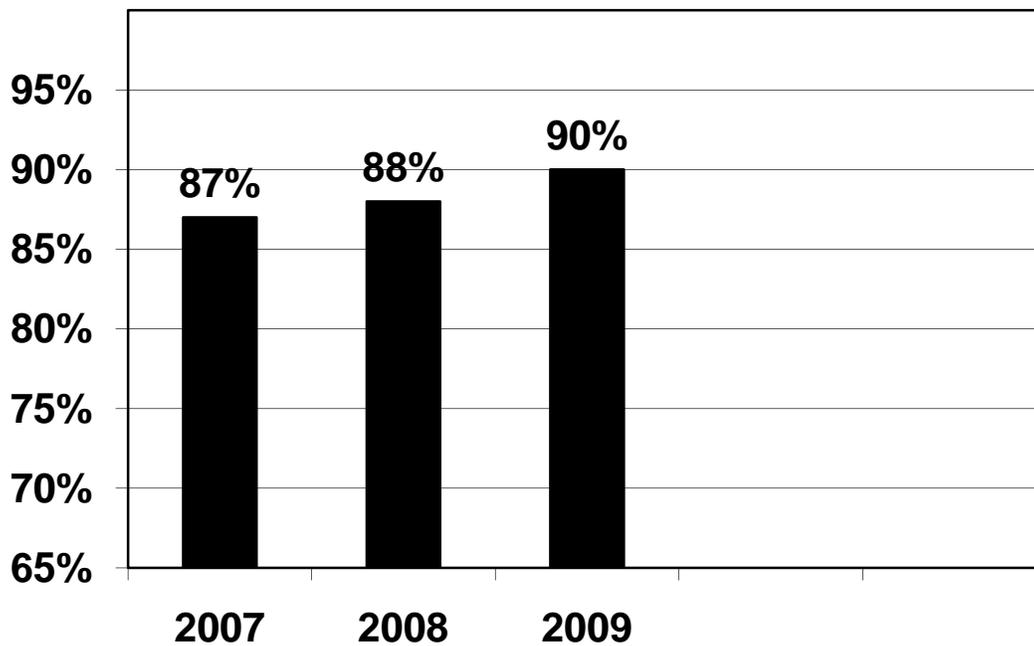
As of 2007, the Workers' Compensation Board began reporting a new employer satisfaction index measure (based on a roll-up of a number of drivers) to determine whether and how employers' priorities are being satisfied. This measure is intended to satisfy sound statistical properties, garner broad acceptability, and be reflective of the determinants of overall satisfaction. The new measure weights the drivers of satisfaction, which are validated on a regular basis. This change in methodology does not allow us to compare or restate historical performance prior to 2007.



**WCB Target – 70%**

## Workers' Advisers Program Client Satisfaction

The Workers' Advisers Program mails satisfaction surveys to clients with their closed file. For 2009, 89.7% of Workers' Advisers Program clients "strongly agreed" or "agreed" that the service provided satisfied their requirements.



## Occupational Health and Safety Division Client Satisfaction

The Occupational Health and Safety Division polls its clients regarding satisfaction with publications mail-outs and with the Division's web site.

### Publications Mail-Out Service Client Satisfaction:

Question	2009	2008	2007	2006/ 2007	2005/ 2006	2004/ 2005
Material received within an acceptable time (% Yes)	98	98	100	100	96	100
Correct material received (% Yes)	98	98	100	100	68	99
Friendliness (1-5 scale)	4.5	4.5	4.7	5.0	4.6	4.5
Laws well written (1-5 scale)	3.5	3.5	4.4	4.0	3.9	3.5
Laws interesting (1-5 scale)	3.1	3.0	3.0	3.4	3.6	3.7
Other materials well written (1-5 scale)	3.9	3.9	4.4	4.6	3.6	3.8
Other materials interesting (1-5 scale)	3.3	3.4	4.2	4.4	3.4	3.2
Overall satisfaction (1-5 scale)	4.6	4.5	4.7	5.0	4.5	4.6
% respondents self-identified as "Management"	69%	70%	-	60%	32%	74%
% respondents self-identified as "JOHSC members"	41%	51%	-	60%	61%	53%

- Result not available.

1 = Worst      5 = Best

### Internet Satisfaction:

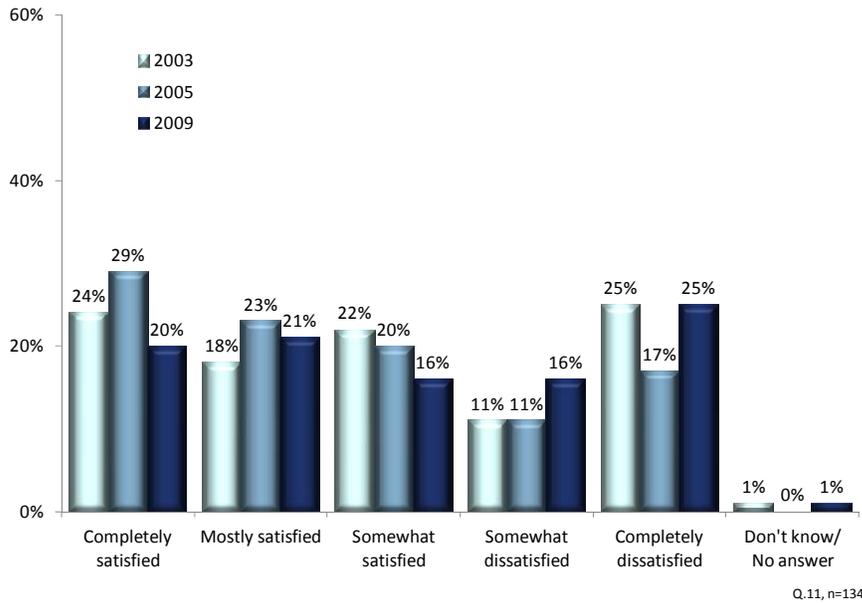
Question	2009	2008	2007	2006/ 2007	2005/ 2006
How would you rate the site navigation?	N/A	N/A	73%	71%	65 %
How would you rate the site's visual appeal	N/A	N/A	75%	71%	66 %
How would you rate the ability to find what you want quickly?	N/A	N/A	66%	64%	41 %
How would you rate the site's search abilities?	N/A	N/A	50%	67%	50 %
How would you rate the site's overall usefulness?	N/A	N/A	75%	77%	75 %

## Workers' Compensation Appeals Tribunal – Worker and Employer satisfaction survey

The Workers' Compensation Appeals Tribunal (WCAT) surveys both Workers and Employers about their overall satisfaction with the WCAT experience. Below are the results of both surveys (2009 was the first year WCAT surveyed employers).

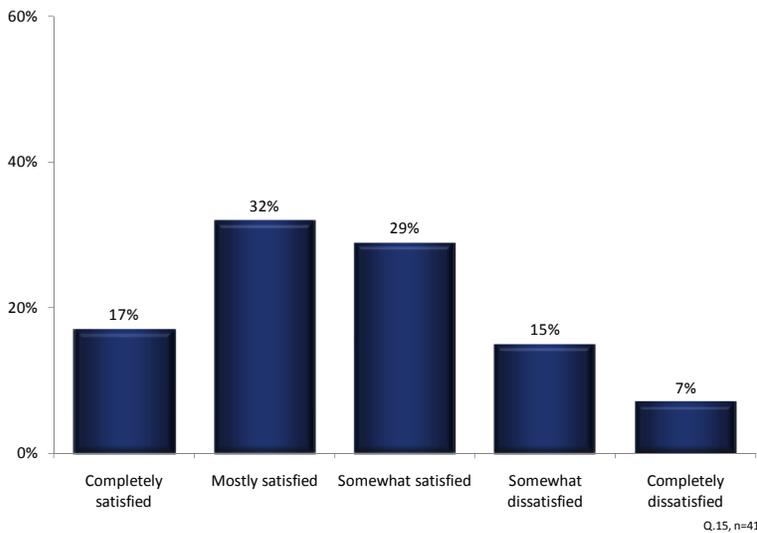
### Worker

**Satisfaction With Overall WCAT Experience**



### Employer

**Satisfaction With Overall WCAT Experience**

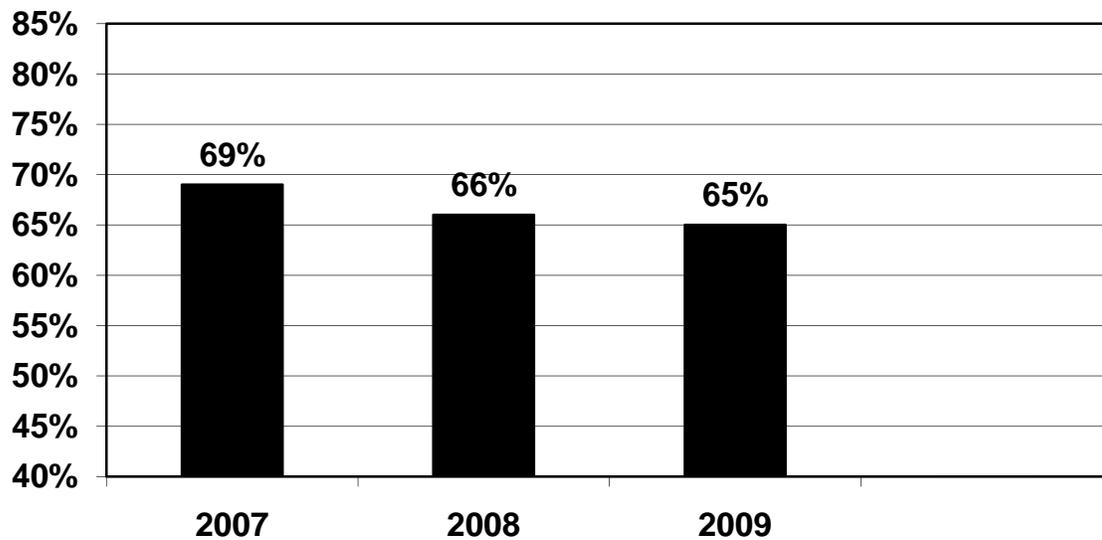


## Goal: Improve Service Delivery

## **Performance Measure: Satisfaction Index for Injured Workers Where Short-Term Disability Benefits Exceed 26 Weeks**

Provides an overall rating of satisfaction of injured workers, where short-term disability benefits exceed 26 weeks, with the services and outcomes they received from the Workplace Safety and Insurance System. The intent of the survey is to determine if the satisfaction rating of these workers differs from the overall injured worker population.

### Historical Performance:

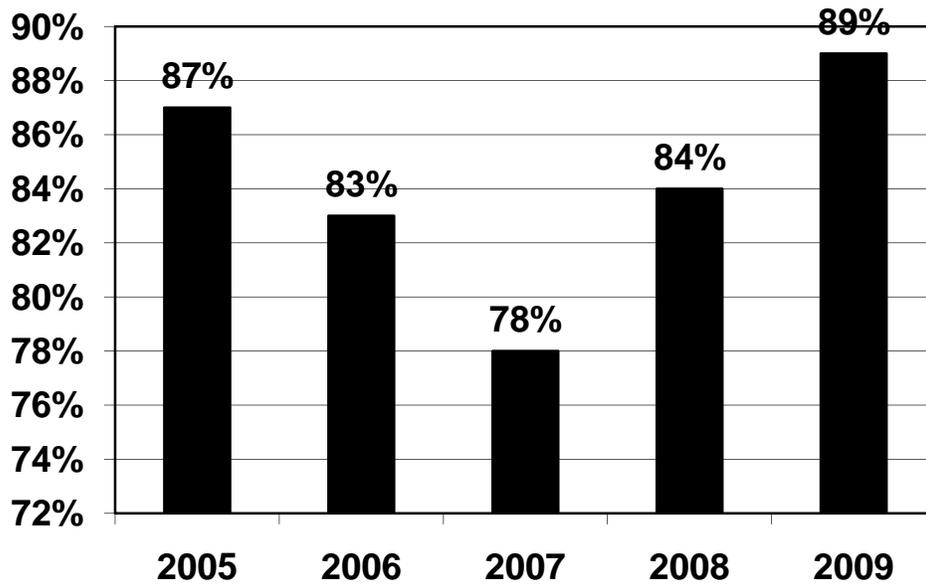


## Goal: Improve Service Delivery

### Performance Measure: Stakeholder Awareness of Importance of Workplace Health & Safety

This measure gauges whether Nova Scotians are recognizing health and safety as an important workplace issue.

#### Historical Performance:

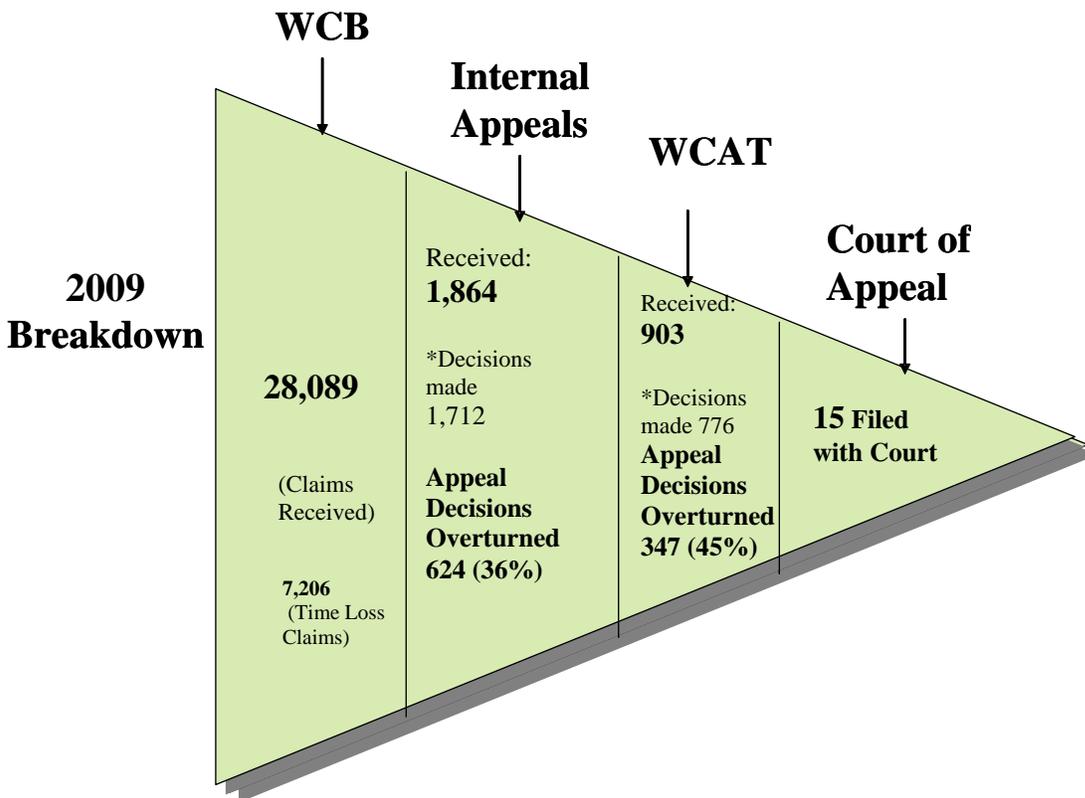


## Goal: Improve Service Delivery

### Performance Measure: Decisions Overturned on Appeal

This is a measure of activity amongst the agencies that are directly involved in the compensation appeal system.

#### Historical Performance:

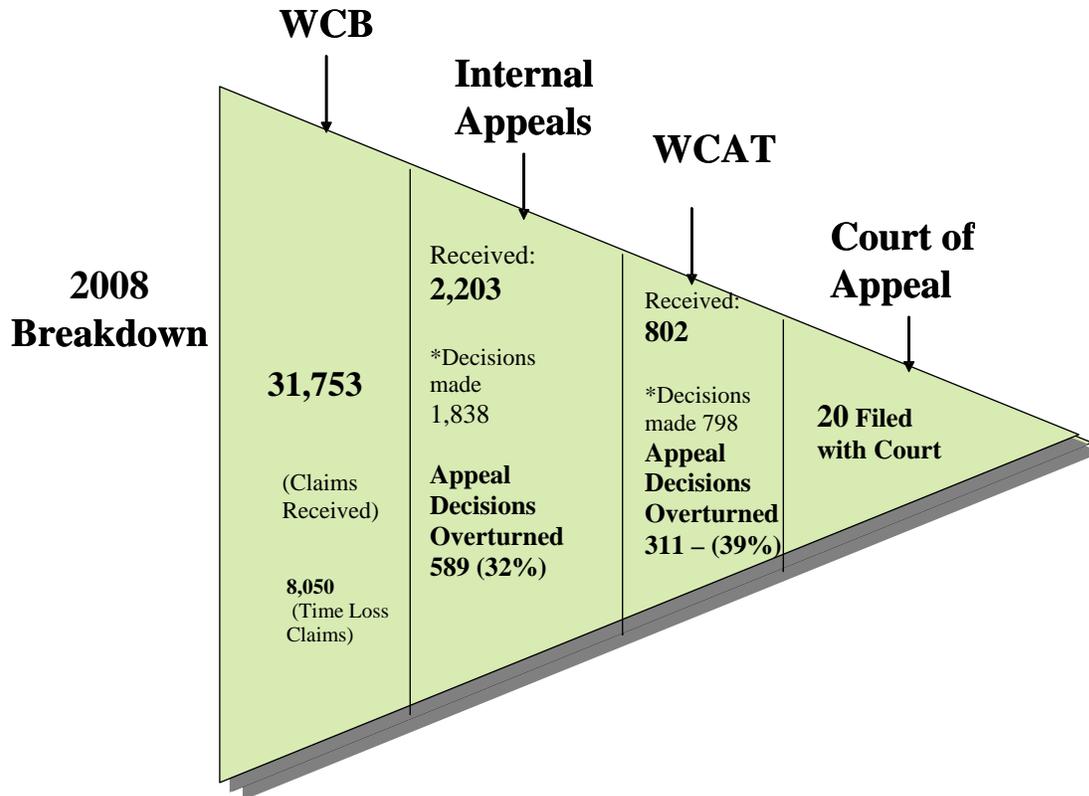


\* The difference between the appeals received at each level and the decisions made are those appeals that are still in progress and have yet to be decided.

## Goal: Improve Service Delivery

Performance Measure: Decisions Overturned on Appeal

Historical Performance:



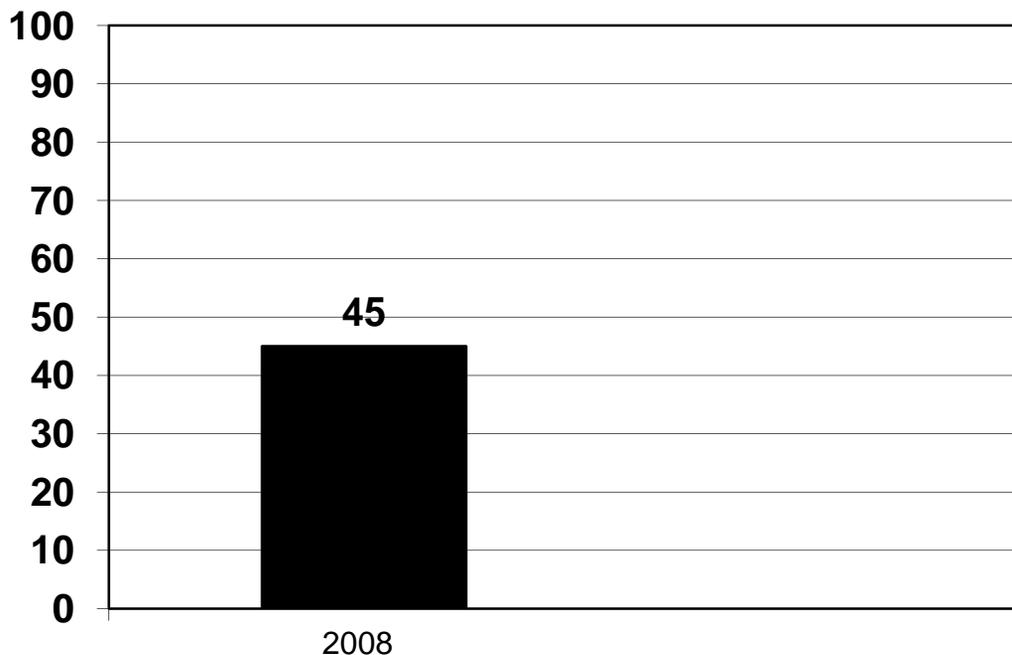
\* The difference between the appeals received at each level and the decisions made are those appeals that are still in progress and have yet to be decided.

## Goal: Ensure Effective Governance of the WSIS

### Performance Measure: Stakeholder Engagement Index

This measure provides an overall rating the WSIS Stakeholders (injured workers, labour and employers who have been involved in WSIS activity) satisfaction with the level of engagement within the WSIS. The index is comprised of the following factors: opportunity for stakeholder input, occurrence of consultation, accessibility of documents, whether regular meetings occur, whether performance measures are reported out, and satisfaction with governance.

The overall score for the WSIS Stakeholder Engagement Index in 2008 is 45 out of a possible 100. The Index ranges from a low of 0 to a high of 100. This is a new measure. The 2008 will become the baseline for this measure in future years. The Stakeholder Engagement Index is administered and reported on bi-annually; therefore, the next collection of data for this survey will occur in the fall of 2010. Results from that collection will be reported in the 2010 WSIS Year End report.



## **Goal: Ensure Financial Sustainability of the System**

### **Performance Measure: Benefit Comparison**

Table C provides a summary comparison of the “package” of benefits provided within comparative workers’ compensation systems in Canada. The Benefit Comparison incorporates the following components:

1. Percentage of Earnings Covered – Long term
2. Fatality Benefits Other than Pensions – Immediate Lump Sum
3. Maximum Earnings Covered (2009 maximum)
4. Annuity – Retirement Benefit
5. Consumer Price Index or Average Industrial Wage Index – Inflation Protection
6. Waiting Period for Benefits
7. Canada Pension Plan Offset Reduction for Earnings Loss Benefits
8. Supplementary Benefits for Low Income Workers

**Table A: Comparison of Compensation Benefits**

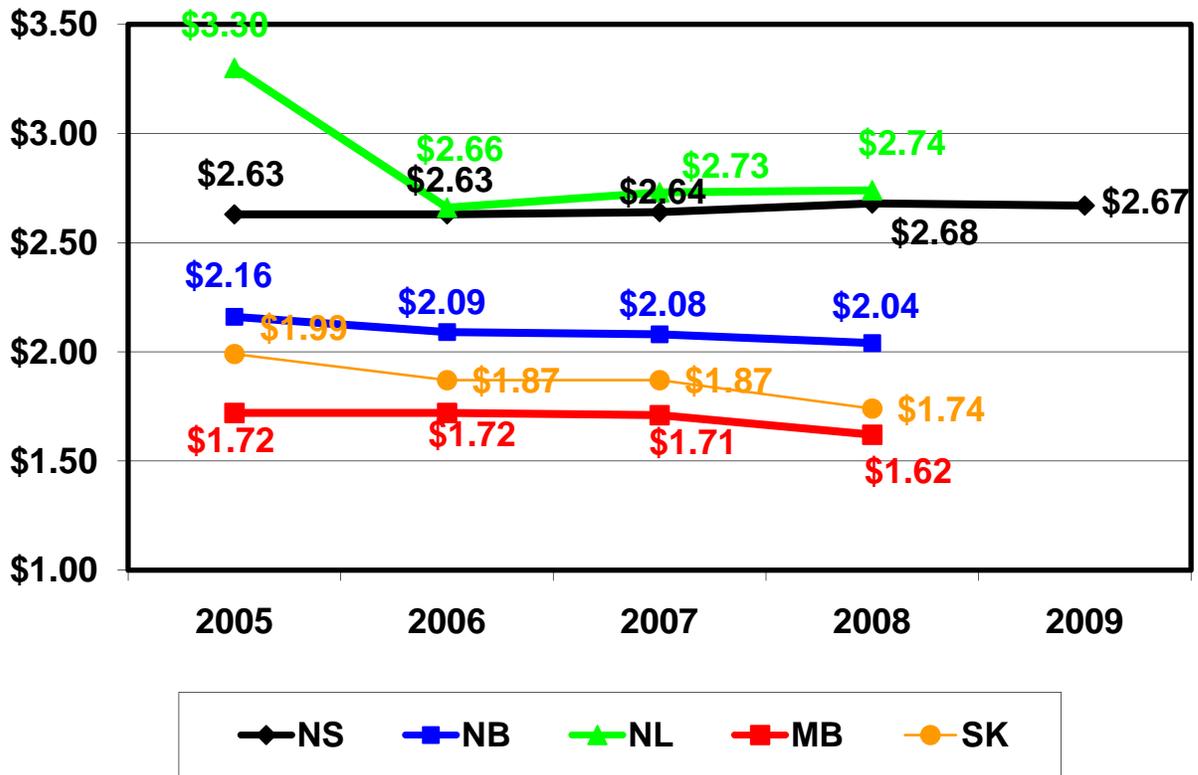
<b>Index Area</b>	<b>NS</b>	<b>NB</b>	<b>NL</b>	<b>MB</b>	<b>SK</b>
<b>Component</b>	<b>Description</b>	<b>Description</b>	<b>Description</b>	<b>Description</b>	<b>Description</b>
Waiting period	2/5ths	3/5ths	No	No	No
CPP offset for earnings loss benefit	Yes, 50% is offset	Yes, 50% is offset	Yes, 75% of net CPP benefits is offset	Yes, 100% offset	Yes, after 12 months of loss of earnings capacity, 50%
Percentage of earnings covered: Long-term	85% of net	85% loss of earnings	80% of net	80% of net	90% of net
Fatal benefits other than pensions - immediate lump sum	\$15,000 at date of death	None	\$15,000 or 26 times the worker's avg weekly net earnings at time of injury, whichever is greater	\$64,200	None
Maximum Earnings covered (2009)	\$49,400	\$55,400	\$50,379	No maximum	\$55,00
Average PMI/PIB (2008)	9.8%	9.3%	14%	4.9%	11.0%
Annuity	Yes, 5% extended earnings replacement benefit	Yes, 5% extended earnings replacement benefit	Worker paid a pension replacement benefit at age 65 if loss of a pension benefit due to compensable injury can be proven.	Yes, 5% extended earnings replacement benefit	Yes, 5% extended earnings replacement benefit
CPI Index or AIW index	Yes, 1/2 of CPI	Yes, 100% of CPI	Yes, 100% of CPI	Yes, AIW	Yes, 100% of CPI
Supplementary Benefits	Yes	No	No	No	No



## Performance Measure: Average Assessment

To measure the average assessment rate actually collected from insured employers.

Historical Performance:



# APPENDIX D: WORKPLACE SAFETY AND INSURANCE SYSTEM – PERFORMANCE MEASUREMENT METHODOLOGY

# System Performance Measures Definition

## Definition Process

Performance measures for the Workplace Safety and Insurance System are defined in direct correlation with the WSIS's goals. For a complete list of goals and objectives refer to Table D.1.

Table D.1 – WORKPLACE SAFETY AND INSURANCE SYSTEM GOALS AND OBJECTIVES

Improve outcomes for workers and employers
Reduce Workplace Injury
<ol style="list-style-type: none"><li>1. Increase worker and employer awareness and knowledge of rights, responsibilities, risks and best practice related to illness and injury prevention</li><li>2. Encourage positive health and safety attitudes and behaviours</li><li>3. Increase compliance with legislative standards and the adoption of best practice</li><li>4. Improve health and safety outcomes</li></ol>
Return to Work
<ol style="list-style-type: none"><li>1. Ensure safe and timely return to work</li><li>2. Improve the satisfaction of injured workers and employers with their return to work experience</li><li>3. Increase awareness of the benefits of safe and timely return to work</li></ol>
Improve service delivery
Accessibility of Information and Information Sharing
<ol style="list-style-type: none"><li>1. Increase awareness and understanding of the system</li><li>2. Increase accessibility of service</li><li>3. Increase accessibility of information</li></ol>
Issue Resolution
<ol style="list-style-type: none"><li>1. Issue the correct decision the first time</li><li>2. Increase the understandability of letters and decisions</li><li>3. Increase the efficiency of issue resolution</li><li>4. Increase worker and employer involvement in decision-making</li><li>5. Increase the fairness of the System</li></ol>

**Table D.1 – WORKPLACE SAFETY AND INSURANCE SYSTEM GOALS AND OBJECTIVES ( Cont'd)**

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Ensure effective governance of the System

---

Formal Accountability Structure

1. Establish an on-going agency committee to oversee the day-to-day implementation of the System plan
  2. Produce agency quarterly reports and a semi-annual update on the System plan
- 

Stakeholder Consultation

1. Increase stakeholders' understanding of how they can influence policy/corporate decisions
  2. Improve stakeholders' level of satisfaction with the meaningful opportunities they have to provide input into the policy development process, including inter-agency consultation
  3. Adhere to agreed-to consultation process for policy development
  4. Improve stakeholders' level of satisfaction with the meaningful opportunities they have to provide input into corporate decisions for the Workplace Safety and Insurance System
- 

Ensure financial sustainability of the System

---

1. Full funding as outlined in the Funding Strategy
  2. In the event of surplus funds in any given year, discuss gains sharing opportunities to: increase benefits for injured workers; reduce employer assessment rates; and/or expedite retirement of the unfunded liability
-

## Measures Description

### **Goal: Improve Outcomes for Workers and Employers**

#### Duration Index

The AWCBC methodology to calculate 'Composite Duration' is used to determine the duration index. It is defined as the total number of calendar days compensated for short-term disability over the first five calendar years of duration/lifetime of a typical lost-time claim.

Short-term disability benefits are all income benefits during the initial period after the injury, before the injury has stabilized, plateaued or consolidated. This measure excludes chronic pain claims in the Transitional Services Unit. It is important to note that in Nova Scotia, the Workers' Compensation Board has a 2-day waiting period; therefore, the number of lost time claims in this measure is not reflective of every lost time injury as in other jurisdictions.

#### Percentage of Labour Force Covered

This measure is defined as the following:

$$\text{Percentage of workforce covered} = C/P \times 100$$

Where  $C = C1 + C2$  and  $C1$  = number of workers of assessable employers or self-employed workers opting for coverage

$C2$  = number of workers of self-insured employers (workers of the Government of Canada and the Province of NS)

$P$  is the reference population. This is the "employed labour force" published by Statistics Canada.

#### Percentage Return to Work at 100% Pre-injury Earnings

The return to work measure is based on closed claims. If a claim is closed for whatever reason, it is included in the denominator of the calculation. The numerator is simply the denominator reduced by the sum of claims awarded an Extended Earnings Replacement Benefit (EERB) and the number of claims with outcome codes indicating no return to work or no suitable return to work. Claims with an Estimated Potential Earnings Ability (deemed claims) are given one of these outcome codes and therefore would be excluded from the numerator. Deemed claims are included in the denominator, but not in the numerator, therefore they are not in the 93% return to work number; rather they would fall within the 7% that did not return to work. Workers with deemed earnings are not considered as having returned to work. They are included in the group that did not return to work.

### Injury Rate

The AWCBC calculation is used where the injury rate is defined as follows:

$$N / C1 \times 100$$

Where N = total number of new lost-time claims for insured employers

C1 = number of workers of insured employers or self-employed workers opting for coverage.

This measure differs slightly from the Workers' Compensation Board Annual Report measure which looks at the rate of injury for all covered employers.

### Injury Rate for Injured Workers Where Short-Term Disability Benefits Exceed 26 Weeks

The AWCBC calculation is used where the injury rate is defined as follows:

$$N / C1 \times 100$$

Where N = total number of new lost-time claims for insured employers for injured workers that have received short-term disability benefits in excess of 26 weeks.

C1 = number of workers of insured employers or self-employed workers opting for coverage

To be complete, the benefit payment information must be matured six months following year end to allow for those claims registered at the end of the year to potentially reach the 26 week mark.

## **Goal: Improve Service Delivery**

### Injured Worker Satisfaction Index

Current Workers' Compensation Board Measure: An independent third party research firm is hired to randomly survey current injured workers. The measure is based on a roll-up of a number of drivers to determine how the Workers' Compensation Board is satisfying the priorities of stakeholders. The goal was to develop a satisfaction index for injured workers and employers that has sound statistical properties, broad acceptability, and reflective of the determinants of overall satisfaction.

Approximately 1,500 workers with a compensable time loss injury (medium and high risk injuries only) completed the survey, resulting in a confidence level of 95%.

### Employer Satisfaction Index – Program Delivery

Current Workers' Compensation Board Measure: An independent third party research firm is contracted to randomly survey current employers. The results are an index based on a roll-up of a number of drivers of satisfaction. The measure weights the drivers of satisfaction which can be validated on a regular basis.

Analysis has indicated that these questions are linked to employer satisfaction. Approximately, 1,000 employers are annually surveyed.

### Program Effectiveness for Injured Workers Where Short-Term Disability Benefits Exceed 26 Weeks

This measure surveys current injured workers where benefit payments exceeds 26 weeks. Responses are rolled up based on a number of drivers to determine how each agency is satisfying the priorities of these injured workers and to determine if there are any differences in the results as compared to the overall injured worker population. The weighting of these drivers are validated on a regular basis.

### Stakeholder Awareness of Importance of Workplace Health & Safety

This measures the percentage of Nova Scotians responding "critically important" or "important" to the question "How important is Occupational Health & Safety to you in your day to day work?" as part of the Atlantic Omnibus Survey. It has been suggested that an index may be the most appropriate way to measure awareness with a series of questions such as how many employers have a 'Certificate of Recognition' or a combination of questions from the current Omnibus survey.

### Decisions Overturned on Appeal

The overturn rate of appeal decisions issued by the Workers' Compensation Appeals Tribunal (WCAT) and Workers' Compensation Board Internal Appeals. The overall System scorecard captures the decisions overturned on appeal at the WCAT.

## **Goal: Ensure Effective Governance of the System**

### Stakeholder Satisfaction Index - Governance

An independent third party research firm will be hired to survey stakeholders to determine overall satisfaction with the level of engagement with the Workplace Safety and Insurance System. "Engagement" is intended to measure stakeholders' confidence in the governance of the System (i.e. engagement, opportunity for input).

## **Goal: Ensure Financial Sustainability of the System**

### Percentage Funded

This measure is the ratio of total assets to total liabilities x 100; updated annually based on audited financial statements.

### Benefit Comparison

This measure looks a summary comparison of an overall “package” of benefits provided within the workers’ compensation system. It is the most appropriate means of comparison to date considering the differences among jurisdictions.

### Average Assessment Rate

Total assessment revenue for the year (including experience rating adjustments and other adjustments) divided by assessable payroll for the fiscal year for all rate assessed, insured employers. The measure is expressed per \$100 of assessable payroll.

APPENDIX D:  
CANADIAN INSTITUTE OF CHARTERED  
ACCOUNTANTS – PUBLIC SECTOR  
ACCOUNTING BOARD'S GUIDE TO  
PREPARING PUBLIC PERFORMANCE  
REPORTS

The Public Sector Accounting Board of Canada has put together a guide based on their recommended practices to service as a framework for public sector entities to evaluate their performance reporting. The following tables incorporate this framework to assess the Workplace Safety and Insurance System Annual Report.

	<b>Workplace Safety and Insurance System Measures</b>													
	Duration Index	% Labour Force covered	% RTW at 100% Pre-Injury Earnings	Injury Rate	Injury Rate STD >26 Weeks	Injured Worker Satisfaction Index	Employer Satisfaction Index	Injured Worker Satisfaction Index STD > 26 Weeks	Awareness of Impt. OH&S	Decisions Overturned On Appeal	Stakeholder Engagement Index	Benefit Comp.	% Funded	Avg. Actual Asst. Rate
Is the performance info relevant?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Is the performance info comparable & consistent?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Does it compare actual vs planned results & explain any variance?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes
Does the report provide comparative info?	Yes	Yes	No	Yes	No	No	No	No	No	No	No	No	Yes	Yes
Was the basis for reporting disclosed?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

## Guide to Preparing Public Performance Reports - Overall Reporting

<b>Workplace Safety and Insurance System Measures</b>	
<b>Is the report easily accessible &amp; identifiable as the entity's Annual Report?</b>	Yes
<ul style="list-style-type: none"> <li>▪ Info Clear and indicates intended audience</li> <li>▪ Link to website</li> <li>▪ Easily identifiable as year end report</li> </ul>	
<b>Does the report provide info that appears reliable &amp; valid?</b>	Yes
<ul style="list-style-type: none"> <li>▪ Report describes steps taken to verify info and validate performance measures</li> <li>▪ Candid disclosure of info challenges and steps to address them</li> <li>▪ Measures &amp; targets relate to outcomes</li> </ul>	
<b>Is it fair info in performance report?</b>	Yes
<ul style="list-style-type: none"> <li>▪ Performance metrics show logical connections between goals and performance and show progress toward ultimate outcomes</li> <li>▪ Narrative concisely describes performance &amp; support user's understanding</li> <li>▪ Presents unbiased info</li> <li>▪ Shows performance shortfalls</li> </ul>	
<b>Is the report understandable?</b>	Yes
<ul style="list-style-type: none"> <li>▪ Written in plain language</li> <li>▪ Number of measures appear reasonable</li> <li>▪ Avoids oversimplifying</li> <li>▪ Goals are clearly stated so user can understand significance</li> </ul>	
<b>Does the report focus on the few critical aspects of performance?</b>	Yes
<ul style="list-style-type: none"> <li>▪ Focuses on key strategies, goals &amp; objectives</li> <li>▪ Users have clear understanding of what entity is trying to accomplish</li> <li>▪ Describes public benefits resulting from entity's work and is understandable</li> </ul>	
<b>Does the report describe the strategic direction?</b>	Yes
<ul style="list-style-type: none"> <li>▪ Section devoted to how entity serves the public</li> <li>▪ Summarizes info re: high-level priorities &amp; long-term goals to provide context for reported performance</li> <li>▪ Description of entity's goals &amp; objectives helps user understand how their accomplishment is consistent with strategic direction</li> </ul>	
<b>Does the report describe lessons learned?</b>	Yes
<ul style="list-style-type: none"> <li>▪ Describes dimensions of capacity that have critical impact on the achievement of results</li> <li>▪ Indicates subsequent planning documents will address specific performance shortcomings</li> <li>▪ Describes implications of significant variance between planned and actual results</li> </ul>	
<b>Was the basis for reporting disclosed?</b>	Yes
<ul style="list-style-type: none"> <li>▪ Includes info that describes what has been done to ensure reliability of performance info</li> <li>▪ Specific section dedicated to definitions of performance measures</li> <li>▪ Describes commitment to improving the quality of public performance reporting and to manage results, including efforts to align culture, processes, resources &amp; technology</li> <li>▪ Discussion re: report's scope includes a description of rationale for selecting the few critical aspects of performance</li> </ul>	
<b>Is financial and non-financial performance information linked?</b>	Yes
<ul style="list-style-type: none"> <li>▪ Includes narratives and measures that illustrate the entity understands how financial and non-financial resources contributed to actual results</li> <li>▪ Includes description how processes &amp; systems used to align financial and non-financial information with entity's goals &amp; strategies</li> </ul>	