

WORKERS COMPENSATION BOARD OF PEI

# STRATEGIC PLAN 2019-2023

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Partnering to build safe  
& healthy workplaces

# JOINT MESSAGE FROM THE CHAIR AND CEO



We are pleased to present the 2019-2023 Strategic Plan on behalf of the Workers Compensation Board of Prince Edward Island.

First, and foremost, we would like to thank each and every person that was involved in the development of the plan, especially those who provided feedback on our programs and services. Our clients provide an important perspective, and the feedback we received from them during this process, was incredibly valuable. This input has ensured that our plan remains focused on the priorities and needs of workers and employers. In addition to our stakeholders and partners, we also received great input from our Board members, and WCB staff. Our vision is a future where every workplace is safe, workplace injuries are eliminated, and every client experience is one of service excellence. While it may seem ambitious, it provides us with a clear purpose and continues to motivate us to raise the bar.

Our strategic plan is integral to our organization, as it sets out the ways in which we focus our resources and the way we conduct our business and provides measurable standards for our performance. With this in mind, we have established five strategic priority areas for our organization, which will bring us closer to our vision. To help us achieve our vision, we must always keep informed and prepared to manage emerging trends and challenges. So, while our new Strategic Plan sets out our priorities for the next 5 years, we will continue to review it and update our implementation plan annually to ensure that it remains current.

We understand that our clients have diverse needs and we want to ensure that we continue to enhance our programs and services to better meet their needs. As such, we will use a client centered approach while reviewing and updating policies, programs and services.

While our strategic plans have evolved over the years, there is one priority that continues to remain constant, and that is the relationship we have with our stakeholders. The new strategic plan continues our commitment to working collaboratively with our stakeholders. We all have a part to play in creating healthy and safe workplaces, and in assisting injured workers in their recovery and return to work and this would not be possible without employers, workers, labour organizations, industry associations, health care professionals, and many others. Together, we will continue to strive to ensure that all workers in Prince Edward Island make it home safely to their loved ones at the end of every day.

Stuart Affleck

Workers Compensation Board Chair

Luanne Gallant

Workers Compensation Board CEO

# OUR VISION

**Workplaces are Safe  
Injuries are Eliminated  
Service Excellence is Assured**

# OUR MISSION

**We partner in building safe and healthy workplaces  
and support recovery, if an injury occurs**

# STRATEGIC PRIORITIES



# OUR VALUES

## INTEGRITY

We are transparent and take responsibility for our actions and performance.

## COMPASSION

We are helpful and caring while balancing worker and employer interests.

## EXCELLENCE

We demonstrate high standards and empower staff to innovate and continuously do things better.

## COLLABORATION

We work with each other and partners to serve our clients and achieve our vision.

## ACCOUNTABILITY

We are stewards of PEI's workplace safety and compensation system and its entrusted resources.

# CONTENTS

|  |   |
|--|---|
| INTRODUCTION   | 1 |
| OUR MISSION  | 3 |
| OUR VALUES   | 3 |
| OUR VISION   | 4 |
| STRATEGIC PRIORITIES   | 4 |
| MEASURES OF SUCCESS  | 4 |
| PRIORITY: BUILD A CULTURE<br>FOR SAFE AND HEALTHY WORKPLACES | 5 |
| PRIORITY: DELIVER CLIENT-CENTRED<br>SERVICES AND SUPPORTS    | 6 |
| PRIORITY: STRENGTHEN OUR SYSTEM                              | 7 |
| PRIORITY: GROW STRATEGIC PARTNERSHIPS                        | 8 |
| PRIORITY: STRENGTHEN OUR ORGANIZATION                        | 9 |

# INTRODUCTION

## WHO WE ARE

Workers Compensation Board (WCB) of Prince Edward Island exists to promote safe and healthy workplaces and to support recovery through compensation benefits and services to workers if an injury occurs.

WCB serves approximately 70,000 workers and 5,000 employers through the fair and effective administration of the *Workers Compensation Act* policy framework.

In the case of an injured worker, WCB assists the injured worker in remaining at work, and if the worker is unable to perform regular job duties, the WCB works with the worker, the employer, and the healthcare provider(s) to develop an approach for a safe and timely return to work.

WCB administers the *Occupational Health and Safety Act*, collaborating with workers, employers and all Islanders to increase awareness of health and safety at work, promote a culture of injury prevention, and enforce occupational health and safety standards. WCB carries out these activities through strong partnerships.

WCB was established in 1949 in support of the new *Act Respecting Workmen's Compensation*, effecting a historic compromise between workers and employers in Prince Edward Island.

Through the Act, a modern system of workers compensation that is grounded in the Meredith Principles was brought to PEI.

### Meredith Principles

The following principles are the cornerstones of all Canadian systems of workers compensation:

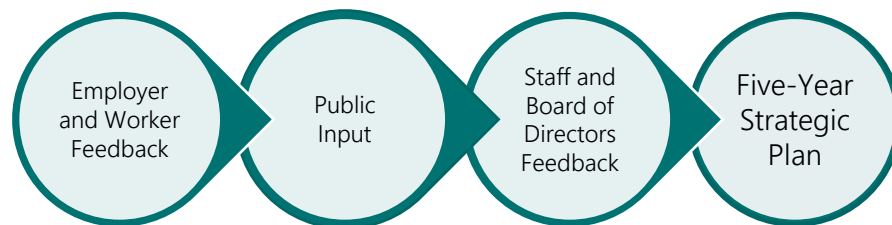
- No-fault compensation, in which workplace injuries are compensated regardless of fault, and the worker and employer also waive the right to sue
- Collective liability, so that the total cost of the compensation system is shared by all employers
- Security of payment, with a fund established to guarantee that compensation will be available for injured workers when they need it
- Exclusive jurisdiction, with all compensation claims being directed solely to the workers compensation board
- An Independent board that is autonomous and financially independent of government or any special interest group

# A LOOK AHEAD

Over the last three years, as identified in the previous strategic plan, WCB has focused on continual enhancement and improvements to service and return to work initiatives. WCB also enhanced promotions of safe and healthy workplaces in Prince Edward Island through the strengthening of partnerships.

With the completion of this plan, WCB Board of Directors and Senior Leadership identified the timing was right to prepare a new strategic plan that would guide activities for the next five years.

The 2019-2023 Strategic Plan – *Partnering to Build Safe and Healthy Workplaces* – was prepared based on employer and worker consultations, public input, staff feedback, and the direction provided by the Board of Directors. This collaborative approach to develop the new strategic plan provided a constructive and forward-looking reflection on WCB’s priorities.



Key themes include a stronger emphasis on promotion of safe and healthy workplaces and prevention of injuries in the workplace; more proactive adaptation of mental health and other emerging needs and issues in the workplace; and continued service excellence. The clients – both workers and employers – are at the centre of all of these efforts.

The WCB team, which is made up of the Board of Directors, management and staff, have a continued commitment to meeting and exceeding the safety and compensation needs of Island workers and employers. This strategic plan provides a roadmap to guide these efforts over the next five years.

# OUR MISSION

**We partner in building safe and healthy workplaces and support recovery, if an injury occurs**

We carry out our mission through the following core activities:

- Promote a culture of workplace safety;
- Provide benefits and services to workers and employers;
- Support safe and timely return to health and work;
- Maintain the financial sustainability of the system; and
- Enforce safety legislation.

# OUR VALUES

We place great importance on the following values that guide our everyday activities:

## **INTEGRITY**

We are transparent and take responsibility for our actions and performance.

## **COMPASSION**

We are helpful and caring while balancing worker and employer interests.

## **EXCELLENCE**

We demonstrate high standards and empower staff to innovate and continuously do things better.

## **COLLABORATION**

We work with each other and partners to serve our clients and achieve our vision.

## **ACCOUNTABILITY**

We are stewards of PEI's workplace safety and compensation system and its entrusted resources.

# OUR VISION

**Workplaces are Safe  
Injuries are Eliminated  
Service Excellence is Assured**

## STRATEGIC PRIORITIES

WCB will pursue the following strategic priorities over the next five years:

1. Build PEI's safe and healthy workplace culture
2. Deliver client-centred services and supports
3. Strengthen our system
4. Grow strategic partnerships
5. Strengthen our organization

## MEASURES OF SUCCESS

Success over the next five years will be measured as follows:

- Reduced number of injuries
- Positive Return to Work outcomes
- High client satisfaction
- Sustainable system
- Strong strategic partnerships
- Engaged and empowered team



# PRIORITY: BUILD A CULTURE FOR SAFE AND HEALTHY WORKPLACES

WCB is committed to building a safe and healthy workplace culture in PEI. Strong partnerships with employers, workers, service providers and other partners are required to positively impact change.

## Objectives

- To reduce the number of injuries
- To positively impact health and safety mindsets in PEI workplaces

## Strategies

WCB will achieve these objectives through the following strategies:

1. Collaborate with our stakeholders to enhance safety education and prevention resources
2. Work with employers to prevent injuries by minimizing or eliminating hazards in the workplace
3. Strategically work with industries and employers that have a higher risk of workplace injury
4. Promote psychological health and safety in the workplace
5. Enable opportunities for employers to work with WCB to reduce injuries and enhance a culture for a safe and healthy workplace

# PRIORITY: DELIVER CLIENT-CENTRED SERVICES AND SUPPORTS

WCB works with clients to help address their needs, while balancing the interests of both employers and workers. This means addressing diverse client needs while working with service providers, and creating a greater understanding of WCB's role in supporting recovery.

## Objectives

- To achieve high client satisfaction (employers and workers)
- To positively impact Return to Work outcomes
- To increase awareness of WCB

## Strategies

WCB will achieve these objectives through the following strategies:

1. Continually improve return to work initiatives
2. Introduce innovative pilot programs, evaluate effectiveness, and communicate key findings
3. Respond to the diverse needs of our clients, both workers and employers
4. Improve access to health care and other third-party services
5. Enhance promotions of WCB services and supports

# PRIORITY: STRENGTHEN OUR SYSTEM

WCB ensures the delivery of a sustainable no-fault insurance program that protects workers and employers. We will continue to strengthen the system to ensure it is relevant today and in the future.

## Objectives

- To ensure financial sustainability
- To be proactive, relevant and responsive to client needs

## Strategies

WCB will achieve these objectives through the following strategies:

1. Maintain a stable rate model
2. Stay abreast of emerging issues and work with employers, workers and partners to develop timely and relevant policies, guidelines, and programs
3. Continue to modernize legislation
4. Make evidence-informed decisions
5. Modernize technology to support service, outreach and mobility
6. Work with, and learn from the practices of, like-minded organizations in other provinces

# PRIORITY: GROW STRATEGIC PARTNERSHIPS

WCB works with diverse stakeholders in Prince Edward Island and across the country. We will continue to grow and strengthen our partnerships to support our strategic priorities.

## Objectives

- To engage partners in meaningful ways to accomplish shared priorities
- To be recognized as a key collaborator

## Strategies

WCB will achieve these objectives through the following strategies:

1. Strategically work with health care providers to positively impact change
2. Inform, educate and engage with industry and employer organizations
3. Build knowledge of external expertise and resources to assist clients in navigating supports
4. Access resources and supports for a diverse population
5. Collaborate with other jurisdictions to address regional and national issues

# PRIORITY: STRENGTHEN OUR ORGANIZATION

The WCB team works together to carry out our mission. Empowered to deliver service excellence, WCB staff live our values of integrity, compassion, excellence, and collaboration every day. WCB demonstrates accountability through strong leadership and governance.

## Objectives

- To support service excellence
- To demonstrate organizational leadership

## Strategies

WCB will achieve these objectives through the following strategies:

1. Engage and empower employees
2. Ensure the work environment supports service excellence
3. Encourage and support employee and leadership development
4. Cultivate innovation to enable responsive, efficient and effective service
5. Lead with strong board governance practices