



wcb | Saskatchewan
Workers' Compensation Board



2019-2021

Strategic and Operational Plan

Table of Contents

Strategic and Operational Plan.....	4
Meredith Principles	5
Vision Statement.....	6
Mission Statement.....	6
Values Statements.....	7
Corporate Beliefs	8
Strategic Objectives 2019 - 2021	9
Operational Targets 2018	10

Strategic and Operational Plan

Every year, the Saskatchewan Workers' Compensation Board (WCB), through the Board and Executive, develops a three-year strategic and operational plan. The annual planning process with this three-year horizon allows for both stability and changes required to meet our ever changing environment, and provides the flexibility needed to respond to emerging operational issues and address risks to corporate and strategic success.

The Strategic Plan is anchored by the Meredith Principles and describes what the WCB holds to be true about Saskatchewan's compensation system, our customers, and the nature of our relationships with workers, employers and the people of Saskatchewan.

These are the major elements to our Strategic Plan:

- Meredith Principles, Vision, Mission & Values Statements
- Corporate Beliefs
- Strategic Map
- Strategic Objectives
- Operational Plans

Meredith Principles

1. No-fault compensation, which means workers are paid benefits regardless of how the injury occurred. The worker and employer waive the right to sue. There is no argument over responsibility or liability for an injury.
2. Security of benefits, which means a fund is established to guarantee funds exist to pay benefits.
3. Collective liability, which means that covered employers, on the whole, share liability for workplace injury insurance. The total cost of the compensation system is shared by all employers. All employers contribute to a common fund. Financial liability becomes their collective responsibility.
4. Independent administration, which means that the organizations who administer workers' compensation insurance are separate from government.
5. Exclusive jurisdiction, which means only workers' compensation organizations provide workers' compensation insurance. All compensation claims are directed solely to the compensation board. The board is the decision-maker and final authority for all claims.

Vision Statement

We eliminate injuries and restore abilities.

Mission Statement

We will be a customer-centric organization that continuously seeks to add value for our customers through a culture of continuous process improvement.

Values Statements

Our corporate values are the standards by which our actions and decisions are to be considered and judged by others.

Safety

We relentlessly pursue Mission: Zero ensuring all employees have the healthy and safe workplace they deserve.

Respect for People

We recognize the value and worth of every individual and their contribution to our success and we treat everyone in an open, honest and dignified way.

Excellence

We strive for perfection and seek improvement and innovation every day in how we carry out our work in service of our customers.

Collaboration

We work hand-in-hand with our partners and with our customers to deliver on their expectations and meet their needs.

Customer Focused

We create an exceptional experience for all customers and we bring their perspective to the forefront of our conversations and improvement efforts.

Corporate Beliefs

Our corporate beliefs enable a culture of continuous process improvement and are core to creating a customer-centric organization.

Customer Experience:

Workers and employers deserve excellent service. That's what employers pay for.

People

Our people expect leadership to provide a healthy and engaging environment. Healthy and engaged staff are better positioned to serve our customers.

Mission: Zero

Every injury is predictable and preventable. Our customers rely on us to help them eliminate injuries. Our staff deserve to work in a safe and secure environment.

Financial

Customers expect us to deliver value through our services and programs at a fair and reasonable cost and to meet all our obligations now and in the future.

Timeliness

Customers rely on us to deliver service at the right time, when they need it.

Quality

We owe our customers defect-free service.



Strategic Objectives (2019 - 2021)

Strategic Themes

<p>Mission: Zero</p> <p>We will prevent injuries, fatalities and suffering in all workplaces.</p>	<p>Restore Abilities</p> <p>We will restore the abilities of injured workers.</p>	<p>Culture of Continuous Improvement</p> <p>We will develop a culture that engages all staff in solving problems.</p>
<p>By December 31, 2021, there will be a 30% reduction in workplace injuries and fatalities AND zero WCB staff injuries and fatalities.</p>	<p>By December 31, 2021, we will be returning 95% of injured workers to function within 6 months as indicated by our 6 month persistency metric.</p>	<p>By December 31, 2021, there will be an increase in employee engagement levels to 90%.</p>

Why does this matter?

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| <ul style="list-style-type: none"> • Eliminating injuries is better than rehabilitation from injuries. Eliminating injuries prevents disability. • One injury / one fatality is one too many. Eliminating injuries and fatalities prevents all the associated pain and suffering. Eliminating injuries and fatalities reduces the negative impacts on workers, employers, families and communities. • Eliminating injuries and fatalities reduces the utilization of our health care system and the compensation system. • Eliminating workplace injuries and fatalities at the WCB shows our staff that we care about them and their families. | <ul style="list-style-type: none"> • Preventing injuries from having disabling impacts is critical to the well-being of our customers. • Restoring injured workers to the functions of their life that matters most to them is part of our vision. • People who need to remain on wage loss benefits longer than one year are much more likely to permanently lose earning capacity, suffer from addictions, and experience mental health problems. | <ul style="list-style-type: none"> • Our desired culture must become our way of thinking, acting and being, as this will allow us to create the outcomes our customers deserve and sustain the improvements we make. • We know that we will not achieve our vision to eliminate injuries and restore abilities of our customers unless we can create an environment that focuses staff's energy, knowledge and creativity. • Developing a culture in which all staff are able to contribute every day to solving problems and making improvements for our customers is critical to our collective success. • Our customers receive an exceptional experience through the efforts and improvements made possible by our dedicated staff. |
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Operational Targets 2018

True North Goals	Operational Targets (2018)
<p>CUSTOMER EXPERIENCE <i>100% Customer Satisfaction</i></p>	<ul style="list-style-type: none"> By December 31, 2018, the WCB will improve customer satisfaction scores for workers from 4.01 to 4.2 and for employers from 4.05 to 4.2.

Strategic Objectives

<p>Mission: Zero</p>	<p>MISSION: ZERO <i>Zero injury Zero fatalities Zero suffering</i></p>	<ul style="list-style-type: none"> By December 31, 2018, there will be a 15% reduction of workplace injuries among priority firms. By December 31, 2018, there will be a 10% reduction of workplace injuries in specific priority industries (including health care, municipality and transportation). By December 31, 2018, there will be a 10% reduction of hand and back injuries. By December 31, 2018, there will be a 10% reduction of acute/traumatic fatalities related to motor vehicle crashes (MVCs) and falls.
<p>Restore Abilities</p>	<p>QUALITY & TIMELINESS <i>Zero Defects</i></p>	<ul style="list-style-type: none"> By December 31, 2018, the WCB will decrease the time period from notification of injury to completion of treatment by 30%.
<p>Culture of Continuous Improvement</p>	<p>PEOPLE <i>100% Engagement</i></p>	<ul style="list-style-type: none"> By December 31, 2018, all WCB departments will increase their overall employee engagement score to at least 5% above their current score at Q4 2017. By December 31, 2018, the WCB will improve its management communication rating by 10% above current score at Q4 2017. By December 31, 2018, the WCB will reduce muscular-skeletal injuries (MSIs) among staff by 30% as compared to our 3 year average (2015-2017). By December 31, 2018, there will be zero staff psychological health injuries.
<p>FINANCIAL <i>100% Value</i></p>	<ul style="list-style-type: none"> By December 31, 2018, the WCB will deliver value through targeting a reduction in our ratio of direct costs to administration costs from 4.0 to 3.9. By December 31, 2018, the WCB will maintain our funding within the 105% to 120% range. 	



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