

2022-2024

STRATEGIC PLAN



Table of contents

The WCB's strategic planning process	3
Vision statement	4
Mission statement	4
About the WCB	4
Strategic plan for 2022-2024	6
Five values	7
Transformation journey	10
Strategic initiatives 2022-2024	11
Strategic objectives 2022-2024	13



The WCB's strategic planning process

Every year, the Saskatchewan Workers' Compensation Board (WCB), through the board and executive, develops a three-year strategic and operational plan.

With this three-year horizon, the annual planning process allows for directional stability while also enabling flexibility to respond to evolving stakeholder needs, emerging operational issues, and risks to corporate and strategic success.

The strategic plan is anchored by the Meredith Principles, and the WCB's vision, mission and values, and describes what the WCB holds to be true about the WCB, its customers, and the nature of its relationships with workers, employers, partners and the people of Saskatchewan.

The WCB's strategic plan communicates a clear direction and guides the organization in providing exceptional delivery of workers' compensation services and an expanding injury prevention strategy.

> 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.

ABOUT THE WCB

The WCB is the provincial agency that delivers workplace insurance to Saskatchewan employers and benefits to workers around the province when they are hurt at work. The WCB's legislation, *The Workers' Compensation Act, 2013* (the Act), describes the workplaces that the WCB covers and the benefits it provide.

Employers in industries that are mandated by the Act must insure through us. Employers in industries excluded by the Act may apply for coverage. Workers injured in an industry mandated by the Act can claim WCB benefits.

Prevention is better than rehabilitation.

Rehabilitation is better than compensation.

Strategic plan for 2022-2024

Effectively preventing injuries and work disabilities reduces the negative human and financial impacts on all WCB stakeholders, improves the well-being of its customers, and leads to healthier workplaces and communities.

The WCB operates in an environment that is constantly changing — the economy, jobs and types of injuries are all in flux — and the workers' compensation system must adapt accordingly. As the WCB looks ahead to the future, it needs to take all of that context into account.

The WCB also needs to choose strategies that ensure injured workers, employers, health-care providers and partners feel truly engaged in their workers' compensation system.

To reach its strategic objectives, the WCB is guided by five values:

1

SAFETY - we relentlessly pursue Mission: Zero, ensuring all workers have the healthy and safe workplace they deserve.

2

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.

3

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

4

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

5

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

As the WCB moves forward, staff members will **build trust with customers and partners** by consistently delivering services, and treating each customer or partner interaction uniquely.

While the WCB is building from a strong foundation, the organization needs to make sure that all claim decisions put the worker's best interests first because successful recovery and return to work is good for everyone – workers, employers and the system.

In 2021, the WCB launched a multi-year **transformation journey**

to create a system that better enables staff and partners to deliver exceptional service to customers. The WCB is committed to leading the way in providing a positive customer experience for its customers, putting workers at the centre of their recovery and employers at the centre of guiding a safe, successful return to work.



THE WCB'S BUSINESS TRANSFORMATION PROGRAM

The WCB's Business Transformation Program is a multi-year journey that will transform how the organization serves its customers while supporting the WCB's vision to eliminate injuries and restore abilities.

Staff, management, customers and partners will work together over the next several years to reimagine how the WCB delivers its products and services across all areas of the business and then make the changes needed.

The focus will be primarily on improving processes and organizational structures across the organization so the WCB can become more customer-centric.

Strategic initiatives 2022-2024



Improve enabling systems

Enabling systems are administrative practices and technology solutions that build and maintain the distinctive capabilities needed to support and develop WCB staff as they deliver customer-facing services.

- > Finance and corporate services:
 - Implement a new Oracle financial system.
 - Implement new procurement processes.
- > Human resources and communications:
 - Implement a formal telework program.
 - Develop and implement strategy for a new human resource information system.
 - Complete job evaluation project phase 2.
 - Develop enterprise training strategy.
 - Implement lone worker program.
 - Implement improved voice of the customer system.
 - Enhance leadership development program with a focus on succession and coaching.
 - Implement a new performance management program starting with management.
- > IT/technology and business intelligence
 - Develop data and advanced analytics plan.
 - Implement project management software.
- > Business transformation:
 - Implement change management program.
 - Implement enterprise project management program.
 - Implement Business Transformation Program risk management program.
- > Enhance cybersecurity
- > Develop International Financial Reporting Standards 9 & 17 implementation strategy
- > Implement Lotus Notes retirement strategy
- > Information Technology Service Management (ITSM) Roadmap

Next generation of prevention

Next generation of prevention is the evolution of products and services that help employers, workers and partners proactively plan to prevent injuries and disabilities.

- > Provide disability management and return-to-work training.
- > Updated Fatalities & Serious Injuries Strategy.
- > Develop strategy to refresh WorkSafe Saskatchewan / Mission: Zero.
- > Update the WorkSafe Saskatchewan Health and Safety Leadership Charter.

Improve customer service

Service focus is customer centric and leverages collaborative models to address customers' needs at the individual level. It is supported by improvements to technology systems, business processes, staff training and related tools.

- > Claims:
 - Complete a request for proposals (RFP) for a platform solution/claims IT system.
 - Build strategic partnerships related to mental health.
 - Identify the root causes of second-level appeals.
 - Pilot work disability prevention concepts - phase 1.
- > Employer services:
 - Complete an RFP for a platform solution/employer services IT system.



Strategic objectives 2022-2024

Customer experience: what will it look like in the future? Through its strategic plan, the WCB will improve its people, processes and technology to create a flexible and value-added organization. Below are the targets the WCB has set for 2024, which is the end of this planning cycle.



2022-2024 customer experience objective

> By Dec. 31, 2024, the WCB will improve customer satisfaction scores for workers and employers to 4.2 out of 5.0.

By continuously improving these five areas of our business, the WCB will improve customer experience:



Timeliness objective

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

- > By Dec. 31, 2024, there will be a reduction in the **average duration of claims to 38 days.**



Quality objective

We owe our customers defect-free service.

- > By Dec. 31, 2024, this should target a 25% reduction from the 2020 actuals, from 3,786 to 2,844.
- > By Dec. 31, 2024, there will be a reduction in the percentage of accounts reviewed that require a premium **adjustment to 33 per cent.**



People objective

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

- > By Dec. 31, 2024, the WCB will increase its **employee engagement score from 6.1 to 7.9.**



Safety objective

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.

- > By Dec. 31, 2024, there will be a reduction of total workplace injuries to **16,800 in 2024 from 17,890 in 2021.**



Financial objective

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 through sustainable funding model.

- > By Dec. 31, 2024, the WCB will deliver value through targeting a reduction of total administration and claim costs / total claim **costs \$2,700.**
- > By Dec. 31, 2024, the WCB will maintain its funding within **the 105 per cent to 120 per cent range.**



wcb

Saskatchewan
Workers'
Compensation
Board

Head Office

200 - 1881 Scarth St.
Regina, Sask.
S4P 4L1

Toll free: 1.800.667.7590

Phone: 306.787.4370

wcbsask.com