



## YWCHSB Strategic Plan – Preventing Disability

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### Message from the Chair

The Board of Directors of the Yukon Workers' Compensation Health and Safety Board (YWCHSB) believes its **Strategic Plan 2012-2016** positions the organization to effectively manage the challenges ahead. Our strategic direction will continue to be building positive and strong relationships with all our stakeholder partners - employers, workers, health care providers and legislators.

This plan was developed with input from our staff, stakeholders and other system partners. The Board of Directors has listened to all input and is truly grateful for the time, expertise and honest opinions shared with us through this process. Thank you. Key themes definitely arose: safety; return to work (RTW); managing in a successful, commodity-based economy; controlling costs responsibly; working in partnership, etc.

Working with our stakeholder partners, we will continue to achieve our mandate of making more gains in preventing disabilities; ensuring injured workers receive quality health care and positive return-to-work outcomes while maintaining the sustainability of an efficient compensation system.

The Board's long-term vision is ZERO. Zero worker fatalities – zero worker injuries/illnesses – zero disabilities – zero safety violations.

This strategic plan is a living document and as such will be reviewed annually and adjusted, as required, to meet the evolving economic growth of the Yukon.

On behalf of the YWCHSB Board of Directors,

Mark M. Pike  
Chair



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### Message from the President/CEO

The past six years have been both challenging and extremely rewarding as the YWCHSB administrative team implemented the 2006-2011 Strategic Plan: Safety Saves, Safety Pays.

By the end of 2010, claims results had improved dramatically with a legislative, policy and process focus on return to work. A new computer system further reinforced our ability to manage return to work and recovery as well to meet our financial compliance requirements. YWCHSB has been and continues to be united in our desire to prevent disability.

Our occupational health and safety (OH&S) services are finally fully integrated into what we do every day. A new rate setting and classification system for employers, coupled with the CHOICES incentive program has led to assessment rates that are truly reflective of claims experience at the industry level.

We are ready to move forward with the challenge of this new strategic plan. On behalf of YWCHSB administration, I commit to living our corporate values of partnership, accountability and compassion in fulfilling our preventing disability mandate. We fully believe that Vision: Zero is the only vision we can have in our work that can and does directly impact the lives of Yukon employers, workers and their families.

YWCHSB administration looks forward to striving towards Vision: Zero over the course of this next five years and we are fully committed to the 2012-2016 Strategic Plan: Preventing Disability.

Sincerely,

Valerie Royle  
President/CEO



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### **Strategic Plan Process**

For the past six years, YWCHSB has been working towards the goals established in the 2006-2010 Strategic Plan developed in 2005 by the YWCHSB Board of Directors. In 2010, the Board of Directors decided to extend the existing strategic plan to 2011 and to use 2011 as a planning year for the 2012-2016 Strategic Plan.

YWCHSB stakeholders assisted in the development of the new plan through their honest sharing of their perspectives on a five-year outlook for the territory, with emphasis on the aspects that most impact the mandate of YWCHSB. This information was invaluable to the Board of Directors to ensure the challenges and opportunities facing Yukon are understood and reflected in this plan.

The front line staff at YWCHSB were also consulted on what they saw as key learnings and challenges for the organization. YWCHSB's senior management team were integral to the development of this plan and other system partners were interviewed to provide their views.

Overall, the Board of Directors is confident that this strategic plan will enable the YWCHSB, in partnership with all stakeholders, to achieve the defined goals and move closer to Vision: Zero. But this plan is only the beginning of a process that will see the plan reviewed annually and adjusted, as needed, to meet the challenges and opportunities that arise.



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### Environmental Scan

Yukon's economic outlook for the next five years forecasts increased activity in the highest risk sectors – construction and mining. These exciting times are seeing new employers, more employment and more potential for the territory. They also come with challenges from a YWCHSB perspective.

**Growth in First Nations:** An opportunity arises with First Nation government structures and development corporations; YWCHSB can assist developing employers to ensure assessment, RTW and OH&S programs are established and integrated in organizational structure and culture. There is also a potential workforce amongst First Nations graduates for YWCHSB.

**Mining and Construction Boom:** Growth in these industries provides both opportunity and challenge. There is an increasing employer base across which to spread administration and claims costs; however, these industries have historically and continue to have the highest risks from both a safety and RTW perspective. Growth in mining and construction can mean increased numbers of camps where “captive” workers are potentially covered 24/7. YWCHSB must manage resources, programs and services in this commodity-based “boom” economy, but be prepared to quickly adapt to a “bust” economy.

**Housing Shortage:** YWCHSB heard consistently from stakeholders that the current and projected housing shortage is having a significant impact. The housing shortage could result in even more workers flying in to Yukon to work but living outside. An increasing number of out-of-territory workers means case management and RTW challenges when they return home during recovery following a work-related injury; however, there is an opportunity to ingrain a culture of safety amongst new workers to the Yukon's workforce.

This shortage will also challenge Yukon employers, including YWCHSB, to attract and retain a qualified, trained workforce.

**Disability Management:** New opportunities are becoming available with existing and future partners for more effective and efficient service and program delivery to prevent disability in Yukon.



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**Impact on Employers of Growth Economy:** There are increasing numbers of very small employers who are rapidly becoming medium size businesses without the opportunity to gain the knowledge to manage a larger workforce and business enterprise. Employers are extremely busy taking advantage of the economic activity. How can YWCHSB get our requirements and messages heard?

**Foreign Workers:** Increasing numbers of foreign workers, particularly temporary foreign workers, represent a challenge in ensuring they understand their OH&S rights and responsibilities and that they are trained in identifying and mitigating the hazards of their jobs and workplace in a manner they can understand.

**Other Demographic Changes:** The Yukon employment boom can result in increased numbers of young and/or inexperienced workers who are at greatest risk of injury in the workplace while the general workforce shifts to older workers who, when injured, generally take longer to recover and return to work.

YWCHSB is confident that this 2012-2016 Strategic Plan will position the organization and our stakeholder partners to take advantage of the many opportunities and mitigate the challenges that will face us in the next five years.



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### YWCHSB – “It’s who we are”

The Yukon Workers’ Compensation Health and Safety Board administers workers’ compensation and occupational health and safety in the Yukon.

The workers’ compensation system is often complex; however, Yukon’s system, like all Canadian workers’ compensation systems, is based on Meredith’s<sup>1</sup> six principles:

1. The liability of employers for injuries in the workplace is collective, rather than individual, with employers paying into a central fund used to pay benefits to injured workers.
2. The benefits payable to injured workers are guaranteed in the legislation.
3. In return for guaranteed compensation, workers have no legal right to sue their employer or co-workers for negligence resulting in a workplace injury. (This is the “historic compromise” of the workers’ compensation system).
4. The workers’ compensation system is a no-fault system.
5. The system is administered by a body independent of government with equal representation from labour and industry and a neutral chair.
6. The Board must have judicial-like authority for making final decisions on claims for compensation, without an appeal to the courts.

Our services delivered under the *Workers’ Compensation Act* include, but are not limited to:

- adjudication of claims for compensation;
- stay at work and return to work;
- compensation payments for loss of earnings;
- health care management;
- payment of health care costs;
- awards for permanent impairments;
- benefits to dependants of a worker who died from a work-related injury or illness;
- setting assessment premium rates for employers;

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<sup>1</sup> In 1913, William Meredith, who later became Chief Justice of the Ontario Supreme Court, produced a report for the Government of Ontario in which he set out the founding principles for a system of workers’ compensation.



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- providing assessment services to enable employers to meet their financial obligation to fund the system; and
- ensuring the Compensation Fund is well-managed and fully funded to meet current and future financial obligations to injured workers and dependents of deceased workers and to maintain a level of financial stability in the system.

Recognizing that preventing work-related injuries is a critical factor in the functioning and long-term viability of the workers' compensation system, in April, 1992 the responsibility for Yukon's OH&S authority, which included the Mine Safety Program, was transferred from the Department of Justice to the then, Workers' Compensation Board.

The best service we can provide to Yukon workers and employers is to prevent disability by preventing work-related injuries. When injuries do occur, we take care of injured workers by facilitating their stay at work, return to work and recovery. In the tragic event of workplace fatalities, our job is to provide benefits and services to dependents of the worker. Therefore, YWCHSB has the expanded mandate of administering both pieces of complementary legislation.

Our services within our mandate under the *Occupational Health and Safety Act and Regulations* include, but are not limited to:

- promotion of safety awareness;
- training and education;
- inspection and compliance; and
- investigations.

YWCHSB is governed by a seven person Board of Directors comprised of two representatives of workers, two representatives of employers, a neutral chair, a neutral alternate chair as well as the President/CEO. The Board of Directors is responsible for, among other things, setting the strategic direction of YWCHSB as evidenced in this 2012-2016 Strategic Plan: Preventing Disability.



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### **Mandate – “It’s what we do”**

YWCHSB has a simple mandate – **preventing disability**.

Strong and effective governance of the system is crucial to this mandate. The YWCHSB Board of Directors is committed to its fiduciary, policy-making, relationship and strategy-setting roles which set the direction and provide the tools for the organization to prevent disability.

There are a variety of ways that we prevent disability. The use of communication tools, social marketing, social media and person-to-person education prevents disability by changing societal attitudes towards safety and risk management – all injuries can be prevented. Occupational health and safety prevention, enforcement and compliance strategies, activities and partnerships are on the front line of preventing disabilities by preventing work-related injuries from occurring in Yukon workplaces. When injuries do occur, disability can be prevented through proactive, innovative and compassionate return to work programs, medical management and, if required, vocational rehabilitation.

Disability is prevented when YWCHSB and our stakeholders operate within an efficient, well-run, legislatively compliant system where employer assessment premiums are clearly and fairly linked to the activity in their industry.

YWCHSB employees prevent disability when they are engaged and focused on our critical mandate. Every YWCHSB employee knows that what we do matters in the lives of Yukoners and that fulfilling our mandate of preventing disability makes a positive difference.



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### Values – “It’s how we do it”

In order to prevent disability, a mandate which directly and dramatically affects lives, YWCHSB uses an integrated guidance system of three organizational values to guide both our internal conduct as well as all our external relationships.

**Partnership:** YWCHSB cannot prevent work-related death and disability alone. We actively seek to work in partnership with each other, with those we serve, with stakeholders and with the broader community to deliver our mandate every day in every Yukon workplace.

**Accountability:** YWCHSB is transparent in our words and actions, in practicing our values, fulfilling our mandate and moving towards achieving our vision. We share this mutual accountability with our stakeholders, clients and other partners to prevent disability.

**Compassion:** We deliver our mandate within the *Workers’ Compensation Act* and *Occupational Health and Safety Act and Regulations* with visible empathy and a desire to ease the suffering of the injured workers, dependants and employers we serve and all with whom we work.



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### **Vision: Zero – “It’s why we do it”**

The ultimate goal of perfection, the vision for the workers’ compensation and occupational health and safety systems of Yukon is simply Zero:

- Zero visits to families to inform them that a loved one has died at work
- Zero chemotherapy treatments for work-related cancer
- Zero trips to the doctor or visits to the emergency room due to an incident that happened at work
- Zero workers who have to change their lifestyle and/or career as a result of a work-related injury
- Zero safety violations
- Zero ... Zero ... Zero ...

How can we strive for anything less in each Yukon workplace?



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### **Goals, Objectives, Strategies and Accountability –**

**“It’s what we’re going to do and how you’ll know we did it”**

#### ***Goals***

The YWCHSB Board of Directors has identified five balanced goals for the workers’ compensation and OH&S systems for the next five years. These goals define the ends sought that will enable us to successfully achieve our mandate, live our values and move towards our Vision: Zero.

- Goal 1: All Yukon workplaces enjoy an integrated culture of safety
- Goal 2: Injured workers stay at work/return to work and recover successfully and sustainably
- Goal 3: YWCHSB stakeholder relationships are positive and strong
- Goal 4: 100% compliance with YWCHSB legislative requirements
- Goal 5: YWCHSB consistently demonstrates and leads in corporate excellence, including 100% legislative compliance

#### ***Objectives***

Objectives help to further clarify the goals by identifying what we aim to achieve in the shorter term.

#### ***Strategies***

Strategies are the embodiment of the best ways to achieve the goals and the stated objectives. These require significant more detail which will be determined through the development, approval and implementation of annual business plans, work plans and budgets. The ways to achieve the goals and objectives can change over time with a changing environment, new resources and new thinking.



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### ***Accountability***

YWCHSB is committed to innovatively working with our partners and within our mandate to achieving the goals, objectives and vision defined in this five-year strategic plan. In keeping with our corporate values we will take a balanced approach to measuring our success.

A balanced approach is fitting since the workers' compensation and OH&S systems only work effectively when the needs, and sometimes tensions, of the system are in balance. For example, while lower assessment rates would please employers, rates that are too low jeopardize the benefits that are guaranteed to injured workers and their dependents. Return to work plans that do not balance the needs of the injured worker, co-workers and employer quite simply, fail. Balance is critical.



## YWCHSB Strategic Plan – Preventing Disability

<b>Goal 1</b>	
<b>All Yukon workplaces enjoy an integrated culture of safety</b>	
<p>G1: Objective 1 To increase workplace compliance with clear, well-communicated Occupational Health and Safety legislation</p>	<p>Strategy 1 Continue to work with industry partners to deliver high-quality OH&amp;S training and certification to Yukon workers and employers (e.g. Certificate of Recognition (COR) programs)</p> <p>Strategy 2 In consultation with stakeholders, update <i>OH&amp;S Act</i> to reflect today's Yukon workplaces' reality and legislative needs</p> <p>Strategy 3 Consistently and strongly enforce OH&amp;S requirements with a well-trained, appropriately deployed team of OH&amp;S professionals</p> <p>Strategy 4 Partner with federal government to provide enhanced OH&amp;S enforcement to federally regulated employers</p>
<p>G1: Objective 2 To ensure YWCHSB is meeting the OH&amp;S needs of the rapidly growing and evolving Yukon mining industry</p>	<p>Strategy 1 Develop and deliver a co-ordinated Yukon mine rescue strategy</p> <p>Strategy 2 Develop and deliver a mining safety strategy(s)</p> <p>Strategy 3 Continue to partner with industry wherever possible so that industry is defining appropriate program, training and certification standards</p>
<p>G1: Objective 3 To change societal attitudes towards risk management and the unacceptability of injuries through social marketing/media based on behaviour drivers</p>	<p>Strategy 1 Work with other Canadian jurisdictions on national/regional social marketing/media projects where appropriate</p> <p>Strategy 2 Focus on young workers as a group disproportionately represented in injury and fatality statistics through the development and implementation of young worker education in Yukon schools and post-secondary institutions</p>



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### Accountability Scorecard – Goal 1

To assess how we are meeting the goal that all Yukon workplaces enjoy an integrated culture of safety, YWCHSB will identify, collect and analyze data in the following areas:

- Injury rates
- Participation in the CHOICES incentive program
- OH&S certifications achieved in workplaces



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<b>Goal 2</b> <b>Workers stay at work/return to work and recover successfully and sustainably</b>	
<p>G2: Objective 1 To ensure all workers receive timely, accurate and compassionate return to work and case management services delivered by well-trained, engaged professionals</p>	<p>Strategy 1 Develop professional development plans for all YWCHSB claims staff</p> <p>Strategy 2 Revise the design, process and time frames of the appeals system so that it prevents disability and better meets the needs of workers and employers</p> <p>Strategy 3 Partner with other territorial and federal government agencies to expand RTW success</p> <p>Strategy 4 Continue to work with industry partners to deliver high-quality RTW training and disability management to Yukon workers and employers</p>
<p>G2: Objective 2 To facilitate service delivery so that every worker injured in Yukon can avail of the services and benefits to which he or she is entitled</p>	<p>Strategy 1 Work to change the work permitting process for Temporary Foreign Workers so that they can exercise their rights under the <i>OH&amp;S Act</i> and, in the event of a work-related injury, receive the benefits to which they are entitled</p> <p>Strategy 2 Seek and confirm partnership opportunities for the delivery of health care, RTW and vocational services for workers who move out of territory following their injury in Yukon</p> <p>Strategy 3 Utilize technology to provide remote access to health care services, vocational opportunities and case management</p> <p>Strategy 4 Seek opportunities for synergies between OH&amp;S and RTW to further prevent injuries and recurrence of injury</p>



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### Accountability Scorecard – Goal 2

To assess how we are meeting the goal that injured workers stay at work/return to work and recover successfully and sustainably, YWCHSB will identify, collect and analyze data in the following areas:

- Return to work outcomes
- Vocational rehabilitation success
- Issues appealed and appeal timeframes
- Time to decision and first payment
- Claim duration
- Claims costs



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### Goal 3

#### YWCHSB stakeholder relationships are positive and strong

<p>G3: Objective 1 To increase stakeholder knowledge and understanding of the workers' compensation and OH&amp;S systems in Yukon and Canada</p>	<p>Strategy 1 Develop and implement a brand management strategy</p> <p>Strategy 2 Facilitate public conversations about difficult and often controversial workers' compensation/OH&amp;S or general system topics</p> <p>Strategy 3 Utilize innovative and modern channels to communicate with stakeholders "where they are"</p>
<p>G3: Objective 2 To facilitate increased stakeholder involvement in the YWCHSB system</p>	<p>Strategy 1 Provide more opportunities for individual workers and employers as well as stakeholder organizations to be involved in the system.</p> <p>Strategy 2 Proactively define and communicate roles and responsibilities</p> <p>Strategy 3 Develop and implement a plan that facilitates our relationships with stakeholders</p>

#### Accountability Scorecard – Goal 3

To assess how we are meeting the goal that YWCHSB stakeholder relationships are positive and strong, YWCHSB will identify, collect and analyze data in the following areas:

- Client (injured worker and employer) satisfaction
- Stakeholder participation
- Media coverage



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<b>Goal 4</b> <b>100% compliance with YWCHSB legislative requirements</b>	
<p>G4: Objective 1 To increase workplace compliance with clear, well-communicated OH&amp;S legislation</p>	<p>Strategy 1 Continue to work with industry partners to deliver high-quality OH&amp;S training and certification to Yukon workers and employers (e.g. Certificate of Recognition (COR) programs)</p> <p>Strategy 2 In consultation with stakeholders, update <i>OH&amp;S Act</i> to reflect today's Yukon workplaces' reality and legislative needs</p> <p>Strategy 3 Consistently and strongly enforce OH&amp;S requirements with a well-trained, appropriately deployed team of OH&amp;S professionals</p> <p>Strategy 4 Partner with federal government to provide enhanced OH&amp;S enforcement to federally regulated employers</p>
<p>G4: Objective 2 To provide the tools to Yukon workplaces to meet compliance requirements</p>	<p>Strategy 1 Use existing and innovative communication tools to ensure all employers and workers know their obligations and compliance requirements</p> <p>Strategy 2 Monitor and enhance the CHOICES incentive program through ongoing program evaluation</p> <p>Strategy 3 Review and update assessment policies and procedures to ensure compliance requirements are clear and consistent</p> <p>Strategy 4 Define a secure employer online account system</p> <p>Strategy 5 Develop and implement a secure online worker portal</p>



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<p>G4: Objective 3 To increase the number of external organizations requiring confirmation of YWCHSB compliance in their contracting processes</p>	<p>Strategy 1 Work with Yukon Government and other major contracting organizations to expand COR program requirements</p> <p>Strategy 2 Create and advertise easy access to YWCHSB letters of clearance</p> <p>Strategy 3 Develop and implement a communication strategy to inform contracting employers of the benefits of including a YWCHSB letter of clearance in their contracting process</p>
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### Accountability Scorecard – Goal 4

To assess how we are meeting the goal that there is 100% compliance with all YWCHSB legislative requirements, YWCHSB will identify, collect and analyze data in the following areas:

- OH&S compliance
- RTW worker and employer co-operation
- Employer's duty to re-employ compliance
- Injured workers mitigation of loss compliance
- Reporting requirements for OH&S, claims and assessments
- Letters of clearance issued



## YWCHSB Strategic Plan – Preventing Disability

### Goal 5

**YWCHSB consistently demonstrates and leads in corporate excellence, including 100% legislative compliance.**

<p>G5: Objective 1 To consistently demonstrate fiscal responsibility</p>	<p>Strategy 1 Maintain a strong Compensation Fund by continuously reviewing investment performance to ensure investment returns meet our long term financial needs</p> <p>Strategy 2 Provide opportunities for stakeholders to be more informed and confident about the rate setting process</p> <p>Strategy 3 Continuously seek out opportunities to more cost-effectively deliver programs and services</p>
<p>G5: Objective 2 To ensure YWCHSB is a workplace of choice in Yukon</p>	<p>Strategy 1 Identify and implement professional development plans for all YWCHSB employees to facilitate the right people in the right job at the right time</p> <p>Strategy 2 Facilitate a culture of innovation, caring, fun and professional service delivery through progressive human resource practices</p> <p>Strategy 3 Partner to access the best resources, as needed</p> <p>Strategy 4 Continue to meet or exceed COR certification requirements</p> <p>Strategy 5 Achieve a disability management certification</p>
<p>G5: Objective 3 To increase security of personal information and enhance accessibility of appropriate information</p>	<p>Strategy 1 Develop and implement a comprehensive information privacy and security plan</p> <p>Strategy 2 Implement an innovative document management system</p> <p>Strategy 3 Develop and implement a timely information collection and dissemination system so that decision makers and, where appropriate, stakeholders, have the information needed to effectively do their jobs and respond to changing needs and priorities</p>



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### Accountability Scorecard – Goal 5

To assess how we are meeting the goal that YWCHSB consistently demonstrates and leads in corporate excellence, including 100% legislative compliance, YWCHSB will identify, collect and analyze data in the following areas:

- Funding status
- Assessment revenue (target to actual)
- Investment returns
- Assessment rates that are reflective of industry performance
- Administrative and capital budget management and communication
- Provision of information (internally and externally)
- Employee engagement
- Professional development plans
- Grievances, harassment and other complaints
- Internal health and safety
- Internal RTW and disability management