

# **YWCHSB Stakeholder Review**

**November 2001**

**Yukon**

Executive Council Office  
Bureau of Statistics

# **Yukon Workers' Compensation Health & Safety Board**

## **Stakeholder Review**

*An overall look at the results of the  
Injured Worker, YWCHSB Employee and  
Employer Surveys*

**November 2001**

## FOREWORD

The following report is an overall look at the results of the Yukon Workers' Compensation Health and Safety Board (YWCHSB) stakeholder review.

Results from each of the three surveys used to gather input from stakeholders are included in summary form in this report.

The three surveys were:

1. a survey of the clientele of the YWCHSB, namely, injured workers;
2. a survey of all the staff of the YWCHSB; and
3. a survey of employers providing financial support to the YWCHSB.

Thanks are due to injured workers, YWCHSB staff and employers for their cooperation in completing their respective surveys.

An additional note of appreciation must be expressed to Dr. James Tousignant for his initial work and ongoing advice, and to the Stakeholder Review Working Group of the YWCHSB for their cooperation and support during this project.

Yukon Bureau of Statistics  
November 2001

This report was produced by the Yukon Government's Bureau of Statistics which is a branch of the Government's Executive Council Office. The Bureau was working for the Yukon Workers' Compensation Health and Safety Board (YWCHSB) which commissioned this report.

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## INTRODUCTION

Through the first 6 months of 2001, the Yukon Bureau of Statistics on behalf of the Yukon Workers' Compensation Health and Safety Board (YWCHSB), conducted surveys of the YWCHSBs three major stakeholder groups – injured workers, Board staff and employers.

Where possible similar questions were asked across stakeholders, allowing comparisons between the perceptions of injured workers, Board staff and employers.

Respondents in each survey were contacted by telephone from the offices of the Yukon Bureau of Statistics. Interviewers were trained and supervised by the Survey Operations Unit within the Yukon Bureau of Statistics.

Answers from individual respondents were kept confidential to guarantee the privacy of each respondent.

Each completed survey form was input into an electronic database for analysis by the Bureau's analytical staff who produced seven confidential interim reports and the following comprehensive report.

Some questions mirrored those in another survey, the Citizen's First Survey 2000, conducted in the Yukon and across Canada by a private research company on behalf of the Institute of Public Administration of Canada (IPAC). This allowed some limited comparisons between stakeholder perceptions and those of the Yukon public at large.

The survey questions for employers and injured workers focused primarily on the quality of service relative to Board programs and services, and on their overall effectiveness. A combination of both quantitative and qualitative questions was employed. For Board staff, the questions focused on quality perceptions and the general work environment.

In conducting surveys of stakeholders using detailed and methodical questionnaires, the Board has obtained a comprehensive assessment of their programs and services, and staff perceptions. The response rates and data quality of each survey is extremely high making the findings of this research all the more solid and defensible.



# EXECUTIVE SUMMARY

## GENERAL FINDINGS

### **Perceptions of Board programs/services/work environment are positive**

- all stakeholder groups indicate predominantly positive perceptions of Board programs, services, and outcomes
- Board staff provide a generally positive assessment of their work environment
- actual claim outcomes impact respondent views on Board processes

### **Responses are Variable**

- although general responses are positive, noteworthy pockets of dissatisfied respondents and consistent issues across stakeholders exist
- response patterns imply inconsistent delivery of Board programs / services or application of Board policy

### **Awareness of Board programs/services not universal**

- weak employer awareness of some Board programs and services
- general lack of awareness within injured worker population
- employers aware of service level provided to injured employees

### **Comparisons with Others**

- on an individual service basis, WCB service ratings from stakeholders exceed those in the Citizen's First survey
- in an overall sense, WCB rated less favorably in Citizen's First survey

### **Lack of interaction with Board affects stakeholder perceptions**

- many employers, and even injured workers, indicate only a superficial interaction with the YWCHSB
- impact of media reports and second-hand information is potentially magnified

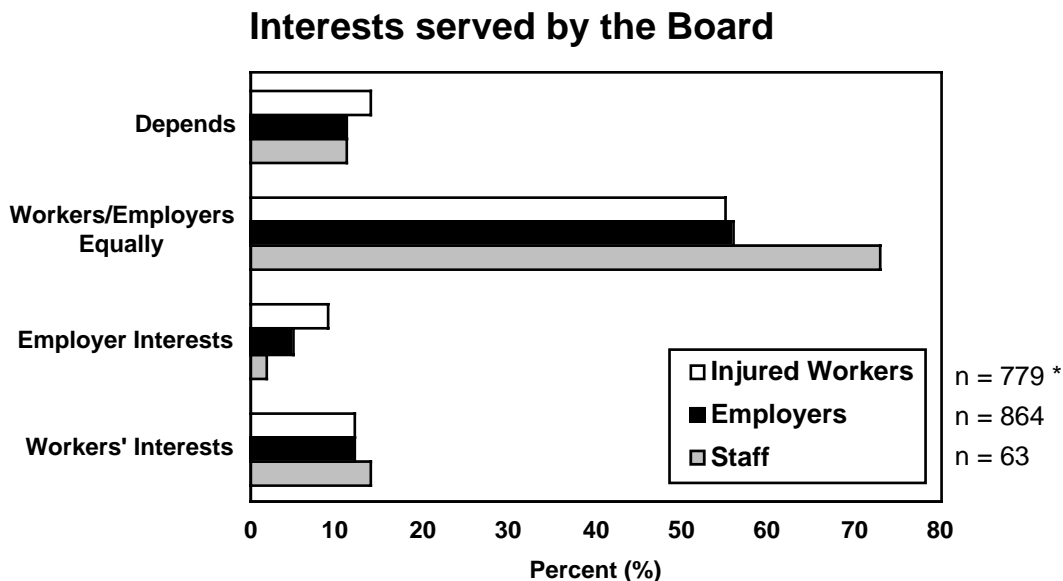
### **Communication improvements suggested**

- internal communication improvements identified by staff
- employers and injured workers indicate difficulty in contacting Board and lack of timely follow-up communication
- employers want detailed, industry-specific reporting from Board
- evidence that a strategic communication plan may be advisable

## Differences of Opinion between Stakeholders

- employees report the most positive assessment of Board programs / services
- in some areas injured workers' perceptions significantly less positive than those of employers

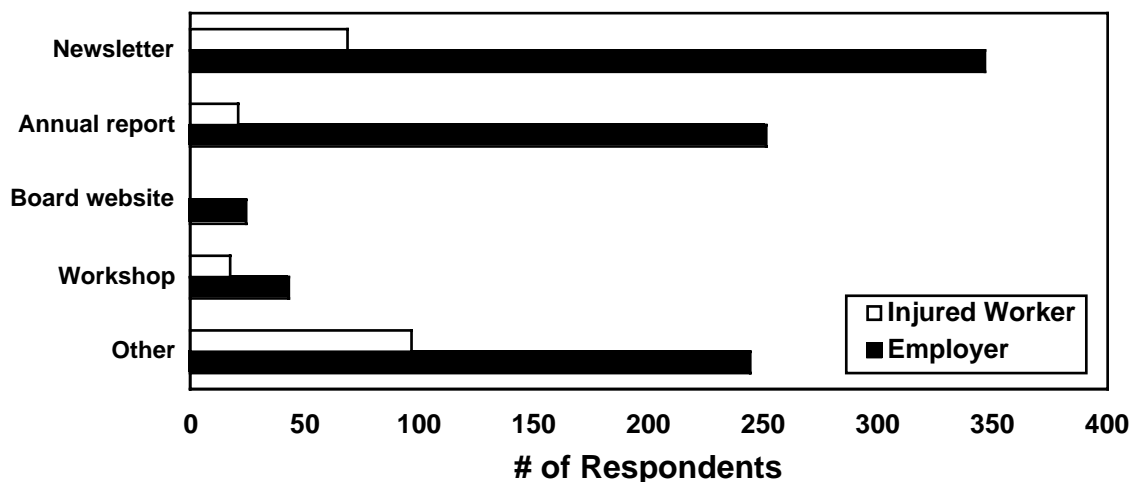
## STAKEHOLDER COMPARISONS



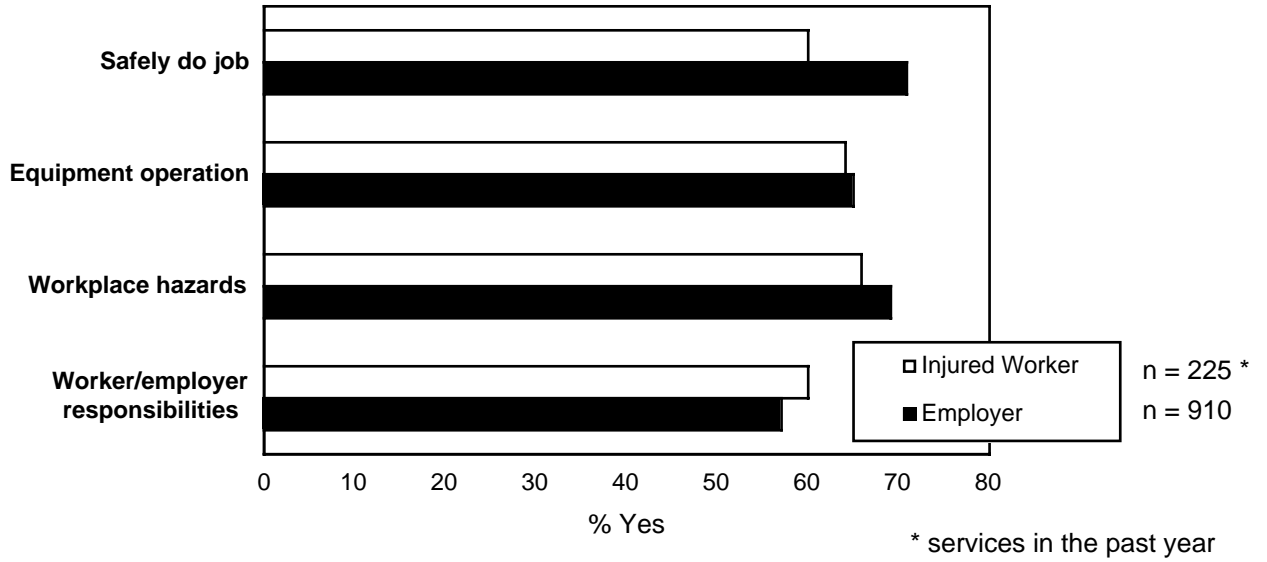
\* "n" is the number of respondents - in this case 779 injured workers, 864 employers and 63 staff - on which the chart (if appropriate) is based.

## Received information on Board programs/services

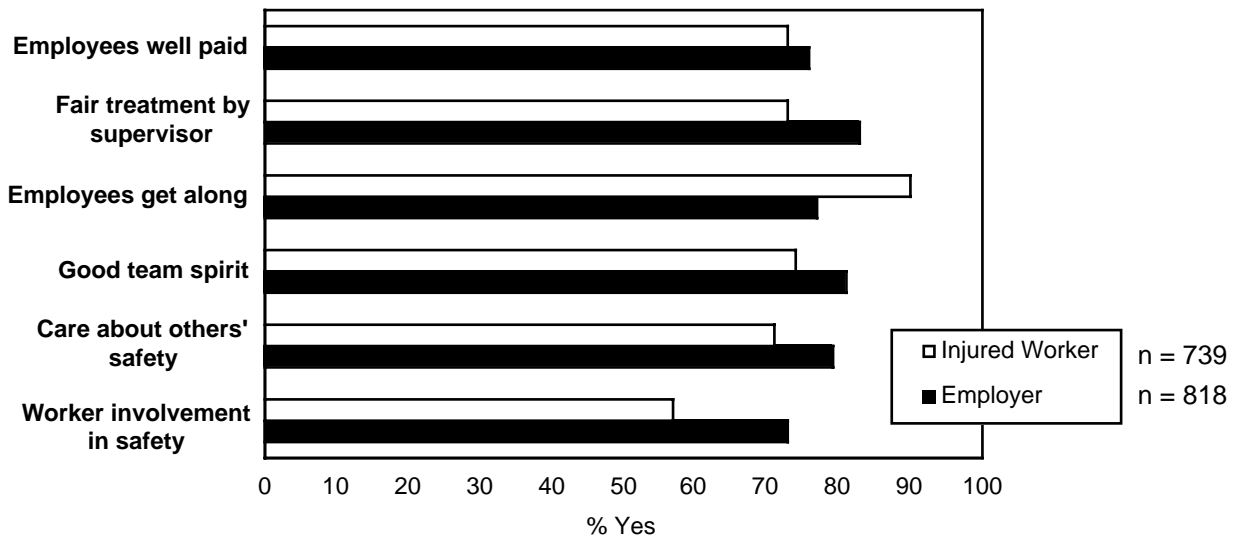
Respondents could check as many methods as applied



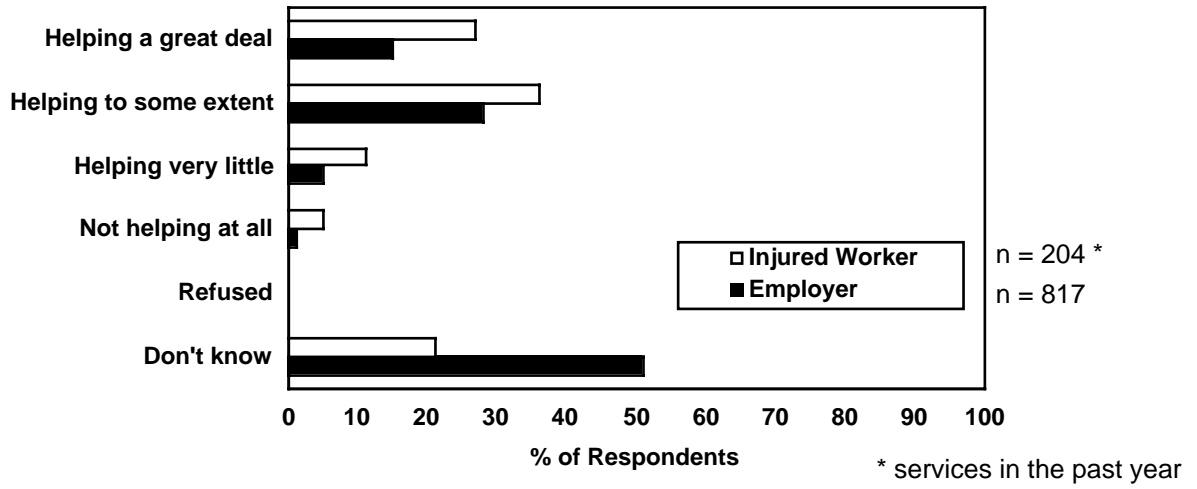
## Employee Training



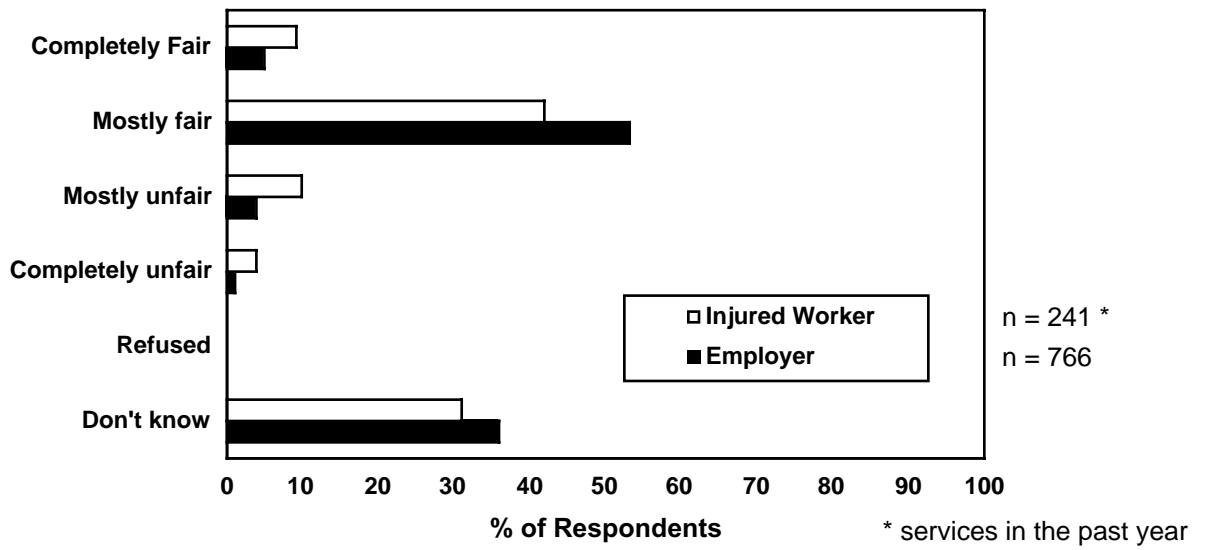
## Work Environment



### Board and Injured Worker Recovery



### Board policies are ...



## **KEY FINDINGS:**

### **Injured Workers Survey**

Injured workers reported:

- ◆ General work environment rated “positive”.
- ◆ Main causes of workplace accidents are weather and immediate physical work environment.
- ◆ Noteworthy proportions of injured workers report no employer-provided training.
- ◆ The majority of injured workers are satisfied with the Board’s performance – but the deeper the level of interaction, the lower the satisfaction.
- ◆ Low levels of awareness of Board programs and services.
- ◆ Board policies primarily viewed as fair, with the exception of CL-35 and the use of medical experts.
- ◆ The majority of injured workers expect claim process to be completed within one month.
- ◆ Timeliness and rationale for decisions are key issues; courtesy and competence of staff are key strengths of the YWCHSB.
- ◆ The outcome of an injured worker’s claim appears to impact perceptions of the process.

### **YWCHSB Employee Survey**

Yukon Workers’ Compensation Health and Safety Board employees reported:

- ◆ Generally strong levels of staff satisfaction and agreement.
- ◆ Solid and consistent results for a number of “significant” items.
- ◆ Some differences of opinion exist between staff.

- ◆ Occasional differences in perceptions between Board employees and injured workers.

## **Employer Survey**

Employers reported:

- ◆ Generally positive responses, especially regarding courtesy and friendliness of staff.
- ◆ Service levels meet employer expectations.
- ◆ Service quality remaining constant over time.
- ◆ Uneven industry awareness and value for Board programs and services.
- ◆ Private industry health and safety practices show room for improvement.
- ◆ Uncertain perceptions regarding Board impact on injured worker's return to work.
- ◆ Board policies viewed as mostly fair.
- ◆ Employer confusion surrounding assessment rates.

## **RESPONSE RATE AND DATA QUALITY**

Responses were obtained from 779 injured workers, 64 staff and 1, 138 employers.

The following table shows the corresponding response rates and precision. Precision indicates how confident one can be in making inferences about the general population of stakeholders based on the survey respondents. For the three stakeholder groups precision is high. Survey responses can be generalized to the larger population of injured workers, Board staff and employers.

<b><u>Stakeholder Group</u></b>	<b><u>Response Rate</u></b>	<b><u>Precision</u></b>
Injured Workers	69%	+/-3%, 95 times out of 100
Board Employees	98%	+/-1%, 99.7 times out of 100
Employers	50%	+/-1%, 99.7 times out of 100

## **SURVEY CAVEATS**

- ◆ The results of these surveys accurately reflect the perceptions of stakeholders only for the reference period of the survey. No inferences can be drawn from this survey regarding any trends in stakeholder perceptions.
- ◆ Questions regarding service levels over time should be interpreted with caution due to vague question wording.
- ◆ Due to differences in question wording and scales, only limited comparisons across stakeholders are possible. Where such comparisons have been made, some assumptions on questionnaire wording are required.
- ◆ Survey results are assessed in relative terms only. Judgements or assessments of absolute levels are left to the reader. Any such assessments may need to consider possible self-reporting bias in the survey results and the degree of knowledge or experience of the respondent.

- ◆ “Typical” comments have been included from each survey to give the reader some further insight into respondent perceptions. These comments have not been edited but are presented as relayed to the Bureau through the interview process. In addition, the comments do not necessarily reflect the actual distribution of responses for a particular question.
- ◆ Some comparisons have been made with the results of the Citizen’s First Survey (see page 23). The Citizen’s First Survey was administered across Canada and in the Yukon where a sample of 300 Yukoners were contacted. As such, Citizen’s First represents the thoughts and perceptions of the general public regarding various government services and programs.
- ◆ Precision levels can vary from one question to another, depending on item non-response. Reported precision applies to questions answered by all respondents.

# **HIGHLIGHTS**

# **INJURED WORKER SURVEY**



## **KEY FINDINGS**

Injured workers reported:

- ◆ General work environment rated “positive”.
- ◆ Main causes of workplace accidents are weather and physical work environment.
- ◆ Noteworthy proportions of injured workers report no employer-provided training.
- ◆ The majority of injured workers are satisfied with the Board’s performance – but the deeper the level of interaction, the lower the satisfaction.
- ◆ Low levels of awareness of Board programs and services.
- ◆ Board policies primarily viewed as fair, with the exception of CL-35 and the use of medical experts.
- ◆ The majority of injured workers expect claim process to be completed within one month.
- ◆ Timeliness and rationale for decisions are key issues; courtesy and competence of staff are key strengths of the YWCHSB.
- ◆ The outcome of an injured worker’s claim affects his or her perceptions of the process.

## **SOME TYPICAL COMMENTS FROM INJURED WORKERS**

Memories of most recent visit to WCB:

- ◆ “They were nice, cared about you, were polite and courteous, very helpful.”
- ◆ “Very good, excellent really. Everything ready when you get there and get right to the point. Don’t have to go looking for anything.”

- ◆ “I was there twice for appeals. While you are there, they are nice but different when you leave.”

### **Timeliness of Claim Processing**

- ◆ “I was actually surprised how fast things came through.”
- ◆ “There was no time wasted. It was done quickly.”
- ◆ “Typical government. I always had to prove my situation before they acted.”
- ◆ “It took way too long. It came to a dead stand still.”

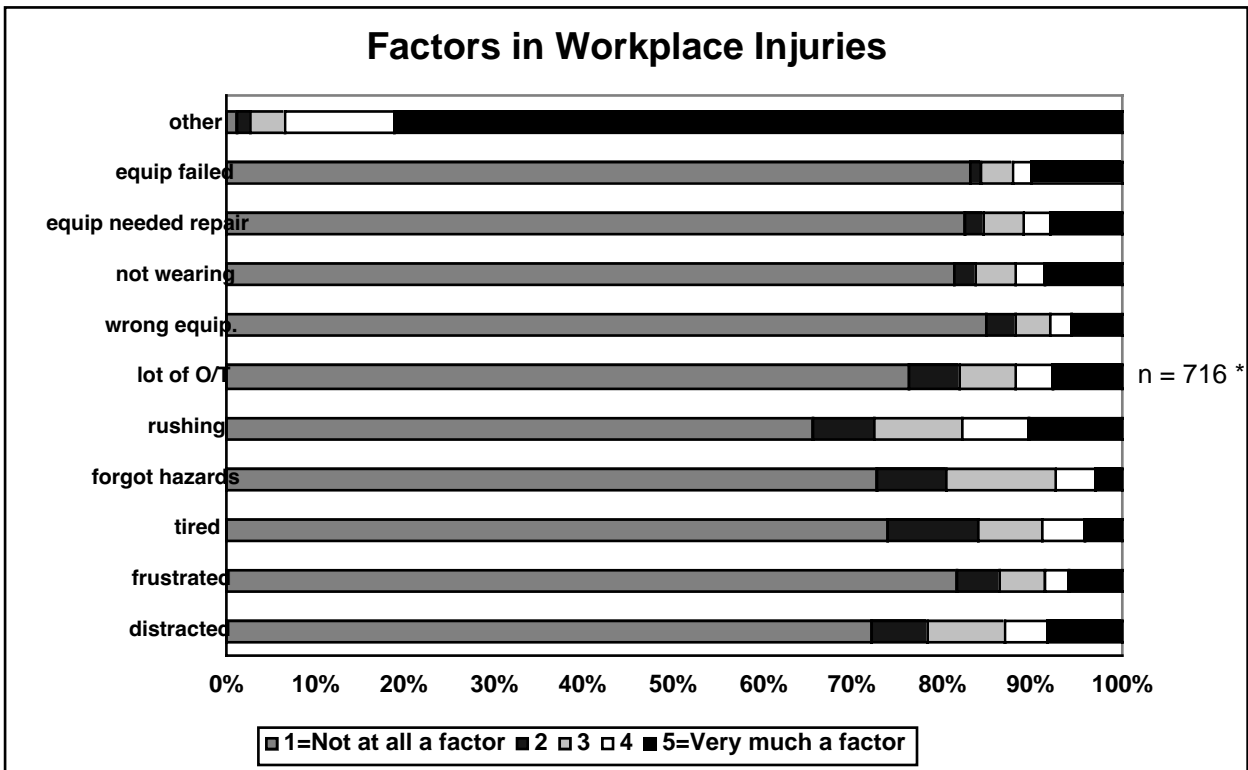
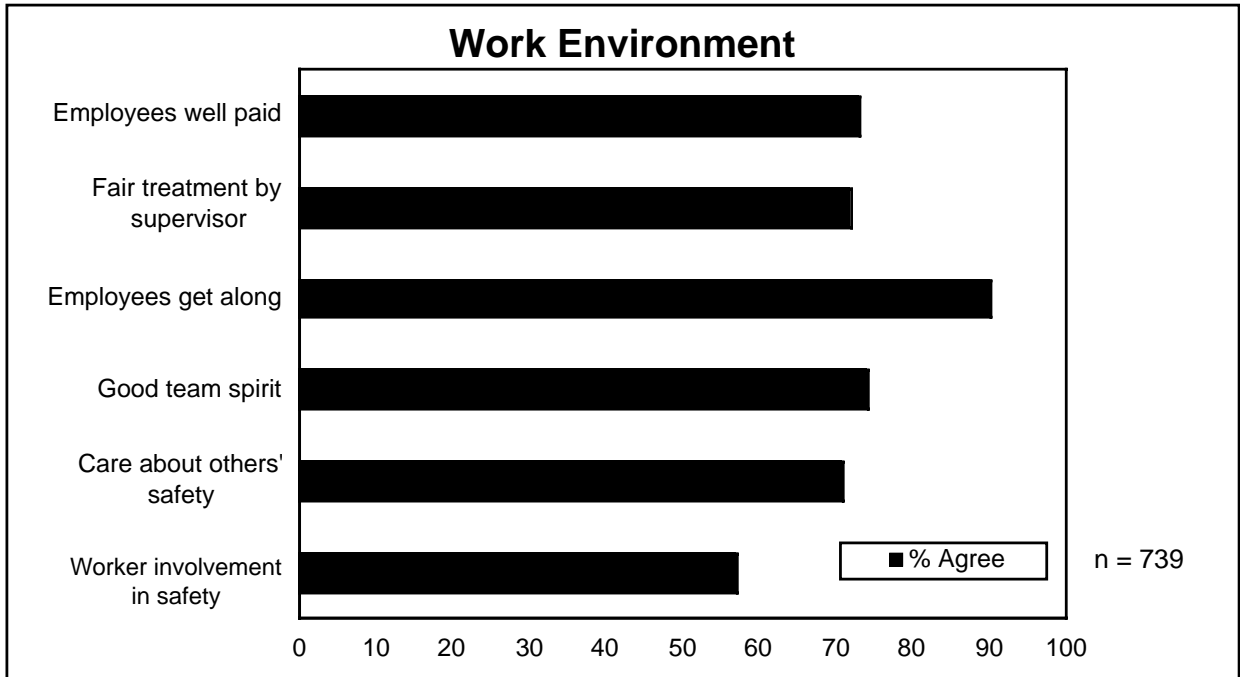
### **Board assistance in returning to workforce**

- ◆ “Gave me compensation and when the doctor deemed me ready to work, I went back. Received physiotherapy. They got (me) working 100%. ... kept me in my trade.”
- ◆ “They never helped, I got myself working.”
- ◆ “They prepared me mentally and physically. They got me a job.”
- ◆ “They were not participating in helping me to get better. They wanted me off their payroll, made no bones about that.”

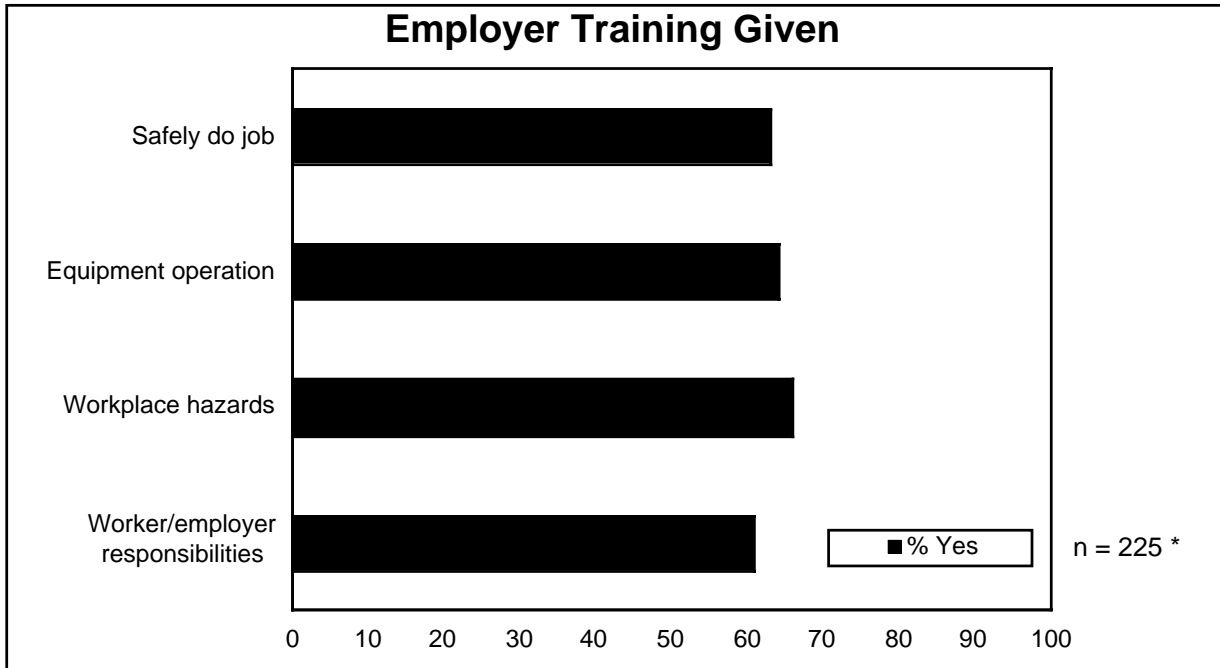
### **Board helping injured workers recover**

- ◆ “Anybody that I talked to said they had been treated fairly.”
- ◆ “Medical attention I would rate #1. If you have a cut and dry accident, they are helping. If you have a long –term accident, you are in trouble.”
- ◆ “They add a lot of stress on the injured worker because the claim takes so long to settle.”
- ◆ “They are retraining people and help them to get back into the workforce. I think it is great that they give a person an opportunity.”

# FOCUS ON PREVENTION

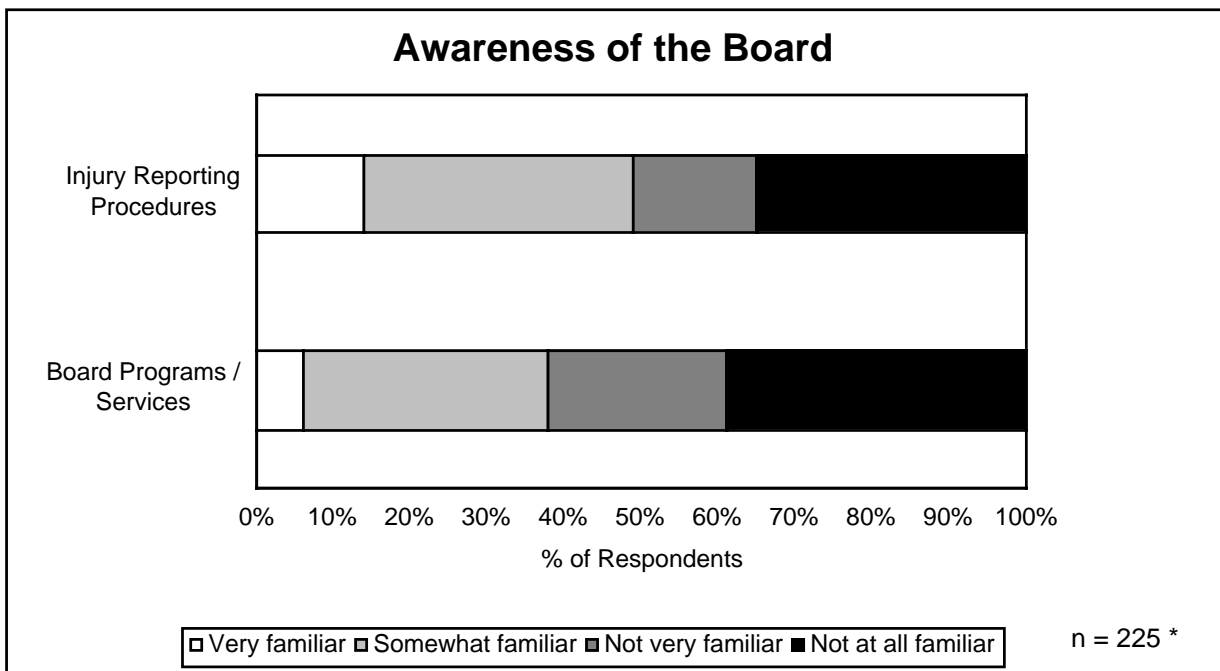


\* the "n" for each factor varies - 716 is the lowest "n" value.

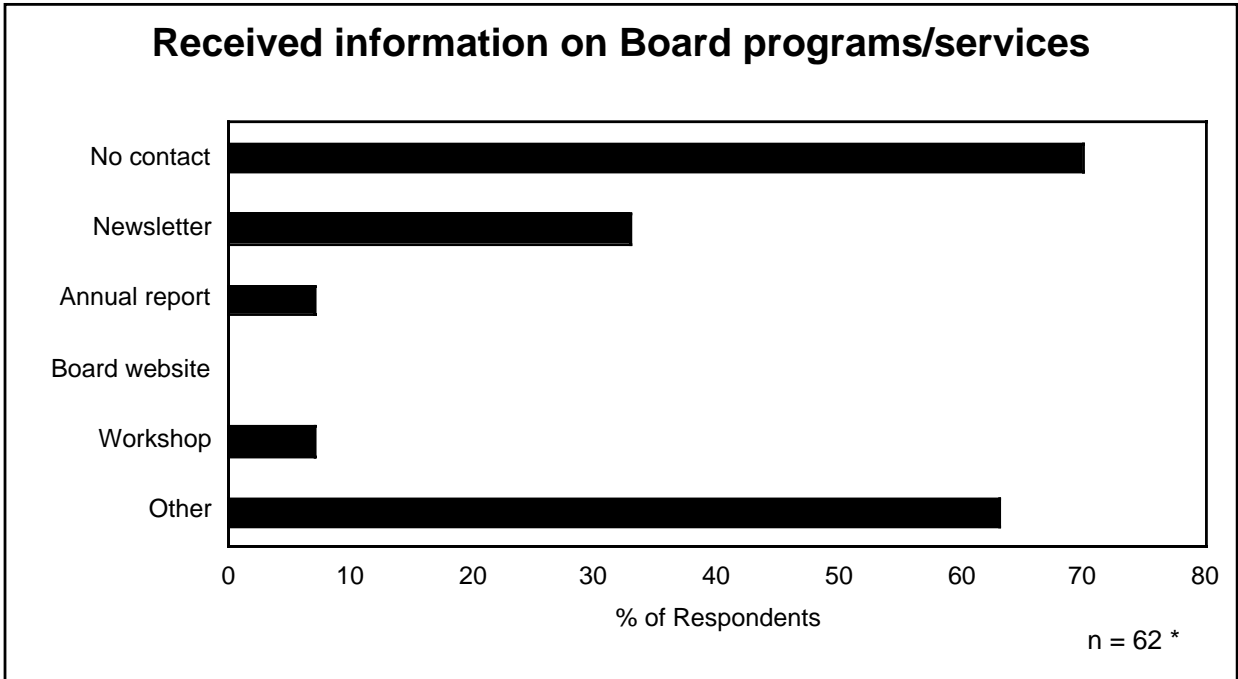


\* services in the past year

## FOCUS ON AWARENESS

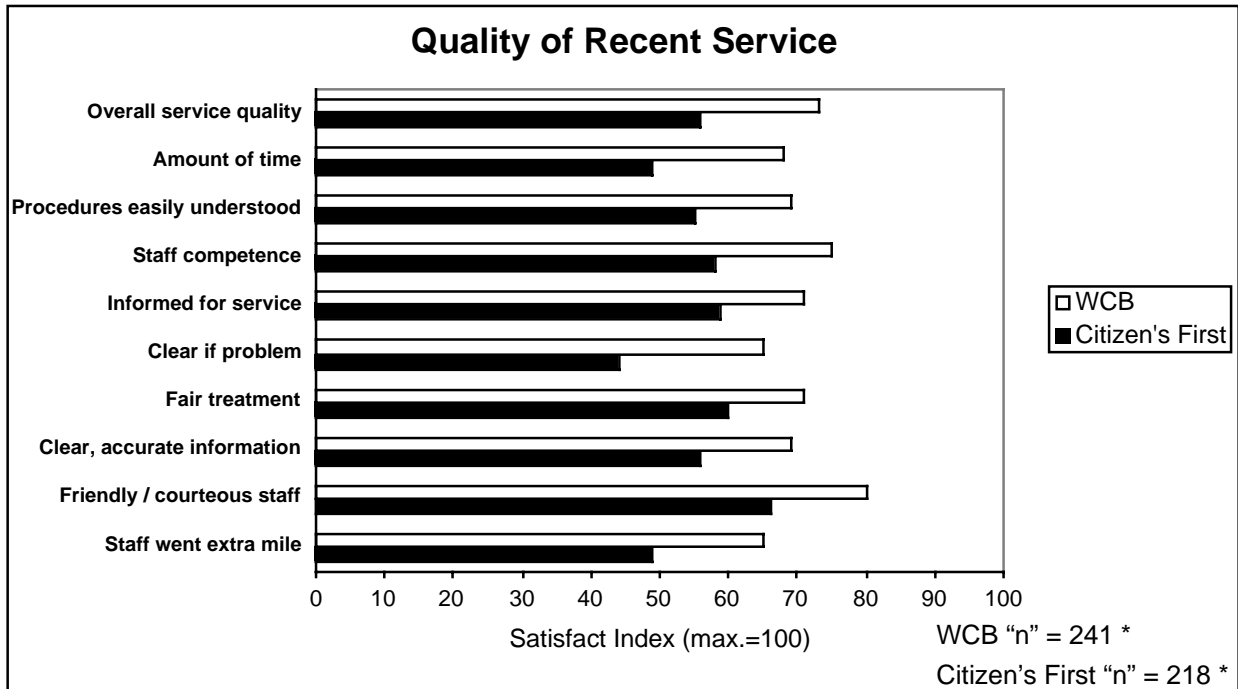


\* services in the past year



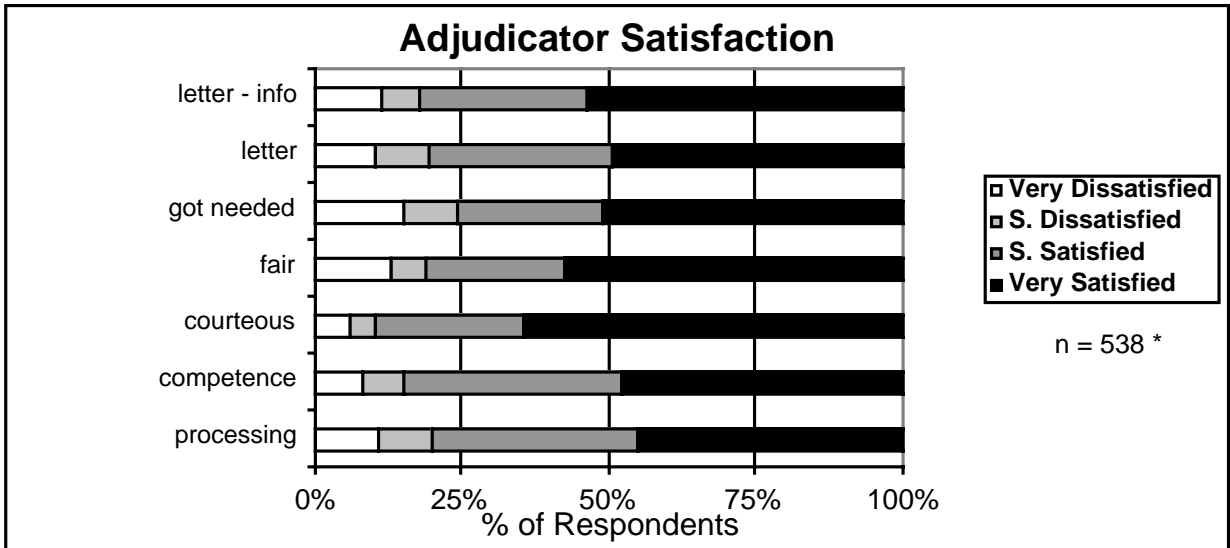
\* services in the past year

## CITIZEN'S FIRST SURVEY

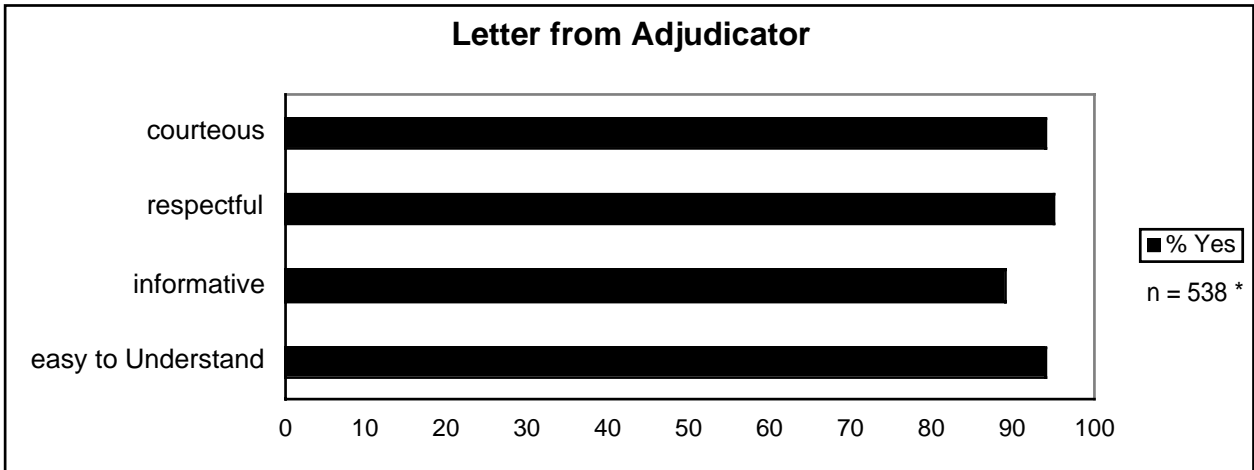


\* the "n" for each quality of service varies - for WCB 241 was the lowest; for Citizen's First 218 was the lowest.

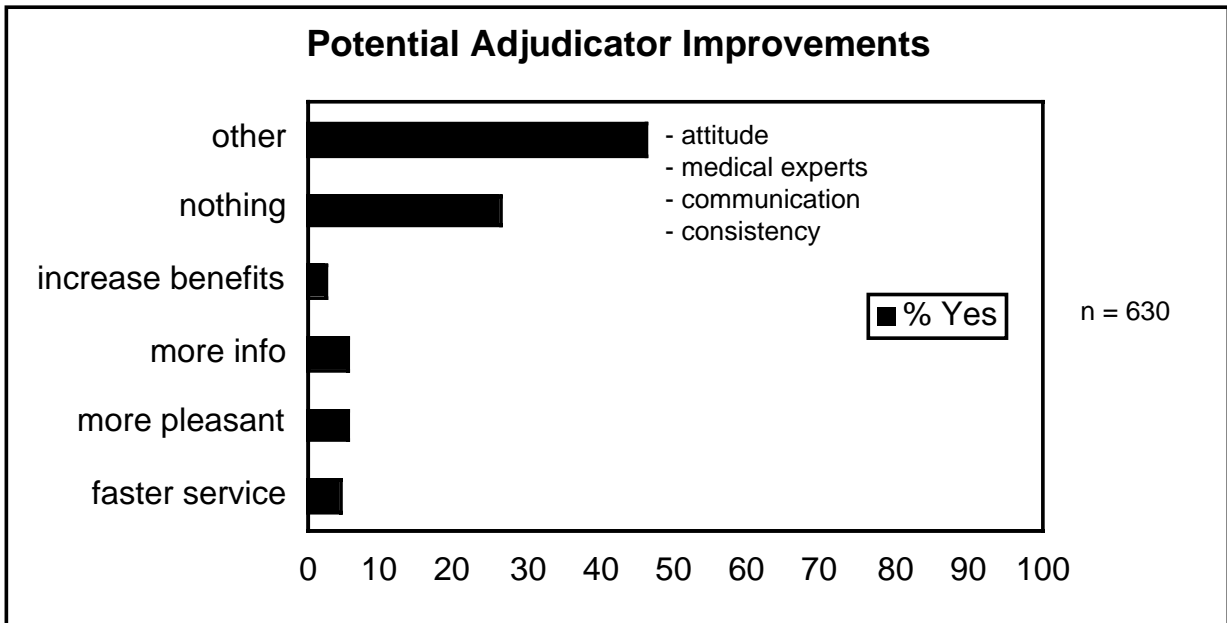
# PERCEPTIONS ON ADJUDICATORS



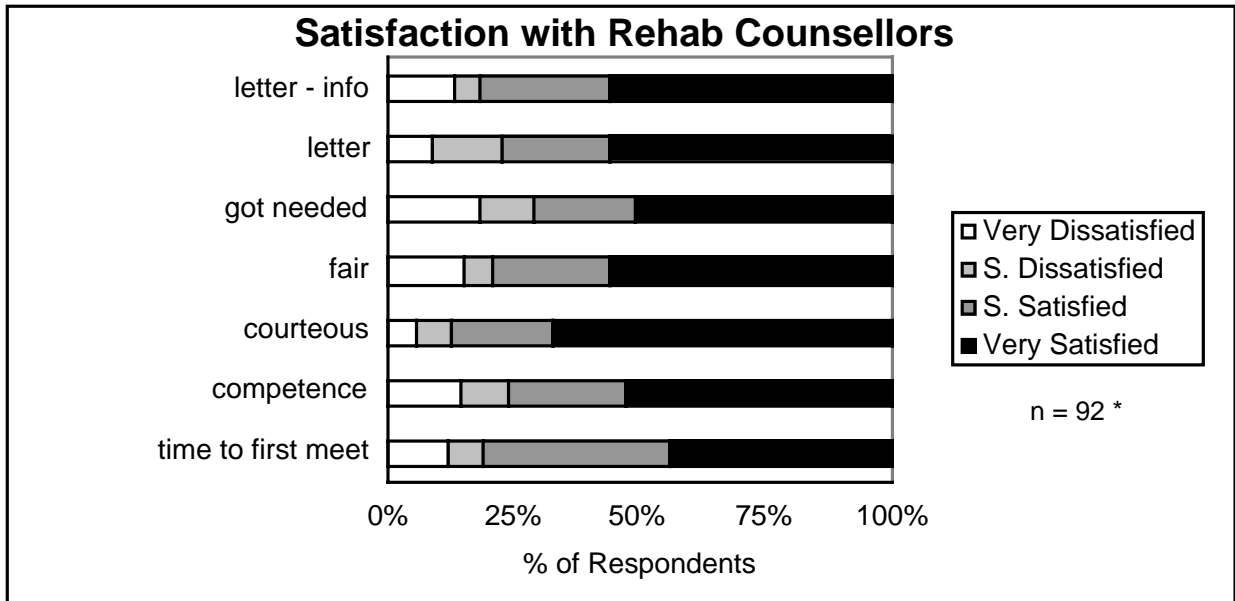
\* the "n" for each factor varies - 538 is the lowest "n" value.



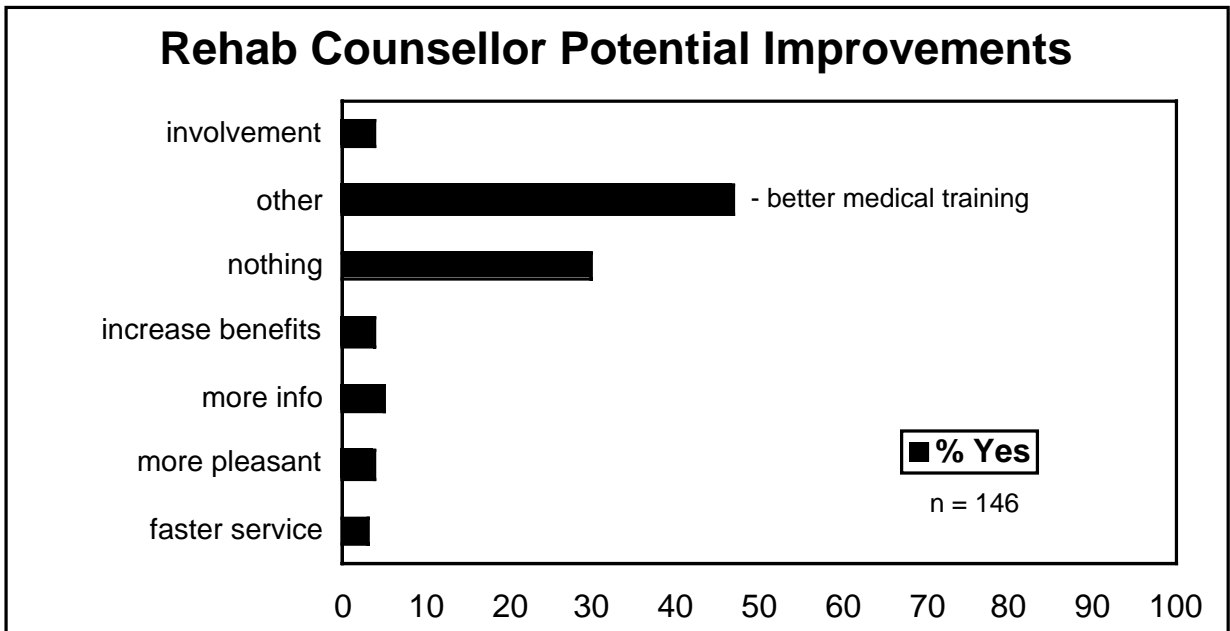
\* the "n" for each factor varies - 538 is the lowest "n" value.

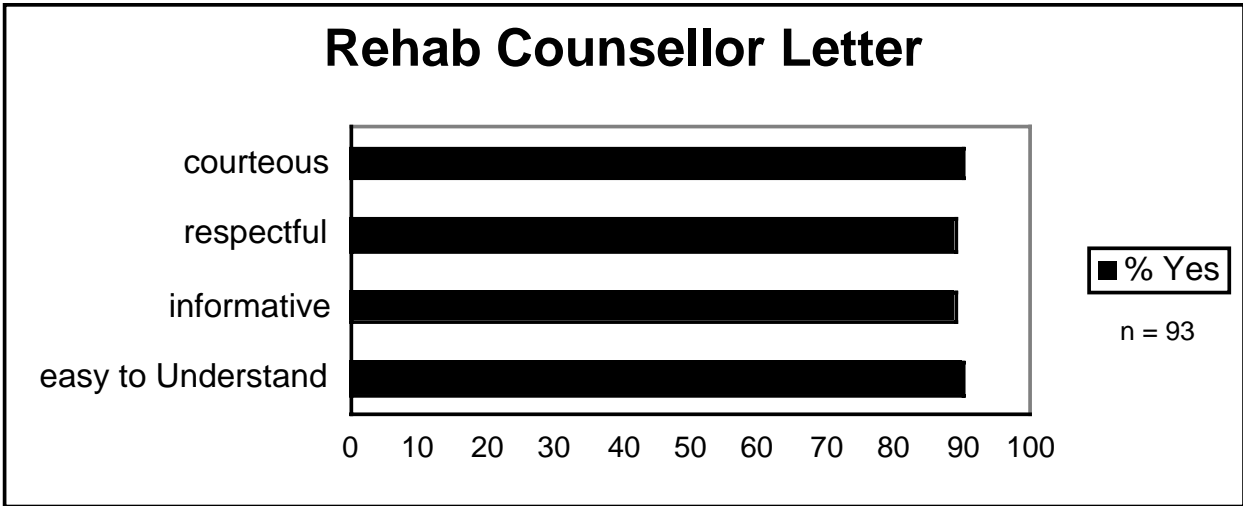


# PERCEPTIONS ON REHABILITATION COUNSELLORS

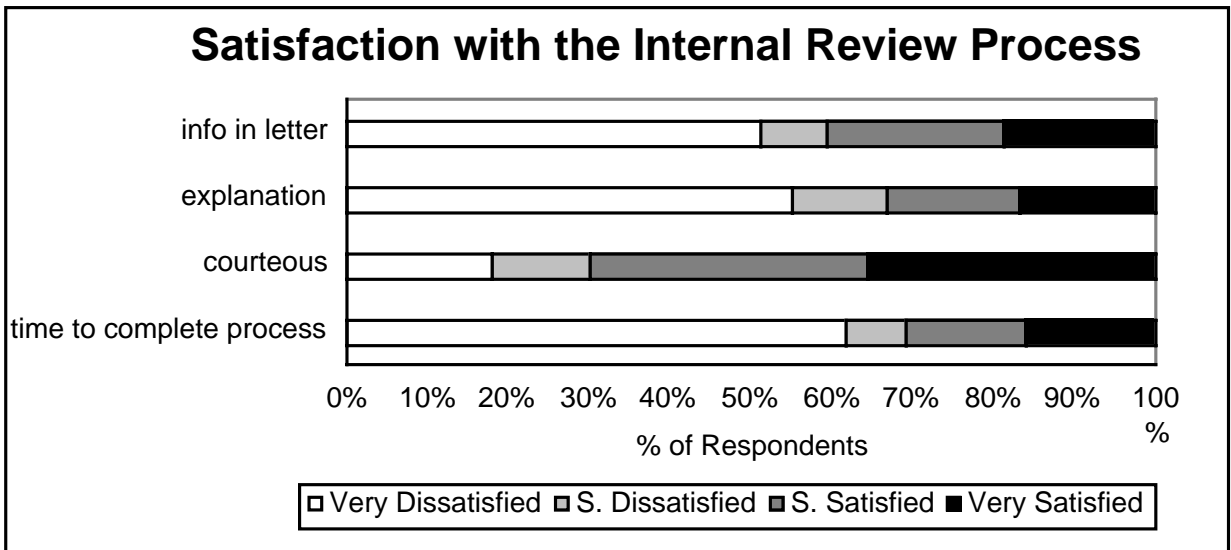


\* the "n" for each factor varies - 92 is the lowest "n" value.



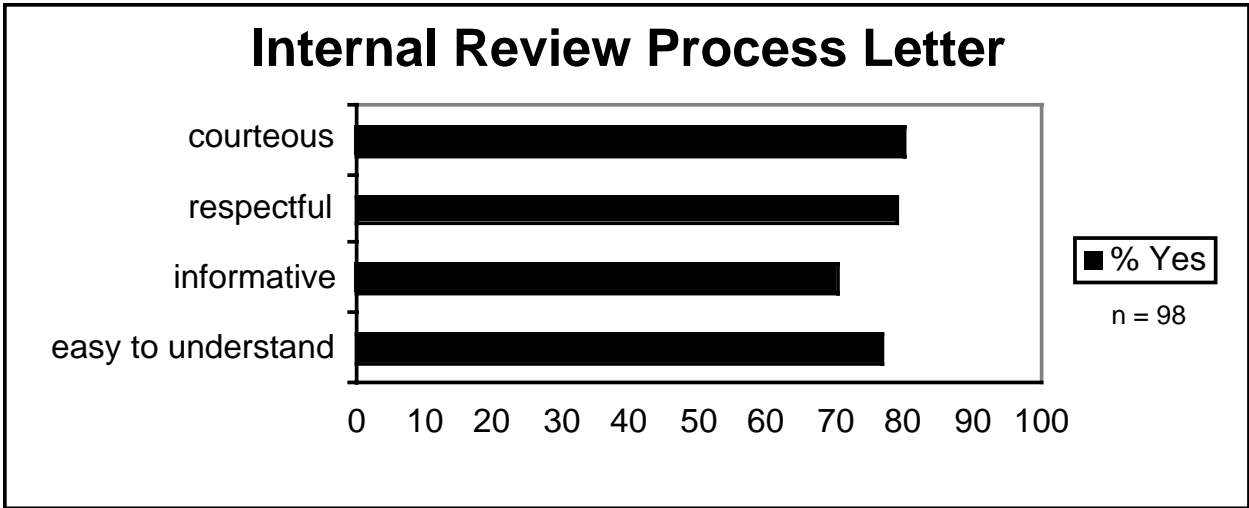


## PERCEPTIONS ON THE INTERNAL REVIEW PROCESS

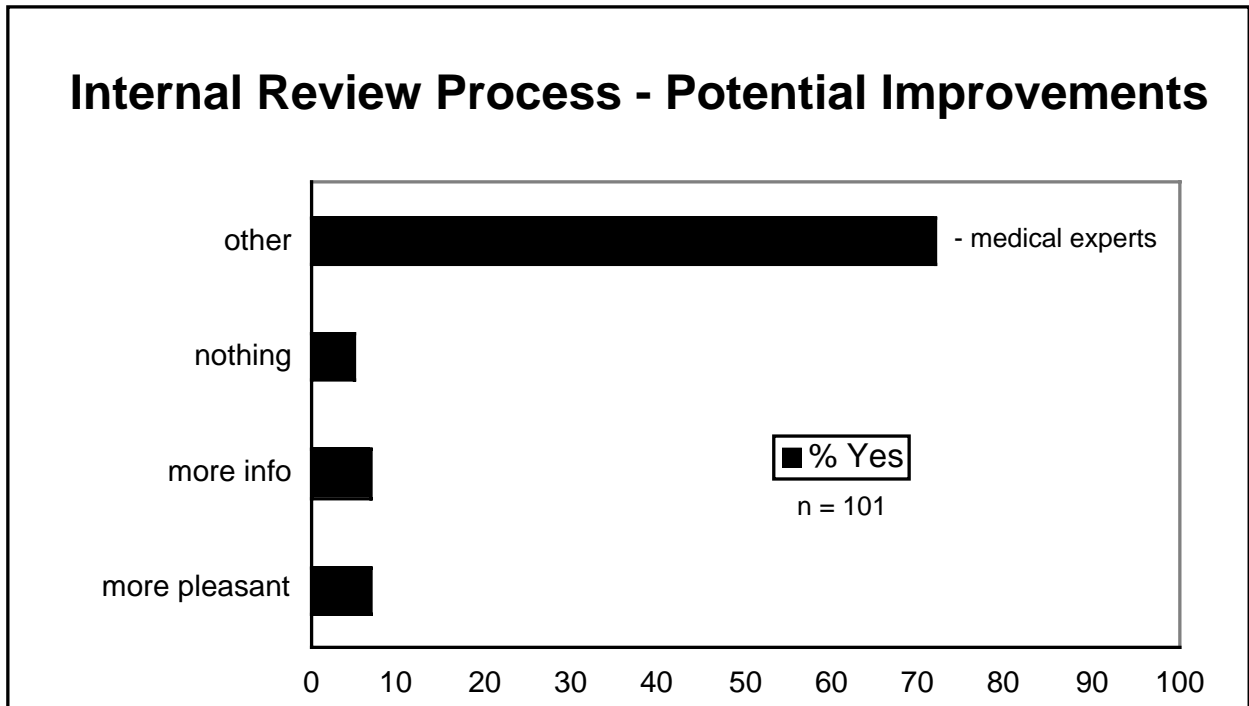


n = 100 \*

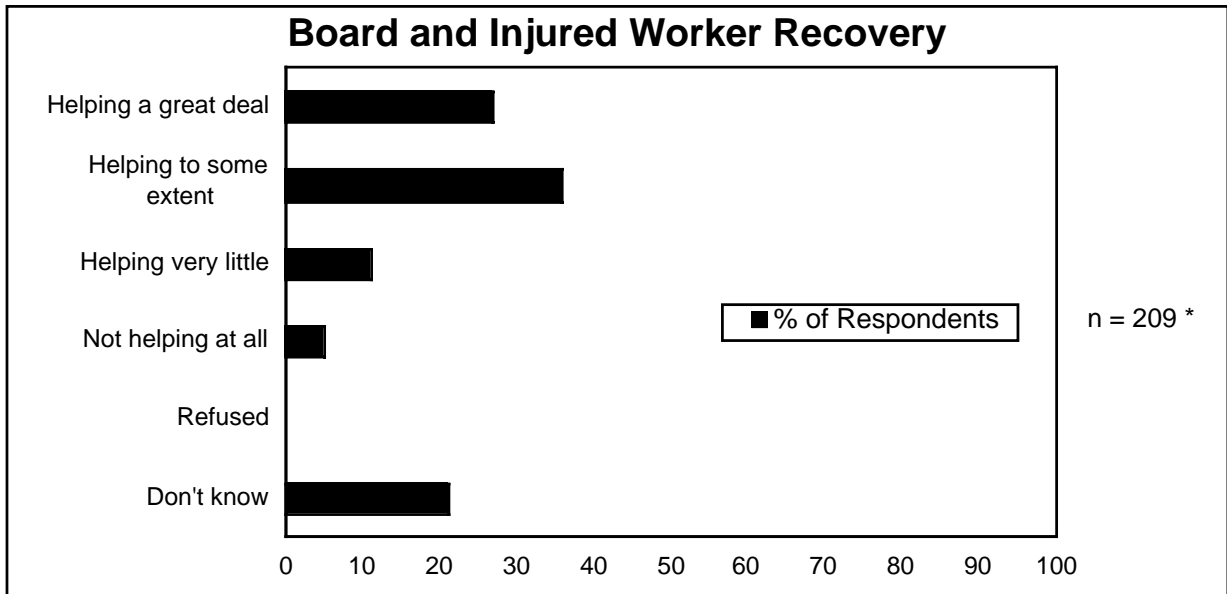
\* the "n" for each factor varies - 100 is the lowest "n" value.



\* the "n" for each factor varies - 98 is the lowest "n" value.

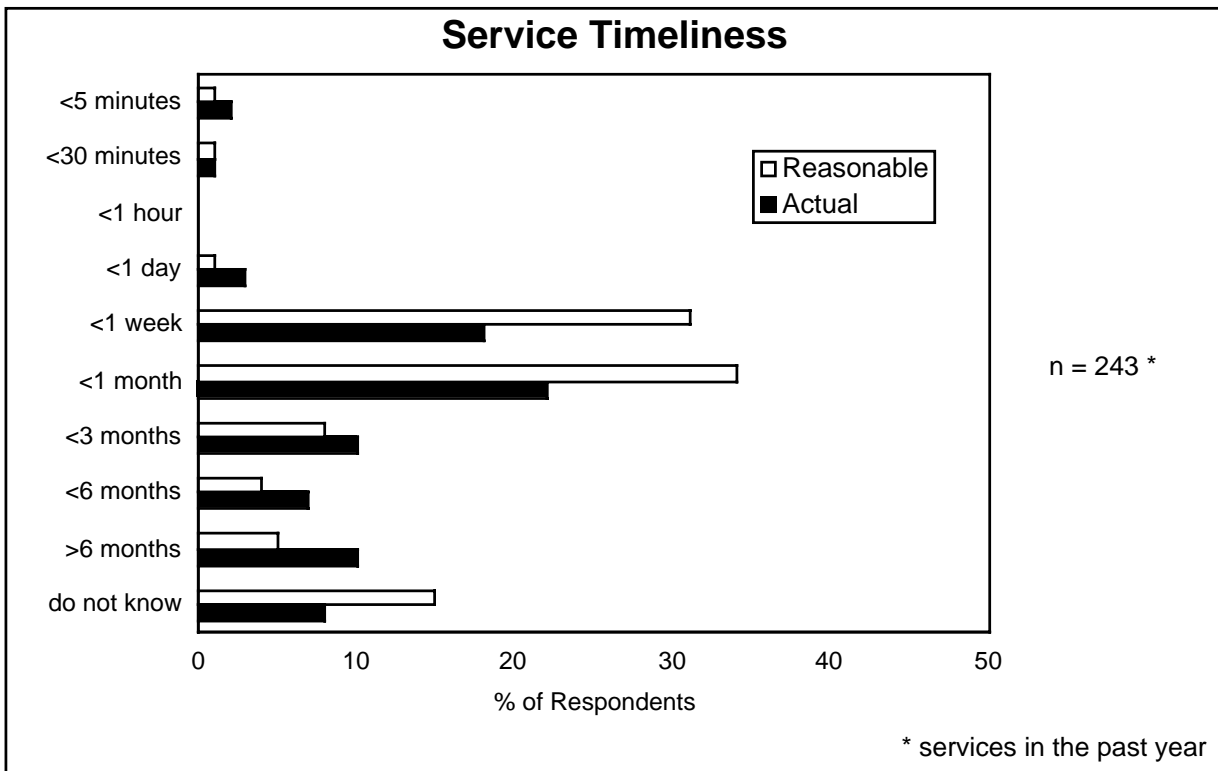


## FOCUS ON RETURN TO WORK

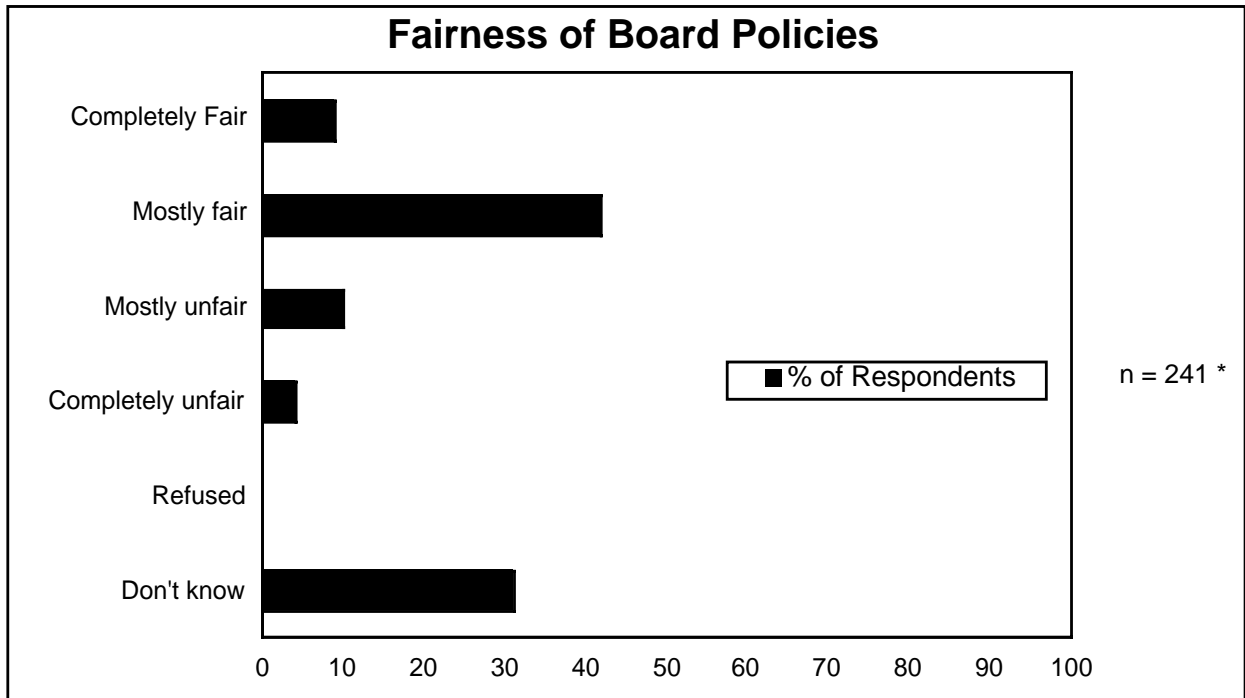


\* services in the past year

## FOCUS ON BOARD POLICIES AND SERVICE



\* services in the past year



\* services in the past year

**HIGHLIGHTS**  
**YWCHSB**  
**EMPLOYEE**  
**SURVEY**



## **KEY FINDINGS**

Yukon Workers' Compensation Health and Safety Board employees reported:

- ◆ Generally strong levels of staff satisfaction and agreement.
- ◆ Solid and consistent results for a number of “significant” items.
- ◆ Some differences of opinion exist between staff.
- ◆ Differing perceptions between Board employees and injured workers in some areas.

## **“SIGNIFICANT” ITEMS**

Below are “significant” individual survey questions and the overall employee response:

Our daily actions reflect our vision and mission. .... 90% agree

Overall, I like my job. .... 97% agree

Considering everything, how satisfied are you with your current work unit? ..... 81% satisfied

Considering everything, how satisfied are you with your job? ..... 92% satisfied

Considering everything, how satisfied are you with your work life? ..... 92% satisfied

How satisfied are you with existing communications at the Board? ..... 80% satisfied

How would you rate the overall quality of the work in your unit? ..... 92% good

Staff involved in decisions affecting their work. .... 70% often involved

## **SOME TYPICAL COMMENTS FROM WCB EMPLOYEES**

### **Reasons for communication rating**

- ◆ “We are always being provided with information. There seems to be a lot of reporting back to the units and staff. There’s also frequent email communication – overall communication is good.”
- ◆ “I think we have come a long way to improving communication in the organization, but I believe we still have areas where the communication isn’t effective.”
- ◆ “I think through regular management meetings, regular tailgates, regular branch meetings there is probably more communication than in any other area of YTG.”

### **Reasons for career development rating**

- ◆ “The organization provides a lot of support for career development, while balancing that by recognizing each individual has some responsibility for their professional development.”
- ◆ “The board is committed to training, committed to any staff member who wants training and sees professional development. It’s part of our culture and part of our commitment to staff.”
- ◆ “The management is very proactive about professional and personal growth and development.”

### **Reason for rating of work unit**

- ◆ “... I believe the majority of people in my work unit believe in the work they are doing. We have the freedom to be creative and to set our own work goals.”
- ◆ “I find the people in my unit are very honest, have excellent work ethics, easy to get along with, and there is a common goal. There’s a willingness to work together.”
- ◆ “Very good people who know what their jobs are; they are competent and dedicated which makes my job easier. I trust them and I am inspired by them.”

### **Reason for hiring procedures rating**

- ◆ “It’s based on nepotism and favouritism as opposed to qualifications and work ethic.”
- ◆ “...I feel encumbered by both the hiring and classification of the Public Service Commission.”
- ◆ “Sometimes the process becomes more important than the outcome. We’re trying to hire the best person but we’re restricted by a fairly rigid process.”

### **Reason for not using tailgates**

- ◆ “I feel the tailgates have lost their focus. I don’t feel they are the appropriate place to bring up confidential issues. They have turned into training sessions, not information sessions.”
- ◆ “I get all the information I need in other forums. I also believe the tailgates are too large a gathering for clarification of issues other than on a superficial basis.”
- ◆ “Most often the questions that I have and need to clarify are not appropriate in that setting.”

### **Reason for quality rating**

- ◆ “The people I work very closely with are very conscientious and do good quality work. And I feel I do the same.”
- ◆ “I think our staff is very committed to their quality of service and works together as a team to get the injured work back to work asap.”
- ◆ “Everyone in my work unit is committed to the overall goal of the organization, and committed to each other to reach those goals.”

### **Reason for job satisfaction level**

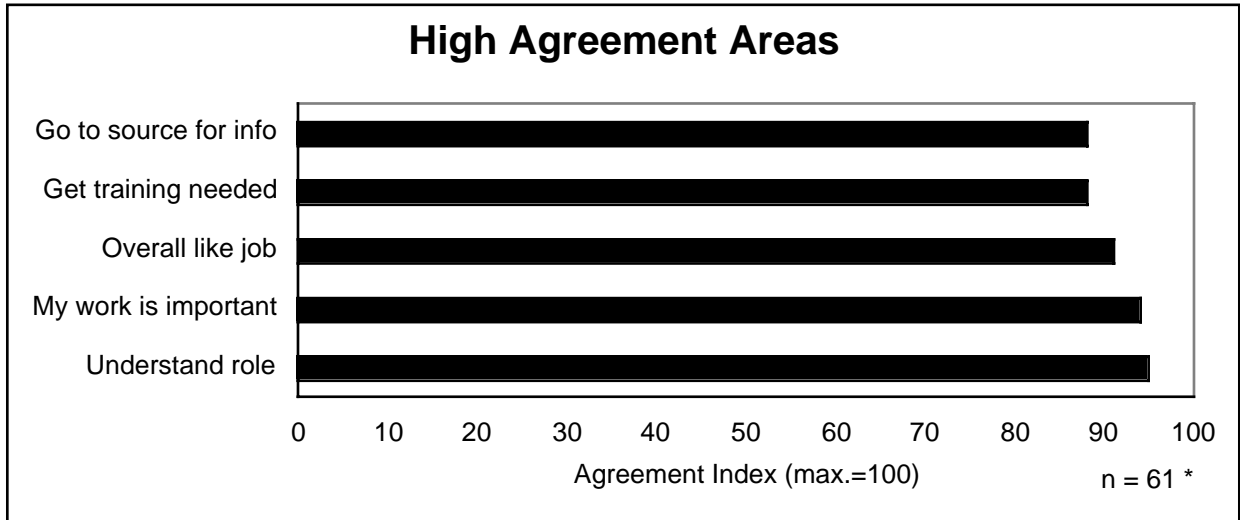
- ◆ “It’s easy to have input into the organization’s direction. I work with very good people. Flexibility to balance work and home life.”
- ◆ “I like the organization. I value the vision and mission of the organization. I’m very satisfied with the nice work environment we have. I just like what I do.”

- ◆ “I believe in what I do. I like what I do. Workers and employers benefit from what I do. And I have quite a lot of latitude in doing my job. I make a difference.”

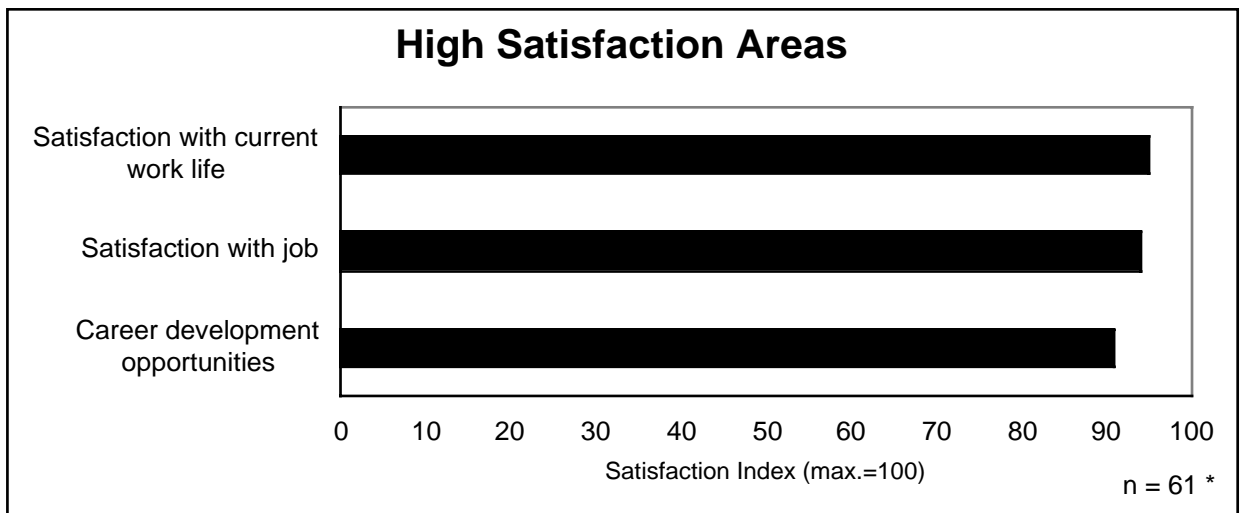
### **Reason for work life satisfaction level**

- ◆ “I feel that the board is a very good place to work. It’s really trying to move with the trends of today and helps the staff move as well. We also have lots of social activities. I feel it’s important to know one another.”
- ◆ “I really enjoy everybody that I work with. I enjoy the variety. I believe I work with good people who care about each other. I think most people share a level of commitment with what they do.”
- ◆ “I think we have a very dynamic group of people with the potential to do a lot of good work.”

# AREAS OF STRENGTH

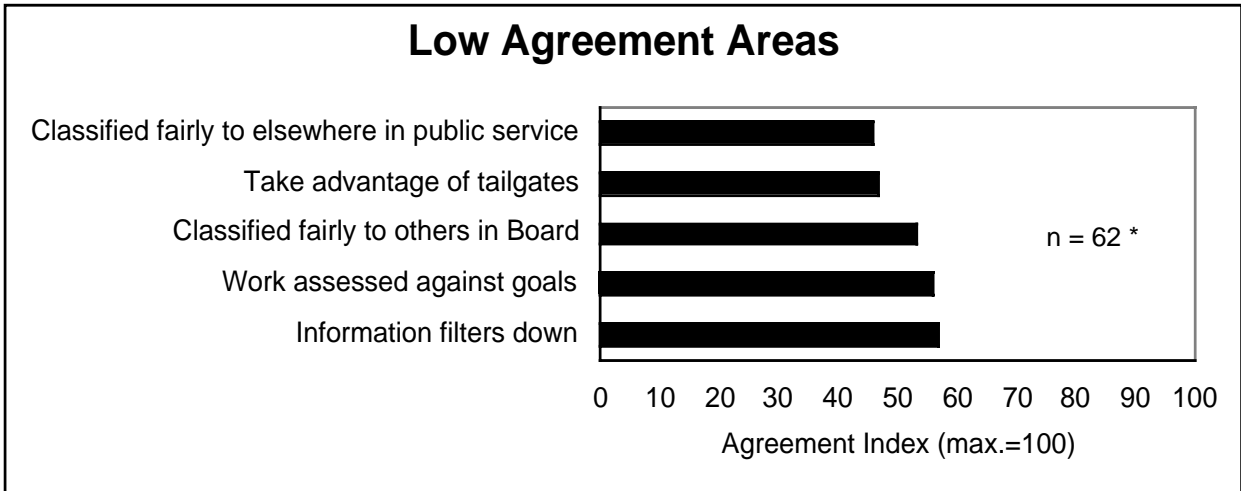


\* the "n" for each factor varies - 61 is the lowest "n" value.

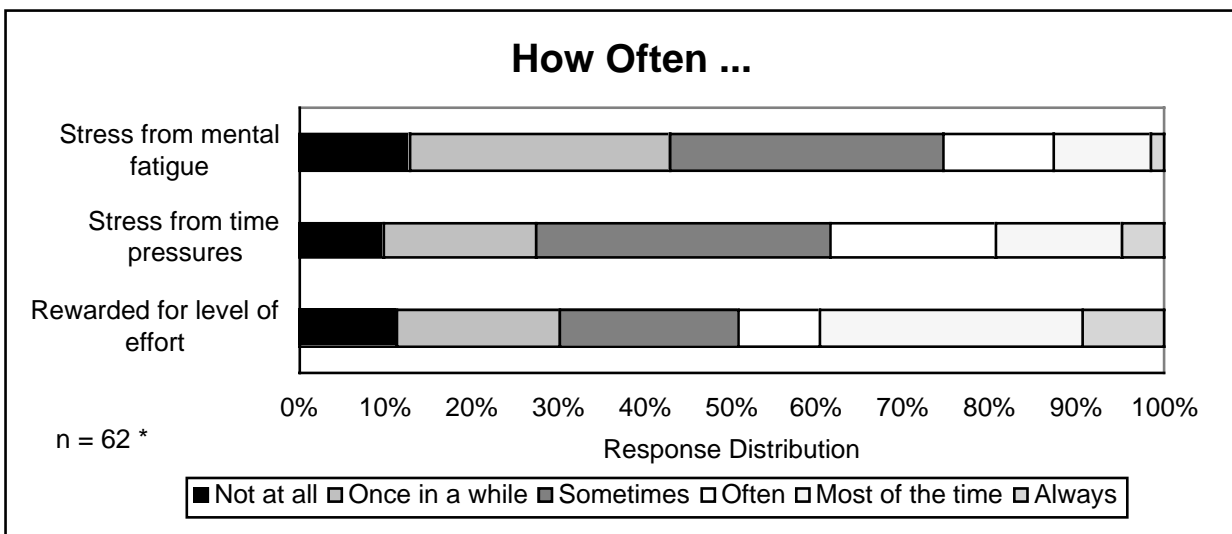
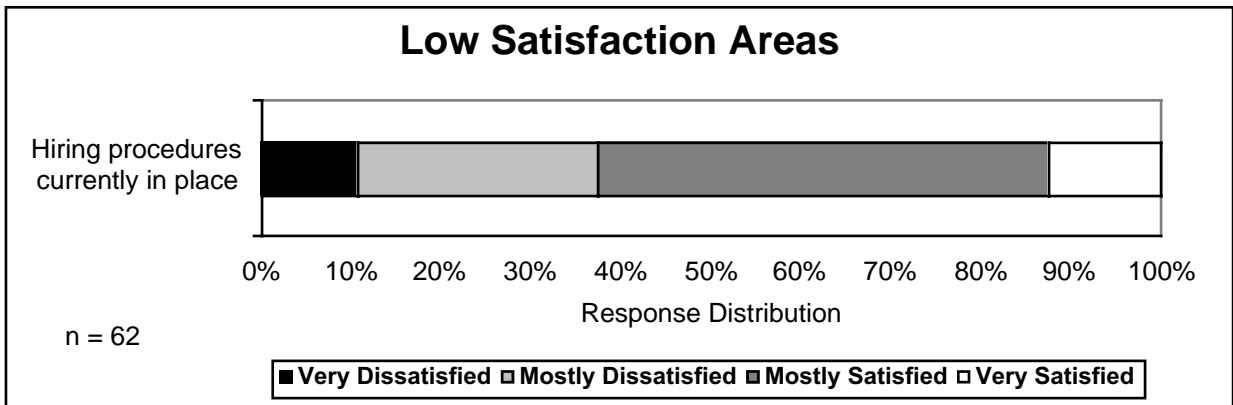


\* the "n" for each factor varies - 61 is the lowest "n" value.

# CHALLENGE AREAS



\* the "n" for each factor varies - 62 is the lowest "n" value.



\* the "n" for each factor varies - 62 is the lowest "n" value.

# **DIFFERENCES BETWEEN STAFF**

## **Gender**

### **Men**

- more often satisfied with involvement in decisions
- agree more that work units take time to rethink business processes
- agree more that their job is more vocation than paycheque
- agree more that their workload is reasonable

### **Women**

- report higher frequencies of stress from mental fatigue at work
- view the work quality of their unit less favourably
- less likely to feel fairly classified compared to others in the organization
- agree more strongly that they compliment others for a job well done
- agree more strongly that they understand the Board's direction and its application in their work

## **Supervisor/Non-supervisor**

### **Supervisors**

- agree more strongly that individuals are supported for demonstrating leadership and assuming responsibility for self-management
- more likely to have participated on a team
- more likely to be involved in the hiring process
- agree less strongly that they have flexibility to balance personal/family/work needs

## **Level of Responsibility**

### **Managers**

- least likely to agree that they ask clients' needs and expectations
- least likely to agree they have the necessary materials and equipment for their job

### **Supervisors**

- agree less strongly that it is easy to get the information they need to do their job
- more in agreement in complimenting others for a job well done
- less likely to agree that information filters down to all staff

### **Senior Managers**

- most satisfied with their involvement in decisions affect their work

## **Length of Tenure**

### **New employees**

- agree most strongly that Board is honest
- agree most strongly that Board is ethical
- agree most strongly that Board demonstrates sensitivity, fairness, respect
- agree most strongly in rewarded for the level of effort put into job
- more satisfied with performance of immediate supervisor
- most satisfied overall with current work unit
- least likely to be involved in hiring process

### **Medium-tenure employees**

- least likely to agree that Board provides timely, effective, efficient services
- more likely to report too much time pressure in past 6 months

### **Long-term employees**

- most likely to use branch meetings to raise difficult issues

# **HIGHLIGHTS**

# **EMPLOYER**

# **SURVEY**



## **KEY FINDINGS**

Employers reported:

- ◆ Generally positive responses, especially regarding courtesy and friendliness of staff.
- ◆ Service levels meet employer expectations.
- ◆ Service quality remaining constant over time.
- ◆ Uneven industry awareness and value for Board programs and services.
- ◆ Private industry health and safety practices show room for improvement.
- ◆ Uncertain perceptions regarding Board impact on injured worker's return to work.
- ◆ Board policies viewed as mostly fair.
- ◆ Employer confusion surrounding assessment rates.

## **SOME TYPICAL COMMENTS FROM EMPLOYERS**

### **Relationship between assessment rates and claim costs**

- ◆ "There is a direct relationship. The more the claims, the higher the rates."
- ◆ "30% is actually rated towards the claim and the rest is administration. It's pretty bloated."
- ◆ "It would relate to the amount of claims under that particular work. The number of employees, the hazardness of the work, the likelihood of injury."
- ◆ "The assessment rates are probably much greater than the claim costs. They have millions in the kitty. Obviously, they've collected more than they've paid out."

- ◆ “One supports the other. If we didn’t pay into it, there’d be nothing to pay the injured workers.”

### **Useful information for understanding Board services**

- ◆ “It would be useful to have statistics on injuries, lost time, days and costs of industry compensations as well as industry standards set.”
- ◆ “How are rates assessed?”
- ◆ “I need to know what programs are available for injured workers, claims and retraining procedures. What solutions are available to split cost with people who aren’t at full capacity. Workplace safety education programs and their benefits to my premium costs.”
- ◆ “Report cards on all the services and programs.”
- ◆ “I’d like to see an employee package that would be given to every employee upon employment that would explain their rights and obligations if they were injured.”
- ◆ “It’s not something I’m interested in until I need it. Just keep it simple and keep it cheap. I just garbage their newsletter. Why are they spending all this money on things that most people just throw away.”
- ◆ “They send out expensive books, but don’t explain their programs. It’s a waste of money. They’re not good at putting pamphlets out for employer and employee. They need a brochure outlining all services and programs.”

### **What constitutes an acceptable level of service**

- ◆ “More follow up. Attention to rates of billing. More communication with employers.”
- ◆ “Quick response back and clear procedural information.”
- ◆ “I think talking to an actual person and not voice mail. Making sure that there’s a good understanding of programs and services. Have a good system in place, where there is not abuse of the system but when you need compensation it’s there.”

### **Is Board helping injured workers recover from workplace injuries**

- ◆ “Hear too many complaints from workers. Wonder what’s going on.”
- ◆ “Between retraining and replacement wages, they do try to help.”

- ◆ “Every time I pass in front of their place, they have people picketing. Where there’s smoke, there’s fire. Something isn’t right. I don’t think they’re doing a good job with the workers.”
- ◆ “Seems that some workers benefit a great deal and others don’t benefit at all. Definitely room for improvement.”
- ◆ “Rehabilitation programs are fine. The compensation board helps as much as it can.”
- ◆ “Too strict towards the employee. We pay money to help employees. We have problems collecting benefits.”
- ◆ “I believe all the Board is interested in is building a bank account for themselves.”

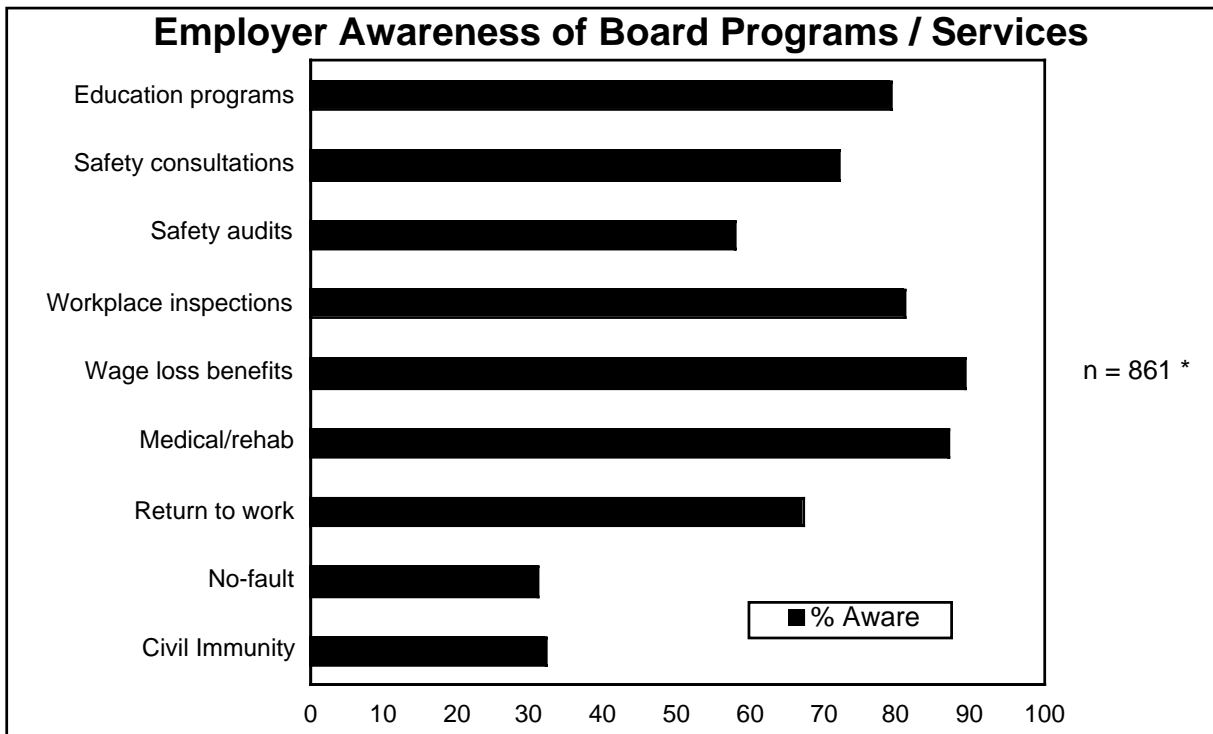
#### **Why service has ...(improved, declined, stayed the same)**

- ◆ “There are more programs and more interaction between employers and WCB teaching safety.”
- ◆ “More contact from WCB and more information given out.”
- ◆ “The direction the Board has taken towards injured workers is unproductive and expensive.”
- ◆ “I haven’t noticed any great changes one way or the other.”
- ◆ “Some things have gotten better and some things have gotten worse.”
- ◆ “They’ve adopted more health and safety programs. They’ve initiated a lot of policies which you have to teach people safety practices and safety standards.”
- ◆ “Time lag is the same. Lack of feedback and updates is the same.”

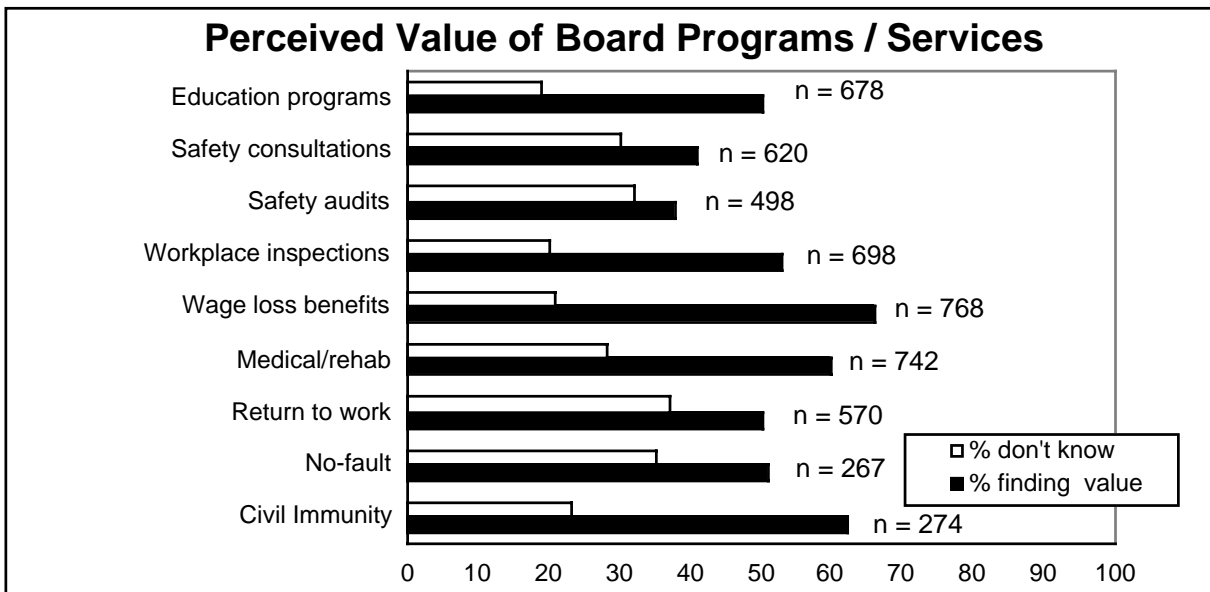
#### **Specific Policies which are unfair**

- ◆ “They have picketers, very disgruntled people. I don’t know why. They can’t be treating these people fairly.”
- ◆ “The employees have a lot of problems when they go to the Board. They aren’t being handled very well.”
- ◆ “The rate, the distribution of money amongst injured workers.”

# FOCUS ON YWCHSB



\* the "n" for each factor varies - 861 is the lowest "n" value.



## Assessments

### ◆ Familiar with assessment rate determination

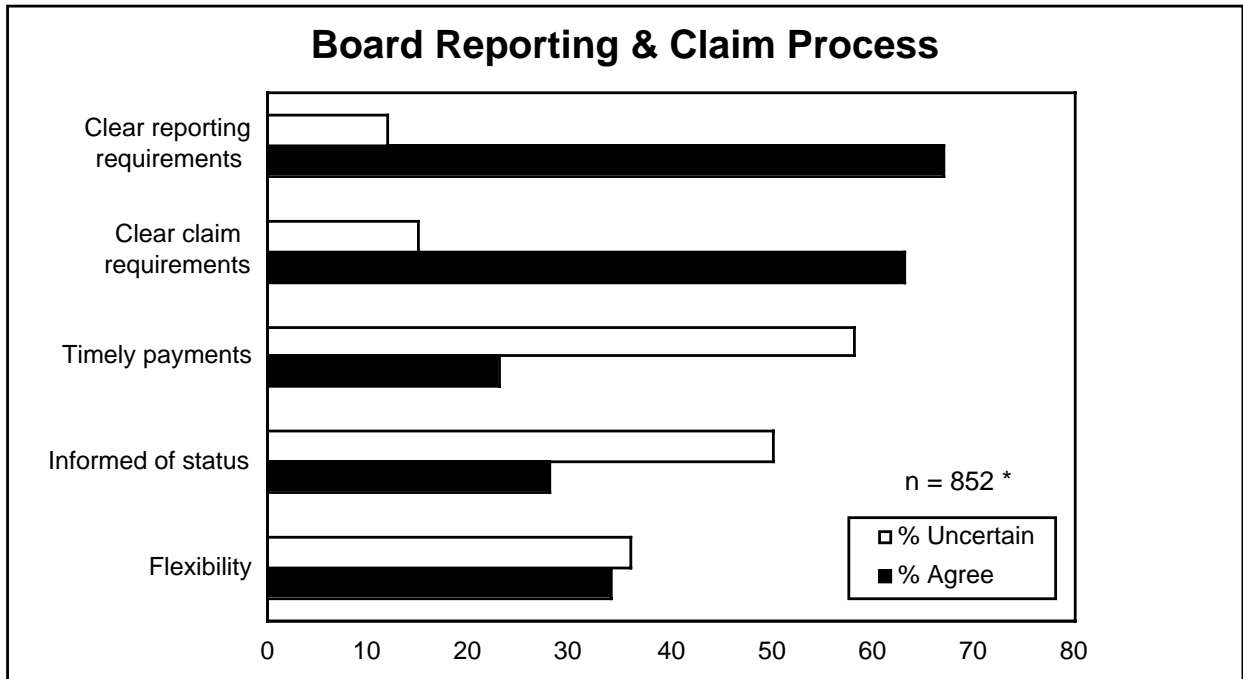
-majority of employers unfamiliar with this, and 33% not at all familiar

### ◆ Believe employer will pay more in assessments if employee injured on the job

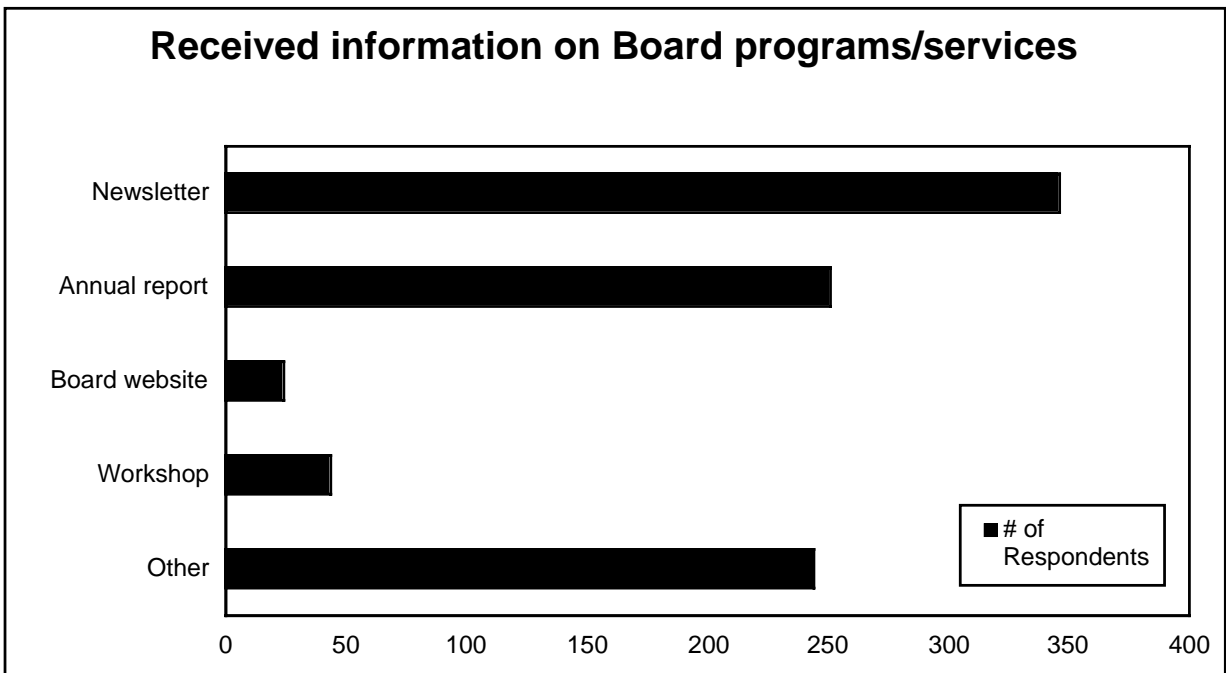
-almost half of employers believe they will pay more

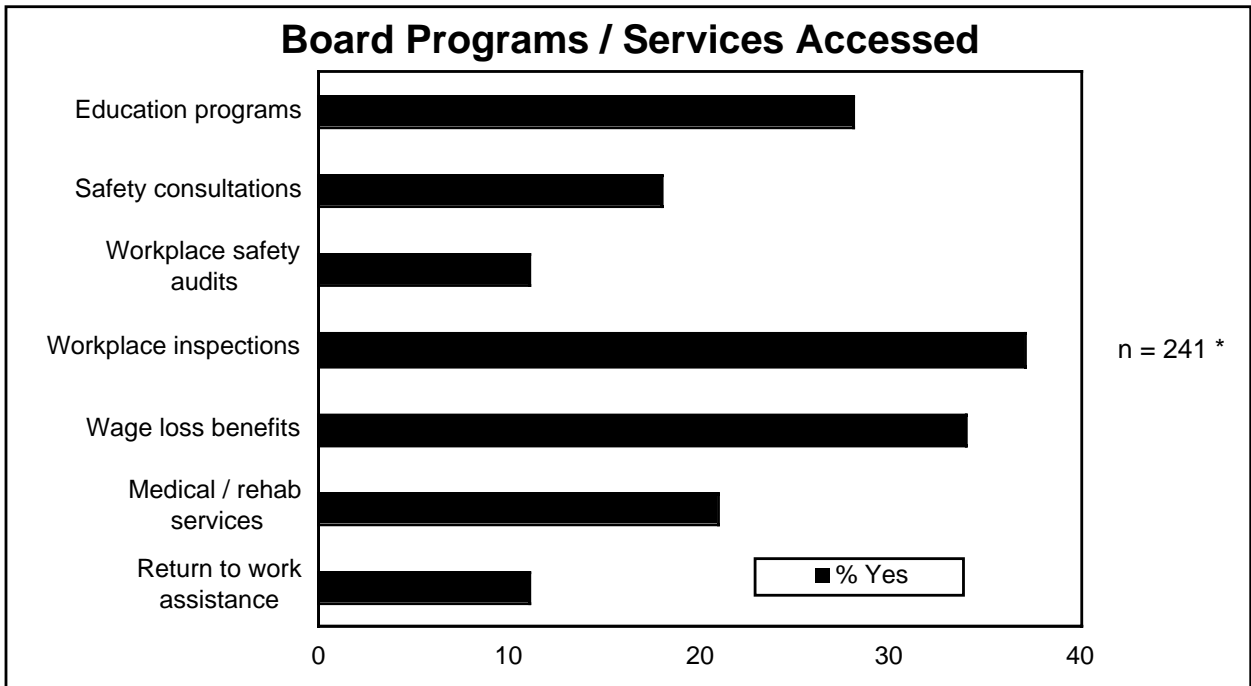
# FOCUS ON SERVICE

- ◆ 67% of respondents reported little familiarity with Board programs and services either to employers or injured workers

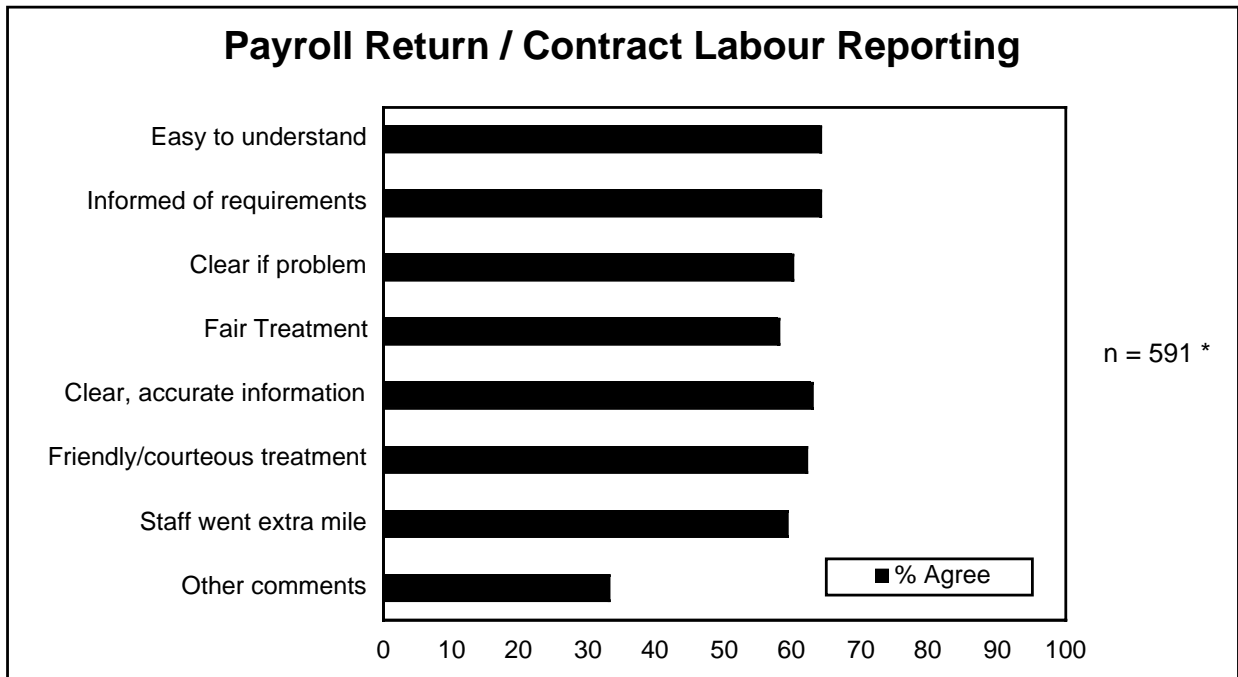


\* the "n" for each factor varies - 852 is the lowest "n" value.

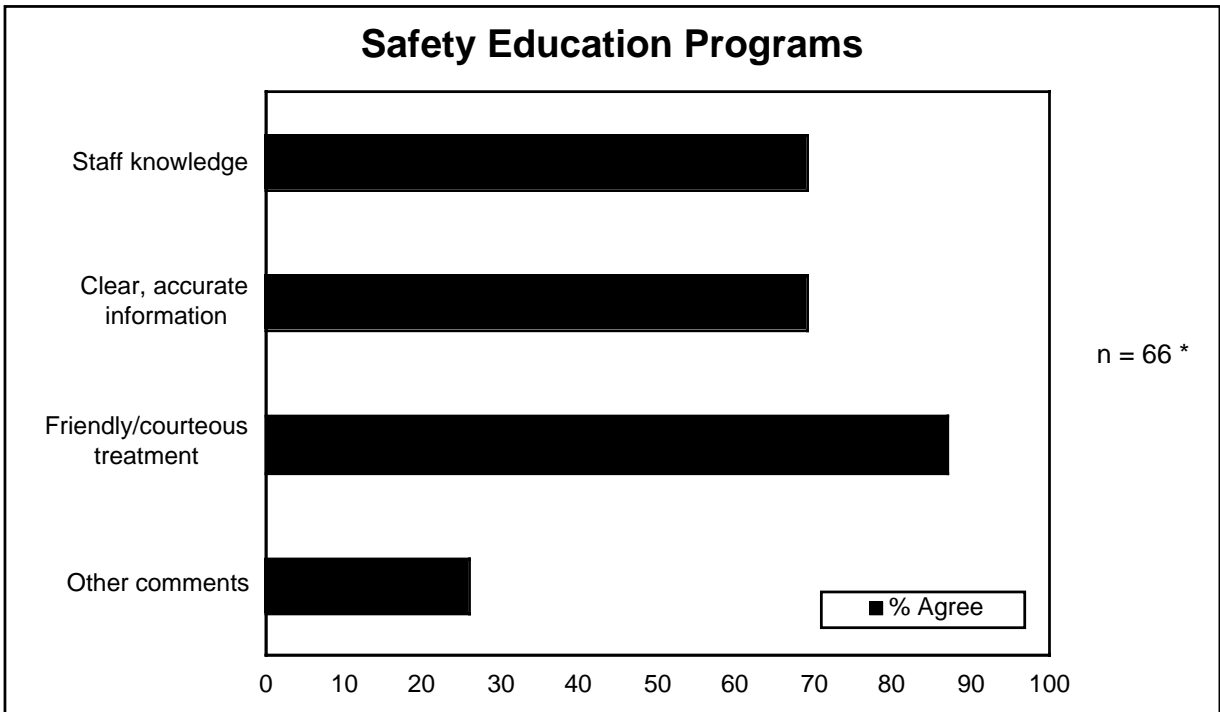




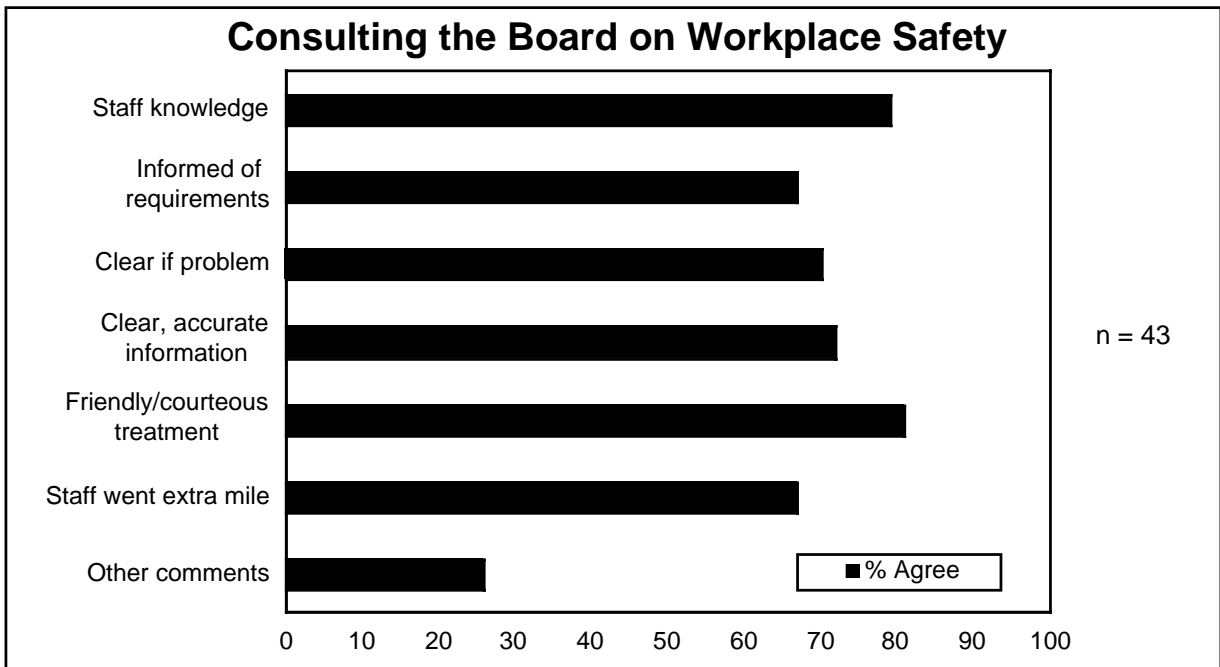
\* the "n" for each factor varies - 241 is the lowest "n" value.

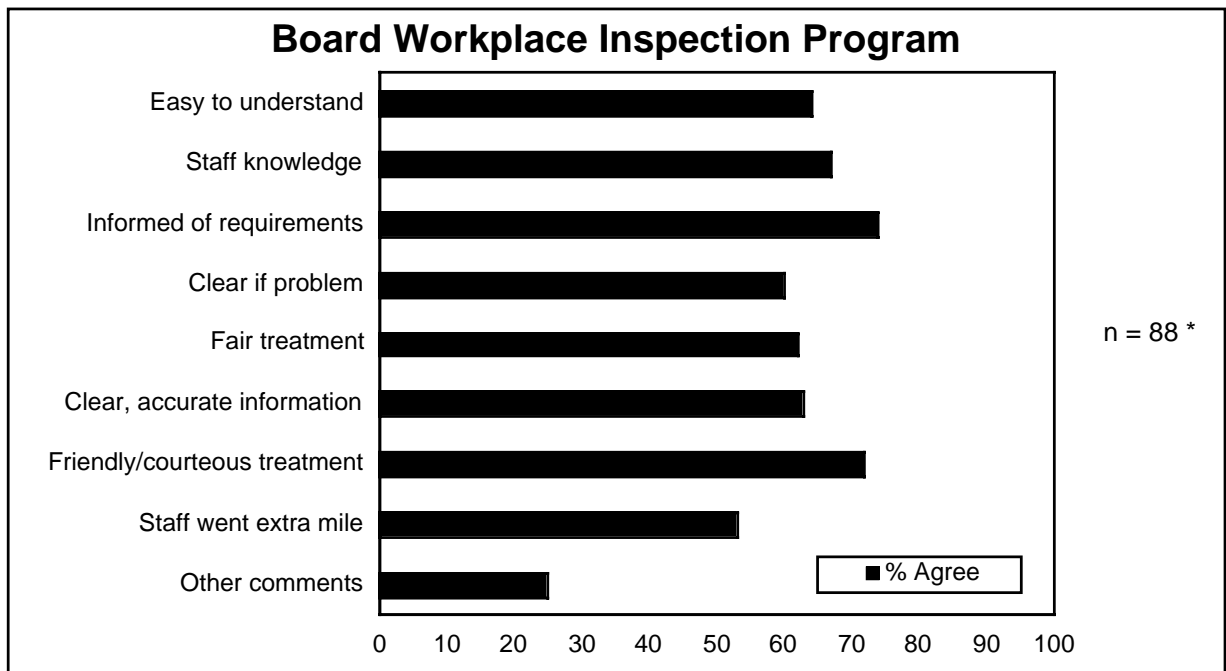
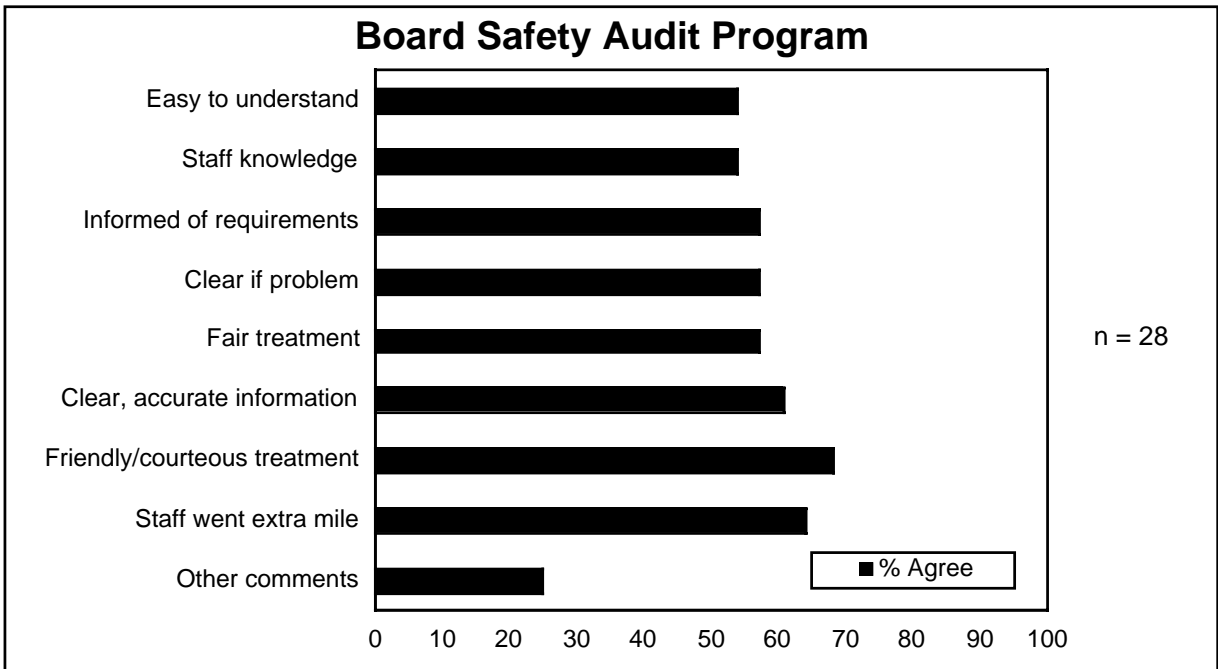


\* the "n" for each factor varies - 591 is the lowest "n" value.

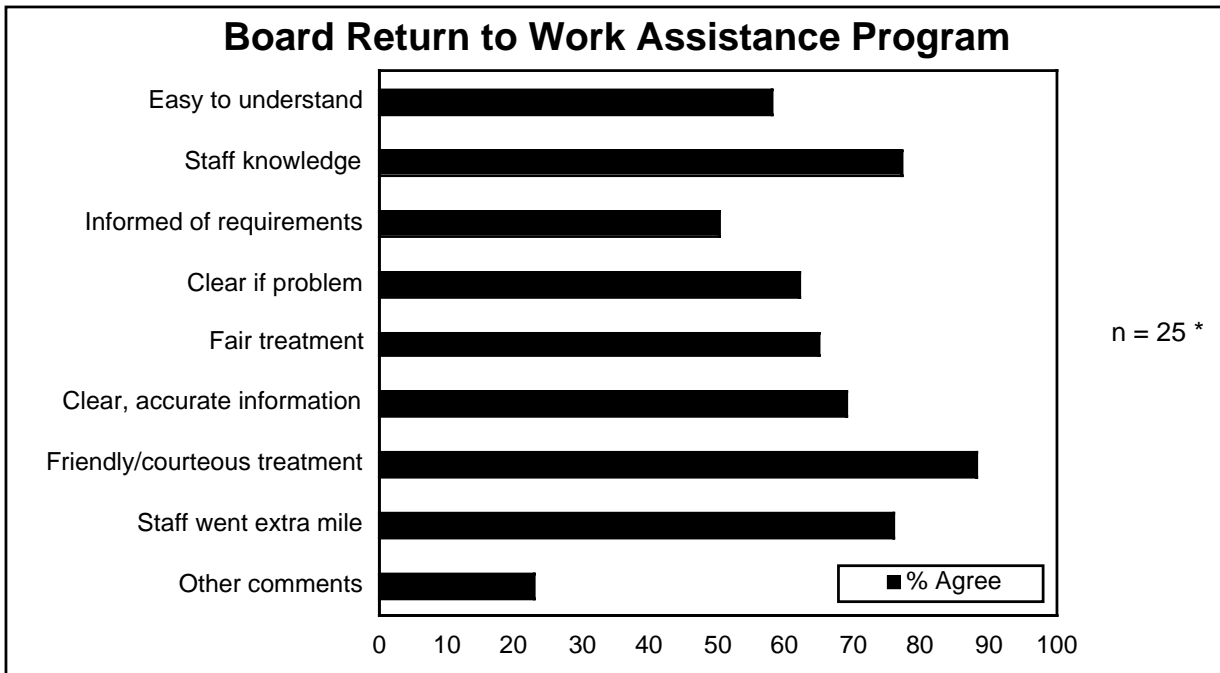


\* the "n" for each factor varies - 66 is the lowest "n" value.

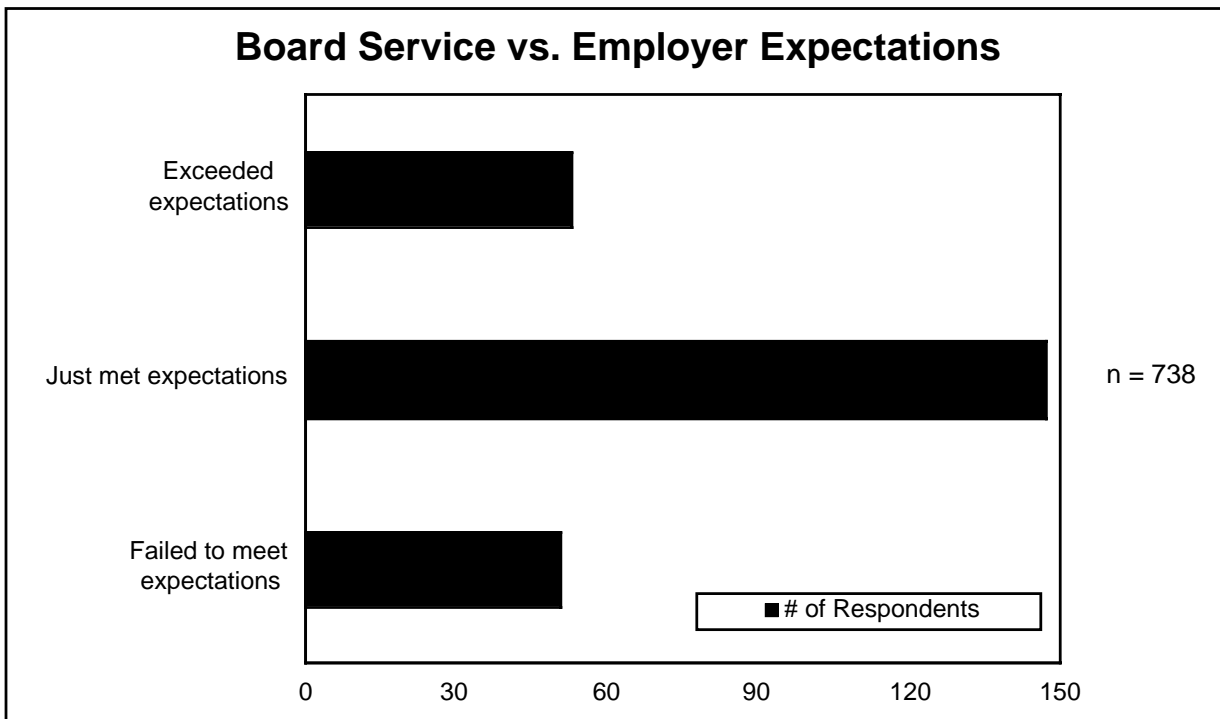


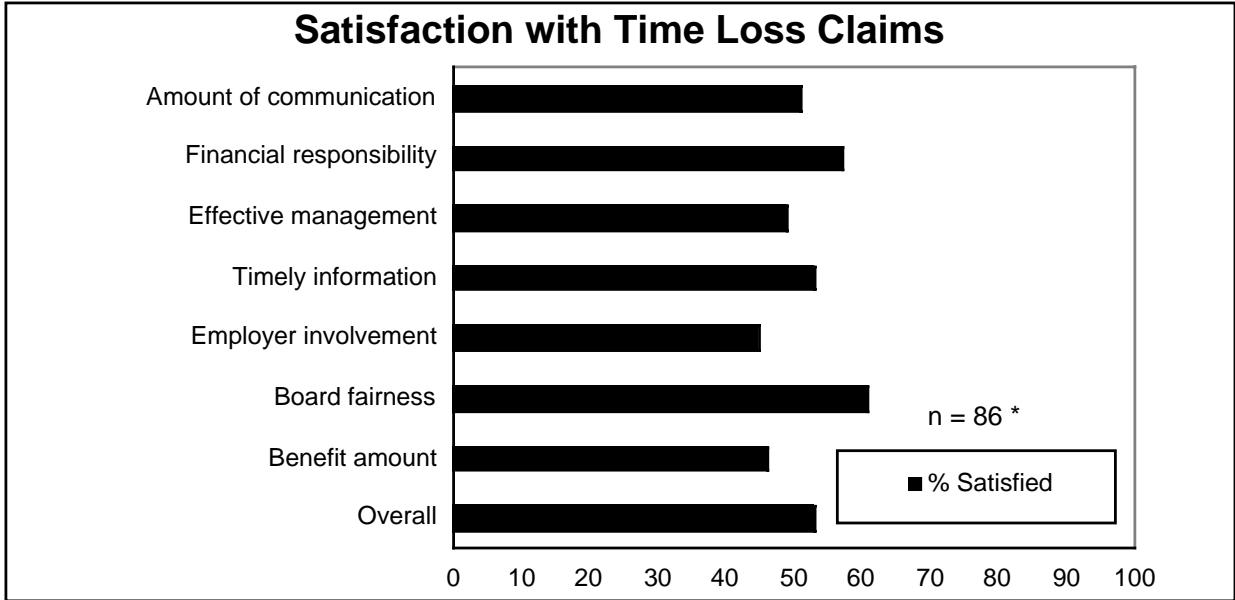


\* the "n" for each factor varies - 88 is the lowest "n" value.



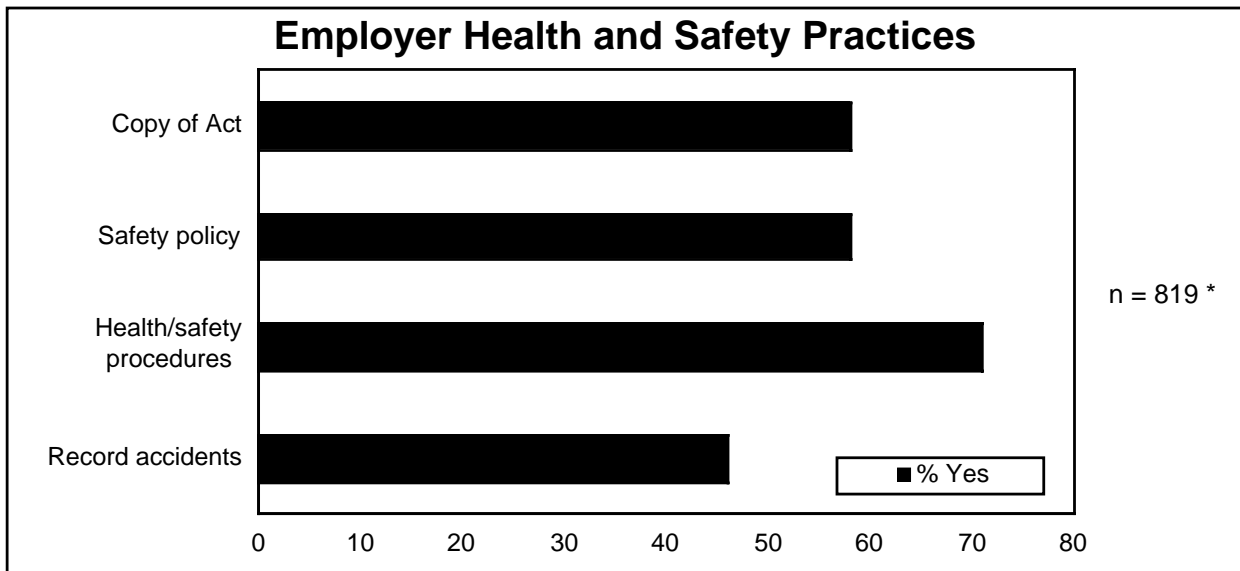
\* the "n" for each factor varies - 25 is the lowest "n" value.



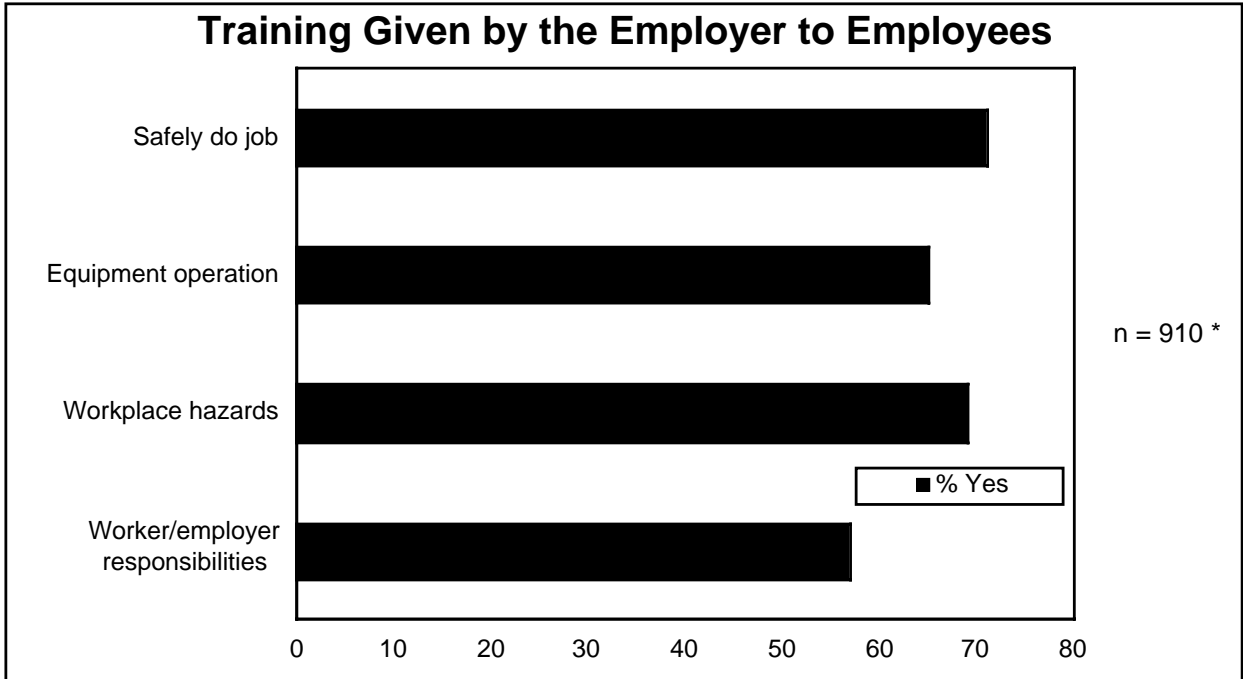


\* the "n" for each factor varies - 86 is the lowest "n" value.

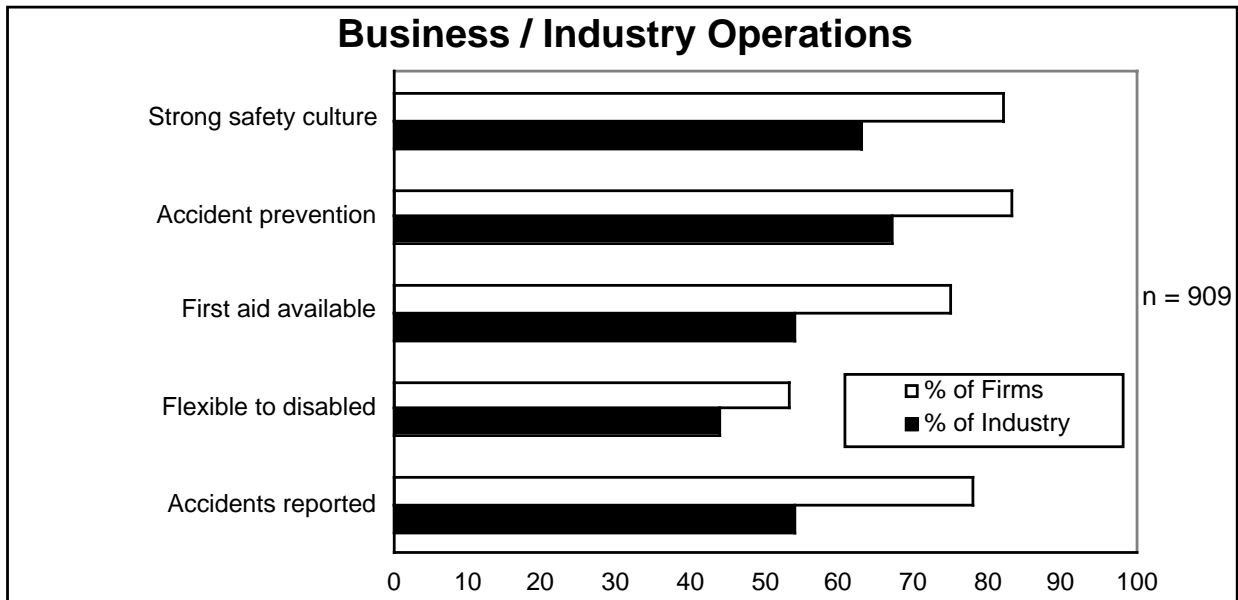
## FOCUS ON HEALTH AND SAFETY/PREVENTION

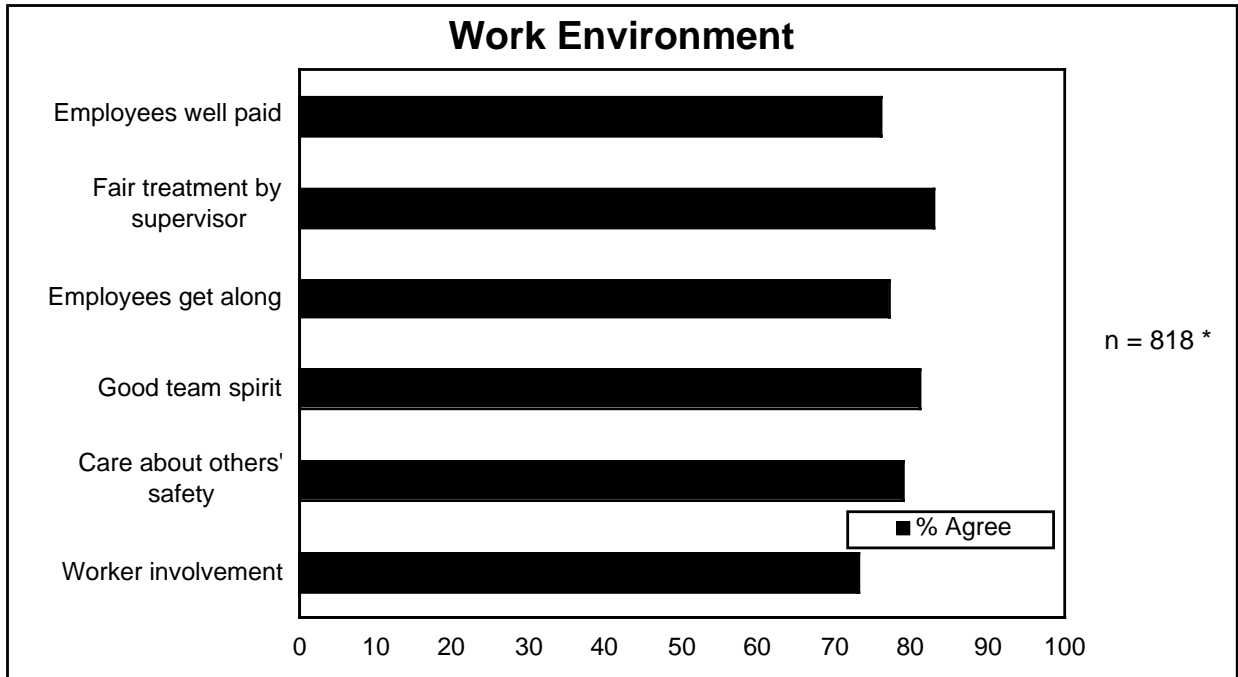


\* the "n" for each factor varies - 819 is the lowest "n" value.



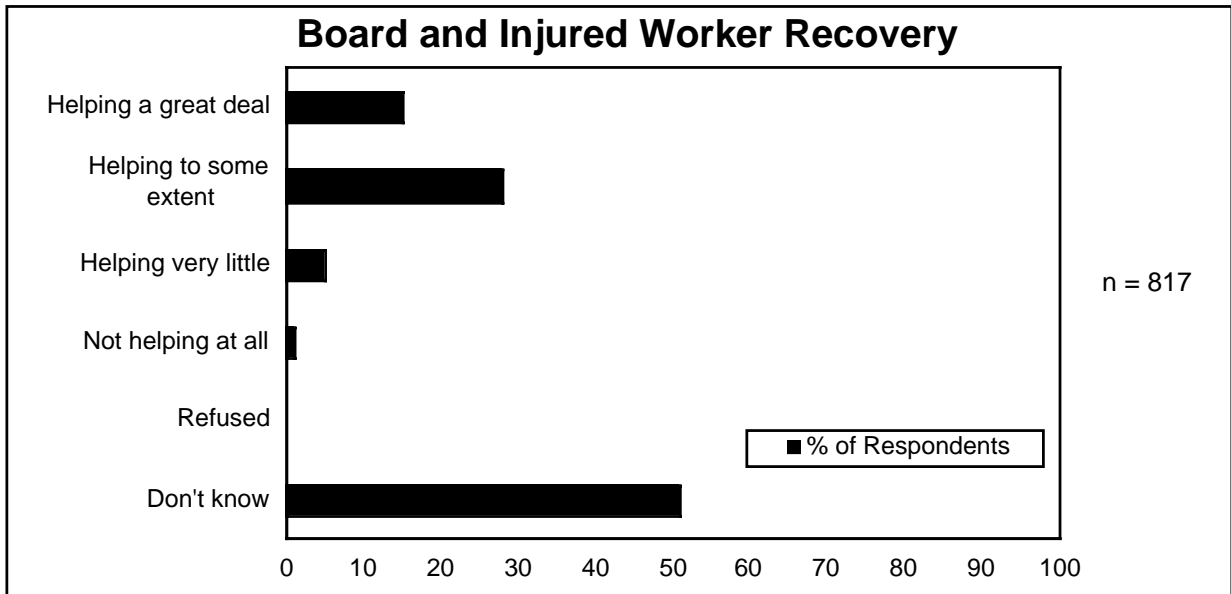
\* the "n" for each factor varies - 910 is the lowest "n" value.





\* the "n" for each factor varies - 818 is the lowest "n" value.

## FOCUS ON RETURN TO WORK



# FOCUS ON BOARD POLICIES

