

**Yukon Workers' Compensation
Health and Safety Board**

**Strategic Plan
2006 – 2010**



"Safety Saves...Safety Pays"

Board of Directors Strategic Plan

As a sign of our commitment to the achievement of the vision outlined in this document, the members of the Board of Directors of the Yukon Workers' Compensation Health and Safety Board have adopted this Strategic Plan August 30, 2005.



Craig Tuton, Chair



Phil Dyke, Alternate Chair



Don Frizzell, Director



Michelle Kolla, Director



Gary Annau, Director



Barbara Evans, Director



Gerry Meier, Acting President & CEO

Introduction

The contents of this booklet represent the future course of direction for the Yukon Workers' Compensation Health and Safety Board over the next five years. The Yukon Workers' Compensation Health and Safety Board strives to provide compensation to injured workers and create safe and healthy work through a focus on:

Corporate Excellence

Legislative Compliance

Best Practices in Service Delivery

A Culture of Wellness

Our Mission

To provide care and compensation for injured workers, while ensuring safe and healthy work practices.

Our Vision

In 2010, work-related injuries and diseases are substantially reduced. Injured workers receive early intervention, quality medical care, safe and early return-to-work opportunities, and comprehensive rehabilitation. Yukon employers have implemented appropriate safety management programs. The Board continues to be fully funded, which ensures employers enjoy the lowest assessment rates in Canada.

The Board is welcomed in full partnership with all stakeholders — injured workers, employers, workers, the medical community, and legislators. There is a high level of understanding of the compensation system. The Board has adopted a “best practices” approach in all program areas, resulting in a high level of stakeholder satisfaction. All partners are focused on wellness; safety and health are an essential part of the Yukon workplace culture.

Our Values

Partnership

We believe that creating partnerships with all stakeholders will provide mutual benefits, enhance our services, and better achieve our common goals.

Accountability

We believe in being held accountable for practising our values and delivering on our mandate and commitments, and holding others accountable.

Compassion

We believe that demonstrating sensitivity is essential in understanding and meeting the needs of our stakeholders.

Our Goals

Our goals reflect our future challenges and the priorities in our legislative environment. These goals form the basis for the work to be carried out over the next five years.

Our four strategic goals are to:

- achieve corporate excellence;
- meet requirements for legislative compliance;
- implement best practices for service delivery; and
- promote a culture of wellness for Yukon workers and employers.

Our Challenges, Philosophy, and Approach

Over the next five years, we will face a number of challenges in addressing each of our goals. In order to accomplish these goals, we have described our challenges, clarified our philosophy, and presented an approach for each goal. Definitions have also been provided to ensure an understanding of our goals.

Goal:

Achieving Corporate Excellence

Definition

We define *corporate excellence* as: a “high-performing organization” which achieves key results through teamwork and innovation.

This requires:

- a respected, competent, and cohesive Board of Directors providing strong governance and sound policy.
- effective leadership focused on performance in the present, while proactively addressing the challenges of the future.
- trusted stewardship of financial resources.
- a stable and reliable organization with clearly defined and well-understood programs and services.
- mutually beneficial working partnerships with all stakeholders.

Our Challenges

The specific challenges to achieving *corporate excellence* include:

- recruiting and retaining leadership with the necessary skill sets for both Board members and management.
- operating effectively within the constraints of a public service environment.
- maintaining a sound investment portfolio with optimal returns in a volatile financial market.
- implementing “best practices” within financial and political operating constraints.
- relating effectively with a broad range of stakeholders who may have conflicting or competing interests.
- helping stakeholders to understand and appreciate our highly complex and value-driven mandate.

Our Philosophy

Corporate excellence is not only possible, but is essential to our mandate. In order to respectfully, compassionately, and appropriately address the needs of our stakeholders, we must ensure:

- leadership, management, and administrative practices of the highest calibre in order to provide “best value” to our stakeholders.

- transparency and trust, which are essential to the well-being of our stakeholders.
- consistent, stable, and clearly defined policies and standards to build trust and effectively deliver services.
- demonstrated effective stewardship of the resources entrusted to us to ensure stakeholders receive value for them.

Our Approach

Our approach to *corporate excellence* will focus on six specific areas:

- creating a sound investment portfolio with optimal returns based on an appropriate asset mix, and managed by highly effective investment professionals.
- recruiting the highest calibre of both Board members and managers through succession planning.
- building and maintaining high quality, stable, and trusted partnerships with all stakeholders.
- ensuring quality compassionate care, with appropriate benefits for injured workers.
- reducing bureaucracy and streamlining administrative processes.
- demonstrating good value to our stakeholders by helping them achieve a safer, healthier workplace, with stable and affordable assessment rates.

Goal:

**Meeting Requirements for
Legislative Compliance**

Definition

Legislative compliance is defined as 100 percent compliance with the acts, regulations, and policies which govern our programs and services.

Our Challenges

The specific challenges to achieving *legislative compliance* include:

- the timeliness and currency of legislative acts, regulations, and amendments.
- the interest of government in our business and decisions.
- frequent changes in government and government policy.
- compliance within financial constraints.

Our Philosophy

Our philosophy with respect to ***legislative compliance*** is based on the following understandings:

- legislative requirements are the ground rules of our business. It is our responsibility to keep abreast of and clearly understand acts, regulations, and policies.
- government policies are critical to allowing appropriate interpretations of the legislation that governs us and our stakeholders. Our policies must therefore be current to ensure that stakeholders understand and comply with the intent of the legislation.

Our Approach

Our approach to ***legislative compliance*** will focus on four specific areas:

- building relationships of trust with government, while ensuring compliance.
- being both proactive and responsive in our relationships with government.
- conducting ongoing policy reviews and development to ensure appropriate interpretation and compliance.
- being fiscally responsible and, more specifically, reducing the cost of administering claims.

Goal:**Implement Best Practices
for Service Delivery****Definition**

Best practices are defined as the most innovative, effective, and efficient means of delivering programs and services, and achieving the best possible outcomes for stakeholders.

There are three priority areas for implementing *best practices*:

- returning injured workers to work.
- working with medical providers.
- safety management programs.

Our Challenges

There are a number of specific challenges to defining *best practices for service delivery*.

These include:

- a shortage of qualified medical practitioners, and the absence of speciality medical resources such as diagnostics.

- keeping abreast of the shifting worker health environment, including the emergence of new disabilities, changes in diseases, the aging workforce, and psychosocial issues.
- the complexity and understanding of the issues around the early return of the injured worker, including financial assistance to the injured worker, and the lack of familiarity of compensation goals within the medical provider community.
- the cost and time required to develop, implement, and monitor safety programs; the skill level of workers and the broad scope of workplace types.
- the ability of the Board to monitor compliance.

Our Philosophy

Our approach to *best practices for service delivery* is as follows:

- we believe that safe and early return to meaningful work is in the best interests of the worker, employer, coworkers, and family.
- our priority for service delivery is the most effective treatment outcomes for the injured worker.
- we intend to adopt those practices that deal compassionately with the injured worker, consider the issues faced by injured workers and their families, facilitate the best treatment outcome, and allow for an early return to productive work.
- we recognize that medical service expertise and the cooperation of employers is invaluable in ensuring the best treatment outcome.
- we believe that all injuries are preventable. Focusing on prevention will result in reduced injuries and costs.

Our Approach

Our *best practices for service delivery* will focus on:

- clear, consistent standards for service delivery.
- treatment plans suited to injured workers' needs, with defined and measurable outcomes.
- return-to-work plans that are appropriate for the particular type of business and circumstance of each employer.
- partnerships with the medical community to define and clarify best practices.
- appropriate safety management programs for each workplace.
- provision of resources for education programs, accountability agreements, and ongoing forums for exchange.

Goal:**Promoting a Culture of Wellness for Yukon Workers****Definition**

We define wellness as good physical, mental, social, and spiritual health. A *culture of wellness* implies that we consider all aspects of wellness in programs and services, in communications, and in partnerships with stakeholders.

Our Challenges

There are five specific challenges to promoting a *culture of wellness* for Yukon workers:

- promoting an understanding of the need for self-responsibility in developing one's own well-being.
- fully understanding how the concept of well-being applies in the workplace and how stakeholders can contribute to this well-being.
- establishing standards within our programs and services that respect this well-being.

- understanding the impact of a culture of well-being on both human and financial resources.
- overcoming the resistance to change in the current workplace culture.

Our Philosophy

Our philosophy on the *culture of wellness* is:

- we believe that each individual is primarily responsible for his or her own well-being.
- acting in a self-responsible manner is the only form of real personal empowerment.
- environmental conditions within the workplace must support individuals in order for well-being to develop.
- all stakeholders in the workplace contribute in some way to a culture of well-being.
- improving quality of life for individuals, families, and the community benefits everyone.

Our Approach

Promoting a *culture of well-being* involves the following four steps:

- developing a concept of wellness through discussions with partners.
- incorporating the concept of well-being in all our communications.
- implementing “best practices” in all our programs and services, with the intent of contributing to the well-being of Yukon workers and employers.
- exploring different measures for determining well-being and how various stakeholders can contribute.

The Ideal Workplace (Our Dream)

This Strategic Plan is based on the attainment of a dream shared by the Board of Directors. The dream helps us believe we can move beyond today's reality to tomorrow's possibilities. This Strategic Plan is a five-year commitment intended to work toward the achievement of this dream.

The Yukon enjoys a vibrant economy filled with workplaces where safety and health are a way of life. Every individual is part of a team committed to the wellness of all in the workplace. Employers and workers enjoy a stable, economical, and transparent system where work is conducted in as safe and risk-free a manner as possible, and where safe practices are applauded. When workers are injured, they are capably and compassionately assisted in their return to meaningful work. Timely and appropriate care based on best practices supports rapid healing. The workers' compensation system is functional in meeting the needs of the stakeholders and upholding the Meredith Principles. All parties are fully compliant with legislation and the provisions necessary to keep the workplace safe. All stakeholders involved in the workplace work together as partners. The Yukon is a model for the wellness culture and enjoys the lowest number of injured workers and the lowest assessment rates in Canada.

The Meredith Principles

In 1913, William Meredith, who later became Chief Justice of the Ontario Supreme Court, produced a report in which he set out a series of principles. The Meredith Principles are the basis of workers' compensation systems in Canada today. They are as follows:

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.



**YUKON WORKERS'
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