

# Paths Towards Safety

## Strategic Plan

2023–2027



**WORKERS' SAFETY AND COMPENSATION COMMISSION**  
**Northwest Territories and Nunavut**

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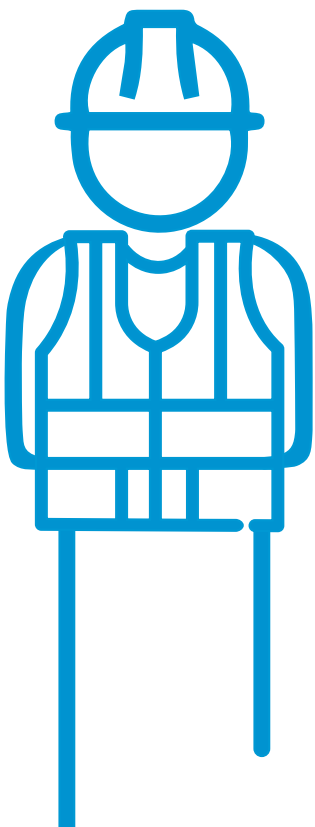
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# About the WSCC

The Workers’ Safety and Compensation Commission (WSCC) is an arm’s length government agency responsible for administering the *Workers’ Compensation Acts, Safety Acts, Explosives Use Acts* and *Mine Health and Safety Acts* of the Northwest Territories and Nunavut.

The WSCC provides services to approximately 40,000 workers and 4,000 employers across the two territories. WSCC staff process over 3,000 claims annually and conduct more than 1,000 inspections each year to ensure the safety of northern workplaces. The WSCC is unique in Canada as it is the only workers’ compensation organization in the country to insure workers across more than one province or territory.

## Governance

A seven-person Governance Council oversees the WSCC, and is responsible for the conduct of business and management while maintaining WSCC’s credibility and vitality. The Governance Council includes individuals from Nunavut and the Northwest Territories who represent the interests of workers, employers, and the general public. Through consultation with the Nunavut Minister, the Northwest Territories Minister responsible for the WSCC appoints members of the Governance Council.

## Leadership

WSCC’s leadership team includes seven senior level staff residing in Nunavut and the Northwest Territories. They provide leadership and direction to the WSCC’s staff and oversee the operations of the four divisions of the organization.



# 2023–2027 Strategic Priorities

## Our Vision

Eliminate workplace diseases and injuries.

## Our Mission

We promote workplace health and safety while providing no-fault insurance to employers and care for injured workers.



## Our Values

**Respect** – We demonstrate care, compassion, and honesty.

**Engagement** – We ensure meaningful participation and collaboration.

**Integrity** – We honour our commitments and act fairly.

**Openness** – We are accessible, clear, and transparent.

**Cultural Safety** – We recognize, gain knowledge of, and respect cultural dignity.

**Excellence** – We are efficient and service-focused.

**Stewardship** – We sustain the Workers' Protection Fund through accountability and fiscal responsibility.

# Introduction



Welcome to the Workers' Safety and Compensation Commission's (WSCC) 5-year strategic plan for January 1, 2023 to December 31, 2027. This Plan will guide our annual planning and reporting processes over the next five years, and provide a road map to help us achieve our mission of promoting workplace health and safety while providing no-fault insurance to employers and care for injured workers.

The WSCC will reach its 50th anniversary in 2027. We started out as the Workers' Compensation Board (WCB) of the Northwest Territories in 1977. In 1996, the WCB began to administer and enforce the *Safety Act*, *Mine Health and Safety Act*, and the *Explosives Use Act*, in addition to the *Workers' Compensation Act*. Shortly thereafter in 1999, the governments of the Northwest Territories and the newly-created Nunavut agreed to maintain a shared workers' compensation board. We changed our name in 2008 to the Workers' Safety and Compensation Commission to reflect that we regulate workplace safety as well as providing no-fault insurance to employers and care for injured workers.

The 2023–2027 Strategic Plan continues to follow our established mission and also sets out approximate timeframes for short-, medium-, and long-term goals during the strategic cycle. This strategic plan was developed jointly by the Governance Council and the Senior Management Team, and incorporates input from WSCC employees and stakeholders. It builds on the successes of our previous strategic plans and incorporates lessons learned, while continuing to improve our services and resources.

During the strategic planning process, we reviewed our vision, mission, and values. WSCC's employees and leadership agreed that these are still relevant to our day-to-day work, and so we will continue with them for the 2023–2027 strategic cycle. WSCC will continue to work on achieving our current strategic priorities of *Advancing Safety Outcomes* and *Delivering Quality Services*. We have added a third priority of *Ensuring Financial Sustainability* to the 2023–2027 Strategic Plan to highlight our commitment to stewardship of the Workers' Protection Fund.

Each section of this plan describes the performance measures that we will use to show our progress. We will use these measures to guide our annual corporate planning process and to report on our progress each year.

It is with pleasure that we present WSCC's 2023–2027 Strategic Plan, *Paths Towards Safety*. This name was selected in consultation with our staff and our Stakeholder Engagement Committee to represent the many different approaches that we all take to make workplaces safer every day. It is representative of the different roles within our organization, as well as the diverse pathways many employers across all communities in Nunavut and the Northwest Territories take towards improving their safety culture. Improving workplace safety and care for all workers is always our shared goal.



**Jenni Bruce**  
Chairperson  
Governance Council

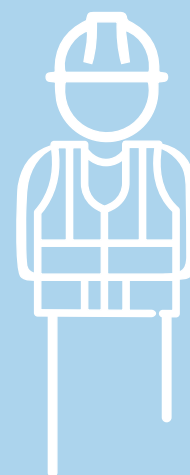


**Debbie Molloy**  
President & CEO  
WSCC

# The Strategic Plan at a Glance

Priorities	Short-Term Objectives (2023 to 2024)	Medium-Term Objectives (2025 to 2026)	Long-Term Objectives (2027)
1.0: Advancing Safety Outcomes	Expand occupational health and safety (OHS) education		Maintain continuously
	Preparation	Improve our incident and injury prevention activities	Maintain continuously
	Preparation		Review the employer assessment rate model
2.0: Delivering Quality Services	Actively seek stakeholders' feedback		Maintain continuously
	Develop innovative and efficient operations and processes		Maintain continuously
	Support staff to successfully deliver services		Maintain continuously
	Preparation		Review the legislation WSCC administers
	Preparation	Improve claims management	Maintain continuously
3.0: Ensuring Financial Sustainability	Confirm the Workers' Protection Fund is well managed		Maintain continuously
	Increase WSCC's funded position		Maintain continuously

# Strategic Priority 1.0:



## Advancing Safety Outcomes

Advancing Safety Outcomes is central to our vision of eliminating workplace diseases and injuries. It emphasizes WSCC's ongoing commitment to safe workplaces, continuously raising awareness of safety rights and responsibilities, and preventing and reducing accidents and incidents.

Performance  
Measure:

### Lost Time Injury Frequency

This priority includes three objectives that ensure employers and workers have the necessary resources and knowledge to create safe workplaces.

2027 Target:  
**1.68**

..... *Definition* .....

#### **Lost Time Injury Frequency:**

**Number of lost-time claims due to the injured worker's inability to work the next full workday. It is calculated as the number of covered workers with time-loss claims per 100 workers.**



# Objective 1.1: Expand occupational health and safety (OHS) education

**INTENT:** To raise the understanding of OHS requirements by providing information and resources to WSCC's stakeholders.

**TERM LENGTH:** Begin in the short-term and maintain continuously.

**ACCOUNTABILITY:** Prevention Services

PERFORMANCE MEASURE	2027 TARGET
Percentage of priority work sites that receive OHS resources from Prevention Services.	<b>100%</b>
Percentage of employers satisfied with the resources and information provided.	<b>75%</b>

..... *Definitions* .....

**Stakeholders:** *Workers, employers and others who have an interest in the policies and programs of the WSCC.*

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# Objective 1.2: Improve our incident and injury prevention activities

**INTENT:** To increase the number of employers with OHS programs by making policies clearer and providing guidance on procedures and the appropriate tools to reduce and prevent injuries and incidents, thereby creating safer workplaces.

**TERM LENGTH:** Begin in the medium-term and maintain continuously.

**ACCOUNTABILITY:** Senior Management Team

PERFORMANCE MEASURE	2027 TARGET
Percentage of total assessable payroll classified as a Safe Workplace	<b>5% increase/year</b> from 2022 baseline
Percent of eligible employers classified as a Safe Workplace	<b>5% increase/year</b> from 2022 baseline
Develop OHS policies according to the Comprehensive Policy Review Plan (CPRP)	<b>CPRP on schedule</b>

..... *Definition* .....

**Safe Workplace Program:** *The Safe Workplace program promotes positive workplace health and safety culture by providing incentives to employers to improve how they manage and prioritize safety. For more information, visit [wscc.nt.ca](http://wscc.nt.ca) or [wscc.nu.ca](http://wscc.nu.ca).*

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# Objective 1.3: Review the employer assessment rate model

**INTENT:** To review of the employer assessment rate model and identify approaches that may better reward excellent safety performance and motivate weaker-performing employers.

**TERM LENGTH:** Long-term

**ACCOUNTABILITY:** Employer Services

PERFORMANCE MEASURE	2027 TARGET
Status of the employer assessment rate model project	<b>Completed</b>



PHOTO: ISTOCK

# Strategic Priority 2.0:



## Delivering Quality Services

Quality services that incorporate our values are foundational to our mission. This strategic priority addresses improvements to services by enhancing processes and empowering WSCC staff to provide timely, accessible, understandable, and effective services.

Performance  
Measure:

### **Stakeholder Satisfaction Scores**

This priority includes five objectives that focus on improving the customer experience. These objectives aim to ensure that employees feel engaged in their day-to-day work and have the resources and support they need to deliver quality services.

2027 Target:

**80%** satisfied

## Objective 2.1: Actively seek stakeholders' feedback

**INTENT:** To ensure stakeholders have opportunities to share their experiences and suggestions for improvements by broadening the stakeholder engagement process.

**TERM LENGTH:** Begin in the short-term and maintain continuously.

**ACCOUNTABILITY:** Legal and Compliance

PERFORMANCE MEASURE	2027 TARGET
Percentage of stakeholder engagements that have the stakeholder engagement framework applied	<b>100%</b>
Percentage of WSCC public engagements that meet their response rate targets	<b>90%</b>

*Definition*

**Stakeholders:** Workers, employers, and others who have an interest in the policies and programs of the WSCC.

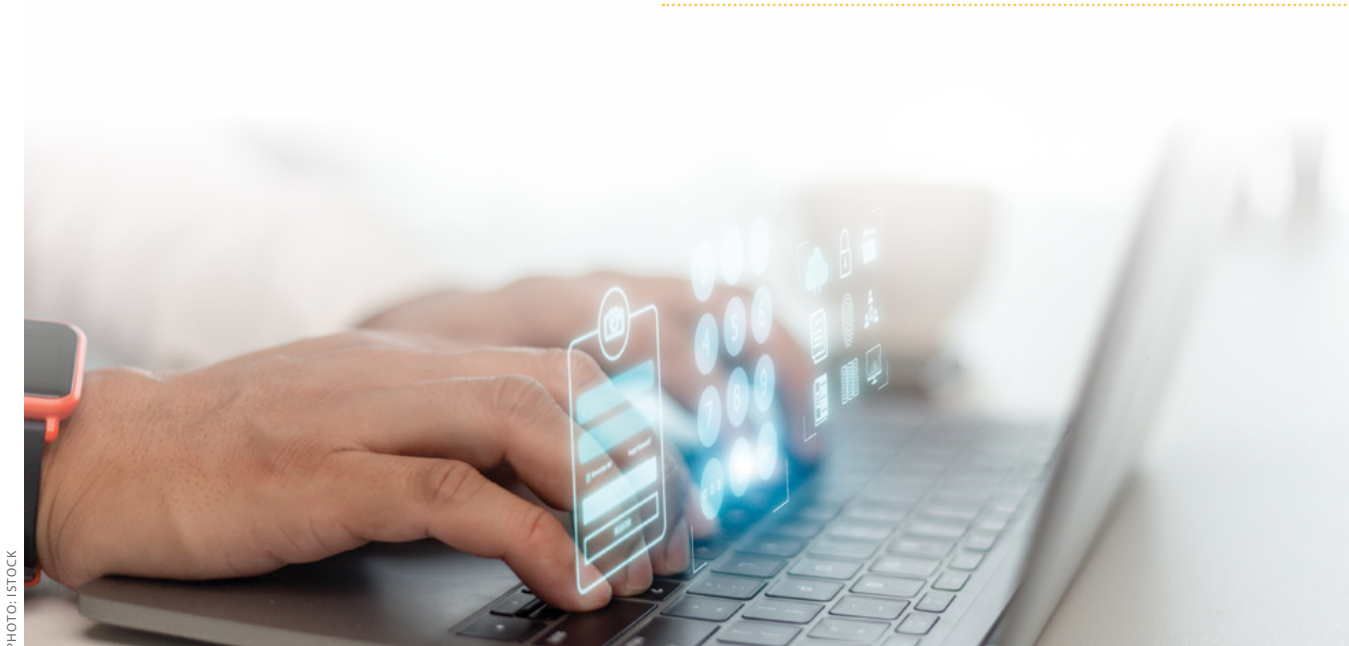


PHOTO: ISTOCK

# Objective 2.2: Develop innovative and efficient operations and processes

**INTENT:** To create defined processes that deliver the most value to stakeholders by leveraging appropriate tools, technologies, data, and solutions to simplify and streamline our work.

**TERM LENGTH:** Begin in the short-term and maintain continuously.

**ACCOUNTABILITY:** Performance and Corporate Services

PERFORMANCE MEASURE	2027 TARGET
Net Maturity Score	3 out of 5
Percentage of clients satisfied with e-Business functions	80%

..... Definition .....

**Net Maturity Score:** Indicates the WSCC's ability to improve continuously. This score measures services, resources, and how the WSCC interacts with stakeholders. Goals are achieved by improving the efficiency of internal processes and systems.

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## Objective 2.3: Support staff to successfully deliver services

**INTENT:** To ensure that robust strategies are in place to respond to an ever-changing labour market by supporting, engaging, and empowering WSCC’s employees to deliver excellent services to our stakeholders.

**TERM LENGTH:** Begin in the short-term and maintain continuously.

**ACCOUNTABILITY:** Performance and Corporate Services

PERFORMANCE MEASURE	2027 TARGET
Net Promoter Score	80%
Retention rates	Exceed GNWT and GN rates

..... Definitions .....

**Net Promoter Score:** Indicates employee satisfaction, loyalty, and future success.

**Retention rates:** The percentage of employees that remain with the WSCC during a given time frame.



## Objective 2.4: Review the legislation WSCC administers

**INTENT:** To update the legislation WSCC administers.

**TERM LENGTH:** Long-term

**ACCOUNTABILITY:** Legal and Compliance

PERFORMANCE MEASURE	2027 TARGET
Status of Legislation Review project	<b>Completed</b>



PHOTO: ISTOCK/WELCOMIA



## Objective 2.5: Improve claims management

**INTENT:** To manage claims effectively and responsibly using appropriate processes, tools, and systems, thereby lessening the challenges of staff workloads while improving stakeholder claims experiences.

**TERM LENGTH:** Begin in the medium-term and maintain continuously.

**ACCOUNTABILITY:** Claims Services

PERFORMANCE MEASURE	2027 TARGET
Average Cost Per Claim	<b>10% reduction</b> from 2022 baseline
Number of non-responsiveness complaints forwarded from the Workers' Advisor Office	<b>Zero</b>

..... *Definitions* .....

**Average Cost Per Claim:** *The average total cost of each claim filed with the WSCC over a specified time period.*

**Workers' Advisor Office:** *An independent office that helps workers understand and navigate the workers' compensation system.*

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# Strategic Priority 3.0:



## Ensuring Financial Sustainability

Having an appropriately resourced Workers' Protection Fund ensures injured workers are cared for now and into the future. The WSCC must maintain sufficient funds for injured worker claims costs through a fiscally responsible funding mechanism that is fair to all employers.

Performance  
Measure:

### **Average Composite Claims Duration**

This priority includes two objectives that explain how the WSCC will ensure financial sustainability.

2027 Target:  
**10% reduction**  
from 2022 year end

..... *Definition* .....

#### **Average Composite Claims Duration:**

**Measures the injury severity and how effectively return to work efforts and/or disability are managed, including the number of days lost from work.**

## Objective 3.1: Confirm the Workers' Protection Fund is well managed

**INTENT:** To review if outsourcing the WSCC's investment management of the Workers' Protection Fund remains appropriate and to understand if WSCC has gained in overall return on investment by outsourcing this function.

**TERM LENGTH:** Begin in the short-term and maintain continuously.

**ACCOUNTABILITY:** Chief Financial Officer

PERFORMANCE MEASURE	2027 TARGET
Return on Investment	<b>5.25% per year</b>

## Objective 3.2: Increase WSCC's funded position

**INTENT:** To maintain a balance between the provision of quality benefits to injured workers while maintaining stable and affordable employer assessment rates.

**TERM LENGTH:** Begin in the short-term and maintain continuously.

**ACCOUNTABILITY:** Chief Financial Officer

PERFORMANCE MEASURE	2027 TARGET
Funded Position	<b>120%</b>

..... *Definition* .....

**Funded Position:** The amount of money WSCC has compared to what it owes as of December 31 each year. It indicates WSCC's ability to meet its financial commitments.

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**WSCC**

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