

FOCUSING ON THE FUTURE

2024-2026 Strategic Plan

FOCUSING ON THE FUTURE

It is with great enthusiasm that we present to you our roadmap for the years 2024-2026, a plan that reflects our commitment to excellence and innovation. We remain dedicated to the whole of our organization's work as we navigate the unique challenges of our dynamic landscape. While doing so, we will be focusing in on these three areas for the duration of this plan: our team, addressing complex and evolving needs, and business transformation.

Our Team

At the heart of our success lies the strength of our team. As we forge ahead, investing in our greatest asset – our people – is paramount. We will foster a culture of collaboration and continuous learning, making sure team members have the tools and support needed to thrive. We aspire to create an environment that not only attracts top talent but also empowers each team member to contribute their best as they provide valuable programs and services to workers and employers alike.

Complex and Evolving Needs

Acknowledging the intricacies of our ever-evolving landscape, we commit to anticipating and addressing the needs of those we serve proactively. We will remain agile and responsive by continuously looking for program and service enhancements. Through data-driven insights, we will navigate the complexities of the modern workplace making sure that our offerings align with the demands of our clients.

Business Transformation

We use the word “transformation” not as a buzzword but as an imperative. We will reshape our operational landscape to meet the challenges of tomorrow by embracing technological advancements and innovation. By fostering agility in our processes and structures, we aim to fortify the very system that supports workers and employers when they most need it. Our commitment to operational efficiency will be unwavering, making sure that every facet of our organization aligns cohesively.

In the spirit of collaboration and shared purpose, we are confident that each of us will play a crucial role in bringing our strategic plan to life. Together, let us embark on this journey to meet and exceed the expectations of those we serve. The vision we collectively pursue is one where workplaces are safe, injuries are eliminated, and service excellence is a guarantee.

As we step into this exciting chapter, we extend our heartfelt gratitude to each team member for sharing their talents and dedication with our organization. Together, we will chart a course towards a future that exemplifies the very best of the Workers Compensation Board of Prince Edward Island.



James MacPhee

Chair, WCB Board of Directors



Daniel M. Campbell

CEO, Workers Compensation Board

VISION

Workplaces are safe
Injuries are eliminated
Service excellence is assured

MISSION

We provide leadership in building safe and healthy workplaces and support recovery, if an injury occurs.

WHAT WE DO

Keeping people safe at work is at the heart of everything we do at the Workers Compensation Board. We work collaboratively with employers, workers and our partners to:

- Prevent work injuries and illnesses
- Enforce occupational health and safety standards
- Provide compensation and services to promote recovery
- Assist with healthy and safe return to work
- Support dependants of fatally injured workers
- Engage and educate stakeholders
- Provide service excellence
- Ensure system sustainability

In service of the above and to reflect the changing environment, our efforts are guided by five principles and our focus is on three core areas over the next three years.

GUIDING PRINCIPLES



WHO WE ARE

The Workers Compensation Board of PEI (WCB) has been an integral part of the Island community for the past 75 years. In 1949, *An Act Respecting Workmen's Compensation* was established and provided a historic compromise between workers and employers in our province in which workers relinquished the right to sue their employers for a guaranteed protection from loss of income regardless of fault. This system of workers compensation is grounded in the Meredith Principles which is the foundation of workers compensation systems across the globe.

The WCB provides Prince Edward Island workplaces with occupational health and safety services, as well as insurance for work-related injuries and illnesses. It does so by administering both the *Occupational Health and Safety Act* (OHS Act) and the *Workers Compensation Act* (WC Act). Currently, over 84,000 workers and over 6,600 registered employers are protected through the fair and effective administration of both legislations.

The OHS Act provides the framework to support Island workplaces through education and enforcement. We collaborate with workers, employers, and all Islanders to increase awareness of health and safety at work, promote a culture of injury prevention, and enforce occupational health and safety standards. Strong partnerships and collaboration are at the core of our work.

The WC Act provides the framework to provide support if a work-related injury or illness occurs. When a worker gets injured or ill on the job, we are committed to easing the physical, psychological, and financial burden on them and their families through fair compensation and effective rehabilitation. The WC Act also requires us to ensure the financial viability of the compensation system. We are funded by premiums paid by employers and investment returns. Through sound investment strategies, we continue to meet the current and future needs of the system while providing stable premium rates for Island employers.

At the WCB, we believe in fostering trust and accountability in all that we do. We demonstrate our commitment to Islanders through:

- Fair and respectful treatment of workers and employers
- Education on rights and responsibilities under the WC Act and OHS Act
- Continuous service enhancement
- Open communication and engagement
- Balanced and financially sound system

These commitments are central to what we do and are reflected in every interaction we have and every decision we make.

Meredith Principles

No fault compensation

Collective liability

Security of payment

Exclusive jurisdiction

Independent board

OUR ENVIRONMENT

The past five years have seen unprecedented change in workplaces across the country from the impacts of the COVID-19 pandemic, the rising cost of living, and growing economic and geopolitical instability across the globe. To make sure that WCB strategic priorities remain relevant, we must also make sure that our organization is able to adapt to today's changing landscape and has the tools and resources to support the evolving needs of our clients.

In preparation for the development of our new strategic plan, we examined emerging trends, challenges, and opportunities in workers compensation systems across the country. Through this environmental scan, key themes were identified for consideration. All Canadian jurisdictions are currently dealing with external factors such as changing workforce demographics, increased complexity of claims, challenging access to health care services, and growing expectations from clients for modernized service delivery.

Within workers compensation organizations themselves, many have enhanced their focus on the recruitment and retention of team members, supporting internal capacity building and leadership development opportunities, and providing training to address the changing nature of claims based on the above factors.

Our environmental scan also highlighted the need for a simple, results-oriented strategic plan with a clear focus on enhancing our internal and external capacity to better serve our clients. By focusing on these specific goals and objectives over a shorter, three-year term, the WCB will be best positioned to address these emerging challenges and opportunities in the years to come.



OUR METHODOLOGY

At the WCB, we have a long-standing practice of regularly consulting our internal and external stakeholders. We do so through our Occupational Health and Safety Advisory Council and our Board of Directors which is made up of worker and employer representatives. We also regularly publicly consult on new and updated policy and bigger ticket items like program, service and benefit enhancements. This consultation practice is bolstered by our alternating annual worker and employer surveys which are carried out independently by a third-party service provider. For the specific purpose of developing this new strategic plan, we took the time to also survey our team members.

With this depth and breadth of valuable background information, we implemented a multi-stage engagement process which led to workshops and focus groups with internal and external stakeholders. The result was a reaffirmation that our current vision, mission and guiding principles remained the cornerstone of our strategic direction going forward.

Several key themes and objectives also emerged, which were reviewed and validated by the WCB Board of Directors and the WCB's Senior Leadership Team. The information was collated into a draft plan in December 2023. The draft plan was given approval in principle at the December 2023 meeting of the WCB Board of Directors and was publicly advertised for stakeholder feedback until mid-January 2024. We thank those external stakeholders who took the time to share their feedback with us. The WCB's 2024-2026 Strategic Plan was then given final approval at the January 2024 Board of Directors meeting.

Our clients provide an important perspective, and the feedback we received from them during this process was incredibly valuable. This input contributed to making sure our plan remains focused on the priorities and the needs of workers and employers. The WCB will continue to make a positive impact in Prince Edward Island. We will report on progress and performance on our strategic plan and core business.



OUR THREE FOCUS AREAS



OUR TEAM

We value our team and are committed to building and sustaining a workplace that drives organizational success. Our people are the key to the work that we do.

GOAL - Build a high performing organization with an engaged and supported team

Objectives

1. Foster an empowering and inclusive environment where our team can thrive and grow.
2. Create opportunities to develop future leaders and experts through supported career paths and succession plans.
3. Develop organizational capacity, by assessing and building skills for the future.

COMPLEX AND EVOLVING NEEDS

We recognize that the needs of workers and employers are evolving and becoming more complex.

GOAL - Provide consistent, fair and comprehensive coverage and compensation

Objectives

1. Protect more workers and employers through enhanced education and inclusive coverage.
2. Explore modernized approaches to evolving complex injuries, for example psychological injuries and pre-existing conditions.
3. Recognize the growing diversity in our workforce by adapting our outreach and communications.

BUSINESS TRANSFORMATION

We will create a modern, efficient model to better serve employers and workers.

GOAL - Define and initiate a multi-phased journey to drive business transformation

Objectives

1. Engage a strategic partner to help define and guide the journey ahead.
2. Conduct an organization-wide assessment of the current state and areas for service improvement.
3. Develop a high-level strategic roadmap for business transformation with a focus on people, processes and technologies.
4. Commence the business transformation initiative based on the roadmap schedule and priorities.

CONTACT INFORMATION

Please connect with us if you have questions or concerns. The WCB is here to help!



wcb.pe.ca



14 Weymouth Street, Charlottetown



WCB of PEI, PO Box 757, Charlottetown, PE, C1A 7L7



902-368-5680 or 1-800-237-5049 toll-free in Atlantic Canada



24-hour Occupational Health and Safety Emergency Line 902-628-7513



General occupational health and safety inquiries: ohs@wcb.pe.ca

General claim inquiries: workerservices@wcb.pe.ca

Employer accounts and services: safetymatters@wcb.pe.ca

Internal Reconsideration Office: appeals@wcb.pe.ca

Service feedback: servicefeedback@wcb.pe.ca

