



**WorkSafeBC**

# **Strategic Plan 2022–2026**

**Working together to achieve our vision:**

Safe and healthy workplaces — compassionate  
and responsive service

**WORK SAFE BC**

Approved by the Board of Directors, January 26, 2022.

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# Introduction



**Anne Naser**  
President and chief executive officer

As the world has adapted to the COVID-19 pandemic, WorkSafeBC has had to explore new ways of delivering on our mandate and ensuring we meet our commitments to the workers and employers of British Columbia. Our stable financial position, collaborative stakeholder relationships, and focus on timely, high-quality services have provided a strong foundation, allowing us to meet emerging challenges and act on new opportunities.

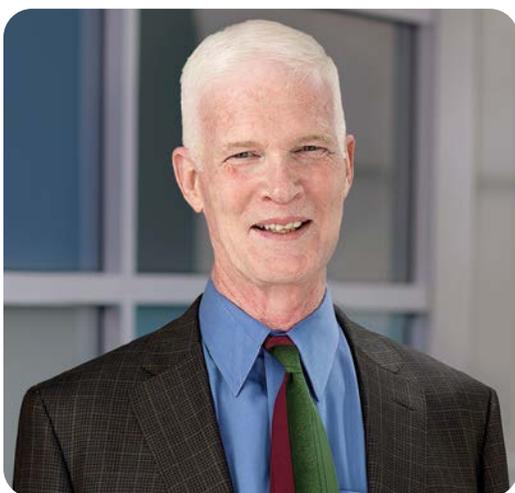
In creating this strategic plan, we looked closely at the future of work in B.C. and ways to improve service to injured workers and employers while better engaging them in occupational health and safety. Our Board of Directors and senior management updated our mission, vision, and values to reflect where WorkSafeBC will be in the next 5 to 10 years.

When developing our priorities, we considered the important perspectives of stakeholders and government, along with our operational, people and culture, and financial goals. We have increased our focus on stakeholders, with workers at the centre of our approach.

Through stakeholder engagement, we aim to foster co-operative, consultative relationships that will enhance workplace health and safety culture while balancing costs to the overall workers' compensation system.

Within WorkSafeBC, our people are critical to continuing to improve our services. We must invest in developing their talents and skill sets as we design a future-focused work model that supports our service commitments, and address the many social, environmental, and governance challenges we face. To be effective, we are committed to engaging with both our stakeholders and our own people. To be successful we must embed equity, diversity, and inclusion best practices in everything we do.

We are excited to continue to work with employers, workers, labour organizations, government, industry, health and safety associations, health care providers, and many others to deliver on our strategic priorities.



**Jeff Parr**  
Chair, Board of Directors

# Who we are

We are a provincial agency dedicated to promoting safe and healthy workplaces and supporting injured workers with compensation and rehabilitation services. Through provincial legislation, we are responsible for establishing and enforcing the Occupational Health and Safety Regulation and providing no-fault insurance to protect workers and employers.

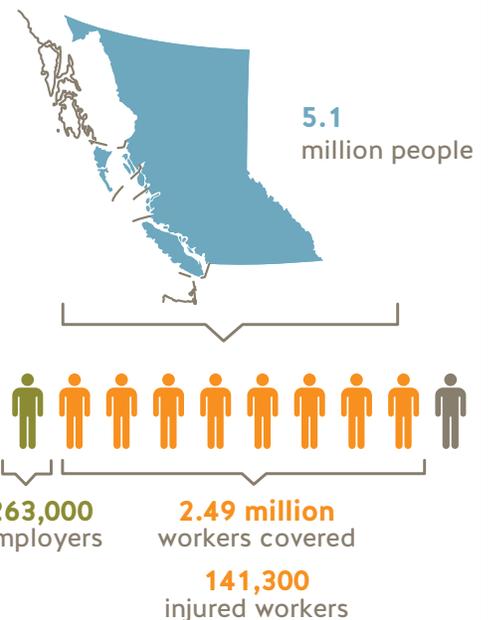
We are governed by a board of directors appointed by the Lieutenant Governor in Council, and are responsible for administering the *Workers Compensation Act* (the Act). Through the provincial government, we are accountable to British Columbians.

We serve 2.49 million workers and more than 263,000 registered employers in B.C. Guided by provincial legislation, we provide occupational health and safety education, prevention programs, and investigate workplace incidents. All these components contribute to shaping the health and safety culture in B.C. workplaces.

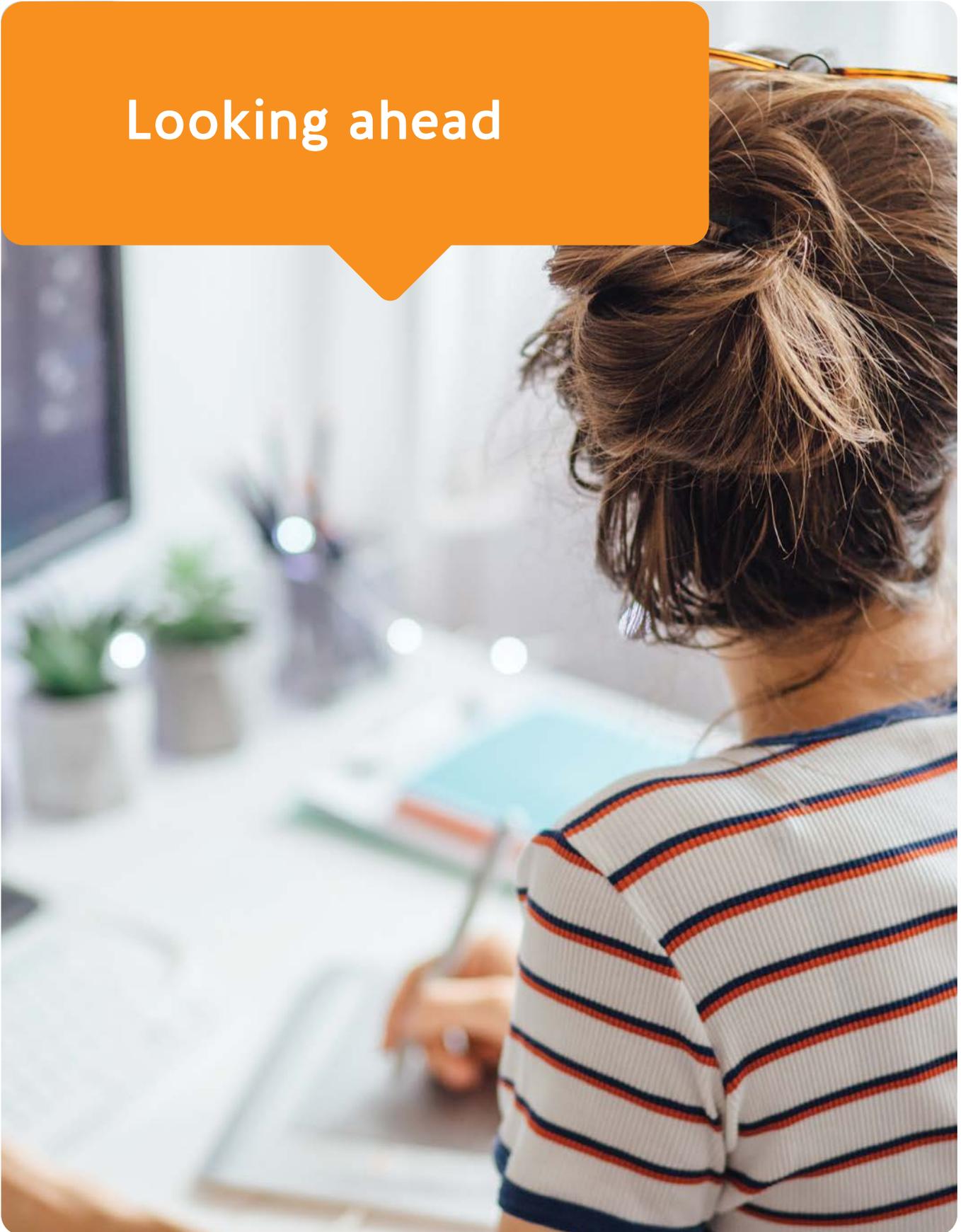
When workers get injured or sick on the job, we are committed to easing the physical, psychological, and financial burden on them and their families through fair compensation and effective rehabilitation.

The Act 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 be well positioned to meet the current and future needs of the compensation system while providing stable premium rates and a strong capital reserve. In 2021, we had an estimated \$24 billion in assets and \$1.8 billion in annual premium income.

## B.C. overview, 2021



# Looking ahead



WorkSafeBC undertook significant research as part of the strategic planning process and in support of developing our three-year business plan. This research identified short- and long-term challenges that must be addressed, including increasing claims volume and changes in claim composition; changes to the labour market and business models; increasing reliance on new and emerging technologies; and changing stakeholder expectations.

Our goal is to put our stakeholders and their needs at the centre of our work while balancing costs to the workers' compensation system. The Board of Directors developed the following description of what it means to be worker-centred:

### Worker-centred approach for compensation

A worker-centred approach for injured and disabled workers is one that considers the worker's individual circumstances in applying policy and making decisions about benefit entitlement and rehabilitation measures. This approach is designed to maximize the worker's recovery from work-related injury or disease and to restore, as closely as possible, the worker to their pre-injury employment status without a loss of earnings. A worker-centred approach treats the worker with compassion, respect, and dignity and ensures WorkSafeBC is responsive to the needs of the worker, whose health and well-being is at the centre of the workers' compensation system.

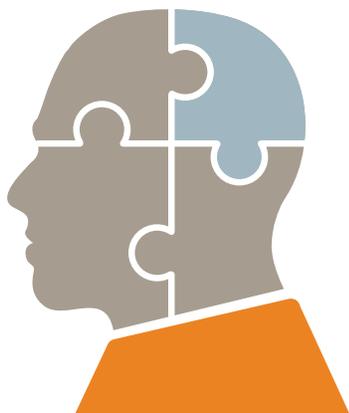


### Worker engagement in prevention

We foster co-operative and consultative relationships between employers and workers and promote worker participation in occupational health and safety. We work hard to protect and support workers' rights to know about hazards in the workplace, participate in health and safety activities in the workplace, and refuse unsafe work. We also strive to ensure that workers are not subject to prohibited actions for exercising their rights or fulfilling their obligations under the *Workers Compensation Act*. Workers need to be heard, respected, and engaged to keep workplaces healthy and safe.



Meeting the unique needs of injured workers.



## Evolving claims volume and composition

Pre-pandemic, rising labour-market participation and overall economic growth led to more claims being registered with us, and we expect that trend to continue post-pandemic. We are also seeing changes in the type and complexity of injuries workers are experiencing, reflecting an increase in mental disorders — or psychological injuries — and secondary chronic pain conditions.

Our goal is to ensure our staffing model adapts as the volume and make-up of claims evolve and to provide injured workers timely support through safe and effective return-to-work programs and services. We will review how we recruit, train, and deploy our staff in these areas to build a workforce with the necessary skill sets to meet changing demands.

## Changes to the labour market and business models

The evolving nature of work and continued growth in the gig economy is challenging because it often deviates from traditional definitions of “work,” “worker,” and “employer” as set out in the *Workers Compensation Act* (the Act). The gig economy may leave injured individuals without recourse for compensation or rehabilitation post-injury and limit their ability to advocate for health and safety in the workplace. This trend was identified in our last strategic plan and has accelerated as workers and employers have adopted remote work arrangements, moving them closer to a gig-economy model.

Many employers, especially in the professional and public-service sectors, are implementing hybrid and remote work options. While not all jobs lend themselves to these options, we expect some employers may restructure and move positions outside of the traditional office environment, presenting new challenges for occupational health and safety inspection and enforcement activities.

Developing effective strategies to help employers meet their obligations under the Act, as well as strategies to provide comprehensive insurance coverage that meets the needs of workers and employers, will bring both challenges and opportunities.

This societal shift is also reflected at WorkSafeBC: We are moving toward a hybrid work model that ensures the organization continues to deliver excellent service to our stakeholders while increasing flexible work arrangements for our staff.

Adapting to new and evolving workplaces.



## Shifts in reliance on technology

The widespread adoption of videoconferencing and collaboration tools has significantly accelerated our technological challenges. Expectations around speed, security, and functionality have placed new demands on our technological infrastructure and on the general level of employee technical competency. Protecting the integrity of our systems and the confidentiality of the information they contain will require significant ongoing investments in people, strategies, training, and tools.

## Changing stakeholder expectations

Our increased reliance on technology has also altered expectations and experiences for stakeholders. Increasingly, they expect better and more personalized service, shorter timelines, and expanded options to access information.

Social and economic inequities in B.C., laid bare by the pandemic's disproportionately negative effects on marginalized communities, coupled with a drive for change, have led to increased societal awareness of issues related to equity, diversity, and inclusion.

We have a responsibility to demonstrate our commitment to these both as a regulator and as an employer. As a regulator, we will pursue more inclusive consultations and ensure the principles of equity, diversity, and inclusion are embedded in our values, policies, regulations, programs, products, and services. And as an employer, we will implement internal initiatives, programs, and talent management structures that reflect these principles.

## Our people

Over the next five years, the key enabler of our success will be our single most important asset: our people. WorkSafeBC staff have demonstrated remarkable resilience and adaptability in the face of rapid change. Ensuring staff continue to feel connected and engaged as we move to a hybrid work model will be an ongoing priority as we embrace an organizational culture built on our shared vision, goals, and commitment.

Our staff and leaders must be equipped with the skills, competencies, tools, and mindset to succeed. With the clear direction our strategic plan provides, we are positioning our people to embody our values and deliver on our mission.

Providing compassionate and responsive service.



Demonstrating equity, diversity, and inclusion.



# Our strategic outlook



# Our mission, vision, and values

Workplaces and workers are made safer through the combined efforts of WorkSafeBC and our stakeholders.

Together, we share a vision of safe and healthy workplaces, through compassionate and responsive service. Our leadership is vital in preventing workplace injury, illness, and death, and supporting injured workers

through fair compensation and effective rehabilitation.

We believe in integrity, compassion, accountability, and respect in our pursuit of excellence. These values are central to who we are and are reflected in every interaction we have and every decision we make.

## Our mission

Prevent workplace injury, illness, and death, and support injured workers through fair compensation and effective rehabilitation.

## Our vision

Safe and healthy workplaces. Compassionate and responsive service.

## Our values

We believe in and make decisions based on our core values:

### Integrity

We are open, honest, and fair, building trust with every interaction

### Compassion

We work to understand the unique needs of those we serve, showing we care at every step

### Accountability

We are responsible for our actions, delivering on our mission in a responsive, open, and transparent way

### Respect

We foster an environment in which each individual is valued and heard, demonstrating equity, diversity, and inclusion in our work

### Excellence

We strive for excellence, continuously improving by being innovative and challenging norms

# Our perspectives

Making a difference is at the core of everything we do. We've built a strategic framework around that core to guide our decision-making and focus for our work.

We have developed our strategic priorities based on four perspectives: operations;

stakeholders and government; people and culture; and financial. Each year, as we develop and deliver on our business plans, these perspectives will help us focus our priorities and desired outcomes, and demonstrate our commitments in these key areas.



# Our strategic priorities

Based on our four perspectives, we have identified organizational priorities for the next five years. These strategic priorities will focus our efforts as we move the organization forward and improve our service to stakeholders.



## Operations

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- Prevent workplace injury, disease, and death by engaging employers and workers in workplace health and safety
- Maximize overall recovery and post-injury earnings for injured workers
- Provide comprehensive insurance coverage for workplaces in B.C.
- Deliver service to stakeholders at defined service levels
- Administer the *Workers Compensation Act* and Occupational Health and Safety Regulation
- Maintain an effective and efficient operation
- Ensure the integrity of WorkSafeBC data and systems



## Stakeholder and government

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- Deliver stakeholder-centred and inclusive services
- Communicate effectively with our stakeholders



## People and culture

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- Ensure the health and safety of our workforce, both physical and psychological
- Ensure equity, diversity, and inclusion in our organization
- Foster an engaged workforce
- Attract and develop a skilled workforce for today and the future



## Financial

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- Maintain the long-term financial sustainability of the workers' compensation system

# Our desired outcomes

Each year, as we look at our strategic priorities, it is important to understand the outcome we intend to achieve. In doing so, we can effectively develop yearly business plans that connects our daily work and yearly initiatives to the strategic direction set out before us.

Through this process, our progress can be tracked and measured, as we believe that strong performance measurement is key to achieving our strategic priorities for the organization.



## Operations

### Priority

**Prevent workplace injury, disease, and death by engaging employers and workers in workplace health and safety**

**Maximize overall recovery and post-injury earnings for injured workers**

**Provide comprehensive insurance coverage for workplaces in B.C.**

### Desired outcomes

- Reduce health and safety risks in B.C. workplaces
- Strengthen the health and safety culture in B.C. workplaces

- Ensure workers have access to safe and effective return-to-work and recover-at-work programs
- Respond to the unique needs of injured workers with a focus on workers with mental disorders, secondary psychological conditions (mental disorders), and chronic pain

- Ensure all qualified employers in B.C. are registered with WorkSafeBC
- Provide appropriate insurance products and fair assessment and reporting practices



**Priority**

**Desired outcomes**

**Deliver service to stakeholders at defined service levels**

- Meet prevention, compensation, and rehabilitation service targets

**Administer the *Workers Compensation Act* and Occupational Health and Safety Regulation**

- Respond to and implement legislative changes
- Ensure quality decisions

**Maintain an effective and efficient operation**

- Focus, clarity, alignment of organizational efforts to strategic priorities (line of sight)
- Evolve and manage long-term utilization and costs for facilities
- Maintain established threshold for administrative costs per \$100 of assessable payroll

**Ensure the integrity of WorkSafeBC data and systems**

- Evolve technology infrastructure and availability and security of systems and data



## Stakeholder and government

### Priority

**Deliver stakeholder-centred and inclusive services**

### Desired outcomes

- Ensure underserved and marginalized communities are served and feel heard
- Incorporate equity, diversity, and inclusion into our regulations, policies, programs, and processes

**Communicate effectively with our stakeholders**

- Provide meaningful and timely responses to external stakeholders using their preferred communication channel — focused on telephone and email responsiveness, and understandability
- Extend our reach to stakeholders





## People and culture

### Priority

### Desired outcomes

Ensure health and safety of our workforce, both physical and psychological

- Supports and mechanisms in place to ensure employee physical and psychological safety (health and safety program, mental health program)

Attract and develop a skilled workforce for today and the future

- A robust talent management program (champion internal mobility, succession planning)
- Foster innovation mindset
- Future-focused workforce skills
- Demonstrate that we are an environment, social, governance (ESG) focused organization

Ensure equity, diversity, and inclusion in our organization

- An inclusive workplace, representative of the B.C. population

Foster an engaged workforce

- Future-focused work arrangement model designed from a service perspective
- A workforce that demonstrates our values and competencies
- A highly engaged workforce



## Financial

### Priority

### Desired outcomes

Maintain the long-term financial sustainability of the workers' compensation system

- Maintain established threshold for the accident fund ratio — smoothed accounting basis

# Measuring our performance

We are committed to tracking, measuring, and reporting on performance to measure our progress towards our strategic priorities. The following are the key performance indicators that we report on within our annual report to British Columbians:



## Reduce the time-loss claims rate

The time-loss claims rate target is a threshold measure; the lower the result, the better the outcome for workers, employers, and other stakeholders in the workers' compensation system.



## Improve return-to-work outcomes for workers on short-term disability benefits

This indicator measures the success of initiatives designed to engage injured workers and their employers in returning to work.



## Improve injured workers' rating of overall experience

We strive to provide compassionate and respectful service to injured workers during their claim process.

## Improve employers' rating of overall experience

We are committed to providing excellent service to employers through prevention, assessment, and compensation interactions.



## Achieve targeted level of long-term funding

This indicator is a measure of the required funding level. The goal is to achieve the long-term target asset level of 100 percent.



## Control administration costs

To provide value to our stakeholders, we strive to be cost-effective while maintaining high-quality service. This indicator measures our success in maintaining administration costs at or below the target.



# Strategic Framework 2022–2026

## Our mission

Prevent workplace injury, illness, and death, and support injured workers through fair compensation and effective rehabilitation.

## Our vision

Safe and healthy workplaces. Compassionate and responsive service.

## Our priorities



### Operations

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### Financial

- Maintain the long-term financial sustainability of the workers' compensation system



### Stakeholder and government

- Deliver stakeholder-centred and inclusive services
- Communicate effectively with our stakeholders



### People and culture

- Ensure health and safety of our workforce, both physical and psychological
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**Accountability** — We are responsible for our actions, delivering on our mission in a responsive, open, and transparent way

**Respect** — We foster an environment in which each individual is valued and heard, demonstrating equity, diversity, and inclusion in our work

**Excellence** — We strive for excellence, continuously improving by being innovative and challenging norms

## Our perspectives



Stakeholder and government



Operations



People and culture



Financial



