



# President's Commentary



The end of the fourth quarter of 2018 brings the first year of our 2018-2022 strategic cycle to a close. After setting forth an ambitious plan for the year, I am pleased to present the accomplishments of the WSCC over the last 12 months as we progressed towards the strategic priorities of *Advancing the Safety Culture* and *Delivering Quality Services and Outcomes*.

One of the key objectives for the first year of our five-year strategic plan was gaining a better understanding of the needs of our stakeholders. We set out to establish baseline data related to occupational health and safety programs at large and small businesses, attitudes towards workplace safety and the safety culture, return to work programs, and public awareness of the WSCC. As an organization committed to making data-driven decisions, beginning our five-year plan with strong baseline data enables the WSCC to set targets, closely monitor progress, and address trends and issues in a proactive manner.

The WSCC believes that safety is always the first priority, and supporting both workers and employers in sharing this priority was a focus for 2018. Providing the right resources for young workers to understand their safety rights and responsibilities was one area of progress over the course of the year, including reaching the right audiences through appropriate channels. By identifying and collaborating with partner organizations, we are able to broaden our reach and provide interesting, interactive opportunities for learning. Notably, the WSCC worked with Skills Canada and the Governments of the Northwest Territories and Nunavut to develop and deliver educational activities, particularly focusing on an online course for young workers.

The WSCC made substantial progress in enhancing stakeholder service communication in 2018. This involved not only ensuring that standardized communications are clear, consistent, and timely, but also that the means of communication is appropriate and the audience is well understood. It further means understanding and integrating cultural components of communication, ensuring that the cultural norms of the recipient are considered in communications and in the provision of care. Movement toward practicing cultural safety is a long-term objective for the WSCC, and 2018 saw the development of a measurement plan for cultural competency within the organization, the identification of potential training opportunities, and the initiation of grassroots learning sessions for staff.

As we look to 2019, I am confident that the WSCC is well-positioned for continued success. Staff engagement with our strategic priorities is high, and I am pleased with the progress we have made over the last year. Moving forward, our 2019 Corporate Plan provides the next steps toward the objectives, actions, and initiatives that serve the interests of our stakeholders and move the WSCC closer to our vision to eliminate workplace diseases and injuries. I invite you to review this document and reflect on our progress in 2018, and if you have any questions or comments about this update or any of the work that we do, I invite you to contact me at [feedback@wsc.nt.ca](mailto:feedback@wsc.nt.ca).

A handwritten signature in black ink, appearing to read "Dave Grundy".

Dave Grundy  
President & CEO

# 2018 Key Performance Indicators



## Strategic Priority 1: Advancing the Safety Culture

Key Performance Indicator	Metric	Q1	Q2	Q3	Q4	YTD	Target	Assessment
1. Time loss frequency	+/- 0.05 pts of previous year's average	2.36	2.11	1.92	2.07	2.11	1.99	
2. Employers with an Occupational Health & Safety Program	% increase in years 2-5	n/a	n/a	n/a	n/a	n/a	Baseline 2018	
3. OHS education in communities for vulnerable workers	% increase in years 2-5	n/a	n/a	n/a	n/a	n/a	Baseline 2018	
4. Decreased average number of orders per inspection	% decrease in weighted average	2.22	2.80	3.34	3.24	2.87	3.0	
5. Increased public awareness of the IRS	% increase in years 2-5	n/a	n/a	n/a	n/a	n/a	Baseline 2018	



## Strategic Priority 2: Delivering Quality Services and Outcomes

Key Performance Indicator	Metric	Q1	Q2	Q3	Q4	YTD	Target	Assessment
6. Short term time loss duration	% of cases with duration less than 10 days	70.8%	71.6%	69.6%	67.2%	70.2%	75%	
7. Time to first payment	% of first compensation payments issued within 20 days	91.2%	94.4%	83.9%	86.2%	88.6%	90%	
8. Time to entitlement decision	% of decisions made within 15 days	73.0%	77.6%	73.9%	69.3%	73.4%	70%	
9. Return to work	% of injured workers RTW within 6 months	70.3%	65.4%	62.1%	59.6%	64.9%	75%	
10. e-Business user satisfaction	% of satisfied respondents	84%	77%	88%	78%	82.0%	80%	
11. Funded position (2017 final figure)	% of funded position	110%	110%	110%	110%	110%	110%-140%	
12. Operating budget	Within % of annual budgeted expenses	-5.5%	-12.1%	-10.6%	-16.9%	-11.8%	+/-5%	
13. Claims costs	Within % of annual budgeted claims costs	-8.0%	16.5%	9.9%	-1.8%	4.1%	+/-10%	
14. Return on investment	% returned	0.34%	2.28%	0.28%	-3.02%	-0.20%	5.85%	



Performance meeting or exceeding target



Performance marginally off target



Performance off target



## STRATEGIC PRIORITY 1:

# Advancing the Safety Culture

## 1.1 Increase the number of employers with an occupational health and safety (OHS) program

### 1.1.1 Establish baseline metrics for occupational health and safety (OHS) programs and visits at large and small businesses

By the end of 2018, the Prevention Services unit had successfully established baseline metrics for occupational health and safety (OHS) programs and visits at large and small businesses. This involved the evaluation of directed services to develop specific parameters about defining a visit, and identify points of engagement with stakeholders. Once this was achieved, Prevention Services developed internal tracking mechanisms for the identified points of engagement, which were tested and validated with several units across the WSCC. Working closely with the WSCC's Policy and Data Analytics unit, Prevention Services ensured that the methodology associated with collecting and tracking points of engagement remains consistent and accessible for appropriate staff.

Towards the goal of identifying large and small businesses requiring OHS programs as part of a baseline, by the end of Q4 the WSCC had collected and analyzed initial data, using the information to conduct targeted outreach in support of large and small employers. While this information was used to establish a target for the number of overall employers with an OHS program in 2019, additional data will be gathered to ensure that employers receive the right information for their OHS requirements.

### 1.1.2 Deploy strategy to increase occupational health and safety (OHS) in the workplace

In order to deploy a strategy to increase OHS in the workplace, in 2018 the WSCC completed a gap analysis to determine priority focus areas in support of employers. By better understanding employers' needs and identifying areas requiring improvement, the WSCC can prioritize and target outreach to employers to support the increase of OHS programs in their workplaces. Understanding that the needs of large and small employers are different, the Prevention Services unit used data collected in early 2018 to develop an action plan with an employer engagement strategy. This strategy included the development of resources to support employers, and ongoing communication with employers was undertaken to validate and adjust outreach efforts as required. Looking forward, the WSCC will continue the deployment of this strategy, adjusting as more information becomes available and employers progress in their OHS requirements.

## 1.2 Increase occupational health and safety (OHS) education in communities for vulnerable workers

### 1.2.1 Establish a baseline for occupational health and safety (OHS) educational activities for vulnerable workers in communities

In early 2018, the WSCC determined that the primary focus for OHS education in communities would be young workers. The first step in increasing education for young workers was to establish a baseline of existing activities and the number of young workers accessing existing activities in communities. By undertaking a review of existing OHS educational materials, including an interjurisdictional scan on available resources, the WSCC was able to analyze these materials and develop recommendations for supplementary activities and resources that would increase educational opportunities for this demographic.

Concurrently, toward the creation of a baseline for OHS educational activities, the WSCC evaluated the potential for collaboration with educational organizations that serve young people, either before they join the workforce or in the early stages of their careers. Outreach was conducted to organizations in the Northwest Territories and Nunavut, and the WSCC successfully implemented diverse educational activities. These included presentations to youth and teachers at conferences, participation in the Northwest Territories Skills Competition, programs at the annual Mine Rescue Competition, and communication with the Departments of Education in both territories to identify opportunities to contribute to secondary school curricula, among other outreach.

### 1.2.2 Develop and deploy a strategy for occupational health and safety (OHS) education

The development and deployment of a strategy for occupational health and safety (OHS) education was a key focus area for the WSCC in 2018. After identifying the target audiences of young, foreign, new, and returning workers, the Prevention Services unit established timelines and targets for implementation of OHS educational programs over the duration of the five-year Strategic Plan.

Ahead of determining the best options for delivering educational activities, Prevention Services undertook research, developed resources, evaluated potential collaborative opportunities, hosted focus groups, and collected stakeholder feedback to ensure that the needs of stakeholders were fully understood. The information garnered from these activities directed the path forward in developing and delivering educational activities to the diverse audiences identified. Collaborations with Skills Canada, the Government of the Northwest Territories, and the Government of Nunavut were explored, particularly for the delivery of an online course for young workers and the delivery of educational resources that support young workers before or shortly after they enter the workforce.

Moving into 2019, the WSCC will seek to implement the activities developed over the previous year, as well as initiating research to best direct services to foreign workers, another target audience identified at the onset of the Strategic Plan.

## 1.3 Improve criteria for directed inspections to increase compliance with governing regulations

### 1.3.1 Enhance targeting of high-risk employers by including injury severity, frequency, and classification in directed inspections

Supporting employers in achieving and remaining compliant with legislation governing safe work is a priority for the WSCC. In 2018, after successfully updating the criteria associated with the WSCC's Directed Services for employers to include high-risk activities, the WSCC's high-risk working group turned its attention to the reduction of psychological injuries. Through the development of a project plan earlier in 2018, the group defined priorities and identified high-risk workers requiring additional or unique support to reduce risk of psychological injury on the job. Data requirements and collection methods were also established in 2018, leveraging existing information sources and means of collection.

Criteria for collection was also refined, and Prevention Services has continued to work with the Policy and Data Analytics unit and the Information Services unit to determine the most accurate, reliable, and consistent opportunities for high-integrity data collection. Because the scope of addressing psychological risks is so broad, the WSCC has incorporated continued work in this area into the activities planned for 2019 which will include the development of tools to assist staff in identifying and addressing psychological risks. 2019 will also see the continued development of reporting mechanisms for high-risk activities, ensuring that the WSCC remains dynamic and responsive to the changing needs of stakeholders.

### 1.3.2 Conduct legislative review of all *Acts* and *Regulations* the WSCC is mandated to regulate

The WSCC committed in 2018 to the regular internal review of applicable *Acts* and associated *Regulations*, and taking the necessary steps to address required changes. Any suggested changes are subject to a consultation process to fully understand the impacts, benefits, or risks to stakeholders and ensure that the best possible outcomes are achieved collaboratively. Recommendations are then drafted for review with the WSCC's Governance Council, the approval of which determines the next legislative steps.

By the end of 2018, the WSCC had made progress with the *Workers' Compensation Act* and a bill to amend the *Act* was before standing committees for review in the Northwest Territories and Nunavut. Over the course of the year, the WSCC focused on such legislative areas as impairment and fit for work provisions, required qualifications for mining inspectors, the *Occupational Health and Safety Regulations*, and a proposed consolidation of the *Mine Health and Safety Act* and the *Safety Act*. As work progressed in these areas, the WSCC determined that this regular attention to legislation is an operational component of work undertaken by WSCC staff, and these efforts are not strategic in nature.

The Legal Services unit reviews legislation as part of its annual work plan, and takes the appropriate legislative steps when required. As such, these strategic *Initiatives* have been discontinued for 2019 and instead incorporated into annual operational schedules. However, should a particular *Act* or *Regulations* require a more comprehensive strategic review in future years, it may be reconsidered under yearly Corporate Plans to ensure alignment with the WSCC's strategic priorities as well as the vision, mission, and values of the organization.

## 1.4 Analyze and address emerging issues and trends in workplace safety

### 1.4.1 Implement strategy to address trends in claims in occupational health and safety (OHS)

Understanding and addressing emerging trends and issues in workplace safety is a critical component of providing the best possible care for stakeholders and ensuring that the WSCC continues to tailor prevention services to the changing environment in which we live and work. In 2018, the WSCC identified psychological components of occupational health and safety as a priority focus area moving forward. This involved the research and evaluation of existing and emerging leading indicator frameworks and programs, and the creation and implementation of a strategy to address psychological injuries. By the end of the year, the WSCC had collaborated with a psychological advisor as well as the Association of Workers' Compensation Boards of Canada to identify and address common trends in mental wellness. Education sessions for staff were conducted, and the creation of an operational procedure for the management of psychological disorders was initiated. Mental health first aid training and vicarious trauma training was also provided for staff.

The creation of a strategy to address psychological injuries was initiated in 2018, beginning with the identification of appropriate indicators and benchmarks around which to structure the framework. This was successfully achieved, supporting staff in the Claims unit in identifying claims at risk of progressing from a physical injury to a psychological injury over the duration of the claim. It was determined through this process that a high-hazard working group would support the ongoing identification and development of tools to offer workers, employers, and the medical community in addressing work associated with higher psychological risk. By the end of the year, a formal action plan for reducing psychological injuries was created and approved, and is scheduled for implementation as part of the 2019 Corporate Plan.

## 1.5 Improve public awareness of the Internal Responsibility System (IRS)

### 1.5.1 Establish baseline for public awareness of the Internal Responsibility System (IRS)

Improving public awareness of the Internal Responsibility System (IRS) is an ongoing priority for the WSCC and a key component of advancing the safety culture. The IRS holds that everyone shares responsibility for safety in the workplace, and is the underlying philosophy in occupational health and safety legislation in Canada. In 2018, the WSCC reviewed work undertaken in other jurisdictions related to public awareness and communication of the IRS, completed an assessment of the data tools available to evaluate public awareness, and initiated work on a survey to gauge knowledge of the IRS and public awareness of the WSCC in the Northwest Territories and Nunavut. In Q4, a request for proposals (RFP) was issued, and a successful proponent was identified to complete the required work in early 2019. The information garnered from the survey will establish a baseline as well as provide clear direction for the next phase of this objective, involving an evaluation and expansion of the WSCC's programs, services, and materials to promote and enhance understanding of the IRS.



## STRATEGIC PRIORITY 2:

# Delivering Quality Services and Outcomes

## 2.1 Continue implementation of the e-Business strategy

### 2.1.1 Continue the development and enhancement of e-Business initiatives, using other jurisdictions as benchmarks for services and costs

Implementation of the WSCC's e-Business strategy is a multi-year objective that involves diverse initiatives designed to improve stakeholder service delivery. Providing stakeholders increased online options, enhancing existing services, and ensuring that all online communication is secure are priorities for the WSCC. By the end of Q4, the WSCC's Information Services unit had made substantial progress on the e-Business strategy, including the successful implementation of the Asbestos Notification project and the Claims Cost Summary e-Service.

Work continued throughout the fourth quarter on the Employer Report of Incident service, which is scheduled for completion in 2019, as well as the development of electronic invoicing submissions for medical service providers. Some reprioritization took place over the course of the year, which has placed the development of online services for employers to sign up for Personal Optional Coverage as a lower priority based on direction from the Data Integrity Steering Committee. For 2019, the WSCC has committed to continued progress on implementing the e-Business strategy, with ongoing monitoring of user satisfaction quarterly and annually.

### 2.1.2 Ensure internal readiness for e-Business with systems infrastructure and human resource planning

In addition to improving e-Business services for external stakeholders, the WSCC has worked to ensure internal systems meet the infrastructure and human resource needs of changes to these technological systems. The WSCC's system and network infrastructure underwent ongoing development and enhancement to minimize e-Business down time, as well as ensure the security of the overall system. Over the course of 2018, this involved infrastructure projects like the SQL server database consolidation, the IIS application server consolidation, and the implementation of a web application firewall. These projects have been identified as continuing priorities for 2019.

## 2.2 Increase safe and timely return to work (RTW)

### 2.2.1 Improve safe and timely return to work (RTW) through early intervention

By the end of Q4, the WSCC had submitted the final draft of a Healthcare Provider Engagement and Education strategy for approval, seeking to strengthen our relationship with healthcare providers through improved communications and ongoing collaboration in the interests of injured workers. Over the course of the year, the WSCC's Medical unit undertook diverse activities to support early intervention strategies in facilitating successful return to work options for workers and employers. The WSCC's Chief Medical Advisor hosted informational sessions with healthcare providers, and Northern Health Centres received introductory information to support learning, familiarize staff with WSCC processes, and ensure that communication is open and ongoing.

In addition to these efforts, the Medical unit worked closely with the WSCC's Return to Work Specialist to offer training for staff to deepen understanding of return to work options for both workers and employers. Claims that presented particular barriers for return to work were addressed with an internal quality assurance working group, which supports staff in providing the highest possible level of service in case management. This working group evaluated claims from a duration and cost perspective, identifying gaps in training for staff and incorporating learning opportunities in an ongoing way. The implementation of early intervention strategies will continue into 2019, towards the objective to increase safe and timely return to work.

### 2.2.2 Increase percentage of employers participating in return to work (RTW) programs

Employers play a key role in facilitating successful return to work (RTW) outcomes, and increasing their participation in return to work programs contributes to overall positive outcomes for both workers and employers. Throughout 2018, the WSCC's RTW Specialist worked with the Occupational Health and Safety unit to understand the needs of large and small employers. The WSCC is on track to confirm baseline data in early 2019, which will be used in support of the development and implementation of strategies to increase return to work participation.

One-on-one collaboration with employers supported better understanding of the challenges and opportunities associated with returning injured workers to the job, and this information was useful for internal staff to develop RTW plans for diverse cases. In Q4, the RTW Specialist coordinated a workshop for human resources professionals in the mining industries in the Northwest Territories and Nunavut to communicate and build understanding about the RTW process, and receive feedback related to their experiences and challenges in facilitating return to work. Group-based outreach was also undertaken with the Government of the Northwest Territories, and these activities will continue into 2019.

## 2.3 Improve cultural safety in our day-to-day work and in our services for stakeholders

### 2.3.1 Evaluate and develop cultural awareness and cultural sensitivity within the WSCC

In 2018, the WSCC made an explicit commitment to improve cultural safety in our day-to-day work and in our service to stakeholders. Cultural safety holds that the effective provision of care to someone of a different culture requires that services are delivered according to the cultural values and norms of the recipient, and calls for a process of reflection to understand personal and systemic biases that detract from effective care delivery. The WSCC began work on cultural safety by developing a measurement plan for cultural competency within the organization, and the first step was familiarizing staff with cultural safety as a concept and underscoring the importance of providing culturally safe services to our stakeholders.

Training opportunities, potential partnerships, and existing resources were evaluated for applicability to the WSCC's needs, and learning sessions on northern Indigenous community values and traditional northern Indigenous healing and medicines were held for staff. Baseline data related to cultural awareness and cultural competency training was gathered and evaluated, with targets set for 2019. Staff have responded enthusiastically to the formal and informal learning opportunities and have proven receptive to the concepts outlined in the WSCC's next steps toward practicing cultural safety.

## 2.4 Maintain financial stewardship of the Workers' Protection Fund

### 2.4.1 Undertake a systematic review of our financial drivers

A key component of maintaining financial stewardship of the Workers' Protection Fund is a comprehensive understanding of the WSCC's financial drivers. In 2018, the WSCC's Financial Services division identified and prioritized financial drivers, reviewing key characteristics of costs and analyzing expenses. A discussion document was created with this information for senior staff review, and the next step in this process will include evaluation of the methods of cost allocation in various areas as part of the plans for 2019.

Financial Services also progressed in the development of an implementation plan for International Financial Reporting Standards (IFRS) 17. WSCC staff participated in nation-wide engagement to ensure alignment with other compensation boards in implementation of IFRS 17, identifying appropriate training and the requisite steps involved. By the end of Q4, it was identified that the implementation of IFRS 17 is likely to be postponed by the International Accounting Standards Board until 2022, though the WSCC will continue to investigate requirements and associated impacts of implementation.

## **2.4.2 Conduct a review of the WSCC lifetime pensions program**

In order to ensure alignment with the policies and guidelines across other workers' compensation boards in Canada, the WSCC committed to undertaking a review of the lifetime pensions program. In 2018, the WSCC made a request to present to the Government of the Northwest Territories' Standing Committee on Economic Development and Environment (SCEDE). Next steps for this review will be contingent upon the outcome of this request, as well as internal capacity to undertake the requisite stakeholder engagement and determine the appropriate path forward.

## **2.4.3 Advance the Continuous Excellence (CE) Program**

The WSCC made an explicit commitment to Advance the Continuous Excellence (CE) Program as part of the 2018-2022 Strategic Plan. In 2018, the WSCC initiated a comprehensive program redevelopment with the support of an external contractor. This redevelopment included the incorporation of recommendations made through the CE Program review of 2017, leveraging the strengths and opportunities of the previous program to improve overall effectiveness and staff engagement in process improvement activities.

Concurrently to the program redevelopment, active recruitment was undertaken for a team of CE Leaders from across the organization. These program ambassadors received specialized training according to their existing skill sets and areas of interest, and were engaged in the redevelopment of the CE Program overall. The finalized program framework was reviewed by Senior Management in Q4 and approved, and the next steps in 2019 will be an organization-wide rollout as well as the development of a training program for all staff.

# **2.5 Improve integrity of and access to data**

## **2.5.1 Update Standard Occupational Codes (SOC), Standard Industrial Codes (SIC), and rate classification for employers to current standards.**

By the end of Q4, the WSCC had made substantial progress in the updating of Standard Occupational Codes (SOC) for claimants, and Standard Industrial Codes (SIC) for employers to current standards. A survey and assessment were undertaken across the WSCC regarding the current usage of occupational and industrial codes, which provided important information about the downstream impacts of any code conversions. Outreach was also completed to peer organizations to understand lessons learned in code conversions and receive guidance on best practices.

Two decision papers related to the future state of coding standards at the WSCC were completed and approved by the Data Integrity Working Group, and the information was presented to Senior Management. Moving forward, cross-divisional working groups will be established to guide project next steps, verify appropriate timelines, and address any implications of changes to coding standards or conversion of historical claims and records.

### **2.5.2 Develop data integrity strategy that addresses National Workplace Injury Statistics Program (NWISP) coding**

National Workplace Injury Statistics Program (NWISP) coding tracks incident details for claims accepted by workers' compensation boards in Canada, using nationally-accepted definitions and standards. In order to ensure accurate, consistent NWISP data, in 2018 the WSCC initiated the development of a training and quality assurance plan to achieve consistency in this coding. As the Policy and Data Analytics unit progressed on this project, it was determined that an NWISP error-checking tool could be broadened in scope to provide added value for WSCC staff. The project was therefore expanded and will continue into 2019, as work continues with the Information Services unit to undertake required technical work in leveraging this opportunity for the best possible outcome.

### **2.5.3 Support internal data management decision-making through business intelligence tools**

Making data-driven decisions is a priority for the WSCC, and the diverse data needs of the organization led to the development of a Business Intelligence Strategy. This strategy required comprehensive research and analysis of available tools and existing programs in other jurisdictions, ensuring that the strategy is ideally suited for the WSCC's needs. In Q4, the finalized strategy was presented to Senior Management, and meetings were held to ensure alignment with key business units. This strategy will be enhanced based on feedback as the WSCC moves forward with business intelligence capabilities.

Over the course of 2018, the WSCC planned and developed a data dashboard pilot project to present real-time data to WSCC staff in the Claims unit. This pilot dashboard was implemented in Q2 for testing, and feedback was collected and incorporated into dashboard improvements. A second pilot project in the Employer Services unit was planned and implemented thereafter, incorporating feedback and resulting in a functional and useful tool for staff to visualize, analyze, and track data. Because of the long-term scope of the WSCC's data needs, these projects will continue to build capacity and support decision-making into 2019.

## 2.5.4 Develop data integrity strategy to improve stakeholder data

The WSCC's Data Integrity Strategy seeks to ensure that stakeholder data is accurate, complete, and consistent. By the end of 2018, the WSCC had prioritized particular data for accuracy and quality assurance, and completed the majority of this review. Guidelines and procedures were developed in support of compliance with a high standard of data integrity, and in order to ensure alignment with other Canadian counterparts, WSCC staff completed a course in National Workplace Injury Statistics Program (NWISP) coding.

The development and implementation of a data integrity strategy is intended as a multi-year project, as the WSCC's data needs are dynamic. Over the course of 2018, the WSCC implemented a Data Integrity Steering Committee to address the diverse data requirements across multiple business units and ensure alignment with cross-divisional strategic objectives. This committee meets bi-weekly, sharing updates, making recommendations, and prioritizing action items, and will remain operational into 2019.

## 2.6 Enhance communication

### 2.6.1 Improve public awareness of the Workers' Safety and Compensation Commission

By the end of Q4, the WSCC had successfully defined public awareness priorities across multiple business units and had assessed alignment of communications activities with WSCC's strategic goals. Towards the improvement of public awareness of the WSCC and its services, it was determined over the course of the year that the establishment of a baseline for public awareness required the development and external administration of a survey. This survey would provide an opportunity not only to capture data about public awareness of the WSCC, but could also gauge general attitudes about workplace safety, injury prevention, and understanding of the Internal Responsibility System (IRS).

The guiding principal of the IRS is that all workplace stakeholders have a role to play in the promotion and maintenance of safe workplace practices, harm/hazard reduction, and the safety of workers. Workplace stakeholders include employers and owners, managers and supervisors, workers and the Occupational Health and Safety Committee (OHSC) at the workplace. A contract was awarded to develop and administer this survey in early 2019, at which point baseline data will be finalized and the appropriate next steps determined. For 2019, the evaluation and analysis of this baseline data will contribute to the development of a communications strategy and key metrics for improving and measuring public awareness of the WSCC.

## 2.6.2 Enhance stakeholder service communication

Enhancing stakeholder service communication means ensuring that stakeholders receive information in a clear, timely manner, and in language that they understand. In 2018, WSCC staff undertook internal training on how to review communications materials and procedures, and provided input for improvement based on their expertise and experiences working with stakeholders. Standard communications materials began to undergo review for clarity, removal of jargon, and consistency, and this will continue into 2019 given the large volume of correspondence that the WSCC produces.

Moving forward, the WSCC will continue to collect internal feedback on possible improvements, and will incorporate external stakeholder feedback where appropriate. Service standards contribute to the enhancement of stakeholder service communication, and in Q4 the WSCC had successfully developed protocols and established clear expectations for staff in their communications with stakeholders. Feedback has demonstrated improvement in communication by the end of 2018, and diverse channels to collect feedback and monitor progress will continue to be engaged into 2019.