

# FIVE YEAR PLAN



# 2015-2019





## OUR VISION

A trusted partner, insuring today and building a safer tomorrow.

## OUR MISSION

We are here to insure and support safe and healthy work and workplaces.

We put workers and employers at the centre of all we do.

We provide them with valued services for injury prevention, compensation and return to health and work while maintaining system integrity.

## OUR STRATEGIC PRIORITIES

**Our People** - Engaging our employees to harness their commitment and passion. Developing our capabilities and our capacity to excel.

**Our Customers** - Understanding the diverse needs and expectations of workers and employers. Providing proactive and relevant services.

**Our Partners** - Collaborating with our partners to deliver superior services and build a safer Manitoba.

**Our System** - Protecting the integrity of the compensation system. Honouring our governing principles and delivering on our mandate.

## OUR VALUES

Integrity • Compassion • Innovation • Accountability • Collaboration



# INTRODUCTION

Each year the Workers Compensation Board of Manitoba (WCB) develops a Five Year Plan — its vision for the future. Over the next five years, the WCB will continue to promote a culture of safety and health in Manitoba and to work with our partners to help make workplaces safer. The WCB has a responsibility to injured workers to be effective in providing compassionate and supportive compensation services, and in helping them return to health and productive and meaningful work in a timely and safe manner. As well, the WCB remains committed to making continuous improvements in the way services are provided to all of the organization's valued stakeholders, to protect the integrity of the compensation system and to do so in a financially responsible manner.

In 2013, the Board of Directors adopted the current strategic plan to guide the organization into the future. The strategic framework communicates a clear direction and guides the organization in both fulfilling an expanded prevention mandate and maintaining its delivery of high-quality compensation and return to work services.

The WCB operates according to the four priorities that were established with the adoption of the strategic plan. These strategic priorities provide an operational framework for how the organization conducts its business:

- Our Customers
- Our System
- Our Partners
- Our People.

This Five Year Plan looks to the future, outlining significant initiatives that will build on the strategies for success in each of the four priorities.

For information on the WCB's current activities, please refer to the 2014 Annual Report.



# OUR CUSTOMERS

The WCB is committed to understanding the diverse needs and expectations of workers and employers while providing proactive and relevant services.

## Strategic Goals:

- To enhance our culture to ensure our customers and their needs are at the centre of all we do.
- To leverage information and technology to make it easy to do business with us.
- To deliver excellent services and programs to meet the diverse needs and expectations of our customers.

## Strategic Initiatives:

### **Enhance customer-centred service throughout our organization**

The WCB is committed to continuously seeking out new and innovative ways to enhance service to our customers. The WCB will continue to work on a comprehensive customer-centred service program, including completing customer journey maps for workers and employers, reviewing the quality of written correspondence and enhancing ways for customers to provide feedback.

### **Improve our customers' compensation and return to work experience**

The WCB understands and cares about the diverse needs of our customers. Following a review of our customer service and return to work, the WCB is committed to implementing best practices, enhancing telephone service and improving return to work.

### **Improve employers' experience with our assessment processes**

With FlexPay now available to all registered employers, the WCB is committed to continuing to implement enhanced online services, making it easier to do business with the WCB.



**ACHIEVE AT LEAST 80%**  
IN SATISFACTION OF



TARGETS



# OUR SYSTEM

The WCB is committed to protecting the integrity of the compensation system, honouring our governing principles and delivering on our mandate.

## Strategic Goals:

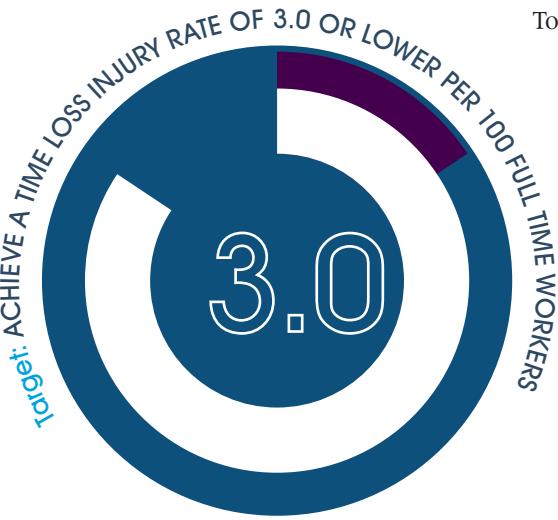
- To continuously improve system performance.
- To ensure all workplace partners in the compensation system — the WCB, workers and employers — understand and act on their rights and responsibilities.
- To maintain a balanced and financially sound system.

## Strategic Initiatives:

### Strengthen the WCB compliance framework

Ensuring all parties comply with their responsibilities is a key element in protecting the integrity of the compensation system. Compliance activities will include education and awareness so that workers and employers understand their rights and responsibilities for reporting workplace injuries, as well as implementing enhanced tools and processes for monitoring and tracking non-compliance.

### Revise our rate model to ensure fairness and create a prevention incentive



To complete our commitments following 2013's *Fair Compensation Review*, the WCB will finalize the comprehensive review of the assessment rate model and implement the changes that result from the review, including developing a transition plan and communicating extensively with stakeholders.

### Support legislative review and implement required changes

Legislation requires a review of *The Workers Compensation Act* every 10 years to ensure it is still up-to-date and applicable to the changing times. The WCB will support the review, including conducting consultations and researching issues and will implement any changes required as a result of new legislation.



### Build our business intelligence capacity

The WCB is committed to making use of technology and business process renewal methods to implement innovative ideas for service improvements. The WCB will continue to develop business intelligence tools and methodologies and enhance our data analytic capabilities. Easier access to rich WCB data will give our organization more timely and better information for strategy planning and operational decisions.

### Evolve our technical infrastructure to support innovation

The WCB is committed to enhancing the technology used in the organization to ensure our technical infrastructure supports a culture of innovation. Technical infrastructure improvements will include implementing road maps for communication, network infrastructure, data protection, storage and security.

### Modernize our quality assurance program

The WCB is committed to ensuring policy and legislation is applied correctly and consistently. The WCB will complete the redesign of the quality assurance program for claims and develop a quality assurance program for internal healthcare opinions.

### Review our accident fund reserve target and operationalize the model

As part of the 2014 review of the accident fund reserve target, a financial modeling tool was developed. This model, which utilizes multiple economic scenarios, will be operationalized in 2015 to enhance the annual financial planning exercise.



TARGETS



# OUR PARTNERS

The WCB is committed to collaborating with our partners to deliver superior services and build a safer Manitoba.

## Strategic Goals:

- To facilitate collaboration with our partners.
- To build community capacity to promote safe workplaces.
- To enhance our public reputation and increase stakeholder confidence.

## Strategic Initiatives:

### **Design and implement electronic healthcare reporting and billing**

In support of the WCB's commitment to helping injured workers return to health and meaningful work as soon as safely possible, the WCB has launched a multi-year project on healthcare electronic reporting and billing to improve the timeliness and quality of reports from doctors, chiropractors and physiotherapists.

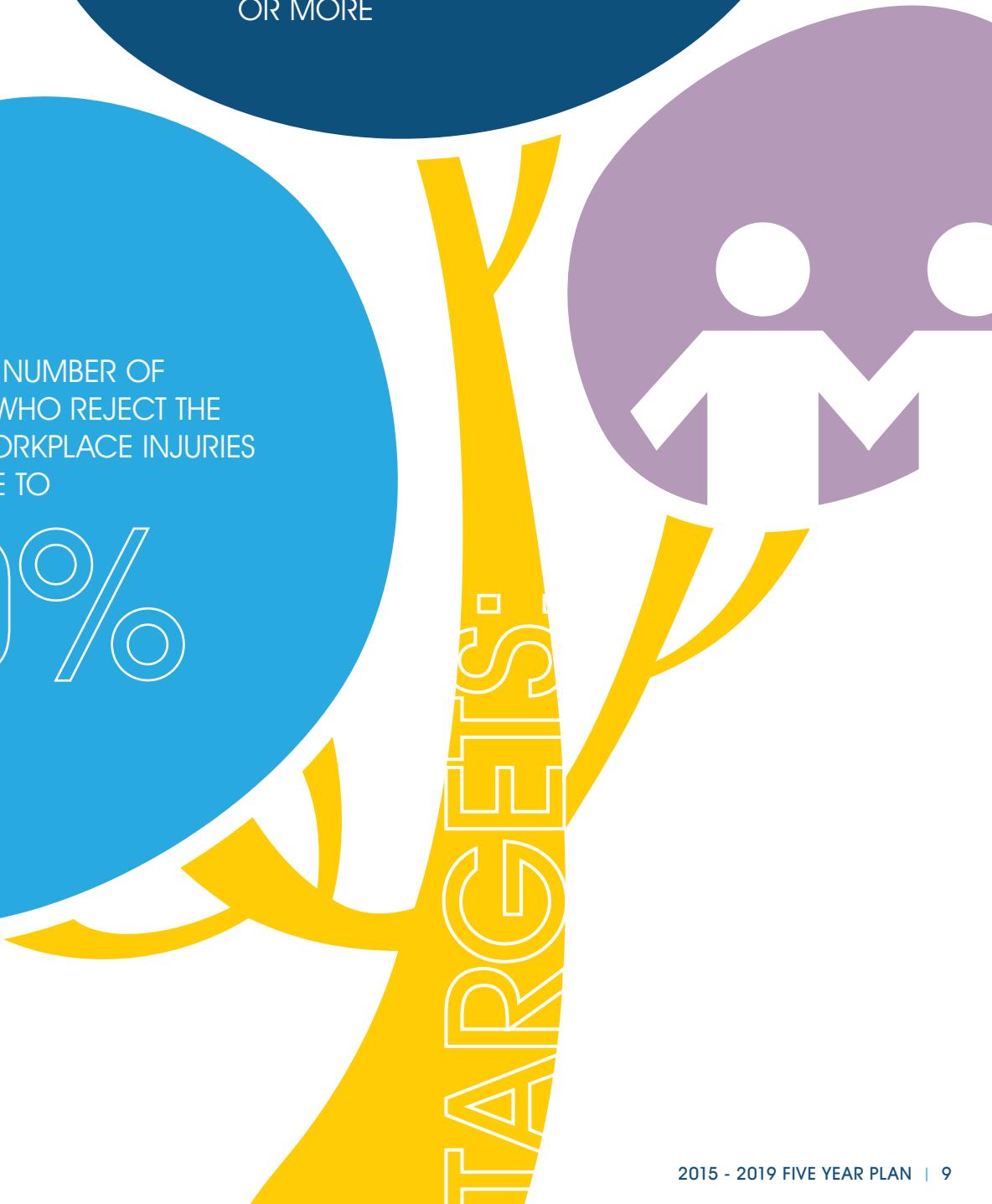
### **Implement a stakeholder outreach strategy**

The WCB is committed to collaborating with partners and stakeholders. The WCB will implement strategic supports such as a speakers bureau to reach out to partners and deliver resources through new channels. In addition, the WCB will develop a knowledge transfer and exchange program to enhance the value to stakeholders of our Research and Workplace Innovation Program.

### **Implement Manitoba's Five-Year Plan for Workplace Injury and Illness Prevention**

SAFE Work Manitoba will continue to implement a detailed plan for delivering on *Manitoba's Five-Year Plan for Workplace Injury and Illness Prevention*, including consolidating safety and health training workshops, supporting the formation of new safety associations and developing an Enhanced Prevention Incentive and Certification Program.





MAINTAIN THE NUMBER OF  
MANITOBANS WHO BELIEVE THE WCB  
MAKES A POSITIVE CONTRIBUTION AT

70%

OR MORE

INCREASE THE NUMBER OF  
MANITOBANS WHO REJECT THE  
BELIEF THAT WORKPLACE INJURIES  
ARE INEVITABLE TO

70%

# OUR PEOPLE

The WCB is committed to engaging our employees to harness their commitment and passion. As an organization, we are committed to developing our capabilities and our capacity to excel.

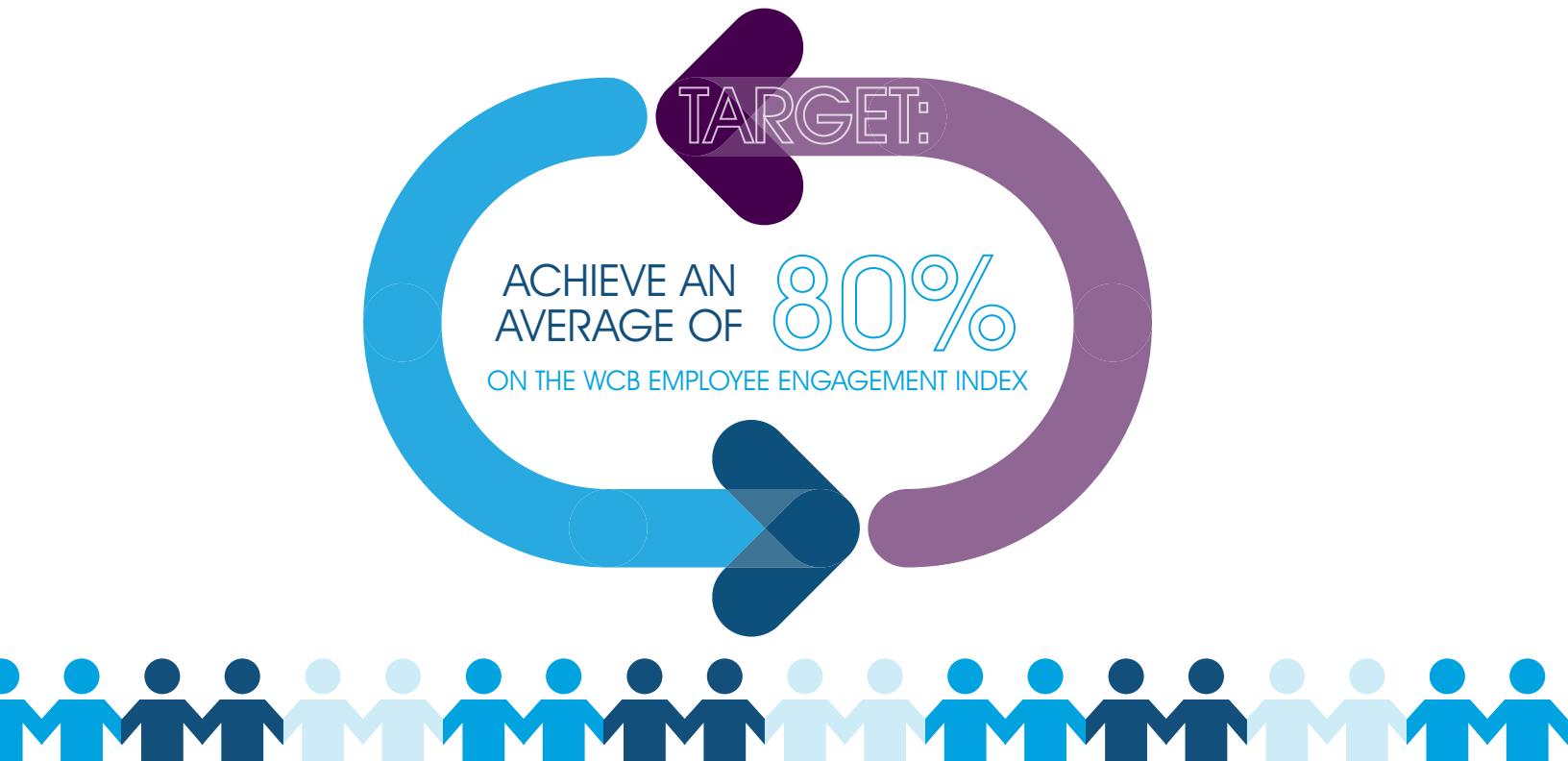
## Strategic Goals:

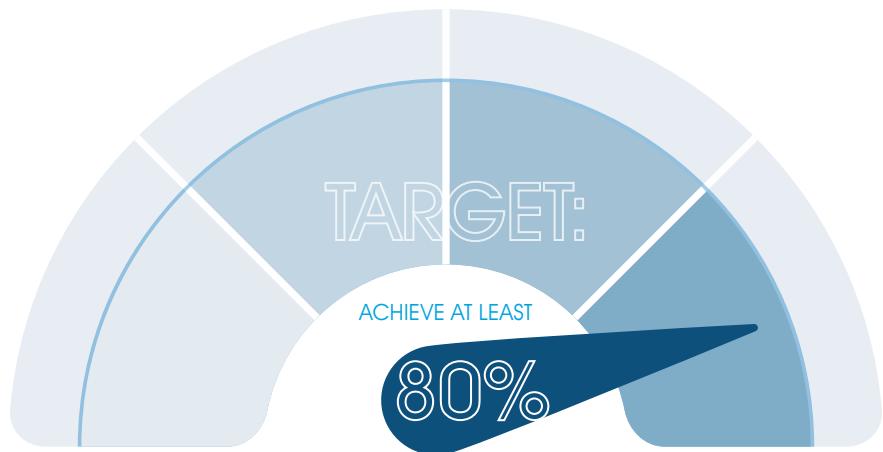
- To support staff and enhance their ability to provide excellent customer service.
- To increase staff commitment and engagement.
- To build a culture that supports innovation.

## Strategic Initiatives:

### Implement initiatives to engage employees

The WCB is committed to increasing staff engagement and to enhancing the ability of staff to work together and with our partners to serve our customers and achieve our vision. The WCB will continue to conduct regular staff engagement surveys and implement action plans emerging from the surveys, engage and involve staff through the intranet as a two-way communication and engagement tool and continue to solicit input from staff about their work and the organization.





## ON THE WCB INNOVATION INDEX

### Enhance our leadership development

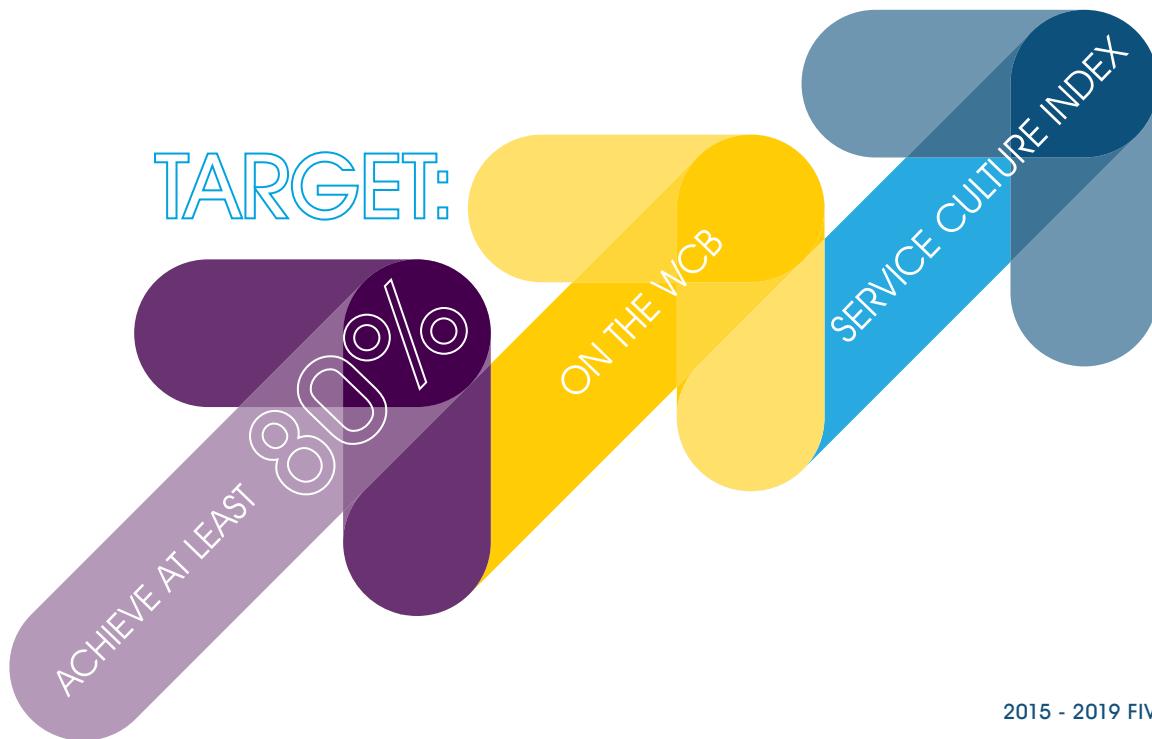
Developing strong leadership is essential to accomplishing organizational goals. The WCB will continue with its coaching for leadership program and will support its leaders with enhanced change management processes and strategies.

### Build skills and competencies to support our innovation culture

The WCB is committed to finding new and better ways to provide service that is fast, easy, caring, right and clear. We continually seek to make our system more responsive, efficient and effective. The WCB will implement various agile innovation projects; develop an organizational innovation methodology; support leaders in developing an innovation culture; and build intranet resources to support innovation.

### Renew our physical work environment

The WCB will develop an office renewal plan to allow for a more effective workspace to meet the needs of the organization and will design and build permanent office space for SAFE Work Manitoba.



# 2015 – 2019 BUDGETED AND PROJECTED FINANCIAL STATEMENTS

The WCB Board of Directors defines the strategic direction to guide the organization which includes the WCB's corporate vision, mission, values and strategic goals. In 2015 and beyond, the WCB will continue to work to support our Strategic Priorities, which focus on our people, our customers, our partners and our system while putting workers and employers at the centre of all we do.

The organization's financial plans are prudent and allow the WCB to be in line with the accident fund reserve and funding ratio targets throughout the five year period.

## WCB revenues include:

**Premium revenue:** this amount represents a combination of estimated annual assessable payroll and the average assessment rate, using reasonable assumptions for economic and inflationary growth. The average assessment rate used in the Five Year Plan is \$1.30 in 2015 and 2016 and \$1.20 in 2017 and beyond. The rate change is financially sound and is designed to support *Manitoba's Five-Year Plan for Workplace Injury and Illness Prevention*.

**Investment revenue:** this amount represents a return that is consistent with the WCB's investment portfolio profile. A steady rate of return of six per cent is used throughout the Plan, as it is not possible to predict investment markets. Actual results in this area will vary and fluctuations can be significant.

## WCB expenses include:

**Claim costs:** this amount assumes the injury rate will decline during the Five Year Plan period and includes a reasonable assumption for cost inflation. Fluctuations in claim costs can occur if there is an increase to injury rates, or very expensive claims, a change in the mix of old and new claims, or a change in claim duration. Included in the claim cost projections are costs related to actuarial projects which are estimated to impact claim costs in the years 2015 and 2018.

**Operating expenses:** this amount represents salaries, employee benefits, infrastructure, the Appeal Commission, the Research and Workplace Innovation Program, SAFE Work Manitoba and administrative costs. In 2015 and beyond, estimates include a reasonable assumption for the growth of the WCB and inflation.



## Proforma Statement of Financial Position (unaudited)

As at December 31  
(in thousands of dollars)

	2014 Actual	2015 Budget	2016 Projection	2017 Projection	2018 Projection	2019 Projection
Assets	\$ 1,666,373	\$ 1,740,771	\$ 1,781,315	\$ 1,775,272	\$ 1,811,504	\$ 1,842,077
Liabilities	1,209,243	1,268,297	1,306,999	1,345,168	1,398,431	1,438,916
Funded position	457,130	472,474	474,316	430,104	413,073	403,161
	<b>\$ 1,666,373</b>	<b>\$ 1,740,771</b>	<b>\$ 1,781,315</b>	<b>\$ 1,775,272</b>	<b>\$ 1,811,504</b>	<b>\$ 1,842,077</b>
Funding ratio	137.8%	137.3%	136.3%	132.0%	129.5%	128.0%

## Proforma Statement of Operations and Comprehensive Income (unaudited)

For the years ending December 31  
(in thousands of dollars)

	2014 Actual	2015 Budget	2016 Projection	2017 Projection	2018 Projection	2019 Projection
Projected average assessment rate	\$ 1.50	\$ 1.30	\$ 1.30	\$ 1.20	\$ 1.20	\$ 1.20
Premium revenue	\$ 286,400	\$ 263,341	\$ 251,747	\$ 192,560	\$ 242,725	\$ 247,685
Investment income	127,286	79,708	86,919	89,876	90,835	91,826
Revenue	413,686	343,049	338,666	282,436	333,560	339,511
Claim costs incurred	222,100	234,705	239,175	224,117	242,935	236,385
Operating expenses	81,323	93,000	97,649	102,531	107,656	113,038
Total expenses	303,423	327,705	336,824	326,648	350,591	349,423
Operating surplus	<b>110,263</b>	<b>15,344</b>	<b>1,842</b>	<b>(44,212)</b>	<b>(17,031)</b>	<b>(9,912)</b>
Other comprehensive income	<b>(34,807)</b>	-	-	-	-	-
Total comprehensive income	<b>\$ 75,456</b>	<b>\$ 15,344</b>	<b>\$ 1,842</b>	<b>\$ (44,212)</b>	<b>\$ (17,031)</b>	<b>\$ (9,912)</b>





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