



## YWCHSB Strategic Plan – Preventing Disability

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### Message from the Chair

The Board of Directors of the Yukon Workers' Compensation Health and Safety Board (YWCHSB) believes this **Strategic Plan 2018 – 2022 – Preventing Disability** positions the organization to manage the challenges ahead. Our long-term vision remains zero: zero worker deaths, injuries and illnesses; zero permanent impairments; zero safety violations.

Ever paramount in our efforts to get to zero is fostering positive and strong relationships with all our stakeholders. To inform the development of the plan, the Board of Directors sought input from YWCHSB staff and key stakeholders. We are truly grateful for the time, expertise and frank opinions shared with us through this process. We listened and we incorporated what we heard into this document.

In the process of gathering input, a few key themes emerged: among them, rising awareness of mental health as a workplace safety issue, security and privacy and the rapid pace of technological change, changing demographics and labour force, and workplace impairment, especially in the context of legal cannabis.

This plan will enable YWCHSB to maintain the sustainability of Yukon's workers' compensation and occupational health and safety systems. Working with our stakeholder-partners, we will continue to focus on our mandate of preventing disability. This means ongoing vigilance on the prevention front and ensuring that injured workers receive quality health care and positive return-to-work outcomes. It also means managing the money we collect from employers in a manner that protects the system from the vagaries of investment markets and the boom-bust cycle of our resource-based economy.

This strategic plan is a living document and as such will be reviewed annually and adjusted, as required, to meet Yukon's evolving socio-economic landscape.

On behalf of the Board of Directors,

Mark M. Pike  
Chair



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### **Message from the President/CEO**

The past six years were both challenging and rewarding as YWCHSB implemented the 2012 – 2017 Strategic Plan – Preventing Disability.

Our current legislation served us well during the life of the previous strategic plan, but changing workplaces, socio-economic factors and technology present new and ever-evolving challenges for our organization. They also underscore the need to modernize and harmonize the two laws that we administer. We look forward to working with the Yukon government on that process.

Everything we do as an organization serves our overall mandate of preventing disability. We can fulfill our mandate and meet the challenges ahead by having well-trained, competent staff who understand and embrace our purpose and who carry out their work ethically and responsibly, knowing that their work directly impacts the lives of Yukon workers and employers.

The executive and administrative teams at YWCHSB appreciated the opportunity to contribute to the development of this strategic plan and are fully committed to implementing it over the next several years.

As President/CEO, I commit to living our corporate values of partnership, accountability and compassion as I fulfill my role in preventing disability and as I guide the organization towards Vision Zero.

On behalf of YWCHSB,

Kurt Dieckmann  
President/CEO



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### Strategic Plan Process

For the past six years, YWCHSB has been working towards the goals established in the 2012 – 2016 Strategic Plan developed in 2011 by the Board of Directors. In 2016 the Board decided to extend that plan by one year and use the time to develop the 2018 – 2022 Strategic Plan.

This plan was developed by the Board of Directors with the participation of YWCHSB stakeholders, staff and senior management. The collaborative process to arrive at the new plan emphasizes the value the Board places on the front-line employees and management team at YWCHSB and the importance of the relationships the organization has with employers, workers and the broader Yukon community.

Key stakeholders accepted the Board of Directors' invitation to come together to share their perspectives on what the socio-economic landscape in Yukon would look like over the next few years. Through relevant, thought-provoking presentations and lively, engaging discussions, the Board gained insights that were invaluable in developing this strategic plan. We are grateful to these stakeholders for their participation.

YWCHSB staff were also consulted on the challenges and opportunities the organization will likely face in the years ahead, and a joint session involving YWCHSB's senior-management team and the Board of Directors brought the high-level perspectives necessary to fully flesh out the plan.

The Board of Directors is confident that the goals, objectives and tactics identified in this strategic plan will enable YWCHSB, in partnership with its stakeholders, to deliver on its mandate and move closer to Vision Zero. But the elements of the plan are not engraved in stone; this document represents the beginning of a process of ongoing review and renewal that will allow YWCHSB to respond to the issues that emerge over the years ahead.



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### Environmental Scan

YWCHSB is confident that the Strategic Plan 2018 – 2022 will position the organization and our stakeholders to take advantage of the opportunities and successfully face the challenges that will arise over the life of the plan. In developing the plan, the Board of Directors considered many factors and trends that will have an impact on it.

Economic forecasting is a form of crystal-ball gazing, and however informed that gaze may be, things change and unforeseen events occur. The discussion below represents a snapshot in time. As the months and years ahead unfold, the elements of this environmental scan could change, perhaps significantly. This plan will be reviewed and revised as necessary to reflect changing factors and trends.

#### OVERALL ECONOMY

**Outlook:** The Yukon government is expecting the territory's economy to grow for at least the first one or two years of the period covered by this strategic plan, the primary drivers of that growth being mining and construction.

**Implications:** A stronger economy and higher employment rates mean more workers on employers' payrolls, with attendant higher assessment income for YWCHSB, but it also means potentially more claimants in the compensation system and higher demands on occupational health and safety efforts.

#### MINING AND CONSTRUCTION

**Outlook:** Mining and construction are the primary drivers of the predicted economic growth. The mining outlook is affected by factors beyond the Yukon's control, such as world mineral prices and the overall global economy. Construction is heavily influenced by Government of Yukon and City of Whitehorse capital spending, which is subject to political and economic demands.

**Implications:** Growth in the mining and construction sectors provides both opportunity and challenge for YWCHSB. Administration and claims costs can be spread over a larger employer



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base, but these industries involve the highest safety risks and formidable return-to-work challenges, and they typically represent nearly half of the total number of accepted claims in any given year.

Growth in mining and construction can also mean increased numbers of remote camps. Workers in those camps are considered “captive,” which means that they may potentially be covered during the entire time they reside in camp, not only when they are on shift. As well, mining and construction jobs often involve fly-in, fly-out workers, whose claims involve more complex management.

Given the volatility of factors that affect the mining and construction sectors and the typical boom-and-bust pattern of these industries, particularly mining, YWCHSB is challenged to effectively manage resources, programs and services during both the highs and lows of the cycle.

### LABOUR MARKET AND EMPLOYMENT

**Outlook:** Yukon’s population is expected to continue to grow through at least the first few years of the period covered by this strategic plan, reaching almost 40,000 by 2020. Yukon’s labour force is expected to expand to 23,300 during the same time period, and unemployment is anticipated to remain low, though perhaps not as low as current historic levels.

The territory continues to attract significant numbers of immigrants, mostly in the Economic Class category, with the majority coming from the Philippines, India, Germany and China. The Immigration Unit moved from the Department of Education to the Department of Economic Development in early 2018, signalling a clear intention of the territorial government to link immigration to the economy and to use immigration as a means of meeting labour market demands.

**Implications:** A larger workforce means possible overall increases in workplace injuries and claims. Growth in the resource sectors mean more workers in higher-risk industries and more workers in the 25-to-34 age group—workers who typically account for more accepted claims than any other 10-year age group.



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Immigrant workers face both language barriers and a new workplace culture when they arrive in Canada. YWCHSB is challenged to ensure that these workers are made aware of their workplace safety rights and responsibilities so they are not at higher risk of workplace injury.

### FIRST NATIONS

**Outlook:** Yukon First Nations are increasingly significant players in the territory's economy. Still a relatively new organization, in 2017 the Yukon First Nation Chamber of Commerce already boasted more than 100 members all over the territory and in all sectors of the economy. First Nation development corporations are operating airlines, building world-class biking trails, managing hotels, generating power, and running wilderness tourism ventures, among many other business pursuits. One Yukon First Nation has already achieved COR certification and others will undoubtedly follow suit. The Yukon Chamber of Mines' current strategic priorities identified First Nations recruitment in mining as a key objective.

**Implications:** YWCHSB can work with Yukon First Nations business entities to ensure that assessment, return-to-work and occupational health and safety programs are established and integrated into their organizational structures.

### HOUSING

**Outlook:** Yukon's vacancy rate for rental accommodation continues to be very low, and the average price of a house in Whitehorse is well over \$400,000.

**Implications:** Housing shortages and high costs challenge Yukon employers, including YWCHSB, to attract and retain a qualified, trained workforce. Lack of housing also forces more employers to meet their labour demands with non-resident workers. Managing medical care and return to work for non-resident workers represents special challenges for YWCHSB.



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### DEMOGRAPHIC CHANGES

**Outlook:** Yukon's workforce is aging.

**Implications:**

Although older workers tend to have fewer workplace accidents, their injuries often result in longer recovery and delayed return to work. Older workers report more back and repetitive-motion injuries, for example, which can take longer to treat. An aging population also places additional strains on the health care system that could result in delays in accessing treatment.

### MENTAL HEALTH

**Outlook:** Mental health is emerging as a key issue in injury prevention and workers' compensation. Passage of the Yukon government's PTSD presumption legislation in fall 2017 sent a clear signal that psychological injuries are coming out of the shadows. The legislation also included a prevention component, enabling the development of regulations aimed at preventing psychological injury.

**Implications:**

YWCHSB can expect an increase in claims not only for PTSD but for other psychological injuries as a result of the presumption and its anticipated destigmatizing effect. As well, the development and implementation of new prevention regulations will entail considerable effort on the part of the organization.

### LEGALIZATION OF CANNABIS

**Outlook:** Canada is set to legalize cannabis for recreational use in 2018.

**Implications:** All jurisdictions in Canada are concerned about the workplace safety implications of legal cannabis and particularly for work that is considered safety sensitive. Cannabis will be available in a variety of forms, including edible forms, which are more difficult to detect. Reliable and easy-to-administer tests for impairment are in development, but even so, drug testing in workplaces is a complicated legal matter.





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Impairment in the workplace is not a new issue. YWCHSB is already dealing with workplace use of all kinds of substances that can cause impairment, whether alcohol, illicit drugs, or legal drugs such as prescription medications. Existing legislation and regulations make it illegal for anyone to work while impaired, regardless of the cause of the impairment. Nevertheless, Yukon employers are worried about the impact of legal cannabis on workplace safety and will be looking to YWCHSB for guidance and support.

### TECHNOLOGY

**Outlook:** Technology is developing at an extremely rapid pace, making it difficult, if not impossible, to predict even the near future, but we know that we are in store for further developments in cloud-based technology and increasingly sophisticated and successful cyber-attacks on government and big business data bases. At the same time, there is more societal demand for access to information.

**Implications:** Protecting the personal and confidential information YWCHSB collects is paramount. We can never underestimate the importance of maintaining complete control of that information, while at the same time providing appropriate access to information when needed and requested.

Demand for online services will increase during the life of this strategic plan. YWCHSB will work with its stakeholder-partners to develop appropriate online services to respond to this demand.

### ENVIRONMENT

**Outlook:** Climate change effects are being felt in the North, and other environmental issues have become front of mind for the public and for business organizations. The idea of good corporate citizenship includes “green” attitudes and practices.

**Implications:** YWCHSB will continue to balance our responsibilities as environmentally-responsible corporate citizens with our fiduciary responsibilities.



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### Mission – Who we are

The Yukon Workers' Compensation Health and Safety Board administers occupational health and safety and workers' compensation in the territory. YWCHSB's *raison d'être* is to prevent work-related injuries and illnesses in partnership with employers and workers and to support workers when injuries occur. We take care of injured workers by facilitating their stay at work, return to work and recovery. In the tragic event of a workplace fatality, we provide benefits and services to the deceased worker's dependents.

The Yukon workers' compensation system, like that of all other Canadian jurisdictions, reflects founding principles developed by William Meredith <sup>1</sup>:

1. **No-fault compensation:** Workers are paid benefits regardless of how their injuries occurred. The worker and employer waive the right to sue.
2. **Security of benefits:** A fund is established to guarantee benefits to workers.
3. **Collective liability:** All employers share financial liability for workplace injury insurance. All employers contribute to a common fund.
4. **Independent administration:** The organizations that administer workers' compensation insurance are separate from government.
5. **Exclusive jurisdiction:** Only workers' compensation organizations can provide workers' compensation insurance. All compensation claims are made directly to the organization. The organization, or an administrative body established by law, is the decision-maker and final authority for all claims.

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<sup>1</sup> In 1913, William Meredith, who later became Chief Justice of the Ontario Supreme Court, produced a report for the Government of Ontario in which he set out the founding principles for a system of workers' compensation.



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Services delivered under the *Workers' Compensation Act* include:

- Adjudication of claims for compensation
- Stay-at-work and return-to-work support
- Compensation payments for loss of earnings
- Health-care management
- Payment of health-care costs
- Awards for permanent impairments
- Benefits to dependents of workers who die from work-related injuries or illnesses
- Setting assessment premium rates for employers
- Providing assessment services to enable employers to meet their financial obligations to fund the system
- Ensuring the Compensation Fund is well-managed and fully funded to meet current and future financial obligations

Services under the *Occupational Health and Safety Act and Regulations* include:

- Promotion of safety awareness
- Training and education
- Inspection and enforcement
- Investigations

YWCHSB is governed by a seven-person Board of Directors comprising two representatives of workers, two representatives of employers, a neutral chair, a neutral alternate chair and the President/CEO. The Board of Directors is responsible for, among other things, setting the strategic direction of YWCHSB, as evidenced in this Strategic Plan 2018 – 2022 – Preventing Disability.



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### **Mandate – What we do**

YWCHSB's mandate is to prevent disability.

YWCHSB prevents disability in a number of ways. We work towards changing societal attitudes towards safety and risk management by communicating strategically, engaging in social marketing, and by educating Yukon schoolchildren to embrace the belief that all injuries can be prevented. We strive to reduce the incidence of work-related injuries in Yukon workplaces through prevention support, compliance and enforcement strategies. And when injuries do occur, we provide proactive, innovative and compassionate return-to-work programs, medical management and, if required, vocational rehabilitation.

Disability is prevented when YWCHSB and our stakeholders operate within an efficient, well-run, legislatively-compliant system in which employer assessment premiums are clearly and fairly linked to the activities in their industries.

Disability is prevented when YWCHSB staff are engaged in and focused on the mandate, and when every YWCHSB employee takes to heart that what we do matters in the lives of Yukoners and that fulfilling our mandate of preventing disability makes a positive difference.

Strong and effective governance and maintaining productive relationships with our stakeholders are crucial to this mandate. The Board of Directors is committed to its fiduciary and policy-making role, setting the strategic direction and providing the tools to YWCHSB that will enable it to fulfill its mandate.



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### Values – How we do it

YWCHSB's mandate of preventing disability affects lives directly and dramatically. As we fulfill that mandate, three organizational values guide our internal conduct and our external relationships: partnership, accountability and compassion.

**Partnership:** YWCHSB cannot prevent work-related death and disability alone. We can fulfill our mandate only through a spirit of cooperation and collaboration within the organization, with those we serve, with stakeholders, and with the broader community.

**Accountability:** YWCHSB is respectful, ethical and transparent as we deliver our mandate, practise our values, and move towards achieving our vision.

**Compassion:** We deliver our mandate within the *Workers' Compensation Act* and *Occupational Health and Safety Act* and *Regulations* with integrity and visible empathy for the injured workers and dependents we serve, for employers, and for all others with whom we work.



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### **Vision – Why we do it**

YWCHSB's vision for the workers' compensation and occupational health and safety systems of Yukon can be summed up in one word: Zero.

- Zero trips to the emergency room because of an incident that happened at work
- Zero lifestyle or career changes for workers as a result of work-related injuries
- Zero occurrences of work-related cancer
- Zero diagnoses of work-related post-traumatic stress disorder or other psychological injury
- Zero visits to families to inform them that a loved one has died at work
- Zero safety violations

When we imagine the best-possible future, how can we envision anything other than zero?



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### **Goals, Objectives, Tactics and Accountability – What we're going to do and how you'll know we did it**

#### **Goals**

The Board of Directors has identified five goals for YWCHSB for the next five years. These goals will enable us to achieve our mandate, live our values, and move towards Vision Zero.

- Goal 1: All Yukoners participate in a culture of safety and prevention of physical and psychological injury.
- Goal 2: Injured workers recover successfully and sustainably.
- Goal 3: YWCHSB stakeholder relationships are positive and strong.
- Goal 4: Yukon employers and workers know and understand their rights and responsibilities under the legislation we administer, and they work with YWCHSB to fulfill those rights and responsibilities.
- Goal 5: YWCHSB consistently demonstrates corporate excellence and is a leader in complying with the acts, regulations, policies and directives that govern its operations.

#### **Objectives**

Associated with each of the five goals in this plan are objectives that help to clarify the goals by identifying what we need to do to achieve them. A particular goal may have more or fewer objectives than another, depending on the complexity of the goal and associated challenges.

#### **Tactics**

Tactics go beyond objectives to express the best ways to achieve the stated goals and objectives in operational terms. They were determined through the development, approval and implementation of annual business plans, work plans and budgets, and they were informed by the risks and opportunities identified through ongoing risk-management processes. Tactics can change over time as a result of a changing environment, additional or redeployed resources and new thinking.



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### **Accountability**

A critical part of any strategic plan is measuring success. YWCHSB is committed to working with stakeholder-partners to achieve the elements of this plan. In keeping with our corporate values, we will take a balanced approach to measuring our success.

The workers' compensation and occupational health and safety systems work effectively only when the needs, and sometimes tensions, of the system are in balance. For example, while lower assessment rates would please employers, rates that are too low jeopardize the benefits that are guaranteed to injured workers and their dependents. Return-to-work plans fail when they do not balance the needs of the injured worker, co-workers and employer. Balance is critical.





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*This strategic plan is a living document. As circumstances change, the tactics outlined below may also change to respond to them.*

**Goal 1: All Yukoners participate in a culture of safety and prevention of physical and psychological injury.**

**Goal 1: Objective 1**

- To reduce the number and severity of workplace injuries in Yukon.

**Goal 1: Objective 1: Tactic 1**

- Continue to work with stakeholder-partners to develop and deliver high-quality training and certification to Yukon workers and employers on their occupational health and safety and return-to-work obligations.

**Goal 1: Objective 1: Tactic 2**

- Update and modernize our acts and regulations to reflect the realities of today's Yukon workplaces and the speed at which those workplaces are changing, in consultation with stakeholders.

**Goal 1: Objective 1: Tactic 3**

- Develop and deliver annual social-marketing campaigns that promote a culture of safety, prevention and return to work, in alignment with other YWCHSB undertakings.

**Goal 1: Objective 1: Tactic 4**

- Collaborate with other organizations to educate YWCHSB staff on culturally-sensitive service delivery.



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***Goal 1: All Yukoners participate in a culture of safety and prevention of physical and psychological injury.***

**Goal 1: Objective 2**

- To educate and empower Yukon youth to embrace and foster a developing culture of safety and prevention.

**Goal 1: Objective 2: Tactic 1**

- Use social-media outreach efforts to engage youth in shifting societal attitudes towards injury prevention as a necessary business practice.

**Goal 1: Objective 2: Tactic 2**

- Expand efforts to deliver safety, prevention, and return-to-work curriculum in youth education and training programs.

**Goal 1: Objective 2: Tactic 3**

- Develop and deliver education materials that respond to emerging issues, through appropriate media for the intended audiences.

**Goal 1: Objective 3**

- To contribute to the creation of a culture where the stigma associated with psychological injury and the reluctance to discuss it are removed.

**Goal 1: Objective 3: Tactic 1**

- Develop, promote and implement regulations for the prevention of psychological injury, in consultation with stakeholders.

**Goal 1: Objective 3: Tactic 2**

- Promote an understanding of how workplace exposure to trauma contributes to psychological injury.



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<p><b><i>Goal 1: All Yukoners participate in a culture of safety and prevention of physical and psychological injury.</i></b></p>	
<p><b>Goal 1: Objective 3</b></p> <ul style="list-style-type: none"> <li>To contribute to the creation of a culture where the stigma associated with psychological injury and the reluctance to discuss it are removed.</li> </ul>	<p><b>Goal 1: Objective 3: Tactic 3</b></p> <ul style="list-style-type: none"> <li>Promote adoption of Canadian Standards Association’s Standard Z1003, Psychological Health and Safety in the Workplace, in Yukon workplaces.</li> </ul>
<p><b>Goal 1: Objective 4</b></p> <ul style="list-style-type: none"> <li>To ensure that YWCHSB staff are competent, well-trained, supported and resilient, so they can respond effectively to current and emerging issues in occupational health and safety and workers’ compensation.</li> </ul>	<p><b>Goal 1: Objective 4: Tactic 1</b></p> <ul style="list-style-type: none"> <li>Implement a competency-based approach to hiring, onboarding, training and assessing YWCHSB staff.</li> </ul> <p><b>Goal 1: Objective 4: Tactic 2</b></p> <ul style="list-style-type: none"> <li>Implement Canadian Standards Association’s Standard Z1003, Psychological Health and Safety in the Workplace, at YWCHSB.</li> </ul> <p><b>Goal 1: Objective 4: Tactic 3</b></p> <ul style="list-style-type: none"> <li>Regularly review our policies and staff training as part of an ongoing quality-assurance/quality-control process.</li> </ul>
<p><b>Goal 1 Accountability</b></p> <p>Governance-level reporting to measure success will be approved by the Board of Directors in 2018.</p>	



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### ***Goal 2: Injured workers recover successfully and sustainably.***

#### **Goal 2: Objective 1**

- To ensure all injured workers receive timely, accurate and compassionate adjudication and return-to-work and case-management services.

#### **Goal 2: Objective 1: Tactic 1**

- Implement a competency-based approach to hiring, onboarding, training and assessing YWCHSB staff to ensure consistent service delivery.

#### **Goal 2: Objective 1: Tactic 2**

- Develop and maintain procedures and processes that support effective, efficient and timely service delivery to clients.

#### **Goal 2: Objective 1: Tactic 3**

- Ensure that we make consistent decisions that align with our acts, regulations and policies and that we communicate those decisions clearly.

#### **Goal 2: Objective 1: Tactic 4**

- Continue developing relationships and service agreements with service providers for the delivery of health care, return-to work services and vocational services to injured workers.



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### ***Goal 2: Injured workers recover successfully and sustainably.***

#### **Goal 2: Objective 2**

- To facilitate service delivery so that every injured worker can receive the services and benefits to which they are entitled.

#### **Goal 2: Objective 2: Tactic 1**

- Develop and implement programs and services that appropriately address emerging issues such as mental health and an aging population.

#### **Goal 2: Objective 2: Tactic 2**

- Continue developing relationships and service agreements with service providers for the delivery of health care, return-to work services and vocational services to injured workers.

#### **Goal 2: Objective 2: Tactic 3**

- Explore ways of ensuring that we are able to deliver our full suite of services to eligible injured workers, regardless of where they are located.

#### **Goal 2: Objective 3**

- To provide accessible and culturally-sensitive communications so that injured workers understand decisions, expectations and obligations with respect to their recovery and return to work.

#### **Goal 2: Objective 3: Tactic 1**

- Collaborate with other organizations to educate staff on culturally-sensitive service delivery.

#### **Goal 2: Objective 3: Tactic 2**

- Ensure to the degree possible that YWCHSB staffing is representative of the community we serve.



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<b>Goal 2: Injured workers recover successfully and sustainably.</b>	
<p><b>Goal 2: Objective 3</b></p> <ul style="list-style-type: none"> <li>To provide accessible and culturally-sensitive communications so that injured workers understand decisions, expectations and obligations with respect to their recovery and return to work.</li> </ul>	<p><b>Goal 2: Objective 3: Tactic 3</b></p> <ul style="list-style-type: none"> <li>Implement the Yukon government’s active offer initiative at YWCHSB to improve the provision of services in French.</li> </ul>
<p><b>Goal 2: Objective 4</b></p> <ul style="list-style-type: none"> <li>To ensure to the degree possible that claimants have positive recovery and return-to-work experiences.</li> </ul>	<p><b>Goal 2: Objective 4: Tactic 1</b></p> <ul style="list-style-type: none"> <li>Continue to improve return-to-work processes and time lines.</li> </ul> <p><b>Goal 2: Objective 4: Tactic 2</b></p> <ul style="list-style-type: none"> <li>Ensure that return-to-work roles, responsibilities and expectations are clearly communicated to all participants in the process.</li> </ul> <p><b>Goal 2: Objective 4: Tactic 3</b></p> <ul style="list-style-type: none"> <li>Develop and maintain procedures and processes that support effective and efficient service delivery to clients.</li> </ul>
<p><b>Goal 2: Objective 5</b></p> <ul style="list-style-type: none"> <li>To ensure that employers and injured workers understand and comply with their respective duties in the return to work process, including the duty to accommodate, the duty to mitigate, and the duty to cooperate.</li> </ul>	<p><b>Goal 2: Objective 5: Tactic 1</b></p> <ul style="list-style-type: none"> <li>Develop and use appropriate communication tools to clearly explain return-to-work processes and procedures, expectations and accountability to all participants in the process.</li> </ul>



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### ***Goal 2: Injured workers recover successfully and sustainably.***

#### **Goal 2: Objective 5**

- To ensure that employers and injured workers understand and comply with their respective duties in the return to work process, including the duty to accommodate, the duty to mitigate, and the duty to cooperate.

#### **Goal 2: Objective 5: Tactic 2**

- Develop and implement procedures that ensure staff understand and embrace the value of clear, early and frequent communication on return-to-work benefits and expectations.

#### **Goal 2: Objective 5: Tactic 3**

- Work with partners to deliver high-quality return-to-work training and certification programs.

#### **Goal 2: Objective 5: Tactic 4**

- Build on the successful work of the Investigation unit to verify that workers, employers, service providers and staff continue to fulfil their obligations under the acts, regulations and policies we administer.

#### **Goal 2 Accountability**

Governance-level reporting to measure success will be approved by the Board of Directors in 2018.



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**Goal 3: YWCHSB stakeholder relationships are positive and strong.**

**Goal 3: Objective 1**

- To seize opportunities for more collaboration with stakeholders.

**Goal 3: Objective 1: Tactic 1**

- Continue to make effective use of the information we collect to better inform stakeholders how to improve their safety and return-to-work efforts, and to develop strategies tailored to their specific needs.

**Goal 3: Objective 1: Tactic 2**

- Engage stakeholders as active participants in the modernizing of our acts and regulations.

**Goal 3: Objective 2**

- To effectively manage relationships at all levels of the organization so that stakeholders are actively engaged in efforts to prevent disability.

**Goal 3: Objective 2: Tactic 1**

- Continue to work with stakeholder partners to develop and deliver high-quality training and certification to Yukon workers and employers on their occupational health and safety and return-to-work obligations.

**Goal 3: Objective 2: Tactic 2**

- Use appropriate channels to communicate with stakeholders, recognizing their different needs.

**Goal 3: Objective 2: Tactic 3**

- Develop cost-effective web-based services to help stakeholders interact with YWCHSB more efficiently.





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<b>Goal 3: YWCHSB stakeholder relationships are positive and strong.</b>	
<p><b>Goal 3: Objective 2</b></p> <ul style="list-style-type: none"> <li>To effectively manage relationships at all levels of the organization so that stakeholders are actively engaged in efforts to prevent disability.</li> </ul>	<p><b>Goal 3: Objective 2: Tactic 4</b></p> <ul style="list-style-type: none"> <li>Seek opportunities to engage with stakeholders on issues relevant to them and to the workers' compensation and occupational health and safety systems.</li> </ul>
<p><b>Goal 3: Objective 3</b></p> <ul style="list-style-type: none"> <li>To ensure that we are responsive to the needs of our stakeholders and that they feel they are heard and treated fairly.</li> </ul>	<p><b>Goal 3: Objective 3: Tactic 1</b></p> <ul style="list-style-type: none"> <li>Develop, implement and publish service standards to ensure all stakeholders have informed expectations.</li> </ul> <p><b>Goal 3: Objective 3: Tactic 2</b></p> <ul style="list-style-type: none"> <li>Continue to seek opportunities to engage in dialogue with stakeholders and the public about changes in acts, regulations and policies that have an impact on them.</li> </ul> <p><b>Goal 3: Objective 3: Tactic 3</b></p> <ul style="list-style-type: none"> <li>Continue to deliver relevant safety and return-to-work learning opportunities to employers and workers through the Workplace Solutions presentation series.</li> </ul>
<p><b>Goal 3: Objective 4</b></p> <ul style="list-style-type: none"> <li>To foster positive relationships with Yukon First Nations.</li> </ul>	<p><b>Goal 3: Objective 4: Tactic 1</b></p> <ul style="list-style-type: none"> <li>Continue to engage First Nation governments and their organizations as opportunities arise, to assist in the growth of safety programs such as Certificate of Recognition (COR).</li> </ul>



## YWCHSB Strategic Plan – Preventing Disability

***Goal 3: YWCHSB stakeholder relationships are positive and strong.***

**Goal 3: Objective 4**

- To foster positive relationships with Yukon First Nations.

**Goal 3: Objective 4: Tactic 2**

- Ensure to the degree possible that YWCHSB staffing is representative of the community we serve.

**Goal 3 Accountability**

Governance-level reporting to measure success will be approved by the Board of Directors in 2018.



## YWCHSB Strategic Plan – Preventing Disability

***Goal 4: Yukon employers and workers know and understand their rights and responsibilities under the legislation we administer, and they work with YWCHSB to fulfill those rights and responsibilities.***

**Goal 4: Objective 1**

- To seek to modernize and align the *Workers' Compensation Act* and the *Occupational Health and Safety Act*.

**Goal 4: Objective 1: Tactic 1**

- Identify priority issues for legislative review and seek Cabinet approval to modernize and align the *Workers' Compensation Act* and the *Occupational Health and Safety Act*.

**Goal 4: Objective 1: Tactic 2**

- Identify priority issues for regulatory review and work with stakeholders to develop a plan for modernizing the *Occupational Health and Safety Regulations*.

**Goal 4: Objective 1: Tactic 3**

- Work with other jurisdictions to align appropriate regulations to help facilitate labour/employer mobility in Canada, respecting the mandate established by the Council of the Federation.

**Goal 4: Objective 2**

- To ensure that Yukon employers and workers have the tools they need to fulfill their obligations.

**Goal 4: Objective 2: Tactic 1**

- Continue to make effective use of the information we collect to better inform stakeholders how to improve their safety and return-to-work efforts, and to develop strategies tailored to their specific needs.



## YWCHSB Strategic Plan – Preventing Disability

***Goal 4: Yukon employers and workers know and understand their rights and responsibilities under the legislation we administer, and they work with YWCHSB to fulfill those rights and responsibilities.***

**Goal 4: Objective 2**

- To ensure that Yukon employers and workers have the tools they need to fulfill their obligations.

**Goal 4: Objective 2: Tactic 2**

- Continue to improve and update the YWCHSB public website to provide current, accurate and easy-to-access information and forms.

**Goal 4: Objective 2: Tactic 3**

- Build on the successful work of the Investigation unit to verify that employers and workers continue to fulfil their obligations under the acts, regulations and policies we administer.

**Goal 4 Accountability**

Governance-level reporting to measure success will be approved by the Board of Directors in 2018.



## YWCHSB Strategic Plan – Preventing Disability

***Goal 5: YWCHSB consistently demonstrates corporate excellence and is a leader in complying with the acts, regulations, policies and directives that govern its operations.***

**Goal 5: Objective 1**

- To consistently demonstrate fiscal responsibility, remaining in a fully-funded position and operating in an ethical, efficient and compliant manner.

**Goal 5: Objective 1: Tactic 1**

- Maintain timely and accurate financial reporting.

**Goal 5: Objective 1: Tactic 2**

- Maintain an internal audit program.

**Goal 5: Objective 1: Tactic 3**

- Maintain a strong Compensation Fund by continuously reviewing investment performance and related policies to ensure investments meet our long-term financial needs.

**Goal 5: Objective 1: Tactic 4**

- Continue to deliver programs and services in a cost-effective and efficient manner.

**Goal 5: Objective 1: Tactic 5**

- Build on the successful work of the Investigation unit to verify that workers, employers, service providers and staff continue to fulfil their obligations under the acts, regulations and policies we administer.



## YWCHSB Strategic Plan – Preventing Disability

***Goal 5: YWCHSB consistently demonstrates corporate excellence and is a leader in complying with the acts, regulations, policies and directives that govern its operations.***

**Goal 5: Objective 2**

- To ensure YWCHSB is a workplace of choice that nurtures and protects the physical and psychological wellbeing of its staff.

**Goal 5: Objective 2: Tactic 1**

- Continue to support staff training opportunities, wellness programs, flexible work arrangements and other initiatives that promote positive physical and mental health.

**Goal 5: Objective 2: Tactic 2**

- Implement Canadian Standards Association’s Standard Z1003, Psychological Health and Safety in the Workplace, at YWCHSB.

**Goal 5: Objective 2: Tactic 3**

- Seek opportunities to provide positive feedback to YWCHSB employees to celebrate their accomplishments.

**Goal 5: Objective 2: Tactic 4**

- Continue to improve our safety management system and maintain our Certificate of Recognition (COR).

**Goal 5: Objective 3**

- To ensure we maintain systems, controls and procedures for the collection, use and disclosure of personal and confidential information.

**Goal 5: Objective 3: Tactic 1**

- Continue the development and ongoing review of policies, directives and procedures to reduce the risk of privacy and security breaches.



## YWCHSB Strategic Plan – Preventing Disability

***Goal 5: YWCHSB consistently demonstrates corporate excellence and is a leader in complying with the acts, regulations, policies and directives that govern its operations.***

**Goal 5: Objective 3**

- To ensure we maintain systems, controls and procedures for the collection, use and disclosure of personal and confidential information.

**Goal 5: Objective 3: Tactic 2**

- Continue to provide training to staff to enhance their knowledge of privacy and security risks and how YWCHSB policies, directives and procedures can mitigate those risks.

**Goal 5: Objective 3: Tactic 3**

- Continually enhance and test our information technology infrastructure to protect data from ever-evolving threats.

**Goal 5: Objective 4**

- To ensure that YWCHSB works effectively as a single, unified organization for the benefit of its stakeholders.

**Goal 5: Objective 4: Tactic 1**

- Develop and implement an enterprise risk-management framework to help prioritize business initiatives.

**Goal 5: Objective 4: Tactic 2**

- Ensure that social-marketing strategies align with corporate goals and objectives.

**Goal 5: Objective 4: Tactic 3**

- Improve the information we collect and use it in ways that ensure corporate decisions address corporate risk.



## YWCHSB Strategic Plan – Preventing Disability

***Goal 5: YWCHSB consistently demonstrates corporate excellence and is a leader in complying with the acts, regulations, policies and directives that govern its operations.***

**Goal 5: Objective 4**

- To ensure that YWCHSB works effectively as a single, unified organization for the benefit of its stakeholders.

**Goal 5: Objective 4: Tactic 4**

- Ensure that YWCHSB staff carry out their duties in alignment with our corporate goals and objectives, and that they understand the interdependent nature of our work and work as a team.

**Goal 5 Accountability**

Governance-level reporting to measure success will be approved by the Board of Directors in 2018.