

STRATEGIC  
AND  
OPERATIONAL  
PLAN

2006 - 2008

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## 2006 – 2008 STRATEGIC PLAN

### The Planning Process

Strategic plans are intended to focus an organization's efforts on achieving results that are fundamental to the organization's future success.

The Saskatchewan Workers' Compensation Board (WCB) uses its strategic plan to focus attention on delivering customer service excellence in two principal areas: workers' compensation and injury prevention programs and services.

The WCB's Chairman and Board Members develop the strategic plan. The WCB's Chief Executive Officer (CEO) participates in discussions leading up to the Board's strategic decisions, and is a source of operational information in the strategic planning process.

The WCB's strategic plan is reviewed annually to ensure it remains relevant. Modifications may be made in response to a changed operating environment or to progress towards strategy that has been made in the ensuing year.

The strategic plan has a three-year planning horizon that requires planners to consider the organization's near- and longer-term environment and operations.

Strategic planning at the WCB is a structured and informed process. The WCB's Chair and Board Members follow a process that allows for key questions to be raised and discussed on the purpose, mandate, and stewardship of the province's workers' compensation system. Information from four principal sources is considered:

- The external environment, using an environmental scan developed specifically for that purpose;
- Operational data and analysis, drawn from injury claim and employer account information;
- Experience and knowledge gained from their duties as Board Members; and,
- Customer satisfaction surveys.

### 2006 Strategic Planning

Factors considered during 2006 strategic planning included:

- Political and regulatory
  - 1) Amending legislation
  - 2) The priorities of stakeholder groups in the business, labour, and political communities
  - 3) Political and regulatory matters in other jurisdictions that may be of interest to the workers' compensation system in Saskatchewan
- Economic
  - 1) The strength of the provincial economy through 2005, with projections for 2006
  - 2) A study of major construction projects in the province
  - 3) A review of firms registered with the WCB by firm size (payroll)

- 4) A review of *Saskatchewan Check-Up 2005*, an annual comparison of Saskatchewan's economic performance with that in the western provinces, Ontario and a Canadian average
  - 5) A review of the recommendations of the Business tax Review Committee (Vicq Committee)
- Employment and demographic
    - 1) Year-over-year comparisons of employment and unemployment figures
    - 2) A review of employment by job type, gender and location
    - 3) 2001 census data related to employment or demographic trends for Saskatchewan
    - 4) Education and labour market participation rates
  - Health care
    - 1) Saskatchewan's overall and workplace injury rates; comparisons to other provinces
    - 2) WCB requirements of, and demands on, the provincial health care system
  - Comparisons to other jurisdictions (2004 data):
    - 1) The lowest average composite duration of claim, at 45.76 days.
    - 2) The second lowest administration cost per Time Loss claim, at \$2,485.00.
    - 3) At \$0.31, the third lowest administration cost per \$100 of assessable payroll.
    - 4) The lowest average calendar days from registration of a claim to first payment to the injured worker at 15.02 days.
    - 5) The second lowest average calendar days from injury to first payment, at 21.38 days.
    - 6) The third best market return on investments, at 10.70 per cent.
    - 7) The second highest injury rate at 4.40 per cent.
  - Emerging issues
    - 1) Physician supply and demand; health care worker supply and demand
    - 2) Aging workforce and its effects on injury type, durations, complexity of injuries, recovery, return to work
    - 3) Political and regulatory matters in other Canadian jurisdictions

## Report Against Plan

An administrative Report Against Plan provides information on progress made towards key results and operational objectives. The 2005 Report Against Plan noted the following progress:

### Key Result: Excellent Service

- Completion of the external review of the Early Intervention Program. Recommendations from the review were received before the end of 2005, and will be evaluated prior to implementation in 2006.
- Progress continues to be reported on agreements to expedite diagnostics and treatments for injured workers. For example, forecasts to the end of the year projected that about 65 per cent of the Magnetic Resonance Imaging (MRI) diagnostics expedited by the WCB in 2005 would be performed in Saskatchewan. This compares to just over 35 per cent at the end of 2004.

- An internal review of the Appeals department process is on schedule for completion early in 2006.
- The corporate website was redesigned to allow for a greater number of secure transactions by injured workers, employers and care givers. The new features will launch in early-2006.
- Development of a corporate-wide plain language strategy progressed. Implementation of the strategy and its key elements (standards, glossaries, template and form letter review) is planned for early-2006.

#### Key Result: Competent People

- Four Human Resources processes were introduced in 2005 that are central to the WCB's strategic plan:
  - 1) Processes to attract and retain a diverse and talented employee complement.
  - 2) Leadership, management and supervisory training modules.
  - 3) A succession management process.
  - 4) Enhancements were made to the performance management system that support a results-based business environment.

#### Key Result: Financial Integrity

- Progress on a reduction to the provincial injury rate, and continuing attention to return to work and health care outcomes, contributed to the WCB's positive financial performance in 2005.
- The introduction of an Enterprise Risk Management process identified control issues at the strategic level. This result will feed into the development of a financial management framework, with a planned start date in 2006.

#### Key Result: Effective Processes

- A WCB policy review framework was developed for launch in early-2006.
- Processes were introduced to fulfill the WCB's obligations to train employees under the provincial privacy framework and records retention requirements.
- Improvements to the procurement procedure were developed and readied for approval.
- The WCB's Medical Accounts payment process was reviewed for quality and effectiveness. This is the first phase of a scheduled, broader review of the WCB's payment practices.
- Common templates were introduced to document business plans at the department and business unit level.

#### Key Result: Effective Business Relationships

- Progress continues in the implementation of relationship strategies with key stakeholder and partner groups. Those groups include the health care community, the aboriginal business community, and provincial post-secondary institutions.

#### Key Result: Safety and Prevention

- Working collaboratively with groups like the Saskatchewan Association of Health Organizations, Saskatchewan Health, and the regional health authorities, the Time Loss injury rate for this sector was projected to drop to 6.6 per cent in 2005. (The 2003 rate was 7.2 per cent.)

- The first Safe Worker Award was presented at the 2006 Industrial Safety Seminar. The award recognizes leadership in workplace safety and injury prevention. A similar award for businesses is in development.
- WorkSafe Saskatchewan, a joint project with Saskatchewan Labour, continues to impact workplace safety attitudes and behaviours. Research at November 2005 showed that 65 per cent of respondents believed the advertising campaign had a positive influence. A large proportion of respondents (61 per cent) believed the campaigns were important, or very important; and, 91 per cent supported continued investment in WorkSafe Saskatchewan by the WCB.
- The Time Loss injury rate continued its downward trend, dropping from 4.40 per cent in 2004, to 4.25 per cent at the end of 2005.

#### Key Result: Strategic Risk Management

- Introduced in 2005, this Key Result:
  - Produced a risk register, that ranks strategic risks to the WCB's strategic plan
  - Began integration of the risk register in strategic, operational, and department level planning

#### **Revisions to the Strategic Plan**

Strategic plans require clear and precise language. This ensures a common understanding of intents and goals between planners, those who use the plans to guide their activities, and those who are interested or affected by the plans.

At the conclusion of planning, the Chairman and Board Members determined that the WCB's strategic plan required greater clarity in these areas:

- 1) Distinct Vision and Mission statements – This change reflects a continuing precision that planners are bringing to their task as the strategic plan rolls out, and planning processes mature.
- 2) The Mission Statement concerning communication of our distinct identity, benefits, and values – This change emphasizes the importance planners place on clear communications with our clients and stakeholders.
- 3) The Mission Statement concerning the integrity of the WCB – This change reflects the planners' appreciation that the integrity of the organization is about organizational behaviour, as well as financial performance.

The remaining elements in the WCB's Strategy Plan remain unchanged.

#### **2006 – 2008 Strategic Plan**

The WCB's 2006 – 2008 Strategic Plan has five parts: a Vision Statement, a Mission Statement, a Statement of Beliefs, a Values Statement, and Strategy Statements.

##### **Vision Statement**

In serving injured workers and employers, our vision is to excel in the development and delivery of workers' compensation and injury prevention programs and services.

### **Mission Statement**

In support of our vision, our mission is to:

1. Provide the right service, at the right time, and be cost-effective in our processes.
2. Act with dignity and treat everyone with respect.
3. Conduct our business in a fair, open, honest and professional manner.
4. Bring about positive relationships with workers, employers, and others affected by the workers' compensation system.
5. Communicate clearly our distinct identity, benefits and values.
6. Expect and recognize individual and corporate achievements and contributions to our workplace.
7. Ensure the organizational and financial integrity of the Workers' Compensation Board.

### **Statement of Beliefs**

The Statement of Beliefs is rooted in the Meredith Principles and describes what the WCB holds to be true about Saskatchewan's compensation system, our stakeholders, and the nature of our relationships with workers, employers, and the people of Saskatchewan.

Our corporate beliefs are:

1. Injured workers and employers deserve excellent service.
2. Workers, employers and others deal with us honestly.
3. Employers care about their employees and care that their employees receive excellent service.
4. The WCB's future relies on positive relationships built on trust, understanding and cooperation in our programs and services.
5. WCB employees want to excel in customer service.
6. The WCB is guided by its corporate values in all of its decisions.

### **Values Statement**

Our corporate values are the standards by which our actions and decisions are to be considered and judged by others.

1. Dignity – those we serve and those we work with are treated with respect and consideration.
2. Fair – those we serve and those we work with are treated equally and without prejudice or bias, and in a timely manner.
3. Honest – those we serve and those we work with are treated truthfully.
4. Open – our programs and services are easy to access and to understand. Our decisions and actions are clear, reasonable and open to examination.

**Strategy Statements**

The strategy statements are meant to be interrelated and mutually supportive. Taken together, strategy statements are meant to represent a comprehensive, preferred future for the organization.

Service – We will provide support to injured workers, their families and employers when they need it most. We will develop and promote injury prevention programs. We will return injured workers to wellness, including the return to suitable employment.

Relationships – We will continue to build relationships that serve the interests of workers and employers.

Strategic and Risk Management – We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, and that results in service and management excellence and efficiency. We will follow a risk management process that identifies and mitigates risks that jeopardize the implementation of the strategic plan.

Employee Relations – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished.

## 2006 – 2008 OPERATIONAL PLAN

### The Planning Process

The WCB's operational plan supports the achievement of the Board Members' strategic plan. It is the responsibility of the WCB executive to determine the operational plan and, through the plan, to achieve the strategy set out by Board Members. This is accomplished by dedicating corporate resources and effort towards a set of key results and operational objectives.

The WCB's Chief Executive Officer and Executive Committee review the WCB's operational plan each year. Changes may be made in response to changes in the Board's strategic plan and to reflect progress made in the prior year towards operational objectives. This ensures alignment with the Board's strategic plan and provides for organizational stability from year to year.

In 2005, the WCB initiated an enterprise risk management process that identified strategic and process risks that jeopardized the achievement of the Board's strategic plan. The planning process was modified so that planners would include projects that mitigate the identified risks in the operational plan.

The WCB's operational planning model requires that the Executive Committee jointly develop Key Results, Objectives and Integrated Programs that guide corporate action. This ensures that these elements of the operational planning model are cross-functional, mutually supportive, and adequately resourced.

### Revisions to the Existing Operational Plan

The seven Key Results in the 2005-2007 Operational Plan remain current and do not require change:

1. Excellent Service
2. Competent People
3. Financial Integrity
4. Effective Processes
5. Effective Business Relationships
6. Safety and Prevention
7. Strategic Risk Management

The Objectives for two Key Results have been revised, to reflect the Board's ongoing concerns about the rate of workplace injuries, and to incorporate progress made in 2005.

1. The Objective for Key Result: Safety and Prevention has been rewritten to reflect continuing corporate attention to a reduction in the provincial injury rate. The new language is:

To achieve a continuous reduction in workplace injuries, as measured by the provincial Time Loss injury rate.

Targets

2006 – 4.00%

2007 – 3.85%  
2008 – 3.70%  
2009 – 3.60%  
2010 – 3.5%

2. The seventh Key Result – Strategic Risk Management – was introduced in the 2005-2007 Operational Plan to achieve a strategic directive that the WCB establish an enterprise risk management process. This was accomplished in 2005. The Key Result remains relevant, however, as the enterprise risk management process and its requirements are introduced within the organization. The Objective for this Key Result was amended to reflect the evolution of enterprise risk management at the WCB. The new language reads:

Objective: Implement risk management processes to identify and mitigate risks to the accomplishment of the corporate strategic and operational plan.

The representation of the WCB Operational Plan on pages 11 to 17 has been changed from prior years. The Integrated Program now identifies **programs** of work, and specific **projects** within those programs of work, to accomplish Key Results and Objectives. The new format provides for greater alignment and clarity within the organization, and for external stakeholders interested in the WCB's Strategic and Operational Plan.

### **Key Results, Objectives, Integrated Programs**

The pages that follow describe the key results, objectives, and integrated programs that make up the 2006 - 2008 Operational Plan, as well as progress made towards the strategic plan in the past year.

**Key Result:** Excellent Service

**Objective:** To achieve a customer satisfaction rating of 4.75 out of 5 as defined by the Common Measurements Tool survey methodology.

**Objective Supports:**

- **Service Strategy:** We will provide support to injured workers, their families and employers, when they need it most. We will develop and promote injury prevention programs. We will return injured workers to wellness, including the return to suitable employment.
- **Relationship Strategy:** We will continue to build relationships that serve the interests of workers and employers.
- **Employee Relations Strategy:** We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished.

**Progress in 2005:**

- The evaluation of the Early Intervention Program was completed and recommendations for improvement were received.
- A review of how customers access WCB services led to recommendations for service improvement. Several of the recommendations were readied for implementation in 2006.
- A web-based system for requesting clearances was introduced in 2005. Continued improvements will be made to the WCB's website through 2006, to allow for a greater number of secure, web-based transactions.
- An Appeals department process review was begun with an early-2006 completion date.

**Integrated Program:**

Programs	Timelines		Projects
	Start	Finish	
Improve integration and alignment of WCB programs and the health care system.	Q1, 2006	Q1, 2008	<b>Projects:</b> <ul style="list-style-type: none"> <li>• Implementation of the recommendations of the EIP evaluation.</li> <li>• Improve timely access to diagnostics and treatments.</li> <li>• Enhance billing / payment / reporting processes.</li> <li>• Negotiate contracts with key service delivery partners.</li> </ul>
Improve quality of communications with customers.	Q2, 2006	Q4, 2007	<b>Projects:</b> <ul style="list-style-type: none"> <li>• Implement Plain Language strategy.</li> <li>• Improve written communication skills.</li> </ul>
Continuous service improvement.	Q2, 2006	Q2, 2008	<b>Projects:</b> <ul style="list-style-type: none"> <li>• Expand support services available to seriously injured workers.</li> <li>• Establish a service strategy specific to small business owners.</li> <li>• Develop IVR and web-based service delivery channels.</li> <li>• Conduct customer segmentation and channel management analysis.</li> <li>• Improve ability to plan for and implement service improvements using market research.</li> </ul>

**Key Result:** Competent People

**Objective:** To have 90% of WCB employees demonstrate competence as measured through the performance management process.

**Objective Supports:**

- **Service Strategy:** We will provide support to injured workers, their families and employers, when they need it most. We will develop and promote injury prevention programs. We will return injured workers to wellness, including the return to suitable employment.
- **Strategic and Risk Management Strategy:** We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, and that results in service and management excellence and efficiency. We will follow a risk management process that identifies and mitigates risks that jeopardize the implementation of the strategic plan.
- **Employee Relations Strategy:** We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished.

**Progress in 2005:**

- The WCB introduced four human resources processes in 2005 that are central to the organization's strategic plan:
  1. Processes to attract and retain a diverse and talented employee complement.
  2. Leadership, management and supervisory training modules.
  3. Implementation of a succession management process.
  4. In support of a results-based business environment, processes are in development that will align individual business indicators with the WCB's performance management system.

**Integrated Program:**

Programs	Timelines		Projects
	Start	Finish	
Define and implement human resources processes to attract and retain a diverse and talented employee complement.	Q2, 2006	Q4, 2007	Projects: <ul style="list-style-type: none"> <li>• Implement employment equity strategy and related plans.</li> <li>• Implement a cultural evolution strategy.</li> <li>• Design an internal employee wellness strategy.</li> <li>• Conduct leadership / management essentials training.</li> <li>• Conduct formal training needs assessment for front line staff.</li> <li>• Follow-up evaluation of succession management process, including development initiatives for key roles.</li> <li>• Enhance performance management system to include individual performance indicators where appropriate.</li> </ul>

**Key Result:** Financial Integrity

**Objective:** To protect benefit entitlement and maintain competitive rates, the WCB will achieve 100% funded status, as required by policy, by December 31, 2012.

**Objective Supports:**

- **Strategic and Risk Management Strategy:** We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, and that results in service and management excellence and efficiency. We will follow a risk management process that identifies and mitigates risks that jeopardize the implementation of the strategic plan.

**Progress in 2005:**

- The Integrated Program for Financial Integrity is closely aligned with Key Result: Safety and Prevention, Key Result: Excellent Service, and Key Result: Strategic Risk management, and is delivered through the Objective for each of these three Key Results:
- Specific actions tied to Key Result: Financial Integrity are:
  1. Develop and implement a province-wide safety and prevention strategy.
  2. Improve return to work and health care outcomes.
  3. Develop a framework that identifies and manages control issues at the strategic level.

**Integrated Program**

Programs	Timelines		Projects
	Start	Finish	
Implement a financial management framework that identifies and manages control issues at the strategic level.	Q2, 2005	Q4, 2007	Projects: <ul style="list-style-type: none"> <li>• Implement a framework of policies and practices that promote best financial management practices and management of control issues.</li> <li>• Conduct a comprehensive review to determine continuing relevance of WCB's funding policy, including an asset liability study, review of investment policy and goals, and review of funding policy.</li> <li>• Implement improvements to procurement procedure.</li> </ul>

**Key Result:** Effective Processes

**Objective:** To achieve business outcomes ensuring that applicable controls and standards are developed, implemented and monitored for key business processes.

**Objective Supports:**

- **Service Strategy:** We will provide support to injured workers, their families and employers, when they need it most. We will develop and promote injury prevention programs. We will return injured workers to wellness, including the return to suitable employment.
- **Strategic and Risk Management Strategy:** We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, and that results in service and management excellence and efficiency. We will follow a risk management process that identifies and mitigates risks that jeopardize the implementation of the strategic plan.

**Progress in 2005:**

- A review of the WCB’s payment processes (Phase I – Medical Accounts) is on track for completion in 2006.
- Common business plan templates were introduced in 2005, for us by WCB managers.
- Policies and procedures were introduced to comply with the WCB’s obligations under the provincial privacy framework and records retention requirements.

**Integrated Program**

Programs	Timelines		Projects
	Start	Finish	
Complete implementation of remaining elements of claims systems (IT) evolution plan.	Q2, 2004	Q1, 2007	Projects: <ul style="list-style-type: none"> <li>• Payment processes reviewed for quality and effectiveness.</li> <li>• Determine if quality assurance process around health care billings is warranted.</li> <li>• Complete design and prototype of payments piece.</li> <li>• Conduct high-level assessment of claims system.</li> </ul>
Extend use of Balanced Scorecard as a management tool.	Q2, 2005	Q4, 2007	Projects: <ul style="list-style-type: none"> <li>• Develop BSC at the department / business unit level, that is aligned with the corporate BSC.</li> <li>• Review the corporate BSC.</li> </ul>
Complete the evolution of the policy management framework.	Q2, 2006	Q4, 2008	Projects: <ul style="list-style-type: none"> <li>• Complete implementation of new policy review process.</li> <li>• Conduct comprehensive review and documentation of Human Resources policies.</li> </ul>
Develop and implement a corporate standard for an internal customer service delivery model.	Q3, 2005	Q4, 2006	Projects: <ul style="list-style-type: none"> <li>• Develop standards.</li> <li>• Develop electronic supports and tools.</li> </ul>

**Key Result:** Effective Business Relationships

**Objective:** To build effective business relationships that advance mutual interests as measured by defined outcomes.

**Objective Supports:**

- **Service Strategy:** We will provide support to injured workers, their families and employers, when they need it most. We will develop and promote injury prevention programs. We will return injured workers to wellness, including the return to suitable employment.
- **Relationships Strategy:** We will continue to build relationships that serve the interests of workers and employers.

**Progress in 2005:**

- The WCB continues to develop relationships with aboriginal businesses and aboriginal leadership.
- Progress was made in developing partnerships in the health care community that support return to work and injury prevention strategies.

**Integrated Program**

Programs	Timelines		Projects
	Start	Finish	
Monitor and report on outcomes of relationship strategy initiatives.	Q4, 2005	Q4, 2008	Projects: <ul style="list-style-type: none"> <li>• Develop standards and criteria for developing and executing a relationship strategy (roles, responsibilities, reporting requirements, structure).</li> </ul>
Develop relationships with aboriginal businesses and communities.	Q3, 2002	Q4, 2008	Projects: <ul style="list-style-type: none"> <li>• Expand “Ready for Work” program.</li> <li>• Market coverage to aboriginal businesses.</li> </ul>
Develop partnerships in support of return to work.	Q3, 2002	Q4, 2008	Projects: <ul style="list-style-type: none"> <li>• Contract with selected professional medical associations and health care product or service providers.</li> </ul>
Develop partnerships in support of injury prevention strategies.	Q3, 2002	Q4, 2008	Projects: <ul style="list-style-type: none"> <li>• Complete and execute Memorandum of Agreement with Saskatchewan Labour.</li> <li>• Complete and execute Memorandum of Agreement with the Saskatchewan Safety Council.</li> <li>• See projects for Key Result: Safety and Prevention.</li> </ul>

**Key Result:** Safety and Prevention

**Objective:** To achieve a continuous reduction in workplace injuries, as measured by the provincial Time Loss injury rate.

Targets

2006 – 4.00%    2007 – 3.85%    2008 – 3.70%  
 2009 – 3.60%    2010 – 3.50%

**Objective Supports:**

- **Service Strategy:** We will provide support to injured workers, their families and employers, when they need it most. We will develop and promote injury prevention programs. We will return injured workers to wellness, including the return to suitable employment.
- **Relationships Strategy:** We will continue to build relationships that serve the interests of workers and employers.

**Progress in 2005:**

- Worked with the health care community to develop a proactive injury prevention program. The Time Loss injury rate for this industry is now on a downward trend.
- Continuing support and integration of *WorkSafe Saskatchewan* initiatives and programming, with *Safe Saskatchewan*.
- Introduced a Safe Worker recognition program, open to workers who exemplify leadership in workplace safety and injury prevention. First award presented at the 2006 Industrial Safety Seminar hosted by the Saskatchewan Safety Council.

**Integrated Program:**

Programs	Timelines		Projects
	Start	Finish	
Develop and implement programs that encourage employers to be proactive in workplace safety and injury prevention.	Q1, 2006	Q4, 2007	Projects: <ul style="list-style-type: none"> <li>• Continue WorkSafe Saskatchewan awareness initiative.</li> <li>• Develop and implement a small business initiative.</li> <li>• Review and implement Experience Rating Program.</li> <li>• Develop and implement a province-wide safety certification program.</li> </ul>
Integrate the WorkSafe Saskatchewan injury prevention strategy in support of Safe Saskatchewan's injury prevention strategy.	Q1, 2006	Q2, 2007	Projects: <ul style="list-style-type: none"> <li>• Coordinate and integrate a falls prevention strategy.</li> <li>• Support awareness campaign around unintentional injuries.</li> <li>• Support partnership development to sustain Safe Saskatchewan.</li> </ul>
Recognize and promote leadership in workplace safety and injury prevention.	Q2, 2006	Q1, 2008	Projects: <ul style="list-style-type: none"> <li>• Sponsor research regarding societal attitudes towards injuries.</li> <li>• Develop and expand awards for workers and businesses showing leadership in injury prevention.</li> </ul>
Target sectors requiring assistance to improve workplace health and safety.	Q2, 2006	Q4, 2008	Projects: <ul style="list-style-type: none"> <li>• Identify and work with specific workplaces, industry sectors, occupations, or injury groups in prevention workplace injuries.</li> <li>• Develop and implement a new and young workers injury prevention strategy.</li> </ul>

**Key Result:** Strategic Risk Management

**Objective:** To establish an enterprise risk management process that mitigates risks that threaten the WCB's ability to successfully achieve its strategic goals and objectives.

**Objective Supports:**

- **Strategic and Risk Management Strategy:** We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, and that results in service and management excellence and efficiency. We will follow a risk management process that identifies and mitigates risks that jeopardize the implementation of the strategic plan.

**Progress in 2005:**

- A corporate Risk Register was developed in 2005. It will be reviewed and updated annually, through the strategic and operational planning process.
- An initiative was actioned in 2005 to incorporate the Risk Register into business operations. Starting in 2006, managers will be required to consider impact on the Risk Register as they develop their business plans.
- Work began in 2005 to develop a framework that identifies and manages control issues at the strategic level. This is closely aligned to the Key Result: Financial Integrity.

**Integrated Program**

Programs	Timelines		Projects
	Start	Finish	
Integrate risk management into corporate planning and budgeting processes.	Q1, 2006	Q4, 2006	Projects: <ul style="list-style-type: none"> <li>• Integrate risk register and its review in WCB strategic, operational and business planning and budget cycle.</li> <li>• Integrate risk register in operational and business planning documentation.</li> </ul>