



2015 – 2017 Strategic & Operational Plan

Strategic Plan

Vision Statement:

The elimination of occupational injury and illness in Saskatchewan.

Mission Statement:

To ensure the execution of an integrated provincial prevention strategy, we will:

- Promote the continuing collaborative development of the partnership.
- Promote health, safety and prevention.
- Harmonize the planning process.
- Share and maximize available resources and information.
- Engage all stakeholders from all sectors of our economy, in active participation.
- Facilitate education and training.
- Use standardized data, research and analysis to focus the prevention effort.

Statement of Beliefs

1. Injuries are predictable and preventable.
2. The only acceptable number of injuries is Zero.
3. Leadership is required to achieve our desired outcomes.
4. Injury prevention must be a core value to achieve Zero.
5. Injury prevention is everyone's responsibility.
6. Individual health and safety is a right and a responsibility.
7. Injury prevention and safety is non-partisan.
8. Strategies must be evidence based and outcome driven.
9. The delivery of prevention and safety strategies, services and plans must be fully transparent, aligned, and seamless.
10. All stakeholders must share accountability.
11. Implementation of the strategy must be pragmatic, practical and adequately resourced and funded.

Values Statement

Leadership – Partners will demonstrate leadership in workplace health and safety.

Dignity – Those we serve and those we work with are treated with respect and consideration.

Fairness – Those we serve and those we work with are treated equitably and without prejudice or bias.

Honesty – We are truthful with those we work with and serve.

Openness – Our decisions and actions are clear, reasonable, and open to examination.

Strategy Statements

Leadership – We assist and support Saskatchewan workplaces and communities to build a safety culture by seeking and recognizing the commitment of business, labour and community leaders.

Education and Awareness – We create an awareness of the importance of workplace safety and injury prevention as a social and public health issue that merits attention and action.

Training – We work to provide workplace safety and injury prevention information and training in schools and workplaces.

Research – We conduct research and analysis on Saskatchewan safety, injury and illness data that allows for targeted interventions by industry, occupation or workplace.

Programming – We implement programs that target resources at industries, occupations and workplaces most in need of support to achieve safety objectives.

Effective Relationships – We encourage building effective relationships that achieve our strategic objectives.

Resources – We achieve results through an effective infrastructure, a regulatory and policy framework, evidence based decision making, and engaged and competent personnel.

Planning and Reporting through the Balanced Scorecard Methodology

We use the Balanced Scorecard methodology and its four perspectives as our strategic planning and management system to track and report on key performance measures. Each perspective has a set of strategic objectives, targets and metrics used to track and analyse performance. Viewed together, we achieve a balanced perspective on how well our partnership is achieving strategic priorities. The Scorecard also helps us to allocate resources and to prioritize our initiatives and projects.

1. The Stakeholder Perspective

- This perspective is the result, or outcome, of work accomplished in the Internal and Enablers perspectives.

2. The Internal Perspective

- This perspective tells us how well the partnership is achieving desired business results.

3. The Enablers Perspective

- Metrics in this perspective tell us how well our processes are working and how well those processes support achieving strategic objectives in the Stakeholder perspective.

4. The Financial Perspective

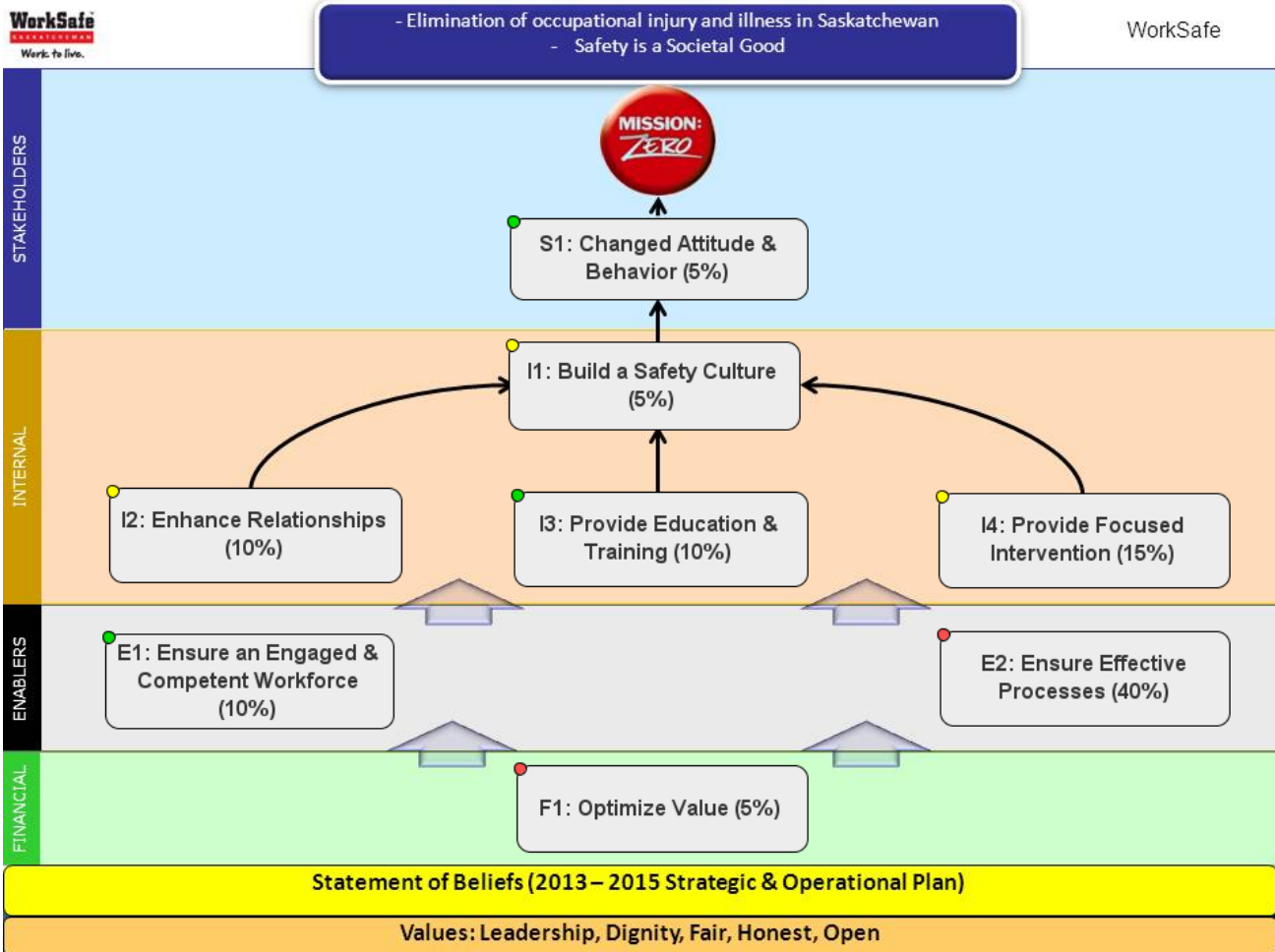
- This perspective measures effectiveness relative to costs.

Our operational plan is presented through the four perspectives. Each perspective has a set of aligned and integrated strategic objectives. A strategy map shows how the four perspectives and their strategic objectives build strategic success and achieve Mission: Zero's call to action – zero injuries, zero fatalities, and zero suffering.

We consider strategic priorities when we review our operational plan, as well as the work completed in the past year. Our commitment is to develop and achieve an operational plan that supports reaching Mission: Zero. We determined some modifications were required. Several objectives were given new titles and others were moved to a more appropriate perspective.

Our strategy map and operational plan are presented on the following pages.

WorkSafe Saskatchewan Balanced Scorecard Strategy map



Stakeholders Perspective

Changed Attitude and Behaviour

This perspective is the result of outcomes from successful initiatives and projects identified in the Enablers and Internal perspectives. The WorkSafe partnership has consistently set aggressive targets for injury reduction. The Total and Time Loss injury rates have been decreasing since the WorkSafe partnership was formed in 2002. The partnership is on target to reach its goals for 2014-2016.

Three measures track success in the Stakeholders Perspective:

1. The Total Injury rate.
2. The Time Loss injury rate, and
3. The total number of claims accepted in a year.

Below are the targets for these three key measures:

Year	Total Injury Rate	Time Loss Injury Rate	# of Accepted Claims
2015	6.80%	2.20%	27,000
2016	6.10%	2.00%	26,000
2017	5.50%	1.75%	25,000
2018	5.00%	1.60%	24,000

Internal Perspective

Promote and Build a Safety Culture

Enhance Relationships

Initiatives	Achieves	Completion Date
Focus on improving customer service and communication with clients.	I1, I2, E1, E2	Ongoing
Formalize and enhance WCB, LRWS and safety association relationships.	I1, I2, E2	Q1, 2017
Develop and maintain partnerships that advance Mission: Zero	I1	Ongoing

Internal Perspective

Provide Education and Training

Initiatives	Achieves	Completion Date
Improve the administration of approved trainers and recognized training agencies to build external training capacity. Introduce quality assurance.	I3, E2, F1	Q4, 2016
Develop general and targeted social marketing campaigns and materials for prioritized interventions.	S1, I1, I3	Ongoing
Develop and implement a WorkSafe Saskatchewan Speakers' Bureau.	I3	Q1, 2015
Develop and implement a strategy to introduce WHMIS 2015, the Global Harmonized System (GHS) of Classification and Labelling of Chemicals.	I3, E2	Q2, 2016

Initiatives	Achieves	Completion Date
Develop a workplace-safety education strategy.	I1, I3	Q2 2016
Develop a return-to-work education strategy.	I3	Q2, 2016

Internal Perspective
Provide Focused Intervention

Initiatives	Achieves	Completion Date
Conduct focused inspections in high-risk industries.	I3, I4	Ongoing
Continue with implementation of the health care strategy.	I3, I4	Q4, 2015
Research requirements and develop a new youth strategy.	I3, I4	Q4, 2015
Research requirements and develop a manufacturing strategy.	I3, I4	Q3, 2015
Research requirements and develop a new public sector strategy.	I3, I4	Q4, 2015
Research requirements and develop a fatality prevention strategy.	I4	Q4, 2015
Update and deliver a targeted intervention strategy for high-risk employers.	I2, I4	Ongoing
Integrate musculoskeletal (MSI) prevention interventions into high-risk industry strategies.	I3, I4	Q4 2015

Enabler Perspective

Ensure an engaged and competent workforce

Initiatives	Achieves	Completion Date
To recruit, develop, engage and retain the right people.	E1	Ongoing
WorkSafe workforce will utilize technology and tools that assist in consistency and efficiency for staff.	E1	Ongoing

Enabler Perspective

Evidence-based Decision Making

Initiatives	Achieves	Completion Date
Refine data framework for evidence-based decision-making.	E2, I4	Ongoing
Employer Dashboard to be developed and rolled out on-line to employers	E2	Q4, 2015

Enabler Perspective
Ensure Effective Processes

Initiatives	Achieves	Completion Date
Formalize processes for targeted firm interventions in order to ensure alignment and delivery.	E1, E2	Q3, 2015
Modernization of OHS Regulations	E2	Q2, 2016

Financial Perspective
Be Cost Effective

Being cost effective and mindful stewards of employers' financial contribution to injury prevention is the foundation of the initiatives identified in the Operational Plan.

The WorkSafe partnership strives to maximize resources while making consistent and significant impacts on injuries and fatalities in this province.

WorkSafe Saskatchewan thanks the many industry and community partners, safety associations, volunteers, and Saskatchewan people who assist in the delivery of this plan, and who endorse and promote safety and injury prevention through their work and in their home life. Together we will achieve Mission: Zero.

Published August 12, 2014
Revised July 24, 2015