

Performance Measurement - Evolving with your Stakeholders

Performance Measurement at the WCB

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Background

- **WCB is a public insurance agency that provides workplace injury insurance to 18,000 employers**
 - Annual revenue \$240 m
 - 450+staff
- **WCB is guided by two things – preventing workplace injury and ensuring those who are injured return to work safely and in a timely manner**
- **Funded by employers and governed by bi-partite stakeholder Board of Directors**

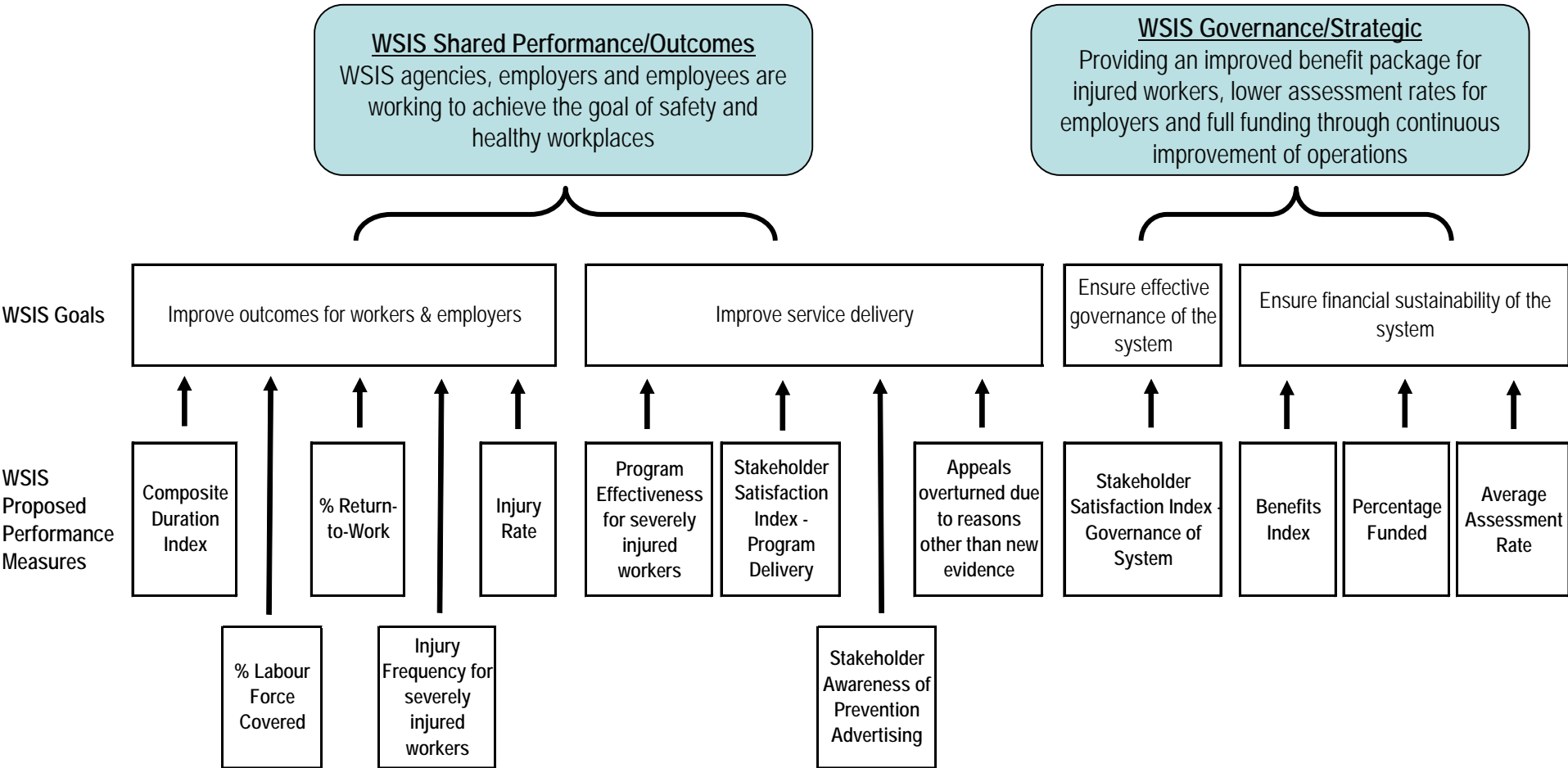
Performance Measurement @ WCB

- Corporate Performance Measures first introduced in 1998
- Used for planning & accountability → Directly linked to plan
- Based on Balance Scorecard
- Corporate Measures translated to unit, team & individual measures (e.g. return to work) and moved to from measurement to management
- 2000 Stakeholder Committee reviewed CPMs
- Need for “system level measures” to ensure system effectiveness

Workplace Safety & Insurance System (WSIS)

- Created based on recommendations from the Dorsey Commission
- Recommended improved coordination of efforts by agencies and stakeholders to ensure the System is maximizing efforts to achieve agreed to goals
- Partner agencies
 - Workers' Advisors Program
 - Occupational Health & Safety Division
 - Workers' Compensation Appeals Tribunal
 - Workers' Compensation Board
- 2002 System Strategic Plan developed
- 2003 Stakeholder Working Group created to assist in developing system measures

WSIS Measures



What Does This Mean for WCB Measures?

- Opportunity to review own measures to better focus on “direct program accountabilities” i.e. ensure measures relevant to the plan
- Clearer communication to stakeholders

An Example

System Level



Injury Rate

Corporate Level



The number of employers who meet
Safety Incentives Program (SIP)
criteria

Team Level



Prevention Education Team
Number of SIP employers
participating in workshops
Prevention Services Team
Injury rate of employers
participating in PEP program

Individual Level



Change in safety culture at PEP
workplaces

Lessons Learned

- Clear link between plan and measures
- Stakeholders can become champions for performance measurement
- Allows for higher level discussions with stakeholders
- Need to periodically review measures as a complete package