

# 2020 CORPORATE PLAN

2018–2022 Strategic Plan



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**Our priorities, objectives, and actions, as always,  
focus on the safety and care of our stakeholders.**

# Introduction

## Joint Message from the Chairperson and President

It is a pleasure to present the Workers' Safety and Compensation Commission's (WSCC) 2020 Corporate Plan, representing the midway point in our five-year strategic cycle. This guiding document demonstrates our commitment to progressing on our two strategic priorities of *Advancing the Safety Culture* and *Delivering Quality Services and Outcomes*.

The WSCC provides essential services to over 4,000 employers and 40,000 workers in the Northwest Territories and Nunavut. We promote safety, provide resources and support for employers, and administer care for injured workers. We do not take these responsibilities lightly, and have carefully developed our mission, vision, and values in the interests of our stakeholders. Each year, we reflect on our progress, evaluate data, and identify our next steps toward our objectives.

The WSCC's mission is to *promote workplace health and safety while providing no fault insurance to employers and care for injured workers*. To this end, we closely measure our progress, reporting quarterly and annually to ensure we are accountable for our commitments. We take care to ensure that we adapt our plans as necessary, based on what we continually learn and on the changing external context in which we operate. Aligning with our value of transparency, we have included any such changes in this document and have ensured that our progress towards our objectives benefits from any shifts in direction.

The midway point in our plan provides an opportunity to re-evaluate our objectives and actions, reviewing the progress of the first two years and determining any required adjustments to ensure continued progress and success against our strategic priorities. Based on successes in 2018 and 2019, we made changes to the plan to streamline activities, address emerging issues, and better serve our stakeholders. We made adjustments through careful consideration of our progress, our strategic direction, and the lessons learned in the past two years, and are noted where appropriate throughout this document.



David Tucker and Debbie Molloy

We are pleased to see that our identified objectives are steadily moving forward in each area. Based on our review and analysis of information to establish baseline measures, 2019 focused on the development and deployment of various strategies to help us advance towards our targets for the remainder of the plan. These strategies enable us to move forward in a number of areas, such as Occupational Health and Safety (OHS) education activities, return to work, e-Business, and financial stewardship, the progress of which you can review in our Annual Report documents each year. In 2020, the WSCC remains highly committed to cultural safety, a new concept for our organization that is deeply meaningful and provides value to the stakeholders we serve.

We move into 2020 with renewed enthusiasm toward our vision to *Eliminate workplace diseases and injuries*, seeking to continue advancing our strategic priorities while maintaining close alignment with our organizational values. We invite you to review this document, and look forward to providing quarterly and annual updates on our progress.

A handwritten signature in black ink, appearing to be 'DT', with a horizontal line extending to the right.

David Tucker  
Chairperson

A handwritten signature in black ink, appearing to be 'DM', with a large loop at the end.

Debbie Molloy  
President & CEO

# About the WSCC

The WSCC is an independent statutory agency responsible for administering the *Workers' Compensation Acts*, *Safety Acts*, *Explosives Use Acts* and the *Mine Health and Safety Acts* of the Northwest Territories and Nunavut. The Governments of the Northwest Territories and Nunavut appoint a Governance Council to oversee the operations of the WSCC, which is comprised of six divisions. These include: the President's Office, Stakeholder Services, Corporate Services, Executive Services, Financial Services, and Nunavut Operations.

The WSCC provides services to around 40,000 workers and 4,000 employers across both jurisdictions, processing over 3,000 claims and conducting over 1,000 inspections each year to keep workplaces safe.

Like all workers' compensation systems in Canada, the WSCC's services are provided in accordance with the Meredith Principles. This was a historic compromise in which employers fund the compensation system and share liability for injured workers; in return, injured workers surrender their right to legal action, and are provided benefits while they return to health and work.



## The Meredith Principles

### 1. *No-Fault Compensation*

Workers are paid benefits regardless of how the injury occurred. The worker and employer waive the right to sue, and there is no argument over responsibility or liability for an injury.

### 2. *Security of Benefits*

A fund is established to guarantee funds exist to pay benefits.

### 3. *Collective Liability*

Employers share liability for workplace injury insurance. The total cost of the compensation system is shared by all employers, and all employers contribute to a common fund. Financial liability becomes their collective responsibility.

### 4. *Independent Administration*

The organizations which administer workers' compensation insurance are separate from government.

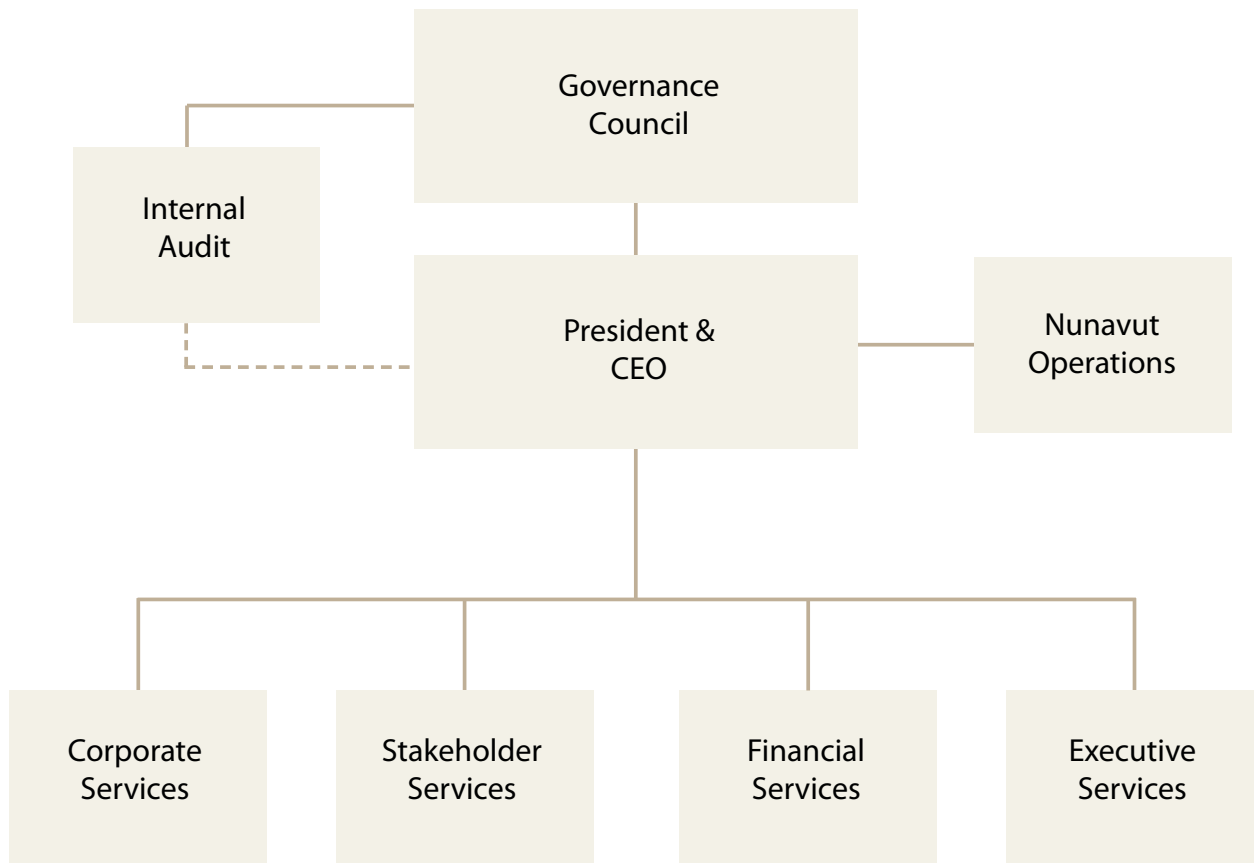
### 5. *Exclusive Jurisdiction*

Only workers' compensation organizations provide workers' compensation insurance. All compensation claims are directed solely to the compensation board. The board is the decision maker and final authority for all claims.

## WSCC Organizational Structure

The Governance Council of the WSCC delegates responsibility for the accountability of the organization's performance against established strategic objectives to the President and Chief Executive Officer.

The Workers' Safety and Compensation Commission of the Northwest Territories and Nunavut is structured as follows:



These divisions include the following units:

**Corporate Services:** Information Services; Human Resources; Facilities.

**Stakeholder Services:** Claims Services; Case Management and Pensions; Medical Services; Employer Services; Prevention Services.

**Financial Services:** Finance; Treasury and Procurement.

**Executive Services:** Policy, Corporate Reporting, and Data Analytics; Review Committee; Communications.

**President's Office:** President and CEO; Legal Services; Internal Audit and Investigations.

**Nunavut Operations**

# 2018 - 2022 STRATEGIC PLAN



# our vision

Eliminate workplace diseases and injuries.

# our mission

We promote workplace health and safety while providing no fault insurance to employers and care for injured workers.

# our values

**Respect** - We demonstrate care, compassion and honesty.

**Engagement** - We ensure meaningful participation and collaboration.

**Integrity** - We honour our commitments and act fairly.

**Openness** - We are accessible, clear and transparent.

**Cultural Safety** - We recognize, gain knowledge of, and respect cultural dignity.

**Excellence** - We are efficient and service focused.

**Stewardship** - We sustain the Workers' Protection Fund through accountability and fiscal responsibility.

## What are an organization's vision, mission, and values?

**Vision:** A clear, concise and compelling picture of what success looks like to the organization. The vision seeks to motivate and inspire.

**Mission:** A brief explanation of why the organization exists, what it provides, and for whom.

**Values:** Expressions of fundamental beliefs that guide the behaviours of staff in how they act towards each other and with stakeholders.



# Our Values

The Governance Council of the WSCC met in early 2017 to undertake an evaluation and reassessment of the vision, mission, and values. With the support of the Senior Management Team, the Governance Council added two additional values to the previous five. While the WSCC remains committed to the values of respect, engagement, integrity, openness, and excellence, we are also explicitly committing to the additional values of *cultural safety* and *stewardship* for the 2018-2022 strategic cycle.

## Cultural Safety – what is it?

Cultural safety is a concept that originated in the provision of health care services in an intercultural context, where it was determined that in order to provide quality care, services must be delivered in the cultural values and norms of the recipient. Cultural safety constitutes an evolution of previous approaches to intercultural relationships by transferring the power to define the quality of the service provided to the client, according to their ethnic, cultural, and individual norms. In order to achieve cultural safety, the process of cultural humility fosters self-reflection to understand personal and systemic biases, humbly acknowledging the learning required to understand another's experience. The WSCC has determined that the culturally safe provision of services is an organizational value, and has made this commitment part of the 5-year strategic direction of the organization in order to provide the highest possible level of service to our diverse stakeholders, particularly the Indigenous stakeholders that we serve.

## Stewardship

The WSCC has determined that accountability and fiscal responsibility are critical components of achieving the strategic priorities of *Advancing the Safety Culture* and *Delivering Quality Services and Outcomes*. In the 2015-2017 Strategic Plan, *Sustaining the Workers' Protection Fund* was one of three strategic priorities, with associated objectives, actions, and initiatives over the three-year cycle. The Governance Council determined that because maintaining financial stewardship of the Workers' Protection Fund is of the utmost importance to the WSCC, it belongs as a clear commitment under our organizational values. The objective to maintain financial stewardship of the Workers' Protection Fund remains a part of this Strategic Plan, and is part of the strategic priority of *Delivering Quality Services and Outcomes*.

# The Role of the Strategic Plan

Strategic plans serve as a roadmap to guide the direction of an organization, identifying priorities, objectives, and a clear path for progress on these goals. They provide an opportunity for an organization to evaluate its mandate, ensure alignment with the vision, mission, and values, and evaluate its current position in a changing context. For the WSCC, an organization providing critical services to employers and workers in the Northwest Territories and Nunavut, the strategic planning process provides an opportunity for continuous adaptation and improvement in the interests of our stakeholders.

This document provides a framework for organizational planning over a five-year term, and is developed jointly by the Governance Council and the Senior Management Team. The Strategic Plan provides priorities and objectives for the WSCC over multiple years, but allows for flexibility for yearly review and reflection to ensure that the priorities are still relevant to emerging issues and needs. The development and implementation of *key performance indicators* to measure progress towards these objectives is a critical component of evaluating the success of the

Strategic Plan, and we take care to establish meaningful, measurable targets for our objectives, and report to our stakeholders on progress quarterly and annually.

Together with yearly Corporate Plans, the Strategic Plan outlines the WSCC's commitment to stakeholders, provides an outline internally for more detailed divisional work plans, and aligns the organization's activities with the vision to *eliminate workplace diseases and injuries*.

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**We take care to establish meaningful, measurable targets for our objectives, and report to our stakeholders on progress quarterly and annually.**

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**For the WSCC, an organization providing critical services to employers and workers in the Northwest Territories and Nunavut, the strategic planning process provides an opportunity for continuous adaptation and improvement in the interests of our stakeholders.**

## The Process

From November 2016 to May 2017, the Governance Council, Senior Management Team, and staff of the WSCC received external support to undertake an extensive and critical evaluation of organizational operations. This process was essential to determine the strengths and opportunities in the organization, gaps and overlaps, emerging trends in occupational health and safety, and areas of potential improvement in the interests of our stakeholders.

Building on progress made in the 2015–2017 Strategic Plan, a number of exercises including value stream mapping, stakeholder engagement, staff consultation, jurisdictional scans, and an extensive evaluation of the external environment were undertaken as part of the planning process. Through this process, we were able to identify priority focus areas based on the feedback from our stakeholders, the priorities of other Boards across Canada, and the changing context of the Northwest Territories and Nunavut. For example, increased services offered through our e-Business platform help us make the WSCC more accessible for our stakeholders in remote communities. As internet connectivity increases throughout the North, we are committed to shifting as many services online as possible to make resources quick and easy for both workers and employers in our jurisdictions.

Through active facilitation, the Governance Council and Senior Management Team reviewed and updated the vision, mission, and values of the WSCC, determined the strategic priorities of the organization in alignment with the vision, mission, and values, and established the organization's objectives for the next five years. In previous years, the WSCC used a three-year strategic cycle

to regularly review, evaluate, and update the position and direction of the organization. However, beginning in 2018, we have moved to a five-year cycle in order to focus on longer-term objectives and action items. It allows for data-driven decision making based on our key performance indicators and quarterly measurement tools, ensuring that the objectives set out in the plan are given adequate time to be implemented, reviewed, and adjusted for long-term success. This is particularly important for our objectives with multiple phases of implementation. We are committed to ensuring that all activities planned towards our strategic priorities are executed in a meaningful, effective way, and this requires the establishment of baselines and a comprehensive, well-researched plan to move forward on achieving our goals.

Looking forward, the WSCC has two internally-focused objectives: *Improve cultural safety in our day-to-day work and in our services to stakeholders*, which is explicitly detailed in this Strategic Plan; and *Invest in our organization*, which will be tracked and measured internally. As a service-based organization, it is imperative that staff delivering services to our stakeholders are appropriately trained and supported to deliver the best possible services and outcomes. Through this Strategic Plan and our internally-focused objective, the WSCC commits to supporting our workforce in not only applying their skills, dedication, and energy to the objectives identified in this plan, but also to providing services in a culturally safe way.

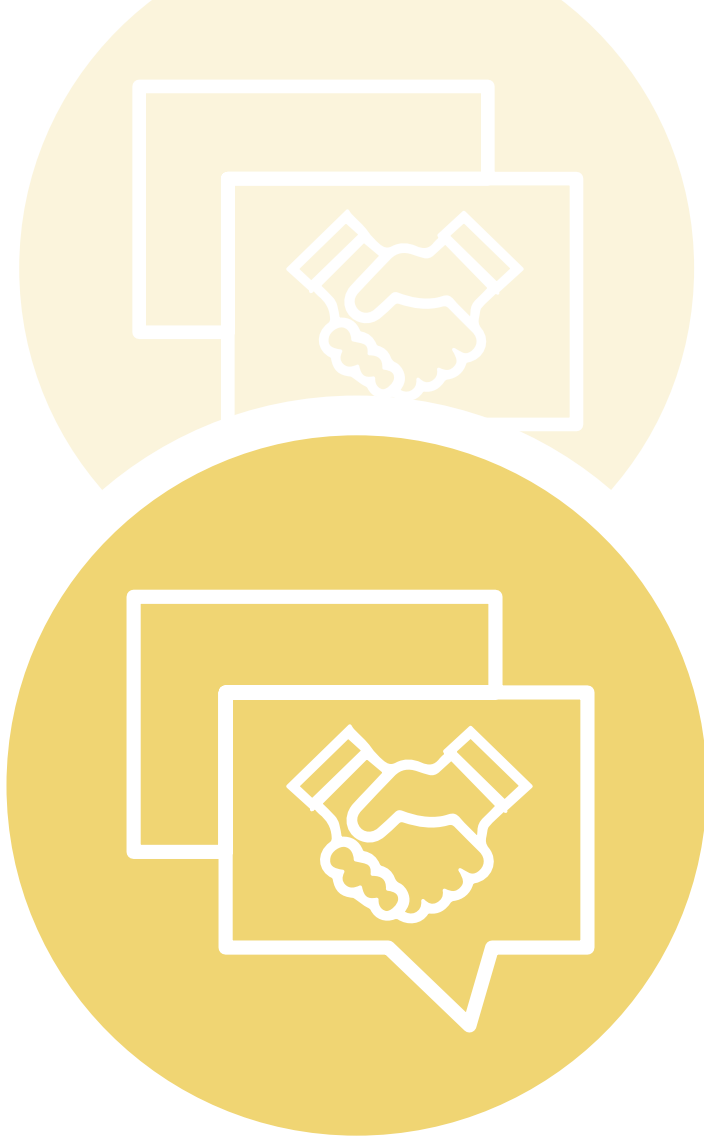
# Strategic Priorities and Objectives 2018–2022



## **Strategic Priority 1** Advancing the Safety Culture

### Objectives

- Improve awareness of the Internal Responsibility System (IRS) and advancement of Occupational Health and Safety (OHS) Programs.
- Increase occupational health and safety (OHS) education in communities for vulnerable workers.
- Analyze and address emerging issues and trends in workplace safety.



## **Strategic Priority 2** Delivering Quality Services and Outcomes

### Objectives

- Continue implementation of the e-Business strategy.
- Increase safe and timely return to work (RTW).
- Improve cultural safety in our day-to-day work and in our services for stakeholders.
- Maintain financial stewardship of the Workers' Protection Fund.
- Improve integrity of and access to data.
- Enhance communication.

# Advancing the Safety Culture

At the WSCC, advancing the safety culture is our first strategic priority and at the core of our vision to **eliminate workplace diseases and injuries**.

In the Northwest Territories and Nunavut, the resource-based economy means a diverse workforce in construction, mining, trucking, and exploration. These industries often include temporary and seasonal workers, which makes maintaining a strong safety culture imperative for employers. Because resource-based activities are key economic drivers and employ significant proportions of the northern workforce, the WSCC has continued the strategic priority of **Advancing the Safety Culture** from the previous strategic cycle. However, safety culture is not limited to any particular field of work; it is an overall attitude towards safety that extends beyond the workplace and into how we prioritize staying safe in our day-to-day activities. At the WSCC, safety is our business, and the safety culture is paramount to our collective success. Towards this priority, we have identified and committed the objectives and actions shown on the following page for 2020.

## What is Safety Culture?

**Safety culture** is a set of shared values and beliefs regarding workplace safety and health, and forms part of an organization's overall culture. It influences how workplace safety is prioritized, and will guide workers, employers, and the general public in maintaining safety as the ultimate priority for everyone. Safety culture is usually reflected through workplaces, but can also be reflected in education, government, and other institutions acting collectively to establish a set of shared values and beliefs in the community.



97%

of workers in our jurisdictions agree that safety is everyone's responsibility.

2019 Public Awareness Survey

# Advancing the Safety Culture

## Strategic Objectives and Actions for 2020



### 1.1 Improve awareness of the Internal Responsibility System (IRS) and advancement of Occupational Health and Safety (OHS) Programs

1.1.1 Continue implementation of strategies for the Internal Responsibility System (IRS).

### 1.2 Increase occupational health and safety (OHS) education in communities for vulnerable workers

1.2.1 Continue deployment of the strategy for occupation health and safety (OHS) education for young workers.

### 1.3 Analyze and address emerging issues and trends in workplace health and safety

1.3.1 Address trends in claims in occupational health and safety (OHS).

1.3.2 Incorporate strategic activities addressing trends in occupational health and safety (OHS) into Directed Services.

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**The Internal Responsibility System (IRS) is based on the principle that every individual in the workplace is responsible for health and safety.**

# Delivering Quality Services and Outcomes

The second strategic priority of the WSCC is ***Delivering Quality Services and Outcomes*** for our stakeholders. This includes making service and care timely, accessible, understandable, and culturally safe. In order to ensure the effective, meaningful delivery of services and outcomes, the WSCC has determined a set of objectives that focus both internally and externally. WSCC staff deliver services in line with the values identified in this Strategic Plan: Respect, Engagement, Integrity, Openness, Cultural Safety, Excellence, and Stewardship. By integrating these values into our day-to-day operations, we have committed to providing the highest quality, effective, and efficient service to our stakeholders.

Continuing the momentum of the 2015–2017 Strategic Plan, we have determined six strategic objectives to fulfill the priority of ***Delivering Quality Services and Outcomes***. These objectives align our previous accomplishments with our direction for the future, addressing priorities identified through the strategic planning process in the interests of our stakeholders.



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**WSCC staff deliver services in line with the values identified in this Strategic Plan: Respect, Engagement, Integrity, Openness, Cultural Safety, Excellence, and Stewardship.**



# Delivering Quality Services and Outcomes

## Strategic Objectives and Actions for 2020



### 2.1 Continue implementation of the e-Business strategy

- 2.1.1 Continue the development and enhancement of e-Business initiatives, using other jurisdictions as benchmarks for services and costs.
- 2.1.2 Ensure internal readiness for e-Business with systems infrastructure and human resource planning.

### 2.2 Increase safe and timely return to work (RTW)

- 2.2.1 Improve safe and timely return to work (RTW) through early intervention.
- 2.2.2 Increase percentage of employers participating in return to work (RTW) programs.

### 2.3 Improve cultural safety in our day-to-day work and in our services for stakeholders

- 2.3.1 Continue development of cultural awareness and cultural sensitivity within the WSCC.
- 2.3.2 Develop a strategy that builds cultural competency, to move the WSCC towards practicing cultural safety.

### 2.4 Maintain financial stewardship of the Workers' Protection Fund

- 2.4.1 Undertake a systematic review of our financial drivers.
- 2.4.2 Conduct a review of the WSCC lifetime pensions program.
- 2.4.3 Advance the Continuous Excellence (CE) Program.

### 2.5 Improve integrity of and access to data

- 2.5.1 Support internal data management decision-making through business intelligence tools.
- 2.5.2 Continue implementation of data integrity strategy to improve stakeholder data.

### 2.6 Enhance communication

- 2.6.1 Improve public awareness of the Workers' Safety and Compensation Commission.
- 2.6.2 Enhance stakeholder service communication.

# 2020 CORPORATE PLAN



# 2020 Corporate Plan

The WSCC produces annual Corporate Plans to guide its activities over the next year, working towards the objectives and actions laid out in the 2018-2022 Strategic Plan. The 2020 Corporate Plan was prepared pursuant to subsection 91(1) of the Nunavut *Financial Administration Act*, and the Government of the Northwest Territories' *Planning and Accountability Framework* as required by section 21 of the *Financial Administration Act*.

This plan outlines the WSCC's priorities for the next 12 months, the pathway forward, and the organization's 2020 Operations and Capital Budgets.

2020 is the third year of the current strategic cycle, continuing work toward our strategic priorities of **Advancing the Safety Culture** and **Delivering Quality Services and Outcomes**. Based on the achievements and lessons of the past two years, the WSCC developed the next steps in the five-year cycle, re-affirming direction and adjusting as necessary for organizational progress, external context, and the needs of our stakeholders.

Revisions were made to a number of strategic objectives and actions under **Advancing the Safety Culture**.

Former Objectives 1.1 – *Increase the number of employers with an Occupational Health and Safety (OHS) program* and 1.5 – *Improve public awareness of the Internal Responsibility System (IRS)* are now amalgamated into new Objective 1.1 – *Improve awareness of the Internal Responsibility System (IRS) and advancement of Occupational Health and Safety (OHS) Programs*. The combination of these two objectives arose from the completion and progress made on various actions to *Increase the number of employers with an Occupational Health and Safety (OHS) program* during the first two years of the strategic cycle. The WSCC continues to support employers in both territories to develop OHS programs, which is one of many ways to operationalize the Internal Responsibility System. Key Performance Indicators 2 and 3 ensure that progress continues on the combined objectives.

*Actions* under Objective 1.2 – *Increase OHS education in communities for vulnerable workers* were adjusted to support Prevention Services' work plan to address the needs of different groups through a staggered approach year-over-year. Recognizing that *vulnerable workers* includes a diverse groups of stakeholders, the WSCC created separate *Actions* to house *Initiatives* supporting progress for each demographic. Separating *Actions* streamlines reporting and ensures that various *Initiatives* are sufficiently covered while the WSCC remains accountable for progress across all target groups.

Objective 1.3 – *Improve criteria for directed inspections to increase compliance with governing regulations* was removed. In 2019, two of three legislative-related *Actions* under this *Objective* were removed as they were determined to be operational. The remaining Action 1.3.1 – *Enhance targeting of high-risk employers by including injury severity, frequency, and classification in directed inspections* had only one initiative in 2019, which was completed. Moving forward, *Initiatives* under Action 1.3.2 – *Incorporate strategic activities addressing trends in OHS into Directed Services*, will capture activities involving high-risk workplaces, avoiding duplication of work between two *Objectives*.

Only minor revisions were made to **Delivering Quality Services and Outcomes**. The most notable adjustment impacts Objective 2.5 – *Improve integrity of and access to data*, where previous Action 2.5.1 – *Update Standard Occupational Codes (SOC), Standard Industrial Codes (SIC), and rate classification for employers to current standards* is incorporated as a new *Initiative* under Action 2.5.2 – *Continue implementation of data integrity strategy to improve stakeholder data*. Altogether, the changes to various *Objectives* and *Actions* for 2020 reflect the completion of certain projects, and support alignment between activities to improve capacity, project resourcing, and ultimate outcomes for stakeholders. The WSCC put in place mitigation efforts to ensure appropriate

accountability and sustained momentum in all areas impacted by changes, including quarterly reporting and monitoring progress through Key Performance Indicators.

In this section, the plans for 2020 are presented along with the key performance indicators that monitor and evaluate progress against these objectives.

## Key Performance Indicators – What Are They?

Key Performance Indicators (KPIs) are measurable values used to evaluate the WSCC’s progress towards targets identified through our Strategic Plan, and to monitor operational effectiveness in our standard services. The WSCC sets performance targets annually, with a vision towards the future state of the organization.

Effective KPIs are SMART: Specific, Measurable, Attainable, Relevant, and Time-bound. The WSCC establishes KPIs that measure the overall movement of the organization, based on a combination of our strategic priorities and the day-to-day services that we deliver.

The WSCC reports on KPIs quarterly and annually.



# Strategic Priority 1: Advancing the Safety Culture

## 1.1 Improve awareness of the Internal Responsibility System (IRS) and advancement of Occupational Health and Safety (OHS) Programs

### 1.1.1 Continue implementation of strategies for the Internal Responsibility System (IRS).



- Provide tools, education, and materials to employers to address gaps in knowledge of IRS based on information gathered through the Public Awareness survey.
- Collaborate with the Northern Safety Association and other organizations to promote and deliver education for IRS.
- Develop and implement recommendations from the Safe Advantage program review.

The Internal Responsibility System (IRS) is based on the principle that every individual in the workplace is responsible for health and safety. It is a critical element in safety culture, which is a set of shared values and beliefs that influence how safety is prioritized both in the workplace and in wider society. The values that underpin safety culture include the expectation of health and safety in the workplace, recognition that people in the workforce are an organization's most valuable resource, and that health and safety are valued alongside productivity, quality, and pay. Also contributing to safety culture is the belief that workplace injuries and illnesses can be prevented, that leaders drive improvement, and that everyone is responsible for building healthy and safe workplaces.

In 2019, the WSCC established a baseline to determine existing awareness of the IRS in both territories, developed an organizational strategy for the IRS, and supported employers in implementing OHS programs. This progress allowed the WSCC to move forward in 2020 with a newly defined objective to **Improve awareness of the IRS and advancement of OHS Programs.**

Through insights gained from the 2019 Public Awareness Survey, the WSCC will provide resources to employers to address remaining gaps in IRS awareness, thus advancing the implementation of our IRS strategy. The WSCC will also leverage partnerships with safety organizations to promote the delivery of education related to the IRS. Going forward into 2020, we will review our employer safety incentive program, *Safe Advantage*, and produce and implement recommendations to ensure the program is effective and meets its ultimate goal of increasing OHS in workplaces and reducing injuries.

The WSCC maintains its commitment to supporting all employers in the Northwest Territories and Nunavut in prioritizing safety, ensuring that robust programs are in place for workers and employers to collaborate in their shared responsibility for safety, and upholding the principles of IRS. Progress on this objective will be measured by **Key Performance Indicator 2: increase in employers with an OHS program** and **Key Performance Indicator 3: Increased public awareness of the IRS.**

## 1.2 Increase occupational health and safety (OHS) education in communities for vulnerable workers



### 1.2.1 Continue deployment of the strategy for occupational health and safety (OHS) education for young workers.

- Roll out the *Young Worker Safety Course* certificate to employers as a best practice requirement for hiring young workers.
- Roll out the *Young Worker Safety Course* to young workers in the Northwest Territories and Nunavut.
- Collaborate with the Northern Safety Association to enhance employers' utilization of the *Young Worker Safety Course* as part of hiring young workers

The WSCC believes that everyone should understand how to work safely and have access to OHS resources. In 2018, the WSCC committed to **Increase OHS education in communities for vulnerable workers** in order to understand the diverse needs of workers and employers, and to provide additional OHS support where required. Vulnerable workers are unique stakeholder groups whose needs may not be met through existing OHS education materials.

In 2019, the WSCC utilized the baseline information for young workers' gathered in the previous year to initiate educational opportunities geared towards young workers. The interactive e-learning certificate *Young Worker Safety Course* was developed as part of our strategy for OHS education to teach young workers about their legislated rights and responsibilities and enhance their understanding of how to work safely.

This year, collaborating with the Northern Safety Association, the WSCC is committed to rolling out the *Young Worker Safety Course* certificate to employers and young workers across the Northwest Territories and Nunavut. Through partnership development, outreach, and promotion, employers will be encouraged to utilize the certificate as part of hiring young workers.

Incrementally over the five years of the strategic plan, the WSCC will build a comprehensive picture of the diverse needs of stakeholders in the Northwest Territories and Nunavut, developing and implementing programs that effectively serve these stakeholders and ensuring that they have the tools and resources required to work safely. Because of the diverse stakeholder groups targeted by this objective, progress will be measured through quarterly and annual updates.

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**Workers under 25 years of age are considered to be young workers and more at risk for incidents and injuries. Establishing a strong safety culture from the first day on the job is one of the best ways to prevent workplace incidents.**

## 1.3 Analyze and address emerging issues and trends in workplace safety



### 1.3.1 Address trends in claims in occupational health and safety (OHS).

- Through outreach to stakeholders, provide education on psychological safety and support the provision of safe work environments for workers.
- Develop collaborative working relationships to reduce psychological injuries in high-risk workplaces.
- Complete an analysis of new and emerging OHS trends, and determine appropriate actions in collaboration with the NSA.

### 1.3.2 Incorporate strategic activities addressing trends in occupational health and safety (OHS) into Directed Services.

- Expand Directed Services outreach and engage with Employers to address gaps in their OHS programs.
- Investigate opportunities to improve the Internal Responsibility System (IRS) for contractors with multiple worksites.

The WSCC understands that workplaces are dynamic, always changing and evolving with new trends and legal precedents across Canada and around the world. The WSCC identified psychological injuries as an important issue in workers' compensation and conducted intensive research and analysis of existing programs and frameworks that address mental health. In 2019, we developed a framework and strategy to address psychological injuries, build awareness among stakeholders, and support staff internally in early recognition of psychological needs arising from injuries. In our ongoing effort to address psychological injuries, the WSCC will shift its focus externally in 2020 and provide education on psychological safety to stakeholders and work towards developing collaborative relationships with employers in high-risk workplaces with the goal of reducing psychological injuries.

The WSCC is maintaining its commitment to **Analyze and address emerging issues and trends in workplace safety** and will incorporate findings into Prevention

unit's Directed Services. Directed inspections ensure that employers in higher-risk industries receive the support they need to meet the requirements in safety legislation and that all stakeholders remain safe in the workplace.

As part of emerging trend analysis, an opportunity was identified in 2019 for contractors with multiple worksites to improve consistency of IRS across their various operating locations. In 2020, Directed Services outreach will also expand to address employers' gaps in their OHS programs. The WSCC will review data quarterly and continue to prioritize and adjust our action plans as we progress to integrate identified workplace risks and trends into Directed Services. Doing so will allow us to be proactive in providing quality services to stakeholders and ensure that high-hazard activities are appropriately supported. Progress on this overall objective will continue to be measured and published qualitatively through quarterly and annual updates.

# Strategic Priority 2: Delivering Quality Services and Outcomes

## 2.1 Continue implementation of the e-Business strategy



### 2.1.1 Continue the development and enhancement of e-Business initiatives, using other jurisdictions as benchmarks for services and costs.

- Develop electronic invoicing submission for medical service providers.
- Implement additional services for general employer account management.

### 2.1.2 Ensure internal readiness for e-Business with systems infrastructure and human resource planning.

- Enhance system and network architecture to minimize e-Business downtime and ensure system security.
- Complete the implementation of the business transformation readiness framework.

**91%** of users responded that they are satisfied with the WSCC's e-Business services.

2019 Quarterly Management Report, 2nd Quarter



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**Increased access to the internet and more reliable connections have made use of online services more convenient for WSCC stakeholders in the Northwest Territories and Nunavut.**



Progress is ongoing into 2020 as the WSCC seeks to **Continue implementation of the e-Business strategy.** Increased access to the Internet and more reliable connections have made use of online services more convenient for WSCC stakeholders in the Northwest Territories and Nunavut, and the WSCC is committed to providing services through online channels efficiently and effectively. Throughout 2019, the WSCC's Information Services unit worked towards ensuring that e-Business infrastructure was stable, secure, well-integrated, and equipped to continue expanding. This involved a number of projects and assessments to ensure interoperability of systems, identify defects or required enhancements, and continue bringing more services online.

In 2020, the WSCC has identified a number of priorities for the e-Business strategy based on stakeholder feedback. Work will be completed on the development of electronic invoicing capabilities for medical services providers and implementation of additional account management services for employers. Realization of both projects will involve jurisdictional scans, requirements review, and business analysis before proceeding to development, implementation, testing, training, and communications.

The Information Services unit will also enhance the system and network architecture to minimize the amount of time that services to stakeholders are offline. System security is at the forefront of the e-Business strategy, as the WSCC continues to increase digital security and protect against threats. As the way the WSCC conducts its business and serves stakeholders changes and more services become available online, we will complete the implementation of the business transformation readiness framework, ensuring that service quality remains a priority.

In order to ensure that the ongoing development and rollout of additional e-Business services meets the needs of workers and employers, the WSCC will continue to measure these services with a satisfaction rating collected and reported upon quarterly. The target of 80% user satisfaction has been established for 2018-2022, and **Key Performance Indicator 8: e-Business user satisfaction** has been implemented to measure this progress.

WSCC has **12** current e-business services, including Annual Payroll Reporting, Register Your Business, Obtain a Clearance, Asbestos Project Notification, and Report Unsafe Work.



## 2.2 Increase safe and timely return to work (RTW)



### 2.2.1 Improve safe and timely return to work (RTW) through early intervention.

- Enhance Claims staff skills and knowledge of return to work processes, resources and support mechanisms.
- Enhance OHS Inspectors' skills and knowledge of return to work resources.

### 2.2.2 Increase percentage of employers participating in return to work (RTW) programs.

- Create and implement a communications campaign on return to work.
- Develop a legislative proposal to support return to work.
- Review and update the Return to Work Code of Practice.

The WSCC's vision is to eliminate workplace diseases and injuries, and we will continue to work tirelessly towards that goal. However, when workers do become injured or ill, the safe and timely return to work is a priority for the WSCC and benefits both the worker and the employer. We have committed to continue with the objective to **Increase safe and timely return to work (RTW)** from the previous strategic cycle, with a focus on early intervention and increasing employer participation in RTW programs.

Early intervention is a critical factor in RTW outcomes. In 2019, the WSCC implemented a strategy that focused on ensuring both WSCC staff and stakeholders had the appropriate education and resources to support early intervention. As key participants in the RTW process, the WSCC committed to enhancing Claims staff and OHS Inspectors' skills and knowledge of the process through in-service training and the development of publications.

Employers also play a key role in the RTW process, and increasing the overall number of employers participating in RTW programs contributes to an increase in overall numbers of injured workers getting back on the job in a safe and timely way. Progress was made by WSCC staff in 2019 to identify opportunities for collaboration between various partners to facilitate RTW, providing resources and creative options for employers.

Moving forward, the WSCC will continue promoting RTW interventions to employers by undertaking the creation of a communications campaign, the development of a legislative proposal supporting RTW outcomes, and updating our RTW Code of Practice. The WSCC monitors progress towards this objective with **Key Performance Indicator 7: Return to work**, which measures the percentage of workers returning to work within six months of injury.

## 2.3 Improve cultural safety in our day-to-day work and in our services for stakeholders



### 2.3.1 Continue development of cultural awareness and cultural sensitivity within the WSCC.

- Engage the WSCC's internal Cultural Safety Advisory Team to build inter-cultural awareness through learning opportunities and events.
- Continue delivery of cultural competence learning opportunities for WSCC staff.

### 2.3.2 Develop a strategy that builds cultural competency, to move the WSCC towards practicing cultural safety.

- Pursue collaborative opportunities with partners in building cultural competency.
- Incorporate cultural competency components into internal resource reviews.

Cultural safety is a concept that originated in the health care industry, when it was clear that the provision of services was frequently undertaken in a cross-cultural manner. It was determined that the effective provision of care to someone of a different culture requires services to be delivered according to the cultural values and norms of the recipient, and requires a process of self-reflection to understand personal and systemic biases that detract from effective delivery of care.

Following the report published by the Government of Canada's Truth and Reconciliation Commission, which discusses the legacy of colonialism and residential schools in Canada through which Indigenous people experienced extensive historical trauma and a loss of cultural cohesion, the WSCC has prioritized cultural safety as part of the 2018-2022 strategic cycle. In the Northwest Territories and Nunavut, where Indigenous peoples make up 52% and 86% of the population respectively, the WSCC acknowledges and respects the importance of providing services to all stakeholders in a culturally safe and appropriate way. As such, the objective to **improve cultural safety in our day-to-day work and in our services to stakeholders** will be woven into the strategic direction of the organization from this point forward.

Achieving a culturally safe environment for staff and stakeholders is a long-term process, with incremental movement anticipated in each year of the plan. Following an organization-wide analysis of cultural competency strengths, weaknesses, opportunities, and threats, the WSCC engaged with leaders in cultural safety in both territories seeking advice on the practical application of cultural safety and cultural humility in our operations. A Cultural Safety Advisory Committee was created to support the operationalization of Cultural Safety at all levels of the organization.

In 2020, the WSCC will continue to develop cultural awareness and sensitivity internally by engaging our Cultural Safety Advisory Team to identify and coordinate learning opportunities and events for WSCC staff. The WSCC will also develop a strategy to bring the organization towards practicing cultural safety in our day-to-day operations. Collaborative opportunities will be pursued to develop partnerships designed to help build internal cultural competency and internal resources will be reviewed to ensure alignment with the practice of cultural safety.

## 2.4 Maintain financial stewardship of the Workers' Protection Fund



### 2.4.1 Undertake a systematic review of our financial drivers.

- Introduce and educate management on the use of developed projection and planning model.
- Incorporate use of the projection and planning model into operational decision-making practices as required
- Commence any necessary system or information gathering modifications to support implementation of IFRS 17.
- Identify and draft policy revisions to minimize the impact of IFRS 17 implementation on rate setting or operational reporting requirements.

### 2.4.2 Conduct a review of the WSCC lifetime pensions program.

- Undertake external consultation, and evaluate and incorporate feedback as required.
- Identify required internal system and process changes and associated impacts for implementation and operational costs.
- Draft legislative proposal and essential policy amendments.

### 2.4.3 Advance the Continuous Excellence (CE) Program.

- Continue implementation of the Continuous Excellence learning program for WSCC staff.
- Undertake CE events as required, scaled appropriately to process needs.

The Workers' Protection Fund is sustained by employers' assessments and investment returns. Financial stewardship of this fund is a responsibility of the WSCC, which ensures that operations continue and claimants receive the payments and services they need following a workplace injury. Central to the ability to deliver quality services and outcomes is the need to **Maintain financial stewardship of the Workers' Protection Fund**.

In 2019, the WSCC analyzed key financial drivers to develop a projection planning model, which will be introduced to the leadership team and incorporated into operational

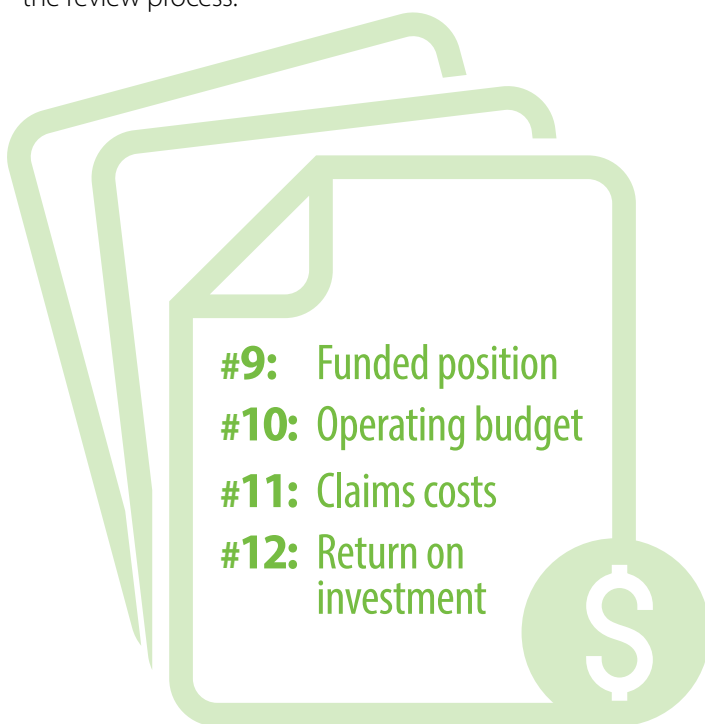
decision-making in 2020. A better understanding of factors impacting financial drivers positions the WSCC to respond accordingly, and identify and address opportunities for cost saving or project adjustments. The WSCC will also assess existing information or system gaps that could prohibit the implementation of International Financial Reporting Standards (IFRS) 17, and identify and draft revisions to our policies in order to minimize the impact of IFRS 17 on rate setting and operational reporting. Adopting IFRS 17 will align the WSCC's financial reporting with our counterparts across Canada.

**Key Performance Indicator 10: Operating budget** and **Key Performance Indicator 11: Claims costs** will measure progress on this action, ensuring that financial drivers are understood and reflected in the budgeting process.

In order to maintain alignment with the policies and guidelines across other workers' compensation boards in Canada, the WSCC is in the process of reviewing its lifetime pensions program. In 2018, the WSCC worked on the development and deployment of a stakeholder consultation plan. Ensuring that stakeholders have the information they require to provide meaningful feedback is a priority to the WSCC. Moving forward, the WSCC will continue external consultations and draft legislative proposals and policies pending approval from the Governance Council. While the legislative processes in both territories may influence the timelines associated with these *Initiatives*, the WSCC will proceed with the identification of required internal system and process changes, as well as operational costs to implement the modifications that will be required by the outcome of the review process.

The WSCC's Continuous Excellence (CE) program contributes to financial responsibility by increasing operational efficiency through ongoing process improvement. The CE Program identifies inefficiencies and waste in WSCC processes, and brings together subject matter experts to review, evaluate, and innovate towards a solution. In 2018, the WSCC undertook a comprehensive redevelopment and update of the CE program, including enhancing resources, providing additional training to staff in Lean Six Sigma, creating a CE learning program and selecting a new team of organization-wide CE Leaders. The implementation of the CE learning program for all WSCC staff, as well as the facilitation of CE events on an ongoing basis will keep progress moving into 2020.

Stewardship of the Workers' Protection Fund and the *Actions* associated with this *Objective* are measured through **Key Performance Indicator 9: Funded position** and **Key Performance Indicator 12: Return on investment**. The WSCC's funded position, which is established through a funding model laid out in Policy 10.05 – Funding Strategy, has a range of 105%-135% to be considered adequately funded and require no action.



### **Four Key Performance Indicators monitor the objective to maintain financial stewardship of the Workers' Protection Fund:**

## 2.5 Improve integrity of and access to data



### 2.5.1 Support internal data management decision-making through business intelligence tools.

- Continue roll-out of business intelligence strategy, based on ongoing identification of WSCC data needs.

### 2.5.2 Continue implementation of data integrity strategy to improve stakeholder data.

- Update Standard Occupational Codes (SOC) to best practice coding standards.
- Develop change management plan for implementation of new Standard Industrial Codes (SIC).
- Define a solution to ensure consistency in data for interjurisdictional trucking.

The WSCC uses data to make informed decisions for improving our service delivery based on demonstrated areas of success and weakness, and identified trends and anomalies. The objective to **Improve integrity of and access to data** seeks to align the WSCC with other compensation boards, improve data integrity for internal use, and provide accurate data for ongoing operational quality assurance.

In 2018, the WSCC was using Standard Occupational Codes (SOC) to classify claimant occupations, and undertook an evaluation on shifting to the National Occupational Code (NOC) structure. NOC provides a standard national framework of occupational titles, which can be used to compile, analyze, and compare information nationwide. Similarly, the WSCC is determining the best way to move from Standard Industrial Codes (SIC) to the use of North American Industry Classification System (NAICS) codes. Based on the outcomes of the organization-wide evaluation of code usage, the WSCC developed a change management plan in 2019 to manage the implementation of new codes. In 2020, the WSCC will produce training and communications materials to update and integrate the new codes, which are anticipated to be represented in all impacted systems moving forward. As part of its data integrity strategy, the WSCC will also complete a

jurisdictional review of how interjurisdictional trucking data is compiled and stored with the goal of solving data inconsistencies in this area.

Up-to-date, real-time data capabilities through business intelligence (BI) tools support informed internal management decisions. After building capacity in BI tools, the WSCC successfully launched a data dashboard pilot project in 2018 in the Claims Services unit. Based on the positive impact of this tool, the WSCC has expanded data dashboards into other priority units and will continue to do so in 2020 based on ongoing identification of data needs across the organization.

Data integrity is critical to the delivery of quality services to stakeholders, and in 2018 the WSCC implemented a Data Integrity Steering Committee to oversee the various data-based projects in progress across the organization. This committee provides expertise and support to project leaders, and helps maintain consistency in data projects in different units. Following completion of the data integrity strategy, the Steering Committee will monitor the continuous development and implementation of projects related to validating existing data, mitigating the risk of duplicate data production, and undertaking quality assurance in data collection and coding. Progress towards these actions will be measured quarterly through the WSCC's corporate updates.

## 2.6 Enhance communication



### 2.6.1 Improve public awareness of the Workers' Safety and Compensation Commission.

- Implement targeted external communications to address identified gaps.

### 2.6.2 Enhance stakeholder service communication.

- Implement standardized written communications to claimants.
- Undertake an evaluation and analysis of Prevention and Employer Services' communications materials.

The WSCC strives for effective communication of our mandate and services and in our interactions with stakeholders. Following survey data that indicated a need to **Enhance communication**, we have committed to improving communication for workers and employers, as well as increasing overall public awareness of the WSCC. The first steps in this process were to define our public awareness priorities as an organization, consulting internally and externally. The Communications unit used this information to support the development of data tools and a baseline for public awareness. In 2019, we analyzed the baseline data and developed a communications plan to tackle gaps in awareness and ensure we used the best delivery tools to reach our target audiences. Moving forward, we will develop targeted external communications campaigns to enhance public awareness of the WSCC.

When communicating with stakeholders, the WSCC believes that information should be clear, timely, and in a language that they understand well. In 2018, we began a review of standard communication materials and procedures in the Stakeholder Services division, soliciting feedback about clarity and efficiency. An analysis and updating of priority materials, including targeted engagement to better understand stakeholder preferences, was initiated in 2019. This analysis will continue into 2020 with specific focus on claimant and employer communications. Critical to this step is ensuring that information is well-understood by the intended audience, and that the means of communication is convenient and accessible by the recipient.

WSCC is the **second most** frequently referenced place where the public gets safety information, after their employers.



2019 Public Awareness Survey

# Key Performance Indicators

Key Performance Indicator	Metric	2020 Target
<b>ADVANCING THE SAFETY CULTURE</b>		
1. Time loss frequency	+/- 0.05 pts of previous year's average	1.99
2. Employers with an Occupational Health & Safety Program	% of total employers with program	55%
3. Increased public awareness of the IRS <sup>1</sup>	% increase in year 5 <sup>2</sup>	n/a



<b>DELIVERING QUALITY SERVICES AND OUTCOMES</b>		
4. Short term time loss duration	% of cases with duration less than 10 days	75%
5. Time to first payment	% of first compensation payments issued within 20 days	90%
6. Time to entitlement decision	% of decisions made within 15 days	70%
7. Return to work	% of injured workers RTW within 6 months	75%
8. e-Business user satisfaction	% of satisfied respondents	80%
9. Funded position	% of funded position	105%-135%
10. Operating budget	Within % of annual budgeted expenses	5%
11. Claims costs	Within % of annual budgeted claims costs	10%
12. Return on investment	% returned	5.85%



<sup>1</sup> Baseline established in 2019 at 59%.

<sup>2</sup> Public Awareness Survey to run again in 2021.

**Effective KPIs are SMART: Specific, Measurable, Attainable, Relevant, and Time-bound. The WSCC establishes KPIs that measure the overall movement of the organization, based on a combination of our strategic priorities and the day-to-day services that we deliver.**



# 2020 Operations and Capital Budgets

## 2020 Operating Budget

For the year ending December 31 Summary by Division	2018 Actual	2019 Budget	2019 Projection	2020 Budget Requests	2020 Budget Increase (Decrease)	2020 Budget Change
	\$	\$	\$	\$	\$	%
President's Office	2,181,794	2,859,718	2,793,942	2,846,844	(12,874)	-0.45%
Corporate Services	11,479,950	12,715,487	12,121,871	13,110,796	395,309	3.11%
Executive Services	1,222,394	1,116,478	1,125,423	1,183,083	66,605	5.97%
Financial Services	2,280,635	2,159,357	2,216,285	2,216,245	56,888	2.63%
Legal Services	313,987	476,872	343,413	484,108	7,236	1.52%
Nunavut Operations	1,259,015	1,485,366	1,462,416	1,636,646	151,280	10.18%
Stakeholder Services	9,861,715	10,902,432	10,426,695	11,219,150	316,718	2.91%
Prevention Services	3,873,790	4,282,744	3,950,137	4,260,470	(22,274)	-0.52%
Claims/Medical/Pension Services	4,080,319	4,895,843	4,644,202	4,956,035	60,192	1.23%
Other Stakeholder Services	1,907,606	1,723,845	1,832,356	2,002,645	278,800	16.17%
<b>Subtotal - President Accountability</b>	<b>28,599,490</b>	<b>31,715,710</b>	<b>30,490,044</b>	<b>32,696,872</b>	<b>981,162</b>	<b>3.09%</b>
Headquarters	1,766,237	1,749,000	1,743,718	1,615,000	(134,000)	-7.66%
<b>Subtotal</b>	<b>30,365,727</b>	<b>33,464,710</b>	<b>32,233,763</b>	<b>34,311,872</b>	<b>847,162</b>	<b>2.53%</b>
Governance Council	293,316	453,610	357,760	473,610	20,000	4.41%
Appeals Tribunal	372,692	492,892	427,349	490,677	(2,225)	-0.45%
Workers' Advisor	183,265	344,806	285,612	333,491	(11,315)	-3.28%
Northern Safety Association	400,000	400,000	400,000	400,000	0	0.00%
Safety Association Placeholder	0	350,000	0	350,000	0	0.00%
<b>Total</b>	<b>31,615,000</b>	<b>35,506,018</b>	<b>33,704,483</b>	<b>36,359,642</b>	<b>853,622</b>	<b>2.40%</b>

# 2019 Projected Statement of Operations

Including 2020 Operations Budget

For the year ending December 31 (in thousands of dollars)	2018 Actual	2019 Budget	2019 Projection	2020 Budget
	\$	\$	\$	\$
<b>REVENUE AND EXPENSES</b>				
<b>REVENUE</b>				
Assessments	67,064	66,700	66,313	75,000
Less: Refunds	(875)	(960)	(960)	(960)
Investments (see below)	(1,728)	23,000	23,000	23,000
Other	1,215	0	0	0
<b>Subtotal</b>	<b>65,676</b>	<b>88,740</b>	<b>83,353</b>	<b>97,040</b>
<b>EXPENSES</b>				
Claims	77,463	54,052	58,240	58,350
Less: Pension and experience (gains) loss	(14,523)	0	0	0
Add: Claims management expense	13,188	13,001	14,434	14,579
<b>Subtotal</b>	<b>76,128</b>	<b>67,053</b>	<b>72,674</b>	<b>72,929</b>
Administration and general expenses	31,615	35,506	33,843	36,360
Less: Allocation to claims	(13,188)	(13,001)	(14,434)	(14,579)
<b>Subtotal</b>	<b>18,427</b>	<b>22,505</b>	<b>19,409</b>	<b>21,781</b>
<b>Total</b>	<b>94,555</b>	<b>89,558</b>	<b>92,083</b>	<b>94,710</b>
Income (loss) before other comprehensive income loss	(28,879)	(818)	(8,730)	2,330
Other comprehensive income	(158)	0	0	0
<b>Total comprehensive income (loss)</b>	<b>(29,037)</b>	<b>(818)</b>	<b>(8,730)</b>	<b>2,330</b>
<b>INVESTMENTS</b>				
Interest	4,073	-	-	-
Dividends	9,398	-	-	-
Gains/(losses)	(14,029)	-	-	-
Investment Fees	(1,170)	-	-	-
<b>Total</b>	<b>(1,728)</b>	<b>23,000</b>	<b>23,000</b>	<b>23,000</b>

# 2019 Capital Budget Summary

Including 2020 Capital Approved Budget

Capital Classification	Requested 2018 Carry- forward	2019 Budget	Funds to be spent in 2019	Funding to be retired	Funding not required (overspent) in 2019	Requested 2020 Carry- forward	2020 Approved Budgets
	\$	\$	\$	\$	\$	\$	\$
Computer equipment	0	110,000	110,000	0	0	0	104,000
Furnishings	0	95,000	90,000	0	(40,000)	(45,000)	50,000
Equipment - non-computer	79,050	0	52,000	0	0	(27,050)	0
Software	343,687	112,000	17,760	0	0	(325,710)	666,000
Building - owned	0	20,000	0	0	0	(20,000)	150,000
Leasehold improvements	0	0	0	0	0	0	0
e-Business	485,620	247,470	283,090	0	0	(450,000)	0
Other	0	0	0	0	0	0	30,000
<b>Total</b>	<b>908,357</b>	<b>584,470</b>	<b>552,850</b>	<b>0</b>	<b>(40,000)</b>	<b>(867,760)</b>	<b>1,000,000</b>

