

Status Update – Workers’ Compensation Board

2021 Report, Volume 1, Chapter 1, Saskatchewan Workers’ Compensation Board – Access to IT Systems and Data¹

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for further Improvements
<p>Outstanding</p> <p>WCB follow its documented procedures for managing user access to its IT systems and data. (2020 Report – Volume 1, p. 40, Recommendation 1; Public Accounts Committee has not yet considered this recommendation as of April 27, 2021).</p> <p><i>Outstanding</i></p>	<p>2022 Ch 1; pg 4</p> <p>2020 Ch 4; pg 40</p>	<p>Implemented</p>	<ul style="list-style-type: none"> • In 2021, WCB established a new “WCB user termination process”, and a new key performance indicator to terminate users within 5 business days of their last day of work (performed monthly). • “User access” audits are performed on monthly or bi-monthly basis for all WCB business systems to revalidate user access and user privileges. In addition, the IT General Controls audit on account management takes place annually. • User account settings are managed through the “WCB security profile process”. In addition, password complexity rules are applied to all user 	<p>In 2023, WCB will be executing phase 1 of the Human Resources modernization journey, which includes integration between the HR Information System (HRIS) and Active Directory. This will eliminate the need for manual processes and tracking the WCB user termination process.</p>	<p>To be completed in 2023.</p>

¹ Follow up audit to:

- 2020 Report, Volume 1, Chapter 4, Saskatchewan Workers’ Compensation Board

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			accounts according to “WCB password practice”.		
			<ul style="list-style-type: none"> • All emergency changes require compliance with WCB’s “change management process”, which includes the approvals of the requestor’s manager, and the Change Review Committee, and are audited annually. 	In 2023, new Information Technology Service Management (ITSM) processes will be introduced that will assist with automation and validation of all changes, including emergency changes.	To be completed in 2023.

Status Update – Workers’ Compensation Board

2022 Report, Volume 1, Chapter 7, Saskatchewan Workers’ Compensation Board – Administering Psychological Injury Claims

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>New:</p> <p>1. Develop formal guidance about key information appeals officers need to support and communicate psychological injury claim appeal decisions to stakeholders.</p>	2022 Ch 7; page 119	Partially implemented.	<p><u>Appeals Department</u></p> <p>This is in conjunction with the recommendation for ongoing quality reviews (page 123).</p> <p>A template has been created for the Appeals officers to identify key structure and points that are needed in an appeal decision. This rubric rates the appeal decision based on the required criteria.</p>	<p><u>Appeals Department</u></p> <p>The Appeals Department plans to trial the rubric and identify any gaps which may prompt updates.</p>	<p><u>Appeals Department</u></p> <p>Updates and trial of rubric by end of Q1 2023.</p> <p>Full implementation to follow trial.</p>
<p>New:</p> <p>2. Develop formal guidance for staff on what file information for psychological injury claims to release when an employer requests information during an appeal.</p>	2022 Ch 7; page 120	Not implemented.	A file release project has been identified as a priority for consideration in 2022-2023 planning cycle. Scope of improvement work will focus on file release processes for all types of claims, including psychological injury claims.	<p>Project was approved in December 2022 and planning began in January.</p> <p>Focused improvements planned for April - September 2023. It will include a review of WCB privacy policies and procedures.</p>	End of Q3 2023
<p>New:</p>	2022 Ch 7;	Partially implemented.	Analysis of needed process changes and resource levels (i.e.,	Identify and address root causes for the delays.	End of Q4 2023

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3. Make decisions on psychological injury claim applications consistent with its established target (i.e., within 14 business days).	page 121		caseload and capacity) is completed for the Psychological Injuries Unit (PIU). Additional FTE added to team. Enhanced staff training plan developed.	Policy review and development of any related additional decision-making guidance to staff. Implement staff training plan.	
New: 4. Regularly communicate with psychological injury claimants consistent with its established timeframe (i.e., at least every three weeks).	2022 Ch 7; page 121	Partially implemented.	Team has set a target that 90% of workers are contacted every 3 weeks. Target is tracked monthly and improvements are implemented in response to variations. Current performance is 76% (December 2022).	New Customer Centered Work Disability Prevention Model being implemented may impact how often this contact is made with workers. WDPM training for operations teams beginning in Q2 2023. 2023 action plan being developed in response to feedback received from customers at a December 2022 stakeholder engagement event. Plan includes tailoring how WCB communicates with the worker (i.e. phone, email, limited communication, etc.).	Q2 2023 - Q4 2024 (Implementation of WDPM for all teams). Q1 - Q4 2023 (Development and implementation of psychological injuries action plan).

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<p>Implement ongoing quality reviews for psychological injury claim and appeal files.</p> <p><i>New</i></p>	<p>2022 Ch 7; page 123</p>	<p>Partially implemented.</p>	<p><u>Psychological Injuries Unit</u> 12-week reviews established (completed by PIU Manager). Random Quality Assurance reviews established (completed by WCB’s Service Excellence Team). <u>Appeals Department</u> Appeals quality assurance trainer position created and filled. Process standard work for QA reviews begun. A template has been created for Appeals officers to identify key structure and points that are needed in an appeal decision. This rubric rates the appeal decision and determines how the decision holds up based on the criteria.</p>	<p><u>Psychological Injuries Unit</u> Provide developmental opportunities for new QA staff to continue to build skills in facilitating psychological injury claims. <u>Appeals Department</u> The Appeals Department plan to trial the rubric and identify any gaps which may prompt updates. Standard work for the QA trainer to be established.</p>	<p><u>Psychological Injuries Unit</u> Starting Q2 2023 <u>Appeals Department</u> Updates and trial of rubric by end of Q1 2023.</p>

Status Update – Workers’ Compensation Board

2022 Report, Volume 1, Chapter 22, Saskatchewan Workers’ Compensation Board – Co-ordinating Injured Workers’ Return to Work¹

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>Outstanding</p> <p>For claims requiring recovery and return-to-work plans, WCB consistently record its communications with injured workers, employers, and healthcare professionals. (2016 Report - Volume 2, p. 225, Recommendation 1; Public Accounts Committee agreement October 10, 2018)</p> <p><i>Status – Partially Implemented</i></p>	<p>2022 Ch 22; pg 220</p> <p>2019 Ch 43; pg 318</p> <p>2016 Ch 31; pg 225</p>	<p>Partially implemented.</p>	<ul style="list-style-type: none"> • Development and implementation of risk-based quality assurance program for case management processes. • Analysis of worker contact completed. • Developed standard work for proactive worker contact. • Analysis of employer contact completed, improvement event for employer contact held in fall of 2021. • Psychological injuries unit (PIU) implemented proactive employer contact. Segmentation pilot team further tested it incorporating some work disability prevention and mitigation (WDPM) practices. 	<ul style="list-style-type: none"> • Standards continue to be developed through improvement events. • Implementation of WDPM practices planned for 2023 Q2, which will include proactive communication as one element. 	<p>December 2025 (as part of the claims transformation initiative).</p>

¹ Follow up audit to:

- 2019 Report, Volume 2, Chapter 43, Saskatchewan Workers’ Compensation Board – Co-ordinating Injured Workers’ Return to Work
- 2016 Report, Volume 2, Chapter 31, Saskatchewan Workers’ Compensation Board – Co-ordinating Injured Workers’ Return to Work

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<p>Outstanding</p> <p>For claims requiring recovery and return-to-work plans, WCB actively obtain requested reports (e.g., injury and recovery progress reports) from injured workers, employers, and healthcare professionals. (2016 Report Volume 2, p. 226, Recommendation 2; Public Accounts Committee agreement October 10, 2018)</p> <p><i>Status – Partially Implemented</i></p>	<p>2022 Ch 22; pg 221</p> <p>2019 Ch 43; pg 318</p> <p>2016 Ch 31; pg 226</p>	<p>Partially implemented.</p>	<ul style="list-style-type: none"> • Data analysis process to better understand missing reports, Worker’s Progress Report (W3) was identified as the report with the biggest gap. Improvement efforts were completed in June 2022 that focused on an assessment of the purpose and value of the report, streamlining information, assessing timeframe for collecting information from workers, and creating consistent processes for reporting standards. • New W3 fully rolled out in July 2022 and 30-, 60-and 90-day audits show positive results in terms of adoption and use. • Pilot tested increased worker proactive communication as a means to collect missing information and create opportunities for information gathering. This approach will be incorporated into the WDPM implementation in 2023. 	<ul style="list-style-type: none"> • Standards continue to be developed through improvement events and incorporation into the WDPM initiative. • Electronic reporting capability for healthcare providers will be supported by the core workers’ compensation solution initiative (i.e., updating WCB technology to enable better customer service). 	<p>December 2025 (as part of the claims transformation initiative).</p>

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<p>Outstanding</p> <p>For claims requiring recovery and return-to-work plans, WCB verify the completeness and currency of those plans and the agreement of injured worker and related employer with the plan. (2016 Report - Volume 2, p. 228, Recommendation 3; Public Accounts Committee agreement October 10, 2018)</p> <p><i>Status – Not implemented</i></p>	<p>2022 Ch 22; pg 221</p> <p>2019 Ch 43; pg 320</p> <p>2016 Ch 31; pg 228</p>	<p>Partially implemented.</p>	<ul style="list-style-type: none"> • Work to develop processes to collect holistic risk factors, test within the segmentation pilot and WDPM assessment completed in June 2022. • An improved recovery and return to work plan was tested and implemented in 2022. 	<ul style="list-style-type: none"> • Enhanced recovery and return to work planning is part of claims transformation initiative and will be incorporated into the implementation of WDPM beginning in Q2 in 2023. • Detailed planning for the Customer-Centered Work Disability Prevention and Mitigation project has begun and will be implemented in 2023. • Ongoing risk assessments will be incorporated into that implementation. 	<p>December 2025 (as part of the claims transformation initiative).</p>
<p>Outstanding</p> <p>For claims with recovery and return-to-work plans, WCB identify and address impediments to timely recovery of injured workers within a reasonable timeframe. (2016 Report- Volume 2, p. 230, Recommendation 4; Public Accounts Committee agreement October 10, 2018)</p>	<p>2022 Ch 22; pg 222</p> <p>2019 Ch 43; pg 320</p> <p>2016 Ch 31; pg 230</p>	<p>Partially implemented.</p>	<ul style="list-style-type: none"> • Trained staff in late 2019 on risk factors for chronic disability. • A rapid improvement event was held in December 2021 to design consistent processes for identifying initial and ongoing risk factors for claims. • Work started on a risk-based model to help identify high risk claims. The risk-based model will help ensure WCB provides the right level of support and service at the right time based 	<ul style="list-style-type: none"> • Work will continue on the risk-based model to help identify high risk claims. This will be supported by the future IT system. • This will be fully addressed as part of WDPM implementation. • Review of long-term claims to identify barriers, trends is ongoing – proactive communication, training and coaching is being 	<p>December 2025 (as part of the claims transformation initiative).</p>

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<i>Status – Not Implemented</i>			<p>on a customer’s unique needs in their recovery and return to work.</p> <ul style="list-style-type: none"> • This was an area of focus for Phase 1 Claims Transformation in the Spring of 2022 where a set of risk-based segmentation criteria were trialed. 	<p>provided where gaps are identified.</p>	
<p>Outstanding</p> <p>WCB educate injured workers, employers, and healthcare professionals to increase their submission of properly completed injury and progress reports for the return-to-work program. (2016 Report- Volume 2, p. 231, Recommendation 5; Public Accounts Committee agreement October 10, 2018)</p> <p><i>Status – Partially Implemented</i></p>	<p>2022 Ch 22; pg 223</p> <p>2019 Ch 43; pg 321</p> <p>2016 Ch 31; pg 231</p>	<p>Partially implemented.</p>	<ul style="list-style-type: none"> • Enhanced online E1 (employer report of injury) launched in February 2021. • Process changes to simplify submission via phone for workers and employers. • As part of Phase 1 Claims Transformation, the Primary Provider’s Initial Report was revised to align language with work disability prevention practices. Pilot clinics tested the new form and process. • Negotiations with the Saskatchewan Medical Association regarding an updated fee structure for completing the form at which time full implementation can be considered. • WCB promoted National Institute of Disability 	<p>WCB will focus on educating stakeholders regarding Work Disability Prevention and Mitigation (WDPM), which is an early proactive approach that matches the injured worker’s abilities to suitable modified work.</p>	<p>December 2025 (as part of the claims transformation initiative).</p>

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			Management and Research's education models in disability management and return to work to employers and its staff in 2022. This will assist in educating employers and staff on key information needed to support return-to-work plans.		
Outstanding WCB track and analyze key information about the quality and timeliness of its return-to-work program. (2016 Report - Volume 2, p. 232, Recommendation 6; Public Accounts Committee agreement October 10, 2018) <i>Status – Not Implemented</i>	2022 Ch 22; pg 223 2019 Ch 43; pg 321 2016 Ch 31; pg 232	Partially implemented.	<ul style="list-style-type: none"> • Rolled out claims lifecycle within business analytics system, which provides more self-serve claims related data. Currently holding workshops with leaders. • Risk-based quality assurance program. • Work continues on developing team-based measures in collaboration with other WCB departments (Data & Advanced Analytics Strategy initiative). 	<ul style="list-style-type: none"> • WCB expects its planned new IT system to have the functions to analyze key information (e.g., high-risk claims). WCB expects to implement the new IT system by December 2025. • Setting up quarterly claims performance review meetings with actuaries (Q2 2023). 	December 2025 (as part of the claims transformation initiative and the Data & Advanced Analytics Strategy initiative).