



2013 ANNUAL REPORT

LETTER TO THE MINISTER

The Honourable Erna Braun
Minister Responsible for *The Workers Compensation Act*
Room 162, Legislative Building
Winnipeg, Manitoba
R3C 0V8

Dear Minister:

We are pleased to present our 2013 Annual Report in accordance with the provisions of *The Workers Compensation Act*. This report covers the 12-month period from January 1, 2013 to December 31, 2013. It includes the statements of accounts required to be kept under the *Act*.

Respectfully submitted,

Michael D. Werier
Chairperson

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To learn about the WCB’s future plans, please refer to the 2014-2018 Five Year Plan at www.wcb.mb.ca.

ABOUT THE WCB

The Workers Compensation Board of Manitoba (WCB) is a mutual workplace injury and disability insurance agency funded by employer premiums. With a mandate to prevent workplace injuries and illnesses, the WCB is committed to building a culture of health and safety throughout Manitoba.

Staff

The WCB workforce is made up of approximately 500 people, all dedicated to providing excellent service to Manitoba workers and employers. The organization's people represent a diverse cross section of Manitoba's cultural landscape. To help staff develop their skills and abilities, the WCB offers a wide range of professional development opportunities.

Services and Benefits

The WCB is here to help Manitoba workers and employers prevent workplace illnesses and injuries from occurring. To achieve this goal, the organization has partnered with Workplace Safety and Health (WS&H) to strengthen the province's safety culture.

If people are hurt or become ill as a result of their work, the WCB is here to help, offering a wide range of benefits to assist injured workers in returning to health and meaningful work as soon as safely possible. Some of the benefits offered include:

- replacement of lost income
- healthcare treatments and payment of medication costs
- employment retraining
- lump sum payments for permanent impairments
- benefits to partners and children in the event of a workplace fatality.

As part of the WCB's commitment to quality service and fair process, injured workers and employers may also contact the Fair Practices Office. The Fair Practices Office is independent and impartial and will do everything possible to ensure that a fair, courteous and timely process occurs in the resolution of claims. The Fair Practices Office is not a level of appeal. Decisions are made by adjudicators and case managers and can be appealed to the Review Office of the WCB and the independent Appeal Commission.





Our Vision

A trusted partner, insuring today and building a safer tomorrow.

Our Mission

We are here to insure and support safe and healthy work and workplaces.

We put workers and employers at the centre of all we do.

We provide them with valued services for injury prevention, compensation and return to health and work while maintaining system integrity.

Our Strategic Priorities

Our People - Engaging our employees to harness their commitment and passion. Developing our capabilities and our capacity to excel.

Our Customers - Understanding the diverse needs and expectations of workers and employers. Providing proactive and relevant services.

Our Partners - Collaborating with our partners to deliver superior services and build a safer Manitoba.

Our System - Protecting the integrity of the compensation system. Honouring our governing principles and delivering on our mandate.

Our Values

Integrity • Compassion • Innovation • Accountability • Collaboration

MESSAGE FROM THE CHAIRPERSON



The Board of Directors establishes the WCB's strategic direction, approves the policies that guide the organization, and monitors the progress that the organization makes towards reaching its strategic goals. The work of the Board benefits from experienced and diverse representation of the interests of employers, workers and the public interest.

In 2013, the Board of Directors approved a new strategic plan to guide the organization into the future. Refreshing our strategic direction is timely as the WCB is on the cusp of significant change, following the completion of several reviews and the government's release of *Manitoba's Five-Year Plan for Workplace Injury and Illness Prevention*. The new strategic framework communicates a clear direction and guides the organization in both fulfilling an expanded prevention mandate and maintaining its delivery of high quality compensation and return to work services.

The Board was pleased with the significant progress that was made in its priority areas in 2013. As noted throughout this Annual Report, the WCB maintained a stable financial position in 2013 while continuing to achieve success in its corporate goals. The WCB is committed to conducting a review of the funding policy to ensure the funding target for the accident fund reserve, which protects the workers compensation system from risks, uncertainties and catastrophic events, is still appropriate.

The Board responded to its stakeholders in a number of important areas in 2013. In addition to approving a detailed plan for the implementation of *Manitoba's Five-Year Plan for Workplace Injury and Illness Prevention*, the Board also approved a response to the public review of the WCB process for setting assessment rates. The WCB's responses included a comprehensive review of the assessment rate model to ensure it prioritizes

prevention and strengthens system accountability; the development of an enhanced compliance framework to focus on protecting the integrity of the compensation system; and the establishment of SAFE Work Manitoba as a separate arm of the WCB to consolidate prevention activities into a single entity and enable increased focus on workplace injury and illness prevention.

In 2013, the WCB—along with other workers' compensation organizations across the country—took part in marking the 100th anniversary of the Meredith Report. It's now been a century since Sir William R. Meredith tabled his Workers' Compensation report to the Ontario Legislature. From this report emerged the Meredith Principles which are the tenets upon which the Canadian workers' compensation systems were built and are still very relevant today. The WCB's new strategic vision—to be "a trusted partner, insuring today and building a safer tomorrow"—is perfectly aligned with these founding principles.

The Board's commitment to strong governance continued. In 2013, Brad Peacock and Cathy Rolland were recruited as external investment members to the Investment and Finance Committee.

I would like to acknowledge and thank our dedicated Board members for their active participation in guiding the organization.

On behalf of my colleagues, I would like to thank all of the staff for their hard work in 2013 in support of the Board's vision of being a trusted partner, insuring today and building a safer tomorrow.

Michael D. Werier
Chairperson



MESSAGE FROM THE PRESIDENT AND CEO

I am pleased to be able to report significant progress on many of the WCB's key priorities in 2013.

Preventing workplace injuries and illnesses and helping workers return to health and meaningful work as soon as they can safely do so represent two important ways that the WCB improves the lives of Manitoba workers, their families and employers. Prevention efforts make workplaces safer and healthier and effective return to work programs minimize the impact of an injury, promote recovery and manage associated costs while benefiting both workers and employers. The success of our prevention and return to health and work efforts enabled the WCB to keep the 2013 average assessment rate stable at \$1.50 per \$100 of payroll.

In 2013, the Board of Directors approved a new strategic plan to guide the WCB into the future. The most significant evolution in the new strategic framework is the clear statement that our customers—both workers and employers—are at the centre of all we do. The WCB's desire is to be seen as a trusted partner that insures today and builds a safer tomorrow—emphasizing the dual mandates of compensation and prevention.

In 2013, the WCB continued to modernize its service offerings through enabling technology and business process renewal to enhance service and reach out to stakeholders in new and innovative ways. The WCB expanded its assessment payment options to include debit and credit cards and communicated extensively with employers about FlexPay, a new and enhanced system that will soon make reporting payroll and paying premiums easier. The WCB also continued to focus on improving the effectiveness of employer feedback mechanisms. This included developing an online survey process in which nearly 1000 employers were surveyed regarding their perceptions of the claims experience.

In pursuit of its innovation agenda, the WCB began development of a Business Intelligence unit to build our capacity in data collection and analysis to support various work processes. The WCB also began work on a project to support electronic healthcare reporting and billing by community healthcare professionals.

In 2013, the WCB also began the process of reviewing its assessment rate model, an important initiative that will continue in 2014. The WCB also embarked on the development of an enhanced compliance



framework to focus on protecting the integrity of the compensation system. Compliance activities will include education and awareness as a foundation so that workers and employers understand their rights and responsibilities for reporting workplace injuries.

The WCB is proud to have been named one of Manitoba's Top 25 Employers for the third year in a row. This honour recognizes our commitment to supporting our staff, the key to our strong service culture. We have worked together with our union for many years to create an environment that benefits both our employees and our stakeholders. Among the benefits noted in 2013 were the organization's continuously growing commitment to staff and community wellness as well as its focus on promoting diversity in the workplace.

As I look back on the past year, I am encouraged by the dedication and commitment of WCB staff to put Manitoba workers and employers at the centre of all we do.

Winston Maharaj
President and CEO



OUR PARTNERS OUR PEOPLE



(left to right): Robert Dewar, Worker Representative; Wendy Sol, Worker Representative; Jane MacKay, Employer Representative; Rob Labossiere, Worker Representative; Michael Werier, Chairperson; Winston Maharaj, President and Chief Executive Officer; Paul Challoner, Employer Representative; Ron Hambley, Employer Representative; Ken Sutherland, Public Interest Representative; Robert Plohman, Public Interest Representative. Inset: Colleen Seymour, Public Interest Representative.

BOARD OF DIRECTORS AND BOARD COMMITTEES

By statute, the Board of Directors consists of 10 members appointed by the Government of Manitoba after consultation with employers, labour and the public. The tripartite representation includes a neutral Board Chairperson, three representatives of workers, three representatives of employers, and three representatives of the public interest. The President and Chief Executive Officer is a non-voting member of the Board of Directors.

As stewards of the compensation system, the Board of Directors plans for its future. The Board sets the WCB’s strategic direction, makes policies about compensation, rehabilitation, assessment and investment of the funds within the investment portfolio, and monitors progress in these areas.

Board of Directors

Michael Werier Chairperson, Robert Dewar Worker Representative, Rob Labossiere Worker Representative, Wendy Sol Worker Representative, Paul Challoner Employer Representative, Ron Hambley Employer Representative, Jane MacKay Employer Representative, Colleen Seymour Public Interest Representative, Ken Sutherland Public Interest Representative, Robert Plohman Public Interest Representative, Winston Maharaj President and Chief Executive Officer (non-voting member)

Policy, Planning, Governance and Service Committee

The Policy, Planning, Governance and Service Committee reviews and recommends changes to existing policy, initiates new policy through consultation with stakeholders, oversees strategic planning and governance, monitors service improvements and human resource activities, reviews injury prevention initiatives, and recommends approval of funding under the WCB’s Research and Workplace Innovation Program.

Jane MacKay Committee Chairperson and Employer Representative, Rob Labossiere Worker Representative Ken Sutherland Public Interest Representative, Michael Werier Chairperson, Winston Maharaj President and Chief Executive Officer (non-voting member)

Investment and Finance Committee

The Investment and Finance Committee develops policies for the prudent investment of the WCB's investment portfolio, regularly reviews and advises the Board of Directors about the status of the WCB's investments and makes recommendations to the Board of Directors about the engagement of appropriate investment managers. The Committee is responsible for overseeing the WCB's financial position, including the annual budget, assessment rates, financial projections, and related accounting and financial policies. As well, the Committee monitors the performance of the WCB's employee pension plan and reviews and approves contracts of significant value.

Paul Challoner Committee Chairperson and Employer Representative, Robert Dewar Worker Representative, Robert Plohman Public Interest Representative, Bob Darling External Investment Member, Brad Peacock External Investment Member (from October 2013), Cathy Rolland External Investment Member (from October 2013), Michael Werier Chairperson, Winston Maharaj President and Chief Executive Officer (non-voting member)

Audit Committee

The Audit Committee assists the Board in fulfilling its oversight responsibilities and reviews and advises the Board of Directors about the annual report and audited financial statements. The Committee also reviews risk management systems, meets with external and internal auditors, approves internal audit activities and makes recommendations to the Board about the WCB's internal control procedures, standards of conduct, and conflict of interest guidelines.

Wendy Sol Committee Chairperson and Worker Representative, Ron Hambley Employer Representative, Colleen Seymour Public Interest Representative, Donald Sobkow External Audit Member, Michael Werier Chairperson, Winston Maharaj President and Chief Executive Officer (non-voting member)



Executive Team (left to right): Alice Sayant, Vice President, Strategy and Assessment Services; Stu Charles, Chief Information Officer; David Scott, Vice President, People, Technology and Innovation Services; Darren Oryniak, Vice President, Compensation Services; Winston Maharaj, President and Chief Executive Officer; Lori Ferguson Sain, General Counsel and Vice President, Compliance and Corporate Services; Warren Preece, Director, Communications; Lorena Trann, Chief Financial Officer, Finance and Administration Services.



YEAR AT A GLANCE

	2013	2012
Number of registered employers	33,352	32,548
Average assessment rate (per \$100 of assessable payroll)	\$ 1.50	\$ 1.51
Assessment revenue, Class E employers	\$ 245,697,000	\$ 240,175,000
Investment income	\$ 157,496,000	\$ 99,674,000
Investment rate of return (gross)	13.6%	9.7%
Total injury claims	29,777	31,018
Time loss injury claims	14,979	15,136
Fatality claims	24	36
Time loss injury rate (per 100 full time workers)	3.2	3.3
Average days paid for all wage loss claims	32.7	34.0
Claim costs incurred	\$ 268,255,000	\$ 216,021,000
Operating expenses	\$ 76,988,000	\$ 69,768,000
Funded position	\$ 381,674,000	\$ 282,004,000
Funded ratio	134.0%	126.6%





In 2013, the WCB Board of Directors approved a new strategic plan to guide the organization into the future.

The most significant evolution is the clear statement that our customers—both workers and employers—are at the centre of all we do.

The new Corporate Strategy has an integrated approach, focusing on our people, our partners and our system with our customers at the centre. This approach is reflected in the graphic seen on the cover of this annual report.

We provide prudent stewardship of our finances, technology, policies and people. As well, we are aware of our obligation to the larger Manitoba community, partnering every year with a variety of organizations to make a positive contribution to the province.

We are committed to understanding the diverse needs and expectations of our customers and providing proactive and relevant services because everything we do revolves around them.

OUR CUSTOMERS OUR SYSTEM

Providing superior service is at the root of all that the WCB does. Whether it's assisting workers or employers, we are committed to living our value of providing service that is fast, easy, caring, right and clear.

Enhancing Customer Service to Employers

In 2013, employers continued to see improvements in service delivery and enhanced customer service as the result of modernization.

Over the past year, employers were introduced to FlexPay, a new and enhanced payroll reporting and payment system that makes payroll reporting easier and provides more options for when and how payments are made with the convenience of 24/7 online access. Making premium payments is also easier, as employers may set up a pre-authorized payment plan to spread their payments throughout the year and pay by debit or credit card. We also introduced a new account statement with a cleaner look and an accompanying information sheet to help employers understand each section. A video was added to the WCB website to enable employers to follow along as each section of their account statement is reviewed.

The opinions of our customers matter. That's why we continued to focus on improving the effectiveness of employer feedback mechanisms. In 2013, in addition to conducting focus groups and an annual survey of all registered employers, we implemented an online survey process in which, over the course of a year, nearly 1000 employers were surveyed regarding their perceptions of the claims experience.

Enhancing Customer Service to Injured Workers

In 2013, injured workers continued to benefit from our commitment to provide benefits as quickly and accurately as possible.

To better understand the needs and service expectations of injured workers, we kicked off a new customer service initiative that will support ongoing improvements in customer service, further enhance our service culture and support staff in their delivery of excellent customer service.

To help ensure that injured workers know their rights, we continued with our campaign to increase awareness of the importance of reporting workplace injuries and to improve the timeliness of claim reporting. The campaign focused on increasing awareness of the WCB claims process and ensuring workers who suffer a workplace injury know and understand their right to compensation.

"The WCB is committed to protecting the integrity of the compensation system while honouring our governing principles and delivering on our mandate."

To provide clarity to our customers, we also made revisions to the *Support for Daily Living policy* to clarify the policy's purpose and parameters and improve consistency in administering assistance. The revisions bring the policy more in line with other jurisdictions.

Return to Health and Work

When a worker suffers a workplace injury or illness, we are here to help. Effective return to work helps make recovery faster and more effective, which is why we are committed to helping injured workers get back to health and meaningful work as soon as safely possible.

Each year, thousands of injured workers receive support through their recovery periods from our dedicated staff, helping them to return to health and meaningful work and become productive members of their workplace following work-related injuries and illnesses.

Activity is a vital component of a healthy recovery. To support workers and employers, our Return to Health



and Work Committee ensures the organization is doing everything in our power to support them in an effective and safe return to health and meaningful work. In 2013, the committee completed a number of projects including a comprehensive review of claims duration; changes to the handling of hearing loss claims and an opportunity assessment to enhance Return to Health and Work outcomes.

Healthcare Delivery

Our customers benefit when we broaden our healthcare options. That's why we continue to seek out alternative methods of delivering healthcare services in a timely manner.

It is essential that any opioid medication that is prescribed to injured workers in the community is prescribed safely and effectively. In 2013, we completed a review of our policy on opioid medication from both a quantitative and qualitative perspective based on one full year of data. Results indicated that the policy contributed to a decrease in both the number and strength of opioid prescriptions in the community. The policy benefits injured workers that use opioid medication in that it helps balance their ability to relieve pain and improve function while minimizing side effects and risks.

In order to ensure that injured workers return to health and meaningful work as soon as possible, in 2013 we entered into a new 10-year agreement for facilitated MRI services for WCB claims to ensure injured workers have timely diagnostics.

Focus on Quality

Providing the highest standard of service to our customers—while complying with the *Act*, regulations and policy—is essential to our quality goals.

In 2013, we developed a new Quality Assurance framework which will be fully implemented in 2014. The program will track a number of key dimensions—such as communication, entitlement decisions, wage loss payments, medical aid and rehabilitation—at critical points in the life of a claim. Our Quality Assurance department ensures that our

OUR CUSTOMERS OUR SYSTEM

core processes perform within the highest standard of service by conducting quality reviews, analyzing problems, identifying root causes and making recommendations for improvement.

Achieving Operational Excellence

We believe it should be easy for our customers to do business with us. With this in mind, we are committed to leveraging technology and business process renewal to implement service improvements.

In pursuit of our innovation agenda, we began development of a Business Intelligence unit to build our capacity in data collection and analysis to support various work processes. To help increase the speed with which claims are adjudicated, we also began work on a project to support electronic healthcare reporting and billing by community healthcare professionals. We are also working on a number of other projects to modernize our information technology infrastructure including enhancing the organization's data warehouse.

Supporting our customers and achieving operational excellence require a solid infrastructure. In 2013, we completed the repair of our office building exterior at 333 Broadway. The project included removing the existing granite stones, performing asbestos abatement, installing a new building envelope, and reaffixing the granite stones. The project was the recipient of a Heritage Winnipeg Preservation Award for Excellence and a Heritage Canada Foundation inaugural Cornerstone Award for Building Heritage, which recognizes excellence in the regeneration of heritage buildings and sites.

In addition, physical space for the Information Technology, Project Advisory Services and Business Process Renewal departments was redesigned to support enhanced collaboration and innovative thinking among these departments that work together to advance innovation at the WCB.

Building Financial Strength

Workers and employers benefited from our continued commitment to our prevention and recovery goals in 2013. We achieved an operating surplus of \$78

million while maintaining the average assessment rate at \$1.50 for 2013. In 2013, our assessment rate was the third lowest rate among Canadian WCBs. Our funded position improved to 134 per cent (126 per cent in 2012).

Manitoba's Five-Year Plan for Workplace Injury and Illness Prevention

To improve the lives of Manitoba workers, their families and employers, one of the most important activities we engage in is preventing workplace injuries and illnesses.

In 2013, in support of this initiative, we established a committee and developed a detailed implementation plan for delivering on *Manitoba's Five-Year Plan for Workplace Injury and Illness Prevention*. This included joint planning with Workplace Safety and Health (WS&H) on the development of a number of new prevention initiatives, researching best practices, reviewing existing materials, reaching out to stakeholders and focusing on early deliverables such as the creation of SAFE Work Manitoba, the entity that will consolidate prevention services from the WCB and WS&H.

In 2013, we also concluded work on our project to engage stakeholders from all sectors to design the future state of industry-focused illness and injury prevention in Manitoba workplaces. The project provides valuable input to the implementation of *Manitoba's Five-Year Plan for Workplace Injury and Illness Prevention*.

Preliminary work also began on a number of the key projects outlined in the *Plan*, including the first annual Workplace Safety and Health Committee Leadership Conference; the distribution of safety and health materials for new businesses; a single point of contact; the "SAFE Work on Wheels" mobile safety and health training unit; and the consolidation of training provided by the WCB and WS&H.

By implementing *Manitoba's Five-Year Plan for Workplace Injury and Illness Prevention*, SAFE Work Manitoba will work with our partners to keep Manitobans safe by preventing workplace injuries and illnesses and



strengthening our province-wide culture of workplace safety and health.

In 2013, we also launched four additional online SAFE Work Reports that provide detailed injury information allowing employers to analyze their injury history and pinpoint areas that need to be addressed through their health and safety programs. There are now more than 1,100 users.

SAFE Work Campaigns

In order to protect workers, their families and employers, we regularly work in partnership with WS&H to promote a culture of SAFE Work in Manitoba through an ongoing public awareness program. In 2013, the program began with the “SAFE Work is Good for Business” campaign, which promoted the importance of SAFE Work for small businesses and encouraged employers to download resources specifically designed for small businesses.

The “Spot the Hazard, Report the Hazard” campaign encouraged the public to report workplace hazards. The campaign exceeded its goal of increasing the number of reports submitted to WS&H and attracted many visitors to the website to download resources such as the “Spot the Hazard” checklists for high-risk industries.

The most successful campaign of the year was “Join the Resistance”, the follow-up to last year’s popular “Spot the Zombie Manitoba” youth campaign. The campaign utilized social media channels to remind

young workers of the risk of workplace injuries and encouraged them to “join the resistance” by spreading the SAFE Youth message and downloading their own Zombie Survival Kits full of SAFE Work resources. The campaign generated a significant number of visits to the website and over 100,000 contest entries.

The year concluded with the familiar “Is your workplace SAFE enough to hire your kid?” campaign that engaged Manitobans on an emotional level by asking if their workplace was safe enough for their child to work in.

Building a Culture of Safety and Health

Collaborating with our partners is essential to delivering superior services and building a safer Manitoba. Along with our partners, we are continuing to lead workplace safety and health innovation to help our customers through the safemanitoba.com website, a popular online safety resource.

Our partnerships continued to flourish in 2013, including the launch of a new SAFE Momentum campaign with Safety Services Manitoba. In 2013, SAFE Farms also partnered with Manitoba 4-H to produce “All Clear?” stickers that serve as a visible reminder to farm workers that before moving farm machinery, a SAFE Work practice is to walk around the equipment to ensure no family members, workers, children, visitors or animals are in the vicinity or in blind spots.

To help protect workers in the agricultural industry, we also supported Keystone Agricultural Producers (KAP) in their efforts to improve safety on farms, reduce the risks of injury to farmers and farm workers and spearhead farm prevention initiatives in the farming industry. KAP utilized the services of a farm safety specialist to undertake the Farm Safety Program and provide one-on-one consultation with farmers to create awareness and education on critical hazards and risk areas on the farm. A SAFE Farms safety and health guide was also released.

To help protect young workers, in 2013 we also strengthened our channels to reach out to youth by increasing support to Safe Workers of Tomorrow and continuing to support Junior Achievement for the

fourth straight year. Both initiatives help us increase capacity as recommended in *Manitoba’s Five-Year Plan for Workplace Injury and Illness Prevention*.

“The WCB has always been committed to collaborating with our partners to deliver superior services and build a safer Manitoba.”

Addressing Language, Culture and Literacy

Language should never be a barrier to obtaining information or receiving quality service. The diverse language, culture and literacy needs of our customers are being met through our commitment to enhancing accessibility.

In 2013, this included building relationships to enhance communication with the immigrant community in an effort to bridge cultural gaps and ensure that new Canadians understand their rights and responsibilities regarding reporting workplace injuries. In support of this initiative, a prevention and information toolkit was designed for newcomers to Manitoba to help educate them about their workplace safety and health compensation rights and responsibilities. In conjunction with the Centre for Education and Work, we also developed a video to provide workers compensation information to groups of workers from other countries when they are first entering the Manitoba workforce.

We also strengthened our language services in other areas, as SAFE Work Services conducted assessments and interviews in multiple languages, fact sheets were made available in English, French, German, Tagalog and Spanish and a Spanish language portal and additional publications in multiple languages were made available on the WCB website. The safemanitoba.com website was also updated to provide information in 16 languages.



Research and Workplace Innovation Program

To help keep Manitobans safe at work, or recover and return to meaningful work as soon as it's safe to do so if they are injured on the job, the Research and Workplace Innovation Program (RWIP) provides up to \$1 million annually, supporting research and workplace innovation activities. The RWIP provides an avenue for the WCB to undertake research and fund innovation programs on injury prevention, safety in the workplace, treatment of workplace injuries, and scientific, medical or other issues relating to workers compensation.

Outreach Activities

Outreach plays a key role in educating our customers about issues surrounding return to health and work.

We are committed to educating our partners in the healthcare community about the importance of their role in returning injured workers back to health and work as well as sharing information about what role the WCB has in that process. In 2013, we continued to pursue outreach activities and made presentations to stakeholders throughout the year. WCB healthcare consultants delivered presentations to their colleagues, medical school students, residents and various other groups. Sponsorship of continuing education for healthcare professionals took place as in past years, including a presentation organized by the Manitoba Psychological Association about recent changes to their diagnostic manual (DSMV). Efforts to liaise with a number of key stakeholder groups within the healthcare community also continued. These included Doctors Manitoba, the Manitoba Physiotherapy Association, the Manitoba Chiropractic Association and representatives from the Manitoba Orthopaedic Society. We also attended and exhibited at a large number of trade shows in 2013 in support of such partners as the Construction

OUR CUSTOMERS OUR SYSTEM

Safety Association of Manitoba, Manitoba Heavy Construction Association and Safety Services Manitoba.

Community Leadership

Supporting our partners in Manitoba and being a valued member of the community is important to us. That's why we partner with and support organizations and initiatives such as the SAFE Roads partnership and the United Way of Winnipeg. In 2013, our employee United Way campaign was its most successful to date, as staff contributions exceeded \$100,000 for the first time ever.

We are also a proud supporter of diversity in the workplace and exemplify this in our relationships with our people and our partners. We are a sponsor of the Manitoba Aboriginal Youth Achievement Awards, in addition to being a long term supporter of the Aboriginal Business Education Partners at the University of Manitoba. We also have a partnership agreement with Connect Employment Services, an organization that provides job search and other assistance for persons with intellectual disabilities. We continue to build our diverse workforce by working with post-secondary institutions such as Red River College and the University of Manitoba to provide internship and work experiences for students.

Strength Through "Our People"

To support the recruitment and retention of our staff, we continued to develop and enhance our WCB Does program in 2013. The high value that we place on employee satisfaction is based on the four themes of the WCB Does brand: security, wellness, engagement and growth. One example was the launch of a pilot for an online e-learning tool which enables staff to access various modules to advance their learning in a wide variety of topic areas related to their work.

We also continued our focus on employee engagement by conducting a survey and follow-up focus groups with staff to solicit their input on ways to improve in areas such as communication and leadership. Comprehensive corporate and departmental action plans are being developed based on this input for implementation in 2014.

Manitoba's Top 25 Employers

Why were we named one of Manitoba's Top 25 Employers for the third year in a row?

It's because we are committed to staff and community wellness as well as diversity in the workplace. It's also because we believe in engaging our employees to harness their commitment and passion, as well as developing our capabilities and our capacity to excel. This special designation recognizes the Manitoba employers that lead their industries in offering exceptional places to work.

"The WCB has always been committed to engaging our employees to harness their commitment and passion while developing our capabilities and our capacity to excel."

Service Excellence

In support of both our people and our commitment to providing quality service, our 2013 annual Service Excellence Day in celebration of service accomplishments was further enhanced by an all-year monthly promotion encouraging staff to nominate co-workers who they felt had provided outstanding service. We also upgraded our Service Wall on the intranet to enable staff to recognize co-workers who provide exceptional service on the home page.

In compliance with *The Public Interest Disclosure (Whistleblower Protection) Act*, the WCB has whistleblower disclosure procedures in place. There were no disclosures reported in 2013.