

# **Business Plan**

**2020-2021**

**to**

**2022-2023**



Office of the Worker Adviser

December 20, 2019

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# OWA BUSINESS PLAN 2020-2023

## Executive Summary

The Office of the Worker Adviser (OWA) is an independent agency reporting to the Minister of Labour, Training and Skills Development (MLTSD). We provide free, confidential legal services to non-unionized workers in two key areas:

- Workplace Insurance (also known as workers' compensation)
- Occupational Health and Safety Reprisals.

In both programs, the scope of our services may include information, advice and outreach as well as legal representation.

The Workplace Insurance program is the OWA's major mandate, and is comprised of advising and representing injured workers and surviving family members in their workplace safety and insurance claims and appeals. Our service is delivered by staff in 16 offices across Ontario.

The Occupational Health and Safety Reprisals Program (Reprisals) is delivered from our Toronto office to Ontario workers who may have been penalized by their employers for complying with or exercising their rights under the *Occupational Health and Safety Act*.

The OWA's goals for 2020-2023 are to continue to provide expert timely service to our clients, work towards modernizing our IT infrastructure and to support OWA employees by fostering a diverse workplace that enables collaboration, professional development and excellent client service.

The OWA is committed to helping the workplace insurance and the occupational health and safety system work for all the workers and employers that they serve.

## **AGENCY MANDATE**

The OWA is an independent, operational service agency reporting to the Minister of Labour, Training and Skills Development (MLTSD) whose employees are public servants. We provide free, confidential legal services to workers and their families in two key areas.

### **Workplace Insurance** (also known as workers' compensation)

As per Section 176(1) of the Workplace Safety and Insurance Act (WSIA), the OWA is required to educate, advise and represent non-union workers and their survivors regarding workplace insurance claims and appeals.

The OWA contributes to a prosperous and healthy Ontario through dispute resolution and expertise in workplace insurance, enabling clients to access benefits and services under the WSIA.

### **Occupational Health and Safety Reprisals**

As per Section 50.1(1) of the Occupational Health and Safety Act (OHSA) and O. Reg. 33/12, OWA is required to educate, advise and represent non-union workers who have complaints under the Occupational Health and Safety Act (OHSA) that their employer may have engaged in a reprisal against them for exercising their rights under the OHSA.

The OWA's Reprisals mandate contributes to a prosperous and healthy Ontario through dispute resolution, expertise and contributing to a culture of health and safety across Ontario.

## **OVERVIEW OF PROGRAMS AND ACTIVITIES**

The agency is operated by a director, four regional managers and general counsel. Program services are further supported by internal Central Client Services Unit, comprised of legal specialists and led by legal counsel, who provide legal advice to Worker Advisers on complex matters, support their education and training, and represent clients in some matters. The Planning, Finance and Electronic Delivery Unit supports the director and the managers.

### **Workplace Insurance Program**

This program is delivered to non-unionized injured workers and surviving family members by Worker Advisers and Client Service Representatives. Workers may visit one of 16 offices across Ontario, or contact us by toll free telephone service and through our website.

OWA staff meet with clients and attend hearings and mediations as required, and provide presentations to groups upon request.

The Law Society of Ontario (LSO) requires lawyers and paralegals who are providing legal services to complete at least 12 continuing professional development hours each calendar year. As a result, the OWA's learning program develops, delivers, tracks and coordinates training tailored to the needs of our legal and client services staff.

## Advisory Services

All injured workers who contact the OWA for assistance receive information and advice to help them navigate the system. This is provided by telephone, email, website enquiries, letters, community information clinics and in-person appointments.

## Representation Services

OWA reviews all cases before offering representation, and accepts those that have a reasonable chance of success. As needed, workers are referred to appropriate health and income support programs. Whenever appropriate, OWA seeks to resolve disputes before the appeal stage. OWA can provide representation at the WSIB, the WSIAT, and in other related proceedings such as return to work meetings with the WSIB and employers.

Generally, cases are handled in the order in which they are received, but OWA can and does prioritize casework involving occupational cancers, severely disabled workers and workers in psychological or financial crisis. OWA works with our referral partners to ensure that high priority cases continue to be accepted in a timely fashion.

## Educational Services

Our website contains information on OWA services, WSIB benefits and services, frequently asked questions and links to WSIB and WSIAT forms. OWA supports its community partners who provide peer support, counselling and assistance to injured workers. Printed educational materials are available and educational sessions are provided upon request.

## Activities Involving Partnering Groups

The OWA's partnerships help contribute to effective dispute resolution and include:

- WSIAT – Collaboration on caseload reduction and input on operational issues through WSIAT's Advisory Group and by direct agency to agency contact.
- WSIB – Input on operational issues through WSIB's Labour and Injured Worker Advisory Committee (LIWAC) and agency to agency discussions; participation in working groups on service delivery issues; operational collaboration on priority issues such as mental stress and occupational disease clusters.
- Multi-partner collaborations – Including Fatalities and Immediate Response (FAIR) Partnership (OWA, MOL, WSIB, Threads of Life) to provide timely, seamless, and comprehensive assistance to family members following a traumatic workplace fatality or a catastrophic injury; WSIB/ OWA/ WSIAT

partnership for support and response to workers in psychological or financial crisis; OWA/ Ontario Disability Support Program (ODSP) partnership to improve referrals between the programs.

- Community partners (injured worker groups, legal clinics, etc.) – Referrals and collaboration to support particularly vulnerable worker populations as appropriate.
- Members of Provincial Parliament – Referrals to OWA from MPPs. During the fall of 2018, OWA reached out to all MPPs, at both their Queen’s Part and constituency offices, to inform them of OWA services and to offer a follow up presentation and/or meeting.

## **Occupational Health and Safety Reprisals Program (Reprisals)**

Reprisals services are delivered by worker representatives and legal assistants from the OWA’s Toronto office. Reprisal staff travel to hearings and mediations outside Toronto as required.

Workers can contact the program by a toll-free telephone number or through the website who are able to provide the following services:

### **Advisory Services**

Advisory services are provided primarily by telephone and includes information about legal rights and OWA services. Where workers fall within the OWA’s mandate or a legal opinion is required to make that determination, they receive an intake interview with a Worker Representative. If there is sufficient evidence for a reprisal complaint, representation is offered. In other cases, workers are provided with detailed legal advice and a referral, if appropriate.

### **Representation Services**

If a worker accepts the OWA’s offer of representation, the OWA prepares and files an application at the Ontario Labour Relations Board (OLRB) and will represent the worker at every stage of the reprisal complaint process: including during mediations, and at hearings. Where appropriate, the OWA will also engage with employers outside of the formal OLRB process in order to resolve complaints.

### **Educational Services**

Information about rights, processes and sources of assistance is provided directly to workers in response to telephone inquiries. General information about occupational health and safety reprisals and the services provided by the OWA are available on the website as well as in print and by email.

### **Activities Involving Partnering Groups**

In 2019-2020, the Reprisals unit continued to focus on working with system partners to improve communications and ensure appropriate referrals for workers within the occupational health and safety system. Program staff also continued to develop relationships and work cooperatively with community legal clinics, researchers and labour organizations with expertise in the area.

The OWA’s Reprisal Program will continue to consult and/or collaborate with the following stakeholders and system partners:

- Ministry of Labour Occupational Health and Safety Program – facilitating referrals from health and safety inspectors.
- Office of the Employer Adviser – Cooperating on dispute resolution.
- Office of the Chief Prevention Officer – Supporting Ontario’s prevention strategy, especially around support for vulnerable workers.
- Ontario Labour Relations Board – Cooperating on efficient and effective dispute resolution.
- Workers’ Health and Safety Legal Clinic – Case strategy cooperation.

## ENVIRONMENTAL SCAN

### Internal Factors

Ongoing initiatives focussed on our commitment to expert, timely client service. This focus will be carried into the new year.

### Success in reducing the WSI wait time for file review:

Over the 2018-2019 fiscal year, the OWA succeeded in mobilizing internal resources to reduce the number of clients waiting for case review service to 873 cases from 1,971 the year prior, a reduction of 56%. Significant progress was made as staff from regional offices worked strategically to determine capacity and redistribute files in order to stabilize volumes and wait times. OWA will continue to build its success of reducing the wait time for case review into 2020-2021.

Period ending	Number of files on WSI wait list for case review	Provincial wait time
March 31, 2018	1,971	19 months
March 31, 2019	873	12 months
June 30, 2019	920	9.7 months
September 30, 2019	901	9.0 months

### Quality Staff Learning Program:

OWA is committed to ensuring all staff receive high quality learning opportunities to support expert and timely service delivery to clients. Staff directly delivering service in both programs are supported by a vital learning program and other dedicated staff.

The development of the learning program allowed staff to maintain their current knowledge and improve their skills and has also worked to address the educational needs of new staff. Workplace insurance is a specialized field which does not have many licensed practitioners. As a result, new staff bring general experience without a knowledge base or background of workers compensation law. The agency strives to offer its learning program to groups of new staff as an effective use of resources. However, coordination at times can be difficult as staff and offices are spread across the province which leads to a

large reliance on sessions being done by phone and/or webex. Thus, learning needs are also filled through mentoring by more senior staff.

### **New case management system:**

Procuring and developing an upgraded IT infrastructure would allow OWA to better support quality customer service, provide data for planning and evaluation, and support updates to workflow to enable staff to work more efficiently.

### **Outreach:**

With the success achieved in reducing the WSI wait list, in fiscal 2020-2021 the agency will renew outreach efforts with external stakeholders. The OWA will also carefully monitor occupational disease caseloads to identify trends and resource needs. Future outreach can be supported by renewed IT infrastructure, for instance, exploring an update to the web site.

### **External Factors**

Several external factors have also effected the OWA which are continuing into the new year.

### **Modernized Services:**

Recognizing the need to adapt within a digital environment, the OWA is taking steps to support making improvements to its services. One of OWA's areas of focus is to utilize the IT services within the OPS to improve communication within the organization. As well, attention will be focussed on modernizing the case management system and work with partners to support the development of e-services within the system to improve our services to clients.

### **Current and emerging occupational disease cases:**

In recent years, significant clusters of occupational disease have emerged in various parts of the province. These are a growing priority within the occupational health and safety system and with key stakeholders. As well, there is a flow of new occupational disease cluster cases at WSIB. Cases related to occupational disease are often complex and high profile and therefore resource-intensive. These cases are expected to continue to exert pressure on the OWA in 2020-2021 and beyond.

OWA will carefully monitor demand for services for its two programs during 2020-2022 and allocate resources accordingly.

### **Community partners:**

OWA community partners may have a less availability to deliver representation services especially in complex cases. Currently, only a small number of community legal clinics provide representation in the area of workplace safety and insurance. Over 2020-2021, OWA will continue to monitor and work with community partners to support each other in providing services to workers, especially around complex cases.

### **Ongoing agency review:**



Significant reviews relating to the workplace insurance system are currently underway. These include the Workplace Safety and Insurance Board Operational Review and the review of occupational cancer by Dr. Paul Demers. Reports from these reviews are expected at the end of 2019 with implementation of recommendations likely to run into the 2020-21 fiscal year. At the time of writing, the outcomes of these processes are not yet known and may affect the operations of the agency. We will continue to monitor and respond as required. The Government of Ontario is also continuing with efforts to build smarter government by improving efficiency, effectiveness and value for money of agencies. The OWA is working with partners to develop plans to renew its IT platforms, and thereby modernize ease of use for clients.

## RISK IDENTIFICATION, ASSESSMENT AND MITIGATION STRATEGIES

Identified Risk	Agency Objective Impacted	Like-lihood	Risk Level	Mitigating Strategies	Lead	Target Date
<p><b>IT:</b> Case mgt programs that supports program work</p> <p>SharePoint 2010, which supports case management work</p> <p>Updated website is required</p>	<p>Modernize technology to improve effectiveness and service delivery to clients</p> <p>Continuous improvement in service delivery.</p>	<p>High</p> <p>High</p> <p>High</p>	<p>High</p> <p>High</p> <p>High</p>	<p>Ongoing work with IT cluster to procure and develop a new case management system.</p> <p>Work with IT to migrate Sharepoint 2010 to newer platform or implement alternatives in order to improve workflow effectiveness for staff as well as on maintenance fixes for the current SharePoint system</p>	<p>Director and managers</p>	<p>Phased in between 2020 and 2022</p>
<p><b>Operational:</b> Continue success in reducing wait list in WSI program</p> <p>Community perception of time to service</p>	<p>Expert, timely client service</p> <p>Continuous improvement in service delivery.</p>	<p>Med</p> <p>Med</p>	<p>Med</p> <p>Med</p>	<p>Given the success from the previous year in reducing the number of cases awaiting comprehensive case review (WCR), the OWA will monitor the levels closely.</p> <p>Communicate reduction in wait list to community partners.</p> <p>Monitor occupational disease caseloads to identify trends and resource needs.</p>	<p>Director and Managers</p>	<p>2020-2021</p>

<b>Human Resources:</b> WSI specialized area of expertise	Expert and timely client service	Med	Med	Learning / training plan for new hires is developed. Ensure learning program delivery offers sufficient hours for the required LSO professional learning hours.	Director and Managers	Training developed and delivered as needed.
<b>Human Resources:</b> Recognize wellness risk among LSO licensees	A diverse and respectful workplace that enables collaboration, professional development and excellent client service	High	Med	Develop engagement plans	Director and Managers	2020-2023
<b>Human Resources</b> Vacancies in WSI and Reprisals	Expert and timely client service	High	Med	Succession planning and recruitment  Quality staff learning program and plans.	Director and Managers	2020-2023

## STRATEGIC DIRECTIONS

### Case and wait time Reduction:

During 2020-2021, the OWA will continue to build on its success from the previous year and focus on reducing the number of WSI cases awaiting review to assess if full representation could be offered. We will continue to ensure that internal resources are deployed to address current and future demand. In addition, OWA regularly reviews its human resources complement and organizational structure to ensure the most effective delivery of programs possible and support existing and new staff with a comprehensive internal training program.

In conjunction with other system partners, OWA will continue to work collaboratively with the WSIB in efficient case management processes. Launched in 2018-2019, the OWA piloted a project which involved receiving WSIB files electronically. By streamlining how files were received by representatives, it reduced delays in service delivery as well as the costs including those associated with printing and forwarding paper files. OWA is working with WSIB to expand this initiative in the coming years. Effective and timely dispute resolution in Ontario's workplace insurance system contributes to the overall economic and social health of Ontario.

The OHSA reprisals complaint process has tight timelines and moves quickly. The OWA has been successful in balancing resources with demand to ensure that workers are able to receive timely service. Moving forward, the OWA expects to continue to meet demand under its OHSA reprisals mandate and will look for opportunities to strengthen service delivery.

## **IT Modernization:**

OWA is committed to improving workflow efficiencies and as such has identified a number of areas that warrant attention and resources involving enhanced technology:

1. A new case management system to support both mandates. Interim upgrades and secure storage is also needed to improve stability of current software as well as allow the agency to explore working with electronic claim files.
2. Modernizing our web site software, including a portal for clients. This will improve efficiencies in service delivery, facilitate updates and support system work to improve digital service delivery.
3. OWA is also taking steps to develop a knowledge and information management platform such as an intranet portal, that will connect staff across the province with current relevant best practices and better enable information sharing.
4. Expanding the use of E-Access files from WSIB should help to decrease case processing time. Issues that surface at the evaluation phase will need to be addressed before the pilot can be implemented across the OWA.

## **Employee Engagement:**

As the OWA has experienced a number of changes over the course of the last few years. Developing strategies and approaches to promote collaboration, professional development and excellent client service will be a priority over the course of 2020-2023. For instance, exploring the feasibility of regional staff meetings.

## **COMMUNICATIONS PLAN**

OWA provides injured workers and their families with free, confidential and expert services to assist them in their interactions with WSIB and WSIAT. Effective and timely dispute resolution in Ontario's workplace insurance system contributes to the overall economic and social health of Ontario.

The main target audience for communications related to both program areas include referral partners, such as MOL Operations Division, MPPs, legal clinics, community organizations, disability programs, and health care providers. These stakeholders are also the main sources of referrals to OWA and can best be reached through local contacts which are well established.

Modernizing the agency website would allow for allow for better communication and interactions with our clients and the public looking for information about our program areas. The benefits would include more up-to-date information and alerts.

OFFICE OF THE WORKER ADVISER

Appendix A - Multi-Year Preliminary Planning Base

FY 2020-21 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equip.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OWA	93.6	7,783.1	1,790.1	300.0	600.0	100.0	1,000.0		10,573.2		10,573.2
PFESD											
CCSU											
Toronto & Eastern											
Southwest											
North											
Central											
InfoTech											
<b>OWA Program Base Allocation</b>	<b>93.6</b>	<b>7,783.1</b>	<b>1,790.1</b>	<b>300.0</b>	<b>600.0</b>	<b>100.0</b>	<b>1,000.0</b>	<b>-</b>	<b>10,573.2</b>	<b>0.0</b>	<b>10,573.2</b>
<b>Lease</b>					<b>795.6</b>		<b>795.6</b>		<b>795.6</b>	<b>0.0</b>	<b>795.6</b>
<b>Total OWA Base Allocation</b>	<b>93.6</b>	<b>7,783.1</b>	<b>1,790.1</b>	<b>300.0</b>	<b>1,395.6</b>	<b>100.0</b>	<b>1,795.6</b>	<b>-</b>	<b>11,368.8</b>	<b>0.0</b>	<b>11,368.8</b>
<b>Grand Total</b>	<b>93.6</b>	<b>7,783.1</b>	<b>1,790.1</b>	<b>300.0</b>	<b>1,395.6</b>	<b>100.0</b>	<b>1,795.6</b>	<b>-</b>	<b>11,368.8</b>	<b>0.0</b>	<b>11,368.8</b>

FY 2021-22 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equip.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OWA	93.6	7,783.1	1,790.1	300.0	600.0	100.0	1,000.0		10,573.2		10,573.2
PFESD											
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<b>Lease</b>					<b>795.6</b>		<b>795.6</b>		<b>795.6</b>	<b>0.0</b>	<b>795.6</b>
<b>Total OWA Base Allocation</b>	<b>93.6</b>	<b>7,783.1</b>	<b>1,790.1</b>	<b>300.0</b>	<b>1,395.6</b>	<b>100.0</b>	<b>1,795.6</b>	<b>-</b>	<b>11,368.8</b>	<b>0.0</b>	<b>11,368.8</b>
<b>Grand Total</b>	<b>93.6</b>	<b>7,783.1</b>	<b>1,790.1</b>	<b>300.0</b>	<b>1,395.6</b>	<b>100.0</b>	<b>1,795.6</b>	<b>-</b>	<b>11,368.8</b>	<b>0.0</b>	<b>11,368.8</b>

FY 2022-23 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equip.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OWA	93.6	7,783.1	1,790.1	300.0	600.0	100.0	1,000.0		10,573.2		10,573.2
PFESD											
CCSU											
Toronto & Eastern											
Southwest											
North											
Central											
InfoTech											
<b>OWA Program Base Allocation</b>	<b>93.6</b>	<b>7,783.1</b>	<b>1,790.1</b>	<b>300.0</b>	<b>600.0</b>	<b>100.0</b>	<b>1,000.0</b>	<b>-</b>	<b>10,573.2</b>	<b>0.0</b>	<b>10,573.2</b>
<b>Lease</b>					<b>795.6</b>		<b>795.6</b>		<b>795.6</b>	<b>0.0</b>	<b>795.6</b>
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## APPENDIX B: Full Time Equivalent (FTE) Distribution

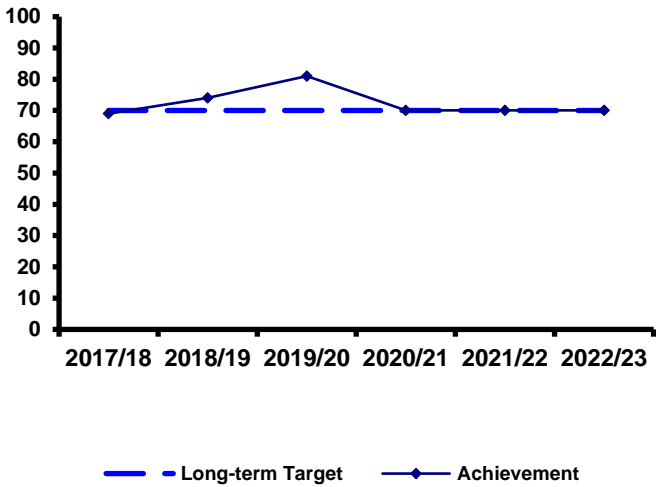
Job Title	Job Classification	2020-21* Regular FTE	2021-22 Regular FTE	2022-23 Regular FTE
SMG/ITX	W5187	1.0	1.0	1.0
Regional Manager	M1109B	4.0	4.0	4.0
Worker Adviser	10572	53.0	50.0	50.0
Client Service Representative	OAD 08	19.6	19.1	19.1
Regional Service Coordinator	OAD 10	4.0	4.0	4.0
Service Coordinator	OAD 09	2.0	2.0	2.0
Coordinator, ESD & DA	02285	0.0	0.0	0.0
AMAPCEO	Level 5	3.0	3.0	3.0
General Counsel, Manager CCSU	EL003	1.0	1.0	1.0
Legislative Interpretation Specialist	02293	4.0	4.0	4.0
Manager OHSRP	EL003	1.0	1.0	1.0
Worker Representative	03525	3.0	3.0	3.0
Legal Assistant	OAD 10	1.5	1.5	1.5
		97.1	93.6	93.6

\*OWA will continue to operate with 97.1 FTEs on a temporary basis, an additional 3.5 FTEs from its Printed Estimate approved FTE level of 93.6 FTEs for the fiscal year 2020-210.

**APPENDIX C: PERFORMANCE MEASURES – Workplace Insurance Program**

**Performance Measure #1: Early & Alternative Dispute Resolution (EDR/ADR)**

**Percentage of Decisions Obtained by EDR or ADR**



**Agency Contribution**

OWA contributes to the timely resolution of disputes within the workplace insurance system through advisory, representation and education services and system partnerships. This supports workers and the social and economic wellbeing of the people of Ontario through orderly and effective dispute resolution in contentious cases.

**What does the graph show?**

This graph shows the proportion of results achieved without a formal oral hearing appeal process.

YTD in 2019-20 the WSI program exceed the target of achieving 81% of resolutions earlier in the process, in writing or without a formal oral hearing.

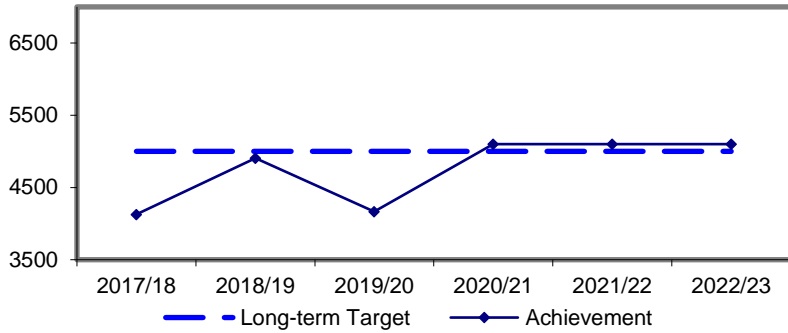
**2020/2021 Commitment**

The 2020/21 commitment is 70% of outcomes achieved through early or alternative dispute resolution.

The long-term target is 70%.

**Performance Measure #2: Results Achieved by Representation Services**

**OWA Case Assessments and Representation**



**Agency Contribution**

OWA contributes to the timely resolution of disputes within the workplace insurance system through advisory, representation and education services and system partnerships. This supports workers and the social and economic wellbeing of the people of Ontario through orderly and effective dispute resolution in contentious cases.

**What does the graph show?**

This measure tracks OWA’s strategic approach to client services, which includes comprehensive case assessments and consultations with injured workers at the front end of the process and then representation where necessary.

The measure includes the number of comprehensive case assessment and the number of issues in decisions obtained on behalf of OWA clients.

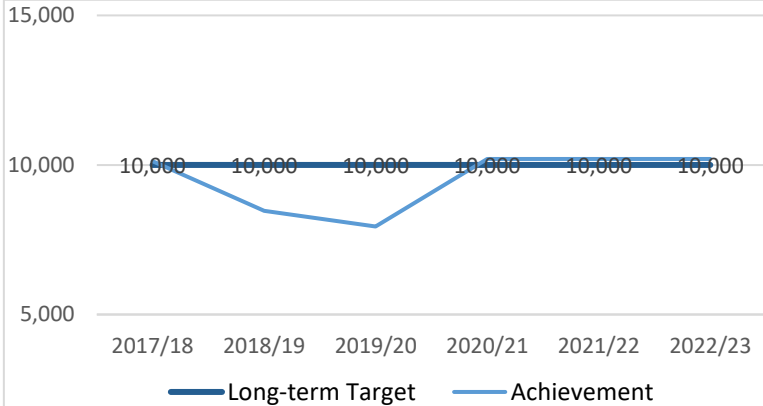
**2020/2021 Commitment**

The 2020/21 commitment is 5,000 case assessments and appeals decisions.

The long-term target is 5,000.

**Performance Measure #3: Providing Summary Advice**

**Providing Summary Advice and Referrals in the WSI program**



**Agency Contribution**

OWA contributes to the timely resolution of disputes within the workplace insurance system through advisory, representation and education services and system partnerships. This supports workers and the social and economic well being of the people of Ontario through orderly and effective dispute resolution in contentious cases.

**What does the graph show?**

The graph demonstrates the number of incoming calls for service. The agency did not receive the target of 10,000 initial inquiries in the last fiscal year

During 2018-19 the agency successfully achieved reductions in the wait time to case review in the WSI program; this work continues in 2019-20. With this successful reduction in timelines, accompanied by outreach, the number of initial inquiries is expected to increase.

**2020/2021 Commitment**

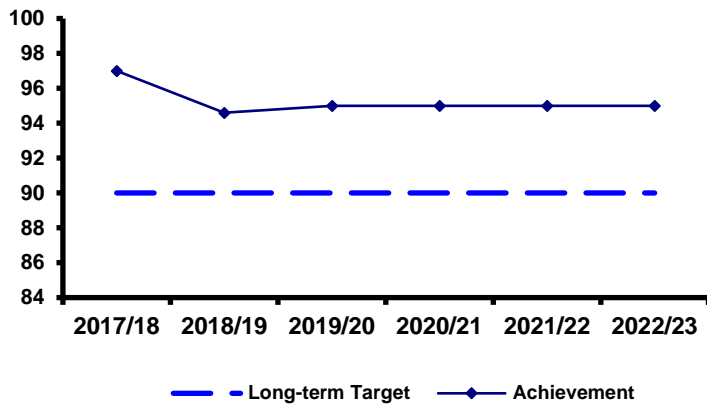
The 2020/21 commitment is 10,000 instances of summary advice and referrals.

The long-term target is 10,000.



**Performance Measure #4: Customer Satisfaction Rate**

**Customer Satisfaction Rate**



**Agency Contribution**

OWA contributes to the timely resolution of disputes within the workplace insurance system through advisory, representation and education services and system partnerships. This supports workers and the social and economic well-being of the people of Ontario through orderly and effective dispute resolution in contentious cases.

**What does the graph show?**

The OWA takes pride in the quality of service it provides to clients.

This measure tracks OWA's the percentage of survey respondents who indicated that they were "very satisfied" or "satisfied" with the service that they received.

**2020/2021 Commitment**

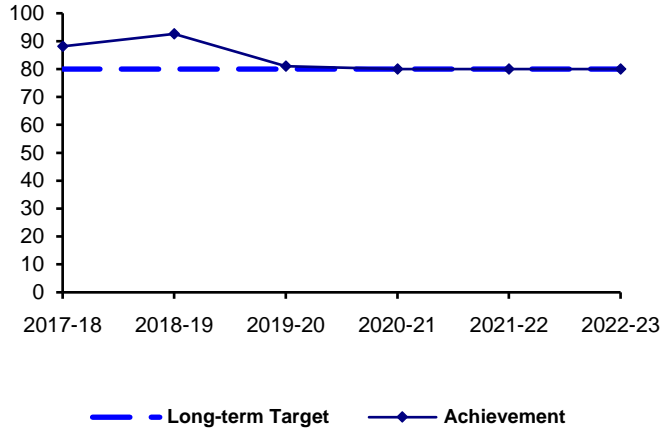
The 2020/21 commitment is 90% of respondents will indicate that they were "very satisfied" or "satisfied" with the service that they received.

The long term target is 90%. The trend over the last few years has been above 90%.

**APPENDIX D: PERFORMANCE MEASURES –OHSa Reprisals**

**Performance Measure #5— Early and Alternative Dispute Resolution**

**Percentage of Representation Cases Resolved Through EDR and ADR OHSRP**



**Agency Contribution**

Whenever appropriate, OWA seeks to resolve reprisal matters before the formal hearing stage. This is done through both formal mediation at the OLRB and informal negotiations directly with employers or their representatives. This supports vulnerable workers and employers by providing swifter settlement without the need for expensive litigation.

**What does the graph show?**

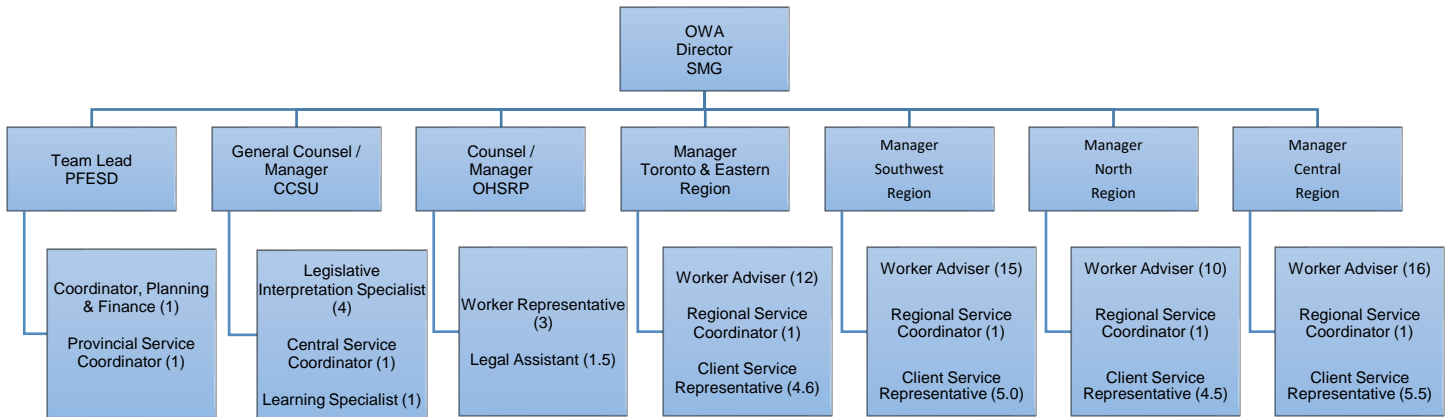
The graph shows that the program area achieved the Commitment of OHSa reprisal cases resolved through settlements.

**2020/2021 Commitment**

The 2020/21 commitment is 80%.  
The long-term target is 80%.

**APPENDIX E: OWA ORGANIZATION CHART**

**2020-21 OWA Organization Chart**



This chart reflects the current FTEs at the time of printing. OWA staffing levels will fluctuate throughout the fiscal year.

The Director is responsible for all human resources matters and management of the agency operations in accordance with accepted business and financial practices and standards. The Director is prescribed as the Ethics Executive under the *Public Service of Ontario Act* for public servants.