

Office of the Worker Adviser

**BUSINESS PLAN:
2022-2023 to 2024-2025**

December 10, 2021

Ontario 

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OWA BUSINESS PLAN: 2022-2023 to 2024-2025

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 legal representation, advice, information, as well as outreach.

The Workplace Insurance Program is the OWA's major mandate. It advises and represents injured workers and surviving family members in their workplace insurance claims and appeals. Staff located in 15 offices across Ontario are dedicated to meeting clients' needs and expectations by providing professional, high quality and timely service.

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*.

As the Ministry's vision, mission and principles are embedded in our goals, for 2022-2025, the OWA will continue to provide expert timely service to our clients, work towards modernizing our IT infrastructure to optimize service delivery in a financially responsible and accountable way.

The agency is committed to supporting OWA staff by fostering a diverse workplace that enables collaboration, professional development, Work-Life-Balance, communication and goal setting, training and learning opportunities and recognition.

In addition, the OWA is committed to working within the workplace insurance and the occupational health and safety system and with key stakeholders, by delivering excellent and professional claim representation to non-unionized Ontarians.

AGENCY MANDATE

The OWA is an independent, operational service agency reporting to the Minister of Labour, Training and Skills Development (MLTSD). Its employees are public servants. As such, the OWA supports and models the Ministry's vision, mission and principles.

We provide free, confidential legal services to workers and their families in two key areas.

Workplace Insurance

Under 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

Under 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 effective and timely dispute resolution by a skilled legal team, contributing to a healthier and safer workplace culture across Ontario.

OVERVIEW OF PROGRAMS AND ACTIVITIES

The agency's operations are managed 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 in the areas of business and corporate reporting and initiatives.

An OIC part-time chair position was established in 2021. Among other things, the purpose of the position is to oversee the implementation of the strategic direction of the agency as identified in the 2021-2022 to 2023-2024 Business Plan and engage and collaborate with other agencies in the workplace safety and insurance and occupational health and safety systems in order to be more responsive to the needs of non-unionized workers and their survivors. The OIC appointment occurred in June for a 3 year term.

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 15 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.

Modernization of the website to optimize the delivery of service is a key priority moving forward with a focus on addressing language barriers.

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.
- **Member of Provincial Parliament:** Referrals to OWA from MPPs. These offices recommend OWA services to support their vulnerable constituents.

Occupational Health and Safety Reprisals

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

Workers can contact the program via a toll-free telephone number or through the website. The program provides the following services:

Advisory Services

Advisory services are provided primarily by telephone and include 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 2022-2023, the Reprisals unit will continue to work with system partners to improve communications and ensure appropriate referrals for workers within the occupational health and safety system. This will be particularly important as worker and system partners continue to navigate new, complex and ongoing issues related to COVID-19.

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

- **MLTSD 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 referrals 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 Wait Time for File Review in Workplace Insurance Program

Over the last few years, the OWA concentrated on quality client service and succeeded in mobilizing internal resources to improve the time to representation service by reducing the number of clients waiting for case review. The wait time for review was reduced to achieve and meet the agency's goal to reduce the agency's wait time for review to 6 months by March 31, 2020.

Since the beginning of this fiscal year, the OWA has experienced significant reduction in staffing levels due to a number of factors which will be analyzed. The OWA will implement strategies to ensure staffing levels are optimal to deliver timely service to our clients. Management is working diligently to fill a number of vacancies. Reducing and managing the wait time to review will continue to be a priority for the upcoming year.

Period Ending	Files on WSI Wait List for case review	Provincial Wait Time (Months)
March 31, 2018	1,971	19.0
March 31, 2019	873	12.3
March 31, 2020	607	6.6
March 31, 2021	479	5.7
September 30, 2021	669	9.7

Recruitment and Retention

The agency strives to foster the development of all staff. In order to understand staff’s needs and better equip them to adapt to new and emerging business practices, the following initiatives have been undertaken:

- **Orientation:** An extensive onboarding plan is followed for each new staff and is focused on not only about the job but also the agency culture and how they can contribute to and thrive in it.
- **Learning and Development:** As part of providing continuous feedback on performance, employees are provided professional growth opportunities. Upskilling is especially important today as technology continues to change business practices.
- **Peer Support:** As part of our onboarding process, new employees are paired with seasoned staff who provide mentorship and peer support.
- **Recognition:** Our highly skilled workforce are valued and we will continue to look for innovative ways to engage and recognize our staff.

Staff Learning Program and Continuing Professional Development:

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 for new and incumbent staff.

The learning program has allowed staff to keep their knowledge up to date and improve their skills. Training topics range from medical conditions in workers’ compensation cases, to advocacy and professionalism. Training has been well received by staff in supporting the work they do. The training also assists licensed staff, who are required by the Law Society of Ontario to fulfil continuing professional development (CPD) hours every year to remain in good standing. LawPro, which provides professional liability insurance to lawyers also provides premium reductions to the organization for licensed staff who complete risk management training. The learning program has provided both CPD and risk management training to staff to help satisfy these requirements.

Workplace insurance is a specialized field which does not have many licensed practitioners. As a result, some new staff bring general experience without a knowledge base or background in workers' compensation law. To assist with this, the learning program has focused on addressing the educational needs of new staff. Since 2018, most training has been delivered using remote learning tools such as teleconferencing and Webex, to enable participants from across the province to participate and benefit. This trend has accelerated through the pandemic and has allowed for flexibility in training new staff entirely remotely.

Future learning initiatives continue to be identified as new platforms to provide training become available (e.g., online platforms). Opportunities for knowledge transfer from senior staff through mentorship is also an area of focus going forward.

New Case Management System

Procurement of a modern, integrated case management system and developing an upgraded IT infrastructure would allow OWA to better support quality customer service (including greater capacity for digital service delivery), provide data for planning and evaluation, and support updates to workflow to improve efficiency and reduce risk.

Outreach

The agency had hoped to renew its outreach efforts with external stakeholders. This unfortunately, was not possible due to the COVID-19 pandemic. However, with the easing of restrictions, we hope to focus some efforts in this area in 2022-2023. The OWA will continue to carefully monitor occupational disease caseloads to identify trends and resource needs. Future outreach can be supported by renewed IT infrastructure, such as improvements to the web site.

External Factors

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

COVID-19 Pandemic

The global COVID-19 pandemic continued to have an impact on many services and the OWA was no exception. During 2020-2021 and into this fiscal, the OWA kept providing service to clients and the general public and staff continued working. Although we were still unable to take walk-in clients and in-person interaction with clients were greatly restricted, we were able to continue to meet, connect and communicate with clients and move cases forward. Staff are now adjusting to a more hybrid model and this will continue to change and evolve into 2022-2023.

The OWA was also affected by impacts of the pandemic on our system partners. OWA's work is inextricably linked to the systems, procedures and capacity of our system partners to

process, hear, and decide claims and appeals. As their operations were impacted by the pandemic, OWA had to react and quickly adjust to changes in how they were conducting their businesses. Prior to the pandemic, the OWA was working with system partners to move towards a more electronic based model. However, this was put in place much quicker than anticipated. Newly developed processes will remain in place moving forward and the OWA remains flexible as the situation continues to change.

Modernized Services

Recognizing the need to adapt within a digital environment, the OWA is taking steps to support improvements to its services. One area of focus is to leverage existing IT products and services within the OPS to improve communication within the organization. As well, attention will be focussed on modernizing the case management system as well as the website to support and provide better client service. The OWA will continue working with partners to support the development of more effective digital services within the system to improve services to clients and the public.

Current and Emerging Occupational Disease Clusters

In recent years, significant clusters of occupational disease have emerged in various parts of the province. As well, new occupational disease cluster cases continue to flow into the WSIB. Occupational disease cases are complex, resource-intensive, and require specialized staff expertise. Clusters usually contain large numbers of cases and are often high profile. These cases are expected to continue to exert pressure on the OWA in 2022-2023 and beyond. OWA will carefully monitor demand for services and allocate resources accordingly.

Occupational disease is an important and growing priority within the occupational health and safety and workplace insurance systems and for key stakeholders. The way the system adjudicates and compensates such cases was recently the subject of a review by Dr. Paul Demers. Drawing on the recommendations of the Demers report, the WSIB has developed an Occupational Disease Strategy to help achieve a more responsive and sustainable approach to occupational disease policy and decision-making. This includes the establishment of a Scientific Advisory Table on Occupational Disease to support occupational disease policy development. It is anticipated that the WSIB will develop a framework for reviewing policies relating to occupational disease, which will include consultations with stakeholders. It is not yet known the extent to which these developments could impact the OWA's operations, but we will continue to monitor the situation and respond as required.

Community Partners

A small number of community legal clinics provide representation in the area of workplace safety and insurance. Over 2022-2023, as restrictions begin to lift, OWA will continue to

monitor and work with community partners to support each other in providing services to workers, especially around complex cases.

In response to the recommendations of the Deputy Chief Coroner’s Review “COVID-19 Related Deaths of Temporary Foreign Agricultural Workers in 2020”, OWA began to offer immediate interpretation services to clients who could not speak English or French. Additional resource and educational materials will be translated into several languages and will be made available on the OWA website in 2022-2023.

WSIB Operational Review

The final report of the WSIB Operational Review was released in November 2020. The report was supportive of the OWA and its role in the system and this resulted in the agency receiving a modest permanent budget increase to support the funding for the new case management system. In 2022-2023, the OWA will work with the Ministry, system and community partners as required and will respond to changes as appropriate.

RISK IDENTIFICATION, ASSESSMENT AND MITIGATION STRATEGIES

Identified Risk	Agency Objective Impacted	Likelihood	Risk Level	Mitigating Strategies	Lead	Target Date(s)
Operations: Reducing wait list in WSI program	Expert and timely client service	High	High	Currently, the waitime levels for cases awaiting comprehensive case reviews (WCR) are above the preferred timelines of 6 months. Management will work strategically to determine capacity and redistribute files in order to stabilize volumes and waitimes.	Director and managers	2022-2023
Community perception of time to service	Continuous improvement in service delivery.	High	High	WSI program case levels continue to be monitored. Goal is to return to the levels from previous years in reducing the number of cases awaiting comprehensive case review (WCR). The level / time is within 6 months or less is the preferred level across the province. Communicate reduction in wait list to community partners.	Director and managers	2022-2023

Identified Risk	Agency Objective Impacted	Likelihood	Risk Level	Mitigating Strategies	Lead	Target Date(s)
				Monitor occupational disease caseloads to identify trends and resource needs.		
Information Technology:						
Case management programs that supports program work	Modernize technology to improve effectiveness and service delivery to clients	High	High	Ongoing work with IT cluster to procure and develop a new case management system.	Director and managers	Phased in between 2022 and 2024
SharePoint which supports case management work	Continuous improvement in service delivery.	Med	Med	With the help of IT, Sharepoint 2010 was migrated to a newer platform. However, a new case management system is the only solution in order to support both mandates with its work.	Director and managers	2022-2023
New website (platform)	Continuous improvement in service delivery.	High	High	The website (platform) is outdated and needs to be AODA compliant. There are also applications that OWA would like to see within the site so that it will attract the public to visit and will be more user friendly.	Director and managers	2022-2023
New website (information)	Continuous improvement in service delivery.	High	High	In addition, the content on the site will be reviewed and updated. Management working with translation services to update fact sheets in order to provide OWA information to vulnerable clients.	Counsel Manager	2022-2023
Operations: COVID-19 Pandemic:						
Maintaining our services while adapting to change	Expert and timely client service	Med	Med	Continue being creative and adaptive on how to communicate and work with our clients in order	Director and managers	2022-2023

Identified Risk	Agency Objective Impacted	Likelihood	Risk Level	Mitigating Strategies	Lead	Target Date(s)
Reactive to stakeholders WSIB and WSIAT including accelerating the use of technology	Expert and timely client service	Med	Med	for them to receive our services and move cases forward. Continue to work collaboratively with stakeholders including WISB and the WSIAT on how to continue services as well as increase the use technology to conduct services.	Director and managers	2022-2023
Impact on staff morale and mental health	Expert and timely client service	High	High	Although staff have adapted to changes and how work is being conducted, some staff continue to struggle. Maintain communication to connect with staff. Use of Peer Support group to help staff.	Director and managers	2022-2023
Stakeholder outreach	Expert and timely client service	High	High	Work on being adaptive and creative on how to conduct stakeholder outreach.	Director and managers	2022-2023
Operational: COVID-19						
Service Delivery	Expert and timely client service	High	Med	Work with and continuous communication with system partners as part of the mitigation strategies. (so as not to delay services) to clients.	Director and managers	2022-2023
Outreach	Expert and timely client service	High	Med	Work with and continuous communication with system partners as part of the mitigation strategies. (so as not to delay services) to clients.		
Human Resources: WSI specialized area of expertise	Expert and timely client service	High	High	The difficulty in finding qualified candidates to hire who have WSI / compensation knowledge or understanding not only continues but has actually become more difficult.	Director and managers	2022-2023

Identified Risk	Agency Objective Impacted	Likelihood	Risk Level	Mitigating Strategies	Lead	Target Date(s)
	Expert and timely client service	Med	Med	<p>In-depth learning and training plan for new hires has been developed. It is provided by seasoned employees and management.</p> <p>Ensure learning program delivery offers sufficient hours for the required LSO professional learning hours.</p> <p>Ensure new staff are offered mentoring by seasoned staff as needed.</p> <p>This has significant impact on operations and the waitlist as staff need to learn and develop to the level where they are able to take the case compliment required.</p>	Director and managers	Training and mentoring delivered as needed.
Human Resources: Recognize wellness risks among LSO licensees	A diverse and respectful workplace that enables collaboration, professional development and excellent client service	High	Med	<p>Develop engagement plans.</p> <p>Encourage and support staff taking more courses on health and wellness.</p>	Director and managers	2022-2025 2022-2023
Employee Engagement	Increase staff morale.	High	High	Schedule employee engagement sessions twice per year.	Director and managers	2022-2023
Human Resources: Vacancies and Retention in	Expert and timely client service	High	High	Succession planning and recruitment	Director and managers	2022-2025

Identified Risk	Agency Objective Impacted	Likelihood	Risk Level	Mitigating Strategies	Lead	Target Date(s)
WSI and Reprisals				16% retirement levels over the next 3 years Quality staff learning program and plans		

STRATEGIC DIRECTIONS

Case and Wait Time Reduction

During 2022-2023, the OWA will work to stabilize staffing levels and focus resources on reducing the number of WSI cases awaiting review to assess if full representation could be offered. 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. We will seek to ensure that internal resources are deployed to address current and future demand.

In conjunction with other system partners, OWA continues to work collaboratively with the WSIB in efficient case management processes. The OWA was working with system partners to move towards a more electronic based model however, this initiative was accelerated due to the COVID-19 pandemic. Although there were some initial delays, the OWA worked with WSIB in order to receive 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. Receiving WSIB files electronically also assisted greatly in ensuring there were no delays in service delivery during the pandemic and that OWA clients were still receiving timely service. 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:

- 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 to allow the agency to explore working with electronic claim files.
- 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.
- 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.
- Expanding the use of E-Access files from WSIB has helped decrease case processing time. This process has been fully implemented across the OWA and has decreased the time in the evaluation phase which allows for a quicker offer of service.

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 2022-2025. For example, communities of practice meetings are held multiple times each month for staff to share experience and knowledge, and facilitate collaboration. The agency continues to explore IT resources to create a centralized bank of information to enhance knowledge sharing.

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. For 2022-2023, the OWA will look into creative ways to reach out and engage our referral partners especially during the pandemic.

Modernizing the agency website would 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.

APPENDIX A: MULTI-YEAR PRELIMINARY PLANNING BASE

		FY 2022-23 (\$000)									
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipmt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OWA	93.6	8,370.6	1,883.7	296.0	1,092.9	100.0	1,488.9	-	11,743.2		11,743.2
PFESD											
CCSU											
OHSRP											
Toronto & Eastern											
Southwest											
North											
Central											
InfoTech											
CMS Modernization Costs											
OWA Program Base Allocation	93.6	8,370.6	1,883.7	296.0	1,092.9	100.0	1,488.9	-	11,743.2		11,743.2
Lease					795.6		795.6		795.6		795.6
Total OWA Base Allocation	93.6	8,370.6	1,883.7	296.0	1,888.5	100.0	2,284.5	-	12,538.8		12,538.8
Grand Total	93.6	8,370.6	1,883.7	296.0	1,888.5	100.0	2,284.5	-	12,538.8		12,538.8
		FY 2023-24 (\$000)									
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipmt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OWA	93.6	8,370.6	1,883.7	296.0	902.7	100.0	1,298.7	-	11,553.0		11,553.0
PFESD											
CCSU											
OHSRP											
Toronto & Eastern											
Southwest											
North											
Central											
InfoTech											
CMS Modernization Costs											
OWA Program Base Allocation	93.6	8,370.6	1,883.7	296.0	902.7	100.0	1,298.7	-	11,553.0		11,553.0
Lease					795.6		795.6		795.6		795.6
Total OWA Base Allocation	93.6	8,370.6	1,883.7	296.0	1,698.3	100.0	2,094.3	-	12,348.6		12,348.6
Grand Total	93.6	8,370.6	1,883.7	296.0	1,698.3	100.0	2,094.3	-	12,348.6		12,348.6
		FY 2024-25 (\$000)									
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipmt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OWA	93.6	8,370.6	1,883.7	296.0	902.7	100.0	1,298.7	-	11,553.0		12,348.6
PFESD											
CCSU											
OHSRP											
Toronto & Eastern											
Southwest											
North											
Central											
InfoTech											
CMS Modernization Costs											
OWA Program Base Allocation	93.6	8,370.6	1,883.7	296.0	902.7	100.0	1,298.7	-	11,553.0		11,553.0
Lease					795.6		795.6		795.6		795.6
Total OWA Base Allocation	93.6	8,370.6	1,883.7	296.0	1,698.3	100.0	2,094.3	-	12,348.6		12,348.6
Grand Total	93.6	8,370.6	1,883.7	296.0	1,698.3	100.0	2,094.3	-	12,348.6		12,348.6

APPENDIX B: FULL TIME EQUIVALENT (FTE) DISTRIBUTION

Job Title	Job Classification	2022-23 Regular FTE	2023-24 Regular FTE	2024-25 Regular FTE
Part-time Chair Director	OIC XEXE2	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
AMAPCEO	Level 5	3.0	3.0	3.0
General Counsel, Manager CCSU Legislative Interpretation Specialist	EL003 02293	1.0 4.0	1.0 4.0	1.0 4.0
Manager OHSRP	M1109B	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
TOTAL		93.6*	93.6	93.6

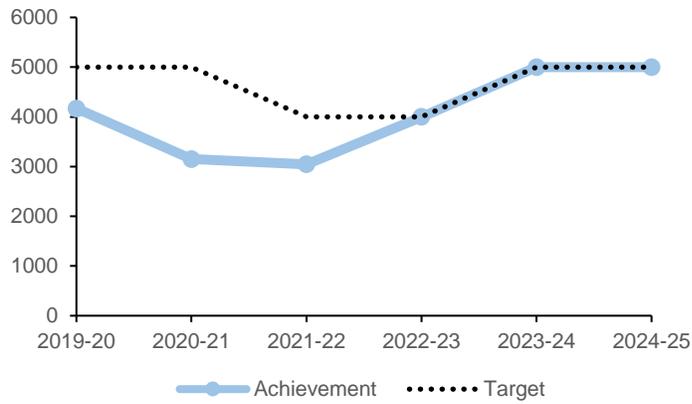
*OWA will continue to operate with 97.1 FTEs on a temporary basis, an additional 3.5 FTEs from its Printed Estimate approved FTE level of 93.6 FTEs for the fiscal year 2022-23.

APPENDIX C: PERFORMANCE MEASURES FOR WORKPLACE INSURANCE PROGRAM

Performance Measure #1: Early & Alternative Dispute Resolution (EDR/ADR)																			
<p>Percentage of Decisions Obtained by EDR or ADR</p> <table border="1"> <caption>Data for Percentage of Decisions Obtained by EDR or ADR</caption> <thead> <tr> <th>Fiscal Year</th> <th>Achievement (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019-20</td> <td>80</td> <td>70</td> </tr> <tr> <td>2020-21</td> <td>93</td> <td>70</td> </tr> <tr> <td>2021-22</td> <td>84</td> <td>70</td> </tr> <tr> <td>2022-23</td> <td>70</td> <td>70</td> </tr> <tr> <td>2023-24</td> <td>70</td> <td>70</td> </tr> </tbody> </table>	Fiscal Year	Achievement (%)	Target (%)	2019-20	80	70	2020-21	93	70	2021-22	84	70	2022-23	70	70	2023-24	70	70	<p>Agency Contribution</p> <p>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.</p>
Fiscal Year	Achievement (%)	Target (%)																	
2019-20	80	70																	
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2023-24	70	70																	
<p>What does the graph show?</p> <p>This graph shows the proportion of results achieved without a formal oral hearing appeal process.</p> <p>YTD in 2021/22 the WSI program exceeded the target of achieving 84% of resolutions earlier in the process, in writing or without a formal oral hearing.</p>	<p>2022/2023 Commitment</p> <p>The 2022/23 commitment is 70% of outcomes achieved through early or alternative dispute resolution. The long-term target is 70%.</p>																		

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 assessments and the number of issues in decisions obtained on behalf of OWA clients.

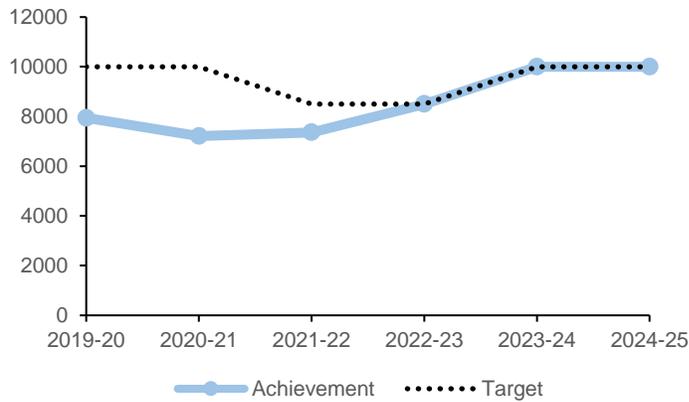
2022/2023 Commitment

As in 2021/22, the commitment for 2022/23 commitment will remain at 4,000 case assessments and appeals decisions as we anticipate operating at a reduced capacity.

The long-term target will remain at 5,000 when we return to full capacity.

Performance Measure #3: Providing Summary Advice

Summary Advice and Referrals in the WI 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 to 2020/21, the agency successfully achieved reductions in the wait time to case review in the WSI program. Current levels are higher than desired however, we will continue to monitor in 2022/23.

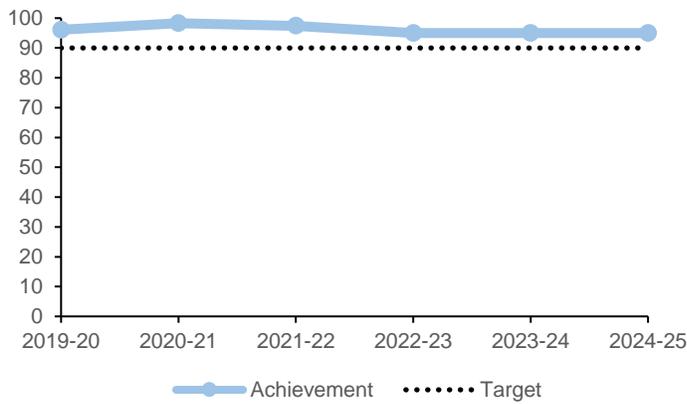
2022/2023 Commitment

The 2022/23 commitment will remain at 8,500 instances of summary advice and referrals as we anticipate continued reduced capacity due to the pandemic.

The long-term target will remain at 10,000 for the future.

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.

2022/2023 Commitment

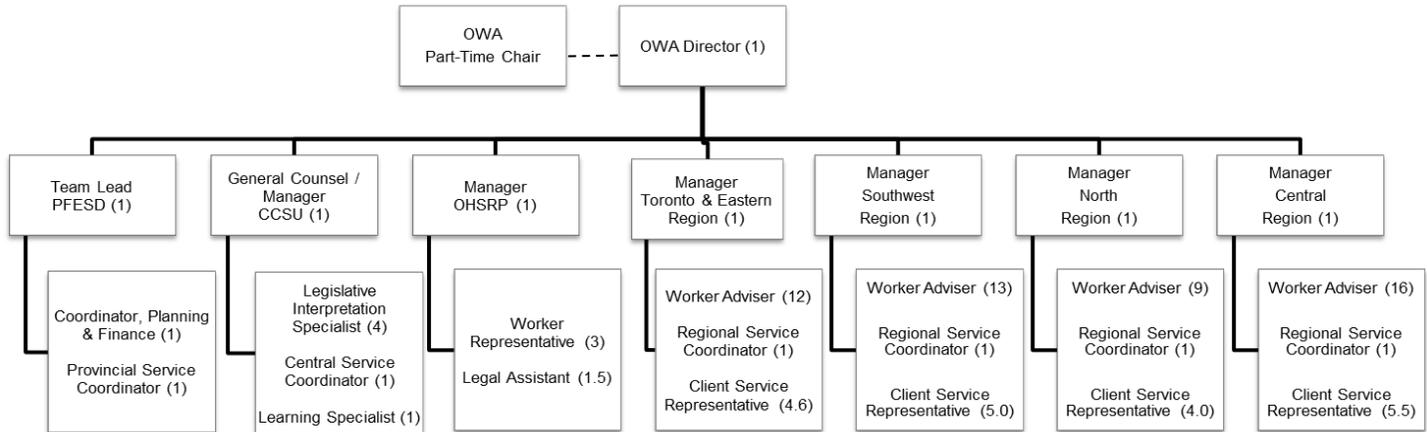
The 2022/23 commitment is 90% of respondents will indicate that they were "very satisfied" or "satisfied" with the service that they received. The long term target is 90%. The trend over the last few years has been above 90%.

APPENDIX D: PERFORMANCE MEASURES FOR OHSA REPRISALS

Performance Measure #5— Early and Alternative Dispute Resolution																						
<p>Percentage of Representation Cases Resolved Through EDR and ADR</p> <table border="1"> <caption>Percentage of Representation Cases Resolved Through EDR and ADR</caption> <thead> <tr> <th>Fiscal Year</th> <th>Achievement (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019-20</td> <td>80</td> <td>80</td> </tr> <tr> <td>2020-21</td> <td>90</td> <td>80</td> </tr> <tr> <td>2021-22</td> <td>85</td> <td>80</td> </tr> <tr> <td>2022-23</td> <td>80</td> <td>80</td> </tr> <tr> <td>2023-24</td> <td>80</td> <td>80</td> </tr> <tr> <td>2024-25</td> <td>80</td> <td>80</td> </tr> </tbody> </table>	Fiscal Year	Achievement (%)	Target (%)	2019-20	80	80	2020-21	90	80	2021-22	85	80	2022-23	80	80	2023-24	80	80	2024-25	80	80	<p>Agency Contribution</p> <p>Whenever appropriate, OWA seeks to resolve reprisal matters before the formal hearing stage.</p> <p>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.</p>
Fiscal Year	Achievement (%)	Target (%)																				
2019-20	80	80																				
2020-21	90	80																				
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2022-23	80	80																				
2023-24	80	80																				
2024-25	80	80																				
<p>What does the graph show?</p> <p>The graph shows that the program area achieved the Commitment of OHSA reprisal cases resolved through settlements.</p>	<p>2022/2023 Commitment</p> <p>The 2022/23 commitment is 80%. The long-term target is 80%.</p>																					

APPENDIX E: ORGANIZATION CHART

2022-23 OWA Organization Chart



This chart reflects the current FTEs at the time of publication. 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.