

Office of the Worker Adviser

**BUSINESS PLAN:
2021-2022 to 2023-2024**

December 20, 2020

Ontario 

TABLE OF CONTENTS

Executive Summary	1
Agency Mandate	2
Workplace Insurance	2
Occupational Health and Safety Reprisals.....	2
OVERVIEW OF PROGRAMS AND ACTIVITIES.....	2
Workplace Insurance Program.....	2
Occupational Health and Safety Reprisals Program	4
Environmental Scan	5
Internal Factors	5
External Factors	6
Risk Identification, Assessment and Mitigation Strategies	9
Strategic Directions.....	11
Case and Wait Time Reduction.....	11
IT Modernization	12
Employee Engagement.....	12
Communications Plan.....	13
Appendix A: Multi-Year Preliminary Planning Base.....	14
Appendix B: Full Time Equivalent (FTE) Distribution	15
Appendix C: Performance Measures for Workplace Insurance Program.....	16
Appendix D: Performance Measures for OSHA Reprisals	20
Appendix E: Organization Chart	21

OWA BUSINESS PLAN: 2021-2022 to 2023-2024

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. Our service is delivered by staff in 15 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*.

As the Ministry's vision, mission and principles are embedded in our goals, for 2021-2024, the OWA will 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 they serve.

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 dispute resolution, expertise and contributing to a culture of health and safety across Ontario.

OVERVIEW OF PROGRAMS AND ACTIVITIES

The agency is 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.

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.

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, MLTSD, 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 Park 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 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 2021-2022, 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

With a focus on quality client service, OWA succeeded in mobilizing internal resources to improve the time to representation service by reducing the number of clients waiting for case review. Staff from regional offices worked together strategically to determine capacity and redistribute files in order to stabilize volumes and wait times.

The wait time for review reduced to achieve/meet the agency’s goal to reduce the agency’s wait time for review to 6 months by March 31, 2020. In achieving this result, the inventory of files waiting for review was reduced from 607 to 414. 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
September 30, 2019	901	9.0
March 31, 2020	607	6.6
September 30, 2020	414	6.0

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 and other dedicated staff.

The learning program has allowed staff to keep their knowledge up to date and improve their skills. Training subjects have ranged from common medical conditions to advocacy and professionalism and has been well received by staff in supporting the work they do. Licensed staff are also 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 significant efforts on addressing the educational needs of new staff. Since staff are spread across the province, and travel and coordinating schedules remain a challenge, many sessions have been conducted remotely via web and telephone conferencing. This has allowed for greater flexibility, participation and has been generally well received.

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

With the success achieved in reducing the WSI wait list, the agency had hoped to renew its outreach efforts with external stakeholders. However, this was not possible due to the COVID-19 pandemic. In fiscal 2021-2022, we hope to focus some efforts in this area depending on the changing restrictions. The OWA will also 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 had an impact on many services and the OWA was no exception. During 2020-2021, the OWA kept providing service to clients and the general public and staff continued working. Although we were not able 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. In order to maintain our services, we had to adapt very quickly and accelerate the use of technology. As a result, staff were required to adapt to rapid change and learn new technology and skills in a very short timeframe. As in many workplaces, the rapid pace of change and uncertainty was a challenge, but staff approached them with dedication and professionalism.

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. For example, we had to rapidly switch from using paper WSIB files to digital ones, which required creating new internal procedures, setting up a secure storage platform and training staff on new software and advocacy skills. Flexibility was also required as in-person hearings were moved to online and telephone formats.

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 and 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.

Occupational disease is an important and growing priority within the occupational health and safety and workplace insurance systems and for key stakeholders. The way in which the system adjudicates and compensates such cases has recently been the subject of a review by Dr. Paul Demers. It is not yet known the extent to which this could impact the OWA's operations, but we will continue to monitor the situation and respond as required.

These cases are expected to continue to exert pressure on the OWA in 2021-2022 and beyond. OWA will carefully monitor demand for services and allocate resources accordingly.

Community Partners

OWA community partners may have had less availability in the previous year to deliver representation services especially in complex cases with only a small number of community legal clinics provide representation in the area of workplace safety and insurance. With the emergence of COVID, we imagined that a number of these legal clinics would not have taken place. Over 2021-2022, OWA will continue to monitor and work with community partners to support each other in providing services to workers, especially around complex cases.

Enhanced Agency Evaluation

The Ontario government is reviewing how provincial agencies deliver services with a focus on improving the customer experience known as the Enhanced Agency Evaluation. The review will focus on adopting service innovation, offering more services virtually and online, and eliminating redundancies.

The Enhanced Agency Evaluation builds on the recommendations of the 2019 Agency Review Task Force, which addressed inefficiencies while making better use of limited resources. The evaluation will build on advancements in digital service delivery made during the pandemic. The review is still ongoing and therefore, the impact on OWA remains to be determined.

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 recommended a modest budget increase for the agency. The report also made a number of broader recommendations regarding other aspects of the WSIB and the workplace insurance system as a whole. Long-term plans for implementing the report are not yet known. In 2021-22, the OWA will work with the Ministry, system and community partners as required.

RISK IDENTIFICATION, ASSESSMENT AND MITIGATION STRATEGIES

Identified Risk	Agency Objective Impacted	Likelihood	Risk Level	Mitigating Strategies	Lead	Target Date(s)
COVID-19 Pandemic:						
Maintaining our services while adapting to change	Expert and timely client service	High	High	Being creative on how to communicate and work with our clients in order for them to receive our services and move cases forward.	Director and managers	2021-2022
Accelerating the use of technology	Expert and timely client service	High	High	Work collaboratively with stakeholders including WSIB and the WSIAT on how to continue services as well as increase the use technology to conduct services.	Director and managers	
Changes to WSIB and WSIAT procedures and methods of service delivery	Expert and timely client service	High	High	Work collaboratively with WSIB and WSIAT as procedures and methods of service delivery continue to change and evolve.	Director and managers	
Impact on staff morale and mental health	Expert and timely client service	High	High	Maintain communication to connect with staff. Use of Peer Support group to help staff.	Director and managers	
Stakeholder outreach	Expert and timely client service	High	High	Work on being adaptive and creative on how to conduct stakeholder outreach.	Director and managers	
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 2021 and 2023
SharePoint which supports case management work	Continuous improvement in service delivery.	Med	Med	Working with IT to maintain core functionality until replaced by new case management system.	Director and managers	

Identified Risk	Agency Objective Impacted	Likelihood	Risk Level	Mitigating Strategies	Lead	Target Date(s)
Updated website is required	Continuous improvement in service delivery.	High	High	<p>The website (platform) is outdated and needs to be AODA compliant. Acquiring a new website platform will ensure that it will meet AODA standards and requirements.</p> <p>Focus for 2021 is to work with IT to develop options and estimates around financial and resources required for implementation in 2022 and beyond. In addition, the focus will be conducting an internal review of the website content.</p> <p>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.</p> <p>In addition, the content on the site should be reviewed and ensure accuracy and currency.</p>	Director	Phased in between 2022 and 2024
Operational: Continue success in reducing wait list in WSI program	Expert and timely client service	Med	Med	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.	Director and managers	2021-2022
Community perception of time to service	Continuous improvement in service delivery.	Med	Med	<p>Communicate reduction in wait list to community partners.</p> <p>Monitor occupational disease caseloads to identify trends and resource needs.</p>	Director and managers	2021-2022
Operational: COVID Service Delivery	Expert and timely client service	High	Med	Work with and continuous communication with system partners as part of the mitigation	Director and managers	2021-2022

Identified Risk	Agency Objective Impacted	Likelihood	Risk Level	Mitigating Strategies	Lead	Target Date(s)
Outreach	Expert and timely client service	High	Med	strategies. (so as not to delay services) to clients. 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	
Human Resources: 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.
Human Resources: Recognize wellness risks 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	2021-2024
Human Resources: Vacancies and Retention in WSI and Reprisals	Expert and timely client service	High	Med	Succession planning and recruitment 18% retirement levels over the next 3 years Quality staff learning program and plans	Director and managers	2021-2024

STRATEGIC DIRECTIONS

Case and Wait Time Reduction

During 2021-2022, 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 continues to work collaboratively with the WSIB in efficient case management processes. In 2018-2019, the OWA piloted a project which involved receiving WSIB files electronically. This initiative was escalated during the COVID-19 pandemic. The OWA worked with WSIB in order to receive WSIB Files electronically and has been fully implemented as of May 2020. 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 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. The pilot 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 2021-2024. For instance,

OWA will explore the use of IT resources and programs (e.g., intranet, Microsoft 365) to improve internal communications, facilitate greater collaboration and engage staff in sharing of knowledge and ideas.

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 MLSTD's 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 2021-2022, 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 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

Standard Account	2021-22 Preliminary Planning Base	2022-23 Preliminary Planning Base	2023-24 Preliminary Planning Base
Salaries & Wages	7,783,100	7,783,100	7,783,100
Benefits	1,790,100	1,790,100	1,790,100
Total SWB	9,573,200	9,573,200	9,573,200
ODOE: Transportation & Communication	296,000	296,000	296,000
Services (Including Lease)	1,395,600	1,395,600	1,395,600
Supplies & Equipment	100,000	100,000	100,000
Total ODOE	1,791,600	1,791,600	1,791,600
Grand Total	11,364,800	11,364,800	11,364,800

APPENDIX B: FULL TIME EQUIVALENT (FTE) DISTRIBUTION

Job Title	Classification	2021-22* Regular FTE	2022-23 Regular FTE	2023-24 Regular FTE
Director	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
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

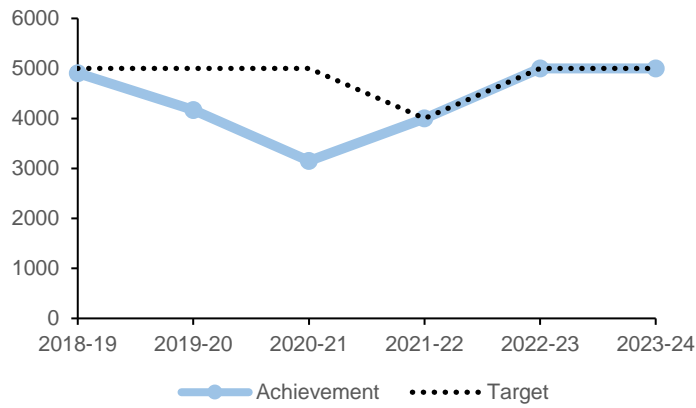
*OWA will continue to operate with 97.1 FTEs on a temporary basis, an additional 3.5 FTEs from its Printed Estimate approved FTE level of 93.6 FTEs for the fiscal year 2021-22.

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>2018-19</td> <td>75</td> <td>70</td> </tr> <tr> <td>2019-20</td> <td>82</td> <td>70</td> </tr> <tr> <td>2020-21</td> <td>93</td> <td>70</td> </tr> <tr> <td>2021-22</td> <td>70</td> <td>70</td> </tr> <tr> <td>2022-23</td> <td>70</td> <td>70</td> </tr> </tbody> </table>	Fiscal Year	Achievement (%)	Target (%)	2018-19	75	70	2019-20	82	70	2020-21	93	70	2021-22	70	70	2022-23	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 wellbeing of the people of Ontario through orderly and effective dispute resolution in contentious cases.</p>
Fiscal Year	Achievement (%)	Target (%)																	
2018-19	75	70																	
2019-20	82	70																	
2020-21	93	70																	
2021-22	70	70																	
2022-23	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 2020/21 the WSI program exceeded the target of achieving 93% of resolutions earlier in the process, in writing or without a formal oral hearing.</p>	<p>2021/2022 Commitment</p> <p>The 2021/22 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.

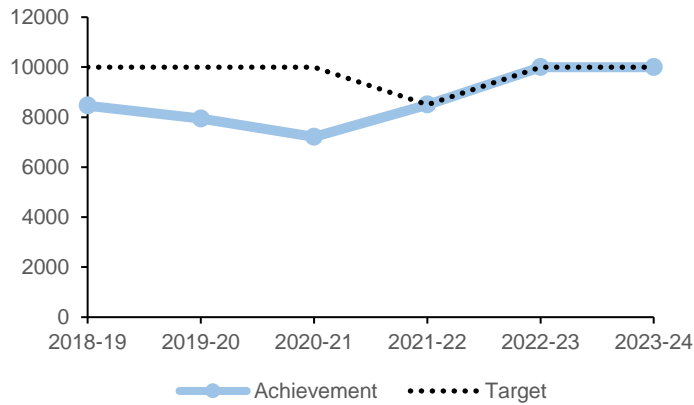
2021/2022 Commitment

The 2021/22 commitment is 4,000 case assessments and appeals decisions as we anticipate operating at a reduced capacity for at least the first two quarters of 2021 due to COVID-19.

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. We will continue to monitor in 2021/22. With this successful reduction in timelines, accompanied by focus on outreach, the number of initial inquiries is expected to increase.

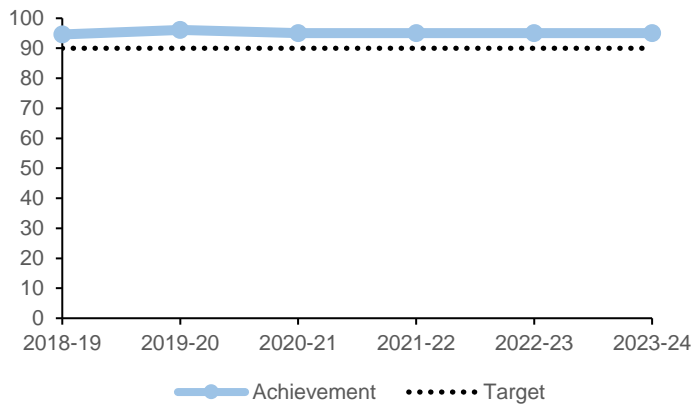
2021/2022 Commitment

The 2021/22 commitment is 8,500 instances of summary advice and referrals as we anticipate continued reduced capacity due to COVID-19.

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.

2021/2022 Commitment

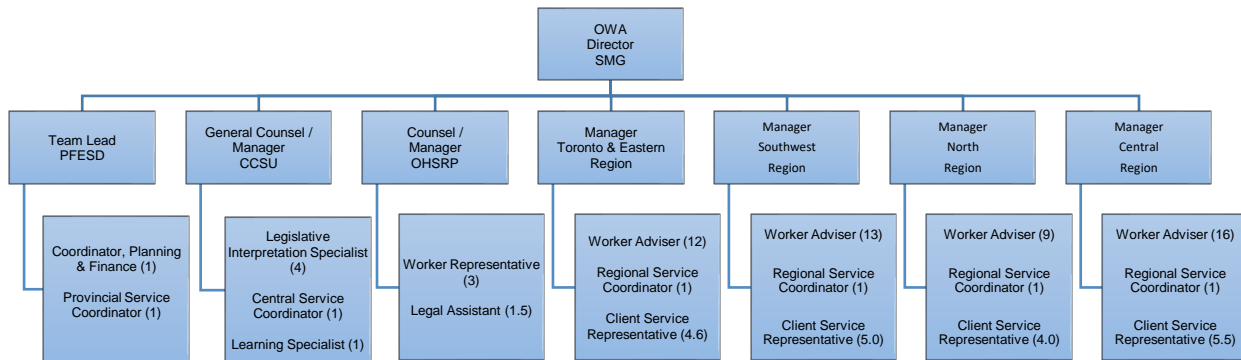
The 2021/22 commitment is 90% of respondents will indicate that they were "very satisfied" or "satisfied" with the service that they received. The long term target is 90%. The trend over the last few years has been above 90%.

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>Data for 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>2018-19</td> <td>95</td> <td>80</td> </tr> <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>80</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> </tbody> </table>	Fiscal Year	Achievement (%)	Target (%)	2018-19	95	80	2019-20	80	80	2020-21	90	80	2021-22	80	80	2022-23	80	80	2023-24	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 (%)																				
2018-19	95	80																				
2019-20	80	80																				
2020-21	90	80																				
2021-22	80	80																				
2022-23	80	80																				
2023-24	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>2021/2022 Commitment</p> <p>The 2021/22 commitment is 80%. The long-term target is 80%.</p>																					

APPENDIX E: ORGANIZATION CHART

2021-22 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.