

Office of the Worker Adviser

**BUSINESS PLAN:
2023-2024 to 2025-2026**

December 16, 2022

Ontario 

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OWA BUSINESS PLAN: 2023-2024 to 2025-2026

EXECUTIVE SUMMARY

The Office of the Worker Adviser (OWA) is an independent agency reporting to the Minister of Labour, Immigration, Training and Skills Development (MLITSD). 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 original mandate. Under this program, OWA staff provide information, advice and representation to non-union injured workers and surviving family members with respect to 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) was established on April 1, 2012. Under this program, OWA staff provide information, advice and representation services to non-unionized 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 2023-2026, the OWA will continue to provide expert timely service to our clients, and work towards modernizing our IT infrastructure to optimize service delivery in a financially responsible and accountable way. In addition, the OWA Chair will work with select stakeholders across the province to share information about the OWA and develop and build relationships within the communities we serve.

The agency is committed to supporting OWA staff by fostering a diverse workplace that enables collaboration, professional development, work-life-balance and communication. Creating an environment where staff can flourish, setting goals and look for visionary solutions for our clients' claims issues is one of the key priorities of the agency.

In addition, the OWA is committed to working within the workplace insurance and the occupational health and safety system and with key stakeholders, by contributing extensive knowledge and skills to enhance knowledge and understanding of key and emerging issues and result in a more responsive and efficient system for the people of Ontario.

AGENCY MANDATE

The OWA is an independent, operational service agency reporting to the Minister of Labour, Immigration, Training and Skills Development (MLITSD). 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-unionized 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.

AGENCY VISION

The OWA's vision is to:

- be a leader in advice, representation, and education in workplace safety and insurance matters, on behalf of the most vulnerable injured workers and their survivors;
- provide expert and effective advice, representation and education to vulnerable, non-unionized workers who may have suffered reprisal for asserting their rights under the Occupational Health and Safety Act;
- provide a vital public service that contributes to the effective functioning of Ontario's workplace safety and insurance and health and safety systems, and support a healthy workforce as a foundation for a strong, vibrant provincial economy; and,
- contribute to improving workplace safety and insurance and health and safety through community and system partnerships.

STRATEGIC DIRECTIONS

Case and Wait Time Reduction

During 2023-2024, 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. Receiving WSIB files electronically reduces delays in service delivery as well as the costs including those associated with printing and forwarding paper files. In addition, it also assisted greatly in ensuring that OWA clients are receiving timely service. Effective and timely dispute resolution in Ontario's workplace insurance system contributes to the overall economic and social health of Ontario.

With a focus on quality client service, the OWA will mobilize internal resources to reduce the number of clients waiting for service. Management will work strategically to determine capacity and redistribute files in order to stabilize volumes and wait times. A review of the agency wait times has been completed and management is looking to balancing the times across the province.

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 optimize 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.

Employee Engagement

Engagement is a priority for the agency. It is important to understand the areas of opportunity for growth and improvement as well as take action to address agency specific results. In addition, the agency will support the OPS commitment on enterprise-wide areas to improve the workplace experience. 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 address staff health and well-being will be a priority over the course of 2023-2026.

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 an 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 planning, reporting and initiatives.

An OIC part-time chair position was established in June 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 2023-2024 to 2025-2026 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 is 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. Members of the public who would like assistance 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 claims process. This is provided by telephone, email, website enquiries, letters, community information clinics and in-person appointments.

Representation Services

Comprehensive case reviews are completed on all files to identify 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 cases involving occupational cancers, severely disabled workers and workers in psychological or financial crisis. OWA works with 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.
- **OHCOW:** Collaboration on occupational disease clusters.
- **Multi-partner collaborations:** Including Fatalities and Immediate Response (FAIR) Partnership (OWA, MLITSD, 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

Although the Occupational Health and Safety Reprisals program's (OHSRP) services are delivered by a small team of worker representatives and legal assistants, information and advice related to this mandate is available throughout the province. 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 in a timely manner and include information about legal rights and OWA services. When workers' issues 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. When priority issues are identified, the intake process is expedited. 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 2023-2024, 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 and stemming from COVID-19.

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

- **MLITSD 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 consulting and referrals.

ENVIRONMENTAL SCAN

Internal Factors

Ongoing initiatives focussed on our commitment to expert, timely client service. This focus will continue.

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 below six (6) months.

The OWA has mobilized resources in order to recruit and train new representatives since 2020. Nevertheless, there continues to be many vacant positions. A commitment to filling all vacant positions will continue with a goal to achieve timely service to our clients and a reduction in the wait time to receive a comprehensive case review.

Period Ending	Files on WSI Wait List for case review	Provincial Wait Time (Months)
March 31, 2019	873	12.3
March 31, 2020	607	6.6
March 31, 2021	479	5.7
March 31, 2022	621	6.2
September 30, 2022	623	7.0

Recruitment and Retention

The agency is committed to proactively managing human resources to ensure optimal staffing. 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 were 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's 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. OWA continues to invest in comprehensive training for all staff. Staff directly delivering service in both programs are supported by an integrated learning program for both 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 safety and insurance law is a highly specialized field. New staff bring some transferable skills but do not have experience or a background in workers' compensation law. The New Worker Adviser Learning Program was delivered to staff in late March and early April 2022, and will be delivered to another group of new hires in February to April of 2023. It focuses on teaching new hires about workers' compensation law and the skills they will need to represent injured workers in WSIB appeals. Training is continuing to be delivered remotely via Teams and Zoom, enabling participants from across the province to participate and benefit.

Future learning initiatives continue to be identified, as new platforms to provide training become available (e.g., online platforms). Mentoring and supporting new staff in their

learning will be a major focus of the coming year. OWA has established a Workers' Compensation Program Specialist position within the CCSU that will focus on supporting the mentoring of new staff going forward.

OWA continues to allocate and direct resources to improve technology and enhance electronic service delivery. As OWA modernized its technology, a comprehensive training program was implemented to ensure that staff have the skills to work in a digital environment. This is an ongoing commitment.

New Case Management System

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

Outreach

The agency will look to renew its outreach efforts with external stakeholders. This unfortunately, was not possible over the last few years due to the COVID-19 pandemic. However, we plan to focus on some initiatives in 2023-2024 with targeted groups. Information will be delivered in person or digitally.

The OWA will continue to carefully monitor occupational disease caseloads to identify trends and resource needed to best serve these vulnerable populations. OWA will strive to collaborate with key stakeholders to acquire evidence to advance cases. We will continue to participate with external working groups to share information and best practices to improve claim management issues. We also offer representation to occupational disease cases on a priority basis. We are considering future outreach with Workplace Transition Services across the province which focuses on injured workers re-entering the workforce. Worker Advisers will be able to represent the worker at work transition meetings

External Factors

Several external factors which influence and are relevant to the OWA for the new fiscal year.

Modernized Services

Over the course of the last two years, and largely due to the global pandemic, the OWA and its system partners have had to adapt and improve their ability to provide service within a virtual and technology driven environment. As a result, OWA leveraged IT products and services from within the OPS to improve communication. Additionally, the development of a new case management system is underway and the website is being revamped. Both initiatives are critical to the agency's infrastructure and will facilitate easy access to service

and information both for staff and the public. Additionally, a new electronic client survey will launch so that clients' will have the opportunity to provide timely feedback about their experience with the OWA. This platform will allow us to better monitor performance issues and improve client services. The OWA will continue working with partners to support the development of more effective digital services within the system.

Current and Emerging Occupational Disease Clusters

There are several clusters of occupational disease cases in various parts of the province. Additionally, new occupational disease cases continue to flow into the WSIB. These cases are complex, resource-intensive, and require specialized knowledge and 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 2023-2024 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 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. The WSIB developed a framework for reviewing policies related to occupational disease, which included consultations with stakeholders including the OWA. The OWA prepared submissions for the consultation and provided feedback in the fall of 2022. The WSIB stated that they have completed their foundational activities and were actively considering how they could provide more external guidance and improve transparency about the issues. It is certainly possible that the WSIB's ongoing review and updating of policies, as well as development of new policies, may impact the OWA's operations, the extent to which is not yet known. We will continue to monitor the situation and respond as required.

RISK IDENTIFICATION, ASSESSMENT AND MITIGATION STRATEGIES

Identified Risk	Agency Objective Impacted	Mitigating Strategies
Category: Operations Reducing wait list in WSI program	Expert and timely client service.	Currently, the wait time levels for cases awaiting comprehensive case reviews (WCR) are above the preferred timelines of six (6) months. Management will work strategically to determine capacity and redistribute files in order to stabilize volumes and waittimes.

Identified Risk	Agency Objective Impacted	Mitigating Strategies
Community perception of time to service	Continuous improvement in service delivery.	WSI program case levels continue to be monitored. The goal is to reduce wait times for a comprehensive case review. The level / time is within six (6) months or less which is the preferred level across the province. Communicate reduction in wait list to community partners. Monitor occupational disease caseloads to identify trends and resource needs.
Outreach	Expert and timely client Service.	A progressive and staged plan will be taken to increase OWA presence and visibility with stakeholders.
Category: Information Technology Case management programs that supports program work	Modernize technology to improve effectiveness and service delivery to clients.	Work with the IT cluster is ongoing in the development of a modern, integrated case management system and an upgraded IT infrastructure.
SharePoint which supports case management work	Continuous improvement in service delivery.	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.
New website (information)	Continuous improvement in service delivery.	There are 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. In addition, the content on the site requires a comprehensive review for accuracy.
Category: Human Resources WSI specialized area of expertise	Expert and timely client service	<p>The difficulty in finding qualified candidates to hire who have WSI / compensation knowledge or understanding not only continues but has become more difficult.</p> <p>In-depth learning and training plan for new hires has been developed and implemented. Staff to be offered mentorship (as needed) by the new Workers Compensation Program Specialist. Ensure learning program delivery offers sufficient hours for the required LSO professional learning hours.</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 responsibly a full caseload.</p>
Vacancies and Retention in WSI and Reprisals	Expert and timely client service	Succession planning and recruitment as we know that 15% of staff will retire over the next 3 years.

Identified Risk	Agency Objective Impacted	Mitigating Strategies
Employee Engagement	A diverse and respectful workplace that enables collaboration, professional development and excellent client service.	<p>The agency will support the OPS commitment on enterprise-wide areas to improve the workplace experience. Management will address issues and suggestions raised by staff. In addition, more attention will be given to employee recognition.</p> <p>Management will also focus on staff wellness as part of employee engagement. This includes providing tools to help staff conduct their work as well as improve their well-being.</p> <p>The agency will implement action items identified in the OWA's Anti-Racism action plan.</p>
Recognize wellness risks among LSO licensees	A diverse and respectful workplace that enables collaboration, professional development and excellent client service.	Encourage and support staff taking more courses on health and wellness.

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 MLITSD Fair, Safe & Healthy Workplaces 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 2023-2024, the OWA will conduct more robust outreach and engage with our referral partners.

The recent modernizing of the agency website will allow for better communication and interactions with our clients and the public looking for information about our program areas. The benefits will eventually include more up-to-date information and timely alerts.

APPENDIX A: MULTI-YEAR PRELIMINARY PLANNING BASE

Appendix A - Multi-Year Preliminary Planning Base

FY 2023-24 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payments	Sub-Total	Recoveries	TOTAL
OWA	93.6	8,370.6	1,883.7	296.0	878.6	100.0	1,274.6	-	11,528.9		11,528.9
PFESD											
CCSU											
Toronto											
South west											
North & East											
Central											
InfoTech											
CMS Modernization Costs											
OWA Program Base Allocation	93.6	8,370.6	1,883.7	296.0	878.6	100.0	1,274.6	0.0	11,528.9	0.0	11,528.9
Lease					795.6		795.6		795.6		795.6
Total OWA Base Allocation	93.6	8,370.6	1,883.7	296.0	1,674.2	100.0	2,070.2	0.0	12,324.5	0.0	12,324.5

FY 2024-25 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payments	Sub-Total	Recoveries	TOTAL
OWA	93.6	8,370.6	1,883.7	296.0	878.6	100.0	1,274.6	-	11,528.9		11,528.9
PFESD											
CCSU											
Toronto											
South west											
North & East											
Central											
InfoTech											
CMS Modernization Costs											
OWA Program Base Allocation	93.6	8,370.6	1,883.7	296.0	878.6	100.0	1,274.6	0.0	11,528.9	0.0	11,528.9
Lease					795.6		795.6		795.6		795.6
Total OWA Base Allocation	93.6	8,370.6	1,883.7	296.0	1,674.2	100.0	2,070.2	0.0	12,324.5	0.0	12,324.5

FY 2025-26 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payments	Sub-Total	Recoveries	TOTAL
OWA	93.6	8,370.6	1,883.7	296.0	878.6	100.0	1,274.6	-	11,528.9		11,528.9
PFESD											
CCSU											
Toronto											
South west											
North & East											
Central											
InfoTech											
CMS Modernization Costs											
OWA Program Base Allocation	93.6	8,370.6	1,883.7	296.0	878.6	100.0	1,274.6	0.0	11,528.9	0.0	11,528.9
Lease					795.6		795.6		795.6		795.6
Total OWA Base Allocation	93.6	8,370.6	1,883.7	296.0	1,674.2	100.0	2,070.2	0.0	12,324.5	0.0	12,324.5

APPENDIX B: FULL TIME EQUIVALENT (FTE) DISTRIBUTION

2023-24 OWA FTE PLAN

Job Title	Job Classification	2023-24 Regular FTE	2024-25 Regular FTE	2025-26 Regular FTE
Part-time Chair	OIC	0.0	0.0	0.0
Director	XEXE2	1.0	1.0	1.0
Executive Advisor to Director	M0704F	1.0	1.0	1.0
General Counsel, Manager CCSU	EL003	1.0	1.0	1.0
Legislative Interpretation Specialist	02293	4.0	4.0	4.0
Worker Compensation Program Specialist	02293	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
Regional Manager	M1109B	4.0	4.0	4.0
Worker Adviser	10572	52.0	52.0	52.0
Client Service Representative	OAD 08	19.5	19.5	19.5
Regional Service Coordinator	OAD 10	4.0	4.0	4.0
Service Coordinator	OAD 09	2.0	2.0	2.0
Team Lead	5A004	1.0	1.0	1.0
Coordinator, Planning & Finance	5A001	1.0	1.0	1.0
Learning Specialist	5A002	1.0	1.0	1.0
Digital Communications Specialist	02705	1.0	1.0	1.0
TOTAL		98.0	98.0	98.0

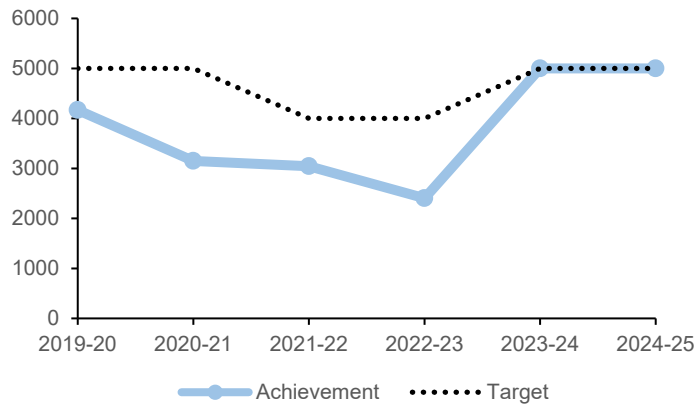
* The OWA's approved FTE allocation is 93.6 FTEs. The OWA's staff equivalency (what the agency can actually afford), which is reflective of internal ministry decisions, is 101.2 FTEs.

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>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>82</td> <td>70</td> </tr> <tr> <td>2023-34</td> <td>70</td> <td>70</td> </tr> <tr> <td>2024-25</td> <td>70</td> <td>70</td> </tr> </tbody> </table>	Fiscal Year	Achievement (%)	Target (%)	2020-21	93	70	2021-22	84	70	2022-23	82	70	2023-34	70	70	2024-25	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 (%)																	
2020-21	93	70																	
2021-22	84	70																	
2022-23	82	70																	
2023-34	70	70																	
2024-25	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 2022/23 the WSI program exceeded the target of achieving 82% of resolutions earlier in the process, in writing or without a formal oral hearing.</p>	<p>2023/2024 Commitment</p> <p>The 2023/24 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.

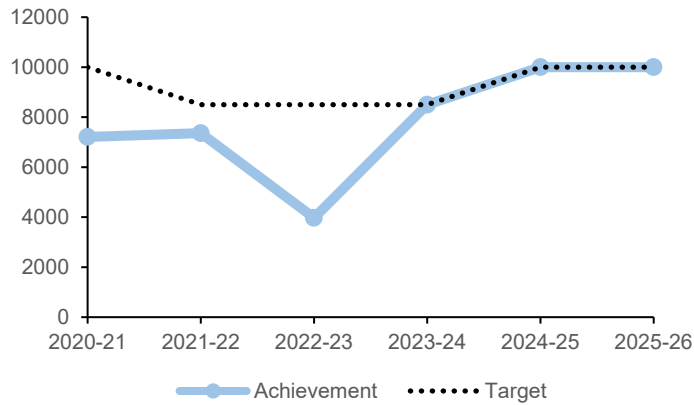
2023/2024 Commitment

As in 2022/23, the commitment for 2023/24 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.

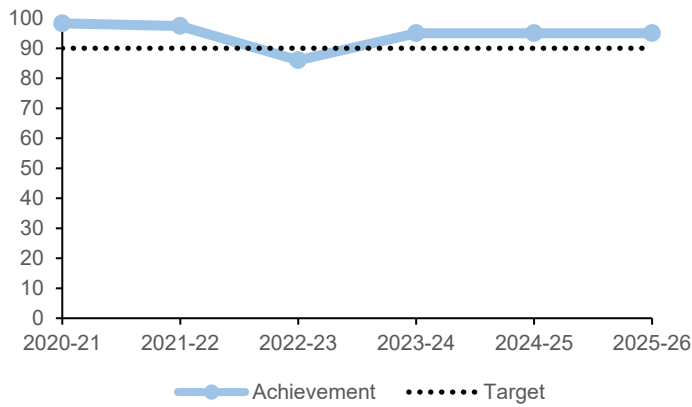
2023/2024 Commitment

The 2023/24 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.

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 the percentage of survey respondents who indicated that they were “very satisfied” or “satisfied” with the service that they received.

2023/2024 Commitment

The 2023/24 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%.

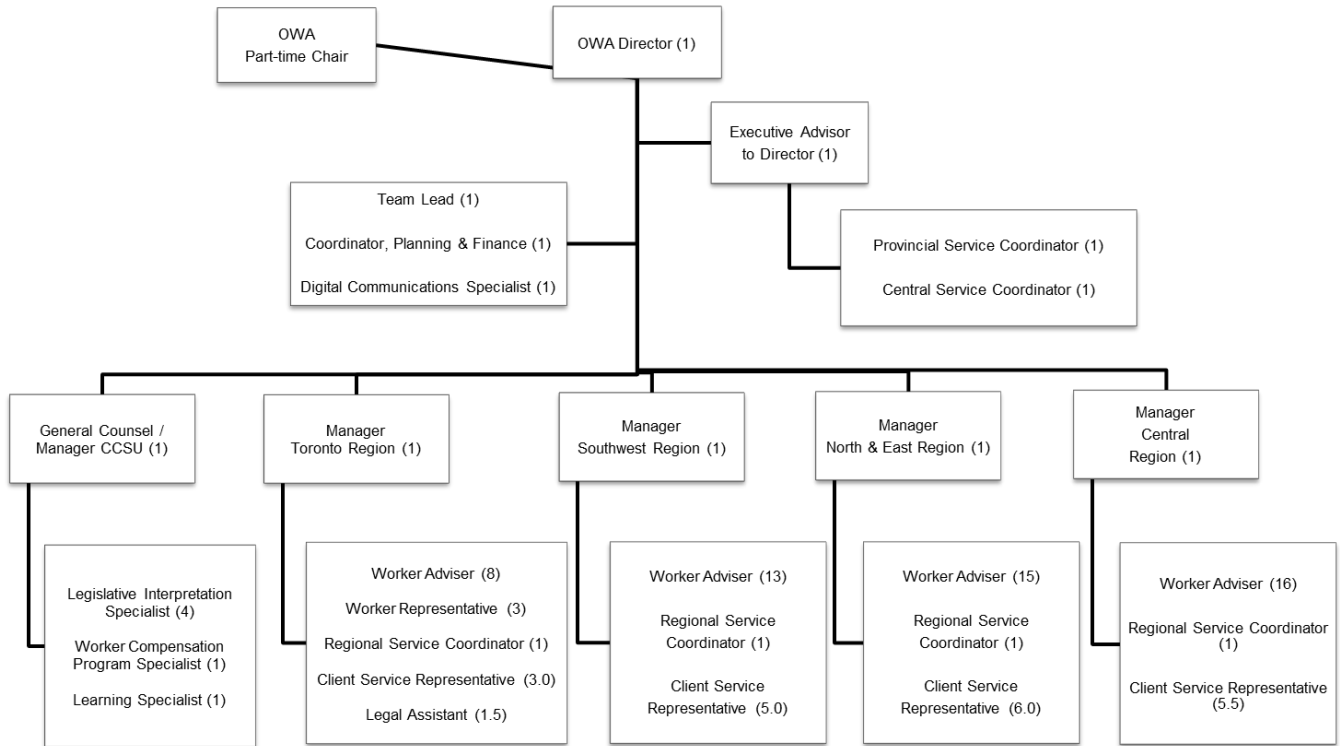
APPENDIX D: PERFORMANCE MEASURES FOR OHSA REPRISALS

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>2020-21</td> <td>88</td> <td>80</td> </tr> <tr> <td>2021-22</td> <td>90</td> <td>80</td> </tr> <tr> <td>2022-23</td> <td>85</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> <tr> <td>2025-26</td> <td>80</td> <td>80</td> </tr> </tbody> </table>	Fiscal Year	Achievement (%)	Target (%)	2020-21	88	80	2021-22	90	80	2022-23	85	80	2023-24	80	80	2024-25	80	80	2025-26	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 (%)																				
2020-21	88	80																				
2021-22	90	80																				
2022-23	85	80																				
2023-24	80	80																				
2024-25	80	80																				
2025-26	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>2023/2024 Commitment</p> <p>The 2023/24 commitment is 80%. The long-term target is 80%.</p>																					

*During fiscal 2023-24, The OWA will be reviewing the performance measures with the arrival of our new case management system. We will create and track new measures and incorporate them into the Business Plan 2024-2025 to 2026-2027.

APPENDIX E: ORGANIZATION CHART

2023-24 OWA Organization Chart



*The OWA's approved FTE allocation is 93.6 FTEs. The OWA's staff equivalency (what the agency can actually afford), which is reflective of internal ministry decisions, is 101.2 FTEs.

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.