

Office of the Worker Adviser

**BUSINESS PLAN:
2025-2026 to 2027-2028**

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OWA BUSINESS PLAN: 2025-2026 to 2027-2028

EXECUTIVE SUMMARY

The Office of the Worker Adviser (OWA) is an independent agency under the Ministry 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); and
- Occupational health and safety reprisals.

In both programs, the scope of our services may include legal representation, advice, information, as well as community outreach to increase awareness about worker rights and OWA services.

The Workplace Insurance Program was established in 1985. Under this program, OWA staff provide information, advice, and representation to non-union injured workers, or their survivors with respect to their workplace insurance claims and appeals.

The Occupational Health and Safety Reprisals Program was established on April 1, 2012. Under this program, OWA staff provide information, advice, and representation to non-unionized workers who may have been penalized by their employers for complying with or exercising their rights under the *Occupational Health and Safety Act*.

The vision, mission, and principles of the MLITSD are embedded in the OWA's goals. During the period 2025-2028, we will:

- Strive to provide expert timely service to our clients;
- Work to modernize our service delivery by enhancing our IT infrastructure and streamlining our operations to optimize service delivery in a financially responsible and accountable way; and
- Continue to improve our operational practices to deliver on our commitment to operational excellence and quality service.

We are committed to fostering a diverse workplace that enables collaboration, professional development, work-life-balance, and communication. Creating an environment where staff can flourish, meet agency and professional goals, and assist our clients with their claims issues is one of our top priorities.

In addition, we are committed to collaborate with other system partners in making a more responsive and efficient workplace insurance system for the people of Ontario.

AGENCY MANDATE

The OWA is an independent operational service agency of the MLITSD.

Workplace Insurance

Under section 176(1) of the *Workplace Safety and Insurance Act, 1997* (WSIA), the OWA is required to educate, advise, and represent non-unionized workers and their survivors on workplace insurance claims and appeals.

Occupational Health and Safety Reprisals

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

Representation

As a representative, the OWA appears before the Workplace Safety and Insurance Board (WSIB), the Workplace Safety and Insurance Appeals Tribunal (WSIAT), and for Occupational Health and Safety reprisal matters before the Ontario Labour Relations Board (OLRB).

AGENCY VISION

The OWA's vision is to:

- Be a leader in education, advice, and representation, in workplace insurance and workplace health and safety reprisal matters;
- Provide a vital public service that contributes to the effective functioning of Ontario's workplace health, safety, and insurance system; and
- Contribute to improving workplace health, safety, and insurance through community and system partnerships.

OVERVIEW OF ORGANIZATION STRUCTURE, PROGRAMS AND ACTIVITIES

The OWA is led by a Chair who is appointed by an Order in Council and sets the agency's strategic direction as identified in this Business Plan.

The OWA's operations are managed by a Director, four Regional Managers, and a General Counsel.

The agency's staff also includes lawyers, paralegals, administrative professionals, and corporate services professionals.

Workplace Insurance Program

This program is delivered to non-unionized injured workers or their survivors 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 the OWA by toll-free telephone service and through the website.

OWA staff meet with clients, attend hearings, participate in mediations as required, and offer informational sessions to members of the public regarding the OWA's mandate and services, and the broader workplace insurance system.

Advisory Services

All injured workers who contact the OWA for assistance receive information to help them navigate the workplace insurance claims process. This service is provided through telephone, email, the website, letters, community information sessions, and in-person appointments.

Representation Services

The OWA provides representation at the WSIB, the WSIAT, and in other related engagements such as return to work meetings with the WSIB and employers. Comprehensive case reviews are completed on files to identify those that have a reasonable chance of success. As needed and appropriate, workers are referred to health and income support programs and guided through alternative dispute resolution opportunities before the appeal stage.

Generally, cases are handled in the order in which they are received, but the OWA prioritizes cases involving occupational cancers, severely disabled workers, and workers in psychological or financial crisis. The OWA works with referral partners to ensure that high priority cases are pursued in a timely manner.

Educational Services

The OWA's website contains information on the OWA's services, WSIB benefits and services, frequently asked questions, and links to WSIB and WSIAT forms. The 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, address language barriers, and improve accessibility is an ongoing key priority.

Activities Involving Partnering Groups

The OWA's partnerships with salient system partners help contribute to effective dispute resolution and include:

- WSIAT – Collaboration on caseload reduction and input on operational issues through WSIAT's Advisory Group and 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 and policy updates; collaboration on priority issues such as mental stress and occupational disease cluster claims.

- Occupational Health Clinics for Ontario Workers (OHCOW) – Collaboration on occupational disease cluster claims.
- Multi-partner collaborations – These include the 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 respective programs.
- Community partners (injured worker groups, legal clinics, etc.) – Referrals and collaboration to support particularly vulnerable worker populations as appropriate.
- Members of Provincial Parliament (MPPs) – Referrals to the OWA from MPPs.

Occupational Health and Safety Reprisals Program

Although this program is delivered by a small, specialized team of Worker Representatives and Legal Assistants, services are made available throughout the province. Members of the public may contact the OWA by toll-free telephone service or through the website.

Advisory Services

Advisory services include information about legal rights afforded to workers under legislation and the OWA's representation services. When a worker's issues fall within the OWA's mandate, or a legal opinion is required to make that determination, the worker receives an intake interview with a Worker Representative. Where 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.

Representation Services

If a worker accepts the OWA's offer of representation, the OWA prepares and files an application at the OLRB and represents the worker at the hearing(s), including throughout the alternate dispute resolution process.

Educational Services

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

Activities Involving Partnering Groups

The OWA continues to consult and collaborate with the following salient system partners:

- MLITSD Occupational Health and Safety Program – Facilitate referrals from health and safety inspectors.
- Office of the Employer Adviser (OEA) – Cooperate on dispute resolution.

- MLITSD's Office of the Chief Prevention Officer – Support Ontario's prevention strategy, especially support(s) available for vulnerable workers.
- Ontario Labour Relations Board (OLRB) – Cooperate on efficient and effective dispute resolution.
- Workers' Health and Safety Legal Clinic – Cooperate on case strategies.

STRATEGIC DIRECTION

The Office of the Worker Adviser remains committed to transforming the agency. Since the start of fiscal year 2024, we have completed the foundational work to achieve operational excellence and improve timely service delivery through the following:

- service delivery modernization review has been completed;
- a set of new Key Performance Indicators (KPI's) for the agency and staff has been developed and being implemented;
- an enhanced in-house training program has been implemented; and
- a community outreach plan has been developed and being implemented.

For the period 2025-2028, the OWA aims to continue achieving the following objectives:

Operational Excellence – The OWA commits to implementing operational best practices in the industry by optimizing the use of its resources and reducing administrative burden enabling efficient provision of its services.

Timely Service Delivery – The OWA commits to providing service in a timely manner to meet measurable performance levels that its clients can expect.

Quality Services – The OWA commits to providing high quality services that satisfy and exceed client expectations. This will include setting high client service standards, educating clients on their claim journey, communicating with clients regularly on the status of their files, and providing a continuous feedback mechanism to ensure continuous improvement.

Community Outreach and Partnerships – The OWA commits to enhancing awareness about its services among the broader worker community focusing on youth, immigrants, and other vulnerable groups. Additionally, the OWA commits to continuing its advocacy efforts to influence policies pertaining to workplace insurance and occupational health and safety reprisals.

I.T. Modernization – The OWA is committed to improving workflow efficiencies by leveraging digital solutions and building on its recently deployed new Case Management System.

Workforce Engagement – The OWA commits to creating a positive, productive, and fair work culture for its staff by fostering professionalism and mutual respect, helping staff reach their full potential, and implementing effective communication strategies.

STRATEGIC ACTION PLAN

The following chart outlines an overview of the actions that will be taken to achieve the OWA's business objectives.

It is noted that the tactics listed in the following chart are not all new; however, an ongoing improvement approach is being envisioned to meet the business plan strategic objectives.

Objective	Actions	Intended outcome
Operational Excellence	<ul style="list-style-type: none"> The OWA has completed the review of its service delivery model and is designing a service delivery model that includes the use of modern technologies, saves costs, and reduces red tape. The OWA is implementing new KPI's and target reporting on new KPIs for the 2024-2025 fiscal year. 	<ul style="list-style-type: none"> Reduction in long-term operational costs, recognizing that there may be higher upfront costs to design and implement operational best practices. Enhanced accountability and improvement in the agency's service delivery targets and service quality.
Timely Service Delivery	<ul style="list-style-type: none"> The OWA has implemented a robust front-end service delivery model that includes gathering required information from clients, discussion with a Worker Adviser to determine the right type of service a client will benefit from, and appropriate referrals (e.g., the client seeking timely medical advice from a health care professional). The OWA will continue monitoring and tracking the effectiveness of the front-end service delivery model using the new KPIs. Move towards a more appointment-based model while offering same day/walk-in services for urgent matters which will provide better structure to our staff and clients. The OWA will continue to actively monitor the progress of case files, identify factors causing delay in the timely resolution of case files, and address any such factors. The OWA will continue to work with system partners to make a concerted effort to clear the backlog of occupational disease cases and others which are pending resolution including ongoing implementation of common information sharing mechanisms. The OWA will continue to resolve cases through early and alternative dispute resolution. The OWA will set and communicate its expectations from clients with respect to their involvement in the process and our commitment to ensure fair access to our services for all our clients. 	<ul style="list-style-type: none"> Increase productivity and increase quality through the reduction in wait times at each step of a client's journey. Increase in the overall case closure rate. The OWA will maintain its historical performance measure target of resolving 80% of its cases through early and alternative dispute resolution. It is important to note that this target relies on the nature of cases suitable for alternative dispute resolution. Transparency among system partners. Remove administrative burden on staff.
Quality Services	<ul style="list-style-type: none"> The OWA will continue a quality review system that entails the review of advice and education provided to clients, and the 	<ul style="list-style-type: none"> Enhance waitlist management (to be more effective); increase productivity.

Objective	Actions	Intended outcome
	<p>outcomes of cases following their closure.</p> <ul style="list-style-type: none"> • Leveraging our new KPI framework, OWA will develop quality service benchmarks for staff. • The OWA will develop the following systems and procedures to support its aim of customer satisfaction and continuous improvement: <ul style="list-style-type: none"> ○ Regularly gathering and reviewing customer feedback; ○ Reviewing the customer complaints procedure; ○ Training and developing OWA employees; and ○ Training to ensure time limits are actioned within the prescribed time. • The OWA will incorporate mandatory client service training in its training program and develop client service delivery standards based on industry best practices. <ul style="list-style-type: none"> ○ The OWA will modernize its client satisfaction survey to make it more user friendly while still gathering the information that will assist the OWA with enhancing service efficiencies. 	<ul style="list-style-type: none"> • Increase the case resolution success rate. Increase the quality of services. • Improve waitlist management. • Increase the overall client satisfaction rate.
Community Outreach and Partnerships	<ul style="list-style-type: none"> • The OWA will continue its community outreach initiative, raising awareness about its services among workers, and implement strategies to further partnerships with community organizations. • The OWA will continue working on leveraging digital platforms, such as its website and the development of a new public portal, as part of its information technology modernization initiative to raise awareness about its services. • The OWA will create engaging multimedia content about its services and community outreach. • The OWA will continue strengthening partnerships with workplace insurance and occupational health and safety system stakeholders including the WSIB, WSIAT, OHCOW, etc., and continue to participate in consultations regarding operational policies that affect client claim processing and appeals. 	<ul style="list-style-type: none"> • Enhance OWA's brand presence. • Increase the number of client intake. • Contribute to overall system improvement.
I.T. Modernization	The OWA is committed to improving workflow efficiencies and has identified several areas that would benefit from enhanced technology:	<ul style="list-style-type: none"> • Effective use of human and financial resources.

Objective	Actions	Intended outcome
	<ul style="list-style-type: none"> A new case management system has been developed. Phase II of this extensive project will continue into 2025 – targeting deployment by summer 2025. The OWA is taking steps to develop a knowledge and information management platform (library), such as an intranet portal, that will connect staff across the province with current relevant best practices and better enable information sharing. 	
Workforce Engagement	<ul style="list-style-type: none"> The OWA will continue to provide staff opportunities to develop their skills by offering developmental opportunities, manager training, mentorship, and opportunities to lead various working groups and organization-wide committees. The OWA will continue offering information sessions at para-legal schools and law schools to attract talent. 	<ul style="list-style-type: none"> Improve staff engagement.

ENVIRONMENTAL SCAN

Internal Factors

There are several internal factors that influence and are relevant to the OWA for the new business cycle.

Responsible Use of Artificial Intelligence (AI) Directive

The OWA is reviewing the *Responsible Use of AI Directive* as well as the Agency Guidance for the Responsible Use of AI document provided by the Ministry. OWA will ensure that its principles are followed when AI is utilized.

We will consider exploring the integration of AI, analytics, and data-driven approaches to enhance the efficiency and accuracy of our case processing. By leveraging these technologies, we aim to improve decision-making, streamline operations, and better serve our community.

Recruitment, Retention and Succession Planning

Over the next few years, several staff will also be eligible to retire. This poses challenges for recruitment, training, mentoring, and succession planning. Significant improvement in staff stability needs to occur for the overall health of the agency.

Our ongoing in-house training, outreach with paralegal schools and professional development opportunities will help mitigate these staffing considerations and support employee retention.

Employee Engagement

The OWA has experienced several changes over the course of the last few years, resulting in an agency focus on how to best support staff. The OWA is currently focussing on improving employee engagement through collaboration, professional and developmental opportunities, and comprehensive training.

As part of this focus, the OWA will make a concerted effort to review performance measures for staff and set realistic caseload targets over the course of 2025-2028. These measures will then be monitored and adjusted as needed.

Over this fiscal, the OWA implemented clear goals and tracking mechanisms to identify areas of improvement, focus on positive relationship with staff to manage time and workloads. A look at case thresholds with a more structured lens is required by evaluating case complexity and intentionality to help build transparency and staff general wellbeing and development.

Additionally, to improve staff collaboration opportunities in person while allowing flexibility, the OWA will ensure it is aligned with OPS directives and guidelines on in-office attendance.

Occupational Disease Clusters

Occupational disease is an important and growing priority. The OWA's involvement in occupational disease cases is one of its most vital roles. As these cases are complex in nature, they require time and collaboration with stakeholders.

The MLITSD has taken a proactive approach to the prevention of occupational disease. Between 2021-2026, the MLITSD will continue to build on the successful approaches in the Occupational Disease Action Plan (ODAP), via the Occupational Illness Prevention Steering Committee (OIPSC), as an area of systems focus under the Prevention Works strategy.

While these prevention efforts would yield long term reduction in occupational disease cases, the OWA is mindful of emerging trends such as impact of COVID-19 on work related illnesses in occupational disease cases and is committed to building staff capacity in dealing with these complex cases.

External Factors

There are several external factors that influence and are relevant to the OWA for the new business cycle.

Administrative changes within the WSIB and the WSIAT

The OWA continues to see administrative changes by system stakeholders that could have an impact on the OWA and how we conduct our business (specifically, the OWA's ability to move cases through the system). Such changes include proposed modifications to the pre-hearing process by the WSIAT and the dispute resolution and appeals process by the WSIB.

WSIAT continues to implement changes to its pre-hearing process that took effect in May 2024. These changes require more up-front work by OWA staff, shifting work previously done after an appeal was filed to the period before and immediately after the filing of an appeal. Because there is a six-month time limit to appeal, this creates a greater time pressure than was previously the case. We anticipate that WSIAT will continue to adjust procedures and forms as it gains experience with the new process.

OWA continues to collaborate with WSIB on administrative and process challenges. These include obtaining timely and complete access to client files and authorization to deal with WSIB on clients' behalf. OWA is working with WSIB to obtain expedited file access for OWA's priority claims. We continue to advocate for inclusion of OWA information in outgoing WSIB correspondence. WSIB is still working towards electronic access for decisions and file documents. We anticipate working with WSIB to explore these digital options.

Trends in WSIB Claims

In 2023-2024, there were a total of 177,000 registered claims. Of these, there were just over 125,000 allowed claims. The WSIB recorded 16,435 occupational disease cases, 1,719 mental stress claims, and 2,736 COVID-19 claims. Of the leading injuries, 36% were sprains and strains, 25% were body system (part of body) and bodily motion or condition (source of injury) claims, and 14% were overexertion (event) type claims [Summary | Provincial statistics \(wsib.on.ca\)](https://www.wsib.on.ca/summary-provincial-statistics).

These numbers provide a good indication of the types of cases the OWA could possibly handle within the foreseeable future. They also allow the OWA to be more proactive in delivering staff training and moving cases forward.

RISK IDENTIFICATION, ASSESSMENT AND MITIGATION STRATEGIES

Identified Risk	Agency Objective Impacted	Mitigating Strategies
Category: Operations		
Missed time limits in the workplace insurance program creates liability	Expert and timely client service.	<p>There are several approaches that will be taken to mitigate this risk. These include:</p> <ul style="list-style-type: none"> • Using the new case management system to generate automated reminders to help mitigate this risk. • Staff training. • Refreshers on time limit procedures. • Further discussions with WSIB and the WSIAT. • Closer management oversight of staff files.
Backlog in occupational disease clusters	Expert and timely client service.	<p>Occupational disease clusters will be monitored to identify trends and resource needs.</p> <p>The OWA will continue to regularly meet with applicable stakeholders who play a role in addressing this issue.</p> <p>Knowledge transfer will be addressed through comprehensive Worker Adviser training and the development of a centralized repository for resources and information.</p>

Identified Risk	Agency Objective Impacted	Mitigating Strategies
Declining number of new clients	Expert and timely client service.	A progressive plan will be implemented to increase awareness among public and community partners. The plan will include continuous reduction in wait times to improve OWA's image among community groups and enhanced visibility among members of public through use of digital tools.
Category: Human Resources		
Vacancies and retention Workplace insurance program - specialized area of expertise	Expert and timely client service.	A recruitment strategy has been developed and implemented. An in-depth learning and training plan has been developed and implemented for new hires. Staff are also offered mentorship (as needed).
Category: Information Technology		
IT Transformation	Expert and timely client service.	A new case management system has been developed. Phase II of this extensive project will continue into 2025 – targeting deployment by summer 2025. As we build the internal knowledge management platform, staff need to adjust and get comfortable using the new system and its features. The OWA is taking steps to develop a knowledge and information management platform (library), such as an intranet portal, that will connect staff across the province with current relevant best practices and better enable information sharing.

APPENDIX A: MULTI-YEAR PRELIMINARY PLANNING BASE

OFFICE OF THE WORKER ADVISER

Appendix A - Multi-Year Preliminary Planning Base

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											
OHSRP											
Toronto & Eastern											
Southw est											
North											
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 2026-27 (\$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											
OHSRP											
Toronto & Eastern											
Southw est											
North											
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 2027-28 (\$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											
OHSRP											
Toronto & Eastern											
Southw est											
North											
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

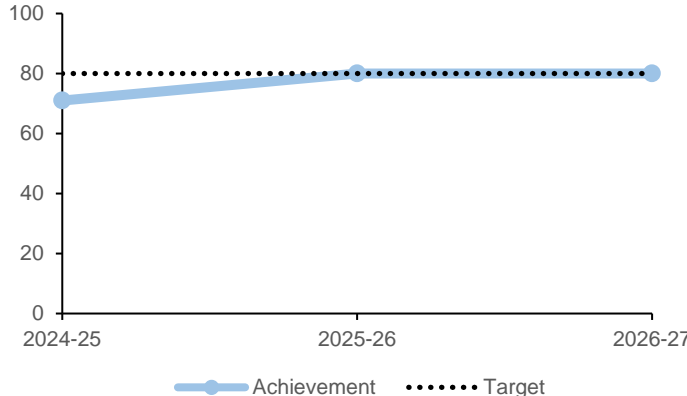
APPENDIX B: FULL TIME EQUIVALENT (FTE) DISTRIBUTION

2025-28 OWA BUSINESS PLAN FTE DISTRIBUTION TABLE				
Job Title	Job Classification	2025 - 26	2026-27	2027-28
		Regular FTE	Regular FTE	Regular FTE
Part-time Chair	Order in Council Appointment	Not applicable	Not applicable	Not applicable
Director	XEXE2	1.0	1.0	1.0
Business Integration & Operational Excellence Manager	M1108F	1.0	1.0	1.0
General Counsel, Manager CCSU	EL003	1.0	1.0	1.0
Legislative Interpretation Specialist	02293	3.0	3.0	3.0
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	46	46	46
Client Service Representative	OAD 08	13.5	13.5	13.5
Regional Service Coordinator	OAD 10	3.0	3.0	3.0
Service Coordinator	OAD 09	1.0	1.0	1.0
Team Lead, Planning and Accountability	5A004	1.0	1.0	1.0
Coordinator, Planning & Finance	5A001	1.0	1.0	1.0
Digital Communications Specialist	02705	1.0	1.0	1.0
TOTAL		82	82	82

APPENDIX C: PERFORMANCE MEASURES FOR WORKPLACE INSURANCE PROGRAM

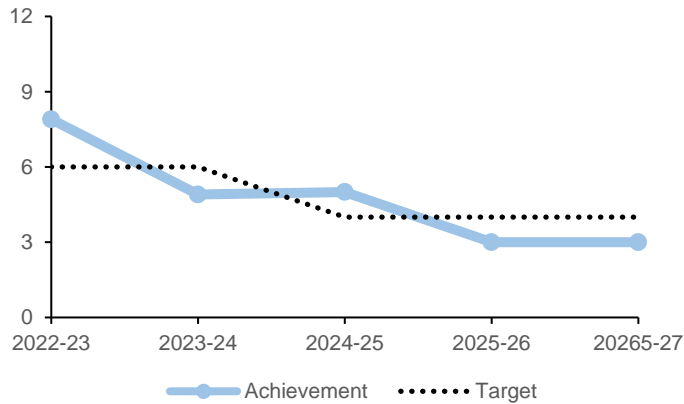
During the 2023-2024 fiscal year, and into 2024-2025, the OWA reviewed its performance measures. The 2024-2025 are forecasted out and will change based on year-end results and data quality review.

TIMELY SERVICE DELIVERY

New Performance Measure #1: Wait times for Summary Advice													
<div>Wait times for Summary Advice</div>  <table><caption>Wait times for Summary Advice Data</caption><thead><tr><th>Fiscal Year</th><th>Achievement (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2024-25</td><td>~70</td><td>80</td></tr><tr><td>2025-26</td><td>80</td><td>80</td></tr><tr><td>2026-27</td><td>80</td><td>80</td></tr></tbody></table>	Fiscal Year	Achievement (%)	Target (%)	2024-25	~70	80	2025-26	80	80	2026-27	80	80	<div>Agency Contribution</div> <p>The OWA contributes to the timely resolution of disputes within the workplace insurance system through education, advisory, and representation 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 (%)											
2024-25	~70	80											
2025-26	80	80											
2026-27	80	80											
<div>What does the graph show?</div> <p>This graph shows the timelines for staff to provide clients with summary advice.</p> <p>This is a new performance measure that had not been previously measured due to the limitation of our case management system. However, with the implementation of our new case management system, the OWA was able to report on this measure for the fiscal year.</p> <p>As this is a new performance measure, there are no statistics from previous years to offer a comparison.</p>	<div>2025-2026 Commitment</div> <p>The 2025-2026 commitment is to complete 80% of the summary advice within three business days.</p> <p>The OWA is currently at an average of 3.5 days to complete a summary advice.</p>												

Performance Measure #2: Wait Times for Offer to Review Case

Wait times for Offer to Review Case



Agency

The OWA supports workers by offering representation services on denied claims where there is a reasonable chance of success.

What does the graph show?

This graph shows the timelines for OWA to make an offer to review their case.

In previous years, the commitment was 6 months. Improvement has been made in this area in the last fiscal. The OWA would like to commit to decreasing the wait times to four months.

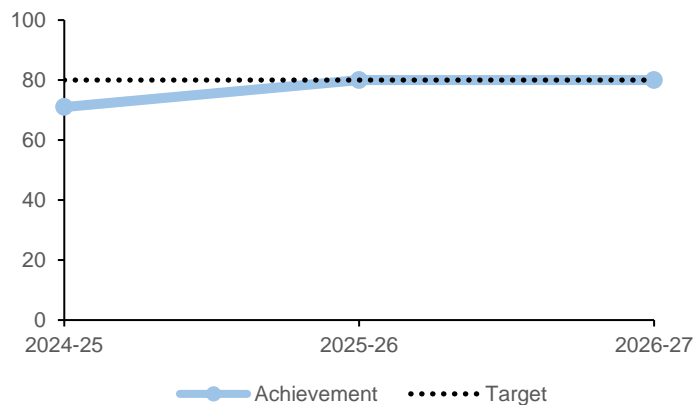
2025-2026 Commitment

The 2025-2026 commitment is four months.

For 2024-2025, OWA is forecasting an average five months wait time for offer to review cases.

New Performance Measure #3: Timelines (number of days) for a Case (Merit) Review

Wait times for Case Review



Agency Contribution

The OWA contributes to the timely resolution of disputes within the workplace insurance system through education, advisory and representation 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?

This graph shows the timelines for staff to complete a full case review.

This is a new performance measure that had not been previously measured due to the limitation of our case management system. However, with the implementation of our new case management system, the OWA was able to report on this measure for the fiscal year.

As this is a new performance measure, there are no statistics from previous years to offer a comparison.

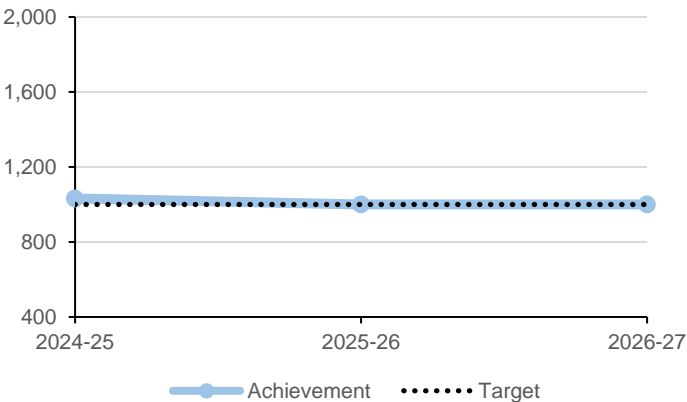
2025-2026 Commitment

The 2025-2026 commitment is 80% of cases where a Worker Adviser completed a case review in 30 days.

The OWA is currently at 25 days to complete a case review.

Performance Measure #4: Total Number of Written and Oral Submissions at WSIB and at WSIAT

Total Number of Written and Oral Submissions



Agency Contribution

The OWA contributes to the timely resolution of disputes within the workplace insurance system through education, advisory, and representation 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?

This graph shows the OWA's number of written submissions at the (both WSIB and WSIAT).

This is a new performance measure. OWA's new Case Management system can now track oral submissions. Going forward, the OWA will be able to report on both oral and written submissions. This is a new performance measure not previously tracked.

2025-2026 Commitment

The 2025-2026 commitment is approximately 1,000 submissions.

For 2024-2025, OWA is forecasting to exceed the target.

CLIENT SERVICE STANDARDS

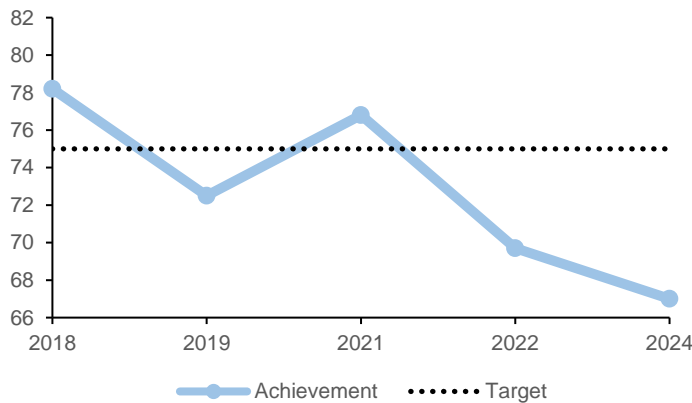
Performance Measure #5: Client Satisfaction Rate																			
<div><h3>Client Satisfaction Rate</h3><table><thead><tr><th>Fiscal Year</th><th>Achievement (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2022-23</td><td>90</td><td>80</td></tr><tr><td>2023-24</td><td>88</td><td>80</td></tr><tr><td>2024-25</td><td>80</td><td>80</td></tr><tr><td>2025-26</td><td>80</td><td>80</td></tr><tr><td>2026-27</td><td>80</td><td>80</td></tr></tbody></table></div>	Fiscal Year	Achievement (%)	Target (%)	2022-23	90	80	2023-24	88	80	2024-25	80	80	2025-26	80	80	2026-27	80	80	<div><h3>Agency Contribution</h3><p>The OWA contributes to the timely resolution of disputes within the workplace insurance system through education, advisory, and representation 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></div>
Fiscal Year	Achievement (%)	Target (%)																	
2022-23	90	80																	
2023-24	88	80																	
2024-25	80	80																	
2025-26	80	80																	
2026-27	80	80																	
<div><h3>What does the graph show?</h3><p>The OWA takes pride in the quality of service it provides to clients.</p><p>This measure tracks the percentage of survey respondents who indicated that they were “very satisfied” or “satisfied” with the service that they received.</p></div>	<div><h3>2025-2026 Commitment</h3><p>The 2025-2026 commitment is 80% (respondents that indicated they were “very satisfied” or “satisfied” with the service that they received).</p><p>Given the current number, the OWA will be able to meet our target.</p></div>																		

Performance Measure #6: Number of Client Satisfaction Survey Responses																			
<p>Number of Client Satisfaction Rate Responses</p> <table><tr><th>Fiscal Year</th><th>Achievement</th><th>Target</th></tr><tr><td>2022-23</td><td>140</td><td>180</td></tr><tr><td>2023-24</td><td>200</td><td>180</td></tr><tr><td>2024-25</td><td>270</td><td>180</td></tr><tr><td>2025-26</td><td>180</td><td>240</td></tr><tr><td>2026-27</td><td>180</td><td>240</td></tr></table>	Fiscal Year	Achievement	Target	2022-23	140	180	2023-24	200	180	2024-25	270	180	2025-26	180	240	2026-27	180	240	<p>Agency Contribution</p> <p>The OWA contributes to the timely resolution of disputes within the workplace insurance system through education, advisory, and representation 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																	
2022-23	140	180																	
2023-24	200	180																	
2024-25	270	180																	
2025-26	180	240																	
2026-27	180	240																	
<p>What does the graph show?</p> <p>The OWA takes pride in the quality of service it provides to clients. This measure tracks the number of survey responses received by clients who completed the Client Satisfaction Survey.</p>	<p>2025-2026 Commitment</p> <p>The 2025-2026 commitment is 240 in total number of responses.</p> <p>For 2024-2025, OWA is forecasting to exceed the target.</p>																		

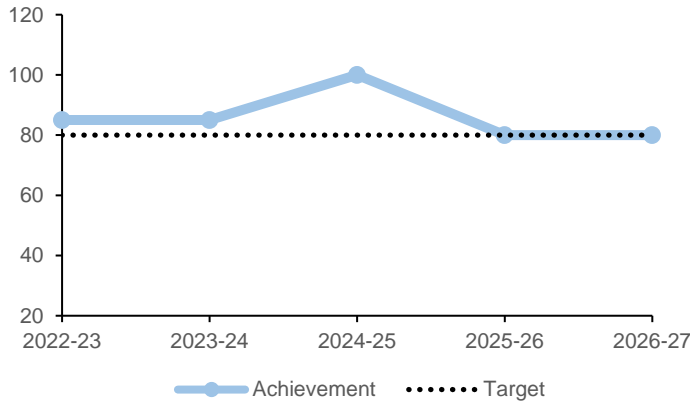
COMMUNITY OUTREACH

Performance Measure #7: Number of New Requests																			
<div><div>Number of New Requests</div><table><thead><tr><th>Fiscal Year</th><th>Achievement</th><th>Target</th></tr></thead><tbody><tr><td>2022-23</td><td>2800</td><td>3000</td></tr><tr><td>2023-24</td><td>2800</td><td>3000</td></tr><tr><td>2024-25</td><td>2700</td><td>3100</td></tr><tr><td>2025-26</td><td>3100</td><td>3300</td></tr><tr><td>2026-27</td><td>3400</td><td>3800</td></tr></tbody></table></div>	Fiscal Year	Achievement	Target	2022-23	2800	3000	2023-24	2800	3000	2024-25	2700	3100	2025-26	3100	3300	2026-27	3400	3800	<div><div>Agency Contribution</div><p>The OWA contributes to the timely resolution of disputes within the workplace insurance system through education, advisory, and representation 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></div>
Fiscal Year	Achievement	Target																	
2022-23	2800	3000																	
2023-24	2800	3000																	
2024-25	2700	3100																	
2025-26	3100	3300																	
2026-27	3400	3800																	
<div><div>What does the graph show?</div><p>This measure demonstrates total number of clients who reached out to OWA for advice. This measure would demonstrate success of community outreach by showing a positive trend in the coming years.</p></div>	<div><div>2025-2026 Commitment</div><p>2025-2026 commitment is to increase the number of new requests by 10%.</p><p>For 2024-2025, OWA is forecasting to be slightly below the target.</p></div>																		

WORKFORCE ENGAGEMENT

New Performance Measure #8: Overall Employee Engagement Survey Rate																			
<div>Overall Employee Engagement Survey Rates</div>  <table><thead><tr><th>Year</th><th>Achievement</th><th>Target</th></tr></thead><tbody><tr><td>2018</td><td>78</td><td>75</td></tr><tr><td>2019</td><td>72</td><td>75</td></tr><tr><td>2021</td><td>77</td><td>75</td></tr><tr><td>2022</td><td>70</td><td>75</td></tr><tr><td>2024</td><td>67</td><td>75</td></tr></tbody></table>	Year	Achievement	Target	2018	78	75	2019	72	75	2021	77	75	2022	70	75	2024	67	75	<div>Agency</div> <p>The OPS conducts an OPS Employee Engagement Survey to take the pulse of how staff are feeling about their work environment and organizational satisfaction and helps determine how engaged they are. There are questions in various categories from leadership to job satisfaction and motivation. The survey runs typically on biannual basis.</p>
Year	Achievement	Target																	
2018	78	75																	
2019	72	75																	
2021	77	75																	
2022	70	75																	
2024	67	75																	
<div>What does the graph show?</div> <p>This graph shows the OPS Employee Engagement Rates. This is a new performance measure not previously tracked.</p>	<div>2025-2026 Commitment</div> <p>The 2025-2026 commitment is 75%. In future years, the goal is to achieve a percentage of 75% on a consistent basis.</p>																		

APPENDIX D: PERFORMANCE MEASURES FOR OHSA REPRISALS

Performance Measure #9: Early & Alternative Dispute Resolution (EDR/ADR)																			
<p>Percentage of Representation Cases Resolved Through EDR or ADR</p>  <table><tr><th>Year</th><th>Achievement (%)</th><th>Target (%)</th></tr><tr><td>2022-23</td><td>85</td><td>80</td></tr><tr><td>2023-24</td><td>85</td><td>80</td></tr><tr><td>2024-25</td><td>100</td><td>80</td></tr><tr><td>2025-26</td><td>80</td><td>80</td></tr><tr><td>2026-27</td><td>80</td><td>80</td></tr></table>	Year	Achievement (%)	Target (%)	2022-23	85	80	2023-24	85	80	2024-25	100	80	2025-26	80	80	2026-27	80	80	<p>Agency Contribution</p> <p>The OWA contributes to the timely resolution of disputes within the workplace insurance system through education, advisory, and representation 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>
Year	Achievement (%)	Target (%)																	
2022-23	85	80																	
2023-24	85	80																	
2024-25	100	80																	
2025-26	80	80																	
2026-27	80	80																	
<p>What does the graph show?</p> <p>The graph shows that the program area resolved the number of OHSA reprisal cases it resolved through settlement.</p>	<p>2025-2026 Commitment</p> <p>The 2025-2026 commitment is 80%. For 2024-2025, OWA is forecasting 100% success rate.</p>																		

APPENDIX E: ORGANIZATION CHART

2025-2026 OWA Organization Chart

