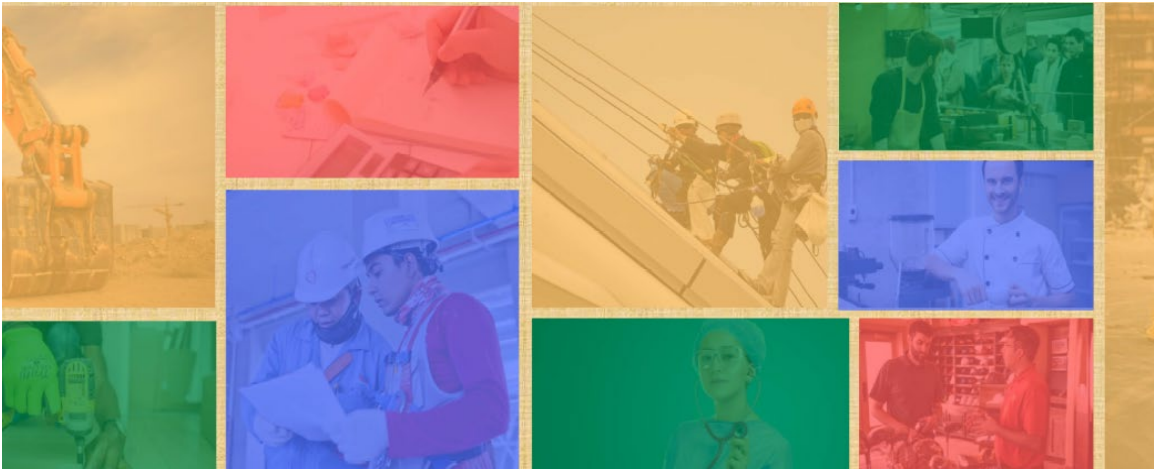




Annual Report

2021-2022

OEA | Office of the
Employer Adviser

INDEX

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A Message from the Chair

I'm very happy to join the OEA as Chair and feel privileged to work with a team of dedicated and skilled professionals.

I was also fortunate to meet with representatives from the WSIB, OWA and WSIAT and discuss issues that are important to all of us.

Our goal is to provide the best service we can to support employers in their dealings with the WSIB and in responding to OHSA reprisal complaints.

The OEA's educational webinar series shares a core framework of information about the workplace safety and insurance system and OHSA unlawful reprisals. During 2021-22, the agency's education work focused on updating our webinars and in February-March 2022, we offered a series of 17 sessions, that repeated the most popular topics.

The webinar presentations were accompanied by the implementation of a new digital survey of webinar registrants to assess satisfaction and offer an opportunity to suggest topics for future webinars. We're thrilled with the success and response to our webinar series. The series attracted registration from 4941 participants and 85% of survey respondents rated the webinar a 4 or 5, with 5 as the highest rating. The OEA refers fact-specific questions received during webinars to specialized staff to respond with client specific advice, offering employers an opportunity to learn more about the OEA and benefit from our services.

In addition, the agency prepared to launch a Chair's outreach to employer associations to raise awareness of OEA services; this outreach will launch in 2022-23. We look forward to working together with system partners to improve and facilitate client experience. During the year, OEA staff attended stakeholder sessions presented by the WSIB and WSIAT and started our participation in a pilot of the WSIAT e-share for digital case records.

Providing excellent quality services requires continuously upgrading our skills and remaining current of new developments in workers' compensation law and policy and OHSA reprisal complaints. The agency's knowledge management project strives to organize and leverage the knowledge and expertise of the OEA's specialized staff for staff training and generally.

We wish to express our appreciation to the agency's stakeholders, whose ongoing support is critical to the OEA's success, and to staff, for their excellent work and dedication to serving the employers of Ontario. "Stakeholders rarely agree on Workplace Safety and Insurance Board-related matters but there is near universal recognition that the Office of Worker Adviser and Office of the Employer Adviser provide useful services to help non-unionized workers and small employers navigate WSIB adjudication, appeals and the broader occupational health and safety system." (The WSIB in Transition, Section 1.8, November 2020)^[1]

The report that follows outlines the agency's work providing advice and representation for employers before the Workplace Safety and Insurance Board (WSIB), the Workplace Safety and Insurance Appeals Tribunal (WSIAT) and the Ontario Labour Relations Board (OLRB) and education about these areas of expertise.

Jim Dimanis, Office of the Employer Adviser

Part 1 OEA Mandate

The mandate of the Office of the Employer Adviser is established by Section 176(2) of the *Workplace Safety and Insurance Act, 1997* (“the WSIA”),

... to educate, advise and represent primarily those employers with fewer than 100 employees, in issues arising under the WSIA.

In addition, in 2011, the OEA mandate was increased, under the *Ontario Occupational Health and Safety Act*, Section 50, to include

... providing advice to Ontario employers facing reprisal charges at the Ontario Labour Relations Board (OLRB) – i.e., worker allegations that they have been unfairly treated by their employer after raising a health and safety issue - and representation at the OLRB for employers with fewer than 50 employees.

The OEA vision and mission flow from these legislative mandates:

OEA VISION

An Ontario in which small and medium-sized businesses operate safe, fair, and high-performing workplaces that contribute to a vibrant, competitive economy.

OEA MISSION

The OEA’s mission is to be the premier organization for providing advice and education to Ontario employers regarding workplace safety and insurance matters and health and safety reprisal issues. Our representation work focuses on employers with fewer than 100 employees in the workplace safety and insurance mandate and fewer than 50 employees in the OHSA unlawful reprisal mandate.

Part 2 Overview of WSIB Program and Activities

How the Program Works

The OEA provides advice to help Ontario employers manage workplace safety and insurance issues and meet their obligations under the Workplace Safety and Insurance (WSI) system in a timely and cost-effective manner. It is critical for employers to understand the very complex WSI program, avoid errors and safeguard their workplaces and their workers; and OEA advisory services are targeted to help them. Clients, using OEA services, get timely access to accurate information, make better business decisions, operate safer workplaces, and avoid appeals.

Experienced staff in the OEA Advice Centre provide just-in-time counsel to all Ontario employers who have WSI questions or concerns; representation services are limited by the OEA mandate to primarily serve employers with fewer than 100 employees. Since the agency is funded by employer premiums and administrative fees paid to the Workplace Safety and Insurance Board (WSIB) no fees are payable by employers using OEA services, thus ensuring the ready availability of expert and confidential advice. This is especially important for small employers, since they typically do not have expert resources available in-house. Access to the Advice Centre's trained personnel provides all employers with an equal playing field, enabling good decision-making and avoiding costly mistakes and unnecessary penalties.

The OEA Advice Centre is located in its Toronto head office, who take calls from employers about their workplace safety insurance concerns. The OEA Advice Centre assists employers with resolving disputes early in the process, ensuring that they are treated fairly at all levels in the workplace safety and insurance system, providing information to assist in getting injured workers back to work safely, and providing employers with practical advice on claims and account matters.

Since the Advice Centre also accepts e-mail enquiries, employers can raise their issues, at their convenience, outside business hours; these queries may result in a

return phone call from an Intake Adviser to discuss the matter in greater depth, over and above the usual emailed return advice.

The agency primarily represents employers with fewer than 100 employees in disputes arising under the *Workplace Safety Insurance Act* (WSIA), at both the Workplace Safety Insurance Board (WSIB) and at the Workplace Safety Insurance Appeals Tribunal (WSIAT) (see Figure 5), per its mandate. At the WSIB operating level, representation services involve negotiation, which is provided by an Intake Adviser or by an Employer Specialist, by means of telephone calls and/or correspondence. At the two appeal levels (WSIB Appeals Branch and WSIAT), as well as in return-to-work or work re-integration negotiations, Employer Specialists provide the representation services. At this level, representation involves a range of activities, from negotiation to appearing at mediations or hearings with the employer and managing the case on their behalf.

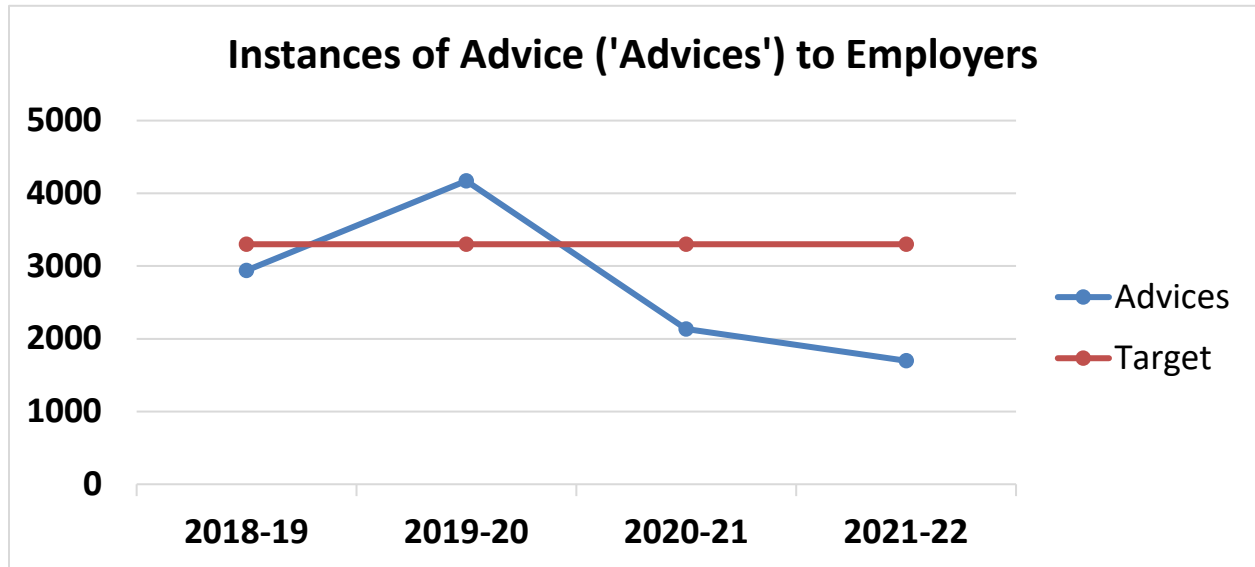
Advisory Services

Intake Advisers in the agency's Advice Centre strive to respond to all employers' calls as soon as possible. Employers' calls range in the time from a couple of minutes to hours, depending on the complexity of the issue(s) under consideration; for instance, providing support to complete a WSIB form and in-depth assistance with a classification or premium issue. The agency's trained Intake Advisers provide advice that is detailed, thorough and tailored to the business requirements of each employer. Our staff strive to answer employer calls when they occur, with the goal of minimizing 'telephone tag', and aligning to an employer's schedules, resulting in prompt and timely advice.

Fiscal 2021-2022 saw a decrease in the advice provided over the previous year – i.e., 1,698 this fiscal year versus 2,133 for last year. This 20% decrease coincided with further waves during Ontario's pandemic response. However, the complexity of the enquiries and the advice continues to increase, changing the nature of what we are providing at the Advice Centre level. We anticipate the complexity to continue due to the WSIB's new approach to setting employer premium rates (Rate Framework). Because the Advice Centre and OEA staff are dealing with incoming, public facing problems and queries, it is difficult to predict service demand.

Looking forward, we anticipate a return to our pre-COVID-19 numbers of enquiries. And the OEA's webinar series is an example of education supports for employers that also raises public awareness of the OEA's services, so the agency is top of mind as an employer's solution of choice for workplace safety insurance issues.

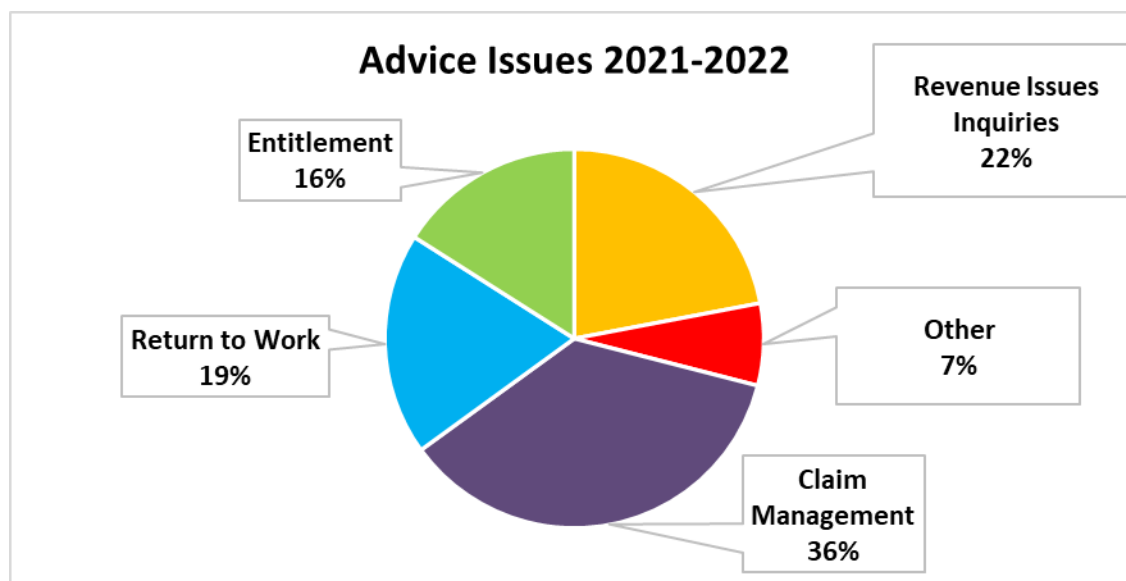
Figure 1



This year, the area of focus for employers was Claims Management, at 36%, which increased from last year's reported 28%. Revenue represented 22% of all enquiries, a decrease from last year's 27%. Instances of Return-to-Work queries decreased slightly; entitlement queries remained the same at 16%.

Figure 2 provides a graphic representation of the workplace safety and insurance issues facing Ontario employers and their business priorities, as derived from our advice statistics. It also reflects the complexity and variety of issues employers faced this year.

Figure 2



When calling the OEA for advice, employers receive prompt attention from an Adviser. Timely access to expert advice means time saved for employers, and ensures their concerns are discussed – and resolved – efficiently. Similarly, e-mail enquiries are responded to on a priority basis, within one business day.

Our client satisfaction surveys indicate that agency clients are very satisfied with the services provided by the OEA and it is felt that at least part of that satisfaction is due to the prompt attention of the Advice Centre.

E-mail queries sent to the Advice Centre continue to increase incrementally with an 17% increase compared to last year (204 for 2021-22; 174 for 2020-21; and 118 for 2019-20). The increase in e-mail enquiries can be attributed to the live webinars presented this year, e-bulletins, Twitter, and the website form allowing employers to ask questions via email directly from the website. As with telephone enquiries, it is difficult to predict service demand or maintain consistent, stable numbers. It is important that employers have an alternative method of getting answers to their questions, especially outside agency core business hours.

We also rely on the website to provide timely information to Ontario employers whenever they are looking for it, 24/7. Where the referral source was available, 4% of the instances of advice provided in 2021-2022 came to the agency via the OEA's website inquiry form, compared to 8% the previous year. In addition, 7% of advices provided in 2021-2022 were from employers who came to the agency via OEA events (webinars), which is a decrease the previous year, reflecting fewer webinar sessions offered while the agency worked on updates to reflect comments and feedback from the 2020-21 series.

Workplace Safety and Insurance Representation Services

Through all its services, the OEA plays an important role making the system more accessible to small employers and reducing conflict in the Workplace Safety Insurance (WSI) system.

The OEA's regionally located Employer Specialists provide advice and representation to Ontario employers. Many employers have come to know their local specialist through referrals from the WSIB, the Workplace Safety and Insurance Appeals Tribunal (WSIAT), health and safety associations (HSAs), community and business groups, the webinar program, or existing and former OEA clients. Employer Specialists also routinely provide educational presentations for local community groups, virtually during this past year. Employers, and employer associations, have historically established on-going relationships with their regional representatives; maintaining, and increasing, regional contact and local presence remains a priority for OEA staff.

OEA staff also maintain good working relationships with staff at the WSIB. Agency personnel work with their WSIB counterparts to ensure that Ontario employers have high quality representation within the system. The agency's focus on reaching unrepresented employers continues; staff work with the Board to have referrals made to the OEA where appropriate. Our involvement in such matters as return to work (RTW) plans and negotiations supports a solution that returns employees to the job in a timely, cost-effective manner, removing some strain from the system. Similarly, agency staff work closely with the WSIB Collections Branch, to facilitate the payment of premiums that are due and to ensure that employers pay their share in a sustainable way that complements their on-going business needs.

Negotiations continue to be a preferred interim resolution step, since they usually offer a more timely, more efficient solution. Because employers need to, and prefer to, spend their resources on activities associated with direct contributions to their profitability, an appeal is usually the second-choice dispute resolution method. In response to this employer bias, the OEA continues to promote the early resolution of disputes.

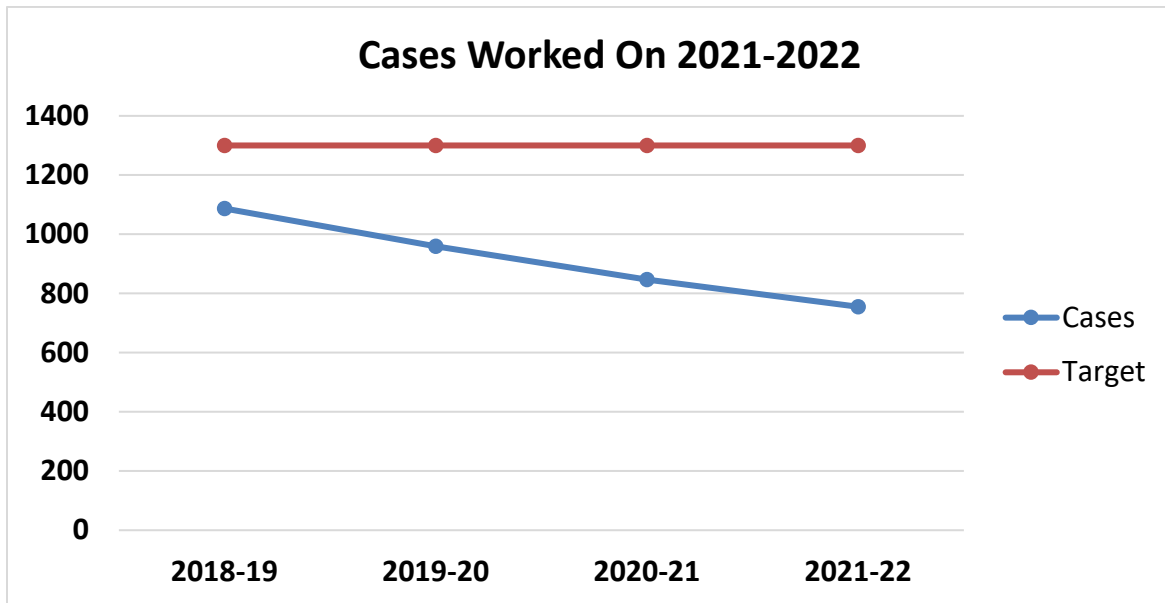
Performance Measure A1 (see Appendix A) reflects the agency's achievement in this effort: in 2021-2022 the OEA resolved 60% of disputes without a hearing, compared to last year's 68% - slightly below the 65% target level. Since OEA staff have no direct control over whether an employer and/or worker agrees to a negotiated settlement, the agency is pleased with the way it has been able to contribute to the lessening of conflict within the WSI system through the resolution of so many disputes without an associated hearing.

While these efforts often successfully conclude cases at the Board operating level, many cases do proceed to appeal. Also, some employers do not learn of the availability of OEA (free) services until their case has progressed to the appeal stage. During 2021-2022, there were 755 cases worked on (847 cases in 2020-21). Employer Specialists represented employers in 83 cases that involved mediations/negotiations (149 in 2020-21). Whether cases proceed to appeal or not, agency staff always strive to resolve matters as quickly as possible. In a system where 95% of appeals are worker-driven, OEA involvement improves balance in the system, ensuring that employers' perspectives and needs are being both represented and respected.

Further analysis of the 755 cases worked on during the 2021-2022 reporting period reveals the following:

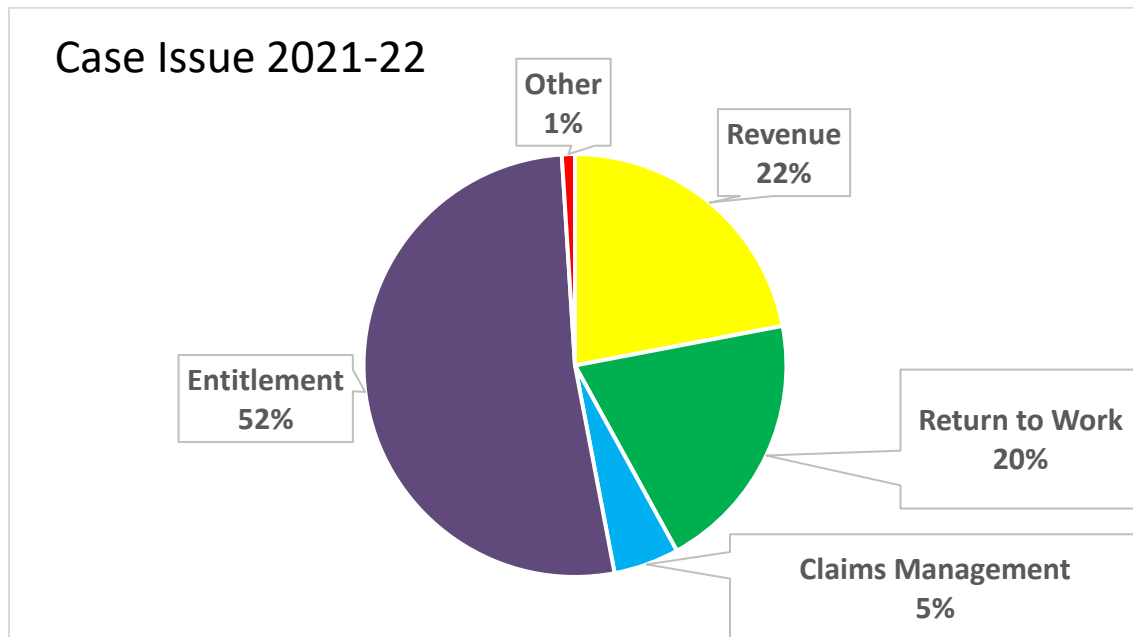
- 265, or 35%, were resolved, a decrease from last year's 42.7%.
- 234 cases, or 31%, were new in-year, an increase over last year's 28.6%.
- 46 % of all cases worked on in year had 'successful' or 'mixed' outcomes.

Figure 3



In comparison with the data for instances of advice, analysis of the representation issues reflects the focus on entitlement issues at appeal levels. As in last year's report, Entitlement is the number one concern for employers represented by the OEA – representing 52% of representation issues. Revenue is in second place as the primary issue for 22% of employers (a slight decrease from last year). Return to Work 20% and Claims Management 5% are in third and fourth place respectively (identical to last year).

Figure 4



The OEA provides these valuable services to Ontario employers through the professional, dedicated efforts of its staff. Staff training is ongoing in order to ensure that everyone is current with Board policies and procedures and on top of workers' compensation practices, and thus provides expert and up-to-date advice to OEA clients. Developing our knowledge and experience with the WSIB's rate framework remains a substantive training focus to support our clients through the transition to this new program. With the shift to video hearing and digital case materials, another training focus will be gaining familiarity, practice, and opportunities to share lessons learned to effectively work with digital records during the hearing processes. To learn from others, OEA LSO-licensed staff attended an Ontario Bar Association (OBA) session "practical tips to master remote hearings".

Education of Employers

On average, a small employer has a workplace injury occur only once every seven or eight years. At the time of the injury, the employer's need for information about claims management and return to work is acute. Chances are, however, that most small business owners do not have the requisite information at their fingertips, since most of their time and resources are of necessity focused on business growth and profitability. Compounding this lack of information is the fact that few small employers have the time or available staff to attend seminars or education sessions, either when a need arises or on a pro-active basis.

Accordingly, the OEA's educational strategy continues to be a multi-channel approach which makes information available to employers in a variety of formats that are timely, relevant, and accessible. The OEA shares updates, practical tips and information with Ontario employers, clients, and stakeholders about our areas of specialty using webinars, our website, employeradviser.ca, social media via Twitter @askOEA, and e-bulletins.

The focus of the agency's education strategy is to raise awareness and understanding about the WSI system among employers and to raise awareness about the services that the OEA offers to employers. This is accomplished by posting useful information and tools on the OEA website; by assisting stakeholders with their education initiatives where appropriate; and, more recently, providing webinars directly to interested parties, with registration available via the OEA website.

It is an ongoing challenge for the OEA to be and remain 'front-of-mind' as a primary resource for Ontario employers with regard to their workers' compensation issues. Increasing awareness across all business sectors of our free, expert, and confidential services and sustaining that awareness among our client community, remain the most significant outreach and marketing challenges for the OEA. As a result, the agency tracks the proportion of OEA clients who returned to the agency for assistance and

employers who used agency services for the first time. In 2021-2022 42% of client interactions were from a first time OEA user, an increase over last year's 37%.

Website – a core suite of information for employers

The [OEA website](#) is organized into construction and non-construction focused portals,. The website, in conjunction with the availability of our live Advice Centre services, ensures that employers have ready access to the information they need, as and when needed, to meet their WSI responsibilities.

The OEA website allows employers to register to view recorded webinars on a variety of topics directly from the website. This year, the website was updated to reflect changes stemming from the implementation of the Rate Framework, changes in COVID-19 policy and changes to the Return-to-Work policy. The website continues to be updated to reflect changes in the Workplace Safety and Insurance System; keeping Ontario employers informed and up to date with current and relevant information.

Webinars – live and recorded

In 2021-2022, the OEA focused on webinars, live, and recorded, to fulfil our education mandate.

During the fiscal year, the agency updated our 11 webinar topics and retired our webinar on Covid-19 referencing the content in other topics as appropriate. Our webinars cover such topics as completing a Form 7, return to work, the WSIB's appeals process and mental stress. These 11 webinars were offered in an extended series over the course of 2 months with the most popular topics repeated, resulting in 17 webinars offered to employers. Employers could choose to watch the whole series or dip into topics of interest. The OEA's webinar series continues to align well with the move to virtual meetings necessitated by the COVID-19 pandemic. This approach was positively received with 4941 participants attending the webinars.

Of the 4941 participants, 915 completed a post webinar e-survey (18.5% response rate). 86.2% of the participants who completed the survey, when asked "Did the

information session help you understand the topic?” - rated it a 4 or 5 – on a scale of 1 to 5 with 5 representing “completely”.

In addition, when asked “Overall, how would you rate the information session?” 85.4% of the participants who completed the survey rated it 4 or 5, with 5 representing the highest rating.

The updated webinars will be recorded and posted on the OEA website, during the first half of 2022-23. Webinars have proven to be an effective and popular way to fulfill the OEA education mandate, directly providing relevant information to employers at locations convenient to them, and with the least time commitment from them. It is also a tool for the OEA to disseminate information about upcoming issues, such as changes in policies or procedures, to affected employers in a timely fashion. Visitors to the OEA website can view all of the OEA educational webinars and access a mechanism to ask questions and request further information while watching the webinar.

Live webinars are scheduled and advertised using e-bulletins and the OEA on Twitter @askOEA. Live webinars focus on substantive, timely issues impacting employers, for example the changes to the WSIB’s premium rate setting process and the WSIB’s approach to COVID-19. The agency will continue to try and improve the impact of its outreach and education efforts and bring as many Ontario employers as possible to the OEA to address their WSI system and OHSA reprisal needs.

As a result of the COVID-19 pandemic, the OEA did not provide in person presentations to stakeholders/employer groups this fiscal year.

E-Bulletins

The OEA e-bulletins are now sent to approximately 240,000 employers. This electronic database consists of email addresses obtained from the WSIB from employers who signed up for e-services, along with clients of the OEA and presentation/webinar participants. Employers can also sign up for e-bulletin subscriptions while visiting the OEA website.

Twitter

The agency is leveraging Twitter, tweeting practical information in French and English that covers such topics as WSIB policy changes, reminders about employer obligations under the *Workplace Safety and Insurance Act* and important upcoming dates

Since starting on Twitter in January 2013, the OEA has gained approximately 2,800 followers – 2,584 English and 161 French. Tweets are posted several days a week and include updates on changes in WSIB policy, ‘did you know’ facts from the OEA website, and special tweets when the Board issues news releases on such things as premium changes for the upcoming year. Followers include employer associations and organizations, as well as individuals.

Moving forward, the OEA is exploring ways to enhance our digital and social media content and engagement; investigating and assessing other social media opportunities as cost effective means to increase our marketing ‘reach’. The use of technology allows the OEA to maximize its resources to cost effectively and efficiently reach out to Ontario employers, share information about Workplace Safety and Insurance responsibilities and raise awareness about how the OEA can help.

Stakeholder Associations

The OEA management team actively participates in meetings and events of stakeholder organizations, including the Ontario Business Coalition, the Ontario Mining Association, the Canadian Manufacturers and Exporters and the Electrical Contractors Association of Ontario.

OEA Return to Work Module, WSIB Health and Safety Excellence Program

During the 2019-2020 fiscal year, the Workplace Safety and Insurance Board launched the Health and Safety Excellence Program, replacing the Small Business, Workwell and Safety Group programs. The Excellence Program is a single health and safety program that encourages continuous improvement. The program provides businesses with the opportunity to invest in their workplace health and safety, which could result in lower

premium rates, earning rebates and recognition. The elimination of the Small Business, Workwell and Safety Group programs, coupled with the cancellation of the education sessions associated with these programs, eliminated key education session/outreach opportunities for the OEA.

In 2020-2021, the OEA developed a new RTW information session with employer tools that met the educational requirements of the Excellence Program. The OEA also engaged with Senior Management of the Excellence Program and was recognized as a return-to-work subject matter expert. The OEA RTW information session and employer tools received official endorsement by the WSIB Excellence Program.

The OEA partnered with the WSIB to communicate the availability of the RTW program to WSIB staff, program providers and system partners. The OEA marketed a series of Excellence Program RTW information sessions that were exclusively presented to employers registered in the Excellence Program through the WSIB and program providers in late 2020-2021 and in 2021-2022. In 2021-2022 these six exclusive information sessions attracted 270 participants.

Starting in January 2022, the WSIB marketed the OEA's regularly scheduled RTW information sessions to employers registered with the Excellence Program. When registering for the OEA's information sessions, employers were asked to identify as Excellence Program employers.

Of the 753 participants who registered for the three RTW information sessions that took place in 2022, 216 participants identified as employers registered with the Excellence Program (28.7%).

Ongoing dialogue and cooperation between the OEA and the WSIB Excellence Program will explore whether OEA information and data can contribute further to positive employer experience with the Excellence Program.

Part 3 OEA Clients

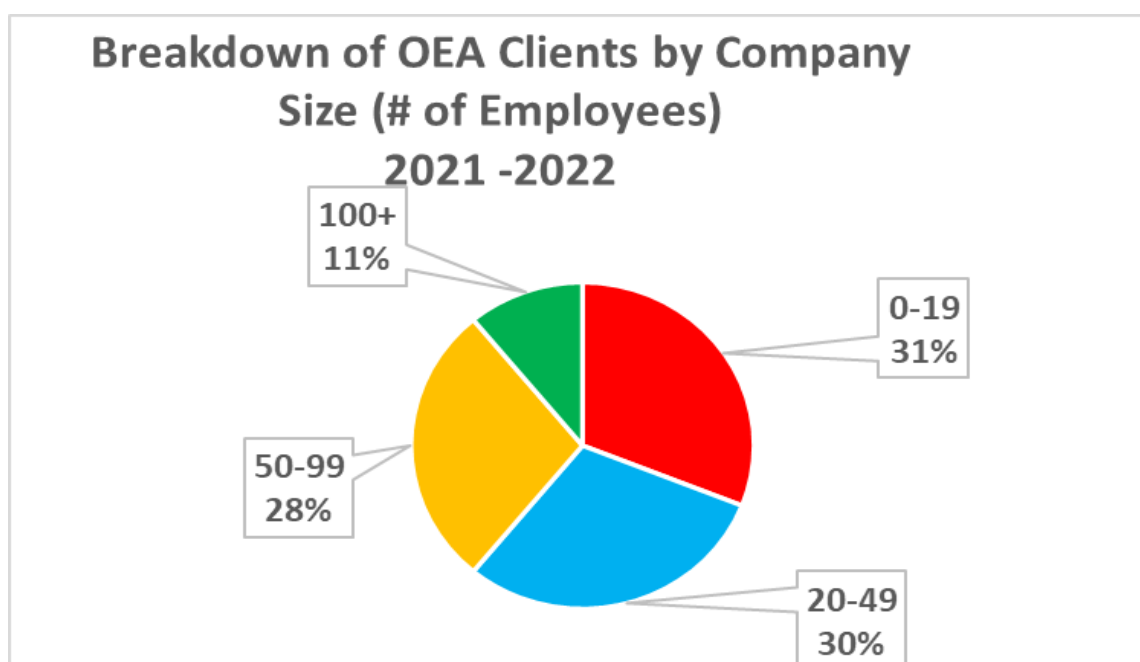
Since the OEA's mandate is to serve primarily those employers with fewer than 100 workers, the merit review undertaken before the OEA represents an employer includes determining their size. In fiscal 2021-2022, 14% of OEA clients provided with agency representation had more than 100 employees – a slight increase over last year.

It is not administratively viable to screen employers contacting the OEA Advice Centre in order to deny advice to those with more than 100 employees; and permitting access to advice to all Ontario employers is beneficial to the system, overall. Thus 20% of all advice provided during 2021-2022 were provided to employers with 100 plus employees – a slight decrease over the previous year.

The OEA will continue to provide advice services to all Ontario employers who contact us.

Figure 5 provides the breakdown of all OEA clients by company size (numbers of employees) for 2021-2022.

Figure 5



The sectorial analysis of OEA clients, below, is based on WSIB classifications. The breakdown is consistent with the prevalence of small to medium sized employers in the different industry sectors. The construction industry continues to be the agency's largest client group at 42%, an increase from last year's figure of 36%, and reflects the significant impact of Board policies on this sector. Other sectors mirror the overall business distribution of Ontario employers.

Figure 6

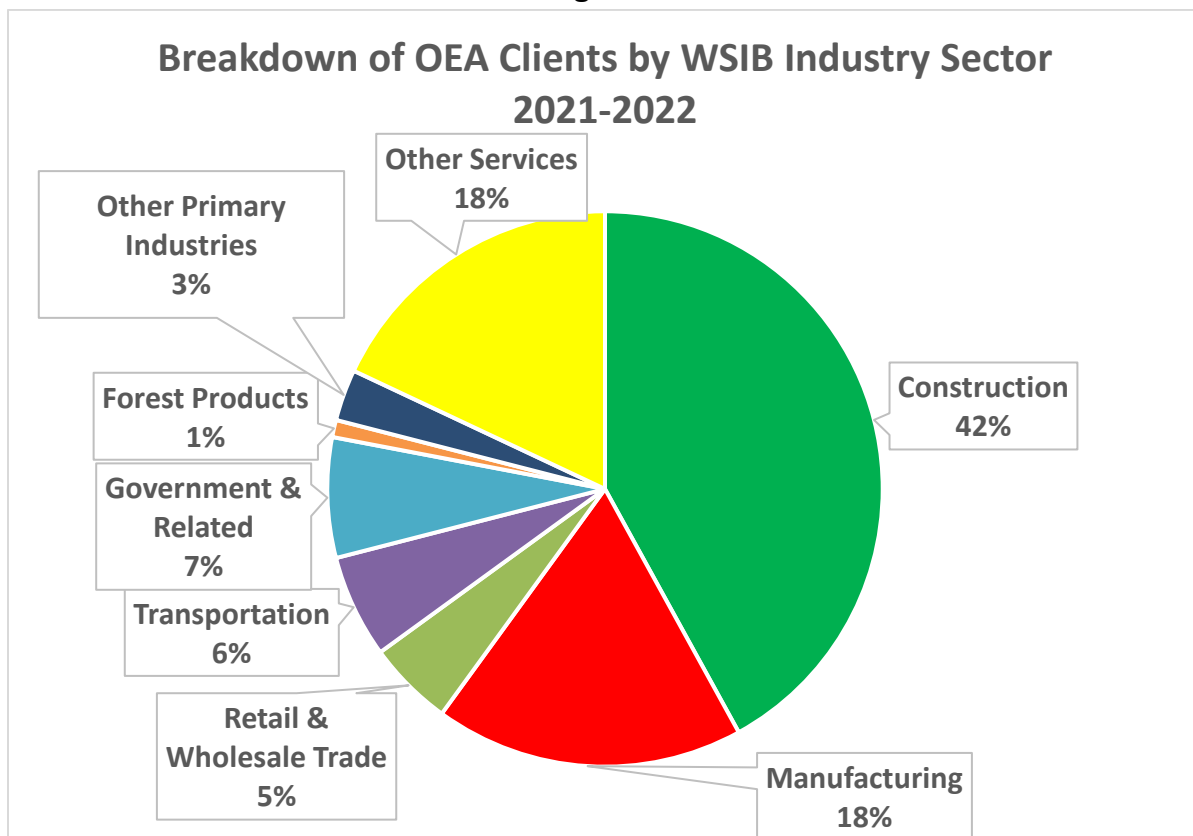
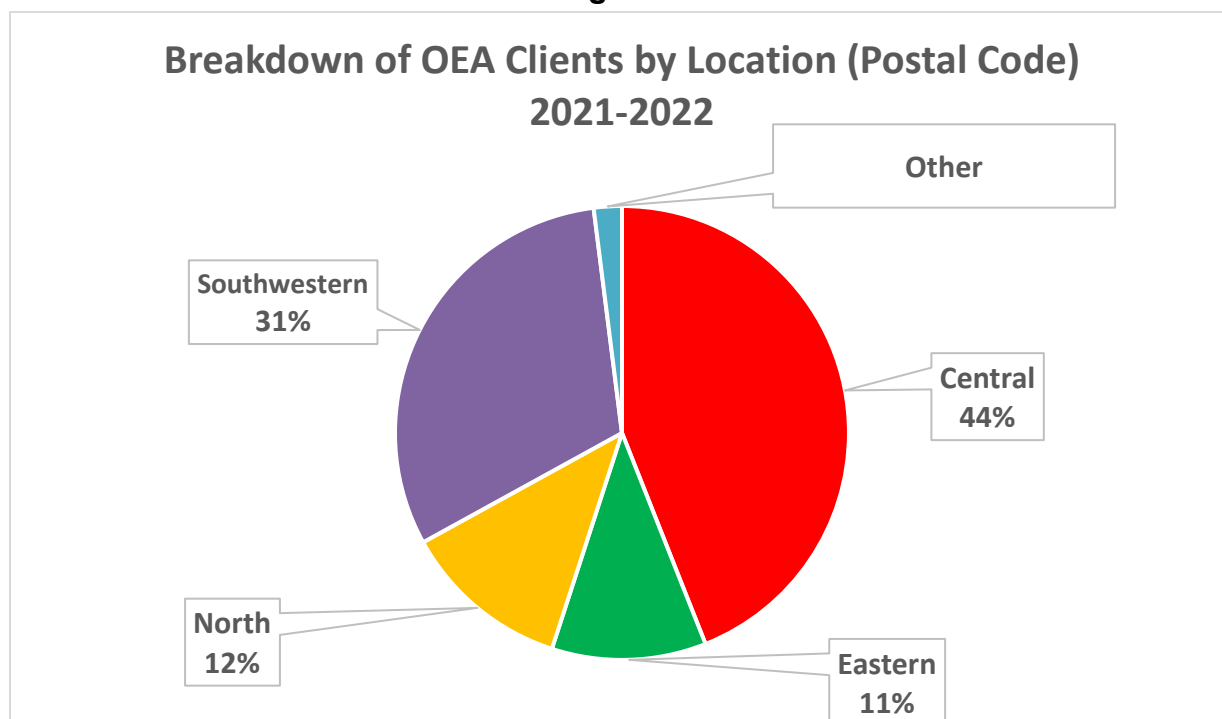


Figure 7 provides the breakdown of the regional distribution of OEA clients for 2021-2022. Service delivery reflects the population and business demographics of the province, with the Central area, which includes the Greater Toronto Area, comprising the largest client group. The distribution is very similar to last year. The agency's location of Employer Specialists around the province facilitates the provision of representation services to employers in their local area, as appropriate.

Figure 7



Client Satisfaction

Client satisfaction is assessed for both the Advice Centre and Representation services.

Feedback on advice provided by the Advice Centre, as measured through random telephone surveys, is 100% for this fiscal year. Clients willing to recommend the services of the OEA to other employers is also 100%.

The client satisfaction feedback surveys for representation services indicated that 100% of employers were satisfied with their OEA representation, 94% also said that they would recommend agency services to others. Both continue to be higher than the

target level of 90% and indicate a client community that is appreciative of the work done on their behalf by agency staff.

The current client satisfaction metrics are based on telephone surveys and a specific statistical methodology to ensure data is not skewed (e.g., responses are taken from a cross-section of Intake Advisers and Employer Specialists) and are dependent on a number of factors that impact the number of eligible clients that can participate in a survey in any given year (e.g., the number of files closed). Employers represented in a case are only eligible to be surveyed once a file is closed.

The client satisfaction rate, and the clients willing to recommend the services of the OEA, continue to meet or exceed the target level set at 90%. The OEA is very proud it can annually report this high level of satisfaction and is very pleased that clients value the services that are being provided. Customer satisfaction is of the utmost importance to the OEA.

Part 4 Overview of Section 50 Program and Activities

Advisory and Representation Services

Since April 2012, the OEA has been responsible for the provision of advice and representation services for Ontario employers facing Section 50 complaints under the Ontario Occupational Health and Safety Act.

In addition to the information and guidance provided on the OEA section 50 website, employers can call the Advice Centre for assistance. Referrals for representation services come through those two sources or through a direct referral from the OLRB (Ontario Labour Relations Board).

The OEA provided the following services to the employer community in 2021-2022:

- 2 general information calls were taken.
- 34 case-specific enquiries (advice) were provided.
- 3 representation cases were undertaken

These representations were settled and withdrawn; these outcomes are consistent with the OLRB's approach to resolving these cases by first offering mediation services. Settlements range from the provision of a Letter of Employment to a (usually small) monetary payment. In most settled cases, the employer got a full and final release of any and all claims arising from employment or the termination thereof.

- Although detailed surveying of clients regarding their satisfaction was not undertaken during this period, informal feedback from employers has been very positive – especially considering the negative environment within which these services are required and delivered.
- Geographical, the enquiry distribution ranged across the province as follows – Northern 6%; Southwestern 26%; Eastern 9 %; Central 59%

Demand for Section 50 representation is intermittent and variable. Representation is time sensitive because of the time limits imposed by the OLRB process to respond to complaints.

Part 5 Client Testimonials

We are pleased to provide the following excerpts from communications received from OEA clients, commenting on the services they received from its staff; note that no spelling edits have been made to the quotes:

Many thanks for the update and especially for the excellent service throughout this file.

(Original in French)

M.D.

Hawkesbury

Thank you XXXX for your support throughout this process. Your professionalism and expertise are greatly appreciated.

K.B.

Hamilton, Ontario

Thank you again for taking this case and I truly appreciate all your hard work on it. I thought your presentation was outstanding. This loss in no way reflects on you and as you knew and told me going in, it could have gone either way.

J.C.

LaSalle, Ontario

I appreciate your input and time on this and truly value your expertise.

P.D.

Listowel, Ontario

You are very talented, and I will contact you in the future if I have a need.

Take care and thank you again.

R.B.

London, Ontario

YAY!!!!

I'm sooooooooo excited!!!! Thanks for all your help.

N.R.

Windsor, Ontario

Thank you for that, along with your light heartedness and realism with regards to the matter over these past years...it's been a long one, but you've made it all tolerable. You have a way of bringing reassurance during a time when most are terrified and feeling completely stuck. You're more than in the right field, now please don't go anywhere! I almost hope I don't speak to you again but if the need ever arises I know I can take a deep breath as we've got you in our corner. Thank you, thank you...

C.C.

Napanee

... we can certainly attest to the value OEA has for employers.

B.H.

Brockville, Ontario

I want to thank you for all your help with these issues.

Navigating wsib is very challenging for small business owners and your assistance is greatly appreciated. You cured me of many sleepless nights.

Thank you!

F.B.

Casselman, Ontario

All is agreed upon and settled. Thank you for your wonderful service.

M.T.G.

Winchester, Ontario

I truly want to thank you for everything you have done for us...

You are the best

J.D.

Ottawa, Ontario

The OEA routinely receives messages of appreciation after presentations to employer stakeholder groups and we are proud that our participation contributes to greater employer knowledge of the WSI system and awareness of the services and resources available.

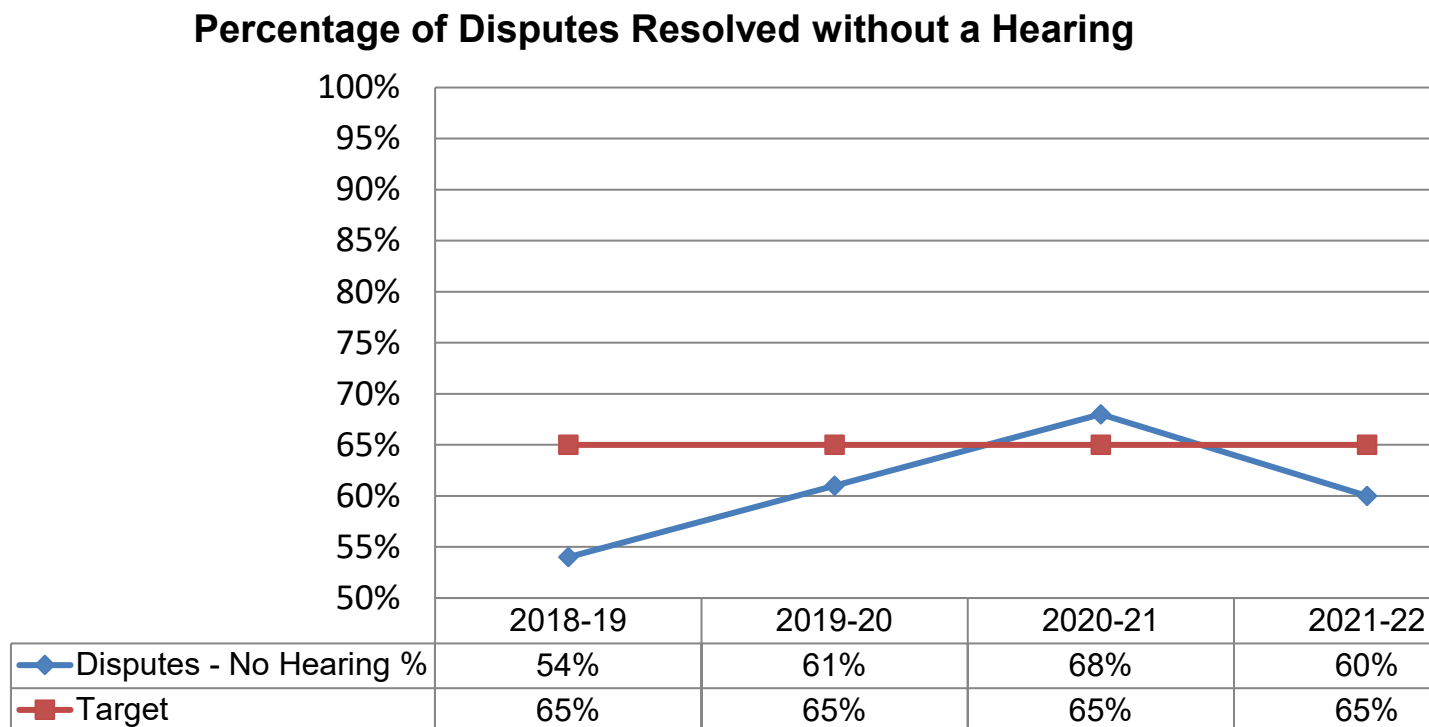
Appendix A: OEA Performance Measures 2021 -2022

Appendix A: OEA Performance Measures 2021 - 2022

Key Activities: Advice and Representation Services

A1

Performance measure for 2021 - 2022 Percentage of disputes resolved without a hearing



Appendix A: OEA Performance Measures 2021 -2022

What does the graph show?

While the OEA consistently contributes to the reduction of adversity in the workplace safety and insurance system and helping employers to manage disputes more efficiently and effectively, the measure is not directly controlled or controllable by the OEA. Ultimately, since most appeals are worker-driven and employers have the final decision on whether or not to settle prior to a hearing, this measure will fluctuate according to employer climate and issues in any given year. This year the agency did meet its target. The OEA continues to help a substantial number of employers prior to the hearing stage.

Agency Contribution

OEA staff employs alternate dispute resolution strategies such as negotiation and mediation to help employers resolve disputes at an earlier stage.

In revenue matters where the dispute only involves two parties (i.e., the WSIB and the employer), every effort is made to resolve matters at the operating level. However, 95% of appeals are worker-driven and employers often contact the OEA for assistance after the dispute has proceeded to the appeal level. This limits the target that can realistically be achieved

2021-22 Commitments

The commitment for 2021-2022 was 65% of disputes resolved without a hearing, which was not met.

Long-term Target

The long-term target is 65%

Proposed for Publication

Internal Use Only

☒ Existing Measure

☐ New Measure

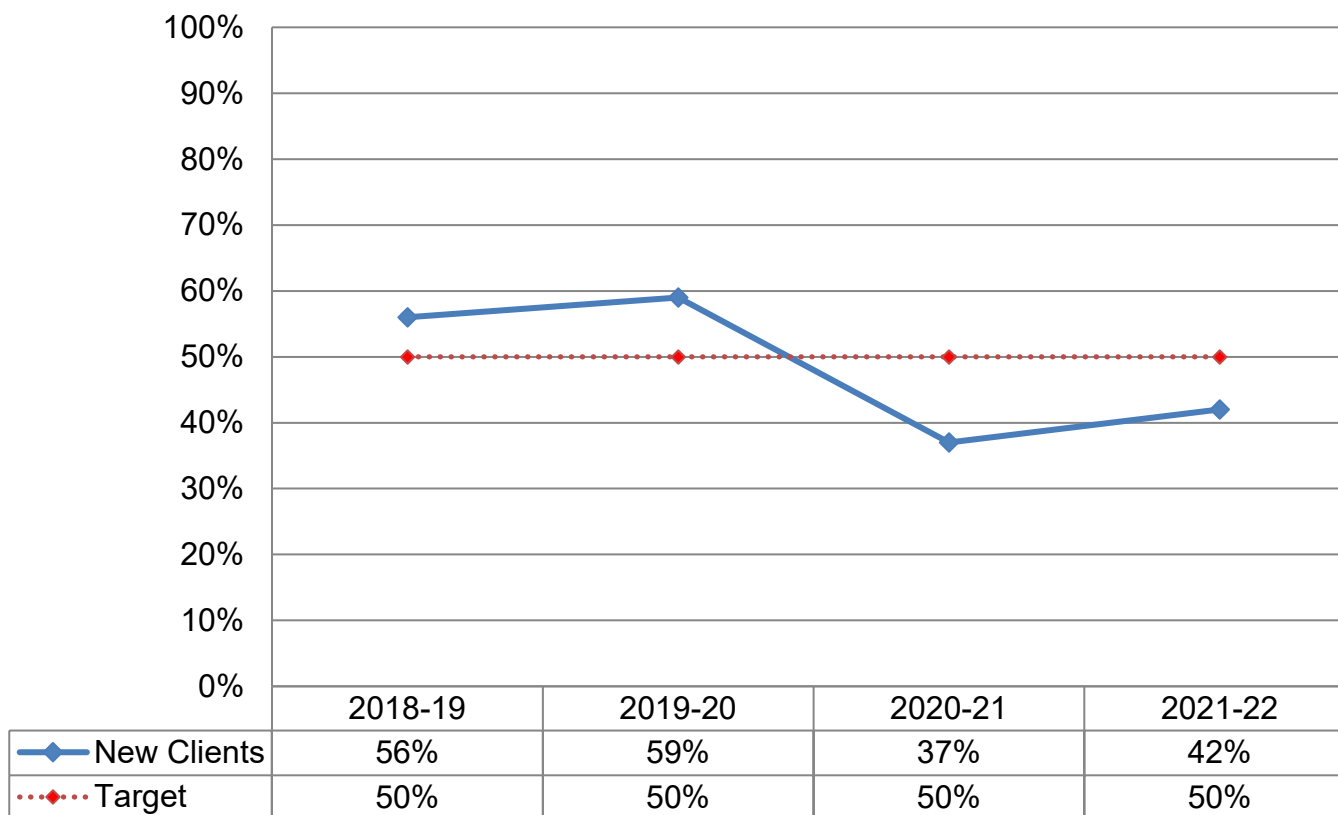
Appendix A: OEA Performance Measures 2021 -2022

Key Activities: Advice and Representation Services

A2

Performance measure for 2021-2022: Percentage of clients served in year that used OEA services for the first time

Percentage of New Clients Served



Appendix A: OEA Performance Measures 2021 -2022

What does the graph show?

We continue to try and inform as many employers as possible of our pre-paid, confidential services. Much work remains to be done to ensure that more Ontario employers are aware of, and avail themselves of, the OEA and its services.

Agency Contribution

Client feedback consistently calls on the OEA to ensure that more employers are aware of our services. The OEA also strives to build employer awareness of their rights and responsibilities under the *Workplace Safety and Insurance Act*.

This measure helps to determine whether the agency is expanding its reach to those eligible employers who are paying for OEA services in their WSIB premiums, but who have not previously accessed our services.

2021-2022 Commitments

The commitment for 2021-2022 was 50% new clients served in year. This target was not met.

Long-term Target

The long-term target is 50%.

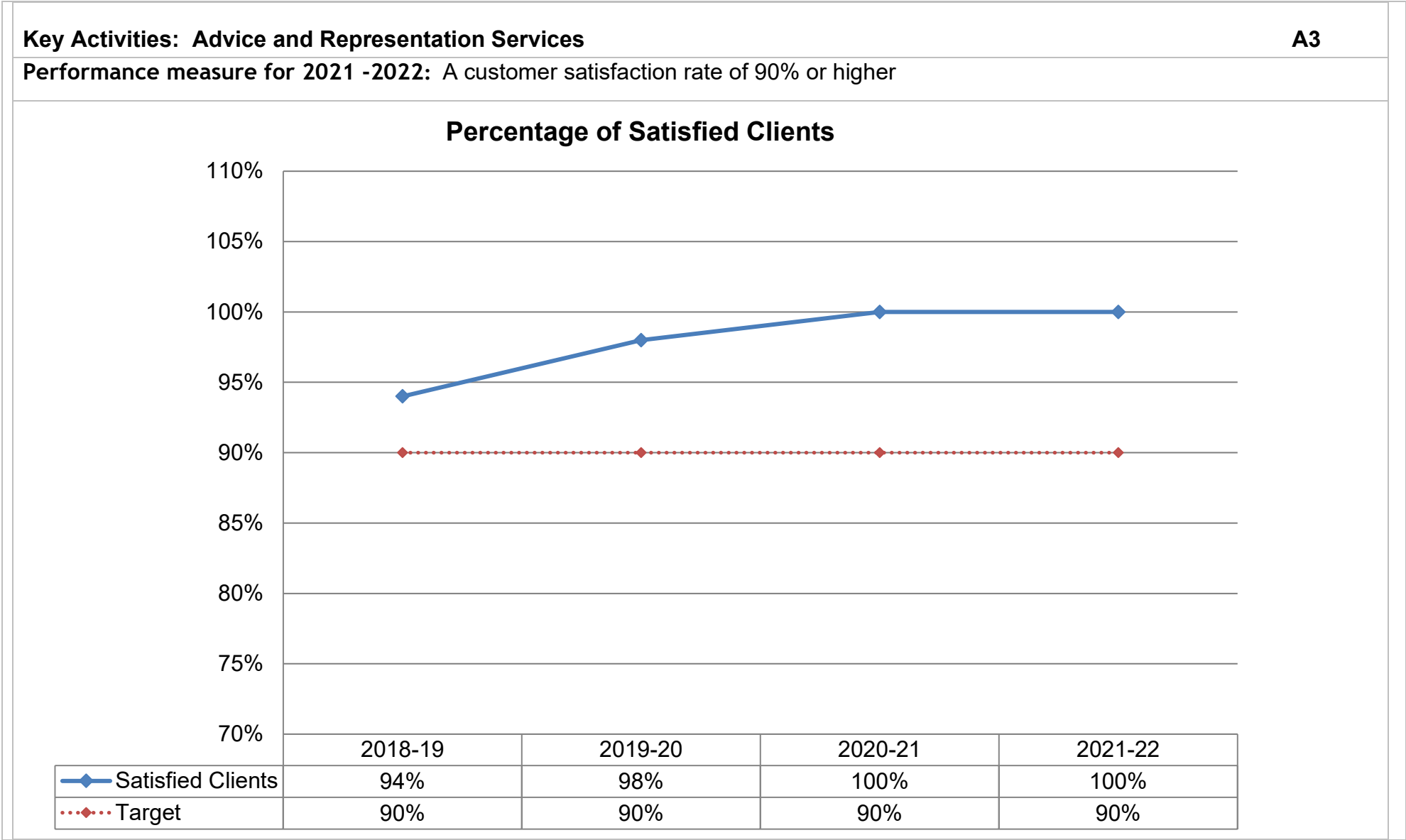
Proposed for Publication

Internal Use Only

☒ Existing Measure

☐ New Measure

Appendix A: OEA Performance Measures 2021 -2022



Appendix A: OEA Performance Measures 2021 -2022

What does the graph show?

OEA clients are very satisfied with the service they receive.

Note that this graph shows the combined rate for both OEA WSI business streams – Advice Centre and Employer Representation.

Agency Contribution

The primary complaint heard by agency staff is that employers were not aware of its services sooner. Most employers using the agency's services are very satisfied with the services they receive.

In addition to OPS customer service standards, the OEA has a number of internal standards, policies and performance measures, including those for telephone services and for file review, client follow up, among others, to maximize the service experience of OEA clients. The OEA's case management system was designed to provide tools to OEA staff that help them monitor and meet these expectations.

Proposed for Publication

Internal Use Only

☒ Existing Measure

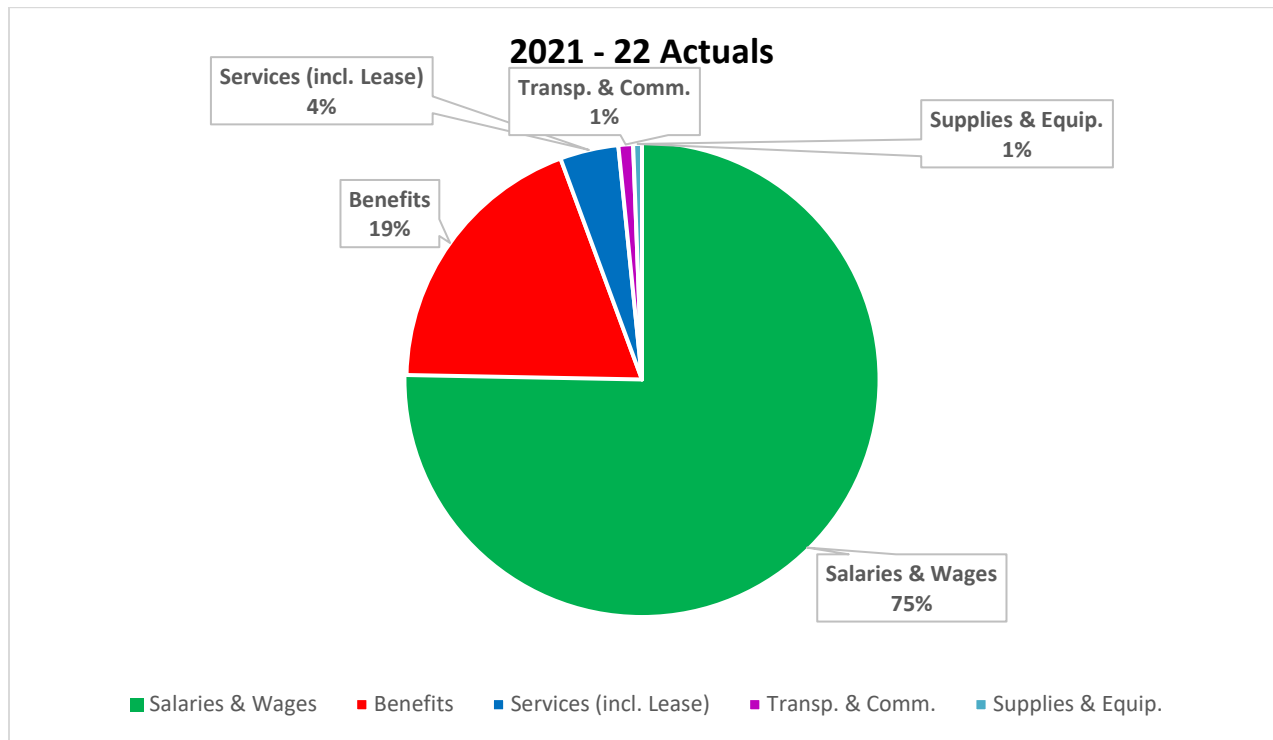
☐ New Measure

Appendix B: OEA Financial Report 2021 - 2022

All Figures in \$000.0 thousand (except “% of Variance” column)

Account	Expenditure Estimates	In Year Board Approvals	Year End Budget	Year End Actuals	Variance	% Variance
Salaries and Wages	2,753.6	-200.0	2553.6	2317.7	235.9	9.2%
Employee Benefits	734.2	-200.0	534.2	596.0	-61.8	-11.6%
Other Direct Operating Expenses (ODOE):						
Transportation and Communication	148.7	-126.0	22.7	29.6	-6.9	-30.6%
Services (Including Lease)	302.0	-50.0	252.0	136.5	115.5	45.8%
Supplies and Equipment	89.8	-50.0	39.8	18.3	21.5	54.0%
Total ODOE	540.5	-226.0	314.5	184.4	130.1	41.4%
Grand Total	4028.3	-626.0	3402.3	3098.1	304.2	8.9%

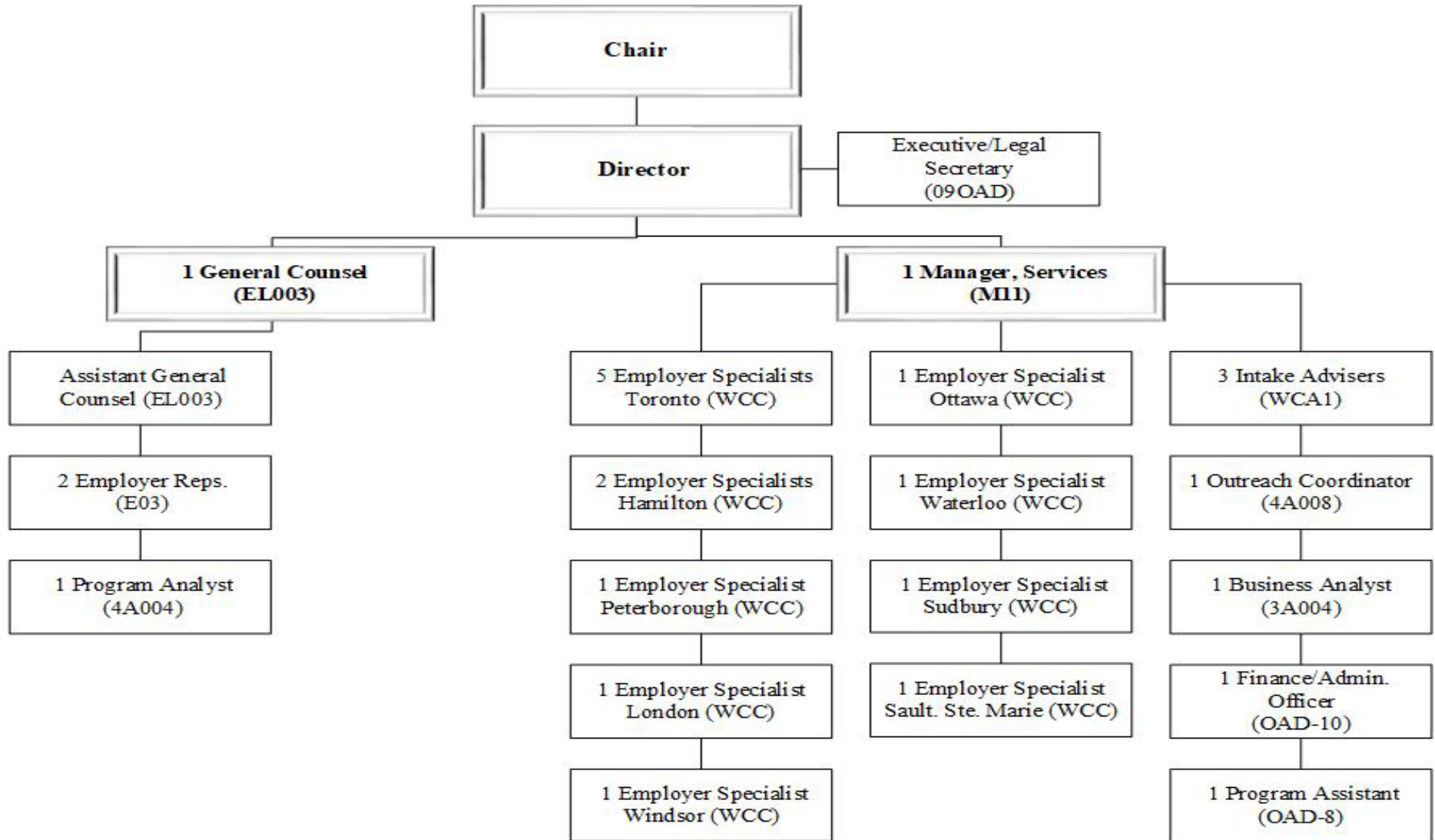
Figure 8



Appendix: Reporting of Appointee Remuneration

Appointee	Total Annual Remuneration	Per Diem Remuneration Rate
Dimitrios (Jim) Dimanis, Chair	\$5,175	\$225

Appendix C: OEA Organization Chart



OEA Organization Chart

Chair

- Director

Director

- 1 General Counsel (EL003)
- 1 Manager, Services (M11)
- 1 Executive / Legal Secretary (09OAD)

General Counsel

- Assistant General Counsel (EL003)
- 2 Employer Representatives (E03)
- 1 Program Analyst (4A004)

Manager, Services

- 5 Employer Specialists – Toronto (WCC)
- 2 Employer Specialists – Hamilton (WCC)
- 1 Employer Specialists – Peterborough (WCC)
- 1 Employer Specialists – London (WCC)
- 1 Employer Specialists – Windsor (WCC)
- 1 Employer Specialists – Ottawa (WCC)
- 1 Employer Specialists – Waterloo (WCC)
- 1 Employer Specialists – Sudbury (WCC)
- 1 Employer Specialists – Sault. Ste. Marie (WCC)
- 3 Intake Advisers (WCA1)
- 1 Outreach Coordinator (4A008)
- 1 Business Analyst (3A004)
- 1 Finance / Admin Officer (OAD-10)
- 1 Program Assistant (OAD-8)

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