

**WSI**

Going Places  
Strategically

Strategic Partnerships

Customer Service Excellence

Safety Stewardship

WSI Workplace Excellence

Operational Excellence

WSI's Journey Continues . . .

# N.D. Workforce Safety & Insurance - Strategic Management System

**Mission**  
Our mission is to serve North Dakota workers and employers by innovatively providing superior workers' compensation and safety services.

**Vision**  
Our vision is a safe, secure and healthy North Dakota workforce.



## Strategic Themes

**Customer Service Excellence**  
Strategic Result: Positive interactions and improved services resulting in highly satisfied customers

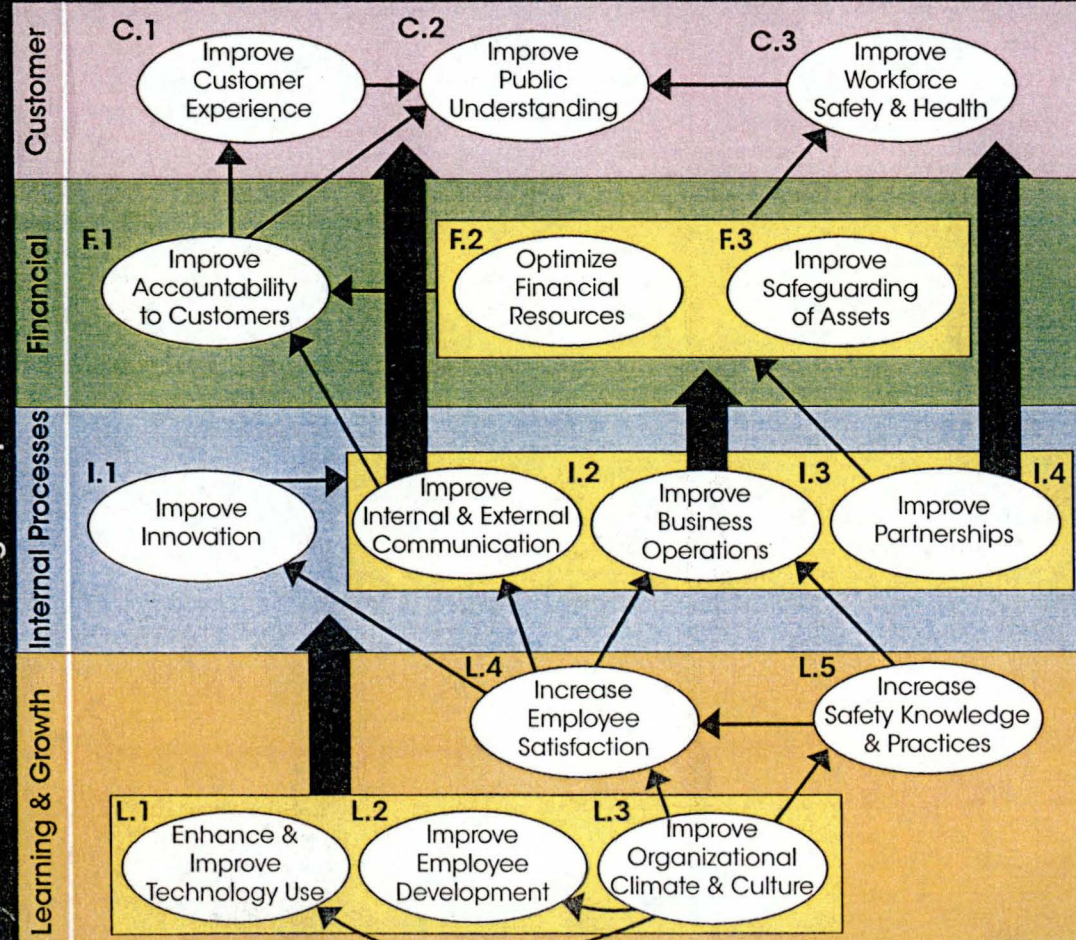
**Operational Excellence**  
Strategic Result: A responsive and seamless customer-focused organization that is financially solvent, efficient and adaptive

**WSI Workplace Excellence**  
Strategic Result: An organization comprised of knowledgeable, empowered and valued employees working in a safe environment with open communication and mutual respect

**Safety Stewardship**  
Strategic Result: A commitment to safety that is a priority in every work environment

**Strategic Partnerships**  
Strategic Result: Partnerships that are mutually established and fostered for the benefit of all entities

## Organizational Strategy Map



## Strategic Objectives with Performance Measures

<p><b>C.1 Improve Customer Experience</b> PM. 1 Employer Satisfaction Rate PM. 2 Injured Worker Satisfaction Rate</p> <p><b>C.2 Improve Public Understanding</b> PM. 1 # of negative/inaccurate stories on selected subjects. PM. 2 Customer Satisfaction Rate</p>	<p><b>C.3 Improve Workforce Safety &amp; Health</b> PM. 1 Claims per 100 Workers (time loss vs med only) PM. 2 Frequency Rate per \$1 Million Payroll PM. 3 SAM / SMP Safety Survey Rate</p>
<p><b>F.1 Improve Accountability to Customers</b> PM. 1 Administrative Cost per Claim PM. 2 Paid Claim Cost per Covered Worker PM. 3 Premium Cost per Covered Worker</p> <p><b>F.2 Optimize Financial Resources</b> PM. 1 Fiscal Year Combined Ratio PM. 2 Available Surplus Ratio PM. 3 Admin. Exp/Admin. Budget PM. 4 Investment Return</p>	<p><b>F.3 Improve Safeguarding of Assets</b> PM. 1 Fiscal Year Combined Ratio PM. 2 Available Surplus Ratio PM. 3 Employee Turnover Rate</p>
<p><b>I.1 Improve Innovation</b> PM. 1 Number of Innovations Proposed vs. Number Implemented Agency Wide PM. 2 Scope of Innovations A. Global B. Multiple units C. Within a Performance Unit</p> <p><b>I.2 Improve Internal/External Comm. Plan</b> PM. 1 # of Changes Implemented Resulting from Survey Recommendations PM. 2 Customer Satisfaction Rate PM. 3 % Increase in Effective Communication Tools &amp; Techniques</p>	<p><b>I.3 Improve Business Operations</b> PM. 1 Injured Worker Satisfaction Rate PM. 2 Employer Satisfaction Rate</p> <p><b>I.4 Improve Partnerships</b> PM. 1 # of Partnerships - New and Existing Internal/External PM. 2 Partnership Satisfaction Rate (including med provider)</p>
<p><b>L.1 Enhance &amp; Improve Technology Use</b> PM. 1 # HELP Desk Calls By Type PM. 2 Annual Help Desk Satisfaction Rate PM. 3 Overall Tech Ed</p> <p><b>L.2 Improve Employee Development</b> PM. 1 % of Regular Employees with a Documented Development Plan</p> <p><b>L.3 Improve Organizational Climate &amp; Culture</b> PM. 1 Employee Satisfaction Rate</p>	<p><b>L.4 Increase Employee Satisfaction</b> PM. 1 Employee Satisfaction Rate PM. 2 Absenteeism Rate PM. 3 Employee Turnover Rate</p> <p><b>L.5 Increase Safety Knowledge &amp; Practices</b> PM. 1 # of Report IT's Compared to Internal Claims PM. 2 Safety Knowledge Survey Rate PM. 3 Internal Policy and Procedures LMS Course</p>

## Strategic Initiatives

- 1. Develop a System to Provide Information / Education (C.2)
  - 2. Develop a Branding Program (C.2)
  - 3. Develop Claims & Loss Control Analytics (C.3)
  - 4. Develop a Loss Control Comm. Plan (C.3)
  - 5. Establish WSI as a Training Agency for Employers (C.3)
- 1. Develop Comprehensive Asset Protection Programs (F.3)
- 1. Develop an Innovation Program (I.1)
  - 2. Develop a Comprehensive Comm. Plan (I.2)
  - 3. Develop a Branding Program (I.2)
  - 4. Revise Employee Orientation Program (I.2)
  - 5. Develop Electronic Accessibility (I.3)
  - 6. Establish a Technology Plan (I.3)
  - 7. Establish and Implement a Continuous Improvement Program (I.3)
  - 8. Create a Partnership Program (I.4)
- 1. Develop a Technical Training Program (L.1)
  - 2. Establish an Employee Continuity Plan (L.2)
  - 3. Revise Employee Orientation Program (L.2)
  - 4. Conduct an Organizational Culture and Satisfaction Assessment (L.3 & L.4)
  - 5. Implement Servant Leadership (L.3 & L.4)
  - 6. Create a Mentorship Program (L.4)
  - 7. Develop an Online Safety & Claim Training Program (L.5)

## Strategic Objective Commentary

### Customer

#### **C.1 Improve Customer Experience:**

The desired result of this objective is to improve the relationship the customer has as they interact with WSI. If WSI, as an agency can't assist them, then references to other resources will be provided.

#### **C.2 Improve Public Understanding:**

The desired result of this objective is to provide accurate information to the public to increase their awareness of the mission and purpose of WSI.

Promote WSI as a state agency governed by legislative statute to promote safety and health, in the work environment, by providing workers compensation services and benefits.

#### **C.3 Improve Workforce Safety & Health:**

The desired result of this objective is to have a commitment to safe and healthy work environments through increased awareness and education reducing the frequency and severity of workplace injuries.

### Financial

#### **F.1 Improve Accountability to Customers:**

The desired result of this objective is to provide accurate, timely and complete financial information. Because of the value placed on the customers trust, transparent methods will be utilized in improving accountability to the customer.

#### **F.2 Optimize Financial Resources:**

The desired result of this objective is to provide the most efficient use of financial resources through effective management.

#### **F.3 Improve Safeguarding of Assets:**

The desired result of this objective is to protect our financial and physical assets to meet all financial obligations.

### Internal Processes

#### **I.1 Improve Innovation:**

The desired result of this objective is to support an environment where employees are encouraged to express ideas that promote the improvement of business operations.

#### **I.2 Improve Internal & External Communications:**

The desired result of this objective is to create effective dialogue in our interactions with all vested persons and entities.

#### **I.3 Improve Business Operations:**

The desired result of this objective is to actively seek new innovative ways to do our business and interact with our customers and stakeholders.

#### **I.4 Improve Partnerships:**

The desired result of this objective is to promote our vision by enhancing and extending the organization's resources through collaborative relationships.

### Learning & Growth

#### **L.1 Enhance & Improve Technology Use:**

The desired result of this objective is to leverage technology to increase efficiency of workflow processes.

#### **L.2 Improve Employee Development:**

The desired result of this objective is to foster a culture of learning through professional development, educational opportunities, cross training, mentorship programs that supports WSI's mission.

***L.3 Improve Organizational Culture and Climate:***

The desired result of this objective is a work environment based on accountability at all levels with open communication, respect and trust.

The culture begins with leadership acting out of integrity, dedicating themselves to the organization through their selfless service. By leadership trusting and respecting employees, staff will feel more engaged and empowered.

***L.4 Increase Employee Satisfaction:***

The desired result of this objective is to have highly motivated employees through respect, equitable treatment, and appropriate recognition. These actions will facilitate an environment where employees are engaged to fulfill the mission of the organization.

***L.5 Increase Safety Knowledge & Practices:***

The desired result of this objective is to have a commitment to safety through training, promoting safe practices and responding to unsafe conditions or actions.



## Going Places Strategically Story

WSI's Mission is to serve North Dakota workers and employers by innovatively providing superior workers' compensation and safety services. Our Vision is a safe, secure and healthy North Dakota workforce.

Achieving our Vision depends on executing five strategies: Customer Service Excellence, Operational Excellence, WSI Workplace Excellence, Safety Stewardship and Strategic Partnerships. Our programs, projects and work activities are all aligned with these strategies and our future depends on successfully laying the foundation for them.

Learning and growth is the foundation for our strategy. A work environment based on accountability at all levels, with open communication and trust, promotes the improvement of the organizational climate and culture. Having a climate and culture which provides employees the opportunity for further development and enhanced technology, along with a commitment to safe practices, are the basic building blocks of our employees' satisfaction.

Satisfied employees are the driving force for innovation. With an environment fostering innovative thinking, employees will be encouraged to generate new ideas for the improvement of communications, business operations and partnerships.

As business operations are improved our financial strength improves. Because of the value placed on trust and integrity, financial resources need to always be effectively managed. Safeguarding our financial and physical assets is required to meet our current and future obligations. Providing accurate, timely and complete information is the key to providing accountability to our customers.

As a result of the financial resources being effectively managed, the organization can promote and improve safety and health practices in the workplace. To maintain a safe work environment requires commitment on the part of the business owners, the workforce, our partners and WSI all working together.

The relationship with the customer is critical to public understanding. When the organization has improved accountability, through effective communications, the customer experience and the public understanding of the organization and its mission improves.

Our success will be realized through outstanding customer experiences and improved public understanding.