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**Board of Directors**

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**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES OF EMAIL VOTE**

**DATE FOR REFERENCE:** January 14, 2019

**BOARD MEMBERS PARTICIPATING IN THE VOTE**

Grace Thostenson, Chair  
Erna Ference, Member  
William Hnydyk, Member  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member

**EXECUTIVE**

Roxy Shulha-McKay, Vice President, Employee & Corporate Services

**Appointment, Compensation and Benefits – President and CEO**

Subsequent to a unanimous decision by all members of the Board of Directors, an offer was provided to Mr. Trevor Alexander for the position of President and CEO effective March 18, 2019.

The *Reform of Agencies, Boards and Commissions Compensation Act (RABCCA)* outlines compensation and benefits for the CEO position. The employment letter and contract provided by the Board of Directors to Mr. Alexander were approved by the Government of Alberta's Public Service Commission to ensure adherence to the *RABCCA* requirements.

**MOTION**

2019/01/01 It was moved that,

"The Board of Directors formally approve the appointment of Trevor Alexander as President and CEO in accordance with the *Workers' Compensation Act*, as well as the employment letter and contract, effective March 18, 2019, in accordance with the *Reform of Agencies, Boards and Commissions Compensation Act* and the associated regulation.

**CARRIED**

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**CHAIR**

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**SECRETARY**

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**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES**

**DATE:** January 30, 2019

**PLACE:** The Workers' Compensation Board  
12th Floor Board Room  
Jarvis Building  
9925 - 107 Street  
Edmonton, Alberta

**TIME:** 8:00 a.m.

**BOARD MEMBERS**

Grace Thostenson, Chair  
Erna FERENCE, Member  
William Hnydyk, Member  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member  
Keith Serre, Member (teleconference)  
Jane Sustrik, Member (teleconference)

**Excused**

Dave Rebbitt, Member

**EXECUTIVE**

Ron Helmhold, Acting President and Chief Executive Officer / Chief Financial Officer \*  
Wendy King, Chief Operating Officer \*  
Marcela Matthew, Vice President, Worker Health & Wellness \*  
William P. Ostapek, Secretary and General Counsel \*  
Roxy Shulha-McKay, Vice President, Employee & Corporate Services \*\*

**Excused**

Guy Kerr, President and Chief Executive Officer

**ALSO PRESENT**

Leslie Henkel, Board of Directors' Secretariat\*

\* excused for items 9.4 and 12

\*\* excused for item 12

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**Board of Directors**

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The Chair called the meeting to order at 8:00 a.m.

1.1 **Agenda**

The agenda as distributed was approved.

1.2 **Proposed Motions**

The list of proposed motions was received for information.

2.1 **Minutes of the Meeting of November 27, 2018**

**MOTION**

2019/02/02

It was moved that,

"The minutes of the meeting of November 27, 2018 be approved."

**CARRIED**

2.2 **Minutes of the Meeting of January 14, 2019**

**MOTION**

2019/02/03

It was moved that,

"The minutes of the meeting of January 14, 2019 be approved."

**CARRIED**

3. **Business Arising from the Minutes of November 27, 2018**

There was no business arising from the minutes of the November 27, 2018 meeting.

4. **Report of the Chair**

The Chair noted that the President and CEO will commence employment on March 18, 2019. She advised that she will be meeting with the Minister of Labour in the following week.

5. **Report of the President**

The executive members provided updates on various items.

5.1 **2019 Meeting Schedule**

**MOTION**

2018/02/04

It was moved that,

"The 2019 Board of Directors' meeting schedule be approved as amended."

**CARRIED**

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**Board of Directors**

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**COMMITTEE REPORTS****6. Policy Committee**

The committee chair provided a report on the committee's recent meeting.

**6.1 2018 Policy Plan Final Update**

The topic summary and attachment were received for information.

**6.2 Policy 04-02, Part II, Addendum A, Allowance Rates**

The WCB reviews the allowance rates for travel, subsistence (meals), and accommodation annually. Strategic Management Council approved a change to the private residence accommodation rate in Policy 04-02, Part II, Addendum A, *Allowance Rates*, with an effective date of March 1, 2019.

**6.3 Policy 01-07, Parts I and II, Application 1, and G-2, The Review and Appeal Process**

Section 3.1 of the *Workers' Compensation Act* established the Fair Practices Office. Effective December 1, 2018, responsibility for the Office of the Appeals Advisor was moved from the WCB to the Fair Practices Office within the Government of Alberta. The following changes were necessary to reflect the transfer in responsibility and to accommodate the legislative changes:

- Policy 01-07, Part I and Part II, Application 1, was rescinded. These documents dealt with the mandate of the Office of the Appeals Advisor as it existed within the WCB.
- General Information document G-2, *The Review and Appeal Process*, was revised to remove the references to the Office of the Appeals Advisor in Questions 5 and 8. Information for injured workers and employers on the Fair Practices Office has been included in Question 5 and contact information for the Fair Practices Office has been included in Question 8.

**7. Audit Committee**

The committee had nothing to report.

**8. Finance Committee**

The committee chair provided a report on the committee's recent meeting.

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## Board of Directors

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### 8.1 **Financial Status Report**

The Financial Status Report was received for information.

### 8.2 **Summary of Financial Statements**

The Summary of Financial Statements was received for information.

## 9. **Human Resource and Governance Committee**

The committee chair provided a report on the committee's recent meeting.

### 9.1 **Best Practice Review and Scan Schedules for Board Committees**

The Working Together review report recommended that WCB enhance its policy development process via the creation of a Secretariat. The goal of the Secretariat is to provide support to the Board in gathering independent data, best practice research or expertise to support their deliberations in policy creation.

To ensure all committees take full advantage of the resources of the Secretariat and fulfill the commitments made in their terms of reference for regularly reviewing best practice information, a schedule of best practice reviews and scans for each of the committees has been created.

The Secretariat will support each committee chair and executive lead in ensuring these best practice reviews and scans are complete. The Secretariat will report back to the Human Resource and Governance Committee each January.

### 9.2 **2018 Balanced Scorecard – Results**

The WCB achieved strong results for 2018 during a year of change and continued economic challenges for Alberta. The two biggest external factors continued to be the sluggish economy and the implementation of the requirements of *Bill 30, An Act to Protect the Health and Well Being of Working Albertans*. The focus in 2018 was to improve the workers' compensation system to demonstrate a clear balance between managing claims effectively and ensuring a central emphasis on the health and well-being of workers. A more effective worker-centric focus within the organization was created and stakeholders were engaged in the consultation process to enhance trust in the system.

Although continued economic challenges had an impact, all of the corporate objectives were achieved, with the exception of the operating result target.

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**Board of Directors**

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- A soft job market led to limited return-to-work options available for injured workers faced with ongoing work restrictions, which contributed to lower earnings potential and higher wage loss for workers despite significant vocational rehabilitation services and support. The sectors in which they would traditionally return to work were not the sectors showing economic growth, thus limiting their earnings potential somewhat as compared to what they may have earned in better economic times.
- Claim volumes increased meaningfully in 2018 for both new and reopen claims. Higher volume coupled with the aforementioned return-to-work challenges put upward pressure on claim benefit costs which exceeded expectations.
- Suppressed and volatile oil prices, coupled with pipeline constraints, resulted in another year of slower than expected growth in employment and assessable earnings. This continued to impact the large construction and oilfield sectors and led to lower than expected premium revenue. As claim costs continued to rise, premium revenues stalled and were not sufficient to cover the fully funded cost of 2018 injuries.

The effort involved to implement all Bill 30 requirements included:

- 14 key policy changes affecting worker benefit provisions,
- 7 additional policy changes having operational impacts, and
- 7 consultation sessions held with key stakeholders.

**MOTION**  
2019/02/05

It was moved that,

"The Board of Directors approve the 2018 balanced scorecard results as confirmation of the organization's achievement of annual corporate objectives."

**CARRIED**

### 9.3 **2019 Strategy Map and Objectives**

Setting meaningful objectives for the organization is pivotal to its ability to continue to move forward and deliver on the expectations of stakeholders. In order to ensure the organization is clearly focused on leading the way in providing worker-centric health care and employing a client-centric approach throughout the organization, significant changes had been made to the WCB's approach in measuring the success of the organization.

The WCB has moved to a more focused and strategic document demonstrating how the vision and pillars of success will be realized within the context of the changing landscape that the WCB works in. This approach gives a clear picture to stakeholders and staff of the WCB's priorities, how they will be achieved, their involvement and how success is measured.

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## Board of Directors

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Oversight of operational measures remains critical. The monitoring of key metrics in areas like customer service, issue resolution, finance, decision correctness, etc. are foundational to the WCB's success and must be shared with the Board of Directors and stakeholders. To that end, foundational measures – the metrics that ensure the day-to-day operations of the organization stay on track – have been moved to a monitoring report that will become the basis of team scorecards throughout the organization. This will also focus variance reporting on metrics outside of acceptable ranges versus reviewing pages of reporting.

The new strategy map puts the WCB's commitment to stakeholders on one page. It simplifies discussion and leaves no room for confusion on the focus of the corporation. The key elements of the map include the WCB's vision and mission statements, updated core pillars and the core elements of the landscape the WCB works within.

**MOTION**  
2019/02/06

It was moved that,

"The Board of Directors approve the 2019 objectives."

CARRIED

The Chair excused senior management, with the exception of the Vice President, Employee and Corporate Services, from the meeting for item 9.4.

### 9.4 **2018 Annual Board Evaluation**

As part of the Board of Directors' ongoing commitment to effective governance, the annual evaluation of board performance has been completed. The board evaluation was sent to each board member in December with an electronic link to complete the survey anonymously. The results show that the Board of Directors is operating effectively within its governance mandate.

### 10. **New Business**

There was no new business.

### 11. **Meeting Evaluation**

The members completed the meeting effectiveness self-assessment form.

### 12. **In Camera**

The Board of Directors held an *in camera* session.

There being no further business, the meeting ended at 11:00 a.m.

**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES OF EMAIL VOTE**

**DATE FOR REFERENCE:** February 28, 2019

**BOARD MEMBERS PARTICIPATING IN THE VOTE**

Grace Thostenson, Chair  
Erna Ference, Member  
William Hnydyk, Member  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member  
Dave Rebbitt, Member  
Keith Serre, Member  
Jane Sustrik, Member

**EXECUTIVE**

William P. Ostapek, Secretary & General Counsel

**Mandate and Roles Document**

In compliance with *Alberta Public Agencies Governance Act (APAGA)*, the Board of Directors has an existing Mandate and Roles Document from 2014, which was signed by the Minister responsible for the *Workers' Compensation Act (WCA)* and the Board Chair at that time. *APAGA* requires that Mandate and Roles Documents must be reviewed and renewed, amended or replaced every three years.

During 2018 and early 2019, the Mandate and Roles Document for the WCB was redrafted in conjunction with the Government of Alberta, not only to address the requirements of *APAGA*, but also to address Item #3 of the Review Panel Report, which recommended that a robust Mandate and Roles Document be developed to establish expectations for the Board of Directors.

The updated Mandate and Roles Document includes a number of administrative updates to reflect current legislation, updated government processes, strategic priorities and Corporate Governance Policy references and has received the approval of the Department of Labour.

**MOTION**

2019/03/07

It was moved that,

"The Board of Directors approve the updated Mandate and Roles Document and that the Chair be authorized to sign that document for submission to the Minister of Labour."

**CARRIED**

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**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES**

**DATE:** March 26, 2019

**PLACE:** Teleconference

**TIME:** 8:00 a.m.

**BOARD MEMBERS**

Grace Thostenson, Chair  
Mike Boyle, Member  
Erna FERENCE, Member  
William Hnydyk, Member  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member (joined the meeting at 8:30 a.m.)  
Dave Rebbitt, Member  
Keith Serre, Member (teleconference)  
Jane Sustrik, Member (teleconference)

**EXECUTIVE**

Trevor Alexander, President & Chief Executive Officer \*\*  
Ron Helmhold, Chief Financial Officer \*  
Wendy King, Chief Operating Officer \*  
Marcela Matthew, Vice President, Worker Health & Wellness \*  
Roxy Shulha-McKay, Vice President, Employee & Corporate Services \*\*

**Excused**

William P. Ostapek, Secretary and General Counsel \*

**ALSO PRESENT**

Leslie Henkel, Board of Directors' Secretariat\*

\* excused for item 12

\*\* excused for item 12 (part 2)

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**Board of Directors**

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The Chair called the meeting to order at 8:00 a.m.

1. **Agenda**

The agenda as distributed was approved.

2.1 **Minutes of the Meeting of January 30, 2019**

**MOTION**

2019/04/08

It was moved that,

"The minutes of the meeting of January 30, 2019 be approved."

CARRIED

2.1 **Minutes of the Email Vote of February 28, 2019**

**MOTION**

2019/04/09

It was moved that,

"The minutes of the email vote of February 28, 2019 be approved."

CARRIED

2.2 **2019 Meetings and Activities Schedule**

The meetings and activities schedule was received for information.

3. **Business Arising from the Minutes of January 30 and February 28, 2019**

There was no business arising from the minutes of the January 30, 2019 meeting and the February 28, 2019 email vote.

4. **Report of the Chair**

The Chair reported on:

- Mandate and Roles document,
- *Workers' Compensation System Partner Implementation Report*,
- AWCBC Governance Symposium,
- Industry Task Force quarterly meeting, and
- board committee assignments

The Chair indicated that because it is important board committees are composed of members representative of the interests of workers, employers and the general public, if there are any concerns with the committee structure interfering with equal input into decision-making, then the structure of the committees will be changed to ensure equal representation.

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**Board of Directors**

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**5. Report of the President**

The President reported on the following:

- planned activities for his introduction to staff and stakeholders;
- claims costs, claims volumes and return to work statistics;
- employer annual returns;
- financial update; and
- post-election education strategy.

**COMMITTEE REPORTS****6. Policy Committee****6.1 Policy Consultation Advisory Group Update**

The committee chair provided an update on the inaugural meeting of the Policy Consultation Advisory Group.

**7. Audit Committee**

The committee had nothing to report. The Chief Financial Officer provided an update on the current audit.

**8. Finance Committee**

The committee had nothing to report.

**9. Human Resource and Governance Committee**

The committee had nothing to report.

**10. New Business**

There was no new business.

**11. Meeting Evaluation**

The members completed the meeting effectiveness self-assessment form.

**12. In Camera**

The Board of Directors held an *in camera* session in two parts. During the first part, all of senior management except the CEO were not present. During the second part, the CEO was also not present.

There being no further business, the meeting ended at 9:00 a.m.

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**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES**

**DATE:** April 30, 2019

**PLACE:** The Workers' Compensation Board  
12th Floor Board Room  
Jarvis Building  
9925 - 107 Street  
Edmonton, Alberta

**TIME:** 8:00 a.m.

**BOARD MEMBERS**

Grace Thostenson, Chair  
Mike Boyle, Member  
Erna Ference, Member  
William Hnydyk, Member  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member  
Dave Rebbitt, Member  
Keith Serre, Member  
Jane Sustrik, Member

**EXECUTIVE**

Trevor Alexander, President & Chief Executive Officer \*\*  
Ron Helmhold, Chief Financial Officer ♦\*  
Wendy King, Chief Operating Officer ♦\*  
Marcela Matthew, Vice President, Worker Health & Wellness ♦\*  
William P. Ostapek, Secretary and General Counsel ♦\*  
Roxy Shulha-McKay, Vice President, Employee & Corporate Services \*

**ALSO PRESENT**

Leslie Henkel, Board of Directors' Secretariat ♦\*

♦ excused for item 9

\* excused for item 12

\*\* excused for item 12 (part 2)

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**Board of Directors**

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The Chair called the meeting to order at 8:00 a.m.

1.1 **Agenda**

The agenda as distributed was approved.

1.2 **Proposed Motions**

The list of proposed motions was received for information.

2.1 **Minutes of the Meeting of March 26, 2019**

**MOTION**  
2019/05/10

It was moved that,

"The minutes of the meeting of March 26, 2019 be approved."

**CARRIED**

2.2 **2019 Meetings and Activities Schedule**

The meetings and activities schedule was received for information.

3. **Business Arising from the Minutes of March 26, 2019**

There was no business arising from the minutes of the March 26, 2019 meeting.

4. **Report of the Chair**

The Chair noted the results of the recent provincial election and that the new Cabinet will be sworn in today.

5. **Report of the President**

The President reported on the following:

- financial status and operations,
- Partners in Injury Reduction,
- town hall meetings with staff,
- meetings with stakeholders,
- recent meeting with the Deputy Minister and Assistant Deputy Minister of Labour, and
- provided an update on changes arising out of Bill 30.

**COMMITTEE REPORTS**

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**Board of Directors**

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**6. Policy Committee**

The committee chair provided a report on the committee's recent meeting.

**6.1 Policy 04-06, Part II, Application 5, Medical Assistance in Dying**

The draft policy was open for online consultation for 60 days, from January 3 to March 5, 2019. Twelve responses were received. Eleven of the twelve submissions agreed to the basic premise that a medically-assisted death attributable to the compensable injury is considered a compensable fatality. There were several issues raised, three of which have resulted in changes to the proposed draft policy. The changes are for clarification, rather than substantive:

- Three submissions (2 employers and 1 employer association) questioned how the overall costs of the compensable fatalities would affect employer costs and experience rating. A new question (Question 5) has been added to confirm that the costs of the fatality will be treated in the same way as those of any other compensable fatality.
- Three submissions (1 employer and 2 employer associations) asked what the process would be for workers living out of province. WCB does not have any involvement in the actual process so, to assist workers, a link to Health Canada's information page has been added to Question 2.
- Two submissions (1 labour union and 1 worker) expressed concern that workers with occupational diseases were not included under the policy. Occupational diseases are included under "work injury"; however, for clarity, a note has been added in Question 2.

Only a very few workers seek medical assistance in dying, and therefore no significant costs are anticipated as a result of the proposed policy.

**MOTION**  
2019/05/11

It was moved that,

"The Board of Directors approve draft Policy 04-06, Part II, Application 5. This is a new policy application that explains WCB's approach when a worker accesses medical assistance in dying (MAID) as a result of a compensable injury. The proposed policy provides that:

1. The decision on eligibility for MAID is outside WCB's role, and WCB will not participate in or guide the process.
2. If it is determined that the injured worker's compensable condition qualifies the worker for a medically assisted

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**Board of Directors**

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death, WCB will accept the medically assisted death as a work-related fatality and will provide benefits and services to the surviving dependants, as would be done with any work-related fatality.

3. When it is determined that the medically assisted death is a compensable fatality, WCB will pay for the healthcare costs associated with the MAID process.

**Effective Date:** June 1, 2019, applying to all decisions made on or after that date."

CARRIED

## 6.2 **2019 Policy Project Plan**

The 2019 Policy Project Plan was posted online for stakeholder feedback for approximately 60 days, from January 8 to March 12, 2019. Six responses were received, which were reviewed and discussed. The plan has now been approved by the Policy Committee and will be posted on the WCB website.

## 6.3 **2019 Policy Project Plan – Q1 Update**

The first quarter update on the 2019 Policy Project Plan was received for information.

## 7. **Audit Committee**

The committee chair provided a report on the committee's recent meeting.

### 7.1 **Financial Statements – 2018**

The financial statements and accompanying notes, as recommended by the Audit Committee, reflect the financial position of the corporation as at December 31, 2018. The financial statements and notes have been prepared in accordance with International Financial Reporting Standards.

**MOTION**  
2019/05/12

It was moved that,

"The Board of Directors approve the corporation's Annual Report, which includes the consolidated financial statements, the Management Discussion and Analysis and accompanying notes for the year ended December 31, 2018, and the Chair of the Board of Directors and the President and Chief Executive Officer be authorized to sign the Statement of Financial Position on its behalf for delivery to the Minister of Labour before May 31, 2019."

CARRIED

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**Board of Directors**

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**7.2 2019 Claim Benefit Liability Valuation  
– Reappointment of External Actuary**

Section 93(6) of the *Workers' Compensation Act* requires WCB to have an independent, duly qualified actuary certify the actuarial evaluation of the claim benefit liabilities at least once every five years. The WCB's certifying actuary, Eckler Ltd. (Eckler), has been appointed to a five year term commencing with the 2018 valuation, subject to annual review and reappointment.

Management is satisfied that the contract continues to provide good value considering the scope of services provided. In addition, management is satisfied with the quality of work performed by Eckler in the certification of the 2018 claim benefit liabilities, as well as the working relationship that Eckler has established with the internal actuarial staff. Accordingly, management supports the reappointment of Eckler under the existing contract.

MOTION  
2019/05/13

It was moved that,

"The Board of Directors reappoint Eckler Ltd. as the WCB's external certifying actuary for the 2019 claim benefit liability valuation."

CARRIED

**7.3 2018 WCB Annual Report**

The draft 2018 WCB Annual Report was received for information.

**8. Finance Committee**

The committee chair provided a report on the committee's recent meeting.

**8.1 Monthly Financial Reports**

The monthly financial reports were received for information.

The Chair excused senior management, with the exception of the President & Chief Executive Officer and the Vice President, Employee & Corporate Services, from the meeting for item 9.

**9. Human Resource and Governance Committee**

The committee chair provided a report on the committee's recent meeting.



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**Board of Directors**

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**9.1 2019 President & CEO Objectives and Evaluation Matrix**

A review was conducted to ensure CEO objective setting and evaluation processes are best practices are in place. Without exception, best practice research confirmed that the CEO's primary focus is to drive organizational results. That being said, the CEO has aligned his 2019 objectives with the 2019 strategy map and objectives. Annual objectives are identified with outcomes that are within the CEO's control. These objectives relate to the key pillars of success that shape WCB vision and define WCB goals for the future:

- exceptional service: collaborative, inclusive, empowering;
- fair and balanced: transparent, responsive, trusted; and
- financially sustainable: balanced, sustainable, cost-effective.

For 2019, the objectives were chosen based on key organizational priorities, determined by the environment within which the WCB operates and those elements that have the most impact on the workers' compensation system now and into the future.

1. A Shared Service Journey: Defining a shared vision of care, recovery and return to work that puts workers at the centre of their recovery and employers at the centre of guiding a safe and successful return to work.
2. Changing Nature of Work: Understanding the changing nature of work and how the workers' compensation system needs to prepare and respond.
3. Changing Nature of Claims: Facing the impact the changing nature of injury and the pace of new medical research have on the workers' compensation system.
4. Technology and Data Sharing: Using advances in technology to improve service delivery and open our data to stakeholders who want to make the province healthier and safer.

**MOTION**  
2019/05/14

It was moved that,

"The Board of Directors approve the President & CEO's 2019 objectives and year-end CEO evaluation matrix."

**CARRIED**

**10. New Business**

There was no new business.

**11. Meeting Evaluation**

The members completed the meeting effectiveness self-assessment form.

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**Board of Directors**

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**12. In Camera**

The Board of Directors held an *in camera* session in two parts. During the first part, all of senior management, except the President & CEO, were not present. During the second part, the President & CEO was also not present.

There being no further business, the meeting ended at 11:00 a.m.

**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES**

**DATE:** May 21, 2019

**PLACE:** University of Alberta  
Peter Lougheed Hall, City Room  
11011 Saskatchewan Drive  
Edmonton, Alberta

**TIME:** 2:40 p.m.

**BOARD MEMBERS**

Grace Thostenson, Chair  
Mike Boyle, Member  
Erna Ference, Member  
William Hnydyk, Member  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member  
Dave Rebbitt, Member  
Keith Serre, Member  
Jane Sustrik, Member

**EXECUTIVE**

Trevor Alexander, President & Chief Executive Officer \*\*  
Ron Helmhold, Chief Financial Officer \*  
Wendy King, Chief Operating Officer \*  
Marcela Matthew, Vice President, Worker Health & Wellness \*  
William P. Ostapek, Secretary and General Counsel \*  
Roxy Shulha-McKay, Vice President, Employee & Corporate Services \*

**ALSO PRESENT**

Leslie Henkel, Board of Directors' Secretariat \*

\* excused for item 12

\*\* excused for item 12 (part 2)

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**Board of Directors**

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The Chair called the meeting to order at 2:40 p.m.

1.1 **Agenda**

The agenda as distributed was approved.

1.2 **Proposed Motions**

The list of proposed motions was received for information.

2.1 **Minutes of the Meeting of April 30, 2019**

**MOTION**  
2019/06/15

It was moved that,

"The minutes of the meeting of April 30, 2019 be approved."

**CARRIED**

2.2 **2019 Meetings and Activities Schedule**

The meetings and activities schedule was received for information.

3. **Business Arising from the Minutes of April 30, 2019**

There was no business arising from the minutes of the April 30, 2019 meeting.

4. **Report of the Chair**

The Chair noted that the Minister of Labour, the Deputy Minister of Labour and the Minister's Chief of Staff will be joining the retreat the following morning.

5. **Report of the President**

The President introduced item 5.1.

5.1 **WCB and Injury Prevention presentation**

The Secretary and General Counsel made a presentation, which was received for information.

**COMMITTEE REPORTS**

6. **Policy Committee**

The committee had nothing to report.

7. **Audit Committee**

The committee had nothing to report.

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**Board of Directors**

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**8. Finance Committee**

The committee chair provided a report on the committee's recent meeting.

**9. Human Resource and Governance Committee**

The committee had nothing to report.

**10. New Business**

There was no new business.

**11. Meeting Evaluation**

The members completed the meeting effectiveness self-assessment form.

**12. In Camera**

The Board of Directors held an *in camera* session in two parts. During the first part, all of senior management except the CEO were not present. During the second part, the CEO was also not present.

There being no further business, the meeting ended at 3:35 p.m.

**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES OF EMAIL VOTE**

**DATE FOR REFERENCE:** May 30, 2019

**BOARD MEMBERS PARTICIPATING IN THE VOTE**

Grace Thostenson, Chair  
Mike Boyle, Member  
Erna Ference, Member  
William Hnydyk, Member  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member  
Dave Rebbitt, Member  
Keith Serre, Member  
Jane Sustrik, Member

**EXECUTIVE**

Trevor Alexander, President & Chief Executive Officer

**2019-2023 Strategic Plan**

The Strategic Plan is designed to communicate and direct WCB's efforts over the next five years.

The focus is on three guiding pillars:

1. WCB will provide exceptional service to workers and employers.
2. WCB will be fair and balanced.
3. The system will be financially sustainable.

The plan addresses the following five core elements of WCB's changing landscapes:

1. Shared service journey – implementing a shared vision of care and return to work.
2. Changing stakeholder expectations – increasing collaboration and partnerships.
3. Changing nature of work – decline of routine jobs.
4. Changing nature of claims – the increase in psychological injury.
5. Technology breakthroughs – innovation in improving service delivery.

**MOTION**

2019/07/16

It was moved that,

"The Board of Directors approve the 2019-2023 Strategic Plan as presented at the May 22, 2019 Board of Directors' retreat."

**CARRIED**

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**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES**

**DATE:** June 25, 2019

**PLACE:** The Workers' Compensation Board  
12<sup>th</sup> Floor Board Room  
Jarvis Building  
9925 – 107 Street  
Edmonton, Alberta

**TIME:** 11:00 a.m.

**BOARD MEMBERS**

Grace Thostenson, Chair  
Mike Boyle, Member  
Erna Ference, Member  
William Hnydyk, Member  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member  
Dave Rebbitt, Member  
Keith Serre, Member  
Jane Sustrik, Member

**EXECUTIVE**

Trevor Alexander, President & Chief Executive Officer \*\*  
Ron Helmhold, Chief Financial Officer \*  
Wendy King, Senior Vice President, Operations & Innovation \*  
Marcela Matthew, Vice President, Millard Health & Special Care Services \*  
William P. Ostapek, Secretary and General Counsel \*  
Roxy Shulha-McKay, Vice President, Employee & Corporate Services \*

**ALSO PRESENT**

Marj Langkamp, Director, Operations and Innovation \*  
Leslie Henkel, Board of Directors' Secretariat \*

\* excused for item 12

\*\* excused for item 12 (part 2)

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**Board of Directors**

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The Chair called the meeting to order at 11:00 a.m.

1.1 **Agenda**

The agenda as distributed was approved.

1.2 **Proposed Motions**

The list of proposed motions was received for information.

2.1 **Minutes of the Meeting of May 21, 2019**

**MOTION**

2019/08/17

It was moved that,

"The minutes of the meeting of May 21, 2019 be approved."

**CARRIED**

2.2 **Minutes of the Email Vote of May 30, 2019**

**MOTION**

2019/08/18

It was moved that,

"The minutes of the email vote of May 30, 2019 be approved."

**CARRIED**

2.3 **2019 Meetings and Activities Schedule**

The meetings and activities schedule was received for information.

3. **Business Arising from the Minutes of May 21, 2019 Meeting**

There was no business arising from the minutes of the May 21, 2019 meeting.

4. **Report of the Chair**

The Chair reported on:

- WCB annual general meeting,
- Association of Workers' Compensation Boards of Canada governance summit, and
- Industry Task Force meeting.

5.1 **Report of the President**

The President reported on the following:

- investment and financial results,
  - operations results and updates,
  - technology and innovation,
  - stakeholder engagement and legislative relations,
  - legislation and panel implementation, and
  - emerging issues.
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**Board of Directors**

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**5.2 2020 Meeting Schedule**

Advance approval of the schedule of meetings and recording in the minutes constitutes notice of the meetings. Such approval also facilitates planning of discussion items to come forward and finalization of the topic cycle. There are no meetings scheduled for February, March, July, August, October and December.

**MOTION**

2019/08/19

It was moved that,

"The 2020 Board of Directors' meeting schedule be approved."

**CARRIED****5.3 Optimizing Initial Entitlement Decision Making**

The Director of Operations and Innovation made a presentation.

**5.4 Monthly Financial Reports**

The Chief Financial Officer provided an overview of the monthly financial reports.

**COMMITTEE REPORTS****6. Policy Committee**

The committee chair provided a report on the committee's recent meeting.

**6.1 Policy 04-08, Part II, Application 3: Accidents on or After September 1, 2018 – Dependent Children and Other Dependents**

The proposed revisions remove the requirement that children age 18 or older at the time of the worker's death must be financially dependent on the worker at the time of death. This is a necessary correction to align policy with the legislation that came into effect on September 1, 2018. In addition, the draft revisions include some small grammatical changes.

The policy changes are a legal imperative for compliance with the *WCA*. As indicated on the Policy Development and Consultation Process pages on the website, WCB does not undertake consultation when the policy change is a legal imperative.

**MOTION**

2019/08/20

It was moved that,

"The Board of Directors approve the revisions to Policy 04-08, Part II, Application 3: Accidents on or after September 1, 2018 – Dependent Children and Other Dependents, effective September 1, 2018, applying to all claims with a date of accident on or after that date."

**CARRIED**

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**Board of Directors**

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**6.2 Policy 04-06, Part I, Health Care**

On April 30, 2019, the Board of Directors approved a new application, Policy 04-06, Part II, Application 5, Medical Assistance in Dying. In accordance with Board Resolution 94/02/09 (inconsequential amendments), Strategic Management Council approved an inconsequential amendment to Policy 04-06, Part I, Health Care, to add the new application to the list of applications in Part I of the policy.

**6.3 Policy Consultation Advisory Group Update**

The Policy Committee Chair provided an update on the June 14, 2019 meeting of the Policy Consultation Advisory Group.

**7. Audit Committee**

The committee had nothing to report.

**8. Finance Committee**

The committee had nothing to report.

**9. Human Resource and Governance Committee**

The committee had nothing to report.

**10. New Business**

There was no new business.

**11. Meeting Evaluation**

The members completed the meeting effectiveness self-assessment form.

**12. In Camera**

The Board of Directors held an *in camera* session in two parts. During the first part, all of senior management except the CEO were not present. During the second part, the CEO was also not present.

There being no further business, the meeting ended at 1:00 p.m.

**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES**

**DATE:** September 17, 2019

**PLACE:** The Workers' Compensation Board  
Saddledome Room  
150 – 4311 12 Street NE  
Calgary, Alberta

**TIME:** 8:00 a.m.

**BOARD MEMBERS**

Erna Ference, Chair  
William Hnydyk, Member  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member  
Keith Serre, Member

**Excused**

Jane Sustrik, Member

**EXECUTIVE**

Trevor Alexander, President & Chief Executive Officer \*\*  
Tarick Ahmad, Chief Technology Officer ♦\*  
Ron Helmhold, Chief Financial Officer ♦\*  
Wendy King, Senior Vice President, Operations & Innovation♦ \*  
Marcela Matthew, Vice President, Millard Health & Special Care Services ♦\*  
William P. Ostapek, Secretary and General Counsel ♦\*  
Roxy Shulha-McKay, Vice President, Employee & Corporate Services \*

**ALSO PRESENT**

Victoria Cho, Director, Medical Services ♦\*  
Leslie Henkel, Board of Directors' Secretariat ♦\*  
Pieter Lambooy, Director, Customer Service & Disability Management ♦\*

♦ excused for item 9.1

\* excused for item 12

\*\* excused for item 12 (part 2)

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**Board of Directors**

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The Chair called the meeting to order at 8:00 a.m.

1.1 **Agenda**

The agenda as distributed was approved.

1.2 **Proposed Motions**

The list of proposed motions was received for information.

2.1 **Minutes of the Meeting of June 25, 2019**

**MOTION**

2019/09/21

It was moved that,

"The minutes of the meeting of June 25, 2019 be approved."

**CARRIED**

2.2 **2019 Meetings and Activities Schedule**

The 2019 meetings and activities schedule was received for information.

2.3 **2020 Meetings and Activities Schedule**

The 2020 meetings and activities schedule was received for information.

3. **Business Arising from the Minutes of June 25, 2019**

There was no business arising from the minutes of the June 25, 2019 meeting.

4. **Report of the Chair**

The Chair reported on her recent meeting with the Minister of Labour.

5. **Report of the President**

The President reported on the following:

- investment and financial results,
- operations results and updates,
- technology and innovation,
- stakeholder engagement and legislative relations,
- legislation and panel implementation, and
- emerging issues.

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**Board of Directors**

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The Director of Customer Service & Disability Management made a presentation titled “Reducing the Impact of Permanent Injury” and the Director of Medical Services made a presentation titled “Physician Engagement and Outreach”.

The 2019 strategy map and objectives update was received for information.

**COMMITTEE REPORTS****6. Policy Committee****6.1 Employer Services Policies (Insurance Coverage for Workers and Employers and Pricing)**

The Policy Committee approved online posting of the following draft employer services policies for a period of 60 days, as well as in-person consultation:

- Policy 06-01, Part II, Application 2
- Policy 06-02, Part II, Application 2
- Policy 06-03, Part II, Application 4
- Policy 07-01, Part II, Application 1

Approval was also granted for posting of verbatim responses received during the initial high-level consultation regarding employer services policies.

**6.2 2019 Policy Project Plan Update**

The 2019 policy project plan update was received for information.

**6.3 2020 Policy Project Plan**

The Policy Committee approved posting of the 2020 policy project plan for online consultation for a period of 60 days. The WCB is seeking input from stakeholders regarding their policy priorities for the coming year. Once feedback has been received, the completed 2020 plan will be brought to Policy Committee for approval early in 2020.

**7. Audit Committee**

The committee chair provided a report on the committee’s recent meeting.

**8. Finance Committee**

The committee chair provided a report on the committee’s recent meeting.

**8.1 Monthly Financial Reports**

The monthly financial reports were received for information.

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**Board of Directors**

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**9. Human Resource and Governance Committee**

The executive, with the exception of the President and the Vice President, Employee and Corporate Services, left the meeting.

**9.1 2019 Executive Compensation Peer Group**

With the enactment of the *Reform of Agencies, Boards and Commissions Compensation Act (RABCCA)*, and subsequent regulation that came into effect, a new peer group and salary band was developed in 2017 and implemented for the President effective March 15, 2019.

It is recommended that a similar peer group of broad Canadian public sector organizations be used for the 2019 vice president compensation review; sorted to reflect the scope and complexity of WCB in terms of annual budget/revenue, assets under management, and/or number of employees.

**MOTION**

2019/09/22

It was moved that,

"The Board of Directors approve the peer group to be used for the 2019 executive compensation review."

**CARRIED****10. New Business**

There was no new business.

**11. Meeting Evaluation**

The members were asked to complete the meeting effectiveness self-assessment form.

**12. In Camera**

The Board of Directors held an *in camera* session in two parts. During the first part, all of senior management except the President were not present. During the second part, the President was also not present.

There being no further business, the meeting ended at 11:40 a.m.

**THE WORKERS' COMPENSATION BOARD  
MEETING OF THE BOARD OF DIRECTORS  
MINUTES**

**DATE:** November 26, 2019

**PLACE:** The Workers' Compensation Board  
12 Floor Board Room  
Jarvis Building  
9925 – 107 Street  
Edmonton, Alberta

**TIME:** 8:00 a.m.

**BOARD MEMBERS**

Erna Ference, Chair  
William Hnydyk, Member (by teleconference)  
Philip Hughes, Member  
Ivana Niblett, Member  
Mary Phillips-Rickey, Member  
Keith Serre, Member  
Jane Sustrik, Member

**EXECUTIVE**

Trevor Alexander, President & Chief Executive Officer \*\*  
Tarick Ahmad, Chief Technology Officer \*  
Ron Helmhold, Chief Financial Officer \*  
Wendy King, Senior Vice President, Operations & Innovation \*  
Marcela Matthew, Vice President, Millard Health & Special Care Services \*  
William P. Ostapek, Secretary and General Counsel \*  
Roxy Shulha-McKay, Vice President, Employee & Corporate Services •

**ALSO PRESENT**

Leslie Henkel, Board of Directors' Secretariat \*  
Laurent Charron, Corporate Controller, Financial Management (items 7 and 8)  
Jennifer Freitas, Chief Internal Auditor, Management Audit Services (items 7 and 8)  
Nadia Mursky, Manager, Financial Management (items 7 and 8)

• excused for item 12

\* excused for items 9.1, 9.2 and 12

\*\* excused for item 12 (part 2)

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**Board of Directors**

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The Chair called the meeting to order at 8:00 a.m.

1.1 **Agenda**

The agenda as distributed was approved.

1.2 **Proposed Motions**

The list of proposed motions was received for information.

2.1 **Minutes of the Meeting of September 17, 2019**

**MOTION**

2019/10/23

It was moved that,

"The minutes of the meeting of September 17 be approved."

**CARRIED**

2.2 **2020 Meetings and Activities Schedule**

The meetings and activities schedule was received for information.

3. **Business Arising from the Minutes of September 17, 2019**

There was no business arising from the minutes of the September 17, 2019 meeting.

4. **Report of the Chair**

The Chair reported on:

- resignation of former board member Keith Serre,
- board member selection,
- transfer of WCB Accident Fund to AIMCo,
- upcoming Industry Task Force meeting, and
- abolition of requirement for seconding board motions.

5. **Report of the President**

The President reported on the following:

- investment and financial results,
- operations results and updates,
- technology and innovation,
- stakeholder engagement and legislative relations,
- legislation and panel implementation, and
- risk profile and emerging issues.

The 2019 Strategy Map and Objectives update was received for information.



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## Board of Directors

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### COMMITTEE REPORTS

#### 6. Policy Committee

The committee chair provided a report on the committee's recent meeting.

##### 6.1 Policy 04-06 – New Application 6 and Addendum A – Pharmaceutical Cannabinoids and Cannabis Authorized for Medical Use

The Policy Committee approved posting of the draft policy application and addendum on the WCB's website for external stakeholder feedback for a period of 60 days.

The new cannabis policy is proposed to help workers and their treatment providers access coverage for pharmaceutical cannabinoids and cannabis for medical treatment when appropriate, and to ensure there is transparency regarding coverage and expectations. The goal of the new policy is to support access to necessary treatment within a framework of medical evidence, legislative obligations, and professional practice guidelines.

The policy includes general information and essential clinical requirements. WCB expectations regarding the clinical requirements will be supplemented with a physicians' guide that will provide additional detail. The policy also takes into consideration the current healthcare concerns regarding vaping. The policy distinguishes between vaping liquid formulations (e-liquids) and vaporizing the dry herbal product, and restricts coverage to vaporizing the dry herb.

Before posting the draft policies for online consultation, WCB will discuss with the Policy Consultation Advisory Group (PCAG) the opportunity and value of holding an in-person stakeholder education session to provide information on, and offer an opportunity to discuss, the legal requirements and medical guidelines underpinning the content of the draft policies. This educational step will help stakeholders provide informed comment in response to the subsequent online consultation.

##### 6.2 Policy 04-04, Part II, Application 5, Midpointing

The Policy Committee approved posting the draft revision to Policy 04-04, Part II, Application 5, on WCB's website for external stakeholder feedback for a period of 60 days.

Policy 04-04, Part II, Application 5, deals with pre-1995 claims. Question 7 addresses the process when a new permanent clinical impairment (PCI) assessment indicates a change in disability. Current policy provides that, when there has been a deterioration in the worker's condition, the PCI change (and resulting pension adjustment) is effective at the midpoint between the initial assessment and the current assessment confirming the deterioration.

With the passage of time, some workers have had successive PCI assessments and adjustments to their pensions, so that midpointing between the initial and current assessments can have the unintended consequence of setting an effective date for the latest adjustment that is actually earlier than the previous assessment.

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## Board of Directors

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In practice, midpointing is between the previous assessment and the current one, which is consistent with the intent of the policy when first developed and produces the most reasonable and fair outcome.

### 6.3 Policy 04-02, Part II, Addendum A, Allowance Rates

WCB reviews the allowance rates for travel, subsistence (meals), and accommodation annually.

**Travel:** No changes were recommended to the travel allowance of 51 cents per kilometre for 2020. The rate covers average vehicle operating costs, which are decreasing overall, and includes both fixed and variable costs. Rates are consistent with those of other similar organizations.

**Meal allowances:** No changes were recommended for 2020 rates. The meal allowance is intended to cover the cost of a reasonable restaurant meal with some flexibility and choice at mid-range restaurants. Workers do not have to provide receipts. In addition, there is a provision in policy that allows WCB to pay actual costs in exceptional circumstances when the worker is required to travel to a location where the meal allowance is not enough to cover the cost of an average meal.

**Accommodation:** No change was recommended to the existing approach for hotel accommodation, nor to the private accommodation rate for 2020. The private accommodation option is not used very often and was increased in 2019.

### 6.4 Policy 04-02, Part II, Application 1, and Policy 04-04, Part II, Application 3, Retirement Lump Sum

One of the legislative changes in Bill 30 was the introduction of a new lump sum retirement benefit for eligible workers whose wage loss benefits end before they reach their retirement date. This new benefit came into effect on January 1, 2018, applying to claims with a date of accident on or after that date.

When Bill 30 was tabled, it included a change to the eligibility criteria that expanded it to workers "in receipt of **periodic compensation** continuously for a period of at least 2 years". Unfortunately, the change in the eligibility criteria was not reflected in the final policy, which limits eligibility to only the first category. As such, policy revisions are required so that policy is consistent with legislation. Consultation is not recommended as the proposed changes are a legal requirement, needed to ensure that policy is in compliance with the *WCA*. As stated in the Policy Development and Consultation Process page on WCB's website, WCB does not consult when policy changes are legal imperatives, in which the Legislature has directed that a change or amendment to a policy be made.

#### MOTION

2019/10/24 It was moved that,

"The Board of Directors approve the revisions to Policy 04-02, Part II, Application 1, and Policy 04-04, Part II, Application 3. The revisions are a correction to the lump sum retirement benefit provision so that it is consistent with section 60.1 of the *Workers' Compensation Act*.

**Effective Date:** January 1, 2018, applying to all claims with a date of accident on or after that date."

CARRIED

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**Board of Directors**

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**6.5 2019 Policy Project Plan – Q3 Update**

The 2019 Policy Project Plan third quarter update was received for information.

**7. Audit Committee**

The committee chair provided a report on the committee's recent meeting.

**8. Finance Committee**

The committee chair provided a report on the committee's recent meeting.

**8.1 2020 Financial Plan and Operating Budget**

The WCB's budget is significantly influenced by operating and economic assumptions such as assessable earnings, covered workers, claim duration, and claim volume expectations that directly impact WCB operating activities and results. The 2020 budget planning outcomes are based on current key drivers and assumptions which have been developed in the context of an Alberta economy that is expected to continue a gradual and fragile recovery from the 2015-2016 recession.

Highlights of the 2020 budget are as follows:

- 2020 assessable earnings are forecast to increase by 3.5% over 2019 forecast to \$108.7 billion.
- New lost-time claims volume for 2019 is forecast to be 29,000, 3.3% below budget. For 2020, 29,200 new lost-time claims are expected; 0.7% above 2019 forecast, reflecting a modest expansion of the workforce. Claim benefit expenses (current year injuries) for 2019 are forecast at \$1.24 billion, an increase of 1.8% from 2019 budget. In 2020, they are expected to grow by 3.6% to \$1.29 billion.
- In 2020, operating administrative expenses of \$164.7 million are flat to 2019 budget and forecast (0.6% reduction from 2019 budget; 0.5% increase from 2019 forecast).
- The average required industry premium rate for 2020 has been calculated at \$1.33, which reflects the revenue required to fully fund the cost of 2020 injuries. This required rate is flat to the required rate in 2019. The average collected rate for 2020 will increase by 2.7% from the 2019 collected rate of \$1.11 to \$1.14. The resulting \$0.19 shortfall between the required rate and the collected rate is slightly lower than the \$0.22 shortfall in 2019, and will be absorbed by the Accident Fund.
- The rate of return from the investment portfolio is budgeted at 5.2% for 2020 and the investment revenue forecast has been set at \$600.2 million.
- Based on budgeted outcomes from operations and asset liability management activities, the 2020 year end funded ratio comes to 112.4%.

**MOTION**

2019/10/25 It was moved that,

"The Board of Directors approve the 2020 financial plan and operating budget."

**CARRIED**

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**Board of Directors**

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**8.2 Monthly Financial Reports**

The monthly financial reports were received for information.

**9. Human Resource and Governance Committee**

The committee chair provided a report on the committee's recent meeting.

**9.1 Vice President Compensation**

The Chair of the Human Resource and Governance Committee provided an update on vice president compensation.

**9.2 President and CEO Evaluation**

Board members are asked to comment on the evaluation form and submit it no later than December 15, 2019. Comments will be provided to the President and CEO in a summarized format during discussions with the Chair of the Board of Directors and Chair of the Human Resource and Governance Committee.

**10. New Business**

There was no new business.

**11. Meeting Evaluation**

The members were asked to complete the meeting effectiveness self-assessment form.

**12. In Camera**

The Board of Directors held an *in camera* session in two parts. During the first part, all of senior management except the President were not present. During the second part, the President was also not present.

There being no further business, the meeting ended at 12:00 p.m.