

## D.C. Office of Risk Management FY2017

Agency D.C. Office of Risk Management

Agency Code RK0

Fiscal Year 2017

Mission The mission of the Office of Risk Management (ORM) is to reduce the probability, occurrence and cost of risk to the District of Columbia government.

### 2017 Strategic Objectives

Objective Number	Strategic Objective
1	Identify, measure, analyze and mitigate the District government's exposure to risk and liability.
2	Administer the Public Sector Workers' Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty.
3	Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition.
4	Collect monies owed to the District as a result of a Third Party tortfeasors whose negligence or intentional acts result in damages and losses to the District.
5	Create and maintain a highly efficient, transparent and responsive District government.**

### 2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
<b>1 - Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (3 Measures)</b>									
Percentage of eligible facilities for which agencies have submitted an Emergency Response Plan (ERP) for approval by ORM	<input type="checkbox"/>	Quarterly		Not available	100%	85.61%	100%	94.6%	100%
Percentage of agencies under the purview of the Mayor that file Cost of Risk reports	<input type="checkbox"/>	Annually		Not available	100%	98%	100%	100%	85%
Percentage of government real estate property assets insured by private insurance	<input type="checkbox"/>	Quarterly		Not available	50%	100%	60%	100%	100%
<b>2 - Administer the Public Sector Workers' Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty. (3 Measures)</b>									
Percentage of employees returning to work compared to the number of claims received	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	New Measure	70%
Workers' Compensation claim file closing ratio	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	New Measure	90
Percentage of claims opened and assigned within five (5) business days of receipt by ORM (PSWCP)	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	0%	New Measure	90%
<b>3 - Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition. (4 Measures)</b>									
Percentage of claims opened and assigned within five (5) business days of receipt by ORM (Tort Liability)	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	0%	New Measure	90%
Percentage of claims where ORM issues an acknowledgement letter within five (5) business days within the claim being opened and assigned	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	New Measure	95%
Number of days to close a file from date of opening	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	New Measure	25

The average cost to process a claim per claims specialist	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	\$159
<b>4 - Collect monies owed to the District as a result of a Third Party tortfeasors whose negligence or intentional acts result in damages and losses to the District. (3 Measures)</b>									
Ratio of open to closed tort subrogation claim files	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	50
Ratio of open to closed Workers' Compensation affirmative subrogation actions	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	25
Percentage of cases pursued within thirty (30) days of issuance of lien letters in Workers' Compensation	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
<b>5 - Create and maintain a highly efficient, transparent and responsive District government.** (9 Measures)</b>									
Contracts/Procurement-Expendable Budget spent on Certified Business Enterprises	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement-Contracts lapsed into retroactive status	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Federal Funds returned	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service-Meeting Service Level Agreements	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Vacancy Rate	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee District residency	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee Onboard Time	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management-Employee Performance Plan Completion	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (8 Activities)</b>			
RISK MANAGEMENT	Provides guidance and training to agencies on risk analysis and mitigation.	The Office of Risk Management collaborates with all Agency Risk Management Representatives (ARMRs) on emergency response planning and response to determine the areas where the District has the greatest exposure to risk and make recommendations to minimize its occurrence.	Daily Service
RISK INSPECTIONS & COORDIN. OF ARMRS	Conducts site safety inspections of District government properties.	ORM's Occupational Safety and Health inspectors conduct inspections of District owned and operated buildings to ensure that building inspections and follow-up inspections are (a) conducted using Occupational Safety and Health Administration's (OSHA) guidelines and (b) communicated to the Directors and Agency Risk Management Representatives (ARMR's) to ensure that the buildings are safe, healthy, and comply with OSHA standards and regulations.	Daily Service
RISK MANAGEMENT	Obtain and review driving records for operators of District vehicles.	ORM, in partnership with other District government agencies, aims to prevent driver negligence of employees who use a District vehicle for business purposes by obtaining and reviewing driving records. Agencies with high risk drivers are alerted and advised to revoke the employee's driving privileges.	Daily Service

RISK MANAGEMENT	Administration of the District's hybrid Self-Insurance program to include issuance of self-insurance certification letters.	The Government of the District of Columbia operates as a self-insured entity. When a DC agency requires proof of insurance (evidence of self-insurance), the DC Office of Risk Management (ORM) will review and consider all requests for such proof. If the request is approved, a self insurance letter will be issued to the petitioner.	Daily Service
RISK MANAGEMENT	Procure and maintain insurance coverage(s) for District government real estate property assets.	ORM, through the Captive Insurance Agency, hired a third-party commercial property insurance broker and purchased commercial property insurance, including terrorism coverage for District-owned property for the purpose of building a stronger District property risk management program through a combination of self-insurance and private insurance.	Daily Service
INSURANCE ANALYSIS	Provide advice to District agencies on risk and insurance policies and practices.	Agencies frequently seek advice from ORM on how to protect the District from risks and liabilities as they carry out agency initiatives, contracts and coordinating special events. A training platform has been developed to review the minimum insurance requirements for contractors and vendors. The following areas were addressed – ORM's purpose, the need for insurance, self insurance programs, the Captive, risk / exposure identification, contract insurance requirements, multiple lines of business and their application, additional insureds, subrogation, Anti-Deficiency Act, indemnification clause, certificates of insurance, contract review, timeline and process for review by ORM.	Daily Service
RISK ANALYSIS	Conducts trends analysis for claims filed for Workers' Compensation and Tort Liability.	Reviews claims for liability trends for certain types of claims by agency.	Key Project
CLAIMS EXAMINATION & MGT	Provide a system for identifying, measuring, analyzing and mitigating the District government's exposure to risk and liability	ORM is currently in process of soliciting a vendor to purchase a Enterprise Risk Management System (ERMS) to manage daily operations for each agency program.	Key Project

**2 - Administer the Public Sector Workers' Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty. (5 Activities)**

CLAIMS EXAMINATION & MGT	Manage claims submitted by employees to determine if the injury sustained is compensable.	Workers' Compensation is a system of benefits provided by law for workers who have job-related injuries or illnesses. Once a claim is submitted, it is investigated for merit. Upon acceptance, benefits are paid for injuries or illnesses that were caused by an employee's work. The primary goal of the Public Sector Workers' Compensation Program is to respond to workplace injuries with the best, most appropriate medical care at a reasonable cost, and to return employees back to work as soon as medically possible.	Daily Service
CLAIMS MANAGEMENT	Ongoing management of accepted claim for medical treatment and/or indemnity payments.	Once a claim is accepted, DCORM will pay for lost wages benefits for accepted claims while employee is unable to work. DCORM will pay for all reasonable and necessary medical services required to treat the injury or illness. Where necessary and appropriate, DCORM must also pay for physical, mental or vocational rehabilitation.	Daily Service
CLAIMS EXAMINATION	Review of existing claims for determination of benefit eligibility.	Public Sector Workers' Compensation Program	Daily Service
RETURN TO WORK	Return injured employee back to work as soon as medically possible in an alternative, modified, part-time and/or full-time capacity.	Return to work simply means helping an employee get back to work as soon as possible after a job-related injury or illness. The employee can work shorter hours, temporarily perform a different job or work in their current position in a "modified duty" capacity until fully recovered. The Return to Work Officer should regularly check with the employee to see how his/her work and recovery is progressing and make certain any restrictions on work tasks are being met.	Daily Service
RETURN TO WORK	Conduct orientations, trainings and job fairs to injured employee's of the Public Sector Workers' Compensation Program and Return to Work Program.	Return to work orientations are conducted monthly. The purpose is to education the injured workers on the Return to Work process.  Training consists of resume writing, basic computer skills, interview skills.  Job fairs are held quarterly. The job fair consists of DC Government agencies and outside organization who conduct on the spot interviews for permanent placement.	Daily Service

**3 - Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition. (4 Activities)**

CLAIMS MANAGEMENT	Administer the Settlement and Judgement Fund.	ORM authorizes pre-litigation settlements based on liability against the District out of the settlement and judgement fund.	Daily Service
CLAIMS EXAMINATION	Receive §12-309 notices for alleged claims against the District.	The Tort Liability Division investigates and resolves claims filed against the District of Columbia pursuant to D.C. Code § 12-309. Individuals can file a tort claim against the District for unliquidated losses (property damage or personal injury) arising out of the actions or inactions of the District and/or its employees.ORM receives, investigates and resolves claims filed against District of Columbia. If the statutory requirements of § 12-309 of the DC Official Code (2001) are not satisfied, the claim will be denied.  Once a claim has been received and logged into the claims database, it is assigned to an adjuster for investigation and handling.	Daily Service

CLAIMS EXAMINATION & MGT	Review the facts and assess the merits of the claims for disposition by way of settlements or denials.	The claims adjuster will: 1) contact the claimant and the parties involved 2) contact the District agency involved for internal reports and investigative information 3) gathers and inspects all relevant information regarding the claim: photos, quotes, estimates, witness statements, etc. 4) enter additional information/investigation details into claims management system 5) makes the determination as to accept or reject claim.	Daily Service
CLAIMS EXAMINATION & MGT	Coordination with responsible District agencies to determine whether to accept a claim and enter into a pre-litigation settlement or reject the claim.	ORM will reach out the involved agency for supporting documentation in order to assess liability. Upon determination of liability, ORM will reach out the claimant directly.	Daily Service
<b>4 - Collect monies owed to the District as a result of a Third Party tortfeasors whose negligence or intentional acts result in damages and losses to the District. (3 Activities)</b>			
CLAIMS EXAMINATION	Review District agency incident reports and determine if damages and losses to the District is as a result of negligence or intentional act of a third party.	ORM assesses liability pursuant to supporting documentation requested and received from the agency.	Daily Service
CLAIMS EXAMINATION & MGT	Provide notice to third party tortfeasors of the District's intent to subrogate and pursue recovery of monies owed to the District as a result of damages and losses due to third party tortfeasors actions.	ORM relies on supporting documentation from the agencies to assist in the subrogation process.	Daily Service
CLAIMS EXAMINATION & MGT	Recover monies through subrogation efforts either in resolution of a settlement or lawsuit.	ORM relies on supporting documentation from the agencies to assist in the subrogation process.	Daily Service

## 2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
<b>1 - Conducts site safety inspections of District government properties. (1 Measure)</b>								
Number of environmental and safety inspections/re-inspections at District Government buildings conducted by ORM	<input type="checkbox"/>		Number of environmental & safety inspections/re-inspections	# of safety inspections	Annually	Not available	Not available	617
<b>1 - Provide advice to District agencies on risk and insurance policies and practices. (1 Measure)</b>								
Number of contract and insurance risk management training sessions offered to agency officials	<input type="checkbox"/>		Number of training classes	# of contract and insurance training classes	Annually	Not available	Not available	10
<b>2 - Manage claims submitted by employees to determine if the injury sustained is compensable. (1 Measure)</b>								
Total new workers' compensation claims processed with ORM	<input checked="" type="checkbox"/>		Total new workers' compensation claims processed	# of new workers' compensation claims	Annually	Not available	Not available	New Measure
<b>2 - Ongoing management of accepted claim for medical treatment and/or indemnity payments. (1 Measure)</b>								
Total workers' compensation claims closed	<input checked="" type="checkbox"/>		Total workers' compensation claims closed	# of workers' compensation claims closed	Annually	Not available	Not available	New Measure
<b>2 - Review of existing claims for determination of benefit eligibility. (1 Measure)</b>								
Total number of workers' receiving worker compensation benefits as of Oct 1.	<input checked="" type="checkbox"/>		Total number of workers' receiving WCP benefits as of Oct. 1	# of workers receiving benefits as of October 1	Annually	Not available	Not available	New Measure
<b>3 - Receive §12-309 notices for alleged claims against the District. (2 Measures)</b>								

Number of new tort claims filed with ORM	✓		Number of new tort claims filed with ORM	# of new tort claims files	Annually	Not available	Not available	New Measure
Total number of claims opened and closed (denied and settled) within the same fiscal year	✓		Number of claims open and closed (denied and settled) in same fiscal year	# of claims open and closed (denied and settled) in same fiscal year	Annually	Not available	Not available	New Measure
<b>3 - Review the facts and assess the merits of the claims for disposition by way of settlements or denials. (3 Measures)</b>								
Number of tort claims closed by ORM (denied and settled)	✓		Number of tort claims closed by ORM (denied and settled)	# of tort claims closed by ORM (denied and settled)	Annually	Not available	Not available	New Measure
Total number of claims settled by ORM	✓		Total number of claims settled by ORM	# of claims settled by ORM	Annually	Not available	Not available	New Measure
Total number of claims processed by ORM	✓		Total number of claims processed by ORM	# of claims processed by ORM	Annually	Not available	Not available	New Measure
<b>4 - Provide notice to third party tortfeasors of the District's intent to subrogate and pursue recovery of monies owed to the District as a result of damages and losses due to third party tortfeasors actions. (1 Measure)</b>								
Number of lien notice letters issued	✓		Number of lien notice letters issued	# of lien notice letters issued	Annually	Not available	Not available	New Measure
<b>4 - Recover monies through subrogation efforts either in resolution of a settlement or lawsuit. (3 Measures)</b>								
Number of subrogation claims pursued and collected	✓		Number of subrogation claims pursued and collected	# of subrogation claims pursued and collected	Annually	Not available	Not available	New Measure
Number of subrogation claims pursued, uncollected and closed	✓		Number of subrogation claims pursued and denied	# of subrogation claims pursued and denied	Annually	Not available	Not available	New Measure
Number of affirmative subrogation demands pursued after issuance of lien letters by the Workers' Compensation Program.	✓		Number of affirmative subrogation pursued by lien letter by Workers' Compensation Program	# of affirmative subrogation pursued by lien letter by Workers' Compensation Program	Annually	Not available	Not available	New Measure
<b>4 - Review District agency incident reports and determine if damages and losses to the District is as a result of negligence or intentional act of a third party. (1 Measure)</b>								
Number of subrogation claims pursued	✓		Number of subrogation claims pursued	# of subrogation claims pursued	Annually	Not available	Not available	New Measure

## 2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>CLAIMS EXAMINATION &amp; MGT (6 Strategic initiative-operation links)</b>		
Resolve tort claims more efficiently.	ORM will analyze the frequency and severity of claims in an attempt to reduce overall costs associated with the claims management in its entirety. ORM's goal is to reduce the claim count from each agency by developing practices which efficiently and effectively resolve submitted claims in a timely manner by identifying trends and working with agencies to develop solutions.	09-30-2017
Increase subrogation revenue recovered by the Tort Program.	ORM has launched a subrogation task force which meets monthly to evaluate and unify the incident reporting process of each agency, specifically DDOT, MPD and OSSE. The primary objective is to develop a unified subrogation reporting system to record and collect supporting documentation to expedite the collection of subrogation monies due to the District. A proposed uniform policy for subrogation will be completed in FY 17. The finalized policy will be delivered after ORM procures it enterprise risk management system.	09-30-2017
Implement a Risk Management System (RMS) to provide a comprehensive and centralize database to capture and analyze the core services of the agency.	In Fiscal Year 2016, the agency laid the foundation to implement a risk management application that will allow for a comprehensive and centralized method to manage the agency's operations including public sector workers compensation management, tort claims, insurance and risk identification and analysis. In Fiscal Year 2017, the agency will finalize the requirements for the Risk Management System in order to solicit vendor for the purchase and development of an internal database system.	09-30-2017
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<b>RETURN TO WORK (2 Strategic initiative-operation links)</b>		
Increase the number of injured workers, who have received medical permission to work in a limited, modified or full duty capacity, to return back to the workforce in some type of work capacity.	In the past, the Public Sector Workers' Compensation Program's (PSWCP) Return-To-Work (RTW) Program's main objective was to temporarily place injured workers in alternative modified work assignments, in order to facilitate their transition back to full duty on a permanent basis. In fiscal 2016, the Program designated a Return Work Coordinator for each agency. Each Coordinator was trained to effectively return employees back to work. In addition to the bi-monthly RTW Orientations and quarterly job fairs, there is regular contact with these Coordinators. Based on these efforts, our goal is to return back to work more employees than the previous fiscal year.	09-30-2017
Workers' Compensation Training Programs	ORM will conduct Comprehensive Public Sector Workers' Compensation Program trainings to management and human resources staff at District agencies. The trainings would increase agency's knowledge in understanding application of the Public Sector Workers' Compensation Program; leading to improved service with stakeholders.	09-30-2018

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