

## D.C. Office of Risk Management FY2020

Agency D.C. Office of Risk Management

Agency Code RKO

Fiscal Year 2020

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.

### 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 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.
6	Vendor and provider relations needs including medical bill review, compliance, and medical provider assessment.

### Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
<b>1 - Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (3 Measures)</b>					
Percent of agencies under the purview of the Mayor that file Cost of Risk reports for data requested	Up is Better	0%	78%	0%	100%
Percent of eligible facilities for which agencies have submitted an Emergency Response Plan (ERP) for approval by ORM	Up is Better	38.9%	97.5%	95.7%	85%
Percent of known and applicable government real estate property assets insured by private insurance	Up is Better	96%	100%	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. (7 Measures)</b>					
Percent of compensability decisions conveyed to employees within 30 days	Up is Better	New in 2018	100%	100%	80%
Dollars recouped in Public Sector Workers' Compensation Subrogation Matters	Up is Better	New in 2018	\$177,954.2	\$742,055	\$100,000
Improve agency awareness of ORM's Public Sector Workers' Compensation Program by training and providing a presentation to 10 Agencies	Up is Better	New in 2018	9	13	10
Percent of claims opened and assigned (three point contact) within five (5) business days of receipt by ORM's Public Sector Workers' Compensation Program	Up is Better	New in 2018	98.5%	100%	90%
Percent of 9A decisions issued within 30 days of receipt	Up is Better	New in 2018	77.4%	95%	75%
Percent of A1 decisions issued within 30 days of receipt	Up is Better	New in 2018	99.1%	87%	75%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percent of intake and customer service calls received and assisted within 3 rings	Up is Better	New in 2019	New in 2019	91%	80%
<b>3 - Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition. (5 Measures)</b>					
Percent of claims opened, assigned, and received by adjuster within five (5) business days of receipt by ORM (Tort)	Up is Better	95.9%	99.9%	100%	90%
Percent of claims where ORM issues an acknowledgement letter within five (5) business days within the claim being opened and assigned	Up is Better	96.3%	99.7%	100%	95%
Amount of monies ORM recovers for the District of Columbia via Subrogation	Up is Better	\$100	\$433,232.5	\$885,972	\$130,000
The average cost to process a claim per claims specialist	Down is Better	\$126.6	\$116.1	\$128.7	\$159
Number of days it takes to resolve a Tort claim in the same fiscal year excluding extraordinary cases once agency request is received	Down is Better	New in 2018	17.52	19.7	25
<b>4 - Collect monies owed to the District as a result of Third Party tortfeasors whose negligence or intentional acts result in damages and losses to the District. (2 Measures)</b>					
Ratio of open to closed tort subrogation claim files	Down is Better	65.9	49.3	0.46	50
Percent of claims recovered within the same fiscal year, excluding extraordinary cases	Up is Better	New in 2018	32.9%	32%	25%

## Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)</b>				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	94.7%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	97%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	No Applicable Incidents	Not Available
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

\*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## 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 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	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 District 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
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 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
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 take appropriate and necessary action to mitigate risk; including but not limited to revoking driving privileges.	Daily Service
CLAIMS EXAMINATION & MGT	Provide a system for identifying, measuring, analyzing and mitigating the District government's exposure to risk and liability	ORM will be integrating functionality within the Enterprise Risk Management System (ERMS) to manage daily operations for each agency.	Key Project

Operations Header	Operations Title	Operations Description	Type of Operations
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 to determine the areas where the District has the greatest exposure to risk and make recommendations to minimize its occurrence.	Daily Service
CLAIMS EXAMINATION	Alive and well checks for Workers' Compensation Program	Number of alive and well checks done by the Investigation unit for the Public Sector Workers' Compensation Program	Daily Service
<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. (5 Activities)</b>			
CLAIMS MANAGEMENT	Ongoing management of accepted claim for medical treatment and/or indemnity payments	Once a claim is accepted, ORM continuously reviews and analyzes medical and loss wage payments for compensability.	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. Through additional concrete efforts ORM will create alternative methods of support in order to return more employees back to work.	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	Returns to work orientations are conducted monthly. The purpose is to educate injured workers on the Return to Work process. Trainings consist of resume writing, basic computer skills, and interview skills. Job fairs are held quarterly, consisting of DC Government agencies and outside organizations who conduct on-the-spot interviews for permanent placement.	Daily Service
CLAIMS EXAMINATION & MGT	Manage claims submitted by employees to determine if the injury sustained is compensable	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. ORM will work with agency partners to analyze and ensure injuries are work related through an integrated, active process.	Daily Service
Public Sector Workers' Compensation Administrative Actions	Public Sector Workers' Compensation Administrative Actions	Dedicated resources utilized to process and assist the Public Sector Workers' Compensation claims management process including claims intake and provider relations services.	Daily Service
<b>3 - Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition. (5 Activities)</b>			
CLAIMS MANAGEMENT	Administer the Settlement and Judgement Fund	ORM authorizes pre-litigation settlements through its operation of the tort liability program. ORM continues to improve its analysis and review of payments from the settlement and judgement fund.	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)gather and inspect all relevant information regarding a claim including photos, quotes, estimates, witness statements, etc. 4) enter additional information/investigation details into claims management system 5) determination to accept or reject a claim	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
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
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. 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	Investigations	Investigations related to Tort and Public Sector Workers' Compensation incidents and claims.	Daily Service
<b>4 - Collect monies owed to the District as a result of 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 agencies.	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's staff will analyze , pursue, and support OAG in litigation efforts to collect on losses incurred by third party actors.	Daily Service
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (3 Activities)</b>			
RISK MANAGEMENT	Risk Council Meetings	Risk Council Meetings coordination with Agency ARMRs	Key Project
CUSTOMER SERVICE	Agency Information Presentations	ORM is working to touch all District Agencies to communicate our operations and services.	Key Project
District Audit Tracking	District Audit Tracking	Enter, review and track audit information for both the District's Single Audit and agency individual audits.	Daily Service
<b>6 - Vendor and provider relations needs including medical bill review, compliance, and medical provider assessment. (1 Activity)</b>			
Vendor Relations and compliance	Bill Review	Review of medical provider billing	Daily Service

## Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>1 - CLAIMS EXAMINATION (1 Measure)</b>			
Number of alive and well checks done by the Investigation unit for the Public Sector Workers' Compensation Program	New in 2020	New in 2020	New in 2020
<b>1 - INSURANCE ANALYSIS (2 Measures)</b>			
Number of contract and insurance risk management training sessions offered to agency officials	37	16	28
Amount of insurance contracts reviews completed in fiscal year (these reviews include contracts, addendums, certificate of insurance and related discussions).	New in 2019	New in 2019	3283
<b>1 - RISK INSPECTIONS &amp; COORDIN. OF ARMRS (1 Measure)</b>			
Number of environmental and safety inspections at District Government buildings conducted by ORM	265	301	257
<b>1 - RISK MANAGEMENT (1 Measure)</b>			
Number of instances when the Risk Prevention and Safety Division communicates with other Agencies regarding "How's My Driving" (Limited to incident reporting and complaints)	New in 2019	New in 2019	297
<b>2 - CLAIMS EXAMINATION &amp; MGT (9 Measures)</b>			
Total new workers' compensation claims processed within fiscal year	1548	1666	972
Average number of Public Sector Workers' Compensation claims managed per adjuster by fiscal year	New in 2019	New in 2019	88
Total number of medical only claims by fiscal year	New in 2019	New in 2019	871
Total number of indemnity claims by fiscal year	New in 2019	New in 2019	871
Number of claims where a nurse case manager has been assigned for fiscal year	New in 2019	New in 2019	525
Total number of claims deemed both indemnity and medical only by fiscal year	New in 2019	New in 2019	1239
Number of Public Sector Workers' Compensation Claims that qualify for permanent partial disability (PPD) by fiscal year	New in 2019	New in 2019	8
Total number of open workers' compensation claims by fiscal year	New in 2019	New in 2019	1239
Number of incident injuries that result in loss time (indemnity accepted claims)	New in 2020	New in 2020	New in 2020
<b>2 - CLAIMS MANAGEMENT (1 Measure)</b>			
Total workers' compensation claims closed by normal claims management process within fiscal year	2239	1537	1527
<b>2 - Public Sector Workers' Compensation Administrative Actions (2 Measures)</b>			
Individual pieces of mail received, processed and uploaded into ERisk per fiscal year	New in 2019	New in 2019	14,657
Individual intake and customer service calls received and assisted per fiscal year	New in 2019	New in 2019	1801
<b>2 - RETURN TO WORK (1 Measure)</b>			

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of claimants returned to work full time by fiscal year	New in 2019	New in 2019	109
<b>3 - CLAIMS EXAMINATION (4 Measures)</b>			
Number of new tort claims filed with ORM	1874	1941	2448
Total number of claims opened and closed (denied and settled) within the same fiscal year	1268	1173	1037
Number of conducted investigations related to Public Sector Workers' Compensation Program (not including alive and well checks)	New in 2020	New in 2020	New in 2020
Number of conducted investigations related to Tort Division claims	New in 2020	New in 2020	New in 2020
<b>3 - CLAIMS EXAMINATION &amp; MGT (2 Measures)</b>			
Number of tort claims closed by ORM (denied and settled)	2118	1790	2180
Total number of claims settled by ORM	432	224	366
<b>4 - CLAIMS EXAMINATION &amp; MGT (5 Measures)</b>			
Number of subrogation claims pursued and collected	28	20	140
Total number of lien notice letters issued by the Public Sector Workers' Compensation Program in fiscal year	110	80	115
Number of affirmative subrogation demands pursued after issuance of lien letters by the Workers' Compensation Program	53	25	31
Number of subrogation claims pursued by the Public Sector Workers' Compensation Program within fiscal year	40	154	177
Number of new subrogation claims pursued by the PSWCP in fiscal year	New in 2019	New in 2019	89
<b>5 - CUSTOMER SERVICE (1 Measure)</b>			
Number of information sessions presented to other Agencies regarding ORM's complete operations and services	New in 2018	9	13
<b>5 - RISK MANAGEMENT (1 Measure)</b>			
Number of Risk Council Meetings conducted by ORM	New in 2018	6	4
<b>6 - Vendor Relations and compliance (5 Measures)</b>			
Number of new medical providers added to the Public Sector Workers' Compensation Program by fiscal year	New in 2019	New in 2019	250
Number of medical providers terminated by the Public Sector Workers' Compensation Program by fiscal year	New in 2019	New in 2019	0
Number of Public Sector Workers' Compensation claims audited in fiscal year	New in 2019	New in 2019	119
Number of medical providers approved by the Public Sector Workers' Compensation Program by fiscal year	New in 2019	New in 2019	550
Number of medical bills received and paid by the Public Sector Workers' Compensation Program by fiscal year	New in 2019	New in 2019	7755

## Strategic Initiatives

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Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>District Audit Tracking (1 Strategic Initiative)</b>		
Audit Tracking System	<p>ORM along with agency partners District-wide will work to create a new audit tracking system and process within the structure of ERisk. The new system will not only give ORM and partner agencies greater visibility into audit process and procedure but it will also allow for ORM and partner agencies to assess agency performance related to audits.</p> <p>ORM's Risk Prevention and Safety (RPS) division will lead the effort working to develop the software, training pilot agencies and work with pilot agencies to import data by close of Q1 FY2020. After the completion of the audit pilot RPS will work in Q2 with the development team on improvements as well as begin the communication with all District-wide agencies on the new process and procedures. By close of FY20 all District agencies will be aware of the new process, an SOP as well as a user guide will be created and RPS will be able to show dashboards related to agency audits.</p>	09-30-2020
<b>Obtain and review driving records for operators of District vehicles (1 Strategic Initiative)</b>		
District Employee Driver Program	The Risk Prevention and Safety Division (RPS) will work to develop a single District Employee Driver Program housed in ERisk. The program will include RPS's Vision Zero driver training program and the District's driver authorization form. Moreover, the system will track suspended licenses as well as data related to the District's How's My Driving Program, storing data related to vehicles and driving performance. RPS will work to integrate PeopleSoft data so that each driver is looked up via their PeopleSoft record.	09-30-2020
<b>Provide a system for identifying, measuring, analyzing and mitigating the District government's exposure to risk and liability (1 Strategic Initiative)</b>		
Enterprise Risk Management Program	In FY2019 ORM embarked on an Enterprise Risk Management (ERM) pilot program with test agencies. In FY2020 ORM will work to establish/build an ERM framework in it's ERisk platform and train ten more agencies on the use of the ERM structure, monitoring, and improving the program. The new system will give agencies a structure to analyze and assess their agencies risks and give them data and dashboards to visualize what risks they currently have and where improvement and risk mitigation can be structured. ORM will assist in teaching agencies how to view and analyze this data and offer training's and assistance in risk mitigation strategies.	09-30-2020
<b>Provide advice to District agencies on risk and insurance policies and practices (1 Strategic Initiative)</b>		
Enterprise Risk Management System - ERisk	In FY2016 the Agency laid the foundation to implement a risk management application for comprehensive and centralized methods to manage operations and risk identification analysis. In FY17-18 the agency procured vendors and launched phase one. Throughout FY20 ORM will continue work to implement and integrate software related to all platforms and operations but will specifically focus on platforms related to it's Risk Prevention and Safety Division including but not limited to OSHA inspections, Emergency Response Plans and driver management programming.	09-30-2020
<b>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 Strategic Initiative)</b>		
District-wide Incident Reporting	In FY2019 ORM's Risk Prevention and Safety Division (RPS) work to implement an Incident Reporting Pilot in the Agency ERisk platform. In FY2020 RPS will work to educate and integrate all District agencies into the program, resulting in ORMs ability to see all incidents District-wide to better understand and mitigate risk.	09-30-2020