

D.C. Office of Risk Management FY2021

Agency D.C. Office of Risk Management

Agency Code RKO

Fiscal Year 2021

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.

Summary of Services

ORM implements its mission through four programs: Risk Prevention and Safety Division (RPS), Public Sector Workers' Compensation Program, Tort Liability Program and the Captive Insurance Agency. An individual summary of services is provided by division in each section. PERFORMANCE PLAN DIVISIONS: , Risk Prevention and Safety Division (RPS), Public Sector Workers' Compensation Program, Tort Liability Program, Captive Insurance Agency, and Agency Management

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Subrogation Collection of \$995,021.20. Tort collected \$773,843,76 Workers' Comp collected \$221,177.44	These funds are paid directly to the District, which in-turn benefits the constituents.	The collection of these funds help the District improve, which also helps our agency.
Tort Online Claim Filing Portal	Easy of use, more efficient process. Instant acknowledgment of claim with assignment of adjuster containing claim number, contact email, and telephone number.	Provides residents with an easy website/portal to submit Tort claims. Creates an electronic pathway for the claimant to send supporting documentation into the claim directly at any time.
Continuity of agency operations during the pandemic	ORM was able to easily shift business procedures around, so there was no loss and productivity and we were able to keep the agency functioning as it should.	Residents and employees could depend on ORM for any and all needs.

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
1 - Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (3 Measures)											
Percent of agencies under the purview of the Mayor that file Cost of Risk reports for data requested	Annually	0%	4%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0%	Unmet	ORM/RPS has created a template to assist agencies in determining their Cost of Risk. We will be gathering and analyzing data over the next couple of months so that we can generate a COR report by February 2022.
Percent of eligible facilities for which agencies have submitted an Emergency Response Plan (ERP) for approval by ORM	Quarterly	95.7%	11.8%	85%	10%	36%	13%	30%	82%	Nearly Met	This is a KPI where ORM relies on a partnership from agencies and the Fire Marshall/FEMS. ORM is implementing adjustments to support FEMS approvals.
Percent of known and applicable government real estate property assets insured by private insurance	Quarterly	100%	100%	100%	100%	100%	100%	100%	100%	Met	
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. (9 Measures)											
Percent of claims opened and assigned (three point contact) within five (5) business days of receipt by ORM's Public Sector Workers' Compensation Program	Quarterly	100%	100%	90%	99%	99%	100%	97%	98.8%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of compensability decisions conveyed to employees within 30 days	Quarterly	100%	100%	80%	100%	100%	100%	98%	99.5%	Met	
Dollars recouped in Public Sector Workers' Compensation Subrogation Matters	Annually	\$742,055	\$305,215.7	\$100,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$221,177.4	Met	
Improve agency awareness of ORM's Public Sector Workers' Compensation Program by training and providing a presentation to 10 Agencies	Quarterly	13	12	10	0	2	2	6	10	Met	
Percent of 9A decisions issued within 30 days of receipt	Quarterly	95%	93.4%	75%	100%	92%	93%	91%	94%	Met	
Percent of A1 decisions issued within 30 days of receipt	Quarterly	87%	93.8%	75%	100%	100%	100%	100%	100%	Met	
Percent of intake and customer service calls received and assisted within 3 rings	Quarterly	91%	95%	80%	96%	97%	98%	99%	97.5%	Met	
Percent of claims medications filled as generic vs. brand name	Quarterly	New in 2021	New in 2021	New in 2021	85%	85%	89%	89%	87%	New in 2021	
Percent of medical authorizations handled by internal clinical review vs. requiring external utilization review	Quarterly	New in 2021	New in 2021	New in 2021	93%	95%	91%	99%	94.5%	New in 2021	
3 - Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition. (5 Measures)											
Percent of claims opened, assigned, and received by adjuster within five (5) business days of receipt by ORM (Tort)	Quarterly	100%	100%	90%	100%	100%	100%	100%	100%	Met	
Percent of claims where ORM issues an acknowledgement letter within five (5) business days within the claim being opened and assigned	Quarterly	100%	100%	100%	100%	100%	100%	100%	100%	Met	
The average cost to process a claim per claims specialist	Quarterly	128.7	108.8	135	187.13	89.29	137.56	179.38	148.34	Nearly Met	I don't think this is scoring right. The Average is below the target, so this was met.
Amount of monies ORM recovers for the District of Columbia via Subrogation	Quarterly	\$885,972	\$4,011,825.3	\$350,000	\$203,784.9	\$120,951.3	\$271,672.4	\$177,435.1	\$773,843.8	Met	
Number of days it takes to resolve a Tort claim in the same fiscal year excluding extraordinary cases once agency request is received	Quarterly	19.7	19.3	25	19.54	18.72	16.3	23.41	19.49	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
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)											
Ratio of open to closed tort subrogation claim files	Quarterly	0.46	0.5	0.5	0.72	0.56	0.5	0.53	0.6	Unmet	We were just slightly off. A lot of this due to the transition back in to the office and the types of claims we were handling during FY21.
Percent of claims recovered within the same fiscal year, excluding extraordinary cases	Annually	32%	56%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	38.5%	Met	

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
1 - Alive and well checks for Workers' Compensation Program (1 Measure)							
Number of alive and well checks done by the Investigation unit for the Public Sector Workers' Compensation Program	New in 2020	55	61	13	1	0	75
1 - Conducts site safety inspections of District government properties (1 Measure)							
Number of environmental and safety inspections at District Government buildings conducted by ORM	257	137	Annual Measure	Annual Measure	Annual Measure	Annual Measure	260
1 - Obtain and review driving records for operators of District vehicles (1 Measure)							
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)	297	47	Annual Measure	Annual Measure	Annual Measure	Annual Measure	204
1 - Provide advice to District agencies on risk and insurance policies and practices (2 Measures)							
Number of contract and insurance risk management training sessions offered to agency officials	28	21	Annual Measure	Annual Measure	Annual Measure	Annual Measure	37
Amount of insurance contracts reviews completed in fiscal year (these reviews include contracts, addendums, certificate of insurance and related discussions).	3283	7402	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9642
2 - Conduct orientations, trainings and job fairs to injured employee's of the Public Sector Workers' Compensation Program and Return to Work Program (1 Measure)							
Number of claimants who participated in Vocational Rehabilitation	New in 2021	New in 2021	12	14	6	3	35
2 - Manage claims submitted by employees to determine if the injury sustained is compensable (8 Measures)							
Total new workers' compensation claims processed within fiscal year	972	797	Annual Measure	Annual Measure	Annual Measure	Annual Measure	615
Average number of Public Sector Workers' Compensation claims managed per adjuster by fiscal year	88	84.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	69.8
Total number of medical only claims by fiscal year	871	846.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	725
Total number of indemnity claims by fiscal year	871	308	Annual Measure	Annual Measure	Annual Measure	Annual Measure	268.5
Total number of open workers' compensation claims by fiscal year	1239	1154.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	891.5
Number of claims where a nurse case manager has been assigned for fiscal year	525	712	Annual Measure	Annual Measure	Annual Measure	Annual Measure	772
Number of Public Sector Workers' Compensation Claims that qualify for permanent partial disability (PPD) by fiscal year	8	21	Annual Measure	Annual Measure	Annual Measure	Annual Measure	43
Number of incident injuries that result in loss time (indemnity accepted claims)	New in 2020	80	26	25	32	48	131
2 - Ongoing management of accepted claim for medical treatment and/or indemnity payments (2 Measures)							
Total workers' compensation claims closed by normal claims management process within fiscal year	1527	1011	Annual Measure	Annual Measure	Annual Measure	Annual Measure	881

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
Number of new Public Sector Workers' Compensation Program incidents converted to claims	New in 2021	New in 2021	142	134	148	171	595
2 - Public Sector Workers' Compensation Administrative Actions (3 Measures)							
Individual pieces of mail received, processed and uploaded into ERisk per fiscal year	14,657	12,039	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11,937
Individual intake and customer service calls received and assisted per fiscal year	1801	2397	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4909
Number of new incidents reported	New in 2021	New in 2021	181	190	225	259	855
2 - Return injured employee back to work as soon as medically possible in an alternative, modified, part-time and/or full-time capacity (1 Measure)							
Number of claimants returned to work full time by fiscal year	109	128	Annual Measure	Annual Measure	Annual Measure	Annual Measure	76
3 - Investigations (2 Measures)							
Number of conducted investigations related to Public Sector Workers' Compensation Program (not including alive and well checks)	New in 2020	279	54	46	41	28	169
Number of conducted investigations related to Tort Division claims	New in 2020	82	21	15	10	12	58
3 - Receive §12-309 notices for alleged claims against the District (2 Measures)							
Number of new tort claims filed with ORM	2448	1596	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1298
Total number of claims opened and closed (denied and settled) within the same fiscal year	1037	1334	Annual Measure	Annual Measure	Annual Measure	Annual Measure	428
3 - Review the facts and assess the merits of the claims for disposition by way of settlements or denials (2 Measures)							
Number of tort claims closed by ORM (denied and settled)	2180	1091	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1386
Total number of claims settled by ORM	366	182	Annual Measure	Annual Measure	Annual Measure	Annual Measure	197
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)							
Total number of lien notice letters issued by the Public Sector Workers' Compensation Program in fiscal year	115	79	Annual Measure	Annual Measure	Annual Measure	Annual Measure	165
4 - Recover monies through subrogation efforts either in resolution of a settlement or lawsuit (2 Measures)							
Number of subrogation claims pursued and collected	140	150	Annual Measure	Annual Measure	Annual Measure	Annual Measure	119
Number of new subrogation claims pursued by the PSWCP in fiscal year	89	72	14	20	18	13	65
5 - Risk Council Meetings (1 Measure)							
Number of Risk Council Meetings conducted by ORM	4	5	0	1	1	1	3
6 - Bill Review (2 Measures)							
Number of Public Sector Workers' Compensation claims audited in fiscal year	119	403	Annual Measure	Annual Measure	Annual Measure	Annual Measure	423
Number of medical bills received and paid by the Public Sector Workers' Compensation Program by fiscal year	7755	9818	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9039

2021 Operations

Operations Title	Operations Description	Type of Operations
1 - Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (8 Activities)		
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
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

Operations Title	Operations Description	Type of Operations
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
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
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
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
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
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
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)		
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
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 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
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
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
3 - Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition. (5 Activities)		
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
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
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
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
Investigations	Investigations related to Tort and Public Sector Workers' Compensation incidents and claims.	Daily Service
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)		
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
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

Operations Title	Operations Description	Type of Operations
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
5 - Create and maintain a highly efficient, transparent, and responsive District government. (3 Activities)		
Risk Council Meetings	Risk Council Meetings coordination with Agency ARMRs	Key Project
Agency Information Presentations	ORM is working to touch all District Agencies to communicate our operations and services.	Key Project
District Audit Tracking	Enter, review and track audit information for both the District's Single Audit and agency individual audits.	Daily Service
6 - Vendor and provider relations needs including medical bill review, compliance, and medical provider assessment. (1 Activity)		
Bill Review	Review of medical provider billing	Daily Service

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
District Audit Tracking (1 Strategic Initiative)				
Audit Tracking System	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. 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.	75-99%	Single Audit fully implemented and in use. Non-single audit soft launched to DMOI and DMPSJ cluster agencies. Ongoing updates to audit module to facilitate better tracking and monitoring of open recommendations as well as process improvement.	ORM was able to launch the Single Audit Module. This was a soft launch, so ORM would like to continue to test with the current agencies using the module and add additional agencies. There are additional updates that can be made, and we would like to continue to test a little longer.
Provide advice to District agencies on risk and insurance policies and practices (1 Strategic Initiative)				
Insurance Contract Reviews with OCP	For FY21 ORM will work with OCP and other agencies with procurement authority to build out a structure surrounding Insurance Contract Reviews. This effort will look to establish minimum requirements based on the exposures in liability to the District, vendors, and constituents.	50-74%	Standard requirements in place for all grants that have been submitted for insurance requirements - OST, DOEE, DOH; Leases, ROEs - DGS, DMPED; After school providers - DGS, DCPS; permits - DDMOT; Special events - HSEMA. These requirements often need revision, but they are a starting point; Partnership with OCP in training/conference calls with vendors/contractors continues	We would like to continue this partnership into FY22. There are still many future contract and insurance discussions to be had.
Public Sector Workers' Compensation Administrative Actions (2 Strategic initiatives)				
Workers' Compensation Training Materials	In FY21, ORM will create training materials for the workers' compensation claim process that District agencies can use to train their employees and supervisors. These materials will include one-page handouts, PowerPoint presentations, and potentially Skillport Training courses.	50-74%	Have improved the forms and published to our website. Have created PowerPoint and 1 pagers for agencies to provide to all Managers, HR, and timekeepers for handling of Work Comp claims.	We would like this to rollover, as this will only improve with employees coming back into the office.
Workers' Compensation Agency Summary Report	In FY21, ORM will create a District Agency Workers' Compensation Summary report. This report will highlight important claim data that can be provided to stakeholders beyond just the workers' compensation coordinator to ensure the Agency is aware of their successes and areas that need improvement pertaining to their agency. The report will go out to all District agencies, and will be specific to the individual agency, in order to keep agencies informed about their injured workers.	Complete	Completed. Will use this report to do annual Work Comp program review with the Agency leadership at all agencies which have active Work Comp claims.	
Recover monies through subrogation efforts either in resolution of a settlement or lawsuit (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
District Agency Subrogation Collection	The Tort program will continue it's ERisk initiatives focusing attention on educating and assisting agencies with the recovery process, in an effort to utilize the incident reporting mechanism in ERisk to record and collect damages to District property. This will be done by creating strategic relationships with various District Agencies to increase subrogation collections. A major focus for FY21 will be with working with DGS.	50-74%	The Tort Division continues to work with its agency partners to improve the request for agency documentation response time in an effort to manage our liability and subrogation claims more efficiently. More importantly, the Tort Division provides guidance through presentations and continual contact to designated agency representatives (ARMR) to improve communication and process involving District claims management to provide the claimant and/or constituent a more comprehensive and better response to issues. The Tort Division is progressing with its Contingent Liability, Settlement & Judgement platform which will provide real-time awareness into various legal issues pending against the District. The platform will standardize the process and promote continuity, management, and payments of contingent liability claims.	The Tort Division is progressing with its Contingent Liability, Settlement & Judgement platform which will provide real-time awareness into various legal issues pending against the District. The platform will standardize the process and promote continuity, management, and payments of contingent liability claims.