



D.C. OFFICE OF RISK MANAGEMENT

FY 2025 PERFORMANCE PLAN

NOVEMBER 26, 2024

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1 INTRODUCTION

This document presents the Fiscal Year 2025 Performance Plan for the D.C. Office of Risk Management.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”

(continued)

Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 D.C. OFFICE OF RISK MANAGEMENT OVERVIEW

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.

Objectives:

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. Efficient, Transparent, and Responsive Government
6. Vendor and provider relations needs including medical bill review, compliance, and medical provider assessment.

Activities:

1. Bill Review
2. Public Sector Workers' Compensation Administrative Actions
3. Risk Council Meetings
4. Agency Information Presentations
5. Conducts site safety inspections of District government properties
6. Administration of the District's hybrid Self-Insurance program to include issuance of self-insurance certification letters
7. Provide advice to District agencies on risk and insurance policies and practices
8. Procure and maintain insurance coverage(s) for District government real estate property assets
9. Ongoing management of accepted claim for medical treatment and/or indemnity payments
10. Return injured employee back to work as soon as medically possible in an alternative, modified, part-time and/or full-time capacity
11. Conduct orientations, trainings and job fairs to injured employee's of the Public Sector Workers' Compensation Program and Return to Work Program
12. Administer the Settlement and Judgement Fund
13. Review the facts and assess the merits of the claims for disposition by way of settlements or denials

14. Coordination with responsible District agencies to determine whether to accept a claim and enter into a pre-litigation settlement or reject the claim
15. Receive §12-309 notices for alleged claims against the District
16. 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
17. 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
18. Recover monies through subrogation efforts either in resolution of a settlement or lawsuit
19. Obtain and review driving records for operators of District vehicles
20. Provide a system for identifying, measuring, analyzing and mitigating the District government's exposure to risk and liability
21. Manage claims submitted by employees to determine if the injury sustained is compensable
22. Provides guidance and training to agencies on risk analysis and mitigation
23. Investigations
24. Alive and well checks for Workers' Compensation Program
25. District Audit Tracking

3 OBJECTIVES

3.1 IDENTIFY, MEASURE, ANALYZE AND MITIGATE THE DISTRICT GOVERNMENT'S EXPOSURE TO RISK AND LIABILITY.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of known and applicable government real estate property assets insured by private insurance	Outcome	Up is Better	100%	100%	100%

3.2 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Dollars recouped in Public Sector Workers' Compensation Subrogation Matters	Outcome	Up is Better	\$56028.4	\$163430.07	\$100,000
Improve agency awareness of ORM's Public Sector Workers' Compensation Program by training and providing a presentation to 5 Agencies	Quantity	Up is Better	10	11	5
Percent of 9-A Appeal to The Chief Risk Officer decisions issued within 30 days of receipt	Efficiency	Up is Better	83%	92%	75%
Percent of A-1 Request for Audit or Certification of Award decisions issued within 30 days of receipt	Efficiency	Up is Better	100%	100%	75%
Percent of claims medications filled as generic vs. brand name	Efficiency	Up is Better	90%	91%	80%
Percent of compensability decisions conveyed to employees within 30 days	Efficiency	Up is Better	100%	100%	80%
Percent of intake and customer service calls received and assisted within 3 rings	Efficiency	Up is Better	99%	99%	80%

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of medical authorizations handled by internal clinical review vs. requiring external utilization review	Efficiency	Up is Better	67%	77%	50%

3.3 RECEIVES AND INVESTIGATES CLAIMS AGAINST THE DISTRICT GOVERNMENT WITH THE GOAL OF NEGOTIATING AND PREPARING CLAIMS FOR FAIR AND TIMELY DISPOSITION.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Amount of monies ORM recovers for the District of Columbia via Subrogation	Outcome	Up is Better	\$1038247.55	\$2065960.91	\$350,000
Number of days it takes to resolve a Tort claim in the same fiscal year excluding extraordinary cases once agency request is received	Efficiency	Down is Better	19	13	25
The average cost to process a claim per claims specialist	Efficiency	Down is Better	\$81.26	\$75.31	\$159

3.4 COLLECT MONIES OWED TO THE DISTRICT AS A RESULT OF THIRD PARTY TORT-FEASORS WHOSE NEGLIGENCE OR INTENTIONAL ACTS RESULT IN DAMAGES AND LOSSES TO THE DISTRICT.

No Related Measures

3.5 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	NA	100%	No Target Set
Percent of employees that are District residents	Outcome	Up is Better	26.58%	28.57%	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	0%	28.57%	No Target Set
Percent of new hires that are District residents	Outcome	Up is Better	30.77%	43.75%	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	No incidents	No incidents	No Target Set

3.6 VENDOR AND PROVIDER RELATIONS NEEDS INCLUDING MEDICAL BILL REVIEW, COMPLIANCE, AND MEDICAL PROVIDER ASSESSMENT.

No Related Measures

4 ACTIVITIES

4.1 BILL REVIEW

Review of medical provider billing

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of medical bills received and paid by the Public Sector Workers' Compensation Program by fiscal year	Quantity	Neutral	11,632	12,936	*
Number of Public Sector Workers' Compensation claims audited in fiscal year	Quantity	Neutral	391	493	*

*Specific targets are not set for this measure

4.2 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Individual intake and customer service calls received and assisted per fiscal year	Quantity	Neutral	1,809	2,145	*
Individual pieces of mail received, processed and uploaded into ERisk per fiscal year	Quantity	Neutral	11,071	11,506	*
Number of new Workers' Compensation incidents reported	Quantity	Neutral	1,034	1,145	*

*Specific targets are not set for this measure

4.3 RISK COUNCIL MEETINGS

Risk Council Meetings coordination with Agency ARMRs

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of Risk Council Meetings conducted by ORM	Quantity	Up is Better	5	6	*

*Specific targets are not set for this measure

4.4 AGENCY INFORMATION PRESENTATIONS

ORM is working to touch all District Agencies to communicate our operations and services.

No Related Measures

4.5 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of Occupational Safety & Health inspections conducted at District government worksites	Quantity	Neutral	271	377	*
Percent of eligible facilities for which agencies have submitted an Emergency Response Plan (ERP) to Erisk for approval	Outcome	Up is Better	73%	85%	85%

*Specific targets are not set for this measure

4.6 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.

No Related Measures

4.7 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Amount of insurance contracts reviews completed in fiscal year (these reviews include contracts, addendums, certificate of insurance and related discussions)	Quantity	Neutral	4,152	1,717	*
Number of contract and insurance risk management training sessions offered to agency officials	Outcome	Neutral	15	12	*

*Specific targets are not set for this measure

4.8 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.

No Related Measures

4.9 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of new Public Sector Workers' Compensation Program incidents converted to claims	Quantity	Neutral	701	783	*
Total workers' compensation claims closed by normal claims management process within fiscal year	Efficiency	Neutral	913	859	*

*Specific targets are not set for this measure

4.10 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of claimants returned to work full time within fiscal year	Quantity	Neutral	188	225	*

*Specific targets are not set for this measure

4.11 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of claimants who participated in Vocational Rehabilitation	Outcome	Neutral	13	29	*

*Specific targets are not set for this measure

4.12 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.

No Related Measures

4.13 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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of tort claims closed by ORM (denied and settled)	Quantity	Neutral	1,828	1,810	*
Total number of claims settled by ORM	Quantity	Neutral	160	194	*

*Specific targets are not set for this measure

4.14 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.

No Related Measures

4.15 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of new tort claims filed with ORM	Quantity	Neutral	1,662	1,762	*
Total number of claims opened and closed (denied and settled) within the same fiscal year	Quantity	Neutral	700	768	*

*Specific targets are not set for this measure

4.16 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.

No Related Measures

4.17 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.

No Related Measures

4.18 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of new subrogation claims pursued by the Public Sector Workers' Compensation Program in fiscal year	Quantity	Neutral	61	89	*
Number of subrogation claims pursued and collected by PSWCP	Quantity	Neutral	164	202	*

*Specific targets are not set for this measure

4.19 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of How Am I Driving Service requests processed by the Risk Prevention and Safety Division	Quantity	Neutral	547	707	*

*Specific targets are not set for this measure

4.20 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.

No Related Measures

4.21 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Average number of Public Sector Workers' Compensation claims managed per adjuster by fiscal year	Quantity	Neutral	54	58	*
Number of claims where a nurse case manager has been assigned for fiscal year	Quantity	Neutral	519	512	*
Number of incident injuries that result in loss time (indemnity accepted claims)	Quantity	Neutral	142	177	*
Number of Public Sector Workers' Compensation Claims that qualify for permanent partial disability (PPD) by fiscal year	Quantity	Neutral	21	19	*
Total new workers' compensation claims processed within fiscal year	Quantity	Neutral	695	783	*
Total number of indemnity claims by fiscal year	Quantity	Neutral	223	227	*
Total number of medical only claims by fiscal year	Quantity	Neutral	525	540	*
Total number of open workers' compensation claims by fiscal year	Quantity	Neutral	772	913	*

*Specific targets are not set for this measure

4.22 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.

No Related Measures

4.23 INVESTIGATIONS

Investigations related to Tort and Public Sector Workers' Compensation incidents and claims.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of conducted investigations related to Public Sector Workers' Compensation Program	Quantity	Neutral	103	118	*
Number of conducted investigations related to Tort Division claims	Outcome	Neutral	35	8	*

*Specific targets are not set for this measure

4.24 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

No Related Measures

4.25 DISTRICT AUDIT TRACKING

Enter, review and track audit information for both the District's Single Audit and agency individual audits.

No Related Measures

5 PROJECTS

5.1 INSURANCE STANDARDS FOR DISTRICT CONTRACTS

Proposed Completion Date: September 30, 2025

Work with partner agencies DISB, DLSBD, OCP, ACA, DMPED, and DMOI on establishing insurance standards on District contracts.

5.2 CLAIMS MANAGEMENT PLAYBOOK

Proposed Completion Date: September 30, 2025

ORM will develop playbook that will layout the plan and job roles for members of the team in the event of any kind of major loss for the District.

5.3 LEGAL MATTERS MODULE

Proposed Completion Date: September 30, 2025

ORM will roll out the new Legal Matters module to all District-wide agency partners. The module will allow for all District agencies to input any and all historical and ongoing litigation matters. The new system will not only give ORM and partner agencies greater visibility into ongoing matters, but it will also allow for ORM to track any litigation that could bring harm to the District. ORM will provide training and tutorials on using the module in ERisk.

5.4 ENTERPRISE RISK MANAGEMENT PROGRAM

Proposed Completion Date: September 30, 2025

The 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.