



FY10 PERFORMANCE PLAN

District Office of Risk Management

MISSION

The Office of Risk Management (ORM) provides risk identification, analyses, control and financing direction and support to District Agencies so they can minimize the total cost of risk and improve safety in the workplace.

SUMMARY OF SERVICES

The Office of Risk Management supports agencies' efforts to minimize the total cost of risk. ORM services include identifying gaps in agencies' risk management practices, recommending and overseeing the implementation of appropriate responses, administering the District of Columbia Government Employees' Disability Compensation Program and Tort Liability Program, providing risk management training to District employees and conducting risk management assessments of all District Government facilities and operations.

OBJECTIVE 1: Enhance growth in the Medical Liability Captive Insurance Company (MLCIC) of 1% by soliciting participation from certain qualified Healthcare providers.

INITIATIVE 1.1: Solicit additional MLCIC participants.

In FY09, there was considerable interest shown in MLCIC from local medical providers looking to save money on prohibitive costs of malpractice insurance. MLCIC specifically attracted mental health providers who were working with non-profit health centers by word of mouth and we enrolled a few of them as policyholders. The DOH, as well as other agencies, also reflected on MLCIC and how it might be able to remedy some of the issues the District is having with regard to finding the appropriate medical providers to operate in various other non-profit DC clinics. We have developed a marketing strategy to advertise MLCIC to more non-profit organizations and plan to begin the ongoing effort of cold-calling and contacting affiliated District medical facilities and organizations in October 2009. By attracting some of those select providers to participate in MLCIC, ORM will be able to extend the longevity of MLCIC beyond its life expectancy of 40 years.

OBJECTIVE 2: Establish ORM as an insurance consultant and training resource for Contracting and Procurement functions throughout the District to reduce the contractual risk assumed by the District.

INITIATIVE 2.1: Revise the minimum insurance requirements that can be shared across all District Agencies.

In FY09, ORM revised the boilerplate insurance contract language that was originally developed by the Office of Contracting & Procurement (OCP). ORM will continue to facilitate the training that will be offered throughout the fiscal year to educate OCP and others on what the minimum insurance requirements are, how they have changed, and the issues that could arise with enforcement. In FY10, ORM will manage the certificate of insurance collection process which presented administrative challenges for procurement



officers. Collected certificates are posted on COITS (Certificate of Insurance Tracking System) website, which is hosted by OCP and maintained by an OCP Technology Specialist.

INITIATIVE 2.2: Review contracts being developed by OCP and DSLBD for solicitations and requests for proposal/quotation.

ORM has taken steps to insert itself into the procurement process regarding the requirement of insurance. We are now trying to determine the demand for involvement from ORM regarding contractual review, but contracts of material value will require ORM sign-off and approval before signatures are applied. Contracting specialists have attempted to enforce this requirement but have been unable to respond to specific questions about insurance without the assistance of ORM. As a solution, beginning in December 2009, ORM will be positioned to receive designated procurement documents of a certain dollar threshold to be determined by OCP in order to insert the correct insurance clauses for various types of contracts.

OBJECTIVE 3: Increase Public Occupational Safety and Health Awareness District-wide

INITIATIVE 3.1: Continue a District-wide public occupational safety and health awareness campaign.

In FY09 the majority of the Occupational Safety and Health training was delivered to the Office of the Chief Technology Officer, Public Library, and Child and Family Services agency. In FY10 ORM will concentrate its OSHA training efforts on Department of Public Works, Department of Corrections, Department of Transportation and Department of Parks and Recreation. ORM's goal is to ensure that an additional 18% of District employees receive basic Occupational Safety & Health Awareness Training by the end of September 2010.

INITIATIVE 3.2: Continue to conduct environmental and structural inspections at District Government buildings.

The inspections that are conducted by ORM inspectors are ongoing tasks that cross fiscal years; however, based on our FY08 and FY09 inspection activities, the RIAC Division's main goal is to ensure that building inspections and follow-up inspections are (a) conducted inline with the Occupational Safety and Health Administration's (OSHA) guidelines and (b) communicated to the Directors and Agency Risk Management Representatives (ARMRs) to ensure that the buildings are safe, healthy, and comply with OSHA standards and regulations. In FY09 a total of 580 building inspections/re-inspections were completed. In FY10, ORM plans on completing 552 inspections/re-inspections by the end of September 2010. FY09 estimates were higher in anticipation of hiring additional inspectors which never materialized

INITIATIVE 3.3: Continue to compile and analyze inspection results in preparation to submit an environmental/building improvement proposal to DRES and/or building "landlords" that focus on developing solutions to improve the safety and health environment for District employees.



Historically, the ORM Inspectors have identified recurring safety and structural hazards in the District's buildings. The goal of this initiative is to compile historical data from prior and current fiscal years and to develop relationships with the Department of Real Estate Services and Landlords to begin to document and track the city-wide structural hazards. The ORM is committed to submitting a proposal in FY2010 that will highlight the findings and provide recommendations that will allow DRES and the appropriate landlords the opportunity to comply with OSHA's standards and regulations. This initiative will be accomplished with a new Inspections Database created by OCTO. DRES along with ORM will have access to a program that will capture current inspection results, hazards found, severity of hazard, and create customized reports. This database will assist DRES with real-time information on environmental/building inspection violations and allow them to take immediate action on work place hazards. This will improve the safety and health environment for District employees. ORM expects to be online by October, 2009

OBJECTIVE 4: Implement measures to reduce the number of "How am I Driving?" 311 complaint calls.

INITIATIVE 4.1: Work closely with the 311 Call Center Manager and all Agency Risk Management Representatives (ARMR's) to track the calls from the 311 center by agency, by complaint versus compliment.

Develop a tracking system that holds each agency responsible for appropriate follow through to all key stakeholders that are involved in the 311 call. Monitor the necessary training recommendations for District employees resulting from the 311 call. Monitor and reduce the number of 311 complaint calls by 50%, employees receiving complaints will be referred to defensive driving training.

OBJECTIVE 5: Implement various cost saving measures within the Disability Compensation Program (DCP) to help reduce DCP costs by 4 percent.

INITIATIVE 5.1: Implement a District Wide Return to Work Program to include an Intranet Light/Modified Duty Job Depository.

This site will continue to serve as a central location where the Return to Work Coordinator and Agency HR Representatives can locate alternate Light/Modified Duty positions. The ultimate goal will be to provide injured workers with light or modified duty at their own Agencies. However, if their employing agency cannot provide light /modified duty within their restrictions, the employee will be placed in a position from the Job Depository. In FY10, DCORM will implement phase two of the site by training Agency HR Advisors and Agency Risk Managers on how to post modified/light duty positions and job descriptions on the Intranet site.



PROPOSED KEY PERFORMANCE INDICATORS

Measure	FY08 Actual	FY09 Projection	FY09 Actual	FY10 Projection	FY11 Projection	FY12 Projection
Objective 1						
Annual incremental growth in the Medical Liability Captive Ins. Company (MLCIC)	\$8.6M	\$8.7M	\$8.9M	\$8.8M	\$9.0M	\$9.18M
Objective 2						
Percentage of District Government vendors (OCP) in compliance with ORM minimum insurance requirements	0%	25%	35%	55%	65%	75%
Objective 3						
# of environmental and structural inspections/ re inspections at District Government buildings. (inspections/re-inspections/total)	269 283 552	309 325 634	444 136 580	400 155 555	5% increase	5% increase
Objective 4						
Reduce the number of “How am I Driving?” 311 complaint calls (# of complaints)	(2,051)	N/A	40% (1228)	50% (614)	50%	50%
Objective 5						
Total Cost of Disability Compensation Program (These amounts reflect settlements and adverse awards against the	\$22,236,294	\$20,808,929	\$22,824,092	\$21,323,330	\$20,470,397	\$19,651,582



Measure	FY08 Actual	FY09 Projection	FY09 Actual	FY10 Projection	FY11 Projection	FY12 Projection
program.)						
Total amount of lost time (days) in Disability Compensation Program	343,430	326,259	368,286	282,844	271,531	270,445
Average cost per injury per claim	\$10,664.89	\$10,131.65	\$10,199.99	\$9,791.99	\$9,400.31	\$,9024.30
%, # of agencies participating in the Return to Work and/or District-wide Intranet Light/Modified Job Depository	17% 8	50% 23	45% 21	75% 35	100% 47	100% 47
Total cost savings for the Return to Work Program	\$2,803	\$2,943	\$6,381	\$7,086	\$7,369	\$7,663
. Total reduction in cost of risk to the District	N/A	N/A	N/A	TBD	TBD	TBD



STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
Contracts	
KPI: % of sole-source contracts	
KPI: Average time from requisition to purchase order for small (under \$100K) purchases	
KPI: # of ratifications	
KPI: % of invoices processed in 30 days or less	
Customer Service	
KPI: OUC customer service score	
Finance	
KPI: Variance between agency budget estimate and actual spending	
KPI: Overtime as percent of salary pay	
KPI: Travel/Conference spending per employee	
KPI: Operating expenditures "per capita" (adjusted: per client, per resident)	
People	
KPI: Ratio of non-supervisory staff to supervisory staff	
KPI: Vacancy Rate Total for Agency	
KPI: Admin leave and sick leave hours as percent of total hours worked	
KPI: Employee turnover rate	
KPI: % of workforce eligible to retire or will be within 2 years	
KPI: Average evaluation score for staff	
KPI: Operational support employees are percent of total employees	
Property	
KPI: Square feet of office space occupied per employee	
Risk	
KPI: # of worker comp and disability claims per 100 employees	