

D.C. Office of Risk Management FY2019

Agency D.C. Office of Risk Management

Agency Code RKO

Fiscal Year 2019

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.

2019 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.

2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
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	Up is Better	100%	0%	78%	100%
Percent of eligible facilities for which agencies have submitted an Emergency Response Plan (ERP) for approval by ORM	Up is Better	94.6%	38.9%	97.5%	85%
Percent of known and applicable government real estate property assets insured by private insurance	Up is Better	100%	96%	100%	100%
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)					
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	Not Available	Not Available	98.5%	90%
Percent of compensability decisions conveyed to employees within 30 days	Up is Better			100%	80%

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
		Not Available	Not Available		
Dollars recouped in Public Sector Workers' Compensation Subrogation Matters	Up is Better	Not Available	Not Available	\$177,954.2	\$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	Not Available	Not Available	9	10
Percent of 9A decisions issued within 30 days of receipt	Up is Better	Not Available	Not Available	77.4%	75%
Percent of A1 decisions issued within 30 days of receipt	Up is Better	Not Available	Not Available	99.1%	75%
Percent of intake and customer service calls received and assisted within 3 rings	Up is Better	Not Available	Not Available	Not Available	New Measure
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)	Up is Better	Not Available	95.9%	99.9%	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	Not Available	96.3%	99.7%	95%
Amount of monies ORM recovers for the District of Columbia via Subrogation	Up is Better	Not Available	\$100	\$433,232.5	\$130,000
The average cost to process a claim per claims specialist	Down is Better	Not Available	\$126.6	\$116.1	\$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	Not Available	Not Available	17.52	25
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	Down is Better	Not Available	65.9	49.3	50
Percent of claims recovered within the same fiscal year, excluding extraordinary cases	Up is Better	Not Available	Not Available	32.9%	25%
5 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)					
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	97.5%	Not Available

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	96.2%	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	41.4%	0.6%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	21.3	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	154.1%	101.6%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	No applicable incidents	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Down is Better	4.3%	0%	Waiting on Data	Not Available
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (7 Activities)			
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
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		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	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
	Obtain and review driving records for operators of District vehicles	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.	
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
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
2 - Administer the Public Sector Workers' Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty. (5 Activities)			
CLAIMS EXAMINATION & MGT	Manage claims submitted by employees to determine if the injury sustained is compensable	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
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			Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
	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.	
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
3 - Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition. (5 Activities)			
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
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
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)			
CLAIMS EXAMINATION	Review District agency incident reports and determine if damages and losses to the District is as a	ORM assesses liability pursuant to supporting documentation requested and received from agencies.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
	result of negligence or intentional act of a third party		
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
5 - Create and maintain a highly efficient, transparent and responsive District government. (2 Activities)			
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
6 - Vendor and provider relations needs including medical bill review, compliance, and medical provider assessment. (1 Activity)			
Vendor Relations and compliance	Bill Review	Review of medical provider billing	Daily Service

2019 Workload Measures

Measure	FY 2016	FY 2017	FY 2018
1 - Conducts site safety inspections of District government properties (1 Measure)			
Number of environmental and safety inspections at District Government buildings conducted by ORM	617	265	301
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)	Not Available	Not Available	Not Available
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	10	37	16

Measure	FY 2016	FY 2017	FY 2018
Amount of insurance contracts reviews completed in fiscal year (these reviews include contracts, addendums, certificate of insurance and related discussions).	Not Available	Not Available	Not Available
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	Not Available	1548	1666
Average number of Public Sector Workers' Compensation claims managed per adjuster by fiscal year	Not Available	Not Available	Not Available
Total number of open workers' compensation claims by fiscal year	Not Available	Not Available	Not Available
Total number of indemnity claims by fiscal year	Not Available	Not Available	Not Available
Total number of medical only claims by fiscal year	Not Available	Not Available	Not Available
Total number of claims deemed both indemnity and medical only by fiscal year	Not Available	Not Available	Not Available
Number of Public Sector Workers' Compensation Claims that qualify for permanent partial disability (PPD) by fiscal year	Not Available	Not Available	Not Available
Number of claims where a nurse case manager has been assigned for fiscal year	Not Available	Not Available	Not Available
2 - Ongoing management of accepted claim for medical treatment and/or indemnity payments (1 Measure)			
Total workers' compensation claims closed by normal claims management process within fiscal year	Not Available	2239	1537
2 - Public Sector Workers' Compensation Administrative Actions (2 Measures)			
Individual pieces of mail received, processed and uploaded into ERisk per fiscal year	Not Available	Not Available	Not Available
Individual intake and customer service calls received and assisted per fiscal year	Not Available	Not Available	Not Available
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	Not Available	Not Available	Not Available
3 - Receive §12-309 notices for alleged claims against the District (2 Measures)			

Measure	FY 2016	FY 2017	FY 2018
Number of new tort claims filed with ORM	Not Available	1874	1941
Total number of claims opened and closed (denied and settled) within the same fiscal year	Not Available	1268	1173
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)	Not Available	2118	1790
Total number of claims settled by ORM	Not Available	432	224
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	Not Available	110	80
4 - Recover monies through subrogation efforts either in resolution of a settlement or lawsuit (4 Measures)			
Number of subrogation claims pursued and collected	Not Available	28	20
Number of affirmative subrogation demands pursued after issuance of lien letters by the Workers' Compensation Program	Not Available	53	25
Number of subrogation claims pursued by the Public Sector Workers' Compensation Program within fiscal year	Not Available	40	154
Number of new subrogation claims pursued by the PSWCP in fiscal year	Not Available	Not Available	Not Available
5 - Agency Information Presentations (1 Measure)			
Number of information sessions presented to other Agencies regarding ORM's complete operations and services	Not Available	Not Available	9
5 - Risk Council Meetings (1 Measure)			
Number of Risk Council Meetings conducted by ORM	Not Available	Not Available	6
6 - Bill Review (6 Measures)			
Number of medical providers approved by the Public Sector Workers' Compensation Program by fiscal year	Not Available	Not Available	Not Available

Measure	FY 2016	FY 2017	FY 2018
Number of new medical providers added to the Public Sector Workers' Compensation Program by fiscal year	Not Available	Not Available	Not Available
Number of medical providers terminated by the Public Sector Workers' Compensation Program by fiscal year	Not Available	Not Available	Not Available
Number of medical bills received and paid by the Public Sector Workers' Compensation Program by fiscal year	Not Available	Not Available	Not Available
Number of medical bills received and denied by the Public Sector Workers' Compensation Program by fiscal year	Not Available	Not Available	Not Available
Number of Public Sector Workers' Compensation claims audited in fiscal year	Not Available	Not Available	Not Available

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Bill Review (1 Strategic Initiative)		
Auditing and compliance framework	With the FY18 initiative to self-administer ORM's Public Sector Workers' Compensation Program an increased effort has been put fort in the areas of internal auditing and compliance. The Program has dedicated four FTE's to these efforts and will work in FY19 to create an auditing and compliance framework with effective, corrective action plans, and auditing structures.	10-01-2019
Ongoing management of accepted claim for medical treatment and/or indemnity payments (1 Strategic Initiative)		
Track and limit the use of opioids	ORM's new ERisk system gives the Public Sector Workers' Compensation Program the capability to track and monitor potential opioid abuse. Throughout FY19 ORM will work to create process and procedures to limit the use of opioids by program participants, working to identify usage and educate vendors and participants. These efforts will be achieved by utilizing pain management and other dependency management programs.	10-01-2019
Provide a system for identifying, measuring, analyzing and mitigating the District government's exposure to risk and liability (1 Strategic Initiative)		
Implement a Risk Management System	In Fiscal Year 2016, the Agency laid the foundation to implement a risk management application that would allow for a comprehensive and centralized method to manage the Agency's operations including public sector workers compensation management, tort claims, insurance and risk identification and analysis. In FY17-18 the Agency procured vendors and launched Phase One, including the Public Sector Workers' Compensation program and incident reporting. Throughout FY19 ORM will work to implement and integrate software related to tort, subrogation, insurance and risk assessment and analysis. This initiative will be measured and monitored via enhanced KPIs and WIs and success will be determined by the projects completion.	10-01-2019
Recover monies through subrogation efforts either in resolution of a settlement or lawsuit (1 Strategic Initiative)		
	In the summer of 2018 ORM's Subrogation Fund (Subrogation Fund Establishment Act of 2017) was approved by Congress. Over FY19 the Division will continue working to improve its already robust and progressive training program resulting in	10-01-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Subrogation Process and Procedures	increased collections on behalf of the District. ORM will finalize its Subrogation Fund manual for extended resources provided to Agencies. As ORM creates and finalizes it's Risk Management System (ERisk) the Division will work to integrate these new processes and procedures for improved tracking, data retention and risk assessment. Dollars recouped by this initiative are tracked in the agency's KPIs.	