

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Dollars recouped in Public Sector Workers' Compensation Subrogation Matters	Annually	New in 2018	\$177,954.2	\$742,055	\$100,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$305,215.7	Met	
Improve agency awareness of ORM's Public Sector Workers' Compensation Program by training and providing a presentation to 10 Agencies	Quarterly	New in 2018	9	13	10	1	2	0	9	12	Met	
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	New in 2018	98.5%	100%	90%	100%	100%	100%	100%	100%	Met	
Percent of 9A decisions issued within 30 days of receipt	Quarterly	New in 2018	77.4%	95%	75%	100%	87.5%	91%	95%	93.4%	Met	
Percent of A1 decisions issued within 30 days of receipt	Quarterly	New in 2018	99.1%	87%	75%	75%	100%	100%	100%	93.8%	Met	
Percent of intake and customer service calls received and assisted within 3 rings	Quarterly	New in 2019	New in 2019	91%	80%	97.3%	93.8%	92.3%	96.6%	95%	Met	
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	95.9%	99.9%	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	96.3%	99.7%	100%	95%	100%	100%	100%	100%	100%	Met	
Amount of monies ORM recovers for the District of Columbia via Subrogation	Quarterly	\$100	\$433,232.5	\$885,972	\$130,000	\$221,087.9	\$244,111.8	\$3,277,406	\$269,219.6	\$4,011,825.3	Met	
The average cost to process a claim per claims specialist	Quarterly	126.6	116.1	128.7	159	108.3	109	109	109	108.8	Met	This was indeed met. This was below what the target of \$159.00 was.
Number of days it takes to resolve a Tort claim in the same fiscal year excluding extraordinary cases once agency request is received	Quarterly	New in 2018	17.52	19.7	25	20.2	18.91	16.47	21.8	19.34	Met	
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	65.9	49.3	0.46	50	0.41	0.43	0.68	0.65	0.54	Met	
Percent of claims recovered within the same fiscal year, excluding extraordinary cases	Annually	New in 2018	32.9%	32%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	56.03%	Met	

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
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	New in 2020	33	22	0	0	55
1 - Conducts site safety inspections of District government properties (1 Measure)							
Number of environmental and safety inspections at District Government buildings conducted by ORM	301	257	Annual Measure	Annual Measure	Annual Measure	Annual Measure	137
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)	New in 2019	297	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47
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	16	28	Annual Measure	Annual Measure	Annual Measure	Annual Measure	21
Amount of insurance contracts reviews completed in fiscal year (these reviews include contracts, addendums, certificate of insurance and related discussions).	New in 2019	3283	Annual Measure	Annual Measure	Annual Measure	Annual Measure	7402
2 - Manage claims submitted by employees to determine if the injury sustained is compensable (9 Measures)							
Total new workers' compensation claims processed within fiscal year	1666	972	Annual Measure	Annual Measure	Annual Measure	Annual Measure	797
Average number of Public Sector Workers' Compensation claims managed per adjuster by fiscal year	New in 2019	88	Annual Measure	Annual Measure	Annual Measure	Annual Measure	84.2
Total number of medical only claims by fiscal year	New in 2019	871	Annual Measure	Annual Measure	Annual Measure	Annual Measure	846.5
Total number of indemnity claims by fiscal year	New in 2019	871	Annual Measure	Annual Measure	Annual Measure	Annual Measure	308
Number of claims where a nurse case manager has been assigned for fiscal year	New in 2019	525	Annual Measure	Annual Measure	Annual Measure	Annual Measure	712
Total number of claims deemed both indemnity and medical only by fiscal year	New in 2019	1239	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1154.5
Number of Public Sector Workers' Compensation Claims that qualify for permanent partial disability (PPD) by fiscal year	New in 2019	8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	21
Total number of open workers' compensation claims by fiscal year	New in 2019	1239	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1154.5
Number of incident injuries that result in loss time (indemnity accepted claims)	New in 2020	New in 2020	10	16	22	32	80
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	1537	1527	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1011
2 - Public Sector Workers' Compensation Administrative Actions (2 Measures)							
Individual pieces of mail received, processed and uploaded into ERisk per fiscal year	New in 2019	14,657	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12,039
Individual intake and customer service calls received and assisted per fiscal year	New in 2019	1801	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2397
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	New in 2019	109	Annual Measure	Annual Measure	Annual Measure	Annual Measure	128
3 - Investigations (2 Measures)							
Number of conducted investigations related to Public Sector Workers' Compensation Program (not including alive and well checks)	New in 2020	New in 2020	97	70	59	53	279
Number of conducted investigations related to Tort Division claims	New in 2020	New in 2020	19	17	28	18	82
3 - Receive §12-309 notices for alleged claims against the District (2 Measures)							
Number of new tort claims filed with ORM	1941	2448	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1596
Total number of claims opened and closed (denied and settled) within the same fiscal year	1173	1037	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1334
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)	1790	2180	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1091
Total number of claims settled by ORM	224	366	Annual Measure	Annual Measure	Annual Measure	Annual Measure	182
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)							

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
Total number of lien notice letters issued by the Public Sector Workers' Compensation Program in fiscal year	80	115	Annual Measure	Annual Measure	Annual Measure	Annual Measure	79
4 - Recover monies through subrogation efforts either in resolution of a settlement or lawsuit (4 Measures)							
Number of subrogation claims pursued and collected	20	140	Annual Measure	Annual Measure	Annual Measure	Annual Measure	150
Number of affirmative subrogation demands pursued after issuance of lien letters by the Workers' Compensation Program	25	31	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
Number of subrogation claims pursued by the Public Sector Workers' Compensation Program within fiscal year	154	177	Annual Measure	Annual Measure	Annual Measure	Annual Measure	129
Number of new subrogation claims pursued by the PSWCP in fiscal year	New in 2019	89	38	28	2	4	72
5 - Agency Information Presentations (1 Measure)							
Number of information sessions presented to other Agencies regarding ORM's complete operations and services	9	13	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2
5 - Risk Council Meetings (1 Measure)							
Number of Risk Council Meetings conducted by ORM	6	4	1	1	1	2	5
6 - Bill Review (5 Measures)							
Number of new medical providers added to the Public Sector Workers' Compensation Program by fiscal year	New in 2019	250	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95
Number of medical providers terminated by the Public Sector Workers' Compensation Program by fiscal year	New in 2019	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of Public Sector Workers' Compensation claims audited in fiscal year	New in 2019	119	Annual Measure	Annual Measure	Annual Measure	Annual Measure	403
Number of medical providers approved by the Public Sector Workers' Compensation Program by fiscal year	New in 2019	550	Annual Measure	Annual Measure	Annual Measure	Annual Measure	141
Number of medical bills received and paid by the Public Sector Workers' Compensation Program by fiscal year	New in 2019	7755	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9818

2020 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. (8 Activities)			
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
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
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)			

Operations Header	Operations Title	Operations Description	Type of Operations
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
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 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
5 - Create and maintain a highly efficient, transparent, and responsive District government. (3 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
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
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

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Obtain and review driving records for operators of District vehicles (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	Complete	Final review of program uncovered that a minor correction was needed in the closed caption portion of the training. The contractor, Iconlogic, is in the process of making those corrections. The anticipated release date is October, 2020.	
Provide advice to District agencies on risk and insurance policies and practices (1 Strategic Initiative)				
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.	Complete	Building Inspections and ERP modules are completed and being used by RPS staff and Agency Risk Management Representatives (ARMRs). Continuous reviews are being conducted so as to identify areas for improvement.	