



D.C. OFFICE OF RISK MANAGEMENT

FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT

JANUARY 15, 2023

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1 D.C. OFFICE OF RISK MANAGEMENT

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.

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.

2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>Subrogation Collection of \$636,788.87 Tort Collected: \$583,374.25 PSWCP Collected: \$53,414.62</p>	<p>The collection of these funds improves the District, which also benefits ORM.</p>	<p>These funds are paid directly to the District, which in-turn benefits the constituents.</p>
<p>PSWCP Returning Injured Workers' back to Work</p>	<p>It shows that the Program is providing quality healthcare and doing everything we can to get people back to work in a timely manner.</p>	<p>PSWCP saw a 29% increase from the previous fiscal year in returning employees back to their full-time job. This directly benefits all constituents, as their are more people so assist with any issue impacting the District.</p>
<p>ERisk Incident Reporting Partnership with DBH</p>	<p>This allows ORM to see substantially more incidents taken place within the District and allows us to work to mitigate these risks.</p>	<p>It allows DBH to easily submit all incidents that occur at St. Elizabeth's Hospital. This will allow ORM to assist in eliminating risks. We also setup alternative module in ERisk to further protect all HIPPA and privacy data.</p>

3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
Identify, measure, analyze and mitigate the District government's exposure to risk and liability.	2	8
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	5
Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition.	5	5
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	3
Create and maintain a highly efficient, transparent, and responsive District government.	11	3
Vendor and provider relations needs including medical bill review, compliance, and medical provider assessment.	0	1

4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
Identify, measure, analyze and mitigate the District government's exposure to risk and liability.		
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
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

(continued)

Operation Title	Operation Description	Type of Operation
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
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.		
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
Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition.		

(continued)

Operation Title	Operation Description	Type of Operation
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
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.		
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
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
Create and maintain a highly efficient, transparent, and responsive District government.		

(continued)

Operation Title	Operation Description	Type of Operation
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
Vendor and provider relations needs including medical bill review, compliance, and medical provider assessment.		
Bill Review	Review of medical provider billing	Daily Service

5 2022 STRATEGIC INITIATIVES

In FY 2022, D.C. Office of Risk Management had 4 Strategic Initiatives and completed 0%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Drive to Zero Driver Safety Program	The program will be fully rolled-out during FY22. Drive to Zero is an online training program offered through DCHR's Percipio training platform. All employees who operate a motor vehicle to conduct District business will be required to successfully complete the training program, which is designed to heighten awareness of common road hazards, the difficulties of city driving, and to provide information aimed at reducing and/or eliminating automobile related fatalities and injuries in the District.	50-74%	The program has been rolled out to DDOT. We are awaiting feedback before opening the training up to other City agencies.	This is a new program and we will need additional time to get it up and running.
Enterprise Risk Management (ERM)	In FY21 ORM will continue to roll out the Enterprise Risk Management (ERM) pilot program with test agencies. ORM will continue to refine an ERM framework in its ERisk platform and train more agencies on the use of the ERM structure, monitoring, and improving the program. The new 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.	25-49%	This needed to be put on hold for the moment, as there a change in Personnel. We hope to get it back up and running in FY23. This will rollover.	Due to a change in personnel, we will need to roll this program over to FY23. We are looking to add an additional FTE for this program with our budget enhance-ment requests.

Claims Management Playbook	Claims Management Playbook - 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.	25-49%	Athletic Participation claim reporting platform up and running in ERisk; As claims occur, everyone is directed towards ERisk, for effective claims management.	This will continue to be enhanced throughout FY23. We are adding additional sections to to the claims management playbook. The director of ORM will work with the team to continue to push this forward.
Incident Reporting Pilot in the Agency ERisk Platform	ORM's Risk Prevention and Safety Division (RPS) continues to work to implement an Incident Reporting Pilot in the Agency ERisk platform. RPS will work to educate and integrate all District agencies into the program, resulting in ORMs ability to see all incidents District-wide to better understand and mitigate risk.	50-74%	The following agencies received Incident Reporting training during FY2022: BEGA, DBH, DCHR, DCPL, DHS, DISB, DMPED, DMV, DOH, DPW, FEMS, OAG, UDC.	We continue to add additional agencies to ERisk for incident reporting. It is vital that the entire District reports all incidents in ERisk. We will continue to pitch and add agencies to ERisk in FY23.

6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Identify, measure, analyze and mitigate the District government's exposure to risk and liability.											
Percent of eligible facilities for which agencies have submitted an Emergency Response Plan (ERP) for approval by ORM	Up is Better	47%	82%	0.85	4%	12%	7%	50%	73%	Unmet	The Total should reflect 73%. This should probably be technically reflected as a workload measure, as we rely on other Agencies to submit their ERP. Director Ross will address this with the RPS team on getting more agencies to submit their required plans.
Percent of known and applicable government real estate property assets insured by private insurance	Up is Better	100%	100%	100%	100%	100%	100%	100%	100%	Met	
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.											
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	100%	99%	90%	99%	97%	95%	98%	97.3%	Met	
Percent of compensability decisions conveyed to employees within 30 days	Up is Better	100%	99%	80%	100%	100%	99%	100%	99.8%	Met	
Dollars recouped in Public Sector Workers' Compensation Subrogation Matters	Up is Better	\$305,215.65	\$221,177.44	\$100,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$53,414.62	Unmet	ORM issued more lien letters and pursued more subrogation claims than last fiscal year. We were just unsuccessful in collecting the funds before the end of the fiscal year.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Improve agency awareness of ORM's Public Sector Workers' Compensation Program by training and providing a presentation to 5 Agencies	Up is Better	12	10	5	1	2	2	7	12	Met	
Percent of 9A decisions issued within 30 days of receipt	Up is Better	93.4%	94%	75%	56%	86%	88%	75%	76.3%	Met	
Percent of A1 decisions issued within 30 days of receipt	Up is Better	93.8%	100%	75%	100%	100%	50%	100%	87.5%	Met	
Percent of claims medications filled as generic vs. brand name	Up is Better	New in 2021	87%	80%	85%	86%	87%	88%	86.5%	Met	
Percent of medical authorizations handled by internal clinical review vs. requiring external utilization review	Up is Better	New in 2021	95%	80%	94%	93%	91%	82%	90%	Met	
Percent of intake and customer service calls received and assisted within 3 rings	Up is Better	95%	98%	80%	99%	99%	99%	99%	99%	Met	
Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition.											
Percent of claims opened, assigned, and received by adjuster within five (5) business days of receipt by ORM (Tort)	Up is Better	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	Up is Better	100%	100%	90%	100%	100%	100%	100%	100%	Met	
The average cost to process a claim per claims specialist	Down is Better	108.8	148.34	159	\$114.56	\$184.5	\$105.55	\$102.74	\$126.84	Met	
Amount of monies ORM recovers for the District of Columbia via Subrogation	Up is Better	\$4,011,825.3	\$773,843.76	\$350,000	\$120,787.96	\$93,216.65	\$191,934.49	\$177,435.15	\$583,374.25	Met	
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	19.3	19.5	25	20.8	20.8	23	15	20	Met	
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.											

Key Performance Indicators *(continued)*

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Ratio of open to closed tort subrogation claim files	Down is Better	0.54	0.57	0.5	0.56	0.42	0.44	0.42	0.46	Met	
Percent of claims recovered within the same fiscal year, excluding extraordinary cases	Up is Better	56%	38.5%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	34%	Met	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
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	55	150	9	0	1	0	10
Conducts site safety inspections of District government properties							
Number of environmental and safety inspections at District Government buildings conducted by ORM	137	520	Annual Measure	Annual Measure	Annual Measure	Annual Measure	177
Obtain and review driving records for operators of District vehicles							
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)	47	408	Annual Measure	Annual Measure	Annual Measure	Annual Measure	397
Provide advice to District agencies on risk and insurance policies and practices							
Number of contract and insurance risk management training sessions offered to agency officials	21	74	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22
Amount of insurance contracts reviews completed in fiscal year (these reviews include contracts, addendums, certificate of insurance and related discussions).	7402	19,284	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6901
Conduct orientations, trainings and job fairs to injured employee's of the Public Sector Workers' Compensation Program and Return to Work Program							
Number of claimants who participated in Vocational Rehabilitation	New in 2021	70	7	3	2	2	14
Manage claims submitted by employees to determine if the injury sustained is compensable							
Total new workers' compensation claims processed within fiscal year	797	1230	Annual Measure	Annual Measure	Annual Measure	Annual Measure	731
Average number of Public Sector Workers' Compensation claims managed per adjuster by fiscal year	84.2	139.6	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63
Total number of medical only claims by fiscal year	846.5	1450	Annual Measure	Annual Measure	Annual Measure	Annual Measure	593
Total number of indemnity claims by fiscal year	308	537	Annual Measure	Annual Measure	Annual Measure	Annual Measure	266
Total number of open workers' compensation claims by fiscal year	1154.5	1783	Annual Measure	Annual Measure	Annual Measure	Annual Measure	859

Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Number of claims where a nurse case manager has been assigned for fiscal year	712	1544	Annual Measure	Annual Measure	Annual Measure	Annual Measure	471
Number of Public Sector Workers' Compensation Claims that qualify for permanent partial disability (PPD) by fiscal year	21	86	Annual Measure	Annual Measure	Annual Measure	Annual Measure	29
Number of incident injuries that result in loss time (indemnity accepted claims)	80	262	37	28	45	37	147
Ongoing management of accepted claim for medical treatment and/or indemnity payments							
Total workers' compensation claims closed by normal claims management process within fiscal year	1011	881	Annual Measure	Annual Measure	Annual Measure	Annual Measure	770
Number of new Public Sector Workers' Compensation Program incidents converted to claims	New in 2021	1190	195	143	220	148	706
Public Sector Workers' Compensation Administrative Actions							
Individual pieces of mail received, processed and uploaded into ERisk per fiscal year	12,039	23,874	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11,425
Individual intake and customer service calls received and assisted per fiscal year	2397	9818	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3066
Number of new incidents reported	New in 2021	1710	254	268	291	238	1051
Return injured employee back to work as soon as medically possible in an alternative, modified, part-time and/or full-time capacity							
Number of claimants returned to work full time by fiscal year	128	152	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98
Investigations							
Number of conducted investigations related to Public Sector Workers' Compensation Program (not including alive and well checks)	279	338	43	46	35	42	166
Number of conducted investigations related to Tort Division claims	82	116	5	7	7	8	27
Receive §12-309 notices for alleged claims against the District							
Number of new tort claims filed with ORM	1596	2596	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1563
Total number of claims opened and closed (denied and settled) within the same fiscal year	1334	856	Annual Measure	Annual Measure	Annual Measure	Annual Measure	506

Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Review the facts and assess the merits of the claims for disposition by way of settlements or denials							
Number of tort claims closed by ORM (denied and settled)	1091	2772	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1524
Total number of claims settled by ORM	182	394	Annual Measure	Annual Measure	Annual Measure	Annual Measure	163
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							
Total number of lien notice letters issued by the Public Sector Workers' Compensation Program in fiscal year	79	330	Annual Measure	Annual Measure	Annual Measure	Annual Measure	263
Recover monies through subrogation efforts either in resolution of a settlement or lawsuit							
Number of subrogation claims pursued and collected	150	238	Annual Measure	Annual Measure	Annual Measure	Annual Measure	111
Number of new subrogation claims pursued by the PSWCP in fiscal year	72	130	16	19	27	21	83
Risk Council Meetings							
Number of Risk Council Meetings conducted by ORM	5	6	1	2	1	0	4
Bill Review							
Number of Public Sector Workers' Compensation claims audited in fiscal year	403	846	Annual Measure	Annual Measure	Annual Measure	Annual Measure	274
Number of medical bills received and paid by the Public Sector Workers' Compensation Program by fiscal year	9818	18,078	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10,837