

# IDAHO INDUSTRIAL COMMISSION



## STRATEGIC PLAN

Fiscal Years  
2018 to 2021

*Revised July 1, 2017*



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# INTRODUCTION

## OUR MISSION

*To fairly administer the Idaho Workers' Compensation Law.*

The Idaho Workers' Compensation Act was signed into law in March 1917, creating the Idaho Industrial Accident Board, known since 1971 as the Idaho Industrial Commission. The Idaho Workers' Compensation Act is the product of a historic compromise between labor and industry which withdrew workplace injuries from private controversy in order to provide sure and certain relief to injured workers while affording industry a measure of protection from civil damages.

Much has changed over the last 100 years, but the Industrial Commission remains committed to administering a fair workers compensation system. This strategic plan identifies the priorities and goals necessary to fulfill the agency's mission and to ensure that the agency meets the specific needs of its various constituencies.

We recognize that circumstances change during the term of this plan, which may create a need for revised objectives, strategies, and measures. Therefore, the strategic plan is regularly reviewed and updated annually.

In addition to the overall agency strategic plan, many agency departments develop targeted strategic plans to set annual performance goals. The results of these plans are documented in a performance measurement report that is submitted to the Governor's office each September.

The Industrial Commission will continue its dedicated effort to communicate regularly with the Governor's office, constituents, industry representatives, members of the legislature, and the Advisory Committee on Workers' Compensation as a means of ensuring the agency's goals and objectives are executed equitably, efficiently, and promptly.

## OUR VISION

*To cultivate an Idaho Workers' Compensation system that is cooperative, supportive, and equitable for workers and employers in addressing the effects of workplace injuries and illnesses.*

## VALUES & GUIDING PRINCIPLES

### **Ethical Practices & Behavior**

- We conduct our daily business in accordance with local, state and federal laws and the Idaho code of Judicial Conduct.
- We are committed to maintaining neutrality in all interactions with our constituents and reviewing each situation objectively.
- We encourage our employees to take pride in their work and promote professional, respectful behavior.

### **Quality Customer Service**

- Customers are a compelling priority, and we strive to provide prompt service and accurate information in a professional manner.
- In addition to our main administrative office in Boise, we maintain 11 field offices throughout the state so our customers have convenient access to timely and professional services and information.
- We constantly review our website to ensure that content is informative, current, and accessible.

### **Challenging & Positive Work Environment**

- Our employees are our most valuable resource; we encourage mutual respect, teamwork, innovation, and progressive leadership.

### **Effective & Efficient Operations**

- We use our resources responsibly, keeping in mind the “big picture” of the agency’s goals.
- We strive to streamline our processes to save time and money, and to serve Idahoans most efficiently.

## CORE DEPARTMENT FUNCTIONS

### **Adjudication Division**

Promotes the timely processing and resolution of disputed workers' compensation claims and medical fee disputes; provides an alternative method of resolving disputes through mediation; provides judicial review of unemployment insurance appeals from the Idaho Department of Labor; and hears appeals from determinations made by the Crime Victims Compensation Program.

(Title 72, Chapters 1-13, Idaho Code)

### **Compensation Division**

Evaluates insurance carriers requesting to write workers' compensation insurance and employers requesting to become self-insured; endeavors to ensure that adequate securities are on deposit with the State Treasurer's Office to cover outstanding awards; enforces the insurance requirements of the Idaho Workers' Compensation Law; ensures that workers' compensation benefits are paid properly and timely; and resolves emergent issues between claimants and sureties on non-litigated claims.

(Title 72, Chapters 1-8, Idaho Code)

### **Rehabilitation Division**

Assists injured workers by facilitating an early return to employment, which is as close to the workers' pre-injury wage and status that can be obtained.

(Title 72, Chapter 5, Idaho Code)

### **Crime Victims Compensation Program**

Provides financial assistance to victims of crime for medical expenses, funeral costs, and lost wages that are incurred as a result of criminally injurious conduct. The program also pays for sexual assault forensic examinations.

(Title 72, Chapter 10, Idaho Code)

## **AGENCY GOAL 1:**

*Enforce the statutory and regulatory requirements of the Idaho Workers' Compensation Law*

### **Objectives:**

1. Ensure all workers in the state are afforded the coverage required by law.
2. Ensure that all insurance carriers and self-insured employers authorized in Idaho maintain adequate security deposits to protect injured workers.
3. Establish statutes and rules that set reasonable fees for quality, timely and accessible medical services provided to Idaho's injured workers.
4. Ensure the prompt and accurate payment of benefits to injured workers.

### **Measurements:**

1. Conduct monthly review of compliance reports to ensure employers obtain necessary coverage.<sup>1</sup>
2. Statutory deposits are adequate to cover potential liability.
3. Participate with the Healthcare Subcommittee of the Industrial Commission's Advisory Committee to develop recommendations for annual adjustments to the medical fee schedule and reduce disparity in service categories.
4. Conduct formal surety audits and reviews of summaries of payments.

### **Key External Factors:**

- Legislative changes
- Misclassification of workers
- Economic and population changes
- Volatility of the insurance market
- Uncertainty of healthcare reform

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<sup>1</sup> This performance measurement is based on internal agency targets. The results are reflected in the agency performance measurement report.

## AGENCY GOAL 2:

*Provide timely dispute resolution arising out of workers' compensation, unemployment appeals, and crime victims compensation cases*

### **Objectives:**

1. Issue workers' compensation decisions within an average of sixty (60) days following the date a case is fully submitted.
2. Successfully resolve ninety percent (90%) of mediated workers' compensation claims.
3. Maintain an average age of pending unemployment insurance appeals of less than 40 days.
4. Resolve medical fee disputes within ninety (90) days of filing.

### **Measurements:**

1. Monthly reviews of case management reports to ensure that the agency is meeting the performance/benchmark targets.<sup>2</sup>

### **Key External Factors:**

- Downward changes to the economy affecting employment in Idaho
- Idaho Supreme Court decisions

<sup>2</sup> All benchmark targets are identified as objectives and are reflected in the agency Performance Measurement Report. The agency is committed to expediting judicial matters, so we have set the worker's compensation and mediation benchmarks accordingly. The unemployment insurance appeal benchmark of less than 40 days is set by the U.S. Dept. of Labor.



## AGENCY GOAL 3:

### *Recruit and retain highly qualified employees*

#### **Objectives:**

1. Reward high performers with merit based bonuses and provide short-term merit increases during periods of increased responsibility.
2. Continually provide targeted training and developmental opportunities for employees to enhance their skills related to agency positions.
3. Target salary savings and CEC disbursement on classifications where the agency is experiencing the highest turnover, key personnel, and on those employees with low compa-ratios.
4. Monitor turnover rates on a monthly basis to identify trends and develop solutions which can include internal strategies or budgetary requests.
5. Analyze exit interviews to obtain critical information on employee separations from the agency.
6. Conduct presentations to students and program directors in state educational programs on the employment opportunities available within the Industrial Commission.
7. By November 2017, Human Resources will develop a new template designed to streamline non-classified recruiting announcements.

#### **Measurements:**

1. Turnover rates are reduced with a benchmark turnover rate of twenty percent (20%) or less.<sup>3</sup>
2. June 2018, managers will develop individual career growth plans for all of their employees within their annual training budgets.
3. A minimum of four (4) presentations to educational institutions are completed in FY18.

#### **Key External Factors:**

- Private industry competition
- Uniqueness of Industrial Commission positions makes it difficult to recruit qualified personnel
- Restricted resources to reward and retain employees
- Loss of critical institutional knowledge through retirement and turnover
- Constraints of the classified recruiting process

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<sup>3</sup> The agency set this benchmark as an internal goal due to the high turnover we are experiencing. In FY17 our classified turnover rate was over 20% and our non-classified turnover rate was 18%.

## **AGENCY GOAL 4:**

*Protect and preserve the integrity of our critical systems and information*

### **Objectives:**

1. Adopt the National Institute of Standards and Technology (NIST) Cybersecurity Framework.
2. Implement the first five (5) Center for Internet Security Critical Security Controls (CIS Controls) for evaluation of existing state systems by June 30, 2018.
3. Provide enhanced cybersecurity education and training appropriate to core employee work responsibilities by January 1, 2018.
4. Continue to pursue a uniform record storage solution that meets our agency records retention requirements.

### **Measurements:**

1. Complete gap analysis for implementing the first five (5) CIS Critical Security Controls and document any deficiencies by June 30, 2018.
2. Provide enhanced cybersecurity education and training appropriate to core employee work responsibilities by January 1, 2018.
3. Successfully implement the first five (5) Center for Internet Security Critical Security Controls (CIS Controls) for evaluation of existing state systems by June 30, 2018.
4. Develop an agency wide plan to preserve our long term records in a uniform format that meets agency retention requirements by January 1, 2019.

### **Key External Factors:**

- Changing cloud technologies
- Media retention resources

## **AGENCY GOAL 5:**

*Modernize the exchange of information with agency stakeholders*

### **Objectives:**

1. Implement Electronic Data Interchange (EDI) Claims Release 3.
2. Establish a project team to develop a planned RFP to modernize our business practices and systems, including electronic judicial case management and electronic filing.
3. Monitor and improve website content and activity.
4. Develop and test a Twitter account by the end of calendar year 2017.
5. Update information sharing agreements with the National Council on Compensation Insurance, Idaho Department of Labor, Idaho Department of Corrections, and implement agreements with other state and federal agencies.
6. Attend advisory organizational meeting to obtain critical industry updates and discuss public policy.

### **Measurements:**

1. All workers' compensation claims information will be reported electronically to the Commission effective November 4, 2017.
2. Electronic data management RFP is completed in calendar year 2018.
3. Feedback from external customers indicates website content is thorough and easily accessible.

### **Key External Factors:**

- Compatibility of stakeholders computer systems
- Historical reliance on paper records

## **AGENCY GOAL 6:**

*Provide educational and outreach opportunities to agency stakeholders*

### **Objectives:**

1. Provide training and outreach programs on the insurance requirements of Idaho's Workers' Compensation Law in all areas of the state.
2. Educate medical providers and their personnel on the impact and importance of their role in the workers' compensation system including proper billing and payment practices.
3. Conduct an annual workers' compensation seminar for industry professionals focused on trending issues.
4. Enhance relationships with sureties and claims administrators through regular meetings and education.
5. Participate in business/community fairs to educate and promote agency programs and services.
6. Utilize webinar broadcasting whenever practical to reach all areas of the state.

### **Measurements:**

1. Conduct at least three (3) Certified Idaho Workers Compensation Specialist (CIWCS) Programs annually.
2. Conduct an annual meeting, or more often if necessary, with Surety/Claims Administrators.
3. Positive feedback is received regarding outreach programs and website content.

### **Key External Factors:**

- Workload demands impact dedicated resources for outreach and related travel

## AGENCY GOAL 7:

*Provide vocational rehabilitation services focused on restoring injured workers to gainful employment and minimizing loss for employers.*

### **Objectives:**

1. Begin early in the medical recovery process to provide vocational services with the time-of-injury employer and utilize transitional return to work planning.
2. Where return to work with the time of injury employer is not possible, assist injured workers in a return to new employment by providing quality vocational services that minimize loss and return the injured worker to as close as possible to their pre-injury status and wage.
3. Provide timely case management documentation throughout the vocational process to keep parties to the case informed.

### **Measurements:**

1. Of the injured workers rehabilitated, sixty percent (60%) will return to work for their pre-injury employer in their original capacity or at a modified duty position.
2. Ninety percent of injured workers rehabilitated through our services will maintain ninety percent (90%) or more of their pre-injury wage.
3. Case note documentation of services will be sent to all parties of the claim within seven (7) days of initial contact and at a minimum of every thirty (30) days throughout the life of the case.<sup>4</sup>

### **Key External Factors:**

- Rapidly increasing population of an aging workforce and declining employment opportunities for rural populations
- Increases in numbers of monolingual injured workers of differing ethnic backgrounds

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<sup>4</sup> All performance measurements are based on internal targets established to ensure service delivery. The results are reflected in the Rehabilitation Division Goal-Oriented Performance Report and the Agency Performance Measurement Report.

# CRIME VICTIMS COMPENSATION PROGRAM

## CVCP MISSION

*To ensure eligible victims are provided appropriate financial assistance to aid in recovery from the traumatic effects of crime.*

In 1986, the Idaho Legislature determined that “it is to the benefit of all that victims of violence and their dependents be assisted financially and socially whenever possible”. With that as their goal, the Idaho Legislature created the Crime Victims Compensation Program to assist innocent victims in recovering from the traumatic effects of crime.

The program provides financial assistance for reasonable expenses which are a direct result of a crime including:

- Payments for physician and hospital services, medicine, and other approved treatment
- Mental health treatment
- Counseling benefits for family members of victims
- Wage loss
- Dependent death benefits
- Funeral expenses

The CVCP is funded by fines and penalties assessed on criminal convictions in Idaho, the Victims of Crime Act (VOCA) Federal Grant Award, and restitution from offenders. Idaho uses no state tax dollars to fund the program.

## CVCP VISION

*To meet the needs of victims by progressively, compassionately, and effectively easing the impact of crime.*

## CVCP GOAL 1:

*Administer benefits in a timely and efficient manner*

### **Objectives**

1. Collect supporting documentation within forty-five (45) days from receipt of application for services.
2. Determine eligibility for benefits within thirty (30) days from receipt of supporting documentation.
3. Contact and assess needs of each eligible victim within thirty-five (35) days of eligibility.
4. Provide victim advocates and other community resources with program eligibility information.
5. Provide thorough case management documentation and conduct quality assurance review of cases.
6. Complete Crime Victims Information Phase 1 Data conversion for more efficient internal processes.

### **Measurements:**

1. Review of monthly statistical management reports reflects hitting benchmark targets.
2. Benefit utilization is achieved at the benchmark of (70%).
3. Results of quality assurance reviews show appropriate case management and timely distribution of benefits.<sup>5</sup>

### **Key External Factors**

- Limited staff resources
- Increase in demand for services for victims with limited English proficiency
- VOCA grant funding for victim assistance services in Idaho

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<sup>5</sup> All benchmark targets are identified as objectives for this goal. These targets have been identified by the Crime Victims Compensation Bureau as internal production goals. The results are reported to the Office of Victims of Crime annually and are reflected in the agency Performance Measurement Report.

## CVCP GOAL 2:

*Identify and pursue additional funding sources to meet increased demand for services*

### **Objectives:**

1. Continue to coordinate with the Department of Correction and Probation and Parole Services to increase restitution collections.
2. Manage federal grants to ensure continued funding levels and provide input to the Office of Victims of Crime to enhance federal funding and benefits to victims.
3. Collaborate with Idaho's VOCA Assistance Administrator regarding meeting the needs of crime victims.
4. Establish procedures for filing of offender garnishments in civil courts.

### **Measurements:**

1. Review financial reports monthly to monitor spending and collections to ensure program stays within budget.
2. Restitution collections are increased.
3. Review budget expenditures monthly to ensure the medical fee schedule is sufficiently controlling medical costs.

### **Key External Factors:**

- Legislative changes
- Demand on state funding mechanisms
- Uncertainty of national healthcare reform and Medicaid benefits
- Inadequate protocol/standards for sexual assault forensic examinations
- VOCA grant funding for victim assistance services in Idaho



## CVCP GOAL 3:

*Enhance opportunities for outreach and community presence*

### **Objectives**

1. Participate in statewide/local task forces, committees and projects to better understand individual community needs.
2. Identify and create new methods of educating and promoting program service including use of Twitter or other social media.
3. Distribute marketing products in public venues and locations serving victims of crime.

### **Measurements:**

1. Outreach is completed in all areas of the state annually.
2. Case managers will meet with at least one new contact in their regions during outreach.
3. Evaluate feedback of victim satisfaction surveys monthly.

### **Key External Factors:**

- Workload demands impact dedicated resources for outreach and related travel

## CYBERSECURITY ADDENDUM:

### *Agency Progress on Executive Order 2017-02*

2. *All state agencies to immediately adopt and to implement by June 30, 2017, the National Institute of Standards and Technology (NIST) Cybersecurity Framework in order to better foster risk and cybersecurity management communications and decision making with both internal and external organizational stakeholders.*

**Progress:** NIST Cybersecurity Framework Adoption intent confirmed via letter to DHR on April 14, 2017.

3. *All executive branch agencies to implement the first five (5) Center for Internet Security Critical Security Controls (CIS Controls) for evaluation of existing state systems by June 30, 2018. Updates on adoption of the NIST Cybersecurity Framework and implementation of CIS Controls will be included in each agency's strategic plan submission to the Division of Financial Management (DFM).*

**Progress:** Agency staff is participating in biweekly teleconferences to orient to the critical security controls. A gap analysis of the current security posture against the controls, documenting any deficiencies, and identifying resources for compliance is currently in progress.

5. *The State Division of Human Resources, in conjunction with all executive branch agencies, to compile and review cybersecurity curriculum for mandatory education and training of state employees, and to determine appropriate levels of training for various classifications of state employees.*

**Progress:** The Agency Cybersecurity Awareness Training Plan was submitted to DHR on April 14, 2017 and the agency expressed interest in using the materials to be recommended at a later date by DHR to support a common framework of employee education throughout state government. DHR provided an update on June 18, 2017 that they expected to have a solution in place in approximately 4 months.

6. *All executive branch agencies to develop employee education and training plans and submit such plans within 90 days of the issuance of this executive order to the Director of Information Security. The plans shall describe how existing and new state employees will receive the statewide mandatory education and training module on cybersecurity before being granted access to state systems.*

**Progress:** The Agency Cybersecurity Awareness Training Plan was submitted to DHR on April 14, 2017 and the agency expressed interest in using the materials to be recommended at a later date by DHR. The agency also outlined how and when it envisioned this training to be completed, with the expectation that DHR will choose a solution with a web-based delivery method. DHR provided an update on June 18, 2017 that they expected to have a solution in place in approximately 4 months. Until then, the agency is continuing to provide cybersecurity awareness information during new employee orientation and to existing employees periodically through weekly announcements.

7. *All executive branch agencies to require that all state employees complete the state's annual cybersecurity training commensurate with their highest level of information access and core work responsibilities.*

**Progress:** The Agency Cybersecurity Awareness Training Plan was submitted to DHR on April 14, 2017 and the Commission intends to use the materials and tracking solutions recommended by DHR for regular employees. Upon receiving confirmation on June 18, 2017 from DHR that this solution will not include the Elevated Access curriculum needed for in-house IT staff with administrative privileges, the agency will develop training material and tracking procedures to support the training plan submitted to DHR. A target implementation date of January 1, 2018 has been set.

10. *All public-facing state agency websites to include a link to the statewide cybersecurity website: [www.cybersecurity.idaho.gov](http://www.cybersecurity.idaho.gov).*

**Progress:** 1 of 2 Industrial Commission public facing websites have been updated to include the link. All sites expected to be completed by July 31, 2017.