



Strategic Plan

FISCAL YEARS ENDING
JUNE 30, 2011-JUNE 30, 2015

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Introduction

The Idaho Industrial Commission's strategic plan is designed as a working document. The agency recognizes that circumstances will change during the term of this plan, which may create a need for revised objectives, strategies, and measures. As a result, the agency regularly revisits and updates this plan.

The need for a strategic plan for the workers' compensation system, unemployment appeals, and crime victims compensation program is essential to ensure that all are meeting the specific needs of the people they serve. The Industrial Commission will continue its dedicated effort to communicate regularly with constituents, industry representatives, members of the legislature, and other interested parties as a means of ensuring the agency's goals and objectives are executed equitably, efficiently, and promptly.

This past year, the Industrial Commission completed its Zero Based Budget as directed by the Governor for all state agencies. As a result of that process, the Commission was able to improve its day-to-day operations by increasing efficiency and reducing unnecessary procedures. This achievement has reprioritized our goals, reinforced our vision, and reemphasized our mission. The focus and insight gained from the Zero Based Budgeting process has proved invaluable in reassessing the agency's strategic plan.

Our Mission

To impartially and efficiently administer the Idaho Workers' Compensation Law in a manner that ensures compliance with insurance requirements, timely dispute resolution, prompt and accurate benefit payments, and quality vocational rehabilitation services for injured workers.

To provide timely judicial review of appeals from the Department of Labor under the Employment Security Act.

To assist innocent victims of crime recover from the devastating effects of crime by providing financial assistance in accordance with state and federal law.

Values

- Quality Customer Service
- Impartiality
- Accessible Services
- Ethical Practices and Behavior
- Effective and Efficient Operations

Key External Factors and Challenges

- Weak economic conditions of Idaho's business industry have caused a decrease in Commission revenues, requiring constant analysis and adjustments in agency operations.
- High unemployment across the state has tremendously impacted all agency departments. Unprecedented unemployment insurance appeals have strained resources.
- Some struggling businesses are electing to drop workers' compensation insurance, and job placement for injured workers has become increasingly difficult.
- Ensuring the long term financial stability of the Crime Victims Compensation Program is challenging with the ongoing increase in costs for medical services.
- State budgetary constraints have severely limited our ability to provide adequate compensation for our skilled workforce. Once the economy improves, we anticipate losing experienced personnel to private sector jobs.
- Budgetary cutbacks have resulted in eliminating positions or leaving them unfilled for long periods of time, straining workloads and service delivery.
- Economic pressures have contributed to an increase in violent behaviors, which has made it challenging to provide a safe and secure work environment for our employees, particularly those working in remote locations.
- There is growing uncertainty as to how national health care reform and Centers for Medicare and Medicaid Services (CMS) as a secondary payor will impact Idaho's workers' compensation system.

Adjudication Division

FUNCTION: 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; hears appeals from determinations made by the Crime Victims Compensation Program.

Goals	Objectives/Strategies	Measurements
<p>Provide timely, equitable, and consistent resolution of disputes arising out of workers' compensation, unemployment appeals, and crime victims' compensation cases.</p>	<ul style="list-style-type: none"> ■ Issue workers' compensation decisions within an average of sixty (60) days following the date a case is fully submitted. ■ Successfully resolve ninety percent (90%) of mediated claims. ■ Maintain an average age of pending unemployment insurance appeals of less than 40 days. ■ Increase external customer satisfaction with adjudication and mediation processes. ■ Reduce the time between the request and the actual hearing ■ Improve system efficiency and accountability 	<ul style="list-style-type: none"> ■ Monthly review of case management reports reflecting the department's performance. ■ Customer feedback. ■ Input from the Industrial Commission's Advisory Committee. ■ Less than ten percent (10%) of workers' compensation decisions appealed to the Idaho Supreme Court.
<p>Establish statutes and/or rules that set reasonable fees for quality and timely medical services provided to Idaho's injured workers.</p>	<ul style="list-style-type: none"> ■ Research other states and national studies regarding similar laws and rules. ■ Analyze available data to establish draft legislation that meets the needs of all parties. ■ Receive input from the public and special interest groups on draft legislation. 	<ul style="list-style-type: none"> ■ Average indemnity and medical costs for injured workers are maintained at the current level or are reduced. ■ Workers' Compensation premiums remain stable. ■ Medical fee disputes are reduced by twenty-five percent (25%) over the previous fiscal year.

Compensation Division

FUNCTION: Evaluates insurance carriers requesting approval to write workers' compensation insurance and employers requesting approval to become self-insured; endeavors to ensure that adequate securities are on deposit with the State Treasurers 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; provides educational opportunities to constituent groups; audits sureties; and resolves emergent issues between claimants and sureties on non-litigated claims.

Goals	Objectives/Strategies	Measurements
<p>Improve the exchange of information between internal and external customers.</p>	<ul style="list-style-type: none"> ■ Implement mechanisms to gauge the usefulness of web site content. ■ Develop an electronic document management system for Commission records. ■ Implement a mandatory electronic record reporting requirement. ■ Publish a quarterly report of select statistical information to the web site. ■ Develop processes to utilize data from the Department of Labor and Bureau of Occupational Licensing to identify employers who may be in violation of the insurance requirement of the Workers' Compensation Law. 	<ul style="list-style-type: none"> ■ Statistical and research information available on the Commission's web site by end of calendar year 2010. ■ Feedback from customers. ■ Evaluation of page views on website by customers. ■ Number of hits (contacts) on the Employer Coverage Verification system. ■ Number of records, by type, reported electronically each year through 2014. ■ Work processes are streamlined, enabling contact with 10% more employers in FY 2011. ■ Percentage of employers found to be in violation of insurance requirements is reduced.
<p>Protect injured workers by assuring the level of securities on deposit for insurance carriers and self-insured employers is adequate to cover their outstanding liability for workers' compensation claims.</p>	<ul style="list-style-type: none"> ■ Comprehensive revision of IDAPA rules. ■ Monitor quarterly reporting. ■ Follow up for timely compliance when additional securities are required. 	<ul style="list-style-type: none"> ■ Security deposits exceed outstanding claims. ■ Performance reports reflect accuracy and timeliness of quarterly reporting ■ Compliance with requests for additional securities.
<p>Enhance informational and educational opportunities for stakeholders regarding Idaho's Workers' Compensation Law.</p>	<ul style="list-style-type: none"> ■ Provide training and outreach programs on the insurance requirements of Idaho's Workers' Compensation Law in all areas of the state. ■ Educate medical providers and their personnel on the impact and importance of their role in the workers' compensation system. ■ Continue offering the Certified Idaho Workers' Compensation Specialist (CIWCS) Program statewide. ■ Conduct an annual workers' compensation seminar for workers' compensation professionals. ■ Conduct training for accountants and insurance agents throughout Idaho. 	<ul style="list-style-type: none"> ■ Reduction in the number of employer compliance cases referred for investigation. ■ Review of training program evaluations. ■ Reduce the wait list for the CIWCS course to less than four months. ■ CIWCS Program certifies 85% of participants.

Rehabilitation Division

FUNCTION: Assists injured workers in maximizing their medical recovery while facilitating a timely return to employment, which is as close to the worker's pre-injury status and wage that can be obtained.

Goals	Objectives/Strategies	Measurements
<p>Enhance return to work efforts for injured workers struggling with increased barriers due to the ongoing weakened economic conditions.</p>	<ul style="list-style-type: none"> ■ Minimize the effect of work place injuries through education of employers on the benefits of returning injured workers to light duty and modified positions. ■ Provide all consultants with state of the art marketing and placement training to increase return to gainful employment. ■ Utilize all available community resources and tax incentives to promote hiring of injured workers into the limited number of jobs available. 	<ul style="list-style-type: none"> ■ Monthly Performance Indicator Report shows an increase from sixty percent (60%) to sixty five percent (65%) in the number of workers returning to their pre-injury place of employment. ■ Closure by Status Report shows an increase in the number of injured workers returning to gainful employment with new employers. ■ Reduced indemnity costs. ■ Goal Oriented Performance Report reflects workers maintained at least ninety percent (90%) of their pre-injury status and wage upon return to work.
<p>Provide education and community awareness of rehabilitation services through direct contact with stakeholders.</p>	<ul style="list-style-type: none"> ■ Increase contact with new and existing employers through wide variety of avenues and resources such as time-loss claims by county report, new business registrations, job fairs, etc. ■ Increase physician participation in the referral process. 	<ul style="list-style-type: none"> ■ Referral from sources other than sureties increases ten percent (10%) over the previous fiscal year. ■ Monthly Performance Indicator Report shows a decrease in the number of days from injury to referral. ■ Monitor the monthly reports regarding the numbers of cases rehabilitated after providing services.

Crime Victims Compensation Program

FUNCTION: Provides financial assistance to victims of crime for health care and related expenses that are incurred as a result of criminally injurious conduct. The program also pays for sexual assault forensic examinations.

Goals	Objectives/Strategies	Measurements
<p>Enhance and diversify funding sources to meet increased demand for services, and provide both short and long term financial stability.</p>	<ul style="list-style-type: none"> ■ Manage federal grants to ensure continued funding levels and provide input to the Office for Victims of Crime to enhance federal funding and benefits to victims. ■ Coordinate with the Department of Probation and Parole to increase restitution collections to ensure satisfaction of court orders. ■ Review budget expenditures quarterly to ensure the medical fee schedule is sufficiently controlling medical and forensic exam expenditures. ■ Enhance the CVCP Fund balance to ensure funding for future victims. ■ Enhance recovery efforts by garnishing wages and accounts, seizing assets and using credit card payment options. 	<ul style="list-style-type: none"> ■ Actively participate in the Quarterly VOCA Administrators Meetings to provide feedback that will affect future funding levels and benefit development. ■ Develop and implement a statewide outreach schedule for Probation and Parole. ■ Program expenditures are within appropriated budget. ■ Payments to medical providers reflect a cost savings of fifteen percent (15%) over previous fiscal year. ■ Manage federal grant funding to maximize state dollars deposited in the Fund, increase recovery collections, and contain costs for medical services through the medical fee schedule. ■ Increase total recovery by 10% by the end of FY 2011.
<p>Respond effectively to increases in demand for victims' services, and community education programs.</p>	<ul style="list-style-type: none"> ■ Enhance outreach activities and community presence. Identify alternative media to promote community/public education opportunities. 	<ul style="list-style-type: none"> ■ Review of monthly and annual management reports to evaluate timeliness of responding to requests for services and other statistical data.
<p>Pro-actively administer benefits available in an efficient, timely, and customer friendly manner.</p>	<ul style="list-style-type: none"> ■ Develop and implement a quality assurance review process to ensure services and benefits are administered appropriately and efficiently. ■ Provide proactive services to recipients to ensure utilization of services. ■ Utilize technology to streamline internal processes and increase productivity. 	<ul style="list-style-type: none"> ■ Complete development and implement quality assurance review process by the end of fiscal year 2011. ■ Collect supporting documentation within forty five (45) days from receipt of application. ■ Determine eligibility for benefits within thirty (30) days from receipt of supporting documentation. ■ Review of monthly statistical management reports. ■ Positive input from service providers and referral services. ■ Benefit utilization is maintained at seventy percent (70%).



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