



IDAHO. *Industrial* *Commission*

STRATEGIC PLAN

Fiscal Years 2023 to 2026



Revised July 1, 2022

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MISSION STATEMENT

Fairly administer the Idaho Workers' and Crime Victims Compensation Laws.

LETTER FROM THE COMMISSIONERS

Since 1917, the Idaho Industrial Commission has administered the Workers' Compensation laws of the State, the "Grand Bargain," which removed all workplace injuries from private controversy and provided a statutory remedy protecting the interests of both labor and industry. The Commission ensures the equitable and timely resolution of the claims of injured workers, medical providers, and victims of crime. As the industry changes due to technology, economics, and the labor market, the Industrial Commission's strategic plan serves as our agency's roadmap for servicing the needs of our constituents.

The Covid-19 pandemic provided the impetus to implement a number of business process improvements that rely on electronic service of pleadings, settlements, and other documents. These changes hint at some of the benefits we expect to enjoy from the long-planned redesign of our legacy business systems via the Industrial Commission Redesigned Information System (IRIS) project, now in its second year. The modernization of our data systems and business processes will enable electronic filing and provide 24/7 online access to constituents, allowing for a more efficient response time for customers with electronic requests for hearings and adjudication filings. Additionally, IRIS will enable the Administration and Benefits Departments to perform reporting on demand using any desired data fields to generate surety performance measurement reports. These surety performance measurement reports will serve as an indicator for claims administrators to evaluate their performance in providing prompt and accurate payment of benefits. Once IRIS is coupled with EDI Claims 3.1, the Benefits Administration Department will have access to more refined data elements to identify trends and potential obstacles to the efficient and timely administration of payments and benefits system-wide.

Like other state agencies, the Great Resignation has also impacted the Commission. The Commission has adjusted our recruiting and employee retention strategies to increase position interest, shorten our recruiting time and retain talented staff.

On July 1, the Commission will implement HB590. This bill changes existing law to allow, in most cases, the settlement of Workers' Compensation claims without the approval of the Industrial Commission. In the months since being signed into law, the Commission has worked closely with industry stakeholders to develop the rules necessary to fully implement the provisions of the new statute.

The Industrial Commission will continue to communicate our progress to Governor Little as well as to the Legislature, stakeholders, industry representatives, and the Advisory Committee on Workers' Compensation to ensure our goals and objectives are meaningful and will remain focused on the agency's mission and vision.



Commissioner, Chairman
Aaron White



Commissioner
Thomas E. Limbaugh



Commissioner
Thomas P. Baskin

VISION STATEMENT

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.

INDUSTRIAL COMMISSION VALUES

Ethical Practices and Behavior

- We conduct our daily business per 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

- We strive to provide prompt service and accurate information
- In addition to our main administrative office in Boise, we maintain 10 field offices throughout the state, so our customers have convenient access to services
- We continuously review our website to ensure that content is informative, current, and accessible

Effective and 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 improve efficiency and serve Idahoans effectively

Challenging and Positive Work Environment

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

IRIS MODERNIZATION PROJECT

Goal:

The IRIS modernization project will replace legacy business applications with digital solutions emphasizing customer service and creating data management and workflow efficiencies.

Objectives:

1. Facilitate design and implementation of new technology and business processes.

Performance Measures:

- Successfully meet the IRIS timeline and budget.
Benchmark: Projected completion in the calendar year 2023, within the \$7.95 million budget.



External Factors:

- Contract fulfillment by an external contractor.
- Competitive and rapidly changing technology environment.

FISCAL DEPARTMENT: REGULATORY COMPLIANCE

Goal:

The Fiscal department works to ensure regulatory compliance of insurance carriers and self-insured employers within the scope of Title 72 (Title 72, Chapter 3, Idaho Code).

Objectives:

1. Reviews applications and grants authority to insurance carriers to write workers' compensation insurance and to employers looking to become self-insured.
2. Ensures adequate securities are on deposit with the State Treasurer's Office to cover outstanding workers' compensation liabilities.

Performance Measures:

- Approve completed applications for self-insured status or to write workers' compensation in the state of Idaho.
Benchmark: Approve applications in less than 30 days.
- Perform premium tax auditing of self-insureds.
Benchmark: Audit each self-insured once every two years.
- Audit security deposits of insurance carriers to ensure adequate coverage for outstanding liabilities.
Benchmark: Complete audit of each insurance carrier annually.

External Factors:

- Shifts in the insurance industry and Idaho business economy.

ADJUDICATION DIVISION

Goal:

The Adjudication Division promotes the timely processing and resolution of disputed workers' compensation claims and crime victims' compensation cases; provides an alternative method of resolving disputes through mediation, and provides judicial review of unemployment insurance appeals from the Idaho Department of Labor (Title 72, Chapters 1-13, Idaho Code).

Objectives:

1. Provide timely dispute resolution arising from workers' compensation claims, unemployment appeals, and crime victim compensation cases.

Performance Measures:

- Issue workers' compensation decisions promptly.
Benchmark: Less than 90-day average.¹
- Issue timely decisions on unemployment insurance appeals.
Benchmark: 40 days or less.²

External Factors:

- The Commission has no control over the number of cases filed. While it makes every

¹ The agency is committed to expediting judicial matters, so we have set the workers' compensation, mediation, and medical fee dispute benchmarks accordingly.

² The U.S. Dept. of Labor sets the unemployment insurance appeal benchmark of fewer than 40 days.



effort to close all cases in a timely manner, the judicial process requires adequate time for discovery, presentation of evidence, and deliberation.

- Unforeseen economic events can potentially increase the volume of unemployment appeals.

BENEFITS ADMINISTRATION DEPARTMENT

Goal:

The Benefits Administration Department works to ensure workers' compensation benefits are paid accurately and timely; resolve emergent issues between claimants and sureties on non-litigated claims; and maintain statutory claim records (Title 72, Chapters 1-8, Idaho Code).

Objectives:

1. Conduct audits of sureties and self-insured employers to ensure compliance with the Idaho workers' compensation statute and rules.
2. Maintain statutory claim records filed with the Commission.
3. Review settlement agreements and attorney charging liens in a timely manner.
4. Resolve medical fee disputes between payers and providers.
5. Fulfill stakeholder records requests timely.
6. Conduct educational training for industry professionals.

Performance Measures:

- Issue attorney fee decisions timely.
Benchmark: 7 days or less ³
- Conduct surety and self-insured employer audits.
Benchmark: 12 audits per year ³
- Issue medical fee dispute decisions timely. ³
Benchmark: Less than 30 days following the 21-day response period
- Fulfill required records requests within the timeline set by statute.
Benchmark: Less than 14 days ³
- Offer enough CIWCS courses to satisfy industry demand.
Benchmark: Reduce the waiting period to less than 180 days. ³
- Offer EDI Claims reporting training sessions.
Benchmark: 2 sessions per year ³

External Factors:

- The Commission has no control over the number of claims, settlement agreements, medical fee disputes, and records requests filed in a fiscal year.
- The availability of qualified workers' compensation professionals in the state impacts the agency's recruiting and quality claims administration.
- Legislation introduced by external stakeholders changes our statutory responsibilities.

EMPLOYER COMPLIANCE DEPARTMENT

Goal:

The Employer Compliance Department enforces the insurance requirements of the Idaho Workers' Compensation Law. It provides educational outreach to help employers

³ This performance measurement is based on internal agency targets.



understand Idaho workers' compensation insurance requirements to protect their employees and their business in the event of a work-related accident or injury (Title 72, Chapters 1-8, Idaho Code).

Objectives:

1. Successfully bring uninsured employers into compliance with Idaho workers' compensation insurance requirements.

Performance Measures:

- Percentage of employers who become in compliance with Idaho's workers' compensation insurance requirements as a result of an Employer Compliance inquiry or investigation. **Benchmark:** Greater than 95% of employers. ⁴
- New Businesses that have obtained insurance as a result of educational outreach and the investigation process.
Benchmark: Greater than 90% of new businesses. ⁴

External Factors:

- The growth of new business in the Idaho economy has challenged existing staff and resources to handle the volume of compliance investigations and related work.
- The dedication of Department resources to assist with the Industrial Commission's Redesigned Information System (IRIS) project to modernize business systems and processes.

REHABILITATION DIVISION

Goal:

The Rehabilitation Division assists injured workers by facilitating an early return to employment, as close as possible to their pre-injury wage and status (Title 72, Chapter 5, Idaho Code).

Objectives:

1. Initiate timely contact with the injured worker to provide vocational services with the time-of-injury employer and utilize transitional return to work planning.
2. Assist injured workers in returning to employment through appropriate vocational services.

Performance Measures:

- Percentage of eligible injured workers who returned to work.
Benchmark: Greater than 75% of eligible injured workers. ⁵
- Percentage of pre-injury wages restored for injured workers who returned to work.
Benchmark: Greater than 90% of wages are restored. ⁵
- Ensure timely eligibility determination.
Benchmark: Less than 5 business days from referral date. ⁵

External Factors:

- The lack of resources in rural communities, including the cost of housing, cost of transportation, and technology access, has made it challenging to identify sustainable employment opportunities for workers.

⁴ All Employer Compliance performance measurements are based on internal targets. The agency is committed to ensuring that Idaho businesses and employees are protected in the event of a work-related accident or injury.

⁵ All Rehabilitation Division 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

Goal:

The Crime Victims Compensation Program (CVCP) provides financial assistance to victims of crime for medical and mental health expenses, funeral costs, and lost wages incurred as a result of criminally injurious conduct. The program also pays for sexual assault forensic examinations.

Objectives:

1. Issue timely payment for sexual assault forensic exam claims.
2. Provide timely payment of crime-related expenses.
3. Maximize the number of eligible victims that utilize the crime victim compensation benefits.

Performance Measures:

- Process eligible victims' claims timely.
Benchmark: Issue payment within 120 days of receipt of application. ⁶
- Determine eligibility of crime victims quickly and effectively to aid in recovery from the traumatic effects of crime.
Benchmark: Make eligibility determination of the application within 30 days of receipt of the required information
- Issue timely payment of sexual assault forensic examination claims.
Benchmark: Less than 45 days from receipt of application. ⁷

External Factors:

- Diminished federal grant funding for Child Advocacy Centers potentially increases costs to CVCP for child sexual abuse forensic examinations.
- Rising costs of medical services.
- Potential for large mass casualty events and CVCP's ability to respond effectively with limited staff.

⁶ 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.

⁷ This benchmark target was established as a production goal after legislation changes were made in FY19 regarding how adult sexual assault forensic examinations were processed.

