



# STRATEGIC PLAN

Fiscal Years 2024 to 2027

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# MISSION & INTRODUCTION

## 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.

For fiscal year 2023, the Commission has focused on completing our three-year project to replace end-of-life business systems, and the implementation of new processes to accommodate a significant statutory revision to the Commission’s oversight of the settlement of workers’ compensation claims under Idaho Code 72-404.

HB 590, signed into law in the spring of 2022, significantly amended the Commission’s authority to approve settlements by removing (in most cases) the requirement that the Commission be satisfied that all settlements are in the best interest of the parties. With the assistance of stakeholders, the Commission revised JRP 18 to accommodate these changes. The current processing time for settlements and the claims of attorneys is well within the requirements set by statute.

In December 2022, the first module of our business system modernization project, IRIS, went live in our Employer Compliance Department. As a result, we enjoy much-improved communication and data-sharing capabilities with Employers. This has increased the accuracy of our business processes and improved our ability to assure that all Idaho employers are properly insured or self-insured under Idaho’s Workers’ Compensation laws. In early fiscal year 2024, we expect to go live with the second IRIS module, which will replace antiquated business systems in our Benefits Department. This will coincide with the release of EDI 3.1 in mid-September of 2023.

Finally, in early 2023, the Commission took steps to increase its presence on social media. This has



**Commissioner, Chairman**  
Thomas E. Limbaugh



**Commissioner**  
Thomas P. Baskin



**Commissioner**  
Aaron White



created additional avenues of communication for the Commission to reach and receive feedback from our constituents.

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.



## VISION & VALUES

### 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, and to meet the needs of crime victims by progressively, compassionately, and effectively easing the impact of crime.

### 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 communication platforms to ensure that content is informative, current, and easily 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:

- The acceptance of completed modules that meet project scope and business requirements.

**BENCHMARK:** Completion of viable system modules for each department that meets functional data and system needs.

### 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.
3. Efficiently, accurately, and unbiasedly administer the Police Officer and Detention Officer Temporary Disability Fund.

### Performance Measures:

- Review completed applications for self-insured status or to write workers' compensation in the state of Idaho.

**BENCHMARK:** Process 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.

- Ensure proper administration and allocation of dedicated funds and timely processing of applications for benefits for the Peace Office and

Detention Officer Disability Fund.

**BENCHMARK:** Monitor monthly collections from the courts and process applications for benefits in less than 30 days.

**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 and crime victim compensation cases decisions promptly.  
**BENCHMARK:** Less than 90-day average.<sup>1</sup>
- Issue timely decisions on unemployment insurance appeals.  
**BENCHMARK:** 40 days or less.<sup>2</sup>

**External Factors:**

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

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

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

4. Resolve medical fee disputes between payers and providers.
5. Ensure compliance of The Idaho Public Records Law, Idaho Code 74-101, by fulfilling stakeholder records requests in a timely manner.
6. Conduct educational training for industry professionals.

**Performance Measures:**

- Issue settlement agreement dismissals and attorney fee decisions timely.  
BENCHMARK: 7 days or less <sup>3</sup>
- Conduct surety and self-insured employer audits.  
BENCHMARK: 12 audits per year <sup>3</sup>
- Issue medical fee dispute decisions timely.  
BENCHMARK: Less than 30 days following the 21-day response period <sup>3</sup>
- Fulfill required records requests within the timeline set by statute  
BENCHMARK: Less than 10 days <sup>3</sup>
- Offer enough Certified Idaho Workers’ Compensation Specialist (CIWCS) courses to satisfy industry demand.  
BENCHMARK: Reduce the waiting period to less than 180 days. <sup>3</sup>
- Offer Electronic Data Interchange (EDI) Claims reporting training sessions.  
BENCHMARK: 2 sessions per year <sup>3</sup>

**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; and provides educational outreach to help employers understand Idaho workers’ compensation insurance requirements so they can 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 became compliant with Idaho’s workers’ compensation insurance requirements as

<sup>3</sup> This performance measurement is based on internal agency targets.

a result of an Employer Compliance inquiry or investigation.  
**BENCHMARK:** Greater than 95% of investigated employers. <sup>4</sup>

- Ensure new businesses obtained required coverage as a result of educational outreach and the investigation process.  
**BENCHMARK:** Greater than 90% of new businesses. <sup>4</sup>

#### External Factors

- The implementation of the Industrial Commission’s Redesigned Information System (IRIS) resulted in new business processes and a need for an increased level of technical ability among Compliance personnel.
- 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.



## REHABILITATION DEPARTMENT

#### 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 and the time-of-injury employer to determine eligibility for services.
2. Provide injured workers with appropriate vocational services that allow them to return to work and restore them, as close as possible, to their pre-injury wages.

#### Performance Measures:

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

#### 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.

<sup>4</sup> 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.

<sup>5</sup> 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) assists victims of crime with costs related to treatment for injuries (medical, mental health, funeral, and wage loss) sustained as a result of a crime and for sexual assault forensic examinations.

### Objectives:

1. Issue timely payments for sexual assault forensic examinations.
2. Provide timely payments of crime-related expenses.

### Performance Measures:

- Process eligible victims' claims timely.  
**BENCHMARK:** Issue payment within 120 days of receipt of application.<sup>6</sup>
- Issue timely payment of sexual assault forensic examination claims  
**BENCHMARK:** Less than 45 days from receipt of application.<sup>7</sup>
- 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

### External Factors:

- Diminishing federal grant funding for Child Advocacy Centers and grassroots victim service providers, potentially increases the costs to CVCP for child sexual abuse forensic examinations and may increase requests from victims without local resources.
- Rising costs of medical services.
- Potential for large mass casualty events and CVCP's ability to respond effectively with limited staff.



## ZERO-BASED REGULATION

In response to Governor Little's Executive Order 2020-01, the Industrial Commission is continually working towards preventing and eliminating the accumulation of costly, ineffective, and outdated regulations and reducing the regulatory burden to achieve a more efficient government operation.

### PEACE OFFICER AND DETENTION OFFICER DISABILITY FUND ADMINISTRATIVE RULES, IDAPA 17.11.01

In June of 2022, the Industrial Commission reexamined the Police Officer and Detention Officer Temporary Disability Fund administrative rules to remove excessive or redundant language.

### Objective:

1. Engage with our stakeholders to identify outdated and burdensome regulations.

<sup>6</sup> 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.

<sup>7</sup> 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.

**Performance Measurement:**

- Conduct public hearings and increase stakeholder engagement  
**BENCHMARK:** Conduct in-person engagement meetings utilizing virtual platforms for those who cannot attend in person
- Promulgate rules for the 2023 Legislative Session  
**BENCHMARK:** Present rules for the Legislature

**CRIME VICTIMS COMPENSATION PROGRAM ADMINISTRATIVE RULES, IDAPA 17.10.01**

During the first quarter of 2023, the Commission began reexamining the Crime Victims Compensation Program administrative rules, which had not been reviewed since 2010. During this review, the Commission recognized the need to update the language in the rules, and wanted to seek stakeholder input on potential changes.

**Objectives:**

1. Engage with our stakeholders throughout the state to identify outdated and burdensome regulations and to identify methods to improve accessibility and administrative efficiency.

**Performance Measurement:**

- Conduct six stakeholder engagement meetings throughout the state to get stakeholder input on current issues and needs.  
**BENCHMARK:** Conduct in-person engagement meetings utilizing virtual platforms for those who cannot attend in person
- Promulgate rules for the 2024 Legislative Session  
**BENCHMARK:** Present rules for the Legislature