Office of Risk Management
FY17-18 Performance Oversight Follow-up Questions
Committee on Labor and Workforce Development
Councilmember Elissa Silverman (At-Large), Chair

1. Statement of work for the ERMS procurement

   AGENCY RESPONSE
   See Attachment 1 for a copy of the Specifications/ERMS Requirements for the Enterprise Risk Management System (ERMS).

2. Sample size and other information about the survey (including a copy)

   AGENCY RESPONSE
   See Attachment 2 for a copy of the survey.

   At the onset of fiscal year 2018, ORM initiated a new process to solicit feedback from claimants for both the Tort Liability Program and Public Sector Workers Compensation Program. The feedback is intended to assist the agency in improving customer experience with the agency and continue the progress the agency has made in this area.

   Currently, a survey is provided in the agency reception and waiting area. The receptionist is responsible to request each person that comes to our office for any kind of service if they would like to complete a Customer Satisfactory Survey. Completion of the survey is voluntary, and the individual may remain anonymous.

   When the receptionist receives the completed survey from our customer, the receptionist will date stamp the survey and deliver the survey to the ORM Customer Service Liaison for review and tracking. In the event a follow-up is requested, the Customer Service Liaison will reach out to the respondent.

   To date, a total of 37 completed surveys have been submitted to the agency.

3. Details on the $60,000 pot hole claim

   AGENCY RESPONSE
   On April 11, 2014, the claimant was riding his bicycle on 13th Street and Florida Avenue, NW when he struck a defect (pothole) in the roadway which caused him to be thrown to the ground resulting in substantial injuries to his person. The claimant's medical expenses totaled over $42,000. After a review of records from the District Department of Transportation (DDOT), the defect in the roadway was reported to the District but the District did not make timely repairs to the defect before the claimant struck it.

Claimant's initial original demand for the claim was $245,000. ORM was successful in negotiating a settlement with the claimant for $59,500, which included his outstanding medical expenses, lost wages and pain and suffering.

4. A breakdown of the number of claims by agency

    AGENCY RESPONSE
    See Attachment 3 for a breakdown of the number of workers compensation claims made in FY17 and FY18, to date by agency is attached.

SECTION C: SPECIFICATIONS/ERMS REQUIREMENTS

C.1   SCOPE

The District of Columbia Office of Risk Management (DC ORM or ORM) and the Metropolitan Police Department (MPD) Office of Risk Management (MPD ORM) seek to enhance their services with the acquisition and installation of Enterprise Risk Management Systems (ERMS) that will support their operational needs. These web-based comprehensive systems shall track, communicate, and provide data between the divisions of ORM and within MPD in a timely manner as well as to the agencies, offices, and departments (collectively the "Agencies") of the District of Columbia government (the "District'). DC ORM and MPD ORM seek a contractor to install and configure an ERMS for each DC ORM and MPD ORM.

The goals of DC ORM and MPD ORM in procuring an ERMS are to:
- Develop a District-wide incident and reporting system.
- Be able to eventually tie into other District risk management systems and bi-directionally exchange data between and among District Agencies.
- Improve accuracy and timeliness of collecting risk related information.
- Provide real-time access to risk information, including historical trends.
- Provide risk dashboards and metrics to analyze high-risk areas, including District Agencies and the District's employees, agents, contractors, and locations.
- Increase visibility of incidents, claims, and data-sharing across ORM's business functions (workers' compensation, torts, risk-prevention, and insurance) and MPD components.
- Reduce operating costs through administration of a near-paperless ERMS
- Create an enterprise IT systems for ORM and MPD that will provide identification, management, tracking, and analysis of risk information and liabilities.

The contractor shall:

- Provide to ORM and MPD all licenses necessary to carry out the operations and functions of their ERMS, all as more fully described in the Requirements incorporated herein and made a part hereof.

- Provide a ERMS for ORM that shall support and create a single platform for ORM's Workers' Compensation, Tort, Insurance, and Risk Prevention and Safety functions, all as more fully described in the Requirements incorporated herein and made a part hereof.

- Provide a ERMS for MPD that shall support a single platform for MPD's Workers' Compensation, Annuitant, Disability Retirement, Invoice Tracking, Tort Claims, Subrogation, Medical Cost, Outside Employment, Records Management, Legal and Administrative Hearings, and Reporting functions, all as more fully described in the Requirements incorporated herein and made a part hereof.

- Develop and implement a data conversion plan to convert data in a timely manner for the ORM and MPD ERMS that ensures data integrity and that the quality of the data is maintained throughout the conversion and implementation phases. The data conversion plan shall address the Contractor's strategy for converting and maintaining legacy data that meets the District's requirements for data availability. The Contractor shall update the data conversion plan prior to initial launch of production and shall keep it current with any changes throughout the project. The use of two implementation teams for each agency is preferred.

- Guarantee all data produced in either the ORM or MPD ERMS shall be the property of the District.

- Be compliant with the District's Information Control Policy and the District's Password Management Policy, as applicable.

- Begin transition activities no later than 10 days after contract award and in coordination with the Contract Administrator, as specified in the Requirements.

- Provide training on the installation, operation, and maintenance procedures of the ERMS, as specified in the Requirements.

- Provide help desk support, as specified in the Requirements.

NOTE: The scope of services for MPD is not included in the initial price schedule for this contract as set forth in Section B. Any services for MPD under this contract would need to be added at a later date by a contract modification as agreed by both parties.

C.1.1 BACKGROUND

The DC ORM was created in 2003 and is a conglomeration of many District functions such as Public Sector Workers' Compensation Program, Risk Prevention and Safety Program, Tort Program, Insurance Program and Agency Operations and Legal Matters.

DC ORM's mission is to provide risk management direction, guidance and support to District Government Agencies so that they can minimize the total cost of risk, resulting in improved government operations and enhanced service delivery. In addition, DC ORM needs to minimize the probability, occurrence, and impact of accidental losses in the District government and to support the effective and efficient achievement of the District government's strategic risk management objectives. DC ORM's specific operations and functions are described in § C.2 through C.6.

The MPD ORM is within the Executive Office of the Chief of Police and is tasked with reviewing policies and procedures and mitigating risk for all aspects of MPD's operations and performs the specific functions identified below in § C.7.

The following are objectives for DC ORM and MPD ORM:
- Look beyond a compliance mindset and focus on achieving complete organizational solutions
- Develop a District-wide incident reporting and tracking system
- Use risk management as a competitive advantage to drive risk management value, including enhanced training programs and outreach efforts to all Agency employees
- Integrate risk management programs and increase risk awareness across all District Agencies and within MPD
- Achieve a proactive response to risk management rather than remaining reactionary
- Improve accuracy and timeliness of collecting risk related information
- Leverage analytics and business intelligence to provide real-time access to risk information including historical trends
- Develop risk dashboards and metrics to analyze high-risk areas including Agencies, locations, employees/drivers, etc.
- Selecting and implementing appropriate risk control strategies, and prudently financing anticipated and incurred losses
- Through DC ORM, procure insurance and utilize alternative risk financing strategies for the benefit of the District government to compensate for large liabilities and catastrophic exposure to risk
- Increase visibility of incidents, claims and data sharing across the various ORM business

functions (Workers Compensation, Tort, Risk Prevention, and Insurance) and MPD components

- Ability to eventually tie DC ORM into other DC Government enterprise systems and bi-directionally exchange data with OAG, DGS, DCRA, DOC, HSEMA, DMV, MPD, FEMS, OSSE, etc.
- Reduce operating costs associated with administering a near-paperless Enterprise Risk Management System (ERMS)
- Setup a cutting-edge Enterprise Risk Management System that helps in managing MPD and District- wide risk and exposure.
- Incorporate lessons learned and best practices from implementations of Risk Management Systems in similar size government jurisdictions.
- Improve customer satisfaction provided to our stakeholders including citizens, employees, and other DC Government Agencies.
- Create an enterprise IT systems for DC ORM and MPD ORM that will provide identification, management, tracking, and analysis of risk information and liabilities.

C.1.2 IMPLEMENTATION PHASES AND KEY MILESTONES

The DC ORM and MPD ORM business functions can be implemented independently, and the use of two separate implementation teams is preferred. The DC ORM Workers Compensation function needs to include, at a minimum, the following data interfaces:

- PeopleSoft HR and Payroll System (included interface for Phase 1 WC go-live)
- Medical Bill Review (included interface for Phase 1 WC go-live)
- Pharmacy & Narcotic Management (included interface for Phase 1 WC go-live)
- SOAR - DC system for voucher payments (included interface for Phase 1 WC go-live)
- Utilization Review (included interface for Phase 1 WC go-live)
- PASS – DC contracts and payment system (included interface for Phase 1 WC go-live)
- The contractor shall perform the activities required to successfully complete the District's requirements and submit each deliverable to the Contract Administrator (CA) in accordance F.3 Deliverables.

C.1.3 LICENSES

The contractor shall provide the following licenses.

C.1.3.1 Claims Adjusting User License: These licenses have access to all the features and capabilities of Origami Risk, except for Extended Functionality features (other than those selected in this contract). The number of licenses to be provided is set forth below in § C.1.3.7.

C.1.3.2 Full User License: These licenses have access to all the capabilities and features of Origami Risk, except those features utilized for adjusting claims such as check writing, setting reserves and calculating indemnity benefits, and except for Extended Functionality features (other than those selected in this contract). The number of licenses to be provided is set forth below in § C.1.3.7.

C.1.3.3 Light User License: These licenses have access to the dashboard, reports pre-configured for them, and read-only access to other areas of the system. Light Users do not have access to the Administration features, and do not have access to Extended Functionality features. The number of licenses to be provided is set forth below in § C.1.3.7.

Extended Functionality Licenses

C.1.3.4Enterprise Portal Data Entry License: These licenses are not named licenses and have access only to enter records into an Anonymous Collection Portal, by clicking an Anonymous Collection Link generated via Origami's administration features. The number of licenses to be provided is set forth below in § C.1.3.7.

C.1.3.5 Enterprise Grant Access License: These licenses are not named licenses and the URL is sent from Origami Risk as a Data Entry Event email notification, giving time limited access to a single record. The number of licenses to be provided is set forth below in § C.1.3.7.

C.1.3.6Certificate Management License: This license allows utilization of Origami Risk's Certificate of Insurance tracking for third party Insureds, such as vendors or contractors. The number of licenses to be provided is set forth below in § C.1.3.7.

C.1.3.7 **Number and Type of Licenses to be Provided.**

License Type	License Count		
	DC ORM	**MPD ORM (Minimum)**	**MPD ORM (Maximum)**
Claims Adjusting User License	60	20	30
Full User License	100		
Light User License	100	250	500
Enterprise Grant Access License (number of Grants sent from Origami per year)	1,000	2,000	3,400
Enterprise Portal Data Entry License (number of new Portal Incidents per year)	**Unlimited Base + Option Year 1/7,500 thereafter**	7,500	7,500
Certificate Management License (number of third party Insureds per year)	7,500		

C.1.3.8Additional Rights and Limitations in and attendant to Licenses

The following assumptions have been made with respect to each license type –

1. Data entry and uploading of file attachment capabilities are outlined in the License Definitions section below. For those individuals who are not licensed users, they may utilize the functionality of the Enterprise Portal Data Entry or Grant Access which are also outlined in this document.
2. OCR Scanning for up to 10,000 pages per year is included in the pricing. This extended functionality provides access to Origami Risk's Optical Character Recognition (OCR) functionality for the purpose of mapping specified data from scanned documents to data fields within Origami Risk. This requirement is set forth in C.10.15 Document Repository.
3. E-Signatures integration through DocuSign is included for up to 1,000 envelopes (containing digital signatures) per year. This extended functionality provides the ability to tag mail merge documents with electronic signature fields, authenticating through DocuSign's eSignature tool. This requirement is set forth in C.10.5 Digital Signatures. The District hereby agrees to be bound by the DocuSign Terms and Conditions for Reseller Customers, available at https://www.docusign.com/company/terms-and-conditions/reseller. In no event shall Origami be responsible or liable for any acts or omissions of DocuSign. The District hereby consents to Origami providing DocuSign with its data to the extent necessary to perform such services. If the relationship between Origami and DocuSign is terminated during the term of this contract, Origami shall provide prompt written notice to the District and the DocuSign services under this contract shall be terminated as of such date. In the event of such a termination, Origami will provide a refund to the District of any prepaid and unused fees for such

services.

4. Five (5) of the Claims Adjuster licenses are expected to have Administrative Access (to manage other users in the system, update forms, queries, etc.). While the expected volume is 5, any of the Claims Adjusting Adjuster licenses can have System Administration access at no additional charge.
5. An Agency Risk Manager will use a Full User license to upload data for their Fleet vehicles or Insurance.
6. Origami Risk has provided the District with discounted rates from rack rate given the volumes presented as minimum contractually purchased. The District agrees that it will maintain the minimum license counts set forth above and will not drop below such minimum license counts during the Base Year or any Option Year.
7. Additional licenses above the maximum number indicated in Section B.3 Price Schedule shall be provided upon request at a price no greater than the unit cost indicated in the Price Schedule.
8. Origami Risk adds generally available features from time to time that may require configuration prior to use.
9. In addition to the generally available features, Origami Risk has extended functionality and may occasionally deploy new functionality that will require an Extended Functionality License. These features may require additional fees based on record volume, number of additional users accessing the new features, or some other incremental cost driver.
10. Features that require a third party agreement, usually for an additional fee, to be enabled in Origami include:

- CMS 111 when using a third party provider
- Advise policy benchmarking
- Predictive analytics via 3rd Parties
- EDI FROI/SROI via 3rd Parties

C.1.4 APPLICABLE DOCUMENTS/REFERENCES

The following documents are applicable to this procurement:

Item No.	Reference	Attachment/URL
1	Public Sector Workers' Compensation Program Regulations	http://www.dcregs.dc.gov/Gateway/NoticeHome.aspx?noticeid=6615805
2	Workers' Compensation Statutes	DC Code Section 1-623.01-47
3	OCTO Policies	https://octo.dc.gov/page/octo-policies
4	District of Columbia Data Policy	https://octo.dc.gov/page/district-columbia-data-policy
5	DC ORM Workers' Compensation Forms	https://orm.dc.gov/service/workers%E2%80%99-compensation-program
6	Captive Insurance Agency Statue	https://beta.code.dccouncil.us/dc/council/code/titles/1/chapters/3/subchapters/IV/parts/D-i/index.html
7	Tort	https://beta.code.dccouncil.us/dc/council/code/sections/12-309.html
8	MPD Medical Services	GO medical Services.pdf

| 9 | MPD Outside Employment | GO 201.17 Outside Employment.pdf |
| 10 | MPD Use of Government Vehicles | EO-17-027_UseGovtVehicles_081117-signed.pdf |

C.1.5 ACRONYMS AND ABBREVIATIONS

AME...............................Additional Medical Examination
AOE...............................Affidavit of Earnings
ARMR ....Agency Risk Management Representative
CIA ....Captive Insurance Agency
COP..............................Continuation of Pay
COR..............................Cost of Risk
DC.................................District of Columbia
DCFEMS ....DC Fire and Emergency Medical Services
DCHR ....Department of Human Resources
DCORM.........................District of Columbia Office of Risk Management
DCRA ....Department of Consumer and Regulatory Affairs
DDOT ....District Department of Transportation
DGS ....Department of General Services
DMV ....Department of Motor Vehicles
DPR...............................Department of Parks and Recreation
DPW ....Department of Public Works
ERMS ....Enterprise Risk Management System
ERP ....Emergency Response Plan
FCO...............................Fleet Certifying Officer
FD ....Final Determination
FedRAMP......................Federal Risk and Authorization Management Program
FEMS ....Fire & Emergency Medical Services Department
FTE................................Full Time Equivalent
GPS ....Global Positioning System
HAID ....How Am I Driving
HR.................................Human Resources
HSEMA ....Homeland Security and Emergency Management Agency
ID ....Initial Determination
IT ....Information Technology
MPD...............................Metropolitan Police Department
MPD ORM.................... Metropolitan Police Department Office of Risk Management
NOAA...........................National Oceanic and Atmospheric Administration
NOB ....Notice of Benefits
NOD..............................Notice of Determinations
OAG ....Office of Attorney General
OCFO ....Office of the Chief Financial Officer
OCR...............................Optical Character Recognition
OCTO ....Office of Chief Technology Officer
ODCA ....Office of the District of Columbia Auditor
OIG ....Office of the Inspector General
OPRS.............................Office of Payroll
ORM ....Office of Risk Management
OSH ....Occupational Safety and Health
OSSE ....Office of the State Superintendent of Education
OUC ....Office of Unified Communications

PASS ....Districts Contracting System
PDF ....Portable Document Format
PII ....Personally Identifiable Information
POC...............................Point of Contact
PPRA............................Procurement Practices Reform Act of 2010
PSWCP..........................Public Sector Workers' Compensation Program
TIV ....Total Insured Value
TPA ....Third Party Administrator
VIN...............................Vehicle Identification Number
VOAP ....Vehicle Operators Accountability Program
VOIP ....Voice Over Internet Protocol
WC................................Workers' Compensation

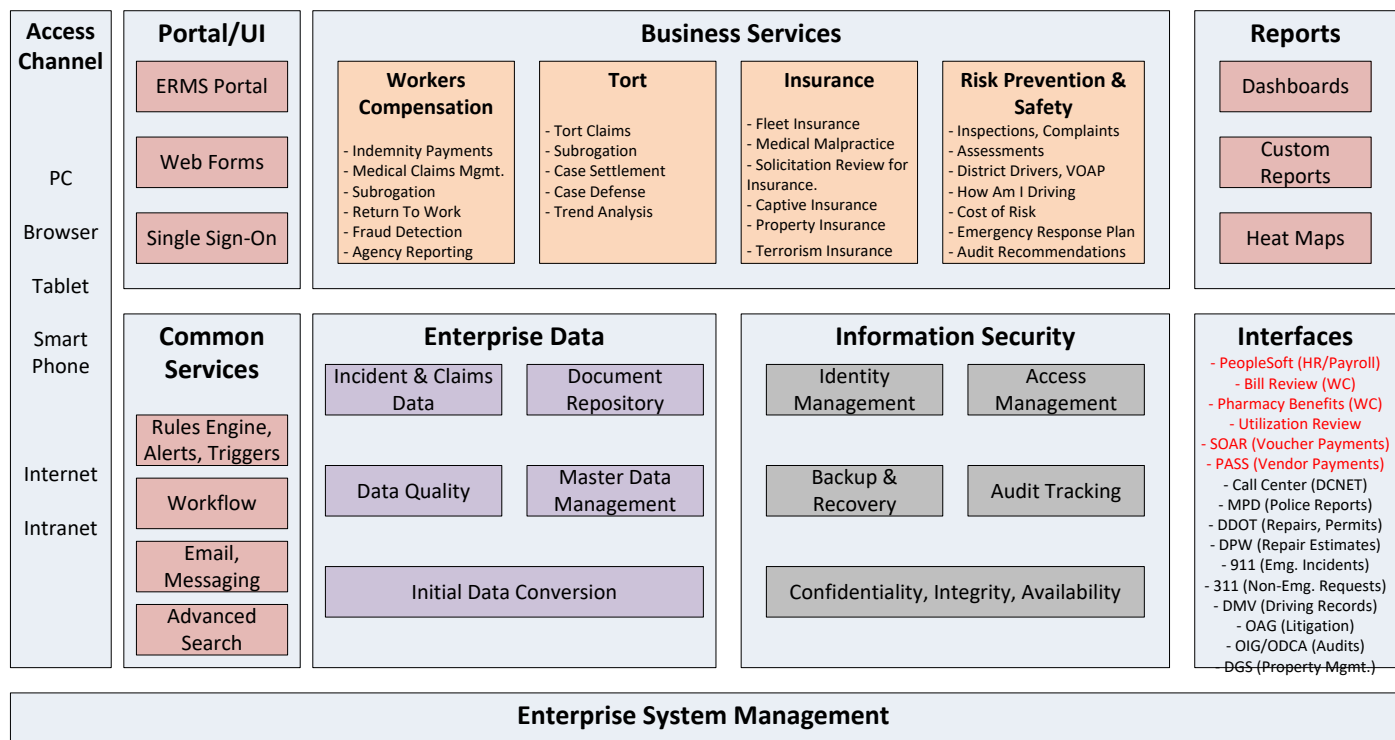## C.1.5   Definitions for Requirements

Including – means "including, but not limited to."

Phase 1 – means the Workers' Compensation (WC) coverage for DC ORM. This phase includes six (6) interfaces and setup of basic/mandatory items to process WC. Such basic/mandatory items are set forth in § C.12.1.2.

C.2   DC ORM Enterprise Risk Management System (ERMS)
Below is a high-level conceptual diagram of the DC ORM ERMS.

Enterprise Risk Management System – Functional Model

Access Channel	Portal/UI	Business Services				Reports
	ERMS Portal	**Workers Compensation** - Indemnity Payments - Medical Claims Mgmt. - Subrogation - Return To Work - Fraud Detection - Agency Reporting	**Tort** - Tort Claims - Subrogation - Case Settlement - Case Defense - Trend Analysis	**Insurance** - Fleet Insurance - Medical Malpractice - Solicitation Review for Insurance. - Captive Insurance - Property Insurance - Terrorism Insurance	**Risk Prevention & Safety** - Inspections, Complaints - Assessments - District Drivers, VOAP - How Am I Driving - Cost of Risk - Emergency Response Plan - Audit Recommendations	Dashboards Custom Reports Heat Maps

PC

Browser

Tablet

Smart Phone

Internet

Intranet

Common Services	Enterprise Data		Information Security		Interfaces
Rules Engine, Alerts, Triggers Workflow Email, Messaging Advanced Search	Incident & Claims Data Data Quality Initial Data Conversion	Document Repository Master Data Management	Identity Management Backup & Recovery Confidentiality, Integrity, Availability	Access Management Audit Tracking	- PeopleSoft (HR/Payroll) - Bill Review (WC) - Pharmacy Benefits (WC) - Utilization Review - SOAR (Voucher Payments) - PASS (Vendor Payments) - Call Center (DCNET) - MPD (Police Reports) - DDOT (Repairs, Permits) - DPW (Repair Estimates) - 911 (Emg. Incidents) - 311 (Non-Emg. Requests) - DMV (Driving Records) - OAG (Litigation) - OIG/ODCA (Audits) - DGS (Property Mgmt.)

Enterprise System Management

C.3   Public Sector Workers Compensation Program (PSWCP)
The Public Sector Workers' Compensation Program (PSWCP) is responsible for the day-to-day administration of all workers' compensation claims for the approximately 40,000 employees of the District of Columbia. An injury or illness is covered by the Program when the employee is working, performing work tasks and or traveling while performing District of Columbia business. Below is a brief summary of the PSWCP. For further details, refer to DC Code § 1-6203.1 et seq and DCMR, Title 7, Chapter 1. Refer to § C.1.4 Applicable Documents/References.

The primary goal of the PSWCP is to respond to workplace injuries with appropriate medical care at a reasonable cost, and to return employees back to work as soon as medically possible. Workers' Compensation is a no-fault system of benefits provided by law for workers who have job-related injuries or illnesses. The PSWCP also provides for the payment of benefits to spouse and dependents if job-related injury or disease causes the employee's death.

PSWCP has approximately 2,700 active Workers' Compensation claims. Approximately 500 employees receive some type of wage loss (indemnity) benefits. Currently, there are approximately 100 reports of injury a month. PSWCP also provides a Return to Work Program.

After an injury, if a worker must be out of work, he or she is entitled to Continuation of Pay (COP**). COP is a period** of up to 21 days (45 if hired before 1980) in which an injured worker is entitled to receive 100 percent of their regular pay despite being unable to work due to an injury or medical treatment resulting from a workplace injury. The right to receive COP terminates when the PSWCP issues a decision to accept or deny a claim.

Workers' Compensation Benefits

The PSWCP provides the following benefits to injured workers –

Wage Loss Benefits - After COP expires, if the claim is accepted, time away from work is paid at basic rate of 66 2/3% of the employee's pay (tax free) (75% if the injured worker was hired before 1980). There are statutory maximums and minimums for wage loss indemnity payments.

Medical & Life Benefits – An employee who receives the health, dental, vision and life benefits on the date that he or she is injured shall continue to receive the benefits if his or her claim for workers' compensation is accepted, and the premiums, if any, shall be deducted from the claimant's indemnity compensation payments.

Medical Treatment – The program directly pays approved medical providers for authorized care provided to injured workers. This includes the treating physician, medical facilities, therapists, labs, and pharmacies. The treating physician is required to file comprehensive medical reports with the PSWCP containing a diagnosis of physical findings or examination, a statement concerning the injury's relationship to employment, and the treatment plan. The program uses the medical reports for making decisions affecting an injured worker's claim or their benefits.

Each provider of medical care or services is required to use a standard coding system for reports and bills. The medical care and services shall be billed at rates established in the medical fee schedule adopted by the Program.

Return to Work and Vocational Rehabilitation - Return to Work helps injured employees get back to work as soon as medically possible after a job-related injury or illness. The goal of the Return to Work program is to return employees to work at modified duty, permanent, or part-time position within the employee's limitations or restrictions.

- **Alternative Work** is performing a different job within the employee's Agency that meets the physical restrictions the employee's treating physician specifies. It can be an existing job, or an identified set of job tasks that the Agency needs done.

- **Part-Time Work** is an option when the doctor has not released the employee for full-time work. The employee's treating physician will monitor their progress, authorizing ~~gradual~~ increases in hours worked and the variety of tasks performed.

- **Modified Work** involves an adjustment or alteration to the way a job is normally performed in order to accommodate the employee's physical restrictions. The DC Government offers opportunities to perform modified work at other Agencies when the injured worker's employing Agency is unable to accommodate any work restrictions.

- **Vocational Rehabilitation** is available to employees who have reached Maximum Medical Improvement (MMI) and are unable to return to their previous job or have been separated from their agency.

The summary above and the Section 3.1 below outline the key requirements of the PSWCP operations that must be supported by the ERMS.

C.3.1   Workers' Compensation Overview

C.3.1.1 Workers' Compensation Information

- Provide forms on-line at orm.dc.gov to agencies and employees

- Provide information on-line regarding how to file a workers' compensation claim

C.3.1.2 WC Claims Management
- Collect information for first notice of injury
- Create a Workers' Compensation claim
- Provide workers' compensation claims packet to injured worker
- Collect and document all forms received in furtherance of claim
- Send acknowledgement to injured worker
- Analyze incoming information for claim compensability
- Identify subrogation potential if applicable
- Make determination regarding acceptance or denial
- Notify claimant of decision via written NOD
- Send notice of benefits to claimant (NOB) if claim accepted
- Manage the claim, including but not limited to:
    - Communicate with claimant and document
    - Communicate with employer and document
    - Communicate with medical provider(s) and document
    - Upload documents and emails to file
    - Update claim information including claim status
    - Make referral(s) as needed to additional or different providers
    - Make referrals to Nurse Case Manager when appropriate.
    - Develop return to work plan and document
    - Process incoming invoices for payment, correction, denial, amendment
    - Process requests for mileage and travel reimbursement
    - Process recommendations for return to work on modified or full duty basis/
    - Send notice of decision regarding change in benefits if injured worker is returned to work modified duty
    - Recalculate benefits for TPD
    - Make necessary changes in PeopleSoft record
    - When appropriate, return injured worker to work full duty, document, notify, PS entry, NOD terminating indemnity benefit
    - NOD terminating medical benefits
    - Terminate medical benefits when appropriate
    - Respond to request for 9A Appeal
    - Respond to request for A1permanency award
    - Respond to Supervisory input
    - Request for Work Hardening
    - Request for Functional Capacity Exam
    - Request for Wage Earning Capacity

C.3.1.3 Nurse Case Management
- Provide nurse case management services to all WC patients that are in active treatment
- Respond to referrals from claims examiners
- Document each assessment, interaction and plan of care in the case file
- Send referrals for services such as UR, home health, DME, and pharmacy

C.3.1.4 Indemnity Calculation
- The system shall have the capability to calculate indemnity payments for various benefit types (TTD, TPD, PPD, depending on DC Code and PSWCP regulations
- Calculations will be made using the employee's HR, payroll, time and labor information from the DCHR PeopleSoft system

C.3.1.5 Indemnity Payments

- The system shall interface with DC Government's PeopleSoft HR and Payroll system in order to pay make Workers' Compensation indemnity payments to injured workers
- The gross indemnity payment, calculated within the system, shall be passed to the PeopleSoft system. The PeopleSoft system will deduct the employee portion of the health, vision, dental, and life benefits and calculate the net indemnity pay to the injured workers.

C.3.1.6 Medical Payments
- Pay authorized medical providers, including physicians, medical facilities, labs, pharmacies, and others using DC Government's payment system
- Pay approved medical providers for authorized care to injured workers

C.3.1.7 Pharmacy Benefits Management
- Provide appropriate medication to treat the injured worker
- Provide comprehensive reports on workers' compensation drug costs and usage
- Integrate with 3rd party Pharmacy Benefits Management provider

C.3.1.8 Payments for Transportation
- **To Providers** - Provide payment for transportation of claimants to and from medical appointments if preauthorized
- **To claimants -** Provide mileage and travel reimbursement within appropriate time frame, upon request

C.3.1.9 Utilization Review
- Any medical care or service furnished by the PSWCP is subject to utilization review. The review may be performed before, during, or after the medical care or service is provided.
- The claimant or the Program may initiate utilization review where it appears that the necessity, character, or sufficiency of medical services is improper or clarification is needed on the appropriateness of medical service that is ordered.
- The system shall interface with the with the 3rd party Utilization Review provider to provide these services. Necessary information will be transmitted back and forth between ERMS and the Utilization Review provider's system.

C.3.1.10 Bill Review
- The ERMS system shall interface with the Bill Review provider to provide these services. Necessary information will be transmitted back and forth between ERMS and the Bill Review provider's system.
- The Bill Review provider shall perform the following services –
  - Track and reduce medical bills to fee schedule, reasonable and customary rates, or any other negotiated rates
  - Review all bills for up-coding and for those bills that fall out of the normal range
  - Verify the completeness and accuracy of incoming bills for services rendered
  - Check for appropriate levels of treatment/services based upon diagnosis and severity
  - Identify appropriate amount of payment and any duplications of bills/service billing
  - Generate and send Explanation of Benefits for all approved or denied medical bills

C.3.1.11 Suspension or Forfeiture of Workers' Compensation Benefits
Per regulations, injured workers are required to cooperate with all aspects of the PWSCP, including participating in Alive and Well checks, providing an annual Affidavit of Earnings (AOE), attending physical examinations, including undergoing an Additional Medical Examination (AME), and provide annual medical recertification of injury. Non-compliance with these rules is grounds for suspension or forfeiture of Workers' Compensation benefits. The system shall have the capability to cause suspension of or forfeiture of benefits due to noncompliance with this requirement.

- System needs to flag anniversary date of injury and prepare AOE package for mail delivery, with required documents and deadline for completion
- System must prepare notice of appointments for medical examinations, AMEs and send required forms
- System needs to flag anniversary date of Alive and Well check and prepare communication to claimant with deadline for completion

C.3.1.12 Prepay Report

- The DC Chief Risk Officer or the Workers Compensation Program Administrator must certify and approve all indemnity payments, and mileage or other expenses (gross pay) made to injured workers, and as well as payments made to medical providers. The system shall have the capability to generate a prepay report on a bi-weekly basis with all the planned payments for review and approval.
- The payments that have been added, changed, or deleted will be compared to the prior pay period to facilitate quick approval.
- The system shall have a Prepay approval workflow to track review by various team members prior to final approval.
- The system shall interface with the DC PeopleSoft HR and payroll system and transmit the approved Prepay report from ERMS along with all required data to the PeopleSoft system. The DC OPRS (Office of Payroll and Retirement Services) will process WC payroll on a bi-weekly basis using the gross pay information from the approved Prepay report.
- All Benefits information is stored in the PeopleSoft system. This information is used during payroll processing to deduct the employee contributions for health, vision, dental and life benefits from the WC indemnity gross pay to come up with the final net payment to the injured workers.

C.3.1.13 Benefits Change

The injured worker may cancel and re-enroll in health benefits in accordance with rules and regulations set forth by DCHR. Employees can change benefits during open enrollment and other special circumstances within the PeopleSoft system.

C.3.1.14 Return to Work

The system shall have the capability to track and manage all details relating to the Return to Work (RTW) program. This includes maintaining up-to-date information for:

- Original employing Agency
- Employment and injury dates
- RTW authorization date from treating physician
- RTW status (full duty, modified duty)
- Change in status date
- RTW date

C.3.1.15 Track Panel Providers
- The system shall provide the capability to maintain and monitor a panel of approved medical providers.
- Search medical providers within the geographical location of the injured worker.
- Track appointments for injured worker.

C.3.1.16 Workers' Compensation Subrogation

Subrogation is a means to recover the amount paid on a WC claim caused by a third party. The PSWCP is responsible for identifying WC claims with subrogation potential at the onset of the claim and for sending out lien letters.

- Identify subrogation opportunities for WC claims
- Identify reports of injuries in which the injured worker has been injured or harmed as a result of the actions of a vendor or person outside the DC Government
- Track progress of subrogation claims by maintaining information regarding litigation, settlement, payments

C.3.1.17 Track Program Orientations
- Track the WC claimants who have not attended a program orientation
- Notify injured workers about upcoming program orientations
- Create parameters on who must attend and who is excused

C.3.1.18 Track and Recover Overpayments

If the PSWCP makes an overpayment to an injured worker because of an error of fact or law, the Program shall recover the overpayment from the employee after notice or, if the employee is receiving compensation from the Program, adjust the employee's compensation payments to correct the overpayment after notice.

- Identify injured workers who have received overpayments

- Notify injured workers in writing of overpayments and plans to recover money owed from them over upcoming pay periods

C.3.1.19 Track and Pay Underpayments

If the PSWCP makes an underpayment to an injured worker, the Program shall pay the underpayment to the employee.

- Identify injured workers who have received underpayments
- Facilitate communication with injured worker and notify them about underpayments and plans to pay them over upcoming pay periods
- Supplemental checks
  - Identify amount of underpayment
  - Calculate amount owed to claimant
  - Request supplemental check
  - Retrieve supplemental check
  - Notify claimant of check availability

C.3.1.20 Litigation

- Address injured workers' requests for Reconsideration or Appeal
- Assist OAG with all required information for trial, hearing, mediation preparation

C.3.1.21 Send Notices

- Notice of Determination (NOD) to claimants when the claim status changes
- Notice of Benefits (NOB) to claimants to inform them of their benefits immediately upon acceptance of the claim and when their benefits change
- Request for Additional Medical Examination (AME) when appropriate or Annual Recertification
- Other notices as needed

C.3.1.22 Schedule Awards, Lump Sum Payments, A-1 Requests

- Calculate Schedule awards
- Calculate claim settlements and lump sum payments
- Determine lump sum payments scheduled over multiple pay periods
- Respond to A-1 requests

C.3.1.23 Death Benefits

In the case of the death of an employee as a result of a work-related injury,

- Notice to beneficiary's surviving spouse and dependents
- Receive and review documents
- Calculate benefits according to salary information received and dependent eligibility.

C.3.2   Workers' Compensation Reports

The system shall provide reports to support the Workers' Compensation program. This includes but not limited to reports for the following:

- Total Indemnity payments processed monthly and annually
- Top causes of WC injuries by frequency of occurrence per year
- Top causes of WC injuries by gross indemnity payments per year
- Total open cases (Indemnity, Medical-Only, or Report-Only.)
- Length of time (years) of open claims
- Top 10 Agencies with the highest number of open/new claims
- Top 10 Agencies with the highest Indemnity payments per year
- All reports filtered by month and year and/or by Agency
- Number of Administrative Hearings per year
- Number of injured workers returning to work
  - Full duty
  - Modified duty
- Number of claims opened and closed in any period
- Number of injured workers who have reached Maximum Medical Improvement (MMI)
- Total amount of dollars spent/claim

- Number of new subrogation matters pursued per year
- Number of subrogation claims pursued and collected per year
- Dollar amount recovered from subrogation matters per year
- Number of overpayments identified per year
- Percentage of claims opened and assigned within five business days
- Percentage of compensability decisions conveyed to employees within 30 days
- Percentage of 9A decisions issued within 30 days of receipt
- Percentage of A1 decisions issued within 30 days
- Dollar amount recovered from overpayment matters per year
- Number of underpayments identified per year
- Total number of new claims processed
- Total number of claims closed
- Number of lien notice letter issued per year
- Number of Referrals to Vocational Rehabilitation

C.4   RISK PREVENTION AND SAFETY (RPS) PROGRAM

The program goals include District-wide risk policy, identification, assessment, and Enterprise Risk Management Framework for Agency risk reporting. The Section 4.1 below outlines the key requirements of the RPS Division operations that must be supported by the ERMS.

C.4.1   RPS Overview

C.4.1.1   Environmental and Safety Complaints
- Track and respond to environmental and safety Complaints. Typical complaints include unsafe work environment, air quality, mold, noise, pests, and rodents. (approx. 55 per year).
- Register and file Agency response to complaints.
- Track agency complaints.
- Schedule assessments in response to Agency complaints.
- Conduct site assessments based on the request to assess existing environmental and safety conditions. Generate assessment reports and track site inspection issue resolution status

C.4.1.2   OSH Inspections
Scheduling and tracking of annual Occupational Safety and Health (OSH) inspections of DC Government workspaces to identify potential risks (approx. 350 per year).
- Schedule and track OSH Inspections
- Enable the inspectors in the field to collect information using mobile devices/tablets
- Ability to take site pictures/video and upload immediately into ERMS with timestamp and location
- Inspectors receive email notifications while in the field and interface with the ERMS using mobile device
- Ability for inspector to enter data while they are conducting the inspection in the field using mobility device (tablet)
- Ability for inspector to generate site inspection reports using predefined (Microsoft Word) templates and information collected on site. Minimize manual creation of each report
- Ability for inspector to send draft inspection report to their supervisor as soon as they are done with the inspection in the field
- Track property management and maintenance data

C.4.1.3   Emergency Response Plans (ERP)
Coordinate development and annual maintenance of Agency Emergency Response Plans (ERP). Track submission and approval of ERPs to DC Fire and Prevention, a division of DCFEMS. Ensure every DC Agency (with 8 or more FTEs at a single location) has an up-to-date ERP. Risk Prevention and Safety division oversees 341 DC Agency ERPs in collaboration with FEMS.
- Track and review Emergency Response Plans for all Agencies
- Track approval of ERP from FEMS
- Collect information about District drivers, inspection reports, ERPs, etc. in electronic format and store them in an integrated document repository for ease of access including remote access via tablets.

C.4.1.4   District Drivers

Verify the driving license/status of all DC government drivers (approx. 4300). Track outstanding driving tickets and forward the report to affected Agencies on an annual basis. Track driving logs for District drivers.

C.4.1.5 Vehicle Operators Accountability Program (VOAP)
- Track driving records for all District drivers
- Notification between FCO/Program Analyst, e.g. on licensure changes, traffic tickets, etc.
- Annual license checks for every fleet vehicle driver in the district
- Ticket notification and tracking of all DC Government vehicles
- Track Vehicle Operators Accountability Policy by Agency
- Track tickets issued to each Agency vehicle
- Ability for FCO to identify tickets eligible for administration dismissal or identify driver name and permit number for tickets that will not be recommended for dismissal
- Assign signed VOAP forms to drivers
- Assign personal vehicle information, to include registrations, insurance policies, and letters of authorization to drivers
- Store Agency-specific driving policies
- Provide monthly report to each ARMR and Fleet Certifying Officer (FCO) about tickets issued to Agency vehicles
- Provide incident reports involving any Agency vehicles
- Track and assign tickets to appropriate Agencies and employees
- Link to DMV and MPD (for out-of-state residents) databases for driver's license verifications
- District Driver verifications

C.4.1.6 How Am I Driving (HAID) Program
Citizens can report complaints and compliments for drivers of DC Government vehicles through the "How Am I Driving?" program. (There are approx. 500 complaints per year). Complaints include speeding, aggressive driving, cell phone usage while driving, blocking traffic, etc.

- Case management and tracking of the "How Am I Driving (HAID)" program
- Mechanism for reporting instances of safe and unsafe driving practices
- Track number of complaints and compliments reported to 311
- Track outstanding tickets and communicate the report to District Agencies with recommendations for training and disciplinary actions
- Automated email to complainant

C.4.1.7 Driving Logs and Agency GPS
- Track driving logs for district drivers, e.g. mileage, destination, etc.
- Track GPS location of Agency fleet vehicles as capability becomes available

C.4.1.8 Cost of Risk Trends Analysis
Coordinate with ARMRs to collect and analyze Agency Cost of Risk (COR) data for performance monitoring. This includes workers' compensation, tort liabilities, property/equipment losses, administrative costs, and risk control efforts
- Track Agency Cost of Risk reports due to ORM by October 15 of each year
- Measure the financial impact of risk and risk control efforts including paid losses and costs related to managing risks
- Analysis of Cost of Risk Data and Risk Management Plans
- Track Risk Management Prevention Cost/Savings Data

C.4.1.9 Coordinate with ARMRs
Coordinate District Agency risk management efforts of agency ARMRs. This includes organizing the bi-monthly Risk Management Council meetings, orientations, Agency Risk Management Plans, internal Agency safety meetings, Cost of Risk reports. Ability for ARMRs to report safety inspections, workplace incidents, complaints, observations
- Track coordination with District ARMRs
- Document and save accountability charts

C.4.1.10 OIG and Audit Reports/Recommendations

- Track, monitor and report on post-audit status of single audits, OIG audits, DC Auditor audits, external audits, and alternative products

  - Track and manage the resolution of outstanding recommendations from OIG, ODCA, or independent audits. (approx. 110 Agency audits per year)
  - Receive monthly Agency responses to OIG audits
- Actuary Reporting Tools for all Risk Concerns
- Property Management and Maintenance Data
- Risk Management Prevention Cost/Savings Data

C.4.2   Risk Prevention and Safety Reports

The system shall provide reports to support the work of the RPS Division. This includes, but is not limited to, reports for the following:
- **Summary Risk Report** – Summary report on Inspections, Incidents, Complaints with details about average, min, max, mean
- **Issue Resolution Report** - Average elapsed time for issue resolution
- **ERP Summary Report –** includes agency name, location, date submitted, date approved, etc.
- **Inspection Report** - Report on inspections by Agency, inspection type, location, year
- **Type of Complaints** - Report on types of complaints
- **Cost of Risk Summary Report**
  - Annual Workers' Compensation and Tort losses
  - Administrative (people) cost to manage risk
  - Amount spent on managing risk including procurement of personal protective equipment, improving the security system, first aid, attorney fees to review documents, etc.
- **District Driver Report** - Create risk reports for District drivers based on driving history
- Track driving logs for District drivers
- Report to track FCO and ARMR for each Agency
- **Inspector Reports**
  - Track number of inspections/assessments done per year per inspector
  - Track average time to complete inspections/assessments per inspector
- Collect information about District drivers, inspection reports, ERPs, etc. in electronic format and store them in an integrated document repository for ease of access including remote access via tablets
- Collect exposure information for buildings and other property/liability concerns

C.5   TORT PROGRAM

The Tort program goals include -
- Online Tort Claim filing portal. This feature will be provided to the public at a later stage. In the initial phase, these will be paper forms.
- Tort Claims Case Management (legal case management system)
- Litigation, Auditing and Settlement Tracking for Tort Claims

The Section 5.1 Overview below outline the key requirements of the Tort Division operations that must be supported by the ERMS.

C.5.1   Tort Overview

C.5.1.1 Tort Claims

Receive and investigate tort claims filed against the District Government with the goal of negotiating   and preparing claims for timely disposition. (approx. 2000 claims per year including subrogation, approx. $2 million paid each year).
- Tort Claims Case Management
- Investigations
- Tort Unliquidated Damages Claims Management
- Electronic secure document communication for signatures, payment notifications, approvals, etc.
- Messaging system integrated with claims to store all communication related to the claim in single location including telephone interviews
- Online Tort Filing Portal

C.5.1.2   Tort Subrogation

- Pursue subrogation claims against tortfeasors, whose negligence results in damage to District property. ORM is responsible for subrogation for all DC Government Agencies except DDOT and MPD.
- ARMR's need the ability to report incidents that result in damage to District property by third parties. ORM collects information including incident reports, police reports (to determine insurance information), photographs, and estimate of damages.
- Subrogation for Tort claims.

C.5.1.3   Pre-Litigation

The Tort division is responsible for transmitting its investigation to OAG, when a case does not settle and a lawsuit is filed.

C.5.2   Tort Reports

The system shall provide reports to support the work of the Tort Division. This includes, but is not limited to, reports for the following:

- **Trend Analysis** - Track claim trends to support ORM's broader mission of reducing risks and liabilities for the District of Columbia

    o   Track the ratio of Specials (damages including property, medical, and loss wages, etc.) to final Settlement value for each claim type

- Paid Claims History - Graph showing the dollar amount of claims paid per year over the past 10 years

    o   Top 10 Agency settlements by amount
    o   Top 10 claim types settled by amount

- Claim Count History - Graph showing the number of claims per year over the past 10 years

    o   Top 10 Agency settlements by count
    o   Top 10 claim types settled by count

- Adjuster Performance –

    o   Claim Count per Adjuster - graph showing the number of claims assigned and resolved per adjuster over the past 10 years compared to industry standard (150) per year
    o   Average disposition time per claim for each adjuster
- Subrogation Collection History - Graph showing the amount of subrogation claims collected per year over the past 10 years
- Loss vs Subrogation – Report comparing the potential losses vs the corresponding subrogation collections per year
- Claim Count vs Subrogation Collection Per Year - Double Line graph showing the number of claims per year vs the amount of subrogation claims collected per year over the past 10 years
- OAG Final Settlement Report - Report showing the final settlement amount by OAG vs the best and final offer that was provided by ORM (for unsettled claims)
- Risk Map – Map pinpointing all Tort claims with multi-layered categories
- KPI tracker –
    o   Subrogation collection totals
    o   Percentage of claims opened and assigned within 5 business days
    o   Percentage of claim where ORM issues an acknowledgment letter within 5 business days within the claim being opened and assigned
    o   The average cost to process of claim per specialist
    o   Tort claim file closing ratio
    o   Ratio of Open to Closed Tort Subrogation Claim files

C.6   INSURANCE PROGRAM

The Risk Insurance Division provides risk management direction, guidance, and support to District government Agencies to minimize the total cost of risk, resulting in improved government operations and enhanced service delivery. By identifying risk and mitigating exposures through multiple insurance platforms (self-insurance, captive, deductibles, reinsurance, etc.), the Risk Insurance Division is able to effectively reduce the probability, occurrence and impact of losses. The Risk Insurance Division also serves as an internal resource for District

procurement officers providing advice and guidance on insurance matters pertaining to the District. In addition, it enforces the Office of Contracting and Procurement's minimum insurance requirements for doing business with the District.

Some key functions include:
- Provide Agencies with self-insurance letters to Agencies for individual events, etc.
- Review solicitations to determine the appropriate amount and type of insurance to be included under a contract, often via the District's PASS system & TOPS system (Currently sent directly by Contract Specialists)
- Manage, track and quantify exposures, including Total Insured Value (TIV) for all DC government buildings/physical properties, commercial fleet, equipment, underground storage tanks, bridges, traffic signals, helicopters, boats etc.
- Manage and track deductibles/aggregates for all insurance policies
- Manage risk exposure for District property, fine arts, auto fleet, employees, residents, catastrophe management, vendors, special events, etc.
- Store and manage all insurance policy forms
- Provide medical malpractice liability insurance policies for health centers, including coverage for the staff, contractors, and volunteer service providers for the services provided at the health centers
- Purchase insurance for property, terrorism and earthquake
- Transfer / manage the risk of loss as appropriate
- Add new insurance coverage as needed for exposures such as cyber, fine arts, fleet, etc.
- Use captive insurance in new risk transfers to assist the District.
- Protect financial stability of the District
- Protect infrastructure of social programs for residents
- Analyze & interpret loss history to determine total cost of risk and the most appropriate insurance platform
- Resiliency planning
- Business interruption
- Emergency Planning
- Review certificates of insurance post solicitation / award to determine compliance (mostly via PASS system)

The above summary and Section 6.1 below outlines the key requirements of the Insurance Division operations that must be supported by the ERMS.

C.6.1   Insurance Overview

C.6.1.1 Certificates of Insurance
- Tracking Receipt and compliance of Certificates of Insurance (new and renewal)
- Should be able to track by one or a combination of the following: contract#, agency, contractor, and project name (descriptions must be uniform)
- Approve / deny certificate of insurance submitted post award (in pass)

C.6.1.2 Procure Insurance
- Ability to identify, quantify, track and manage exposures and losses
- Manage the quotation process for new business & renewals
- Store policies and endorsements by effective date

C.6.1.3 Self-Insurance Program
- Administer a hybrid self-insurance program with ability to determine probable maximum loss, worst case scenario
- Provide Agencies with self-insurance letters for individual events.
- Issue and track self-insurance letters, associated exposures / liability

C.6.1.4 Solicitation Review for Insurance
- Review any "solicitation involving procurement over $100,000 and any procurement involving a serious/high risk exposure regardless of size (children, elderly, cyber, etc.) to determine the appropriate limits and coverage required, to assure that the District is adequately protected, prior to the solicitation being issued
- Track insurance review requests, mandated insurance requirements and compliance by Agency and vendor / contractor
- Should also be able to drill down more with additional tracking options: contract number, project name

C.6.1.5 Track Fleet Insurance
- Track inventory and Total Insured Value (TIV) for fleet vehicles by Agency
- Manage applicable loss data
- Should be able to link to other agency databases to pull vehicle data and loss data

C.6.1.6 Captive Insurance Agency

- Provide medical malpractice liability insurance policies for health centers, including coverage for the staff, contractors, and volunteer service providers for the services provided at the DC health centers

    - Medical Malpractice exposure
    - Ability to track and manage medical staff by Agency; health centers; staff name, credentials, practice and function;
    - Assure proper credentialing / vetting processes are in place and that the Agency is in full compliance
- Provide property insurance for DC Government's property assets
- Purchase terrorism insurance
- Purchase earthquake insurance
- Transfer the risk of loss for its property portfolio to the private insurance market
- Ability to add new insurance coverage as needed for exposures such as cyber, drones, infectious diseases, etc.
- Purchase NCBR Insurance

C.6.1.7 Property Insurance
- Track Total Insured Value (TIV) for all DC Government buildings/physical properties and track Business per Property (BPP).
- Track property insurance for District assets
- Track property management and maintenance data for District assets
- Track recommendations and compliance by Agency
- Track losses / manage loss data

C.6.1.8 Terrorism / NCBR Insurance
- Procure and track terrorism insurance for District assets
- Track losses / manage loss data

NOTE: For the various insurance policies, should be able to capture the following:
- premium
- effective dates
- commission
- fees/taxes
- agent name and address
- agent contact names & contact details
- quote information from various carriers

C.6.1.9 Insurance Documents
- Store and manage all insurance policy forms
- Track deductibles for all insurance policies
- Track Insurance documents for all lines of business/exposures
- Track district insurance documents (self-insurance notices, certificates of insurance, policy forms/agreements)
- Manage Insurance document from creation
- Insurance Data Management (Claims, Reports, Analysis, and new lines (emerging markets) of business, as needed)
- Medical Malpractice loss letters
- Various excel tracking sheets: physicians, vehicles, boats, storage tanks, etc.

C.6.1.10 Actuary Reporting Tools
- Actuary reporting tool for all risk concerns
- Ability to model data and transfer data between files to create reports/graphs, etc.

C.6.1.11 Manage Risk Exposure

- Manage risk exposure for district property, auto fleet, employees, fine arts, cyber, aircraft, vessels, catastrophic management, vendors, special events, etc.
- Identify and quantify all District exposures and applicable losses
- Track and monitor builders risk exposure
- Track various builders risk projects by name, budget, and cost spent, overage, status, etc.
- Manage and track insurance company recommendations for timely compliance and effective mitigation - by carrier, line of business, Agency, exposure to loss
- Track special programs that impose increased exposures: school clinics

C.6.1.12 Track Insurance Coverage
- Optimize the insurance purchased by the DC Government globally.
- Track and monitor all insurance purchased by individual agencies and assure compliance with Regulations
- Ensure all contractors have valid insurance certificate on file (integration with PASS to obtain master list of contracts)
- Maintain and track all certificates of insurance for all District contracts
- Set up alerts to notify OCP contracting officers of expiry of certificates of insurance
- Be able to link contract with the appropriate certificate of insurance by contract number, project name, contractor/vendor, and agency per fiscal year

C.6.1.13 Manage Insurance Claims
- Notification of losses or claims by line of business (e.g., property, workers' compensation, automobile, etc.)
- Document and track claims made by the District against any policy of insurance for life of claim, by date of loss, status (open/closed), line of business, claimant, employee (if applicable), District Agency, size of loss, type of loss (bodily injury, property damage, personal injury, property, etc.,)
- Document and track claims made against policies issued by the Captive Insurance Agency for life of claim
- Document and track all claims related to poor work performance by contractors/vendors engaged by the District to work by/for on the District's behalf; Should include ability to track claims by contractors and sub-contractors by contract, by year and by line of business
- Monitor all claims to determine cost of risk, exposure and trend analysis, frequency/severity and catastrophic predictability.
- Ability to monitor claims based on deductibles, limits and aggregates
- Ability to convert data to charts and graphs

C.6.2   Insurance Reports
The system shall provide reports to support the work of the Insurance division. This includes, but is not limited to, reports for the following:
- Trend Analysis - Track claim trends to support ORM's broader mission of reducing risks and liabilities for the District of Columbia and savings to the District
- Manage Comprehensive Coverage Summary for all applicable lines of business
- Manage Vendor contracts to assure that current and accurate certificate of insurance are on file
- Track contractor / vendor performance
- Manage litigation, insurance certificates, and other business operations.
- Manage District Exposures - Total Insured Value (TIV) of all DC Government physical properties, auto fleet, employees by classification, fine arts schedule, etc.
- Track (create heat map) Catastrophic exposures/triggers – to assure viable spread of risk/risk smoothing
- Catalogue existing policies purchased (outside of ORM) to ensure no duplication of efforts, minimize risk and manage expenses; Identify the policies that apply District-wide while others are specific to certain Agencies
- Create Insurance coverage dashboards including Workers Compensation, Tort, general liability, auto liability, property, earthquake, terrorism, cyber, medical malpractice, and other insurance coverages
- Track deductibles / aggregates from a claims/loss perspective for all applicable insurance policies
- Institute a mandatory "alert" system that highlights "red flags" such as death claims, claims over a certain dollar amount (e.g. $1 million), high visible, etc.
- Track District losses and trend analysis
- Create risk mitigation and recommendation tracking reports
- Require access to all District data. While agencies will have access to their own data, ORM management will have access to all data to manage the District's risk and exposure

- Report on insurance premiums, brokers' commissions/fees, for all purchased insurance (within & outside ORM)
- Report on brokers & carriers and associated policies
- Report on self-insurance letters – associated number, agency, type of liability

C.7 MPD ORM ERMS SYSTEM

Implement the ERMS for the MPD ORM. The MPD ERMS data will be separate from the ORM ERMS data with access provided only to MPD users. The MPD ERMS will principally support the functions and oversight responsibilities of the MPD Office of Risk Management (MPD ORM). Section C.7.1 below outlines the key functions of MPD ORM operations/oversight responsibilities that must be supported by the MPD ERMS.

C.7.1 Overview of MPD ORM Functions and Responsibilities

C.7.1.1 MPD Workers' Compensation Program Administration

Maintain biographical record of each employee, which would consist of all PD 42s (Injury or Illness Report), PD 318s (Communicable Disease Exposure Report), and any other unloadable PDF document (such as a medical waiver). The system shall be HIPAA compliant with internal security and user auditing and will replace the existing legacy ACCESS database application.

C.7.1.2 PD 42 – Injury or Illness Report

A MPD employee files a PD 42 any time they are injured or contract an illness.
- Electronic filing of new workers' compensation claims (Format to mirror current form).
- The form is completed and certified by their supervisor and sent to MSD for review and determination of workers' compensation compensability.
- Maintain employee biographical data, incident data and claims determination outcomes.
- The system will be integrated with Kronos/PRT so that once the supervisor enters the unique CAD of the injured employee, their biographical information will auto-populate.
- The PD 42 will be reviewed at MSD to ensure it is complete and meets requirements (quality control).
- Claims specialists will document a determination in the system, which will then be assigned to the MSD Director for review and approval. Upon approval, the determination is sent to the injured member and the members' unit via email (through the system).
- The system will keep the PD 42 and the POD/Non-POD determination as two separate documents under the employees' profile.
- Tracking of claims process/milestones (preliminary incident report, manager-certified PD 42 injury/ illness claim, MSD claim determination, employee acknowledgement of claim determination).
- Upload PDFs of prior rulings to members' records. Have over 13,000 individual files of PD 42s & rulings dating back to 2009.

C.7.1.3 PD 318 – Communicable Disease Exposure Report

When a member encounters contact with a communicable disease, they complete this form in lieu of a PD 42, because while it documents the exposure, it is likely no injury or illness actually exists.

- Supervisor submits the PD 138 electronically. Forms should be filed under employee profile for reference. No adjudication is necessary.

C.7.1.4 Annuitant Annual Reporting Requirements

MPD and FEMS members who are medically retired on disability are required to submit to an annual physical up until their 50th birthday.

- Track eligible disability members, including biographical information, track completion of annual physical requirements, and allow uploading a PDF attachment from PFC certifying their status.

C.7.1.5 Disability Retirement Program

A MPD member in a less than full duty status is referred to the Police & Fire Fighters' Retirement and Relief Board. Track cases referred for adjudication as well as those cases which result in disability retirement, and the respective disability percentage.
- Case tracking of disability referrals of member sent to the Retirement Board.

- Creation of a query able database system of Retirement Board cases, including those adjudicated retired, and percentage of disability.
- Ability to track and report annual physicals of disability retired members up through their 50th birthdays.

C.7.1.6 Invoice Tracking
Basic accounting/ invoice tracking for the scanned invoices provided by the contractor providing medical services. Capture date, type of service provided, and cost. Allow to scan and catalog PDF copies of invoices.

C.7.1.7 MPD Tort Claims
The MPD Tort division is responsible for gathering information and documents for citizen claims/complaints against the MPD. These claims consist of traffic crashes involving MPD vehicles, false arrest, destruction of property resulting from a search warrant, civil rights violations etc. The claims originate from DCORM. DCORM will generate a separate claim/tracking number for each claim. The following are the process steps currently used to handle a Tort Claim.
- When the claim is received, it is entered in the ORM ERMS system. The MPD ERMS system will generate a separate tracking number.
- Information concerning the case will be researched in COBALT and WALES. Additional information from these systems will also be added to the claim information.
- Information not available in these systems that will be needed to complete the claim will be obtained from the Districts or Internal Affairs as needed.
- Once all documentation is collected, it is scanned and sent to the DCORM Claim Representative for processing. Certain information will not be sent depending on the case. A brief synopsis of the case will be explained in the e-mail as to why the claim is justified or not.
- DCORM will examine the documents and determine is the claim is valid. If DCORM determines the case is valid, they will notify the claimant and make a settlement offer with them. If the DCORM determines the claim is not valid they will deny the claim and send the claimant a denial letter.
- If the DCORM decides to pay the claim, they will send documents to this office advising the claim is settled and request the MPD fund and send payment to the claimant.
- DCORM will notify the MPD ORM the case is closed.
- Claims against individual members and the type of claim associated.
- Claims involving all categories of incident/event, by members and units. Vehicle crashes, use of force, search warrants/destruction of property etc.

C.7.1.8 MPD Subrogation
The subrogation unit is responsible for recovering funds for the District of Columbia which have been expended due to the negligence of a third party. The unit has three functions related to recovery:
Property Damage
- Identify accidents involving our police officers which were caused by the negligence of a third party.
- Identify their insurance carrier and obtain their pertinent information
- Contact Fleet Services for estimates so we can quantify the amount of our damages.
- Identify additional cost such as loss of revenue, diminished value, loss of use or vehicles which are total losses (surveyed) and the amount of salvage recovered
- Enter into negotiations with the adjusters to recover the maximum dollar amount to render the department whole.

Have a Comment section so we can document the following:
  - F: How the accident occurred which includes the when where and how. The parties involved with their involvement;
  - A: Analysis of claim. This determines liability and a discussion of any affirmative defenses which might be used by the defendant or his insurance carrier;
  - C: A list of what task have been done to date such as putting the insurance carrier on notice, requesting estimate from Fleet Services and contacting officer involved. By having this feature we won't be duplicating task;
  - T: A list of things we need to do next. This will enable us to start on something new versus repeating the same task; and
  - S: Subrogation. Can we recover from the third party and what is the likelihood? Once this determination is made, we need to enter the collection phase which

utilizes the information we have previously gathered. The following is the process followed:

P: Parties who are we going after
A: Analysis of success probability
R: Receipts which are the estimates, towing bills and detail cost.

Medical Cost
- Identify accidents where officers are injured by the negligence of a third party.
- Identify their insurance carriers and ascertain their information the same as the property damage claim
- Contact Medical Services to obtain medical cost for their medical treatment, PFC, outside medical providers, ambulance bills and any cost associated with their treatment.
- Prepare subrogation demand letter requesting reimbursement of all cost incurred. This can be sent to the attorney representing the officer and/or the insurance carrier.
- In some instances, we assist the officer in preparing his own claim and we will request his medical records with his/her permission and help him/her prepare a demand package.

POD Recovery
- Identify accidents where officers are injured by the negligence of a third party and are placed on POD.
- Contact the Payroll Division and request a lost wage statement which reflects the hours and dollars that the officer lost and was paid while he was out and injured.

C.7.1.9 Outside Employment (OSE) Unit

Outside Employment is the engagement in any line of business or the performance at any type work or service for any person, firm or corporation, other than that required by one's official position in the Metropolitan Police Department (as a police officer) for the purpose of obtaining wages, salary, fee, gift or other compensation while off duty in accordance with the provisions of the District of Columbia "Police Officers Outside Employment Amendment Act of 2000. MPD officers engaged in outside employment are off duty and are not paid by the MPD.

The MPD Office of Risk Management is responsible for the governance and oversight of the overall Outside Employment Program. The MPD ORM is responsible for:

- Tracking all outside employment
- Monitoring compliance with statutory and regulatory requirements
- Administering inspections
- Evaluating and monitoring conformity with the departmental general orders standard operating procedures and other directives.

A potential employer enters into a written agreement (PD180B) with the Metropolitan Police Department that sets the terms and conditions of employment. Any MPD sworn member desiring to engage in outside employment must submit (thru their chain of command) for approval.

- PD180 – Application to Engage in Outside Employment and attached the following

    o   PD180B – Employer's Agreement to Conditions of Employment
    o   Performance Evaluation
    o   TACIS (time & attendance) Report (for past 12 months)

All approvals are sent to ORM for tracking and monitoring of the approved member and the outside employer. All members approved to engage in outside employment are required to submit to ORM thru their chain of command:
- PD180C – Annual Outside Employment Certification
- PD180A – Quarterly Report of Outside Employment (with fee)
- Medical costs for MPD member's injuries sustained in the course of outside employment

Key functions of the unit are listed below.

C.7.1.9.1 Receipt and Review of OSE Packages
- Receive and manually/electronically process OSE packages

- Review documents to determine the sufficiency of information, appropriate forms, validity of information, mandated endorsements and giving particular attention to description of duties to ensure compliance with department guidelines
- Detect gaps in information, track and monitor information data and take timely appropriate action.

C.7.1.9.2 Maintain and Up-to-date Insurance Binders
- Request and/or receives certification of insurance from employers and determine if information meets department guidelines.
- Receives and maintain insurance certifications
- Determine the validity of insurance certification; ensure the appropriate coverage for MPD and compliance with department guidelines
- Record insurance certifications data; maintain an up-to-date electronic and manual record of all valid insurance certifications
- Request information from employers within specified time frame and monitor until received

C.7.1.9.3 Maintain OSE Files
Establish and maintain Outside Employment files office filing system(s) for OSE correspondence
- Prepare a separate OSE file folder for each member participating in the OSE program upon receipt of approved package.
- Ensure each file contain approval reports, quarterly reports and any other associated documents required and related to the member's outside employment
- Transfer inactive case to the OSE Inactive files as needed
- Retain and dispose of records in the prescribed timeframe

C.7.1.9.4 OSE Records Automation (Excel/Access/Database)
The OSE database consists of information from ORM's existing records, the records must be kept accurate and up-to-date.
- Perform data entry of information in database as it occurs on each member participating in the OSE program
- Monitor, track and update information daily.
- Make data modifications as needed
- Purge records as needed

C.7.1.9.5 Serves as Liaison with MPD Members and Outside Employers
- Identify changes and respond accordingly
- Identify potential issues that create liability for the MPD
- Provide analysis and recommendations to mitigate conflict
- Provide written and oral clarification of OSE policies, guidelines and processes

C.7.1.9.6 Request for OSE Information/Data
- Receive oral and written request for information/data
- Maintain request log and record dispositions
- Provide oral and/or written response to request

C.7.1.9.7 OSE Quarterly Reports (PD180A) from Members
- Receive and review quarterly reports and fees from members who participate in the OSE program
- Review each report for compliance with hours worked cross referencing with other time and attendance sources
- Receive and balance quarterly uniform fee payments
- Prepare transmittal document to transmit funds to Office of Chief Financial Officer within mandated time frame
- Ensure receipts of funds transmitted and maintain records of receipts
- Prepare quarterly report of number of transactions processed

C.7.1.9.8 MPD ORM OSE Reports
- Prepare written reports to depict the results of examinations and any recommendations for improved operations.
- Prepare and forward through the chain of command written explanation of document(s) being returned and/or transferred to another unit for action
- Prepare and forward through the chain of command written notices of suspensions and/or revocations due to non-compliance

C.7.1.9.9 Site Inspections/Visits
- Prepare and maintain and up-to-date record/log of all approved OSE businesses and addresses
- Conduct on-site inspections of outside employment sites, evaluate services delivered and compliance with MPD policies.
- Conduct inspection of member's uniform and appearance for compliance.

C.7.1.9.10   Legal and Administrative Hearings/Proceedings
- Provide guidance for all legal matters (court/claims/litigation, etc.) arising from member's outside employment.
- Receive legal notice to appear as a witness to give testimony or directed to provide relevant documents regarding matters arising from the performance of official duties for the Department.
- Abide by civil summonses or subpoenas that are legally served in relation to the performance of duties.
- Testify at administrative and legal proceedings in connection with legal matters arising from the performance of official duties for the Department.

C.7.1.10 MPD ORM Safety (OSHA) Unit
The MPD/ORM is responsible for administering a functional safety program for all employees in accordance with the Occupational Safety and Health Administration (OSHA) and other applicable laws, regulations and agreements. The functions that are conducted by this unit are given below.

C.7.1.11 MPD ORM Records Management
- Prepare written reports to depict the results of examinations and any recommendations for improved operations.
- Prepare and maintain and up-to-date record/log of all inspection reports, findings, recommendations, abetments and follow-up inspections

C.7.1.12 Legal and Administrative Hearings/Proceedings
- Receive legal notice to appear as a witness to give testimony or directed to provide relevant documents regarding matters arising from the injuries resulting from any workplace hazard
- Abide by civil summonses or subpoenas that are legally served in relation to the performance of duties.
- Testify at administrative and legal proceedings in connection with legal matters arising from the performance of official duties for the Department.

C.7.1.13 Risk Prevention
- Department-wide risk policy, identification, assessment and control
- Site safety assessment
- Environmental and safety complaints management
- OSH Inspections
- Emergency Response Plan development and compliance monitoring
- District driver verifications
- Vehicle operator's accountability tracking and compliance monitoring
- How Am I Driving program management
- Cost and Risk trends analysis

C.7.1.14 MPD Administrative Dismissal of Notices of Infraction
The MPD Office of Risk Management is responsible for the governance and oversight of the overall Request for Administrative Dismissal of Notices of Infraction. The ORM receives and conducts analysis of all investigations along with supporting documentation to access the MPD operator's liability for the traffic infraction that is the subject of the notice of infraction. The ORM is the final level of review, making a recommendation prior to the investigations being forwarded to the Chief of Police and the Department of Motor Vehicles.
Pertinent Information (Secondary Verification of):
- MPD Tag Number
- Date/Time of Violation
- Location of Violation
- Nature of Infraction (Red Light, Photo Radar, Parking, etc.)
- Fines for Infraction (Points and dollar value
- Member Name/Badge/CAD/Assignment
- Supporting Documents (Investigation/Run Sheet/Dispatch Printout, Copy of DMV Ticket, etc.)
- Documentation Payments received by DMV
- Hearing Request information submitted by the member

- Final Findings and NOI Disposition

C.7.2　MPD Reporting

The MPD ERMS shall provide reports to support the work of the MPD ORM. This includes, but is not limited to, reports for the following:
- Ad-hoc reporting and dashboards
- Benchmarking and claim trends analysis based tracking of occurrences and nature of injuries
- OSHA 301 form log

C.7.3　Data Integration for MPD Systems

- Integration of the MPD ERMS with existing MPD systems to provide biographical and employee data, increasing efficiency and effectiveness.
- Integration with the MPD personnel system Kronos, to provide active/inactive employee information, biographical and assignment information.
- Additional integrations include -
  - DC Department of Motor Vehicle – Haring Disposition Records, Paid NOI Receipt
  - MPD Automated Traffic Enforcement Unit
  - MPD Fleet Management Services
  - Personnel Performance Management System
  - DC Office of Unified Command (OUC)
  - TACIS – Time & Attendance
  - PeopleSoft – Performance Management System
  - CAD System – Personnel Identification and tracking
  - External business
  - Provide accurate staffing of Department wide members engaging in outside employment
  - MPD ORM and Chief Financial Officer manual processing of funds
  - External agencies and outside employers
  - MPD Patrol Services Bureau
  - ORM and Chief Financial Office
  - Patrol Services Bureau
  - Medical Services (PFC) – Data on change of duty status, injury, treatment and medical cost for sworn (police) employees injured as a result of workplace hazards.
  - Human Resources (civilian employee) - Worker Compensation claim management and employee return to work for civilian employees injured as a result of workplace hazards.
  - DC Department of General Services
  - DC Fire and Emergency

C.8　DISTRICT-WIDE INCIDENT REPORTING AND TRACKING SYSTEM FOR DC ORM

Contractor will provide a District-wide incident reporting and tracking system that will be integrated with the DC ORM ERMS. Specifically, the contractor shall:
- Provide an online Incident Reporting system that can be used by all District Agencies. The District wide incident reporting system shall include history of all email communications relating to each incident
- Ability to upload documents associated with each incident
- Display full history of Adjuster/Investigators notes relating to the incident
- Workflow to indicate the current state of the incident
- Customizable triggers/alerts to highlight "red flags" relating to incidents such as death claims, claims over a certain dollar amount (e.g. $1 million), terrorism, etc.
- Data aggregation from relevant Agencies to assist with investigating the incident
- Claim diary and note functions

C.8.1　Reports and Dashboards

- The system shall provide the ability to create ad-hoc reports and dashboards displaying real-time data
- The system shall have the ability to create custom reports with an intuitive easy-to-use report generator (data visualization tool)
- The system shall have an extensive library of standard reports that meets all financial reporting as required by the Government of District of Columbia
- The system reports shall have Sort/Filter/Search capability

- The system shall have the ability to present reports in tabular and graphical/dashboard formats. The reports and dashboards should present real-time up-to-date data
- Dashboards – The system shall have the ability to create dashboards that can help consolidate and arrange multiple pieces of information, metrics, key performance indicators (KPIs), and scorecards on a single screen
- Agency Risk Dashboard - This shall include information about -
  - Workers Compensation and Tort Loss information ($$ and claim count) by Agency
  - Risk related information including POC/ARMR, Inspections, Complaints, Driving Records,
  - Emergency Response Plans (ERPs), Fleet information, etc. for each Agency
  - Drill-down ability to view information about general liability, auto liability, property, medical malpractice, etc.

- District Risk Dashboard - This shall include information about -

  - Workers Compensation and Tort Loss information ($$ and claim count) for the entire District
  - Inspections, Complaints, Driving Records, ERPs, Fleet information, Property Value, etc. for the entire District
  - General liability, auto liability, and other insurance coverages
  - Risk parameters and deductibles for each program should be displayed such as Workers' Compensation and Tort are self-insured, property insurance deductible is $500K, etc.

- Employee Risk Dashboard - This shall include information about -

  - Driving Record – License verification, driving tickets, etc.
  - Claims – Tort or Workers' Compensation
  - Incidents
- Risk Heat Maps – Create heat maps by geographical location, area, Agency, etc. Integrate triggers/alerts to provide rich value-added heat maps
- Trend Analysis - Reports showing multiple incidents associated with the same location, person, date, property, type of injury, etc.
- Usage Metrics - Track the users of the system and create usage metrics and dashboards
- The system shall have the ability to customize reports by Agency (Line of Business), type of claim, size of claim, location, employee/claimant, open/closed status, cause of loss, etc.
- The system shall have the ability to create custom report templates (using Microsoft Word)
- The system shall have the ability to generate reports based on standard report templates as well as incorporate data from the system
- The system shall have the ability to save reports as PDF, Excel, Word, CSV, and other standard formats
- The system reports and dashboards shall have the ability to display automatic alerts when key business rule thresholds are met
- ORM management will have access to all District data to manage the Districts risk and exposure. Agencies will have access to their own data
- Each ORM division will have read-only access to data for the other divisions
- Users shall have specialized search functions to easily find specific data
- In addition to the general dashboard and report format requirements enumerated above, the MPD ORM specific reporting requirements are set forth in § 7.

C.9   ENTERPRISE DATA MANAGEMENT FOR DC ORM and for MPD ORM

With respect to the DC ORM ERMS, the intent is to create a single platform to store all of ORM's data to help manage, track and analyze the DC Government's overall risks and liabilities. This includes data for the following functions –
- Workers Compensation
- Tort
- Risk Prevention and Safety
- Insurance
- District-wide Incident Reporting

With respect to the MPD ERMS, the intent is also to create a single platform to store all of MPD ORM's data to help manage, track and analyze the functions and responsibilities of that Office.

C.9.1   Data Quality

Each system shall accommodate edits and validation of all data entered in the system. The goal is to maintain data integrity, reduce duplicates and user errors in updating data in the system.

Users of each system with appropriate administrative privileges shall be able to maintain and configure codes, settings, data types, categories, descriptions, and other metadata. The master data will be used throughout the system. Example – list of Agencies, building locations.

C.9.2   Data Ownership for DC ORM ERMS and for MPD ORM ERMS

All data produced in either system shall be the sole property of the District.

The contractor shall provide all necessary assistance to extract all data from either system at any given time, as well as take required periodic backups for archival to protect District rights over the data. The contractor shall ensure that contractor is compliant with the District of Columbia Data Policy as applicable. Refer to § C.1.2 – Applicable Documents/References.

C.9.3   Enterprise Security for DC ORM ERMS and for MPD ORM ERMS

The contractor shall be compliant with the District of Columbia Information System Audit Control Policy and the District of Columbia Password Management Policy, as applicable. These can be accessed from the OCTO Polices page. Refer to § C.1.2 – Applicable Documents/References.

C.9.4   Identity and Access Management for DC ORM ERMS and for MPD ORM ERMS

Single Sign-On

The system users shall have Single Sign-On capability once they are logged in to the DC Government intranet. Preferred access mechanism requires SAML 2.0 integration with DC Identity & Access Management system and DC AD and DC external user's repository. Minimally, LDAP integration is required.

Role Based Access for DC ORM and for MPD ORM

Users with administrative privileges must be able to manage who has access and assign specific roles to each user. Admin users may delegate user management to the Agency Risk Managers (ARMRs) to manage their own Agency's users. Depending on the assigned role, the user is able to access specific data/functions within the system. Supervisors and management get access to progressively more data and information to proactively manage the District's risks and exposure.

C.9.5   Data Security for DC ORM and for MPD ORM

The contractor shall use reasonable and industry standard efforts designed to protect the District's data and only provide access to authorized users (access rights are to be established by the District). Audit checks must be performed periodically and upon request by DC ORM, MPD ORM or OCTO. The system must be compliant with the controls required by the FedRAMP standard (including without limitation, applicable NIST 800-53 standards.)

C.9.6   Personally Identifiable Information (PII) for DC ORM and for MPD ORM

Each system shall store PII data, especially related to Workers' Compensation claims. This includes sensitive information related to medical treatment for the claimants. Care must be taken to ensure the PII data is accessible only to authorized users. DC ORM or MPD ORM with regard to their respective systems must be notified within 24 hours of any breach.

C.9.7   Audit Tracking for DC ORM and for MPD ORM

The system shall have the ability to track updates/deletes made by any user in the system. The system shall include the capability to read/view system logs for audit purposes.

C.9.8   Data Exchange Requirements for DC ORM and for MPD ORM

The system shall integrate with other DC Government and external systems to enable sharing of data across business programs, using synchronous or asynchronous data exchange mechanisms. For the interfaces set forth in § C.9.8.1,2, 3, 6 and 7 Contractor shall develop an implementation plan within 30 days of contract award. For all remaining interfaces, Beginning in Option Year 1 or thereafter Contractor shall develop an implementation plan within 30 days after notice from DC ORM to commence implementation of the interface. The implementation plan will set forth the estimated hours to complete the interface and the date by which it will be completed. Contractor shall only proceed with implementation following approval by DC ORM of the implementation plan.

C.9.8.1 District's PeopleSoft HR and Payroll System for DC ORM
- Bi-directional data exchange with PeopleSoft.
- Access information for injured workers such as pay history, benefits, and time and labor information to calculate indemnity payments.
- Provide PeopleSoft with the list of approved indemnity payments on a bi-weekly basis to enable PeopleSoft to make these payments to the injured workers.
- Get current roster of DC Government employees to make Indemnity payments to injured workers.

C.9.8.2 Medical Bill Review for DC ORM
Integration with a Medical Bill Review provider.

C.9.8.3 Pharmacy and Narcotic Management for DC ORM
Integration with a Pharmacy and Narcotic Management provider.

C.9.8.4 Utilization Review for DC ORM
Integration with a Utilization Review provider.

C.9.8.5 MPD Police Reports for DC ORM
Get information about police tickets for processing Tort claims. This would be an integration between MPD ORM and DC ORM ERMS instances.

C.9.8.6 SOAR Payments for DC ORM
Integration with SOAR to ensure voucher payments are tracked

C.9.8.7 Payments to vendors in PASS for DC ORM
Track payments to vendors supporting the Workers Compensation program. Payments are approved in ERMS.

C.9.8.8 Litigation and Case Settlements from Abacus for DC ORM
Get information about Litigation as well as legal case settlement information from OAG system (Abacus or similar system). Get file cases for partial collections. Provide OAG with information about Tort claims. Provide OAG with workers' compensation claim file data related to appeals of DC ORM decisions for workers' compensation claims.

C.9.8.9 Maps for DC ORM and MPD ORM
Integration with District GIS services on the ESRI platform and external services such as Google Maps through standard interfaces.

C.9.8.10 DGS Work Orders from Archibus for DC ORM
Get information about work orders and property management from Archibus.

C.9.8.11 Fleet Information from DPW for DC ORM and for MPD ORM
Get information about the District's fleet vehicles, including but not limited to: vehicle counts, VIN, year, make and model, vehicle maintenance and history, vehicle repair history and status, plate and registration number, appraisals and valuations.

C.9.8.12 PASS Contractor Insurance for DC ORM
- Track all contracts
- Track insurance associated with each contract

C.9.8.13 DMV Drivers' License Information for DC ORM
Get information about drivers' license information for DC Government drivers.

C.9.8.14 Information from TOPS and DCRA's ACCELA for Permits for DC ORM
Import information about permits from TOPS as well as DCRA's ACCELA systems to support investigation of Tort claims.

C.9.8.15 Information from CitiWorks for Repair Orders for DC ORM
Import information about repair orders from CitiWorks to support investigation of Tort claims.

C.9.8.16 Unified Call Center Transcripts for DC ORM and MPD ORM

Get information about non-emergency service requests from the 311 system in support of Tort claim investigations. Synchronize this data with Office of Unified Communications HAID data to identify vehicles by Agency. Get information about emergency calls from the 911 system in support of Tort claim investigations.

C.9.8.17 OSSE Incidents for DC ORM
Get information about incidents.

C.9.8.18 Agency Vehicle Incidents for DC ORM
Get incident reports for vehicle damage from all Agencies.

C.9.8.19 DPR Incidents for DC ORM
Get information about incidents at parks, pools, and recreation centers.

C.9.8.20 NOAA Weather Information for DC ORM and MPD ORM
Get weather information from National Oceanic and Atmospheric Administration. If the weather is bad, it may preclude street repairs for which a citizen may have filed a Tort claim.

C.9.8.21 IG and ODCA Audits for DC ORM
Get audit reports from OIG and ODCA for the DC ORM's RPS program.

C.9.8.22 Additional Medical Examinations (AME) for DC ORM
Integration with AME information.

C.9.8.23 FASTER for DC ORM
Integration with FASTER.

C.9.8.24 DCARTS Catalog for DC ORM
Integration with DCARTS system to get catalog of art pieces.

C.9.8.25 CARSS for DC ORM
Integration with Capital Asset Replacement Schedule System (CARSS).

C.9.8.26 MPD Components for MPD ORM
The MPD ERMS must integrate with all MPD and FEMS components identified in section 7.1.

C.9.9 Initial Data Migration
This requirement encompasses migration or import of existing data into the DC ORM and MPD ORM ERMS. The existing data will be extracted in CSV or similar standard format that can be imported into the systems for DC ORM and MPD ORM. This includes data from all legacy systems supporting the current DC ORM and MPD ORM operations.

The contractor shall develop and implement a Data Conversion Plan to convert data in a timely manner for both DC ORM and MPD ORM that ensures data integrity and that the validity of the data is maintained throughout the conversion and implementation phases. The Data Conversion Plans for DC ORM and MPD ORM shall address the contractor's strategy for converting and maintaining legacy data that meets the District's requirement for data availability.

The contractor shall update each Data Conversion Plan prior to initial launch in production and shall keep it current with any changes throughout the project. This includes:
- Roles, responsibilities, and required staffing to support conversion.
- Conversion overview noting objectives, approach, roles, techniques, testing process, data validation, impact, and resources.
- Conversion strategy for handling "black out" period when switching from the old system to the new and the interfaces associated with each.
- Conversion process (automated, manual, verification procedures, and acceptance responsibilities).
- Identification of all data sources.
- Identification of data elements or systems to be converted, replaced, or impacted.
- Identification of data needed to populate the System so that the Project is a fully functioning system.
- Data mapping specifications.
- Identification of all conversion tasks.

- Development of conversion programs, including specifications, program coding, test plans, and complete testing.
- Schedule of conversion tasks.
- Conversion environments.
- Conversion support (system resource requirements, policy, and hardware).
- Manual conversion system/data cleanup activities.
- Manual data entry activities.
- Procedure for continually updating DC ORM data when there are changes to the source systems until all DC ORM sites have been implemented.
- Procedure for continually updating MPD ORM data when there are changes to the source systems until all MPD ORM sites have been implemented.
- Identification of necessary computer processing workloads.
- Identification of and planning for manual support requirements.
- Identification of control procedures and evaluation criteria.
- Special training for conversion activities.
- Any interim file maintenance requirements.
- Conversion testing.
- Data conversion and load process.
- Identification and tracking of defects, error handling, and audit requirements.
- Backup and recovery of converted data, including methods for returning to legacy state.
- Procedure to review and compare the data from the legacy system with the converted data in the "To Be" System. These reviews shall be conducted, at a minimum, by functional area with any resulting discrepancies documented and fully explained for the approval of the DC ORM or MPD ORM, as applicable.
- Inventory of data fields from the legacy system that are successfully mapped to those in the "To Be" System along with fields that cannot be mapped. For fields that cannot be mapped, include a detailed explanation for review and approval by the DC ORM or MPD ORM, as applicable.

C.10   COMMON SERVICES

Except as otherwise expressly indicated, the systems shall provide the following common services that apply to all DC ORM and MPD ORM business functions. In addition, the systems shall comply with OCTO Polices, as applicable. Refer to § C.1.2 – Applicable Documents/References.

C.10.1   Agency Operations

C.10.1.1 Track Risk Management Training (solely DC ORM)

- Provide and track Risk Management training for Agencies

C.10.1.2 Legal Case Tracking
- Track administrative and legal cases
- Associate legal cases with WC or Tort claims (as needed)
- Critical dates and events
- Calendar and Diary functions
- Integrate DC ORM ERMS with OAG Abacus information system (WC appeals, Tort claims or related data)
- Automatic alerts
- Legal Case Management System (different users, privileges, and content compared to the Tort Claims Management System)
- Case Defense
- Case Settlement/Judgment/Resolution
- Auditing and Settlement Tracking

C.10.1.3 Investigations
The system shall have the ability to open, manage (enter notes, upload audio/documentation), and close investigations with an identifying case number.
- Auto-generated notifications
- The ability to assign a person to an investigation
- The ability to make a final determination (finding) on an investigation
- The ability to add notes/statements/upload documents to the investigation
- The ability for the system to develop an overall computer-generated report

- The system shall provide the ability to create ad-hoc reports and dashboards displaying real-time data

C.10.1.4 Program Operations
- Legal Sufficiency of all program documents
- Settlement Reviews
- Track Legislation, Regulations and Policy

C.10.2   Ease of Use
- User-friendly UI with configurable forms, fields, and easy navigation.
- Reduce redundant data entry and improve data integrity and quality.
- Auto-populate data in business correspondence.

C.10.3   System Configuration

- Ability to configure the system to support the changing business needs of DC ORM and MPD ORM. This includes:

  - Creation of new forms for supporting DC ORM business functions. This includes the Workers' Compensation and Tort forms.
  - Creation of new data sets and relationships
  - Creation of new reports
  - Updating business rules

- These shall not require custom programming and have no additional cost implications

C.10.4   eFax
System shall have eFax capability.

C.10.5   Digital Signatures
System shall have the capability for digital signatures. These may need to be applied prior to emailing notices from the system.

C.10.6   Access Mechanism
Ensure maximum system usability including single sign-on, consistent look and feel, common navigation, ease of data entry, and the ability to access the system using multiple platforms/devices (e.g. laptops, tablets, and smart phones).

C.10.7   Mobile Ready
The system should have a responsive design and be accessible on various devices including desktops, laptops, tablets and smartphones. No separate mobile application is needed.

C.10.8   Internet/Intranet Accessible
Most functions within the system shall be accessible from the public internet. Certain business functions shall be protected and accessible only on the DC Government intranet.

C.10.9   Intuitive User Interface
The system users shall have the ability to easily navigate and access the business functions within the system using any device with consistent branding and look and feel.

C.10.10 DC ORM ERMS Portal
Users are able to access the ORM ERMS portal. These include the Workers' Compensation claimants, Agency Risk Management Representatives, etc. Depending on their user roles and access privileges, each user shall have access to specific business functions and features within the system.

C.10.11 Business Rules Engine
The system shall have the ability to automate business processes using a configurable business rule engine. The system behavior could be tailored by modifying the business rules to comply with changing business needs and changes in DC Government rules and regulations.

The configurable business rules can help DC ORM and MPD ORM to become more agile and increase productivity, reduce cost by eliminating hardcoded business rules, comply with changing legal requirements, and provide better customer experience.

C.10.12 Workflow
The system shall have the ability to automate workflow steps including the sequence of administrative or other processes through which a piece of work passes from initiation to completion. This will help achieve the goal of improving efficiency and transparency. The workflow steps should be configurable, as business needs change.

C.10.13 Business Intelligence
The users shall have the ability to analyze data in the system and transform it into meaningful information. Outputs shall be in the form of reports, dashboards, and system alerts that will help to optimize business decisions. Data should be exportable for use in external business intelligence and reporting tools.

C.10.14 User Diaries (Task Management)
Users shall have the ability to access their list of pending or completed tasks within the system. Supervisors shall have access to view tasks for their entire team. The system shall have the ability to set automatic reminders on tasks.

C.10.15 Document Repository
Ability to store documents associated with various claims and incidents in an integrated document repository
- Capability to scan and OCR to store metadata within scanned documents.
- Existing paper documents will be scanned and associated with specific claims/incidents
- Ability to upload documents and associate them with specific incidents/claims.
- Integrated document imaging
- Ability to search through the document repository for quick and easy access to stored documents

C.10.16 Messaging/Emails
- Capability to send System Messages or Task Assignments with attachments to other users or affected stakeholders
- Ability to send email notifications with attachments to the intended audience. This includes sending emails for requesting information from agencies, employees, or public, sending notices, etc. Track all email responses within the claim/incident
- Ability to send mass emails to WC or Tort claimants based on specific criteria (example – by address location, claim status, etc.)

C.10.17 VOIP Phone System
The system shall have the ability to track incoming and outgoing phone calls associated with each claim/incident/inspection, etc.
Note: This functionality is not currently part of the Origami Risk system and the feature will be delivered through the District's IT team building an integration between the District's VOIP and Origami using Origami's standard web services.

C.10.18 Advanced Search
The system shall provide the ability to search through all data using complete or partial keywords. Search by keywords such as person's name, location, incident, Agency, vehicle's VIN, etc.

C.10.19 Triggers/Alerts
The system shall have the ability to configure triggers that will alert specific system users when certain business conditions are met.
- Auto-generated notifications
- The triggers shall be used to send notifications/emails to employees or various other stakeholders
- Proactively identify potential fraudulent activities and respond appropriately.

C.10.20 Standard Forms
Upon request from DC ORM or MPD ORM, contractor shall provide all generic pre-existing template forms relating to the operations of DC ORM and MPD ORM.

C.11   NON-FUNCTIONAL REQUIREMENTS

This requirement applies to both the DC ORM and MPD ORM systems and encompasses the architecture, infrastructure and processing to support system monitoring, notifications, job scheduling, logging, etc. These requirements are set forth in the SERVICE LEVEL AGREEMENT.

C.12   OTHER REQUIREMENTS

C.12.1   Transition In / Implementation

Implementation is the process of configuring Origami for use by Client including system settings, supporting Client in loading data, training users, and other work identified in this section of the SOW. The implementation phase is completed when Client is able to utilize the Origami platform for the above defined business purposes, referred to by Origami as being Live in the system. Origami will manage the overall implementation process, including scheduling and leading meetings, communicating with the team, follow up documentation, and maintaining the project schedule through the Go-Live date. Client's provision of timely and accurate specifications, direction and feedback is essential to the implementation.

In the event of any discrepancy between this Implementation Process section and any requirement set forth elsewhere in this section, this Implementation Process section shall control.

Scanning of documents is not included in the scope.

C.12.1.1   System Configuration for DC ORM

As part of the implementation/configuration for DC ORM, Origami will:
- Develop the incident forms for the 6 Coverages identified in Sections C.3 through C.8 (DC ORM PSWCP, DC ORM RPS Program, DC ORM Tort Program, DC ORM Insurance Program, MPD ORM, and DC ORM District-Wide Incident Reporting).
- With respect to the DC ORM coverage areas, configuration will include --
- Configure claim form layouts which closely mirror these same six lines of coverage
- Configure the 3 default dashboards using standard Origami dashboard widgets.
    - Agency Risk Dashboard
    - District Risk Dashboard
    - Employee Risk Dashboard
- Configure up to 50 reports using standard Origami RMIS templates and/or the custom template design tool.
- Configure up to 5 report distribution lists.
- Configure 2 Location form layout
- Configure up to 6 Contact form layouts
- Configure 10 Policy form layout
- Configure up to 40 data entry events with corresponding system actions
- Configure up to 10 Certificate Insured Profiles
- Configure up to 20 User Security Profiles

C.12.1.2   Phase 1 Workers Compensation Scope for DC ORM

As part of Phase 1 implementation for Workers Compensation, Origami will configure the following workers' compensation processes and forms:

Processes –

1. Report an Incident
2. Report First Notice of Loss

3. File a WC Claim
4. Indemnity Calculation
5. Payments
    a. Indemnity Payments (through PeopleSoft)
    b. Vendor Approval
    c. Re-price Bills (Bill Review Integration)
    d. Store bill data
    e. Manage bill process from initiation to completion
    f. Voucher Payments to Providers, Injured Worker, Attorneys (through SOAR)
    g. Vendor Payments (through PASS)
6. Claim Management
    a. Manage claim filing process
    b. Claims payment history, medical bill tracker
    c. Change Claim Status
    d. Change Indemnity Payment Amount
    e. Nurse Case Management
    f. Bill Review Processing
    g. Utilization Review Processing
    h. Request Affidavit of Earnings (AOE)
    i. Ability to download entire claim file for production
7. Notices
    a. Send NOD, NOB, NOI, etc.
8. Track Modified Duty assignment, vocational rehabilitation and MMI status/retention period
9. Store panel physician information, voc rehab vendor list (list)
10. Return To Work from TTD
11. Return To Work from TPD
12. Medical Management
    a. Track Drug History (Pharmacy Management Integration)
    b. Additional Medical Examination
13. WC Subrogation (track and store subro status, calculate subro lien, issue lien notices, etc)
14. WC Admin Functions
    a. Assign Document To Claim
    b. Scan and Upload Documents – this should be available to claimants and anyone else who has access to the portal.

Forms --

As part of Phase 1 implementation for Workers Compensation, Origami will configure the following forms
    1. Form A-1: Request for Calculation and Certification of Award: Indemnity benefits or Award from Office of Hearings and Appeals & Office of Administrative Hearings
    2. Form 1: Employee's Notice of Injury and Claim for Continuation of Pay(COP)
    3. Form 2A: Employing Agency First Report of Injury
    4. Form 2B: Employing Agency Response to COP
    5. Form 3: Physician's Report: Of the reported workplace injury
    6. Form 3A: Employee Statement of Medical History
    7. Form 3S: Physician's Evaluation: Utilized for maintaining continued entitlement to benefits
    8. Form 3RC: Annual Medical Recertification: Must be submitted to the Program on or before the anniversary date in which compensation benefits began
    9. Form 3M: Doctor's Report of Maximum Medical Improvement (MMI)/Permanent Impairment (PI)
    10. Form 4: Employee Release of Medical and Confidential Information
    11. Form 5: Employee Release of Earnings and Tax Records
    12. Form 6: Employee Authorization for Release of PSWCP Records (HIPAA)
    13. Form 7: Employee Request for PSWCP File: Claimant request for a copy of claim file which entitles

claimant to one (1) free copy annually
14. Form 9: PSWCP Hearing Request Form
15. Form 9A: PSWCP Appeal to Chief Risk Officer: regarding travel reimbursement, PPD determination, award calculation and suspension, forfeiture or termination as a result of failure to report earnings, pursuit of subrogation and acceptance of modified duty assignment.
16. Form CA7A&B: Employee Claim for Compensation-Utilized to file a claim for compensation
17. Form CA10: Request for Leave Restoration-
18. Form 11: Transportation Travel Reimbursement-Used to request transportation or reimbursement of travel to and from approved medical examination or treatment
19. Form 12: Request for Permanent Disability-Utilized by claimant when requesting a permanency rating to an accepted body part
20. Form 13: Request for Waiver or Appeal of Overpayment
21. Form 13F: Financial Statement Form: Must be completed and attached to Form 13
22. Form 16: Employee Change of Address Form-Used to advise Program of a change of address in connection with your WC claim
23. Form F1 – Release of District and Federal Tax Records
24. Program Subpoena

C.12.1.3   Phase 1 Interfaces for DC ORM
Origami will implement interfaces for the following in Phase 1:
- Medical Bill Review (bi-directional)
- Pharmacy & Narcotic Management (bi-directional)
- Utilization Review (bi-directional)
- PeopleSoft HR and Payroll System (bi-directional)
- SOAR (bi-directional)
- PASS (bi-directional)

The District's Service Oriented Architecture (SOA) will be used to integrate with the District's systems.

Interfaces beyond Phase 1 are not included in the pricing at this time. Levels of effort for interfaces beyond Phase 1 will be negotiated, as indicated in Section B.3 Price Schedule.

DC ORM to:
- Arrange for data to be delivered in the mutually agreed upon format and schedule from each of the above listed sources
- Coordinate any action required by the above sources receiving data from Origami so they may receive and utilize data feeds coming from Origami in the mutually agreed upon format and schedule.

C.12.1.4   System Configuration for MPD

With respect to the MPD ORM coverage areas, configuration will include:
- Configure claim form layouts which closely mirror these same six lines of coverage
- Configure the 3 default dashboards using standard Origami dashboard widgets.
  - Agency Risk Dashboard
  - District Risk Dashboard
  - Employee Risk Dashboard
- Configure up to 20 reports using standard Origami RMIS templates and/or the custom template design tool.
- Configure up to 2 report distribution lists.
- Configure 1 Location form layout
- Configure up to 3 Contact form layouts
- Configure 1 Policy form layout
- Configure up to 20 data entry events with corresponding system actions
- Configure up to 5 Certificate Insured Profiles
- Configure up to 10 User Security Profiles

MPD will :
- Provide specifications, direction, and feedback as needed by Origami in a timely manner.
- Configure additional default dashboards, fields, forms, user roles, distribution lists, reports and other features as needed by Client.

C.12.1.5   Convert Legacy WC Data from from Proprietary TPA System for DC ORM

Origami will:
- Provide Client with text for data request letter suitable for requesting necessary data from Legacy Provider
- Convert all the Legacy data and import into Origami risk, including:
    - All Claims
    - Incidents
    - Transactions (indemnity, invoices, EORs, and other payments through the life of claim)
    - Notes
    - Tasks
    - Contacts
    - Values (reserves)
    - Locations
    - File attachments (including audio witness/claimant recordings)
    - Medical (appointments, drug history, facilities, hospital, physicians)
    - Beneficiaries
    - Injury Information (including accepted body parts, ratings and MMI)
    - Alerts
    - Legal (attorney assigned, litigation profile, settlement info, claim witness list)

DC ORM will arrange for an extract of data from TPA's legacy systems..

C.12.1.6   Convert Legacy Tort Data from ATS System for DC ORM

Origami will:
- Provide Client with text for data request letter suitable for requesting necessary data from Legacy Provider ATS
- Convert the Legacy data and import into Origami Risk. Legacy data will include:
    - Torts/Claims
    - Incidents
    - Transactions
    - Notes
    - Tasks
    - Contacts
    - File attachments

DC ORM will arrange for data extract from legacy provider.

C.12.1.7   Load Other Risk Data for RPS and Insurance for DC ORM

Data will be loaded by Origami Risk provided that there is a uniform & consistent naming sequence for the data and it is clear what system record the information would be associated/indexed to.

Origami will:
- Import risk related data, including:
    - Inspections from the Quickbase system
    - Risk Prevention & Safety records currently in the Quickbase system. Will be provided to Origami in Excel format.
    - Insurance Policies and other Insurance data. This will be provided to Origami in Excel format.
- Provide training and support to DC ORM as needed for import activities.

DC ORM will:
- Provide, or arrange to provide, spreadsheets containing DC ORM's risk data.
- Provide necessary insight to Origami as needed for the above import activities.

C.12.1.8 Configuration of District-wide Incident Reporting System

Origami will:
- Configure the Enterprise Portal Data Entry Screens to accurately mirror DC ORM's existing process (with improvements for incorporating Best Practices), including interfacing with PeopleSoft for employee demographic information.
- Build the workflow in Origami for proper email notification, mail merge document distribution and task creation according to DC ORM's business rules.

DC ORM will:
- Provide screen shots of existing intake forms currently in use.
- Work with Origami to identify opportunities to improve on current intake forms and process.
- Specify the workflows and individuals required for event triggered emails, tasks and mail merge

C.12.1.9 Configuration of Single Sign On (SSO)
Using SAML 2.0, configure Single Sign on (SSO) with District's Identity Management System (to allow for authentication management)

Origami will connect to SAML interface. SAML interface can authenticate using LDAP which has been built (or to be built) by Client

C.12.1.10 Initial Data Migration for MPD

This requirement encompasses migration or import of existing data into the MPD ORM ERMS. The existing data will be extracted in CSV or similar standard format that can be imported into the systems for MPD ORM.

Legacy data needs to be imported from number of MPD sources including OSE DB (MPD), MPD PDFs rulings/PD42s (13,000).

MPD will provide consistent file naming sequence and identify the claim associated with each file.

C.12.1.11 Project Management Approach
Origami Risk is founded on a set of **AGILE** and iterative processes from top to bottom. These contemporary tenets are the foundation of our ability to deliver better products and more accurate implementations in a fraction the time of our competitors. Origami also maintains a set of best practices, tools and experts for our clients who require a more **TRADITIONAL** approach to managing their implementation project. The selection below indicates the project management model included within this SOW:

This SOW includes:
[Included] Agile Project Management
[Not Included] Traditional Project Management

Agile Project Management
Origami will:
- Maintain schedule with key deliverables and expected dates*
- Lead status calls twice per month
- Maintain project status document containing priority list, open items and changes which may impact timeline
- Coordinate all activity within Origami to complete Origami's tasks on the project schedule

- Origami's administrative tools and screens are by their nature self-documenting and serve as documentation of the implementation for Client's System Administrator to reference.
- Provide access to all project documentation upon Client's request.

Client will:
- Participate in status calls and working meetings.
- Coordinate all activity within Client's organization to complete Client's tasks on the project schedule.
- Coordinate all activity of Client's 3rd party providers required to complete tasks on the project schedule.

Traditional Project Management – Not Included
This Project Manager shall maintain a library of written artifacts and conduct activities including:

ACTIVITIES:
o Formal project kickoff**
o Designated Project Manager role
o Maintain schedule with key deliverables and expected dates/milestones
o Coordinate all activity within Origami to complete Origami's tasks on the project schedule
o Coordinate meetings and discussions with stakeholders as needed to maintain project progress*
o Maintain project status document containing priority list, open items and changes which may impact timeline

ARTIFACTS:
o Formal project kickoff agenda**
o Communication plan
o Formal stakeholder analysis
o Project charter
o Collaboration website
o Detailed work breakdown structure
o Weekly project status calls, agenda, meeting notes
o Detailed issues and risks log
o Action items list
o Detailed project plan
o On site agendas**
o Change control management
o Executive steering committee status call agenda (as needed)
o Origami governance decision management document
o UAT test plan for critical items***
o Executive project dashboard
o Lessons learned analysis

*Project Management assigned as shared role of team members
**May include on site attendance
***Dependent on client input and test cases provided

C.12.2 Transition Out
Contractor shall submit, to DC ORM and MPD ORM for approval, as applicable, a transition plan no later than ten (10) days after written notice. Contractor shall perform transition services in coordination with DC ORM and MPD ORM and the incoming contractor in a commercially reasonable manner.
The approach to transition should provide detail as to the steps taken to ensure an orderly and controlled transfer of existing data from Origami's system(s) to the incoming contractor's system(s) without interruption of services.
The Transition Out Plan shall include, at a minimum:
- Timeline for all service transition (transfer of data not to exceed 20 days to complete and to commence immediately upon tender of written notice);
- Responsibilities of the incoming contractor, the contractor, and DC ORM or MPD ORM, as applicable;
- Identification of the Origami's staff, by area of expertise, assigned to the transition team;
- Detailed staffing plan and work allocation plan for Origami's transition team;
- A description of Origami's process for handling the transfer of data to the incoming contractor.

C.12.3 Training
The contractor shall provide knowledge transfer on the established operation of the ERMS solution and associated technologies. This will include written documentation, manuals, in-person and virtual classroom type

training, one-on-one training sessions. Origami will Provide 60 hours of training to DC ORM and 60 hours for MPD ORM in Base Year (and/or Option Year 1 with respect to MPD ORM).

C.12.4   Help Desk
SEE SERVICE LEVEL AGREEMENT

C.12.5   Maintainability
The contractor will provide the necessary structure and configuration management of the software components to facilitate ease of ongoing maintenance.

The contractor shall provide maintenance and support for continued use of the system, commencing with the completion of the initial phase or the earlier go-live initiation of any function and continuing thereafter with respect to all functions added to the system. Following implementation of the Phase 1 interfaces, Origami will provide support and maintenance of the interfaces on an on-going basis.

C.12.5.1 Maintenance of Interfaces Beyond Phase 1
Following implementation of any interfaces beyond Phase 1 interfaces, Contractor will provide support and maintenance of such interfaces on an on-going basis.

C.12.6   Hosting
Origami will provide data storage for up to 200,000 claims and incidents (across both DC ORM and MPD). In addition, Origami will provide four terabytes (4 TB) of non-searchable file attachment storage (across both DC ORM and MPD). Additional storage is available at any time during the term of this Contract as set forth below.

Note: File attachments are stored in either "searchable" or "non-searchable" format. Either option allows for searching of metadata of the attachment.

Searchable file attachments storage is defined as a storage manner which allows for file attachment content to be searched. For example – content of PDFs, Office Docs, etc. can be searched but not pictures, video or audio recordings.

C.12.7   Additional Storage
If either DC ORM or MPD ORM requires additional storage during the term of this Contract, additional storage shall be provided as follows:

- Contractor will provide storage for upto an additional 200,000 incidents in increments of 100,000

- Contractor will provide additional File Attachment storage for
    - Searchable (indexed content in file attachments) in additional 50GB increments; or
    - Non Searchable (non-indexed content in file attachments) in additional 1 T TB.

C.12.8   Other Direct Cost
Contractor may seek reimbursement for direct costs associated with travel expenses in performance of its requirements of this Contract on the follow terms and conditions:

- All travel expenses shall be determined based on Federal Travel Regulations (such expenses are "Allowed Travel Expenses") https://www.gsa.gov/policy-regulations/regulations/federal-travel-regulation-ftr ;
- No travel expense shall be reimbursed until after Contractor expends $10,000 in Allowed Travel Expense in performance of the requirements of this Contract; and
- Only Allowed Travel Expenses may be reimbursed.

Contractor shall submit documentation establishing entitlement to reimbursement of Allowed Travel Expenses in order to obtain reimbursement. Reimbursement shall not exceed the rates for Allowed Travel Expenses.

Jed Ross
Chief Risk Officer

Customer Satisfaction Survey

In order to help the District of Columbia Office of Risk Management serve you better, please take a couple of minutes to evaluate the agency's services. Below is a short Customer Service questionnaire. Your participation in this survey is voluntary and can be anonymous.

Please return this survey to our receptionist.

1. What is the purpose of your visit and who are you here to see today?
    _____
    _____
    _____

2. If you were not able to meet with the person that you requested, who assisted you today?
    _____

3. Please rate your overall experience with your visit today. (please circle one)
       5. Excellent   4. Good   3. Satisfactory   2. Not Very Good   1. Poor

4. Was your need addressed?
    o   Yes, name _____
    o   No, please explain _____
        _____
        _____

5. How long did you have to wait?
    o   0-5 minutes
    o   5-10 minutes
    o   more than 10 minutes

6. Were you treated with courtesy and care?
    o   Yes
    o   If No, please explain _____
        _____
        _____

7. What additional information or services would you like us to consider to provide in order to better serve you?
    _____
    _____
    _____

    If you would like to receive a Customer Service follow up please add your name and contact information:
    _____

    Contact our ORM Customer Service Liaison at Susana.suarez@dc.gov with any concerns you may have.

Office of Risk Management
Public Sector Workers' Compensation
Number of Claim(s) By Agency

Agency Name	FY 2017		
	Indemnity	Medical Only	Report Only
Alcohol Beverage Regulation Admin		2	
Board of Elections	1		
Child Family Services AG	1	8	6
Council of the District of Columbia		1	
D.C Housing Authority	8	22	16
D.C. Metropolitan Police Department	3	11	5
D.C. National Guard		1	1
D.C. Public Schools	21	143	22
Department of Behavioral Health	12	67	34
Department of Consumer Reg Aff	1	4	
Department of Corrections	19	128	242
Department of Disability Services	2	3	
Department of Employment Services	3	8	2
Department of Forensic Sciences			
Department of For-Hire Vehicles (DFHV)	2	1	
Department of General Services	11	14	5
Department of Health		7	
Department of Human Resources		1	
Department of Human Services	3	14	4
Department of Motor Vehicles	2	2	
Department of Parks & Recreation	3	7	1
Department of Public Works	42	115	92
Department of the Environment		4	4
Department of Transportation	11	45	33
Department of Youth Rehab Services	19	41	16
Emergency Management Agency	1		
Executive Office of the Mayor	1	2	1
Fire & Emergency Medical Services Department	3	17	2
Housing Community Development		1	
Ofc of State of Education / OSSE	34	78	35
Office of Contracting Procurement			1
Office of Human Rights		1	
Office of Local Bus Development		1	
Office of the Attorney General		2	
Office of the Auditor			1
Office of the CFO	3	5	
Office of the Chief Medical Examiner		3	
Office of the Chief Technology Officer		1	
Office of the City Administrator		3	
Office of the Inspector General		1	
Office of Unified Communications	2	5	4
Office on Aging		1	
Public Libraries	3	15	11
Public Service Commission		1	
University of the District of Columbia	1	4	3

Indemnity: claim for wage/time loss (including potential for wage/time loss) and medical benefits

Medical Only: claim for medical benefit with no wage/loss time benefit

Report Only: claim/incident report only

Office of Risk Management
Public Sector Workers' Compensation
Number of Claim(s) By Agency

Agency Name	FY 2018		
	Indemnity	Medical Only	Report Only
Alcohol Beverage Regulation Admin			
Board of Elections			
Child Family Services AG		4	
Council of the District of Columbia			
D.C Housing Authority	4	7	3
D.C. Metropolitan Police Department	1	5	3
D.C. National Guard			
D.C. Public Schools	17	38	5
Department of Behavioral Health	10	24	9
Department of Consumer Reg Aff		1	2
Department of Corrections	24	53	107
Department of Disability Services		1	
Department of Employment Services	2	1	
Department of Forensic Sciences		1	
Department of For-Hire Vehicles (DFHV)			
Department of General Services	5	3	1
Department of Health		1	
Department of Human Resources			
Department of Human Services	1	3	1
Department of Motor Vehicles	1		
Department of Parks & Recreation	1	2	
Department of Public Works	22	23	30
Department of the Environment			
Department of Transportation	7	15	17
Department of Youth Rehab Services	3	16	
Emergency Management Agency			
Executive Office of the Mayor	2		
Fire & Emergency Medical Services Department	4	1	1
Housing Community Development		1	
Ofc of State of Education / OSSE	11	25	15
Office of Contracting Procurement			
Office of Human Rights			
Office of Local Bus Development			
Office of the Attorney General			
Office of the Auditor			
Office of the CFO	1	1	
Office of the Chief Medical Examiner			1
Office of the Chief Technology Officer			
Office of the City Administrator		1	1
Office of the Inspector General			
Office of Unified Communications		1	
Office on Aging			
Public Libraries	2	7	3
Public Service Commission			
University of the District of Columbia	1	4	2

Indemnity: claim for wage/time loss (including potential for wage/time loss) and medi

Medical Only: claim for medical benefit with no wage/loss time benefit

Report Only: claim/incident report only