

AGENCY NAME:	Workers' Compensation Commission		
AGENCY CODE:	R080	SECTION:	

**Fiscal Year 2016-2017
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Workers' Compensation Commission is to provide an equitable and timely system of benefits to injured workers and employers in the most responsive, accurate, and reliable manner possible.
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AGENCY VISION	The vision of the SC Workers' Compensation Commission is to judiciously consider the facts of each case and render decision based on the application of those facts to the law; for all stakeholders to be treated fairly and equitably and in a timely manner; to have an organizational culture that promotes efficiency and effectiveness; and to always keep in mind each case involves a human being.
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Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

	Yes	No
RESTRUCTURING RECOMMENDATIONS:	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please identify your agency's preferred contacts for this year's accountability report.

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
PRIMARY CONTACT:	Gary M Cannon	803-737-5726	gcannon@wcc.sc.gov
SECONDARY CONTACT:	Sandee Sprang	803-737-5685	ssprang@wcc.sc.gov

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I have reviewed and approved the enclosed FY 2016-2017 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	
	(TYPE OR PRINT NAME):
	Gary M Cannon

BOARD/CMSN. CHAIR (SIGN AND DATE):	
	(TYPE OR PRINT NAME):
	T. Scott Beck

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AGENCY'S DISCUSSION AND ANALYSIS

Established in 1935 as the South Carolina Industrial Commission, the South Carolina Workers' Compensation Commission is charged with administration of the South Carolina Workers' Compensation Act (the Act) found in Title 42 of the Code of Laws of South Carolina. In accordance with the Administrative Procedures Act, the Commission also promulgates rules and regulations necessary to implement the provisions of Title 42. Every South Carolina employer and employee, with certain notable exceptions, is presumed to be covered by the Act. The system is based on a "no-fault" premise. The Act establishes "loss parameters" that limit the employers' losses to defined amounts while ensuring workers in South Carolina receive quality medical treatment and compensated wages if injured in the workplace.

Employers covered by the provisions of the Act are required to maintain insurance sufficient for the payment of compensation, or they may become self-insured by furnishing the Commission satisfactory proof of their ability to pay the compensation in the amount and manner due an injured employee. The South Carolina Department of Insurance is responsible for approving rates and classifications for all workers' compensation insurers.

The workers' compensation insurance premiums paid in 2016 totaled \$1.05 billion. The commercial insurance is 70% of the market share, self-insurance calculated premium is 23% of the market share and the State Accident Fund is 7% of the market share. The SC Department of Insurance reported \$17.6 million in Workers' Compensation Insurance Premium tax was paid to the General Fund in FY2016-17.

ORGANIZATIONAL STRUCTURE

Workers' Compensation Commission has a total of 63 authorized positions. During FY16-17 the Commission employed 54 FTEs and six temporary employees; 8 unclassified positions and 46 classified positions.

Commissioners

The Commission consists of seven Commissioners appointed by the Governor with the advice and consent of the Senate for terms of six years. The Governor designates one commissioner as Chairman for a term of two years. The Chair is the chief executive officer of the Commission and responsible for implementing the policies established by the Commission in its capacity as the governing board. In its judicial capacity the Commissioners are responsible for hearing and determining all contested cases, conducting informal conferences, approving settlements, approving fee petitions and hearing appeals. An organization chart is located at the end of this report.

Administration

The Commission's annual operating budget is categorized in five departments in the Annual Appropriations Act: Administration, Commissioners, Judicial Management, Insurance and Medical Services and Claims. The department directors report to the Executive Director. The Executive Director is responsible for direct oversight of the administrative support services, human resources, budgeting and finance, procurement, facility management and legal services. The Information Technology (IT) Services function is budgeted under Administration in the Appropriations Act, however the department operates like the other functional departments where the department head reports to the Executive Director. The IT Director reports to the Executive Director.

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Executive Director's Office

The Executive Director's Office serves as the primary source of information about Commission activities for the general public. This is accomplished by responding to stakeholders' telephone calls and emails, regularly updating the Commission's website and communicating general notices and policy advisories with stakeholders through an email distribution list. While the Executive Director's office does not provide legal advice to injured workers nor discuss the specifics details of an individual's case, one core function is to provide information about processes and procedures. During FY17, the office logged 7,736 contacts with various constituents and stakeholders. The contacts included telephone communications, electronic and personal contacts with claimants or constituents, state agencies, federal agencies, attorneys, service providers, business partners; and letters with congressional offices. The office emailed fifty-two (52) general notices, policy advisories and updates to stakeholders and other interested parties and posted thirteen (13) agendas and supporting documents for the Commission Business Meetings. Eighty-one (81) email addresses were added to the Commission's electronic general notice distribution list, increasing the total to 701.

The Executive Director's office is responsible for the referral of all injured workers in need of vocational counseling or vocational evaluation, personal adjustment, training and placement to the SC Vocational Rehabilitation Department (SCVRD). In 2015 the Commission partnered with the SCVRD to allow statewide electronic access to the injured workers' database. During FY17, SCVRD contacted 107 claimants for vocational rehabilitation services as a result of the partnership allowing access to the Commission's electronic database.

Human Resources

The primary focus for Human Resources during FY17 was the hiring of a new Human Resource Manager. A new HR Manager was hired in October. Through the end of FY17, the HR Manager attended four PEBA training sessions, five SCEIS training sessions, three NEOGov training sessions and one SDHR training event. Along with learning the State's human resource systems, the HR Manager's primary focus was to identify talent, recruit talent, and onboard new employees. The Commission had 53 approved FTEs. During this period, five long-term employees retired which required a significant transfer of knowledge prior to the effective retirement dates. Additionally, we had seven employees separate from the Agency. We consolidated processes and redistributed the workload to eliminate the need to replace three positions. More than 1,100 applications for employment were reviewed and considered to fill 16 vacancies. Nine new employees were hired, on-boarded, and began working. The Agency utilized the services of three unpaid interns.

Information Technology Department

The IT Department's staff of five supports the internal stakeholders by providing the appropriate technology to allow staff to work efficiently. They support the agency's external stakeholders by providing assistance with EDI transmissions, electronic submission of files, and end user support of the eCase portal. During FY17, the IT Department upgraded all outdated workstations and laptops which reduced maintenance costs and knowledgebase for multiple system support, redesigned and standardized print functionality agency-wide which significantly reduced overhead maintenance costs, stream-lined toner and maintenance requirements and dramatically improved the reliability of print services; installed a new Voice over IP (VOIP) telephone system to provide additional communication functionality for staff, initiated a microfilm conversion project converting film data to electronic image files, and completed an agency-wide business process evaluation for the upcoming legacy modernization project to redesign the agency's 28 year old claims management system.

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For external stakeholders the department upgraded the eCase web portal, installed a new wireless network to enhance security and increase performance and provide stakeholders and constituents with Internet access while at our facility, partnered with the Department of Corrections and Probation, Pardon and Parole (PPP) to give the Commissioners the ability to conduct hearings with injured workers under the supervision of the SC Department of Correction at PPP sites, and added six (6) new trading partners to the system furthering the use of electronic submission of Subsequent Reports of Injury (SROI) via EDI.

Insurance and Medical Services Coverage and Compliance Division

The IMS Department is divided into three divisions: Coverage and Compliance, Medical Services and Self-insurance. The Compliance and Coverage Division is responsible for receiving all first report of injury forms (Form 12A) in order to ensure employers have workers' compensation insurance for the injured employee. During FY17, a total of 61,676 new cases were filed with the Commission; 24,137 were new cases created and 37,629 were Minor Medical Reports (Form 12M). Three thousand thirty six (3,036) cases were reopened. The Compliance Division checks for employer's insurance coverage by examining each first report of injury and quarterly wage and employment data obtained from the Department of Employment and Workforce (DEW) for 62,000 employers in the State to verify insurance coverage. Using a random selection of employers, the division matches the employer name with the list of workers' compensation policies issued in the state. Three hundred fifty-one (351) employers were found to be not in compliance with coverage requirements. As a result, 215 employers came into compliance and obtained insurance coverage for approximately 2,000 previously uninsured workers. A total of \$382,199 in fines were collected from these violations. Through the use of information technology systems, implemented improvements to the process for identifying outstanding carrier fine debt and scheduling and serving proper notice for Compliance Show Case Hearings. The Division is responsible for collecting unpaid fines from insurance carriers for failure to submit required reports in a timely manner. Two hundred sixty-four (264) cases were set for Rule to Show Cause Hearings, resulting in \$130,000 fines collected.

IMS Medical Services Division

The Medical Services Division of the Insurance and Medical Services Department is responsible for overseeing the implementation of the medical fee schedules, responding to inquiries from medical service providers and payers and resolving disputes through the Medical Fee Dispute Process. The Commissioners approved an update to the Medical Services Provider Manual (physician's fee schedule) effective September 1, 2016 which provides a Maximum Allowable Payment (MAP) for medical services provided to injured workers. The update included the approval of a \$50 Conversion Factor and the use Center for Medicare and Medicaid Services 2016 Relative Values. The Division processed an average of 17 disputes per month during FY17.

IMS Self-Insurance Division

The Commission is required to approve all applications for employers to be self-insured for workers' compensation insurance. Under certain conditions, South Carolina employers may self-insure against losses resulting from on-the-job injuries. Qualifying and regulating the self-insured employers is the responsibility of the Self-Insurance Division. The Self-Insurance Division of the IMS Department is responsible for reviewing all applications and to ensure the necessary financial requirements are attained to be approved to self-insure. The Division recommended and the Commission approved 213 applications for self-insurance during FY17. During FY17, the Division conducted 50 audits to monitor the financial stability of those employers. It is the goal of the Self-Insurance Division to complete an audit of all self-

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insured employers once every three years. The division is responsible collecting the 2.5% tax on the calculated premiums of self-insurers which resulted in collecting \$5 million Self-Insurance Tax of which \$2.5 million was remitted to the State General Fund.

Claims Department

The Claims Department is responsible for reviewing and processing periodic reports filed by carriers, reviewing all final settlements and responding to request for claims history data. During FY17, the department processed 25,134 initial notices of payments (Form 15), and 54,207 Carrier's Periodic Report (Form 18). Of total Form 18s received, 14,073 were filed electronically through SROI; 25,070 were filed as an attachment to an email, and 16,911 were received through the US Postal Service. The department continues to encourage the use of electronic filing. With regard to Settlements, the department processed 14,676 Clinchers, Form 16s, and third party settlements. To ensure the protection of the claimant's right to privacy with regard to claims history data, the department implemented a new procedure to verify and respond to requests for claims history data.

Judicial Department

The Judicial Department is responsible for monitoring, reviewing and assigning all contested workers' compensation cases for hearings with a single Commissioner and scheduling Informal Conferences. The department's work is divided between three adjudication processes; Informal Conferences, Hearings, and Appeals. During FY17, the department processed over 17,000 pleadings, 3,500 motions, 1,400 appeals, and 1,100 mediation documents.

Scheduling Informal Conferences is e of the core functions of the Judicial Department. This involves coordinating with state agencies, local governments, and educational institutions for the use of over 100 different locations in their facility. During FY17, the department added six new sites to the list and solidified the alliance with S.C. Vocational Rehabilitation for the Commission to use several of their facilities across the state.

Informal Conferences

An informal conference is an opportunity for the claimant and a representative of the employer's insurance carrier to meet with a Claims Mediator or a Commissioner to discuss the settlement of the claim. The Commission assigned 4,621 cases for Informal Conferences of which 3,001 were conducted. The Commissioners conduct Informal Conferences when an agreement is not reached during the meeting with the Claims Mediator or the medical costs exceed \$50,000. During FY17, the Commissioners conducted 293 of these conferences. The Commission modified the Form 14B for the purpose of clarifying information regarding future medical care and treatment and changed the process for approval of settlements recommended at the informal conference process to ensure compliance with the regulations.

Single Commissioner Hearings and Other Case Related Activity

For single commissioner hearings the Commission docketed 10,458 cases. Of the cases docketed, 854 hearings were conducted. Further, the Commissioners approved 11,396 settlements, 8,754 attorney fee petitions, and issued 5,298 administrative orders. The Commissioners conducted 1,632 clincher conferences, reviewed 1,419 motions, and approved 1,044 relief of counsel motions. The Commissioners conduct other case related activities such as pre-hearing conferences. During FY17, the Commission began monitoring the number of pre-hearing conferences and the Commissioners conducted 280.

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Case Processing Time

Time is of the utmost importance when trying to resolve a disputed case. The more time required costs the employer more in temporary compensation to the injured employee or delays medical services or payment to an injured worker. The Commission monitors the number of days for a hearing request to be processed and hearing to be docketed. The request is processed in an average of 30 days and a hearing is processed in an average of 90 days. After a hearing is held, a Commissioner issues order instructions within 90 days.

Full Commission Appellate Activity

There were 274 single commissioner cases appealed to the Full Commission. The Full Commission Appellate Panel heard 131 cases. Of the cases heard by the Appellate Panel, 44 were appealed to a higher court.

Mediations

In 2013, the Commission approved regulations to implement a requirement for mandatory mediations in certain cases. During FY17 eight hundred sixty four (864) mediation outcomes were reported to the Commission via filing of the Form 70. Six hundred forty five (645) mediations were resolved, 247 failed to be resolved, and 8 remained with issues pending. Twenty seven (27) mediations occurred as a result of an Order by a Commissioner.

SC Department of Vocational Rehabilitation

The S.C. Vocational Rehabilitation Department utilized the Commission's web portal to access the Commission's electronic database and contacted 107 claimants for vocational rehabilitation services.

Agency Financial Report

The Commission completed FY2017 with total expenditures of \$5.5 million. The General Fund Appropriations totaled \$1.9 million and Earmarked Fund totaled \$3.5 Million. The Earmarked Fund annual operating revenues from Fines, Fees and Assessments totaled \$1.6 million, 40% less than budget. The Commission collected \$5.1 million of Self-Insurance Tax revenues generated by Act 95 in 2013 and retained \$2.5 million for operations and remitted \$2.5 million to the General Fund.

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SC Workers' Compensation Commission			
Financial Report			
FY16-17			
(July 1, 2016 - June 30, 2017)			
	Appropriations	Expenditures	% of budget
General Fund (1001)	\$ 2,137,741	\$ 1,992,637	93%
Earmarked Fund (3844)	Budget	Exenditures	
Operating Revenues	\$ 4,227,410	\$ 1,689,455	40%
Self-Insurance Tax	\$ 2,500,000	\$ 2,505,662	
Total Income	\$ 6,727,410	\$ 4,195,117	
Expenditures	\$ 4,569,408	\$ 3,586,150	78%
Net Income/Expenses		\$ 608,967	

Risk Assessment and Mitigation Strategies

The greatest impact on the public for the agency's failure to accomplish its goal and objectives would be the delay in getting adequate medical care to the injured worker, a delay in the injured worker returning to work, and a likely increase in the cost of the workers' compensation system. This would result in an increase in the cost of workers' compensation insurance premiums for employers, which has a negative impact on the overall economic development of the State. Achieving the stated goals allows stakeholders to be treated timely and fairly and allows the opportunity to have constant and accessible communication to assist the Commission with improving the processes and procedures to achieve increased efficiencies and effectiveness.

The Commission is faced with two strategic challenges in the near future: (1) upgrading of the 28 year old IT Legacy System, and (2) the loss of corporate knowledge, skills, and abilities due to employees retiring. During the current fiscal year, the Workers' Compensation Commission is engaged in an IT Legacy Modernization Design Project to develop a strategic plan to transform the agency's business system and processes. In this process we are evaluating our existing claims management system to determine its efficiencies and deficits. This Progress Legacy System contains valuable and time-tested business logic. Our goal is to harvest and preserve the effective and sound system components, redesign and rebuild the obsolete ones, and re-engineer business processes with sustainable technology.

Modernizing the Progress Legacy System will provide increased security for the information entrusted to the Commission to meet the state and federal requirements. It will allow the agency to provide many new features to our stakeholders, such as the ability to transmit files securely enabling electronic service to third-party administrators, the ability for stakeholders to pay fees and fines electronically using a vendor interface and provide the basis for our HIPAA digital compliance. Attorneys and Carriers routinely file pleadings with the Judicial Department to initiate adjudication in the form of informal conferences or hearings to be scheduled before the Commission. Creating an avenue for pleadings to be uploaded and

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processed electronically will provide a secure transmission of data and expedite the process and increase efficiency, eliminating the need for paper forms.

Business Operation Improvements

As the workers' compensation business has evolved, our agency has put in place many manual processes to work around the limitations in function and design of our Progress system. For example, third-party administrators were not prevalent in the insurance industry when our system was designed so our current system is not built with this important relational link to insurance carriers. To accommodate this inadequacy, our data collection processes were developed without standardization and with minimal data edits. The result is our existing data is loosely coupled, the data elements lack clarity and, overall, much of our data lacks consistency and validity. Every request for a report or a new metric becomes a long and intensive process for our staff. The new system will be designed around current insurance industry standards. A Workers' Compensation industry expert will provide consulting services to future-proof the design and functional requirements of the new process. Data collection processes will be digitally based, clearly defined and built with stringent edits to ensure data is correct, timely and standardized. This will dramatically improve our current position and provide the platform from which we can continually improve our business operations.

The Claims department has a large number of staff dedicated to data entry and other paper-intensive processes. The new system will provide for the electronic collection of forms through an EDI interface, allowing staff to be refocused on managing exceptions in the claims process. Implementing electronic workflows to allow data to be analyzed, processed and routed automatically will greatly improve efficiency and effectiveness. The timeliness of responses to our stakeholders will also be substantially improved.

Reduced Complexity and Dependency

The Progress system consists of hundreds of thousands of lines of code, written in an outdated language, with little documentation. It is very cumbersome to manage and has forced our agency to rely almost exclusively on the institutional knowledge and legacy skills of our most senior staff member. Over 85% of IT resources are spent keeping this system operational, therefore few feature enhancements are made; paper-intensive processes and manual workarounds are the only option. Our legacy modernization project will result in a modular system, easily maintainable by developers educated in fourth generation level languages. The system will be flexible and event-driven based on re-engineered business processes. These attributes, with new security features, provide the framework for a web-based, mobile application. It will have a tremendous impact on our ability to interface with the Department of Employment and Workforce and Vocational Rehabilitation.

During FY2016-17 five employees retired. Within the next three years an additional eight (8) employees will be eligible to retire. However, the Commission sees challenges as opportunities. While the challenge is loss of well-trained productive employees, the opportunity will be for us to repurpose the positions' duties and responsibilities to align with the new more efficient business processes based on new technology and employ individuals with the skill set aligned with the job duties. Also associated with the change in technology is the loss of operating revenues.

We do not foresee the reduction in the number of FTEs completely offsetting the increased cost for the information technology. However, we foresee the new technology allowing us to be more efficient, therefore possibly reducing the required number of FTEs to achieve the same outcomes.

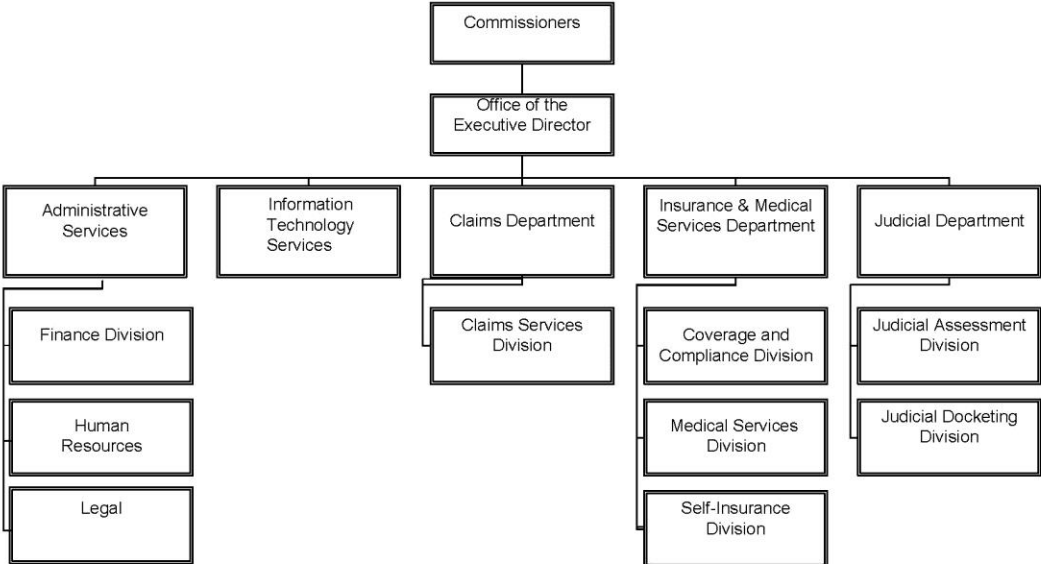
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To mitigate the challenges we will need financial resources to purchase the necessary information technology. The General Assembly enacted Act 95 in 2013, which contained a sunset provision for the funding to end in FY18. In FY17 the General Assembly approved an extension of the funding allocation for an additional five years.

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Organization Chart

South Carolina
Workers' Compensation Commission



September 13, 2017

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Government & Citizens	Consistent and constant communication between Commissioners and staff
-			1.1.1		Conduct 12 Judicial Conferences per year to review pleadings and higher court decisions
-			1.1.2		General Counsel to conduct legal review higher court decisions with Commissioners
-			1.1.3		General Counsel to provide legal counsel to individual Commissioners on specific cases
-			1.1.4		Review policies and procedures with department heads and supervisors to ensure consistency
-			1.1.4.2		Each department to conduct monthly meetings to discuss policies and procedures
-			1.1.4.3		Review questionable policies and procedures at each all employee meeting
-		1.2			Educate stakeholders concerning Commission processes and procedures
-			1.2.1		Conduct 2 Claims Administration workshops for stakeholders
-			1.2.2.1		Provide Claims Administration instructional guide to stakeholders via website
-			1.2.3		Issue regular email communications to stakeholder distribution list-serve recipients
-			1.2.4		Make instructional presentations to stakeholder groups
-			1.2.4.1		Conduct 8 presentations to professional associations and employer groups
-		1.3			Educate staff concerning proper administration of Act
-			1.3.1		Conduct monthly departmental meetings
-			1.3.1.1		Review business processes for improvement
-			1.3.2		Conduct ethics training for Commissioners, AAs, Department Heads and Executive Staff
-			1.3.3		Conduct 8 Department Head meetings
-			1.3.4		Hold 4 Executive Leadership Team meetings
-			1.3.5		Conduct monthly All Employee meetings
-		1.4			Ensure business practices and procedures align with statutory and regulatory authority
-			1.4.1		<i>Establish strategic plan to conduct complete review of business processes by division</i>
-			1.4.2		Conduct review of Compliance Program to ensure equity of fines assessment
-		1.5			Continue to monitor mediation program reporting and informal conferences
-			1.5.1		Review monthly required reports submitted by stakeholders on mediation outcomes
-			1.5.2		Review monthly required reports submitted by mediator conducting informal conferences
-		1.6			Continue to assist SC Dept of Vocational Rehabilitation outreach program to claimants
-			1.6.1		Continue to provide SCDVR electronic remote access to claims data base

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
-		1.7			Monitor required reports and assess fines to ensure compliance with Act
-			1.7.1		Review forms submitted for timeliness and correct data
G	2			Government & Citizens	Implementation of policies and regulations to control system costs
-		2.1			Maintain up to date medical fee schedules
-			2.1.1		Update Medical Services Provider Manual annually
-			2.1.2		Provide timely response to medical billing questions
-			2.1.3		Conduct bill review disputes as required
-			2.1.2.1		Identify special areas of Medical Fee Schedule to determine if adjustments are needed
-			2.1.3		Review Regulation 67 for needed revisions
-			2.1.3.1		Proceed with procedures to seek approval of recommended changes
-		2.2			Conduct Investigations to Compel Compliance with the Act
-			2.2.1		Conduct a minimum of 1,500 Compliance Investigations
-			2.2.2		Evaluate data from outside sources to ensure effective compliance investigations
G	3			Public Infrastructure & Economic I	Ensure effective communication between Commission and Stakeholders
-		3.1			Implement and maintain information communication methods
-			3.1.1		Conduct 2 Claims Administration workshops for stakeholders
-			3.1.2		Maintain e-mail list-serve mechanisms
-			3.1.3		Maintain web presence with current, up to date content
-			3.1.4		Make instructional presentations to 6 stakeholder groups
-			3.1.5		Make presentation to general public and civic groups requested
-		3.2			Interact with Stakeholders to determine communication needs and preferences
-			3.2.1		Meet with Workers' Compensation Advisory committees
-			3.2.2		Convene ad hoc focus groups to discuss proposed changes to policies and procedures
-			3.2.3		Conduct outreach program at stakeholder professional association meetings
-		3.3			Explore applicability of new communication techniques /mediums
-			3.3.1		Implement survey among peer organizations
-			3.3.2		Query other state agencies concerning customer communication practices
G	4			Government & Citizens	Adopt continuous improvement culture to enhance efficiency and effectiveness

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
-		4.1			Interact with Stakeholder groups to determine stakeholder needs
-			4.1.1		Meet with Governor's Advisory Committee as necessary
-			4.1.2		Meet with Claims Adjustors focus group semi annually
-			4.1.3		Meet with Medical Services Advisory Panel at a minimum semi annually or as needed
-			4.1.4		Constitute and convene stakeholder's focus groups as necessary
-			4.1.5		Monthly Commission Business Meetings to review departmental project status reports
-		4.2			Research peer agency structures and processes
-			4.2.1		<i>Participate in professional association meetings and conference calls (SAWCA; IAIABC)</i>
-		4.3			Review process improvements through attrition/succession planning
-			4.3.1		Continue to evaluate financial resources and staffing plan
-			4.3.2		Develop annual year process improvement plan associated with budgeted resources
-			4.3.3		<i>Continue to enhance system to allow stakeholders to submit documents electronically</i>
-			4.3.4		<i>Develop plan for continuity of Informal Conference program</i>
-		4.4			Continue Implementation of Information Technology Program
-			4.4.1		<i>Continue to evaluate Electronic Data Interface Program (EDI) for improvements</i>
-			4.4.2		<i>Upgrade infrastructure to allow Technology and security enhancements</i>
-			4.4.3		<i>Improve business processes through technology upgrades (Progress rewrite)</i>
-		4.5			Evaluate Self Insurance Program
-			4.5.1		<i>Review application process for self-insurance approval</i>
-	-		4.5.2		<i>Monitor number of days to process self-insurance application</i>
-	-		4.5.2		<i>Monitor number of self-insured audits</i>
-			4.5.2.1		<i>Conduct audits of 50% of self-insured</i>
-	-		4.5.3		<i>Monitor number of days to conduct self-insured audits</i>
-			4.5.3.1		<i>Establish goal for number of days to complete audit</i>
-			4.5.4		<i>Establish strategic plan for continuity of quality of service</i>
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Strategic Planning Template

Type	Goal	<u>Item #</u> Strat	Object	Associated Enterprise Objective	Description
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Performance Measurement Template

Item	Performance Measure	Last Value	Current Target Value	Current Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)	Meaningful Use of Measure
1	Number of Employers Purchasing Insurance	83,316	83,000	86,482	86,400	7/1 - 6/30	SCWCC Data	Data Count	1.2, 1.3, 4.1, 4.2,	Base number of employers compliance measurement
2	Number of Employers Qualifying as Self Insurers	2,160	2,100	2,083	2,100					Base number for Self-Insurance program activities
3	Number of claims filed (12A and 12M) during FY	61,535	65,000	64,802	64,000	7/1 - 6/30	SCWCC Data	Data Count	1.2, 1.3, 4.1, 4.2,	Monitoring number of activities in Compliance Div
4	Compliance Investigations Initiated	1,618	1,700	1,267	1,650	7/1 - 6/30	SCWCC Data	Data Count	2.2.1, 2.2.2	Monitor activities of compliance investigations
5	Compliance Investigations Closed	1,229	1,500	1,346	1,500	7/1 - 6/30	SCWCC Data	Data Count	2.2.1, 2.2.2	Monitor activities of compliance investigations
	Investigations set for Show Cause Hearings	560	500	264	350					Monitor Show Cause process
6	Number of employers compelled to obtain insurance	253	275	215	250	7/1 - 6/30	SCWCC Data	Data Count	2.2.1, 2.2.2	Monitor activities of compliance investigations, and impact of DEW data
7	Average number of employees covered by compliance requirements	3,004	2,475	2,000	2,200	7/1 - 6/30	SCWCC Data	Data Count	2.2.1, 2.2.2	Monitor activities of compliance investigations, and impact of DEW data
8	Amount of compliance fines issued/collected	\$902,128	\$900,000	\$382,199	900,000	7/1 - 6/30	SCWCC Data	Data Count	2.2.1, 2.2.2	Monitor activities of compliance investigations
9	Self Insurance applications	256	275	213	200	7/1 - 6/30	SCWCC Data	Data Count	4.5.1	Monitoring Self-Insurance program activities
10	Self Insurance applications approved	252	270	213	215	7/1 - 6/30	SCWCC Data	Data Count	4.5.2	Monitoring Self-Insurance program activities
11	Self-insureds audits	50	51	50	50	7/1 - 6/30	SCWCC Data	Data Count	4.5.2	Monitoring Self-Insurance program activities
12	Self-insurance tax payments	103	103	103	103	7/1 - 6/30	SCWCC Data	Data Count	4.5.3	Monitoring Self-Insurance program activities
13	Stakeholders email distribution list	627	625	701	725	7/1 - 6/30	SCWCC Data	Data Count	3.1.2	Stakeholder outreach in Executive Director's office
14	Business Meetings Agendas and Supporting information	12	12	13	13	7/1 - 6/30	SCWCC Data	Data Count	3.1.2	Business meeting activities
15	General Notices posted to website	122	130	52	75	7/1 - 6/30	SCWCC Data	Data Count	3.1.3	Stakeholder outreach in Executive Director's office
16	Medical Paid on closed claims for FY	\$ 334 m	\$325 m	\$ 349m	\$ 349 m	7/1 - 6/30	SCWCC Data	Data Count	2.1.1	Monitor Medical Fee Schedules impact on system
17	Compensation paid on closed claims for FY	\$ 562.3 m	\$555.5 m	\$ 552 m	\$552 m	7/1 - 6/30	SCWCC Data	Data Count	2.1	Monitor activities of Commission
18	Temporary Compensation Report (Form 15)	25,552	25,000	25,174	25,000	7/1 - 6/30	SCWCC Data	Data Count	1.7	Monitor activities of Claims department
19	Carriers Periodic Report (Form 18)	56,180	55,100	54,207	55,000	7/1 - 6/30	SCWCC Data	Data Count	1.7, 4.4.1, 4.4.2, 4.4.3	Monitor activities of Claims department
20	Statement of Earnings (Form 20)	9,814	10,000	9,172	9,500	7/1 - 6/30	SCWCC Data	Data Count	1.7, 4.4.1, 4.4.2, 4.4.3	Monitor activities of Claims department
21	Fee Petitions Processed (Form 61)	9,128	8,600	9,355	9,300	7/1 - 6/30	SCWCC Data	Data Count	1.7, 4.4.1, 4.4.2, 4.4.3	Monitor activities of Claims department
22	Letters of Representation	2,517	2,300	1,944	2,050	7/1 - 6/30	SCWCC Data	Data Count	1.7, 4.4.1, 4.4.2, 4.4.3	Monitor activities of Claims department
23	Clincher Agreements	9,094	9,600	9,591	9,501	7/1 - 6/30	SCWCC Data	Data Count	1.7, 4.4.1, 4.4.2, 4.4.3	Monitor activities of Claims department
24	Third Party Settlements	312	315	387	385	7/1 - 6/30	SCWCC Data	Data Count	1.7, 4.4.1, 4.4.2, 4.4.3	Monitor activities of Claims department
25	SSA Requests	840	1,100	855	860	7/1 - 6/30	SCWCC Data	Data Count	1.7, 4.4.1, 4.4.2, 4.4.3	Monitor activities of Claims department
26	Open cases reviewed	19,119	17,000	35,904	37,250	7/1 - 6/30	SCWCC Data	Data Count	1.7, 4.4.1, 4.4.2, 4.4.3	Monitor activities of Claims department
27	Open cases closed	27,288	28,000	27,736	28,000	7/1 - 6/30	SCWCC Data	Data Count	1.7, 4.4.1, 4.4.2, 4.4.3	Monitor activities of Claims department
28	Settlement Agreements Processed	15,522	13,500	11,396	12,001	7/1 - 6/30	SCWCC Data	Data Count	1.1.	Monitor activities of Claims department
29	Cases docketed for single commissioner hearings	10,382	10,500	10,458	10,200	7/1 - 6/30	SCWCC Data	Data Count	1.4.1, 1.4.2	Monitor activities of Commissioner's office
30	Claimants pleadings	7,321	7,300	7,222	7,200	7/1 - 6/30	SCWCC Data	Data Count		Monitor Judicial activities
31	Defense reponse to pleadings	6,190	5,700	6,042	6,040	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
32	Defense Pleadings	3,528	3,425	3,662	3,665	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
33	Motions	1,477	1,350	1,422	1,425	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
34	Request for Commission Review (Form 30)	276	300	231	233	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
35	Cases docketed Appellate hearings commissioner hearings	322	340	322	324	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
36	Number of Appellate Hearings	155	165	131	130	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
37	Avg Days to process appellate request	57	60	57	55	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities

38	Full Commission Orders Served	157	175	157	165	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
39	Single Commissioner Hearings Conducted	1,183	1,225	854	875	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor activity of commissioner's office
40	Avg Days to Appeal Hearing from filing date	87	90	87	85	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
41	Days to process hearing request	30	30	30	30	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
42	Days from last request to hearing	97	85	90	90	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
43	Single Commissioner Orders Served	1,383	1,200	2,381	2,355	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
44	Consent Orders	3,252	2,900	3,439	-	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
45	Administrative Orders	673	640	673	5,298	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
46	Clincher Conference Requested	1,290	1,350	1,634	1,325	7/1 - 6/30	SCWCC Data	Data Count	1.4	Monitor Judicial activities
47	Informal Conference Requested	4,448	4,625	4,621	4,622	7/1 - 6/30	SCWCC Data	Data Count	1.5.1, 1.5.2	Monitor Judicial activities
48	Informal Conference Conducted	2,776	3,100	3,001	3,008	7/1 - 6/30	SCWCC Data	Data Count	1.5.1, 1.5.2	Monitor Judicial activities
49	Regulatory Mediations	888	1,200	783	785	7/1 - 6/30	SCWCC Data	Data Count	1.5.1, 1.5.2	Monitor Judicial activities
50	Requested Mediations	319	275	412	425	7/1 - 6/30	SCWCC Data	Data Count	1.5.1, 1.5.2	Monitor Judicial activities
51	Ordered Mediations	18	15	27	25	7/1 - 6/30	SCWCC Data	Data Count	1.5.1, 1.5.2	Monitor Commissioner function
52	Resolved through mediation	703	775	645	645	7/1 - 6/30	SCWCC Data	Data Count	1.5.1, 1.5.2	Monitor Judicial activities and medication program
53	Mediation Not resolved in 60 days	104	110	91	91	7/1 - 6/30	SCWCC Data	Data Count	1.5.1, 1.5.2	Monitor Judicial activities and medication program
54	Staff Training conducted	6	8	6	6	7/1 - 6/30	SCWCC Data	Data Count	1.3	Education of staff compliance with rules & regulations
55	Claimants contacted by SCVRD	119	120	107	110	7/1 - 6/30	SCWCC Data	Data Count	1.6	Monitor SCVRD/Commission partnership
54	Stakeholder Education Events	8	8	8	15	7/1 - 6/30	SCWCC Data	Data Count	1.2, 3.1, 3.2, 4.1	Stakeholder outreach of Commission
55	Update Medical Services Provider Manual	1	1	1	1	1/1-6/30	SCWCC Data/medical data from carriers	Data Count	2.1.1	Monitor Medical Fee Schedules impact on system

Agency Name: **Workers' Compensation Commission**

Fiscal Year 2016-2017
Accountability Report

Agency Code: **R080** Section: **074**

Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
1	Title 42 Chapter 1	State	Statute	General Provisions of the Workers' Compensation Law	Y	Y
2	Title 42 Chapter 3	State	Statute	Creates department, establishes terms of office, vacancies, duties of Commission. Provides	Y	Y
3	Title 42 Chapter 5	State	Statute	Establishes employer requirements for insurance, penalites, compliance requirements, and	Y	Y
4	Title 42 Chapter 9	State	Statute	Provides for the basis of awards for compensation and payment of compensation benefits	Y	Y
5	Title 42, Chapter 11	State	Statute	Provides for procedure and entitlement to benefits in cases involving an occupational illness	Y	Y
6	Title 42, Chapter 17	State	Statute	Establishes authority to conduct hearings and appeals by the Full Commission, provides	Y	Y
7	Title 42, Chapter 19	State	Statute	Establishes requirements for records and reports, establishes confidentiality of records in	Y	Y
8	Title 1, Chapter 23	State	Statute	Authority of Commission for rule making and adjudication of contested cases	Y	Y
9	Title 38, Chapter 1 and Chapter 7	State	Statute	Title and Definitions of Insurance, insurance fees and taxes, and fraud	Y	Y
10	SC Appellate court Rule 241,	State	Statute	Rules of appellate practice	Y	Y
12	Chapter 67	State	Regulation	Regulations of the SC Workers' Compensation Commission	Y	Y
13	Proviso 74.2	State	Proviso	Authority to collect and retain revenues from the Educational Seminar	Y	Y
14	Proviso 74.3	State	Proviso	Authority to retain and expend revenues collected from the \$25 filing fee for hearings,	Y	Y

Agency Name: Workers' Compensation Commission

Fiscal Year 2016-2017
Accountability Report

Agency Code: R080 Section: 074

Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	Small Business Minority Enterprise	Governor's office	State	Quarterly		Amount of purchases from vendors eligible as small minority business	
2	EEOC	SC Human Affairs Office	State	Annually		Annual employment EEOC statistics	
3	Accountability Report	Department of Administration	State	Annually		Strategci plan, performance measures	
4	Recycling Report	DHEC	State	Annually		Amount of products recycled by agency	
5	Commission Annual Report	General Assembly	State	Annually		Commission activivies, achievements	
6	Report of Revenues Collected under Act 95	General Assembly	State	Annually		Annual revenue received	
7	CAFR Year End Reports	Comptroller General's Office	State	Annually		Financial Year End Closing reports	
8	Outstanding Debt Collection	Comptroller General's Office	State	Annually		Amount of outstanding debt owed to Commission	
9	Salaries and Wages Paid	DEW	State	Quarterly		amount of wages paid to employees	
10	Annual Workplace Accidents	SC Department of LLR	State	Annually		number of accidents reported to the Commission	

