

APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 3, 2019.** Please include this application form with electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact Gage Harter.

PROGRAM INFORMATION

County: James City County

Program Title: Workers' Compensation - Analytical Tool

Program Category: Organization Development (Risk Management)

CONTACT INFORMATION

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SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: Jason Purse

Title: Assistant County Administrator

Signature: 

**VACO Award Submission
James City County, VA
Fiscal Year 2019**

EXECUTIVE SUMMARY

James City County's Risk Management division was faced with the dilemma that there was no method to track and analyze workers' compensation claim data. Without the ability to identify trends in workers' compensation data, it is challenging to determine if the nature and frequency of safety training is meeting the needs, and to respond to needs in an effective and efficient manner.

To address this issue, James City County's Risk Management and Information Resource Technology departments combined resources to create a program to help manage workers' compensation and improve safety in the workplace. The program uses "SiSense", which is a new software that James City County purchased licenses for in FY18 to capture workers' compensation data from the County's insurance carrier, the Virginia Association of Counties' Risk Pool (VACoRP), and provide a tool to analyze and compare the information with data housed in other software programs, such as those used by Human Resources, Payroll, Finance, etc.

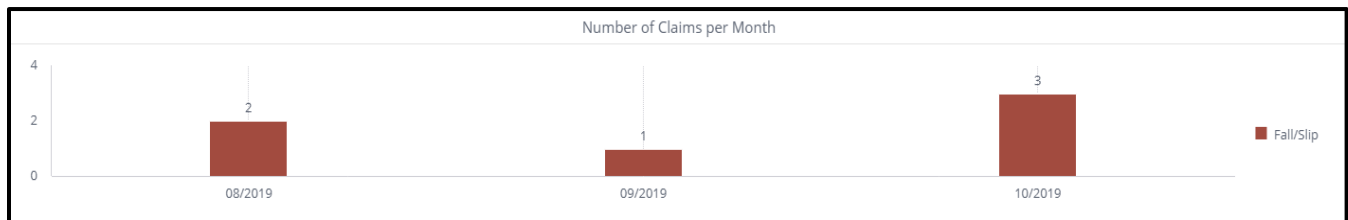
With the implementation of this program, Risk Management and department heads are able to gather workers' compensation data in real time and analyze it in ways that allow users to identify trends and adjust proactively. This leads to a more accurate insight on what trainings their employees may need and what other measures may be needed to enhance safety and provide for an overall safer work environment.

OUR SITUATION

Injury Facts, an injury statistics website associated with the National Safety Council, states that the total costs associated with workplace injuries in 2018 totaled \$161.5 billion and there were a total of 70 million days of work lost due to injuries ("Work Injury Costs" 2019). Based off the information provided by Injury Facts, workers' compensation claims should be an area that is analyzed to find trends in order to try to prevent claims from happening and reduce overall costs.

James City County's Risk Management department provides services to the County, James City Service Authority (JCSA), and the Williamsburg-James City County (WJCC) public school system. Most claims are managed by the County's insurance carrier, VACoRP. VACoRP houses all of the data pertaining to the different workers' compensation claims, however there was a lot of data but no efficient way of analyzing the worker's compensation claims for all of the entities.

Without being able to analyze the claim data to identify trends, there is no way to tell if the safety trainings that are in place are efficient or being applied in the most effective manner. For example, as demonstrated by the chart below, there was one slip and fall claim in September and three slip and fall claims in October.



Different theories can be derived from the above data – does the time of year matter, where did the falls occur, is it the same employee, is it the same supervisor of employees, what was the weather when it happened? Raw data without more details provides very little meaning. This was an area needing improving.

PROGRAM EXECUTION

There are two different data sources that VACoRP utilizes (1) VACoRP's claim data and (2) Company Nurse reports. VACoRP keeps track of the date of injury, claimant's name, type of injury, and other important data. The Company Nurse keeps track of when the employee called in the report, the location of the injury (hallway, front office, etc.), and the hospital/doctor's office the employee visited for injury to name a few pieces of data.

The process for a claim is that when an employee is injured, the employee calls the Company Nurse. The Company Nurse takes information from the injured employee and a report is generated. This report is then sent to VACoRP and the claim is started. This claim data is then available on VACoRP's website and when Risk Management needs claims data to analyze claims, a request can be sent to

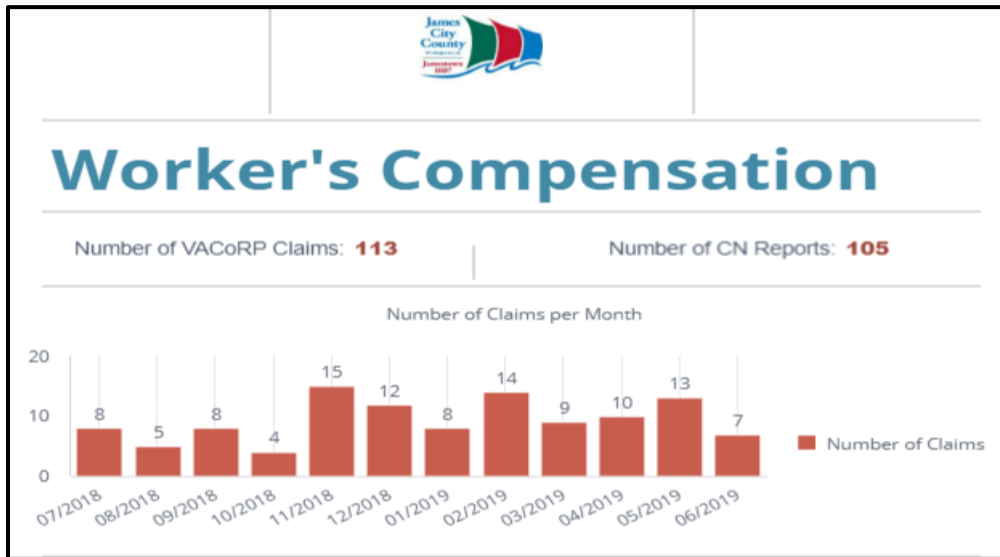
VACoRP for an Excel spreadsheet with data. This process was not a very efficient one for many reasons: the request depended on VACoRP and when they would be able to send the data, not all the claim data was available on the website, and the website was prone to errors (lagging, down, etc.).

To remedy this, Risk Management utilized a new software, SiSense, which was recently acquired by James City County. Risk Management met with Information Resource Management (IRM) to discuss the possibility of using this program to track and analyze workers' compensation and claim data. Risk Management and IRM also brainstormed on how to connect the VACoRP and Company Nurse claim data because each section contained different data, to get the full picture, James City County needed to connect both to tell the full story of the claim. Risk Management and IRM figured out a process that made analysis more efficient and provided all of the Company Nurse and VACoRP data through one source. IRM was also able to connect personnel data from Human Resources to add to the Company Nurse and VACoRP data, like an employee's hire data so Risk Management would be able to calculate how long the employee has worked for the entity when they got injured.

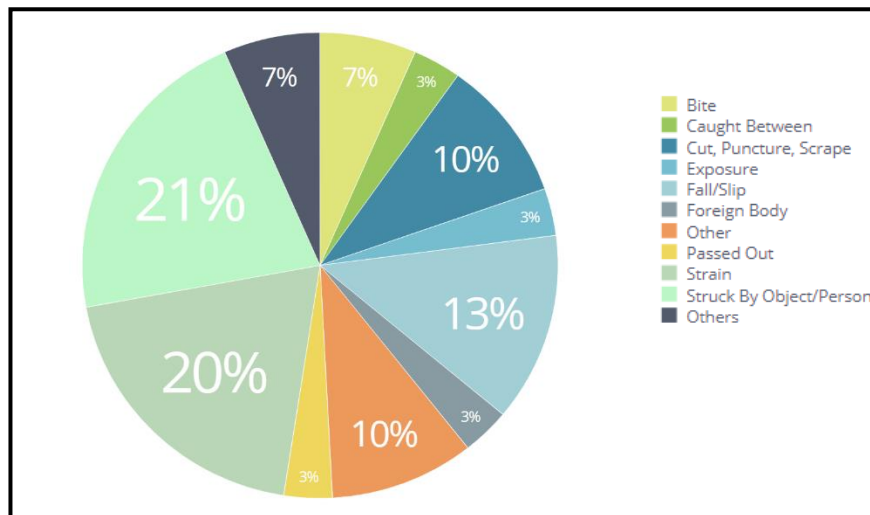
Risk Management's responsibility was to ask VACoRP and the Company Nurse for monthly spreadsheets containing all claim data that was new or any data that had been updated in the previous month. Risk Management also had to ensure that the spreadsheets from both the Company Nurse and VACoRP were formatted correctly to make it easier for IRM.

IRM's responsibility was to set-up the data in SiSense, which involved creating databases and merging the name and injury date columns to properly connect the data. IRM also created a folder on the County's local drive on the computer that allowed the spreadsheets to be automatically uploaded when Risk Management received them and put them in the folder.

Once the new and updated claim data was uploaded into SiSense, Risk Management is responsible for organizing the data to ease analysis. In SiSense, there are dashboards and widgets; the dashboards work as containers to hold the visualizations of the data (an example of a dashboard can be seen below). Dashboards contain widgets, which can vary from pie charts, pivot tables, or even scatter charts.



Risk Management is responsible for building the dashboards and the appropriate widgets based on what data the department heads would like to analyze. Some useful widgets that have been created are pie charts showing the percentage of a specific type of injury for a fiscal year and a pivot table showing the total number of claims per fiscal year (examples of both widgets can be seen below).



Distribution Name	Number of VACoRP Claims	Number of CN Reports
005F - OTMDC Direct Services	1	1
007F - Social Services Department	5	5
008F - Colonial Community Corrections Office	1	1
061F - Sheriffs Office	2	2
062F - Police Department	29	29
071F - Fire and Emergency Medical Services Department	32	30
102F - James City Service Authority	1	1
102W - James City Service Authority Water	1	1
105F - Building Safety and Permits Division	1	1
121F - Animal Control Division	1	1
140F - General Services Department	2	2
141F - Facilities Maintenance Office	3	3
142F - Grounds Maintenance Office	2	2
153F - Parks and Recreation Positions	5	5
153P - Parks and Recreation Positions	7	6
176P - Courthouse Facilities Office	1	1
195F - Emergency Communications Division	1	1
196F - Fleet and Equipment Division	1	1
Grand Total	96	93

Once the dashboard is built, Risk Management is able to share the dashboards with department heads so that they are able to keep monitor the claims in their own department and they are also able to coordinate with Risk Management to offer specific trainings to increase safety in the workplace.

How Program Fulfilled Awards Criteria

James City County's workers' compensation program has met the following awards criteria: it provided an innovative solution to a problem, has promoted and currently promotes intergovernmental cooperation between local and state entities, and provided a model that other localities can learn from.

The program brought about innovation because James City County is using a software the County currently has access to in a way that has not previously been done. By using SiSense to analyze workers' compensation claims, the County has been able to better evaluate its safety and training needs and respond timely.

For example, in the widget below, it is apparent that from FY18 to FY19, the Fire department had an increase in in the total number of claims, especially strain and being struck by an object/person related claims. Risk Management can share these results with the Fire department and offer more training on how to prevent strains in the workplace and how to effectively handle violent suspects. In the past, it would have been very time consuming to collect past data and analyze, but with the help of this program, James City County is able to access workers' compensation data in real time.

Distribution Name	Injury Grouping	2018	2019
071F - Fire and Emergency Medical Services Department	Cut, Puncture, Scrape	1	3
	Exposure	1	1
	Fall/Slip	2	2
	Hearing Loss	0	1
	Other	2	5
	Passed Out	0	2
	Strain	2	7
	Struck By Object/Person	0	3
071F - Fire and Emergency Medical Services Department Total		8	24

Implementation of this program has also made it easier to share data on our workers' compensation claims with internal users (department heads, supervisors) and external users (government agencies, other Counties).

An example of easing internal communication is the addition of the workers' compensation claim analysis in our internal Risk Management meetings. These meetings are used to discuss current Risk Management practices, address current problems, and brainstorm innovative solutions to the problems. This has led to a basic Risk Management training to be included in the onboarding process for new hires, making sure relevant trainings and resources are available on the internal Risk Management website, and Risk Management is also able to monitor the open claims more regularly. By monitoring the open claims, Risk Management is able to review the reserve balances and see if they should be reduced or if there is any additional action that needs to be taken on the claim. Open claims have a direct monetary impact on our insurance premiums.

Other internal departments that have benefited from this program are Human Resources and the WJCC school system. For the Human Resources department, Risk Management is able to help them monitor important claims and keep track of certain claims. For example, Risk Management created a pivot table to track the employees with the highest number of claims. By providing this information, HR would be able to investigate further and explain why these employees are prone to more claims than other employees. They are now also tracking the employees on light duty more closely to check for reassignment and alternate work.

For the WJCC school system, Risk management created a pivot table to show which school location has had the most injuries. The location with the most claims has started receiving additional training to address the issue. The Financial Officer for the schools found this data so beneficial that they requested additional data on workers' compensation.

James City County's program has provided a model that other localities can learn from because James City County has proven benefits since its implementation. The benefits are that the mod for our insurance has gone down, which is influenced by the number of workers' compensation claims and the total reserve amount spent for the claims. There are also more relevant safety trainings being offered that have been specialized to the needs of the entities.

Another example of how the program has provided a model that can be duplicated is when an employee from another locality came to visit James City County and learn more about the County's Safety program. A preview of SiSense was given to the visitor and he requested more details on how we analyze our claims to identify certain trends, like a location or department that has a higher amount of claims than the average number of claims.

For example, for James City County's Parks and Recreation department, Risk Management created a pivot table, which is shown below, that indicates the address of an injury and the number of claims that took place at this location. The department head can investigate to uncover why this is happening and put the proper measures in place to address it.

Location	Number of VACoRP Claims
5301 Longhill Road Williamsburg, VA 23188	4
850 Jolly Pond Road Williamsburg, VA 23188	2
118 Ironbound Red Williamsburg VA	1
1350 John Tyler Highway Williamsburg, VA 23185	1
1350 John Tyler Hwy Williamsburg, VA 23188	1
1350 John Tyler Memorial Hwy Williamsburg VA 23185	1
1831 Jamestown Road Powhatan Creek Park Williamsburg, VA 23185	1
20154 Jamestown Road Williamsburg, VA 23185	1

Financing and Staffing

To implement the program, IRM spent approximately \$57,000 in fiscal year 2018 on SiSense servers and additional licenses. In fiscal year 19, the servers and additional licenses were renewed for approx. \$60,000. It is important to note that the SiSense licenses are being used to analyze other data from other systems as well which are not part of this initiative and therefore only a small portion of the initial purchase and annual amounts are attributable to this project. There were no other direct expenses associated with this program.

In order to staff the program, the Data Analyst Technician led the effort in Risk Management along with the support of Director and Assistant Director of Financial and Management Services Department. The

Claims Technician and the Safety Coordinator also provided support by answering questions related to claims the process of filing claims.

In IRM, the Programmer Analyst Project Manager and the Programmer Analyst Project Manager Supervisor helped with the more technical details. Support was provided by other the Infrastructure and Network Security division in creating the folder on the computer that automatically uploads the data to SiSense.

**Conclusion and
Brief Overview
(to be used for press releases, brochures, etc.)**

Due to rapid changes in the workplace and the manner in which we conduct business, Risk Management has been a growing concern for James City County. In past years, there has not been an efficient way of analyzing and identifying trends in worker's compensation claim data. Absent a monitoring process, it was very challenging to ascertain if we were providing the correct training (nature and frequency) and safety equipment/gear. The collaborative efforts of James City County's Risk Management and Information Resource Technology department resulted in a program to help manage workers' compensation and increase safety in the workplace. This program created an efficient on-going method to monitor and analyze workers' compensation claim data, allowing department heads to adapt to the needs of their employees more proactively.

Works Cited

1. "National Safety Council Membership." *Injury Facts*, www.nsc.org/membership/member-resources/injury-facts.