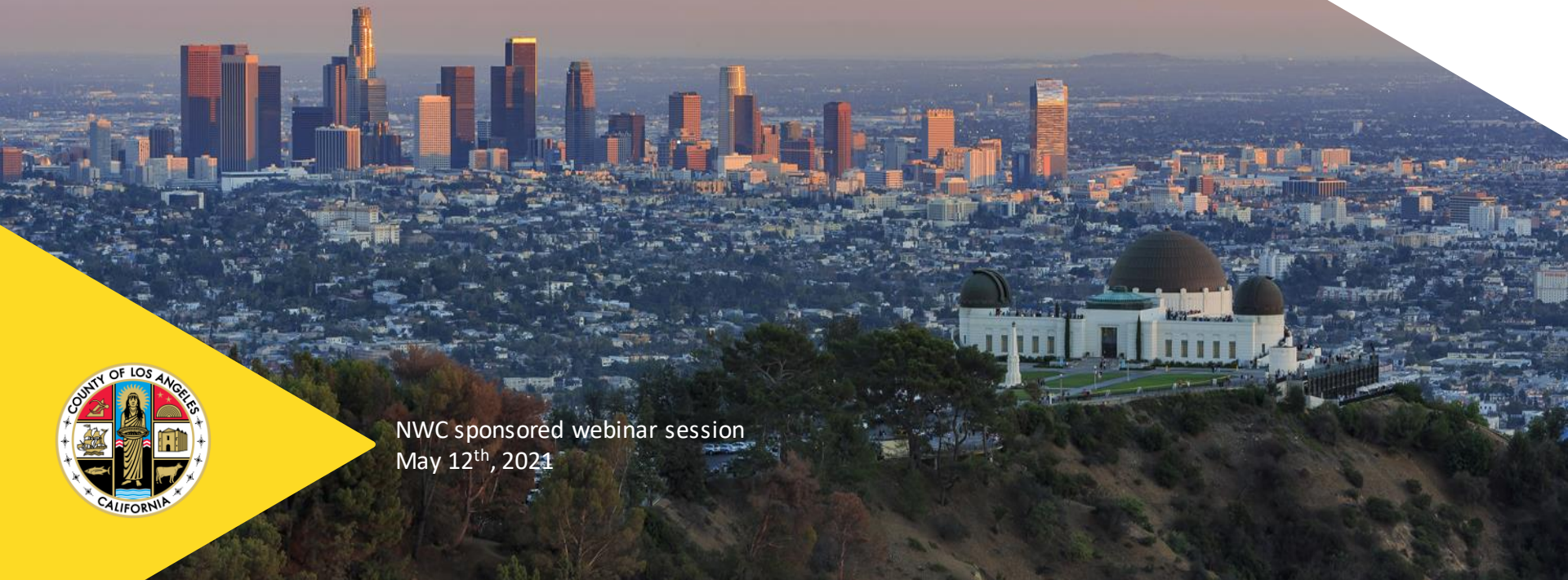
How LA County Embraces Technology to Create a World Class Risk and Claims Management Program

Ventiv Technology & The County of Los Angeles



NWC sponsored webinar session
May 12th, 2021

Presenters

Stephen Thomas

VP Product Management

Ventiv Technology

John Irving

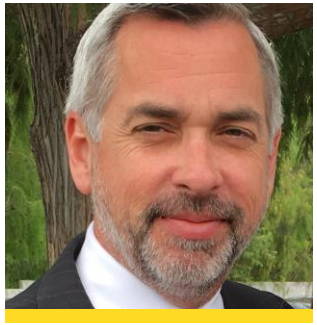
Territory VP & Advanced Analytics Practice Leader

Ventiv Technology

Steven Robles

Assistant CEO/ County Risk Manager

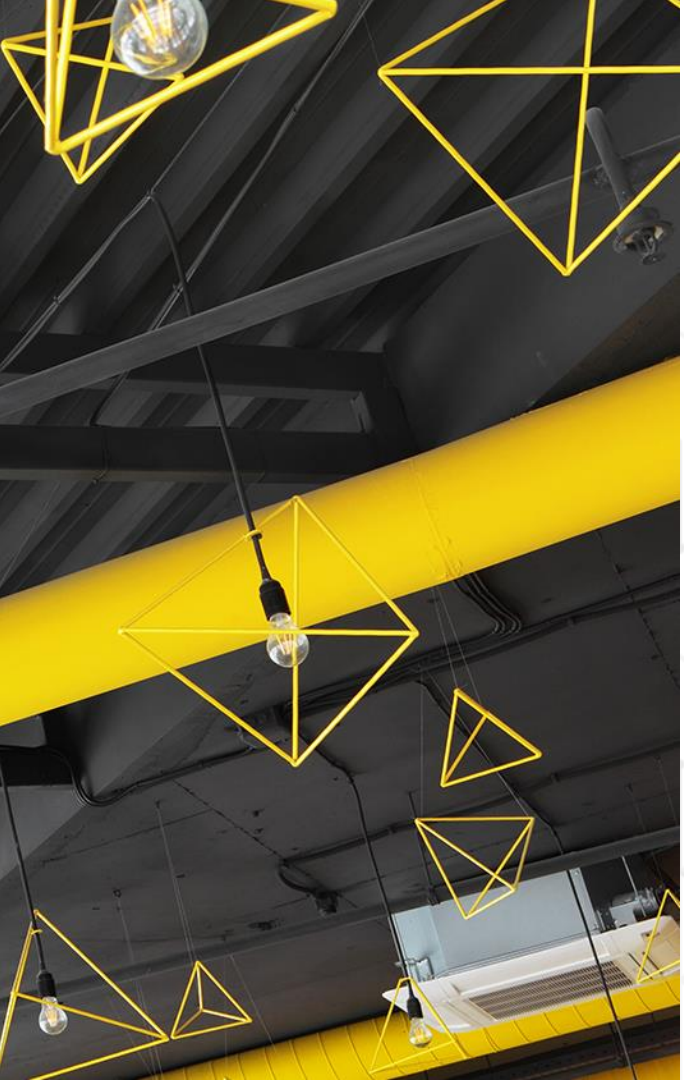
The County of Los Angeles



Steven NyBlom

Manager, CEO

The County of Los Angeles



Agenda

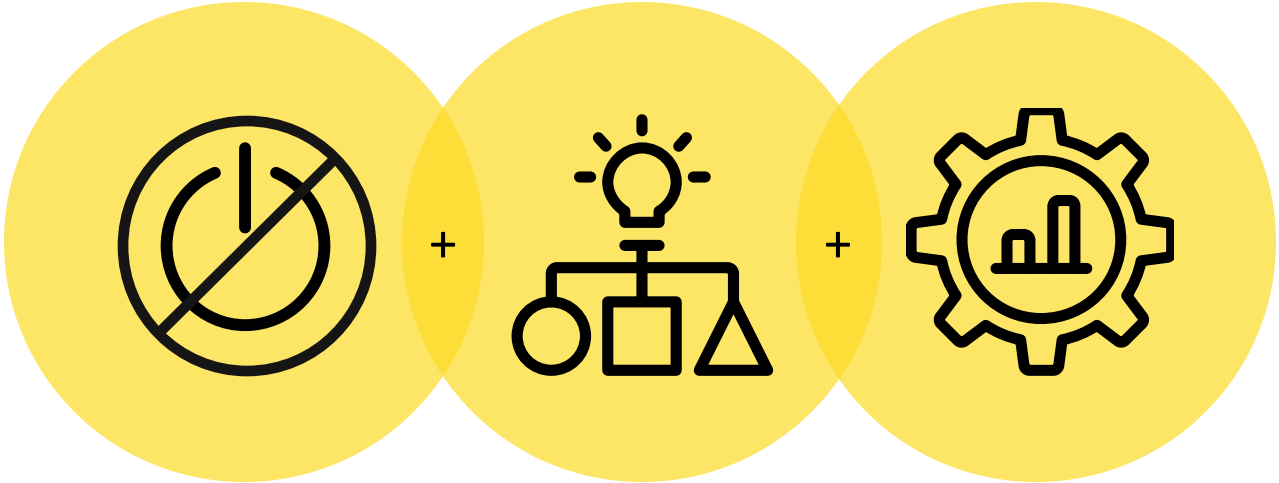
- The Vision
- The Execution
- The Strategic Delivery
- The Future with Advanced Analytics
- Q&A

Questions we will address:

- What were the business challenges and why was technology the critical tool in achieving the vision?
- What are the benefits of working with a partner who bring solutions/ services/ technology to execute the vision?
- How has the view of the worker been enhanced and what can they now see?
- How does the consolidation of data into a single platform allow for advanced analytical insights?

The Vision

County of Los Angeles Objectives

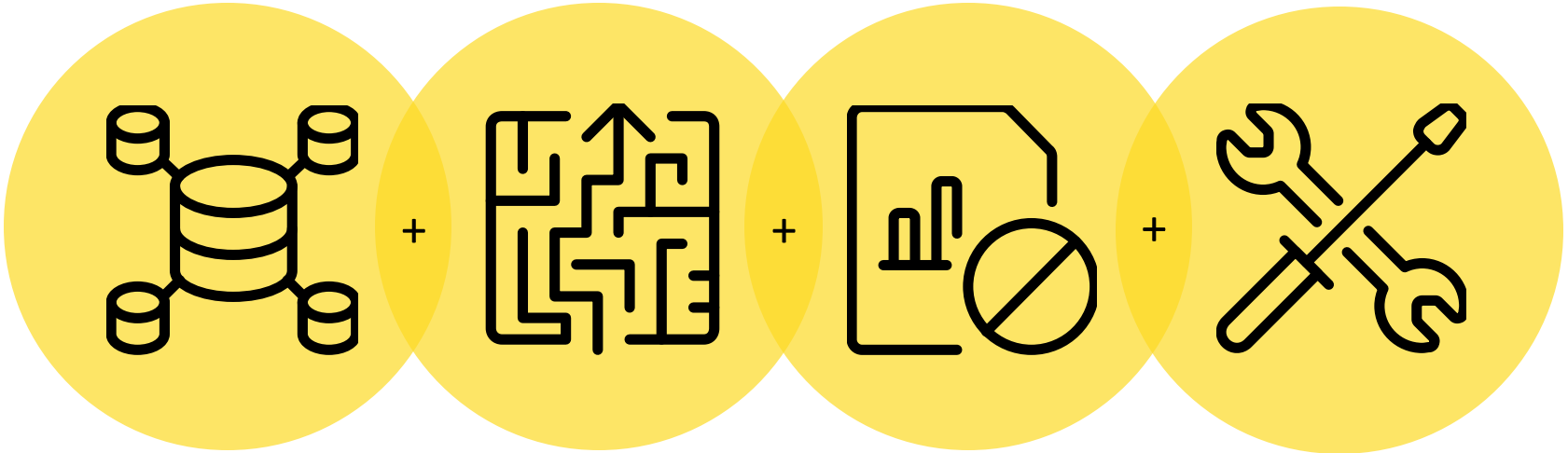


Retire nine (9) legacy systems and/or non-automated processes currently in use

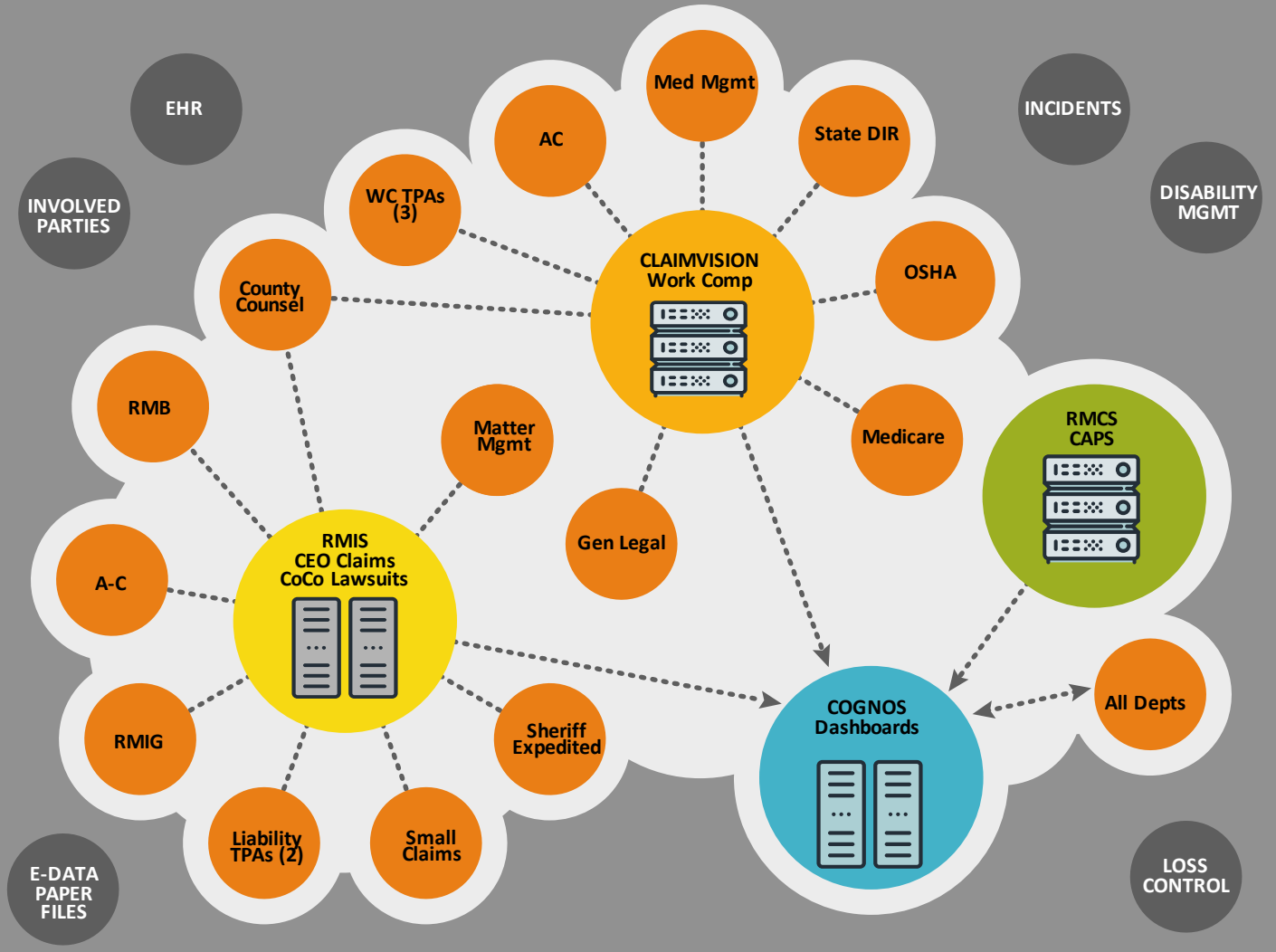
Consolidate Risk Management Operation

Improve efficiency and create a comprehensive Risk Management Program

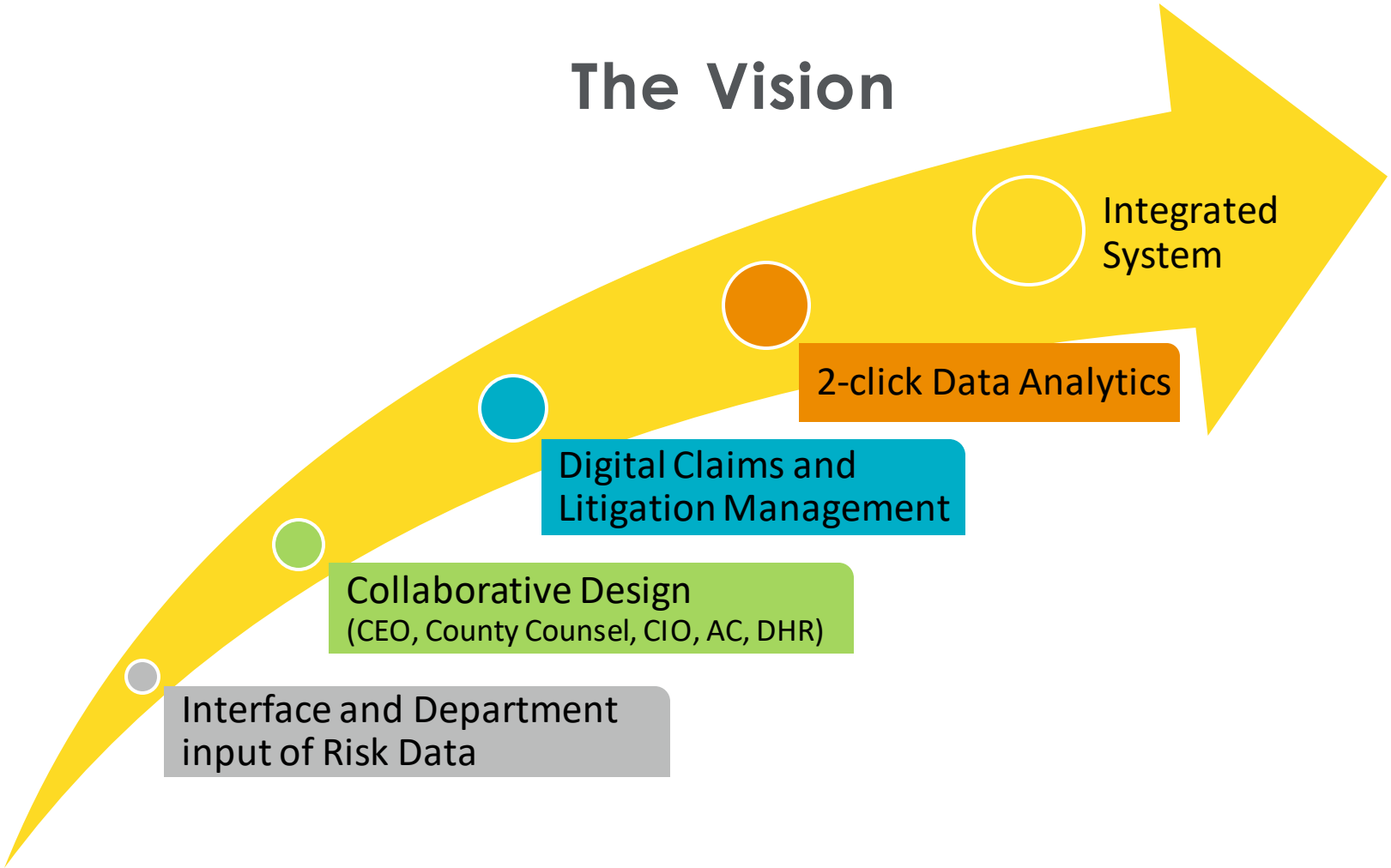
The Challenge

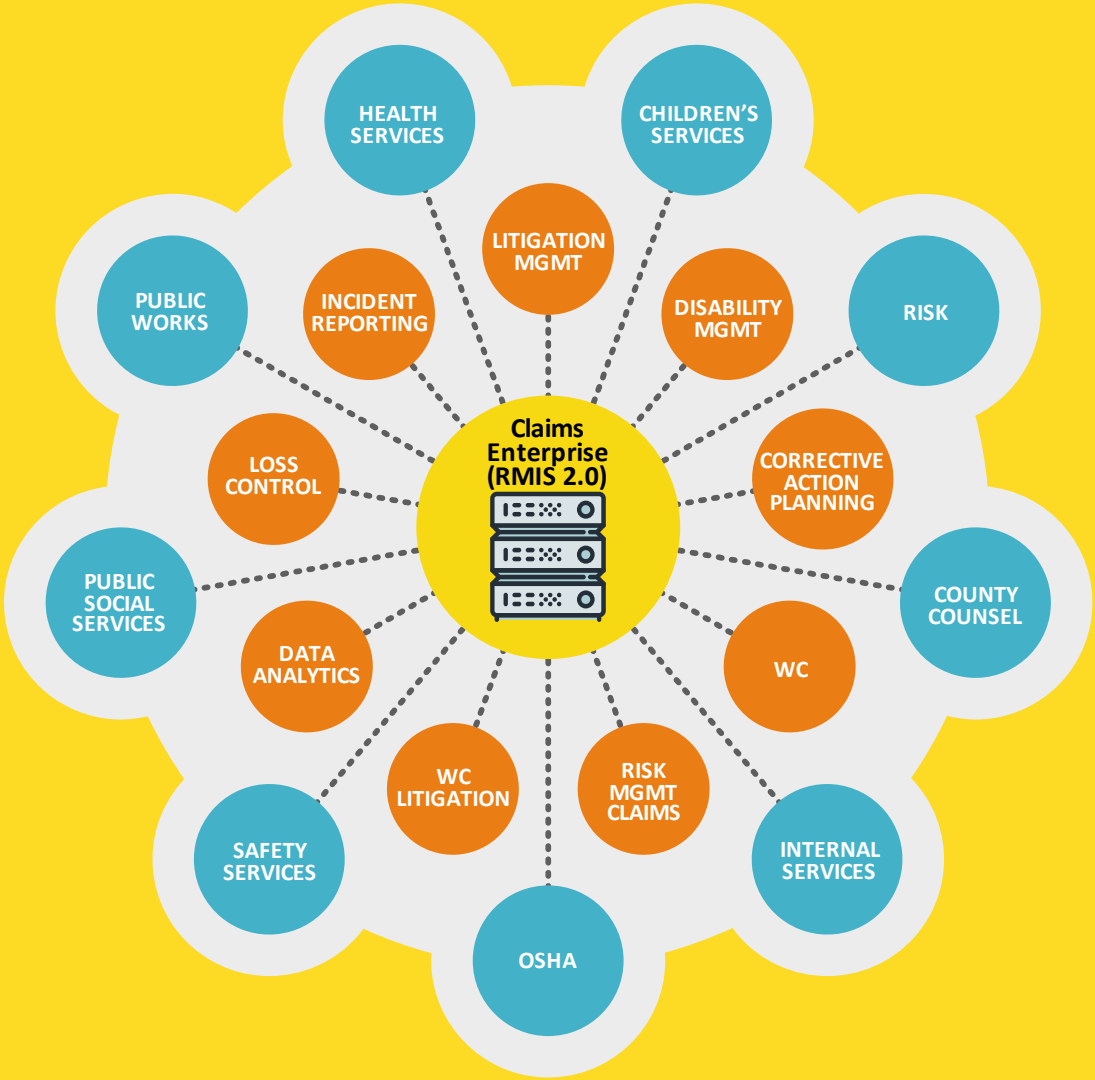


Multiple Systems + Workflows + Static Analytics + Aged Systems


EHR
INVOLVED PARTIES
Med Mgmt
AC
State DIR
WC TPAs (3)
CLAIMVISION Work Comp
County Counsel
OSHA
RMB
Matter Mgmt
Medicare
RMCS CAPS
Gen Legal
RMIS CEO Claims CoCo Lawsuits
A-C
RMIG
Sheriff Expedited
COGNOS Dashboards
All Depts
Liability TPAs (2)
Small Claims
INCIDENTS
DISABILITY MGMT
E-DATA PAPER FILES
LOSS CONTROL

The Vision


Integrated System
2-click Data Analytics
Digital Claims and Litigation Management
Collaborative Design
(CEO, County Counsel, CIO, AC, DHR)
Interface and Department input of Risk Data


HEALTH SERVICES
CHILDREN'S SERVICES
LITIGATION MGMT
PUBLIC WORKS
INCIDENT REPORTING
DISABILITY MGMT
RISK
Claims Enterprise (RMIS 2.0)
LOSS CONTROL
CORRECTIVE ACTION PLANNING
PUBLIC SOCIAL SERVICES
COUNTY COUNSEL
DATA ANALYTICS
WC
WC LITIGATION
RISK MGMT CLAIMS
SAFETY SERVICES
INTERNAL SERVICES
OSHA

Ventiv Claims

Features and Capabilities

Risk Management

- Intake and Triage
- Claims Workflow & Process Automation
- Documentation & Communication
- Searching
- Case/Injury Management
- Claims Financial Management
- Investigation
- Compliance
- Reporting
- System Management
- Self Service
- Configuration
- Security

INTAKE/TRIAGE/ASSIGNMENT	CASE/INURY MANAGEMENT	CLAIM FINANCIALS MGMT	SELF SERVICE
Open claims within iVOS	Liability Incident & Claim Maint	Reserving	Scheduler
Intake claims from interface	WC Claim Maint	Guidelines (ODG)	Reference Table Maint
Intake claims using Capture	Disability Claim Maint	Worksheet	Quick Run Jobs
Event/Incident Management	Work Status		Business Rule Maint
	Claim Allocation	Payments	Correspondence Maint
DOCUMENTATION & COMMUNICATION	Contacts	Bank Accounting (e.g. Voids)	Email Template Mgmt
User and Claim Diary	Dependents	Account Balance	Organization Maint
User and Claim Document	Medical Management	Batch Reserve Approval	
User and Claim Mail	Medical Authorization	Batch Payment Approval	
Correspondence	Vocational Rehab	User Reserve Payments	**CONFIGURATION**
Time Tracking	Referral	OFAC Approval	Interface Configuration
Claim Audit	Vehicle and Vehicle Report	Disallow Payee	Page Configuration
File Strategy	Examination Tracking	Scheduled Payments	Registry Setting
Guest Links	Asset to Vehicle		Workflow
Notepad		Recoveries	File Storage
Document Management	**INVESTIGATION / FRAUD**	Subrogation	Mail Signature
Sticky Notes	Litigation		Full Table Auditing
External Contacts	SIU	Vendor Management	USPS Processing
Approval	ISO ClaimSearch		
Content / Package Management		**INSURANCE**	**SECURITY**
	COMPLIANCE	Policy Management	Table & Report Restriction
SEARCHING	FROI / SROI	Reinsurance	Groups/Roles/Users
Claimant, Payment, Litigation	Medicare	Excess Reporting	
Customer, Vendor, Employee	OSHA		**SYSTEM**
Guestlink, IAIABC, Caseload, Policy		**REPORTING**	User Sessions & Logs
	OTHER	Reporter	Cache logger
WORKFLOW/PROCESS AUTOMATION	Service Requestss	Ad Hoc Reporting	Connections
Workflow Queues	Asset Management	Dashboards	File Up and Down loads
Business Rules		As Of Reporting	System Performance

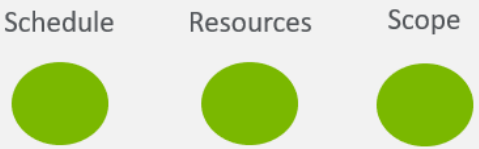
The Execution

Implementation Timeline

Project Name:	County of LA – RMIS Implementation Project
Reporting Period:	3/1/2021 - 4/2/2021
Description:	The project will consolidate risk management operations and create a comprehensive risk management program. Status covers Modules 1 through 4

Risk Profile

- Critical
- Needs Attention
- On Track
- Not Started

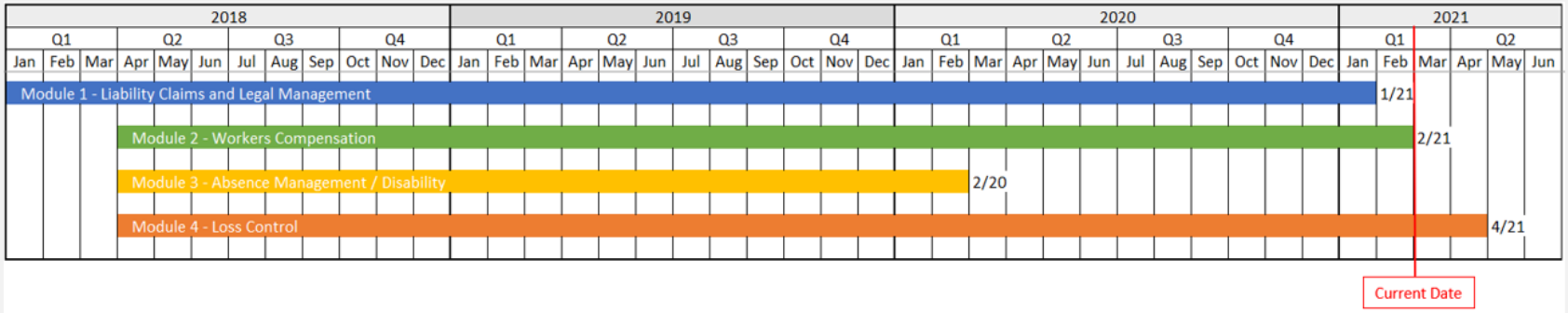


Start Date: 12/29/17
End Date: 6/30/21

Module 1 Go Live: 1/26/21
Module 2 Go Live: 2/16/21
Module 3 Go Live: 2/18/20
Module 4 Go Live: 4/30/21

Module 1 % Complete: 100%
Module 2 % Complete: 100%
Module 3 % Complete: 100%
Module 4 % Complete: 85%

Overall % Complete: 95%



Steering Committee

Members include:

- CEO Risk Manager
- CEO Project Manager
- CEO Claims Manager
- CEO Privacy Manager
- Chief Information Office advisor
- County Counsel legal representative
- County Counsel IT Manager
- County Counsel IT Project Manager
- Department of Human Resources Disability Compliance Manager
- Auditor-Controller systems division manager
- Auditor-Controller accounting manager
- Ventiv Client Delivery VP
- Ventiv Project Manager

Legacy Systems & Partners

Legacy Systems:

- Absence Management
- Liability Claims
- Workers' Compensation Claims
- Risk Compliance Management System (Corrective Action Plans)
- Enterprise Risk Information System Dashboard
- Asset Management
- Departmental systems
- Paper-based processes (Policy Management, Public Records Act, Incident Reporting, etc.)

Partners:

- Department of Human Resources (owner of the Absence Management System)
- Two liability TPAs
- Four workers' compensation TPAs
- Three medical management cost containment providers
- County Counsel (hundreds of attorneys)
- Contract attorneys
- Departmental users (absence management, disability compliance management, risk management, liability claims, safety/loss control, public records act liaisons

Conversion

- Data understanding
- Data mapping
- Streamlining processes
- Data validation
- Amount of converted data
  - Absence management:
    - over 400,000 leaves
  - Liability claims:
    - over 200,000 claims
    - over $5B in total paid
  - Workers' compensation claims:
    - over 600,000 claims
    - over $9B in total paid

Development, Configuration, Coordination

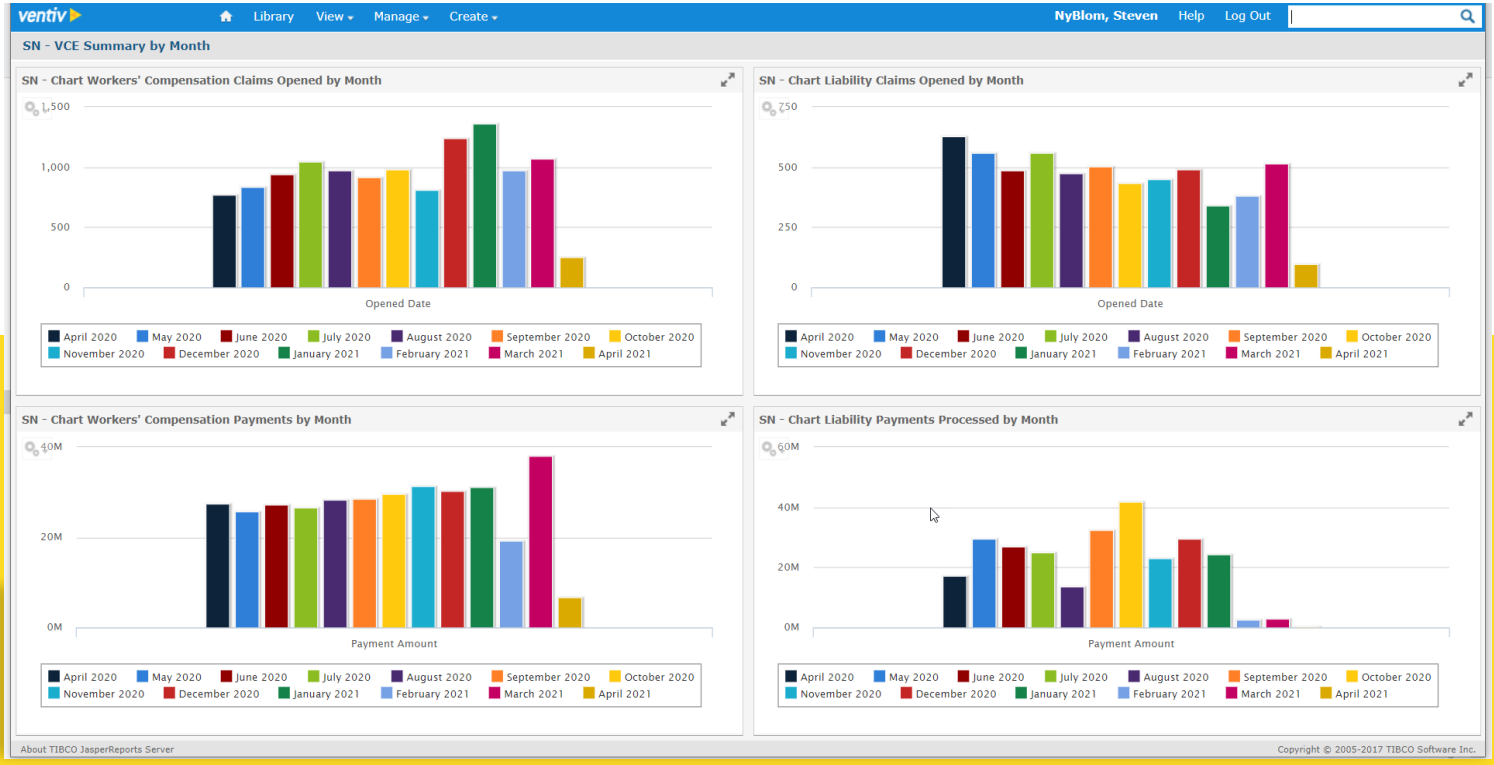
Development versus Configuration

- Use of base system instead of custom approach
- Development of new features to be built into the base system
- Use of configuration and business rules to improve efficiency and accuracy

Coordination with County Counsel

- Liability claims
- Integration with County Counsel's system

Production Time



What's left?

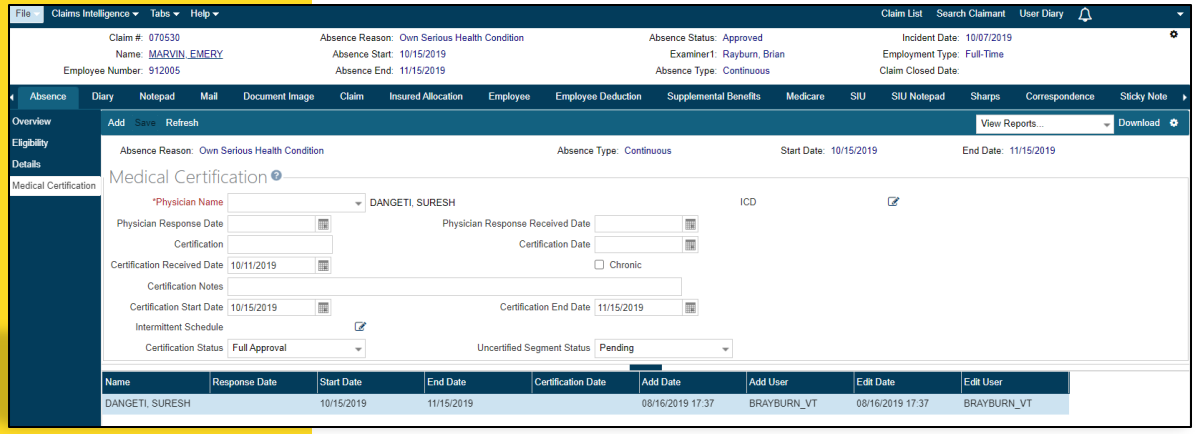
• Minor modules
• Departmental user integration
• Claimant portal
• Return to work efficiencies
Then…smooth sailing!

The Strategic Delivery

Meeting the Client's Needs

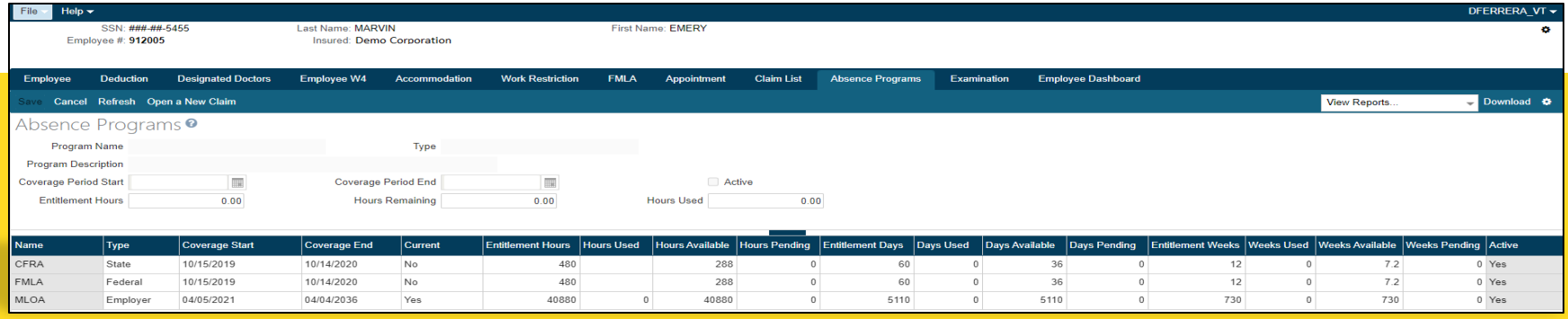
For the Contract and Future Growth

- Unique set of challenges due to the size and complexity of the organization
- Large group of very talented people
- Move from disparate systems to one system approach
- How to service a client that has very specific needs, while enhancing a product that must remain flexible for the marketplace



Absence Management

- Desire for County to retire their use of their current Absence Management System
- Part of Integrated Disability Management:
  - Workers' Compensation
  - STD and LTD Management
  - Absence Management, which tracks and manages absences for:
    - FMLA
    - CFRA
    - Medical LOA



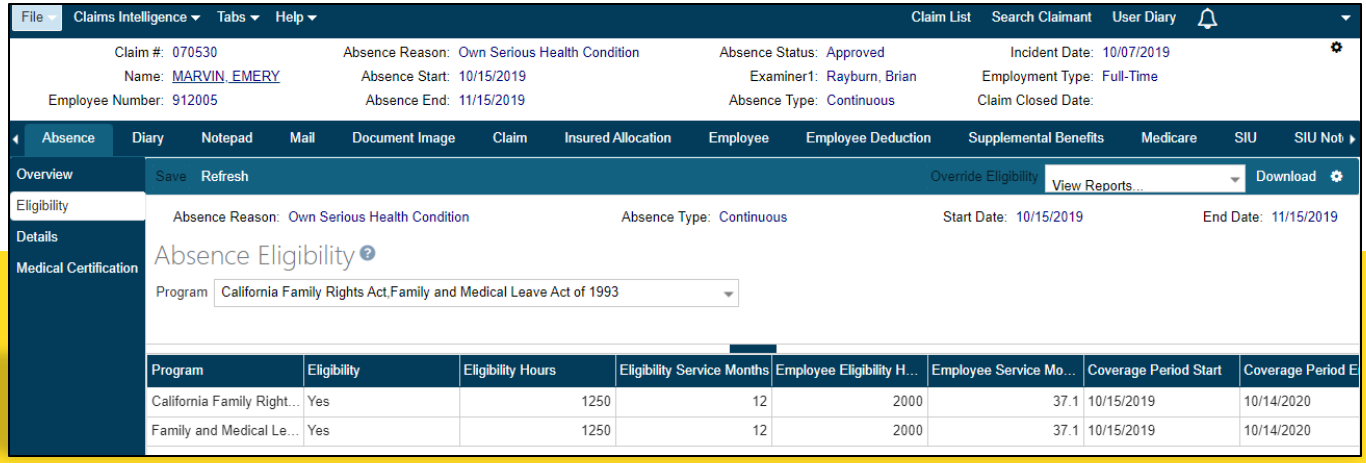
Name	Type	Coverage Start	Coverage End	Current	Entitlement Hours	Hours Used	Hours Available	Hours Pending	Entitlement Days	Days Used	Days Available	Days Pending	Entitlement Weeks	Weeks Used	Weeks Available	Weeks Pending	Active
CFRA	State	10/15/2019	10/14/2020	No	480		288	0	60	0	36	0	12	0	7.2	0	Yes
FMLA	Federal	10/15/2019	10/14/2020	No	480		288	0	60	0	36	0	12	0	7.2	0	Yes
MLOA	Employer	04/05/2021	04/04/2036	Yes	40880	0	40880	0	5110	0	5110	0	730	0	730	0	Yes

Designing the Solution

- Allowed us to structure Absence Programs such as FMLA that will check for eligibility requirements, current work status, certification requirements.
- Managing absences allows County to:
  - Check eligibility
  - Determine absence type (continuous, intermittent, reduced schedule)
  - Track certification
  - Track hours lost and manage restrictions and accommodations
  - Track all time off, as well as trigger diaries and emails based on ending absence segments

Implementation

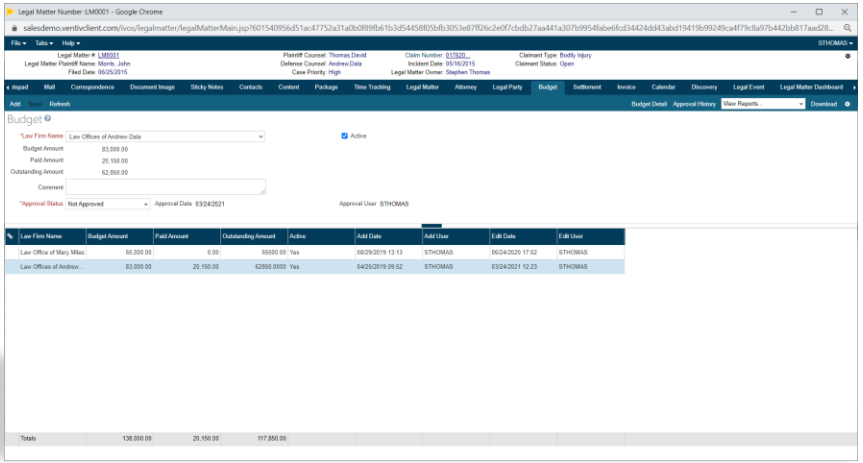
- Based on priority, we adjusted the overall schedule to accommodate the need to move this forward. Successful implementation in 6 months, including conversion
- Allows County to get a full picture of employees and all their absences
- Allows County to implement new absence programs with configuration which just happened to be…
- Covid Tracking



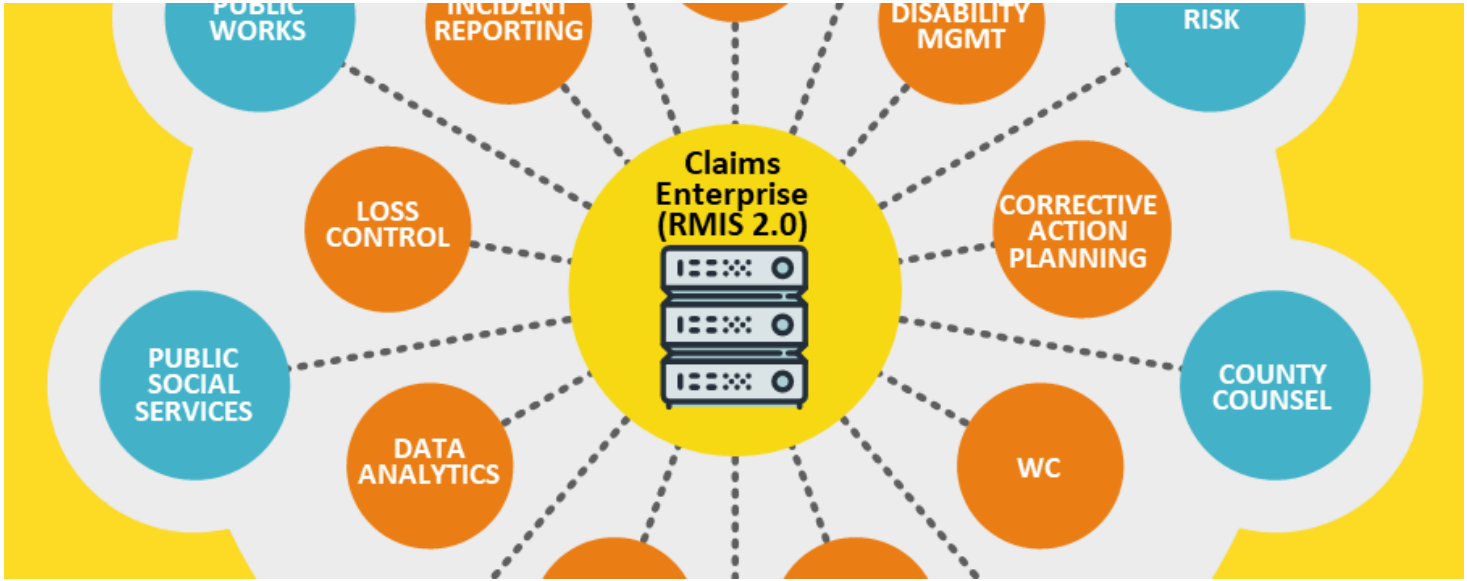
Enterprise Legal Management

Legal Matter, Budget, Invoice, Legal Events…

- Ability to manage complex Legal Matters
- Implemented an API and Messaging service
- Ease of legal matter creation
- Tracks Legal Events, Settlements, Attorneys, Legal Parties
- Financial Processing for Budgets and Invoices
- Integration with 3rd Party Legal Bill Review Services
- Integration with Reserves and Payments
- Ability to share Notes, Correspondence and Document Images
- Utilize all top-of-the-line communication tools that exist in our claim's administration software



The Future with Advanced Analytics



So, what can we do with all that data?

How can we move beyond traditional operational analytics and reporting and make the data actually ‘work’ for us?

The Analytics Landscape

Operational Analytics

Claims Premier → Claims Enterprise → Policy → RC/IRM

Operational Data Analytics

- Pre-Built Parameterized Standard Reports
- Supports All Distribution Methods: Scheduled, Ad Hoc, Burst, Email, FTP
- Supports all Output Types
- Drill Down & Thru Reporting
- Hyperlinked Reports
- Audit Reports
- Data Quality Analytics
- Data Modelling and Data Transformations

Customized Reporting

- Client Specific Reports
- Enterprise Reporting
- Pixel Perfect Reporting
- Compliance Reporting
- KPIs
- Loss Triangles and Loss Development Factors
- Premium Allocations
- Ad Hoc Reporting
- Dashboarding and Enhanced Visualizations
- Visual Based Data Exploration

Advanced Analytics

Third Party Data Integration → Exploration → Predictive Analytics → Geospatial Analytics

Advanced Analytics

- Full integration of Third-Party Data into Risk Data Lake / Analytics Platform
- Property/Asset Geocoding
- Temporal Dimension in GIS
- Additional integration of thematic layers in Geospatial Analytics offering
- Ability to identify patterns and key drivers with automated predictive analytics solution
- Natural Language Querying
- AI Assistant
- AI Powered Recommendations
- AI Powered Narrative Insights
- Storyboards to socialize key findings
- Enriched Data (Exposure Attributes, Hazard Data, Risk Scores, Projected Loss Costs) to enhance Risk Intelligence

Predictive Analytics

Comprehensive reporting and analytics solution that includes artificial intelligence (AI) and advanced business rule algorithms to impact claim outcomes

- Case Reserves
- Claim Scorecards
- Triaging based upon Claim Severity
- Adjuster Scoring Profile
- Adjuster Allocation Analytics

AI/ML Data Science Platform

Data Science Platform that integrates data science and data visualization together

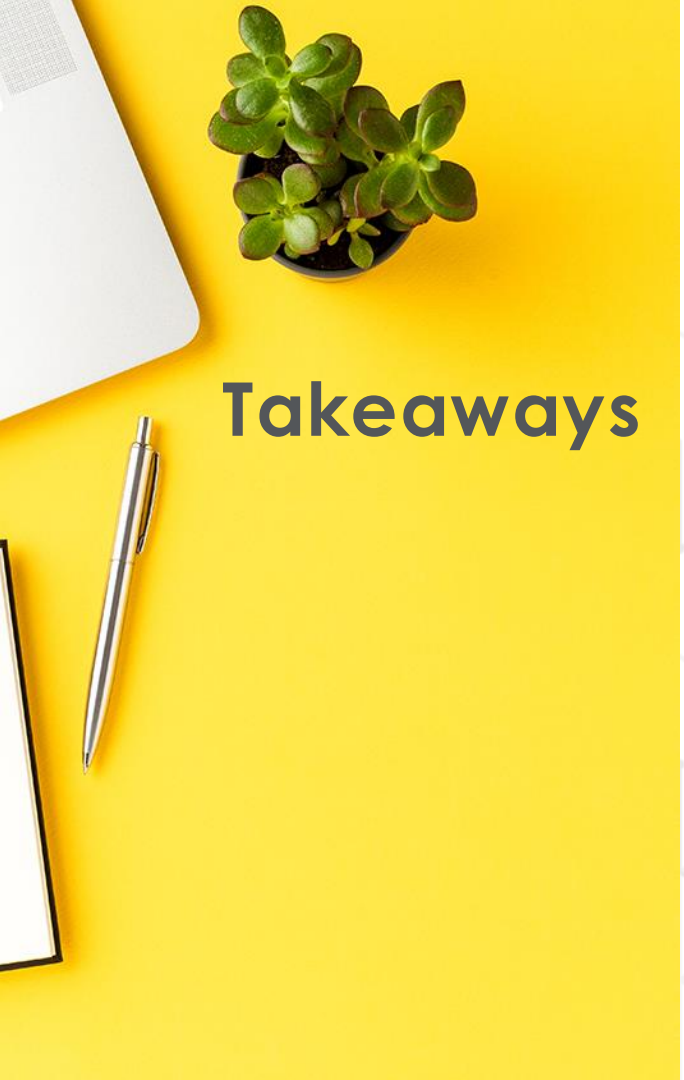
- Healthcare Patient Safety Model
- Simulation Engine
- Built-in AI/ML Extensible Libraries

Predictive Analytics

Combining Ventiv's benchmark dataset of over $30Bn in closed claims with your own claims experience data we can utilize AI and Machine Learning algorithms to:

- Predict case reserves
- Score potential claim severity
- Triage based upon claim severity
- Produce adjuster scoring profile
- Undertake adjuster allocation analytics

Let’s have a look



Takeaways

- The County of LA set a new standard for public entities, with one of the largest and most complex risk and claims technology solutions ever to be undertaken by a county government
- Transforming how government entities manage risk and claims with a unified approach across disciplines and departments
- Needed a consultative approach with experts who understand the industry, the technology and the County's unique business needs
- The County now has a fully integrated solution that replaces several disparate systems and streamlines many manual processes
- Improved accessibility and collaboration among many different County departments
- Increased efficiency and reduced manual tasks to manage ever-increasing claim volumes
- County department managers can easily assess an employee's situation, thus providing more options for things like return to work or benefits
- Employees are now able to view their claims, payments and leaves, as well as verifying payment made as part of the County's fraud program

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