

Workers' Compensation Advisory Committee (WCAC)

Thursday, September 27, 2018



Agenda

Time	Topic	Presenter(s)
9:00 – 9:10 (10 min)	Welcome <ul style="list-style-type: none"> • Introductions • Motion to approve minutes • Agenda overview • Safety message 	Vickie Kennedy Joel Sacks
9:10 – 9:25 (15 min)	General Updates	Joel Sacks Mike Ratko
9:25 – 9:55 (30 min)	Business Transformation: Website Redesign	Kim Contris Ron Langley
9:55 – 10:25 (30 min)	Business Transformation: Workers' Compensation Replacement Plan	Joel Sacks
10:25 – 10:40 (15 min)	Break	
10:40 – 11:10 (30 min)	Proposed Premium Rates	Joel Sacks
11:10 – 11:25 (15 min)	Insurance Services Dashboard	Vickie Kennedy
11:25 – 11:45 (20 min)	Industrial Insurance State Fund Financial Overview	Rob Cotton
11:45 – 11:55 (10 min)	Board of Industrial Insurance Appeals (BIIA) Update	Linda Williams
11:55 – 12:00 (5 min)	Closing Comments & Adjourn	Vickie Kennedy Joel Sacks

Safety Message

Joel Sacks, Agency Director



Drowsy Driving is Impaired Driving



1. More common than you might think
2. Impacts are staggering
3. As dangerous as driving under the influence of alcohol
4. Know the warning signs
5. Interventions

General Updates

Joel Sacks, Agency Director

Mike Ratko, Deputy Assistant Director for Insurance Services

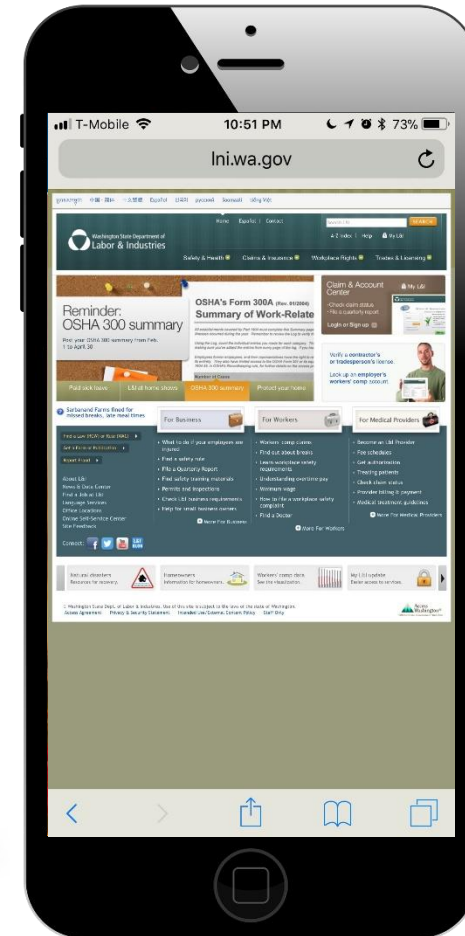
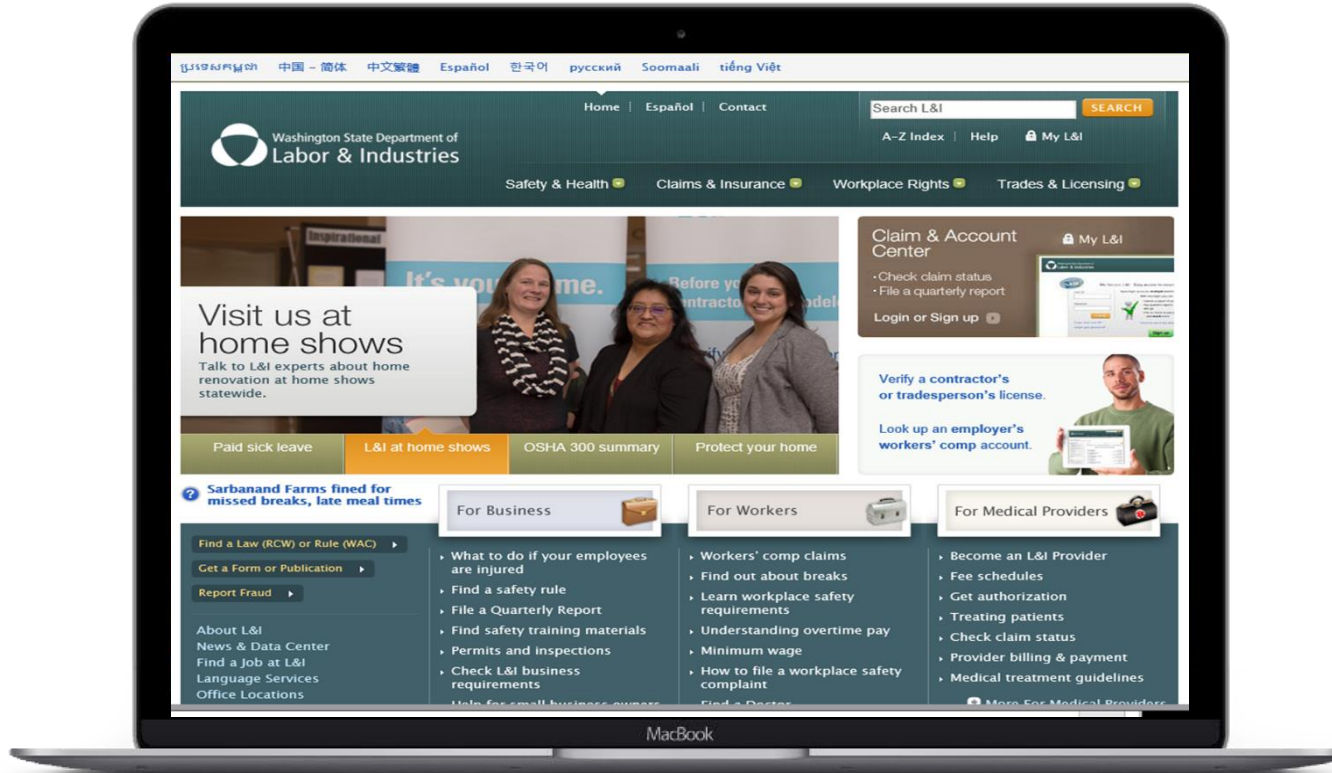


Business Transformation: Website Redesign

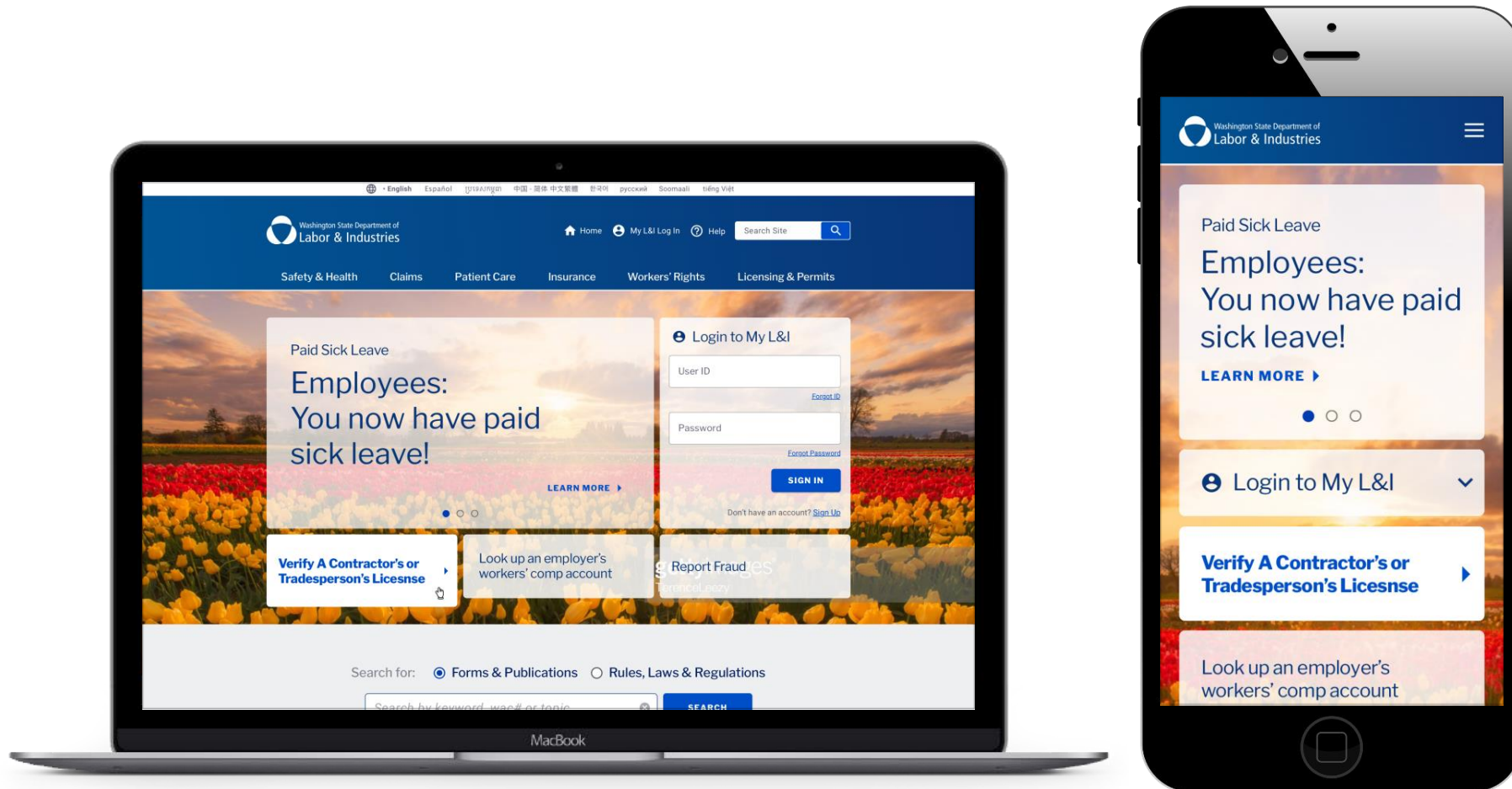
Kim Contris, Assistant Director Web and Communications
Ron Langley, Customer Relationships Manager



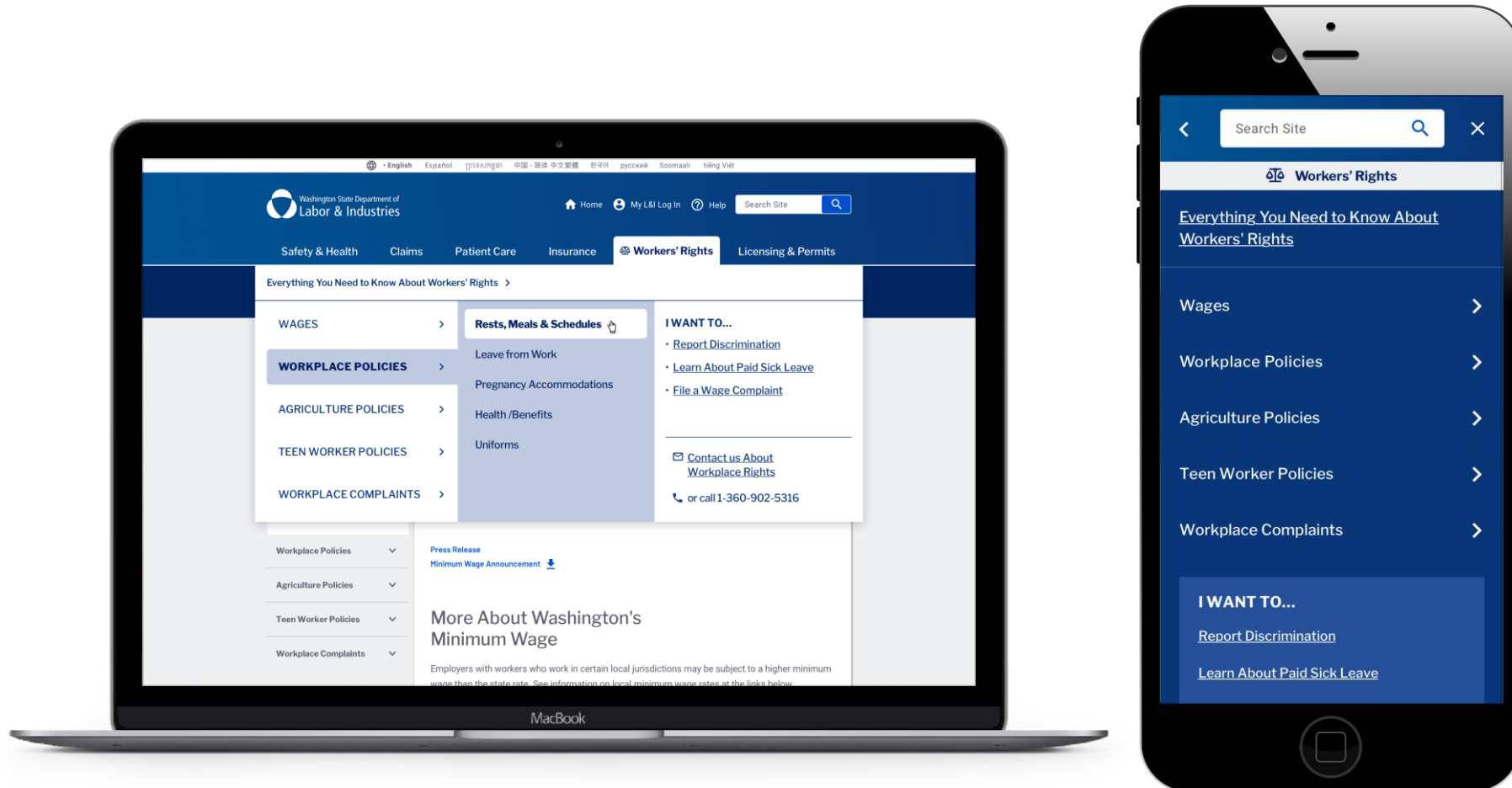
Current site



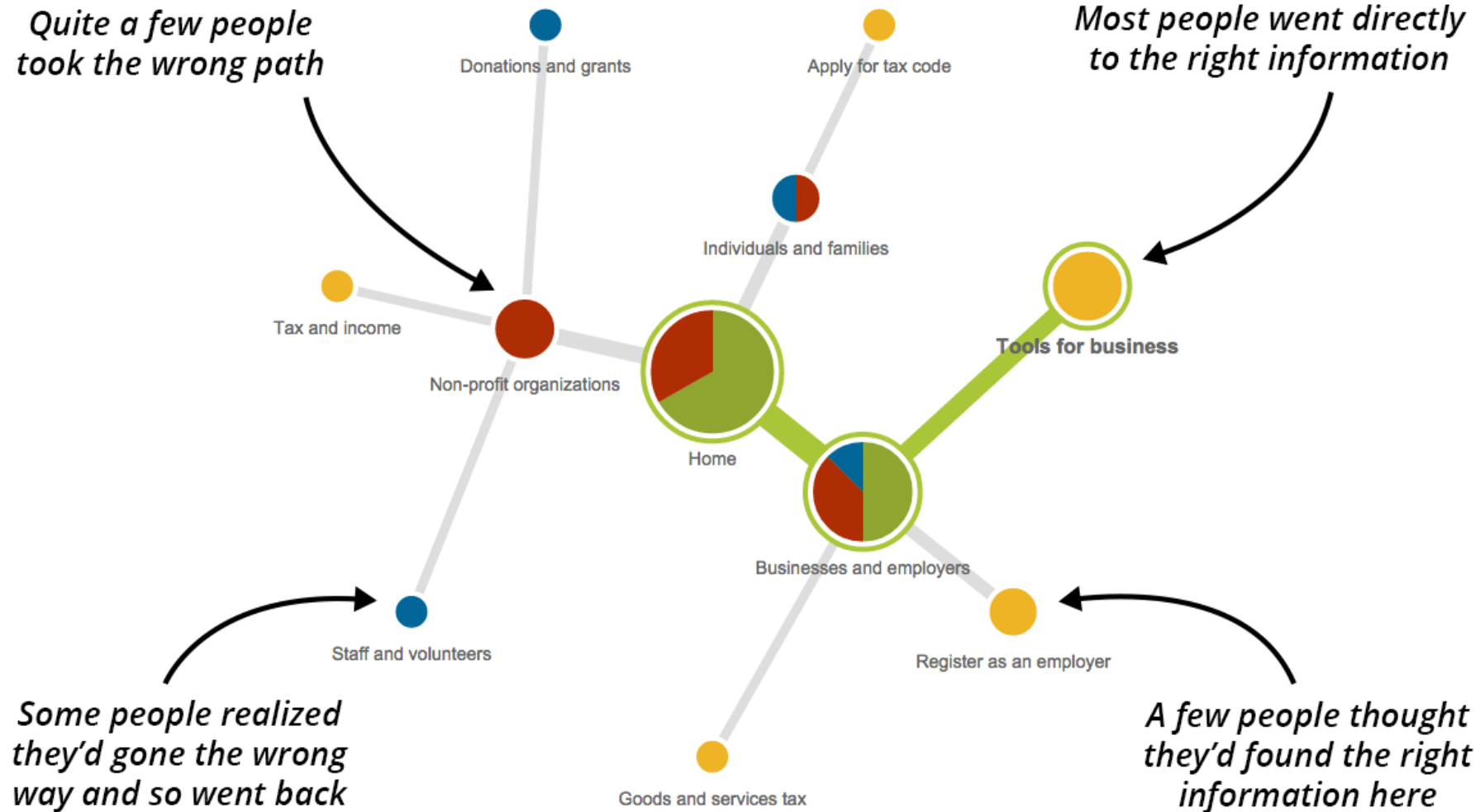
New site



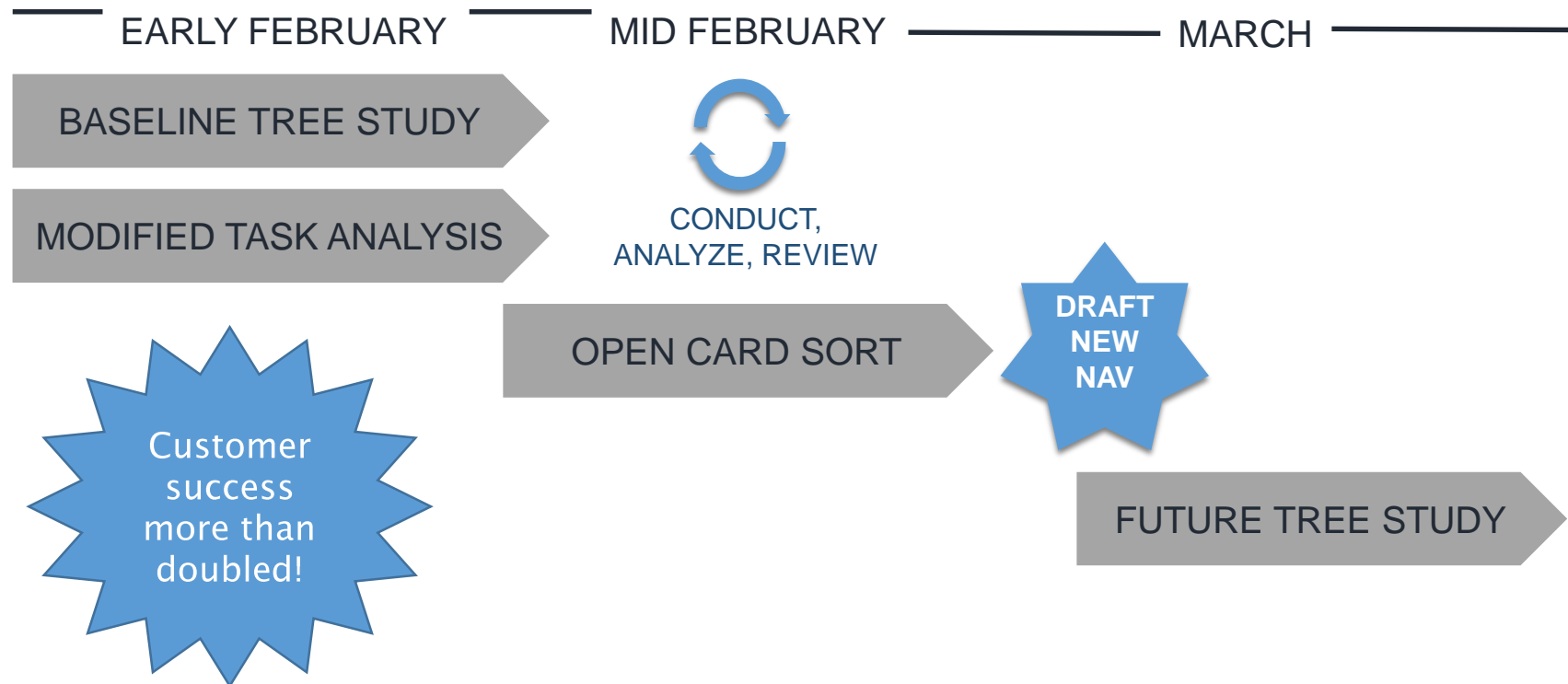
New site



Pie trees reveal navigation that works and doesn't



Updates based on customer research



What's changing

- Improved site navigation
- Fewer pages & PDFs
- Revised content web pages
- Improved “findability”



What's not changing

- Online tools that require registration and password
 - Claim and Account Center
 - Online quarterly report filing
 - Other online payments

Before launch on June 30, 2019

- Outreach to major stakeholder groups
- Advance messages to email lists
- Training for customer service staff

WebRedesign@Lni.wa.gov

Business Transformation: Workers' Compensation Replacement Plan

Joel Sacks, Agency Director



Why are we proposing to replace it?

- Systems are complicated for employees to navigate, which takes too much time and makes it difficult to actively engage with customers to meet their needs
 - **Currently:** claim managers must access and navigate at least 5 different computer systems (classic 1980s “green screen”) to review, make decisions and record and take actions on a single claim. Some claims, they must read dozens – even hundreds – of pages of notes to find pertinent information, and then copy/paste it from one system to another.
 - **A new system will** enable claims managers to spend less time learning and navigating computer systems and more time providing personalized customer service.

Why are we proposing to replace it? (cont.)

- Lack of modern, online features is often frustrating for customers who expect on-demand services.
 - **A new system will** enable employers to customize reports and access real time data online through an employer self-service portal.
 - **A new system will** enable medical providers to submit authorization requests through a single Web portal, as opposed to various routes related to the type of treatment.
 - **A new system will** enable workers to select a preferred method of communication and exchange information directly with L&I in real time through a secure Web portal.
- Time consuming to set up new employer accounts
 - **Currently** account managers must access 13 different systems to set up a new account, taking about 10 days to complete.
 - **A new system** will make it easier to set up new employer accounts; employers will receive their risk-class designations immediately so their payroll deductions will be accurate.

What progress have we made so far?

- **We've investigated comparable projects inside and outside Washington**
 - Take advantage of their experiences (“lessons learned”)
 - Gain knowledge from their insights of what worked well and what didn't.
- **We identified and assessed factors that are unique to L&I**
 - Our system is comprised of more systems (100+) and over 500 interfaces, this is more than the comparable projects.
 - The comparable agencies have gone through multiple upgrades to their systems over the last several decades, L&I has not. L&I has maintained its legacy system.
- **We created a timeline for the project, along with cost and staffing estimates**
 - High-level work has been identified and outlined, from beginning to end, including scope, sequencing, phasing, etc.
 - The working estimates have been catalogued for all of the costs (L&I FTEs, external consulting support, hardware, software, etc.), leveraging information from the comparables as a reference point.

Our Timeline

▪ Spans a 7 years time period

- The first 12 months are focused on software selection, implementation preparedness, and establishing base infrastructure.
- The remaining 6 years are the core COTS software implementation, configuration, and roll-out.

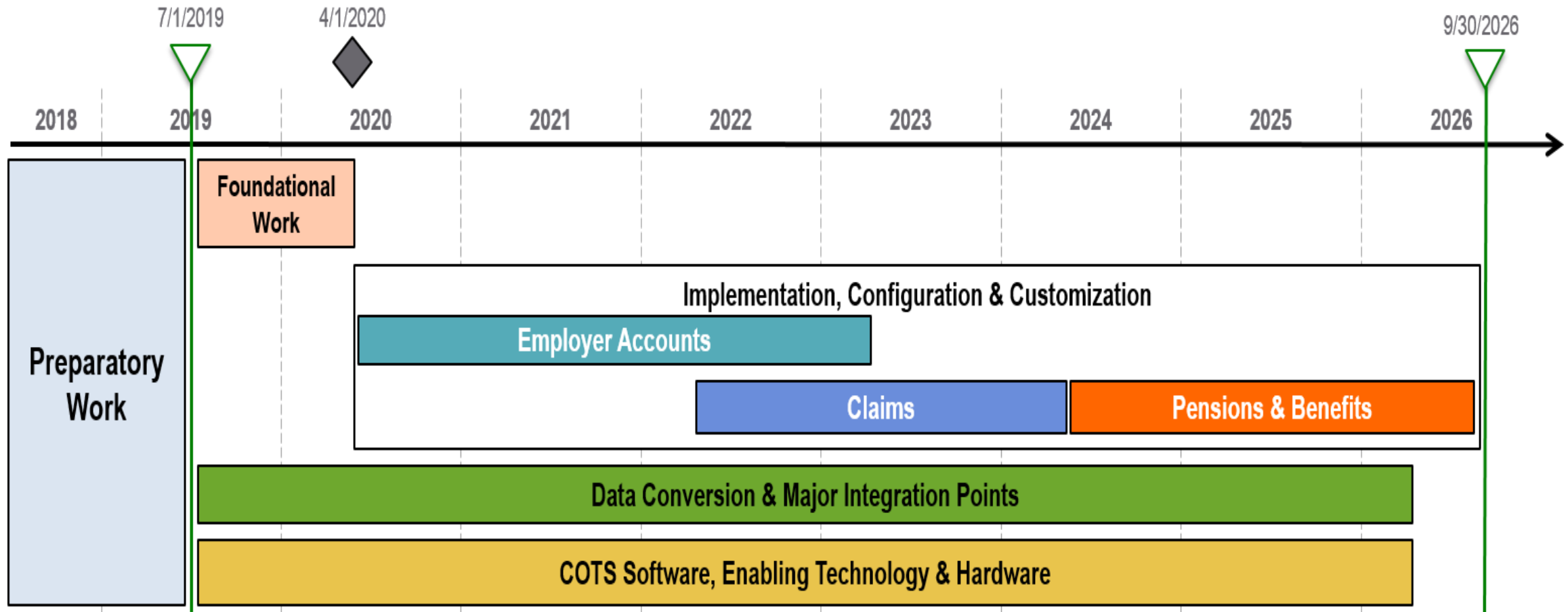
▪ Planning a Phased Approach

- Employer Accounts first to be followed by Claims with 6 go-live dates.

▪ Addressing risks that are common for projects this size

- Emphasis on change management with a structured approach to project governance and project management.
- Hiring to maintain our day to day operations in order to free up our subject matter experts in business & technology positions to work on the project.
- Minimize customization and configuration to take advantage of the product updates.

Estimated Project Cost & Timeline



Budget Request \$299.4M

TOTAL Cost of the Project: \$309M

19-21 Biennium Cost

Workstream Grouping	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Estimated Costs
Foundational Work	\$ 4,327,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,327,000
Implementation, Configuration, & Customization	\$17,192,689	\$17,791,093	\$22,132,889	\$25,549,618	\$ 24,671,527	\$21,053,527	\$ 18,138,179	\$ 2,464,682	\$ 148,994,204
Data Conversion & Major Integration Points	\$ 4,843,770	\$ 8,940,302	\$ 9,070,038	\$ 9,445,128	\$ 9,056,825	\$ 9,047,825	\$ 4,346,607	\$ 49,773	\$ 54,800,268
COTS Software, Enabling Technology, & Hardware	\$ 5,081,541	\$23,797,605	\$13,087,073	\$13,661,254	\$ 13,172,648	\$13,249,648	\$ 8,309,214	\$ 880,545	\$ 91,239,528
Total	\$ 31,445,000	\$ 50,529,000	\$44,290,000	\$ 48,656,000	\$ 46,901,000	\$ 43,351,000	\$ 30,794,000	\$ 3,395,000	\$ 299,361,000
Biennium Totals	\$81,974,000		\$92,946,000		\$90,252,000		\$34,189,000		

Next Steps

- **Continue to work through the budget process**
- **Continue the prep work for the product**
 - Change Management
 - Talk to stakeholders
 - Planning
- **Report progress of the decision package and resource planning**

Break Time



Proposed Premium Rates

Joel Sacks, Agency Director



Rate Discussion

- L&I's rate-setting philosophy:
- Steady and predictable rates.
- Benchmark against wage inflation (this happens automatically in other states).
- Maintain adequate reserves.
- Lower costs by focusing on better outcomes for injured workers.

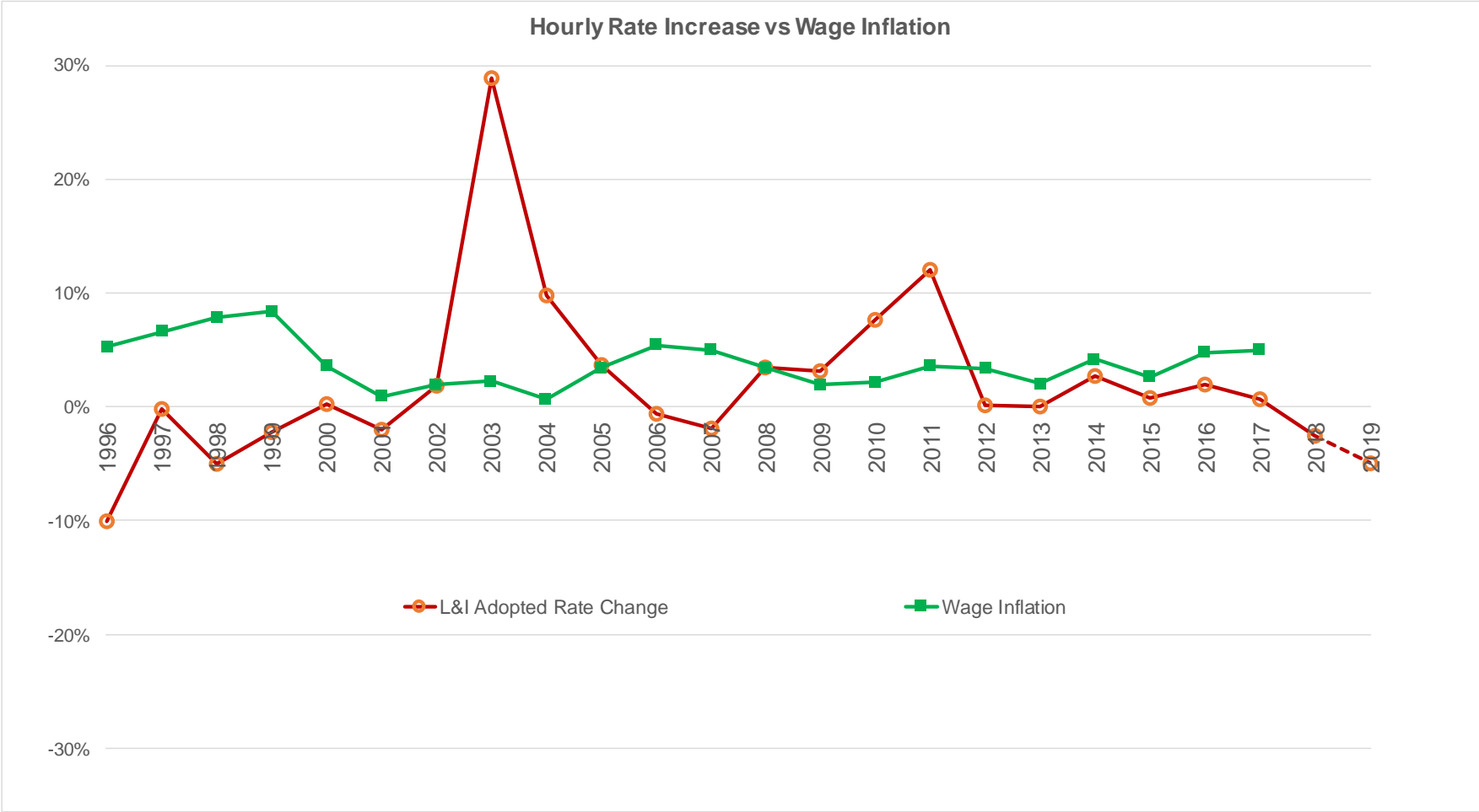
Proposed Rate Decrease of 5.0%

Funds	2018 Average Hrly Rate	2019 Proposed Hrly Rate	2019 Proposed % Change	2019 Break-even Hrly Rate	2019 Break-even Indication
Accident	0.356	0.330	-7.50%	0.312	-12.50%
Medical Aid	0.211	0.195	-7.50%	0.199	-5.90%
Supplemental Pension	0.103	0.112	8.70%	0.112	8.70%
Stay-at-Work	0.005	0.005	3.70%	0.005	3.70%
Overall*	0.675	0.641	-5.00%	0.627	-7.10%
Net per \$100 of payroll**	1.95	1.79	-8.20%	1.75	-10.20%

*Does not include Retro

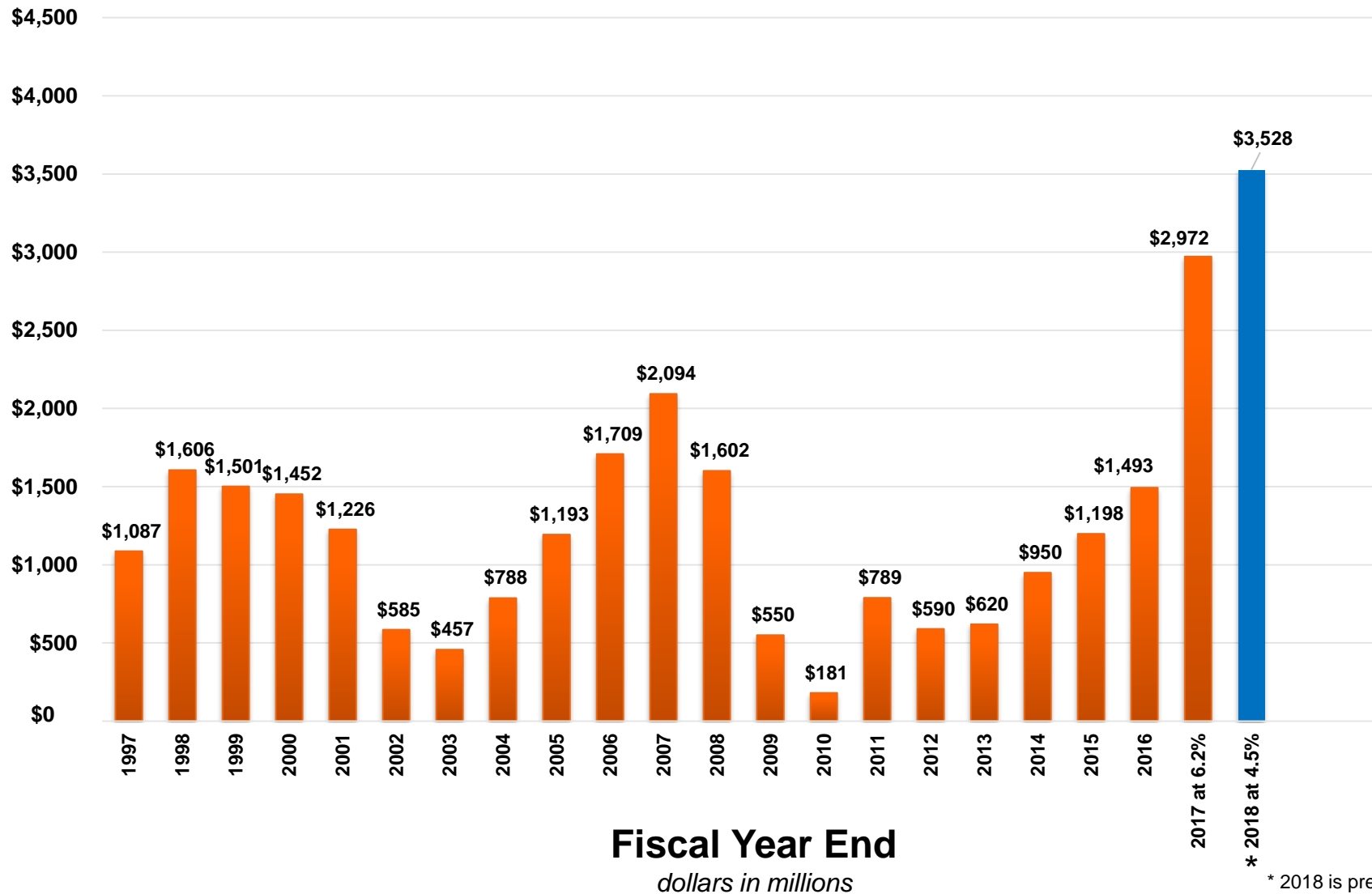
**Projected number based on year ended March 31, 2018 mix of business and current wage inflation estimates

Reduce volatility in rates by measuring against wage inflation



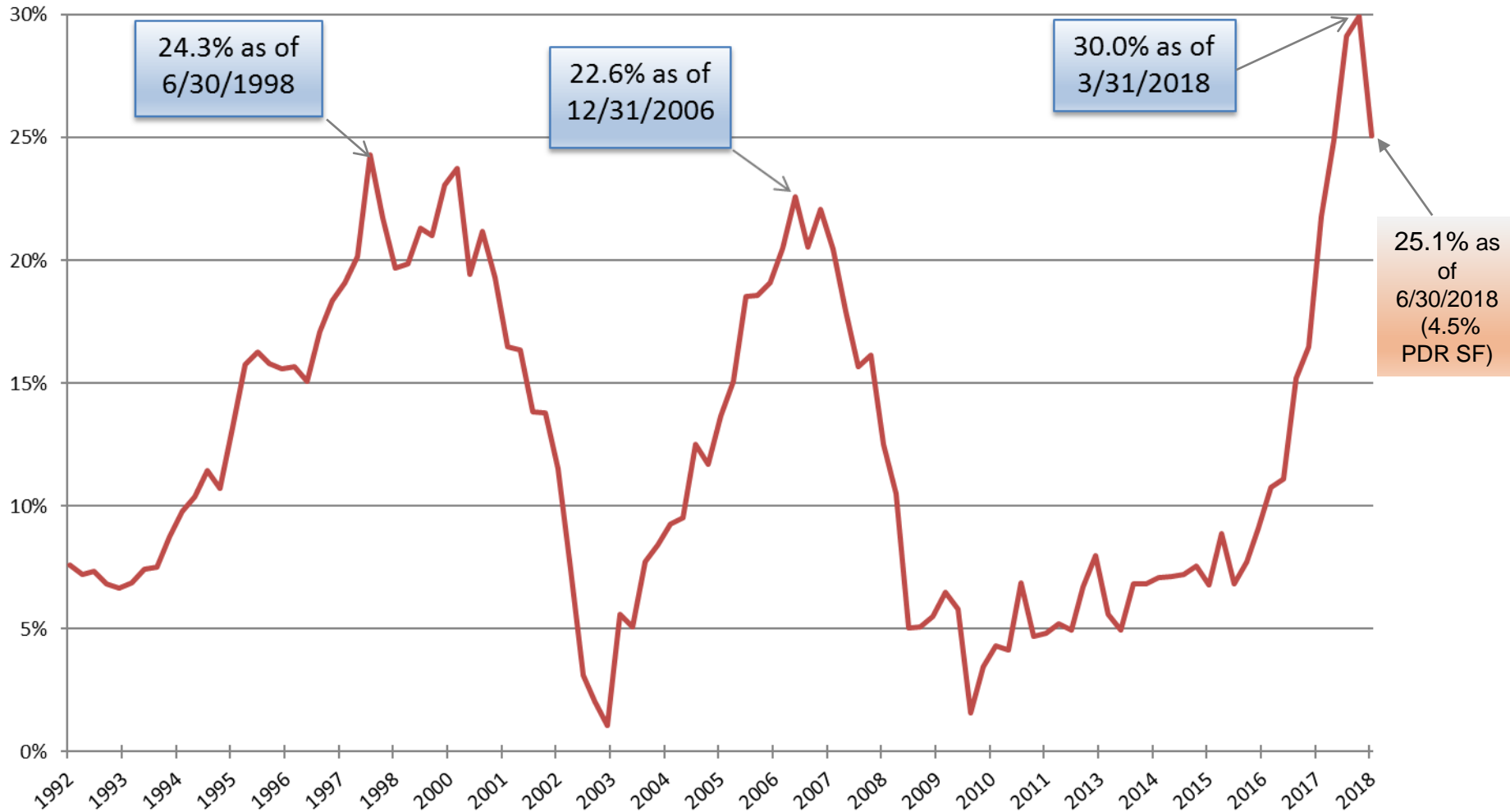
* Indicates wage inflation rate known when rates were set

Contingency reserve continued to grow in 2018

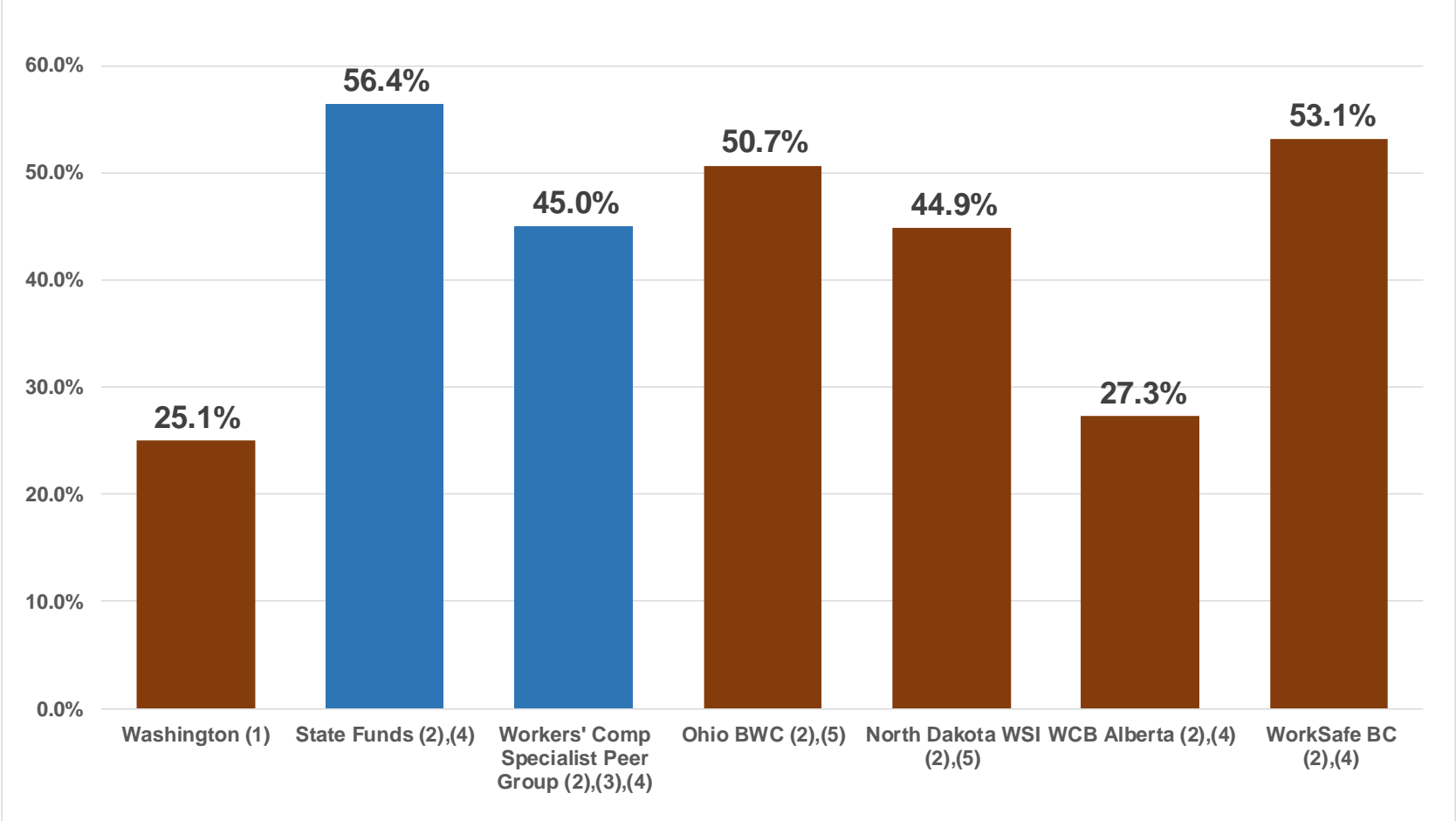


CR as a percent of liabilities is at 25.1%

Contingency Reserve as % of Liabilities



Washington's CR is below other funds as a percent of liabilities

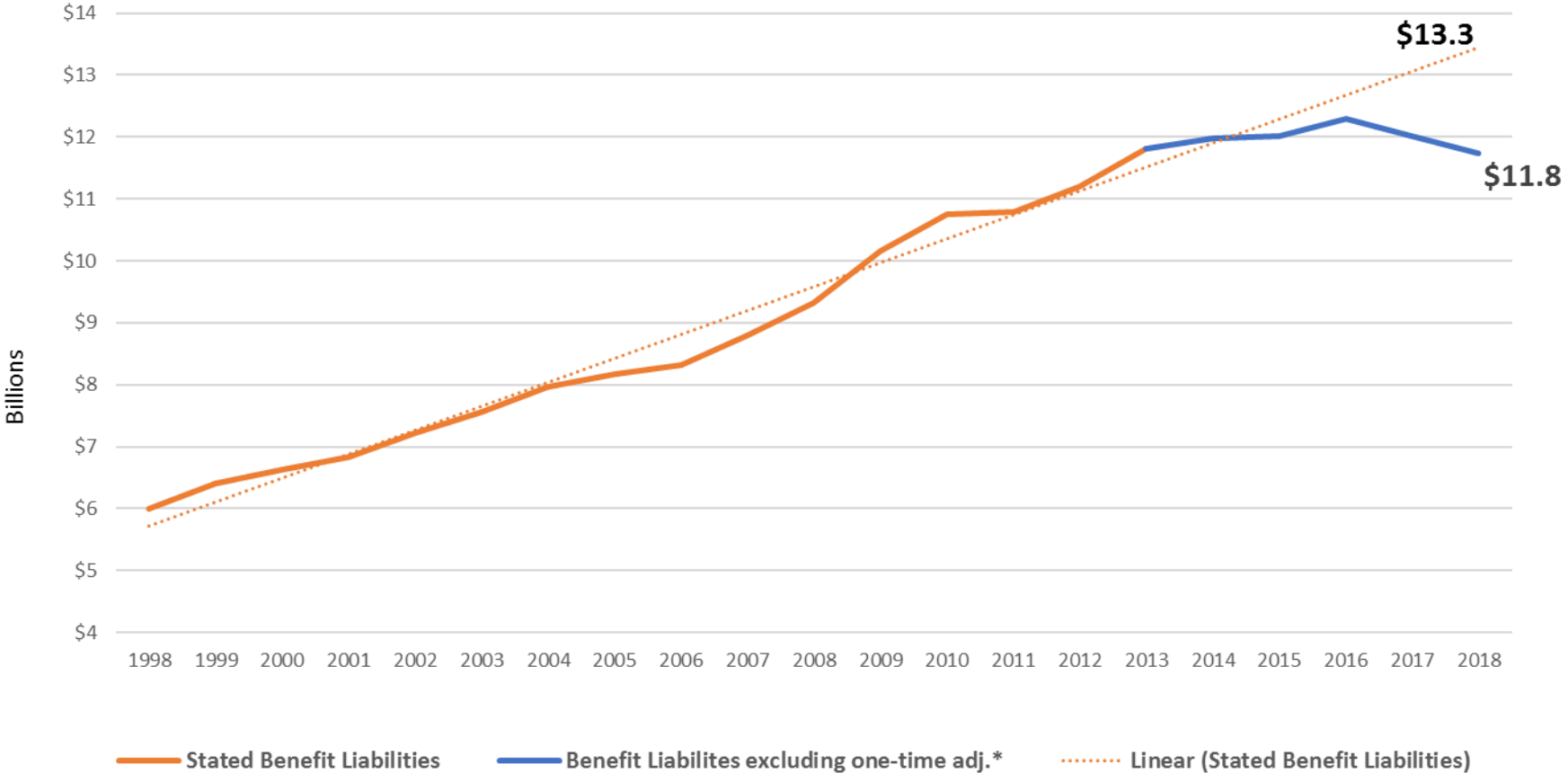


(1) Preliminary as of 6/30/2018
 (2) Source: Conning Peer Analysis, August 22, 2018
 (3) Worker's Comp Specialist Peer Group—workers' compensation specialist insurers including some state funds
 (4) As of 12/31/2017
 (5) As of 6/30/2017

Lowering Costs While Focusing on Better Outcomes

- Reduced projected long-term costs by over \$2.6 B
- Result Examples from Dashboard
 - Since 2012:
 - 21% decrease in long-term disability claims
 - 70% decrease in median time-loss days paid at 1st AWA referral
 - 125% increase in workers who returned to work with the help of vocational services
 - 84% increase in COHE use
 - 90% reduction in number of workers receiving opioids at 6-12 weeks after injury
 - 12% decrease in the rate of state fund claims

Benefit Liabilities Excluding One-time Adjustments*



One-time adjustments include:
 1) Mortality table change
 2) Structured Settlement adjustments to avoid double counting
 3) Pension discount rate
 Approximate impact of adjustments is \$1.3B

❖ \$13.1B projected 2018 benefit liability

Highlights of Changes in the Contingency Reserve

		FY14	FY15	FY16	FY17	FY18*	Total
Changes that increased the contingency reserve							
↑	Operational Influences**	\$91 M	\$515 M	\$136 M	\$926 M	\$941 M	\$2,609 M
	Rate Changes	\$58 M	\$59 M	\$38 M	\$27 M	(\$14) M	\$168 M
	Greater than expected changes in the stock market	\$279 M	N/A	N/A	\$411 M	\$199 M	\$889 M
Changes that decreased the contingency reserve							
↓	Mortality table change	\$0	\$146 M	\$0	\$0	\$0	\$146 M
	Adjustments to avoid double counting 2011 reform savings	\$130 M	\$83 M	\$0	\$0	\$0	\$213 M
	Pension discount rate reduction	\$256M***	\$31 M	\$31 M	\$36 M	\$646 M****	\$1,000 M
	Less than expected changes in the stock market	N/A	\$29 M	\$101 M	N/A	N/A	\$130 M

* FY2018 is preliminary

** Operational influences are approximate.

*** Model change for 13-year plus claims \$102 M; Pension Discount change \$154 M.

**** Pension Discount Rate reduction from 6.2% to 4.5%

Key Next Steps in Adopting Rates

- Three public hearings statewide (10/30/2018 – 10/31/2018)
- Adopt final 2019 rates (11/30/2018)
- Begin mailing rates to employers (12/5/2018)
- New rates are effective (01/01/2019)

Dashboard – Help Injured Workers Heal and Return to Work

Vickie Kennedy, Assistant Director Insurance Services



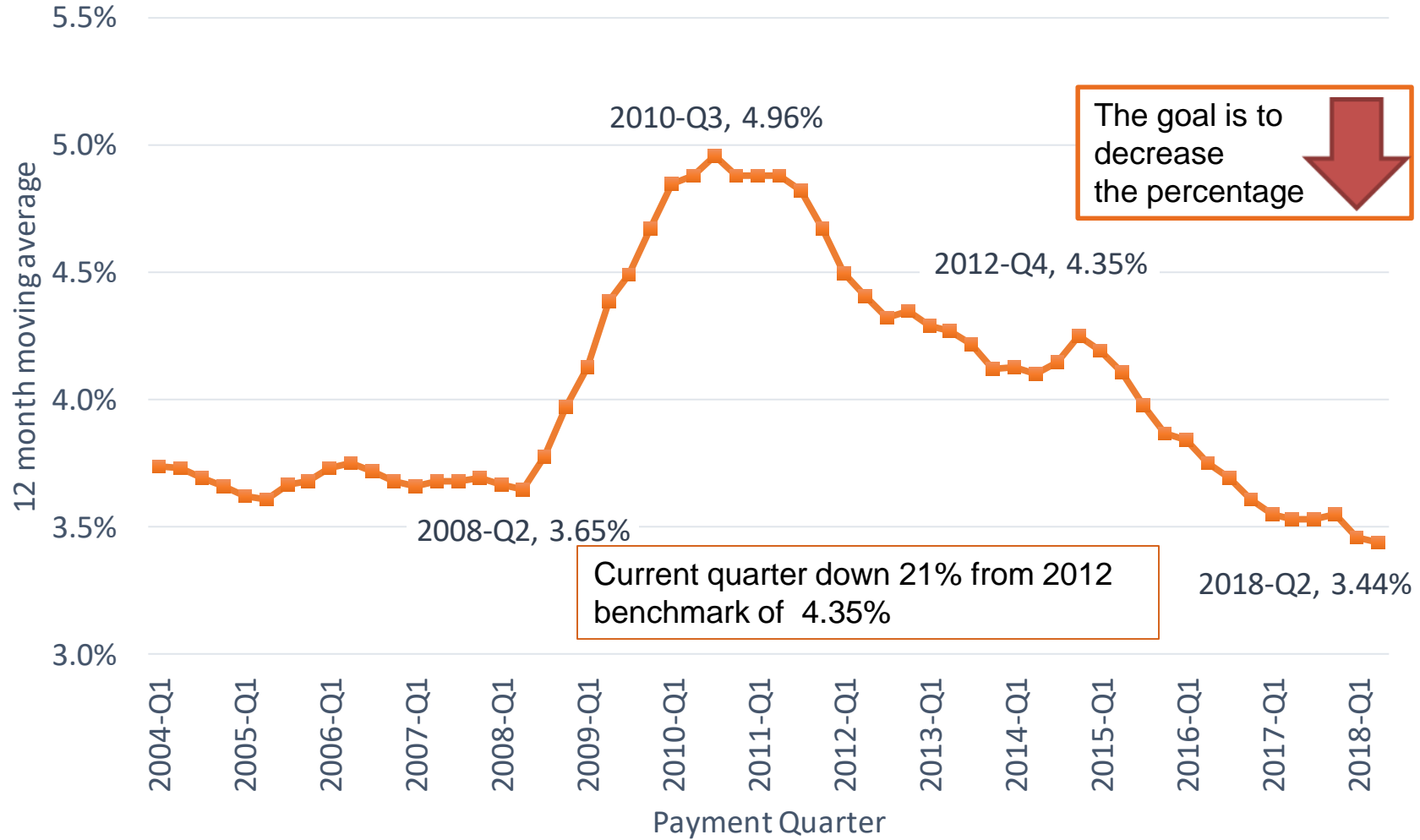
Dashboard summary

Measure	Change from 2012 (unless otherwise noted)		Highlights
Long Term Disability – share that received a TL payment in the 12 month post injury	Down 21 %	↓	Lowest since 2002
Persistency – Ratio: claims with a TL payment in the 6 th month to those with payment in the 3 rd month	Down 4.9%	↓	
Resolution rate - time-loss claims at 6 months	Up 5.1%	↑	
Auto adjudication of claims	Up 77% from 2014	↑	Highest since 2002*
High risk claims – share return to work at 12 months	Up 7.0%	↑	
Median time-loss days paid at 1st AWA referral	Down 70.2%	↓	Lowest since 2002*
% RTW outcomes when 1 st AWA referral made by 90th day of TL	Up 56% since 2014	↑	
% RTW outcomes - all first AWAs	Up 125% since 2014	↑	
WSAW participation	Steady utilization	↔	
COHE utilization	Up 84%	↑	Highest since 2002

* Earliest year for which measurement is available

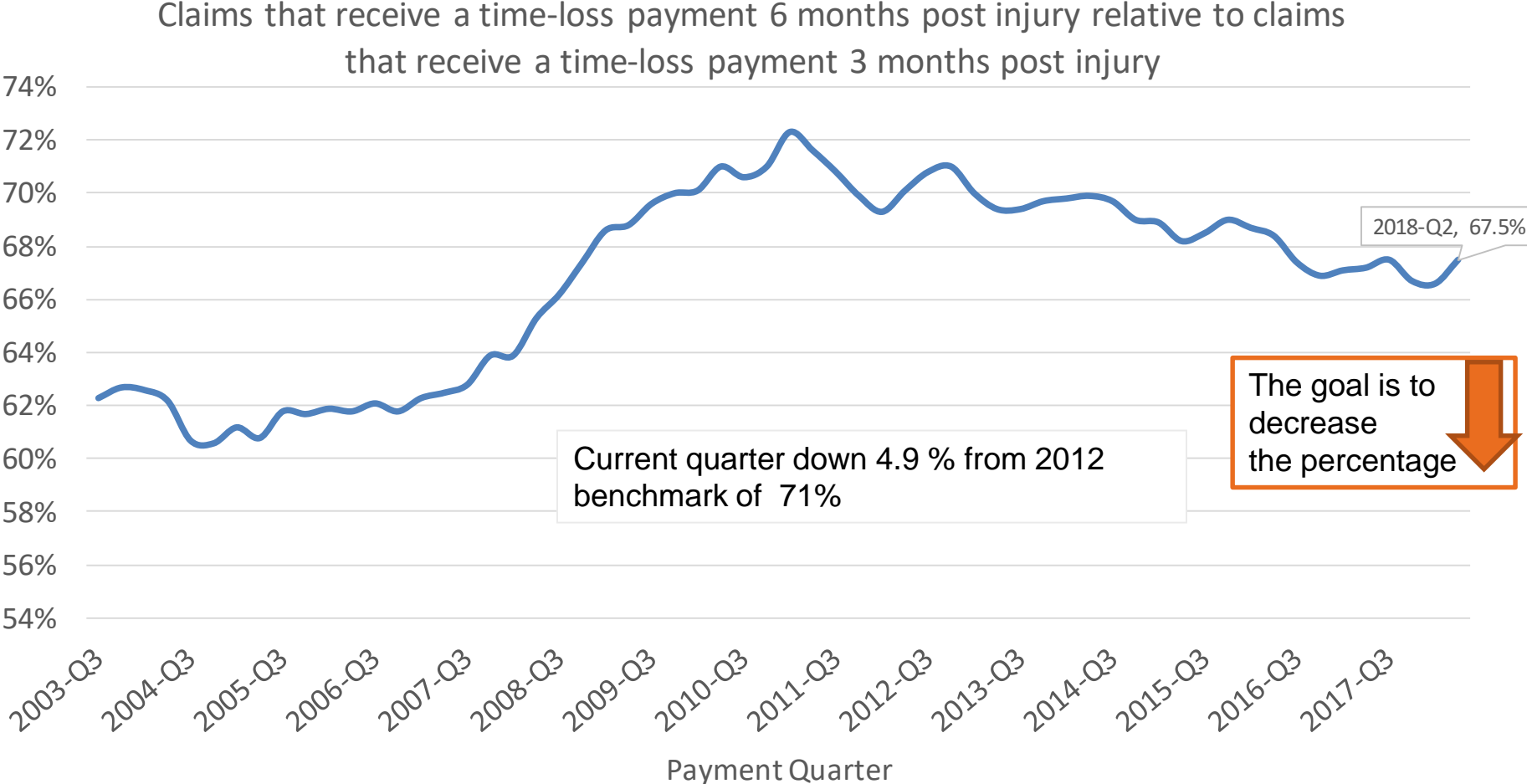
Long term disability percent

Share of injured workers with time-loss paid in the 12th month post injury: *smaller percentage indicates less long-term disability*



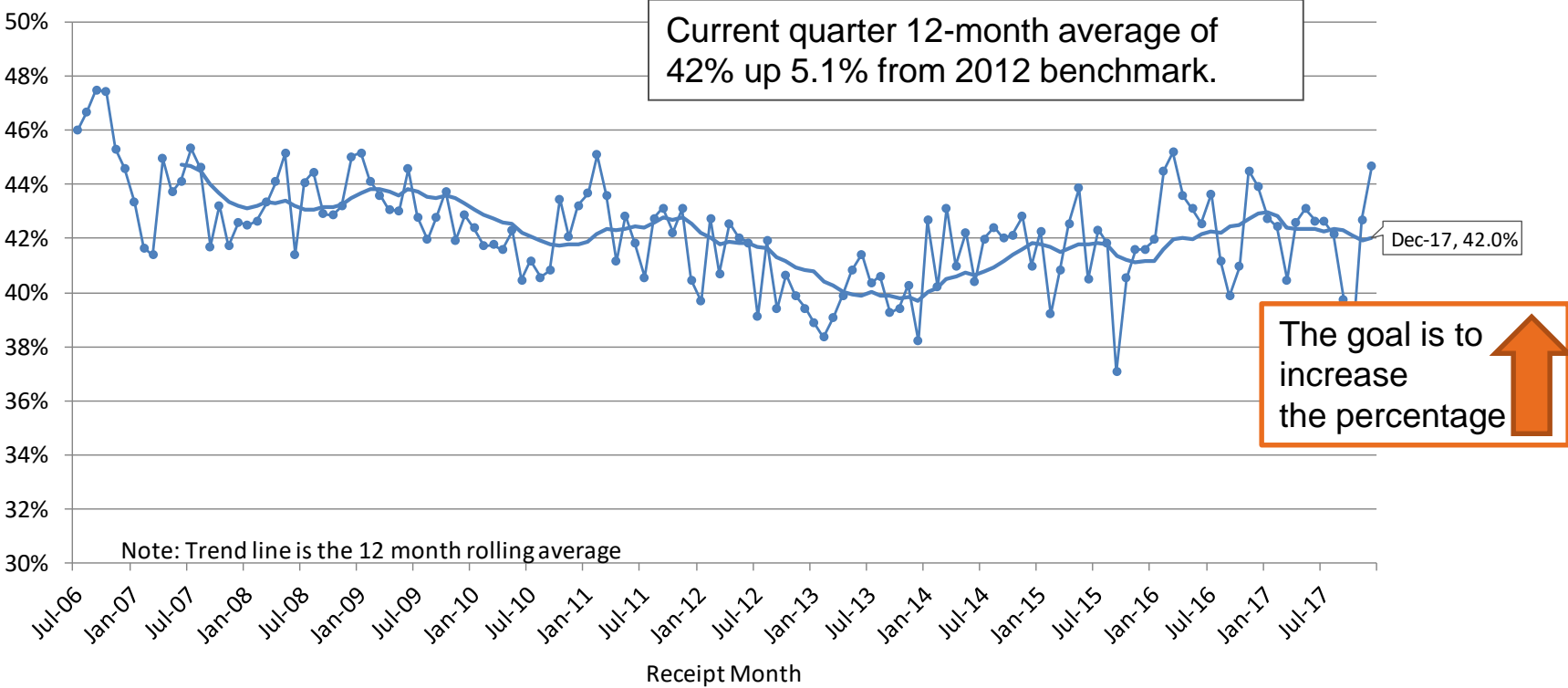
During FY 2017 there were about 800 LTD claims per quarter.

The onset of long-term disability is often measured between three and six months after injury



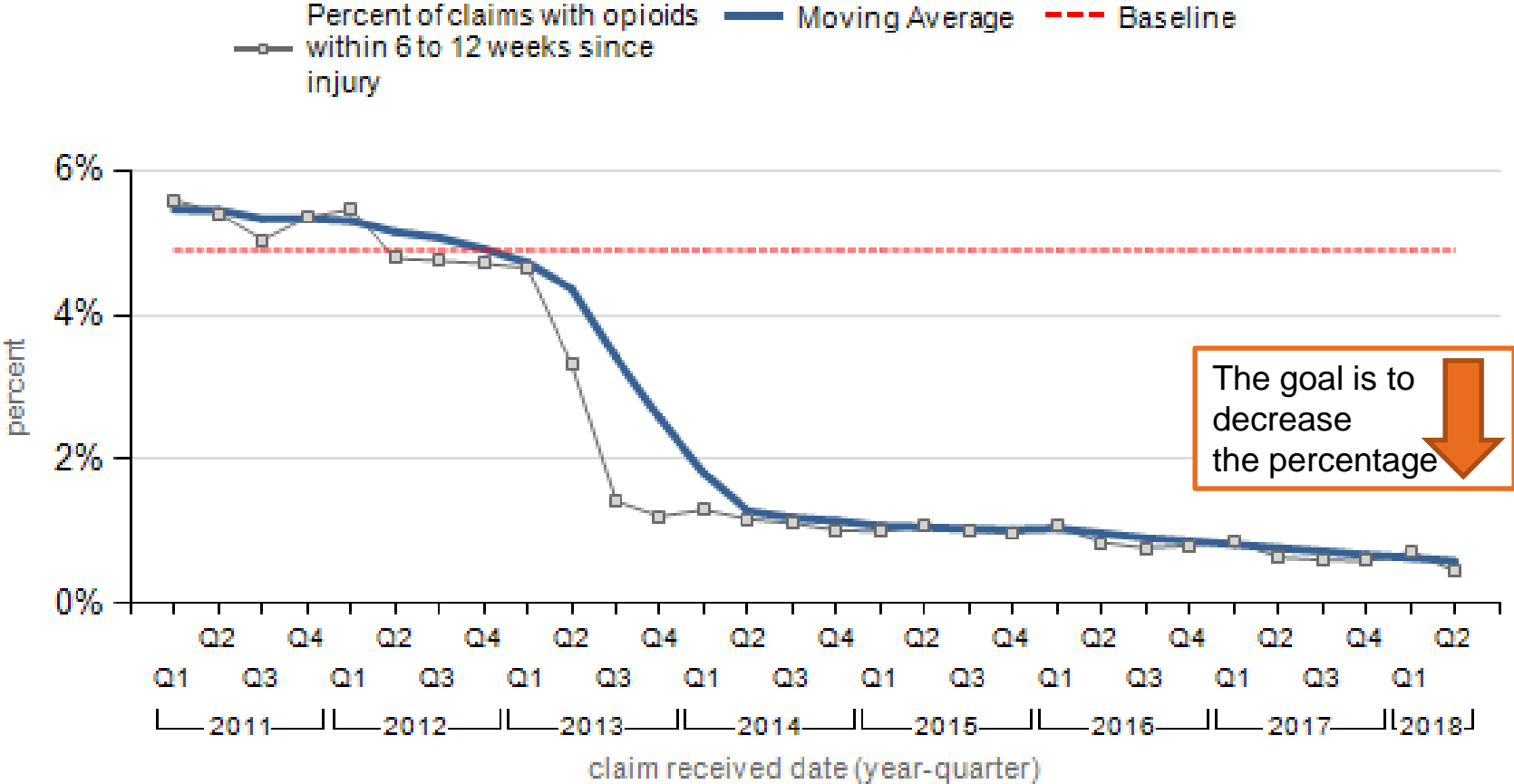
The share of time-loss claims resolved six months after claim receipt - trend has been upward

Share of time-loss claims resolved six months after claim receipt

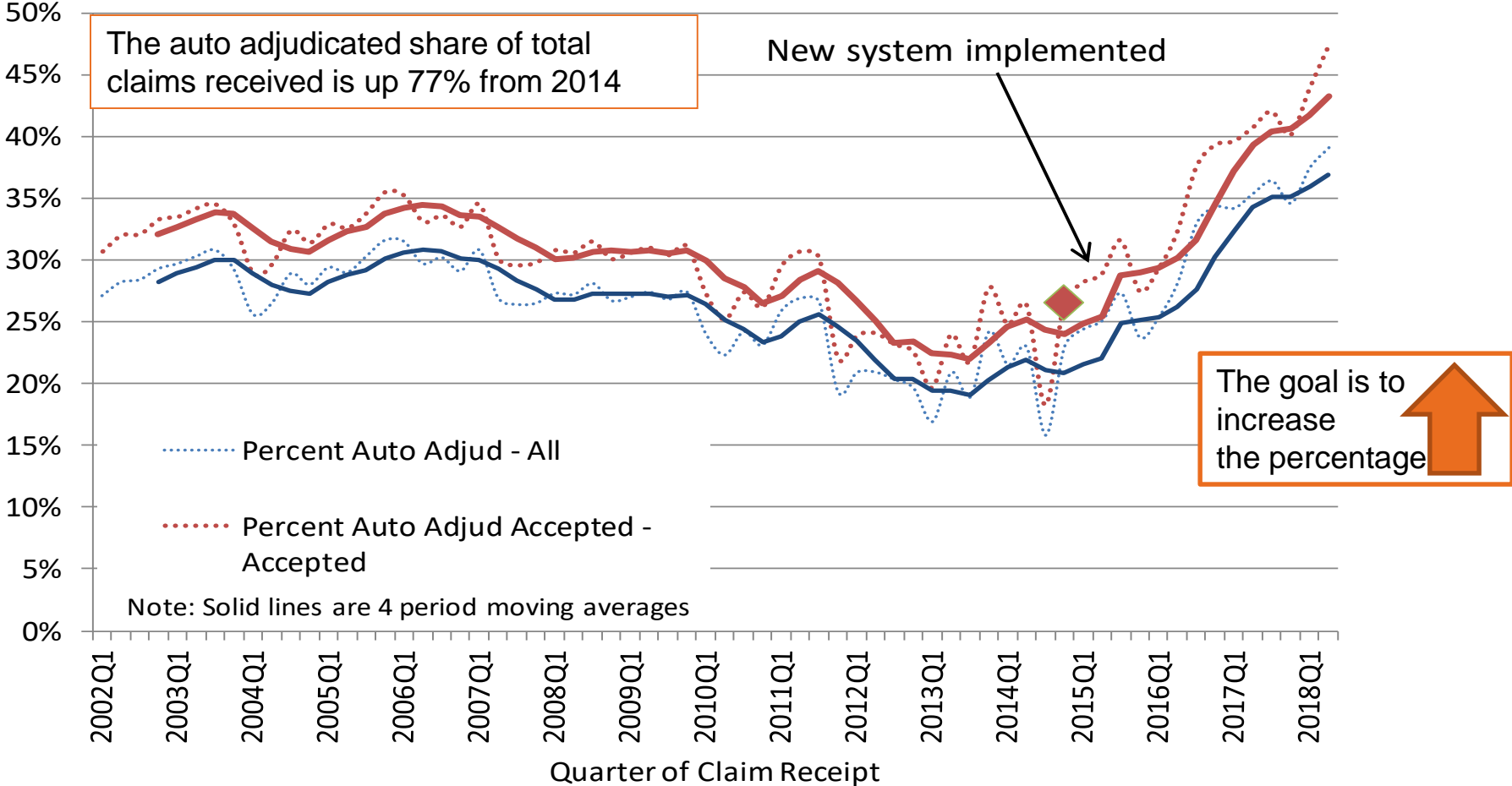


Claims with opioid prescriptions within 6 to 12 weeks of injury

Percent accepted claims with opioids within 6 to 12 weeks since injury



A new auto-adjudication process was implemented in early 2015 and is showing results



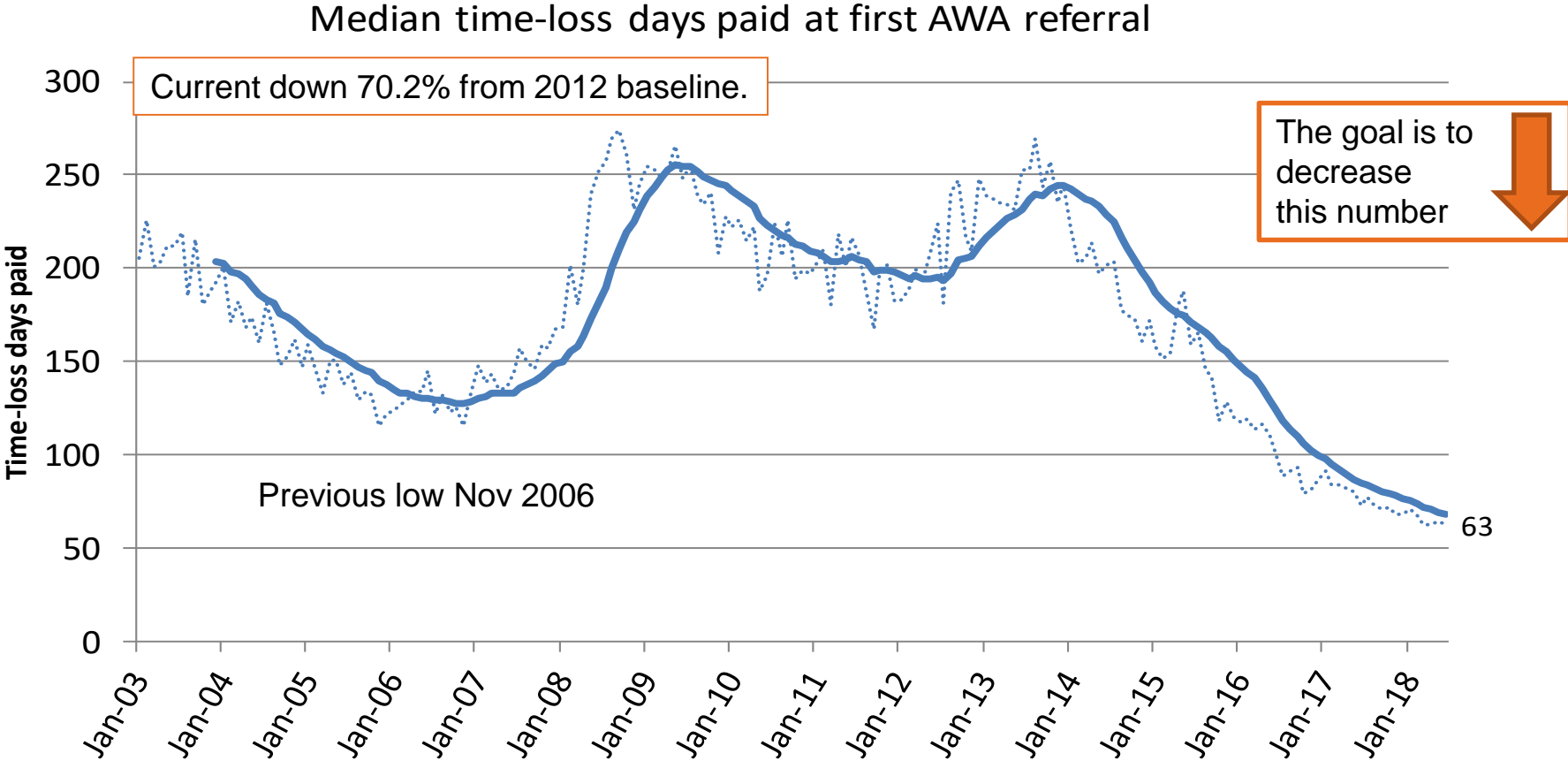
High risk claims – Initiatives such as early AWA, COHEs, opioid guidelines and the RTW score are improving RTW outcomes

The share of injured workers off work 40 days after claim receipt who are likely to have returned to work: Note: 12-month rolling



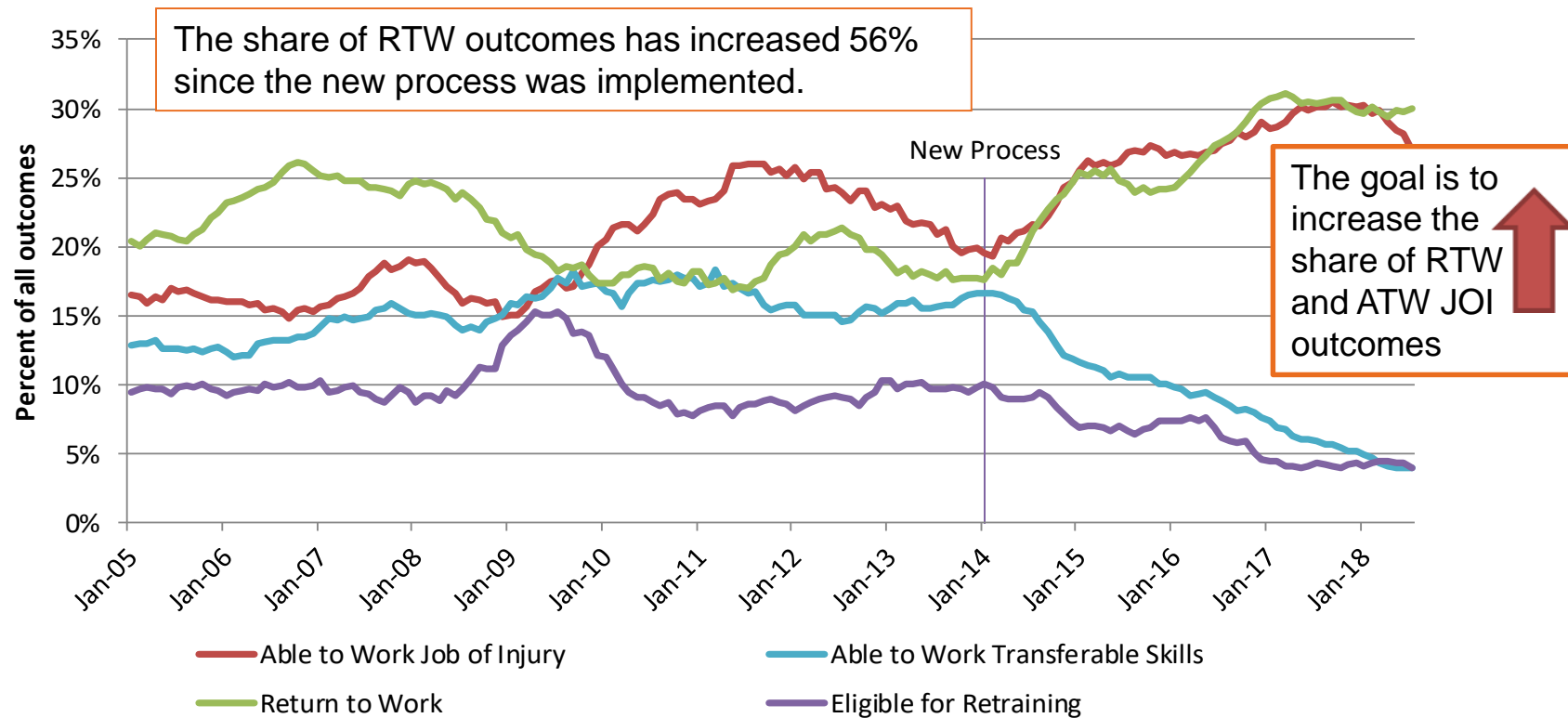
High risk workers are defined as those being disabled on the 40th day following claim receipt, about 1,540 claims per quarter. RTW is defined as the status of not receiving disability benefits between 7 and 12 months

Ability to work assessment referrals are now targeted to address the onset of long-term disability



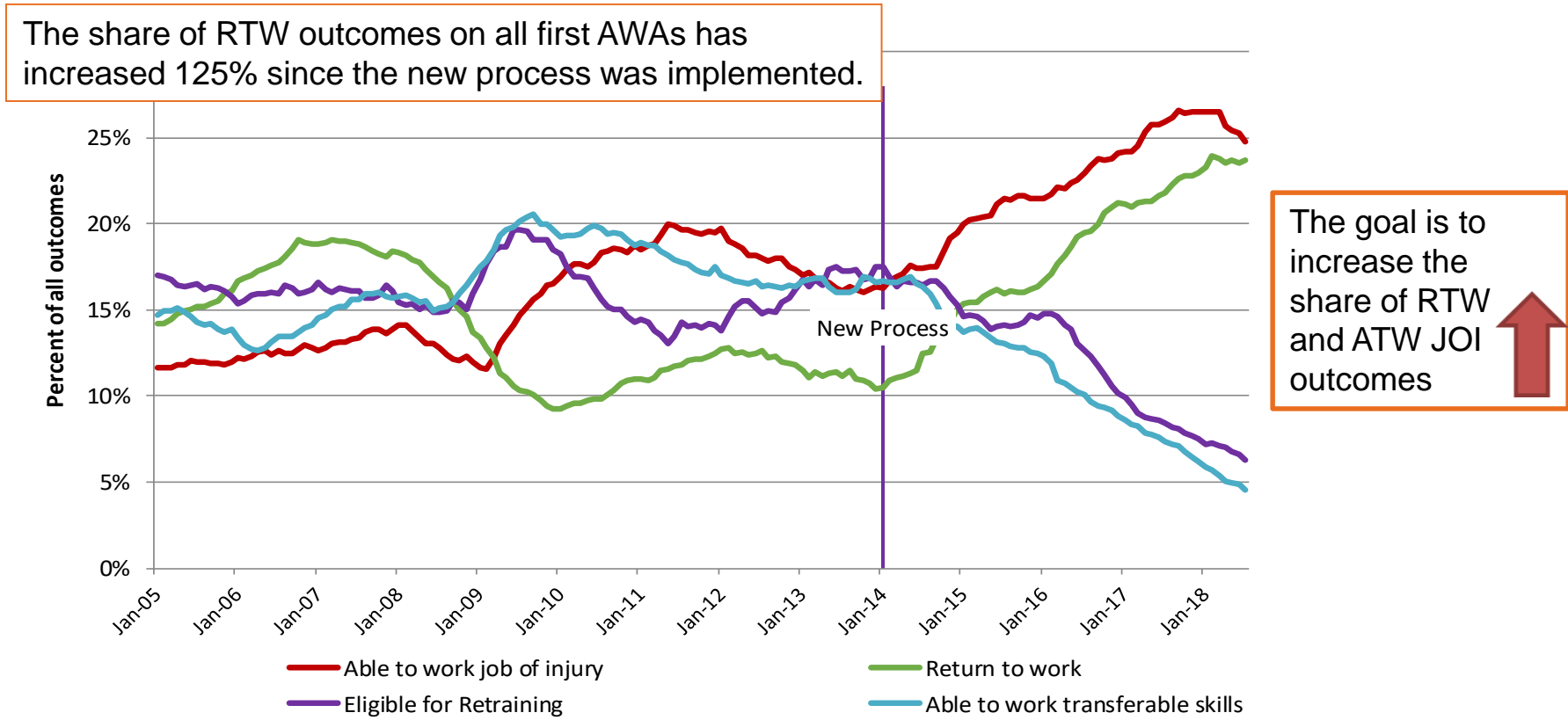
New focus on return to work in AWA process has increased positive employable outcomes for early AWAs

Outcome distribution when first AWA referral made with less than 90 days of time-loss, select outcomes (12-month rolling average)

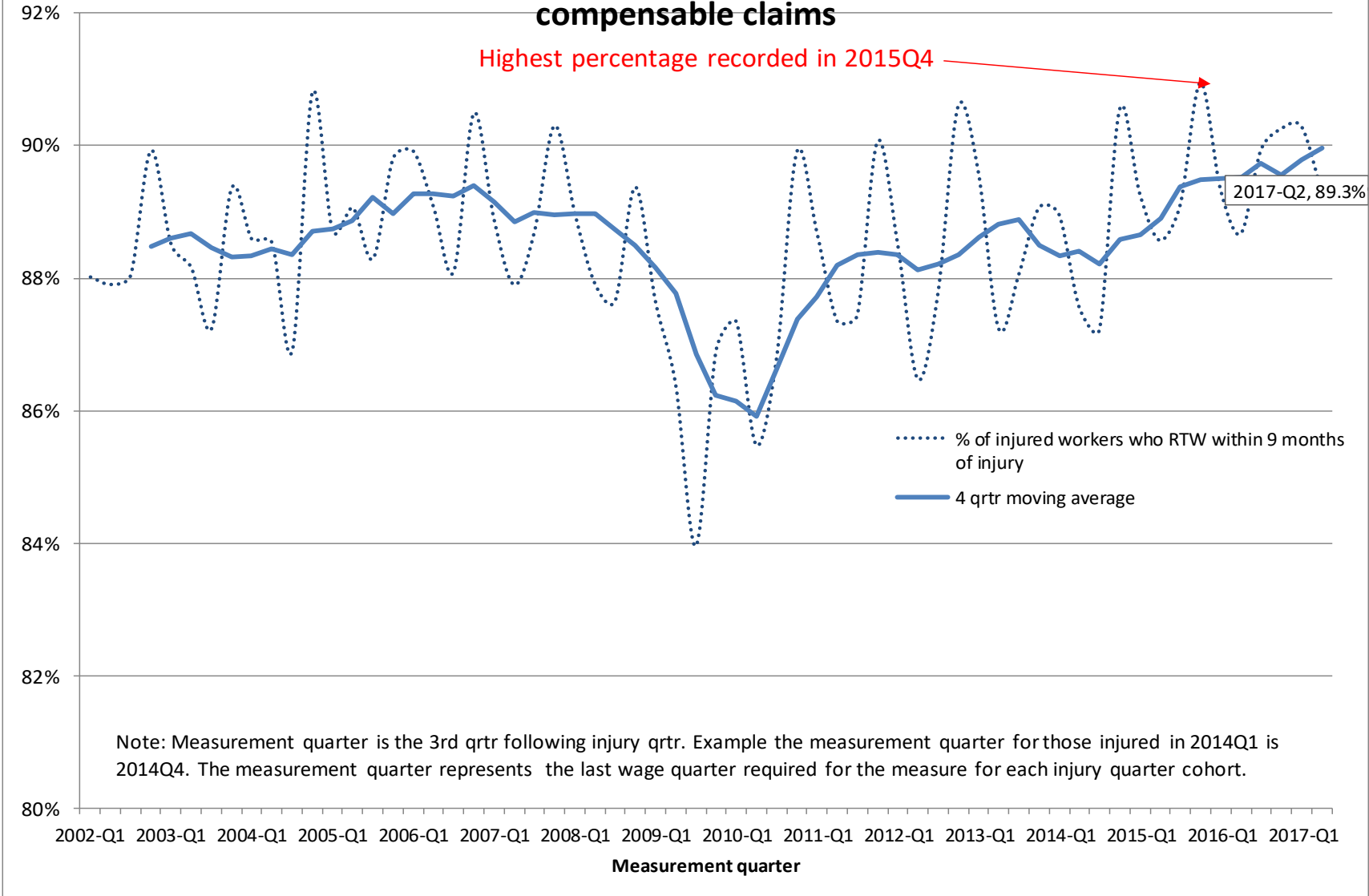


New focus on return to work in AWA process has increased positive employable outcomes for all first AWAs

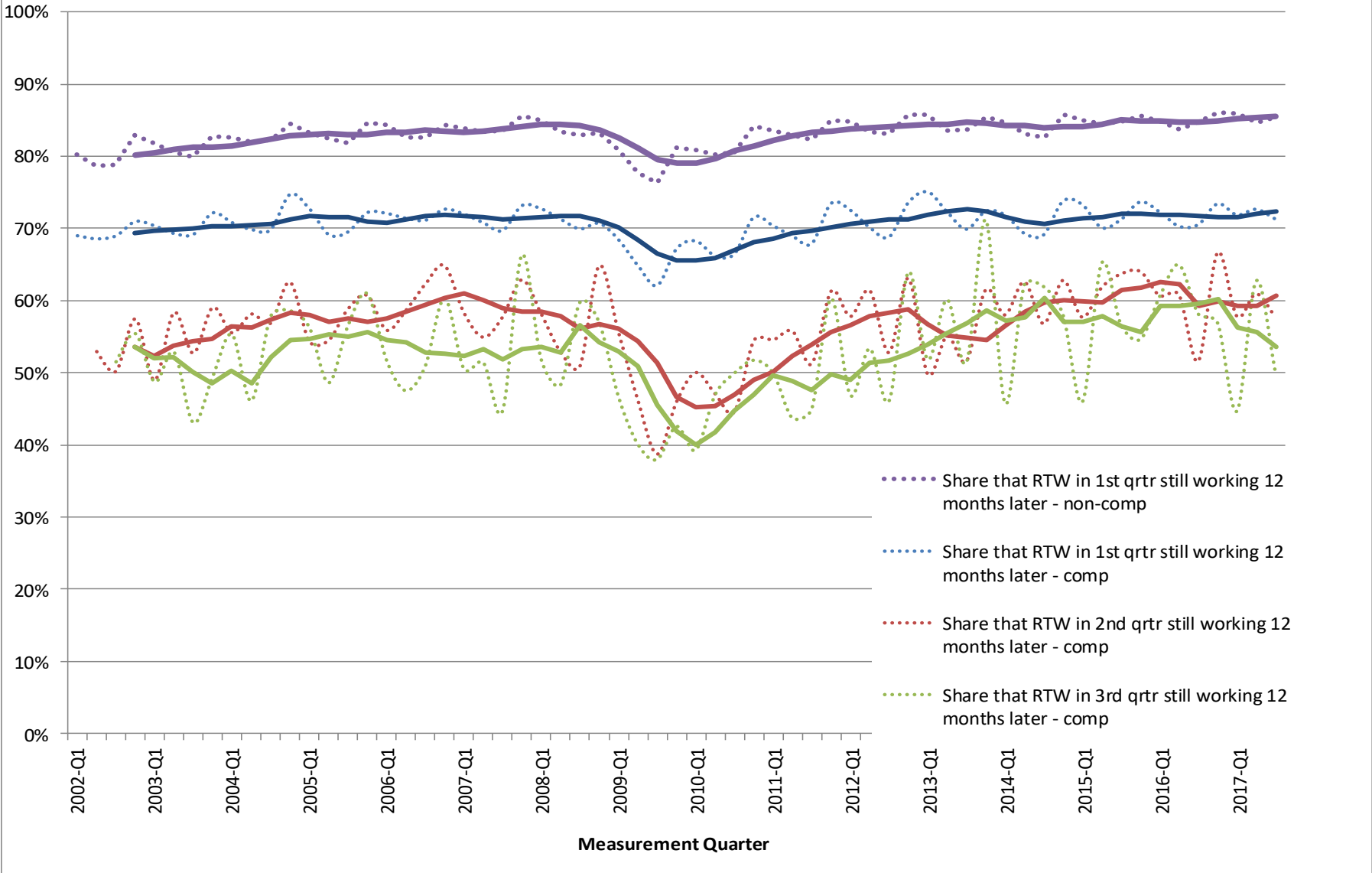
Outcome distribution, first AWA referrals, select outcomes (12-month rolling average)



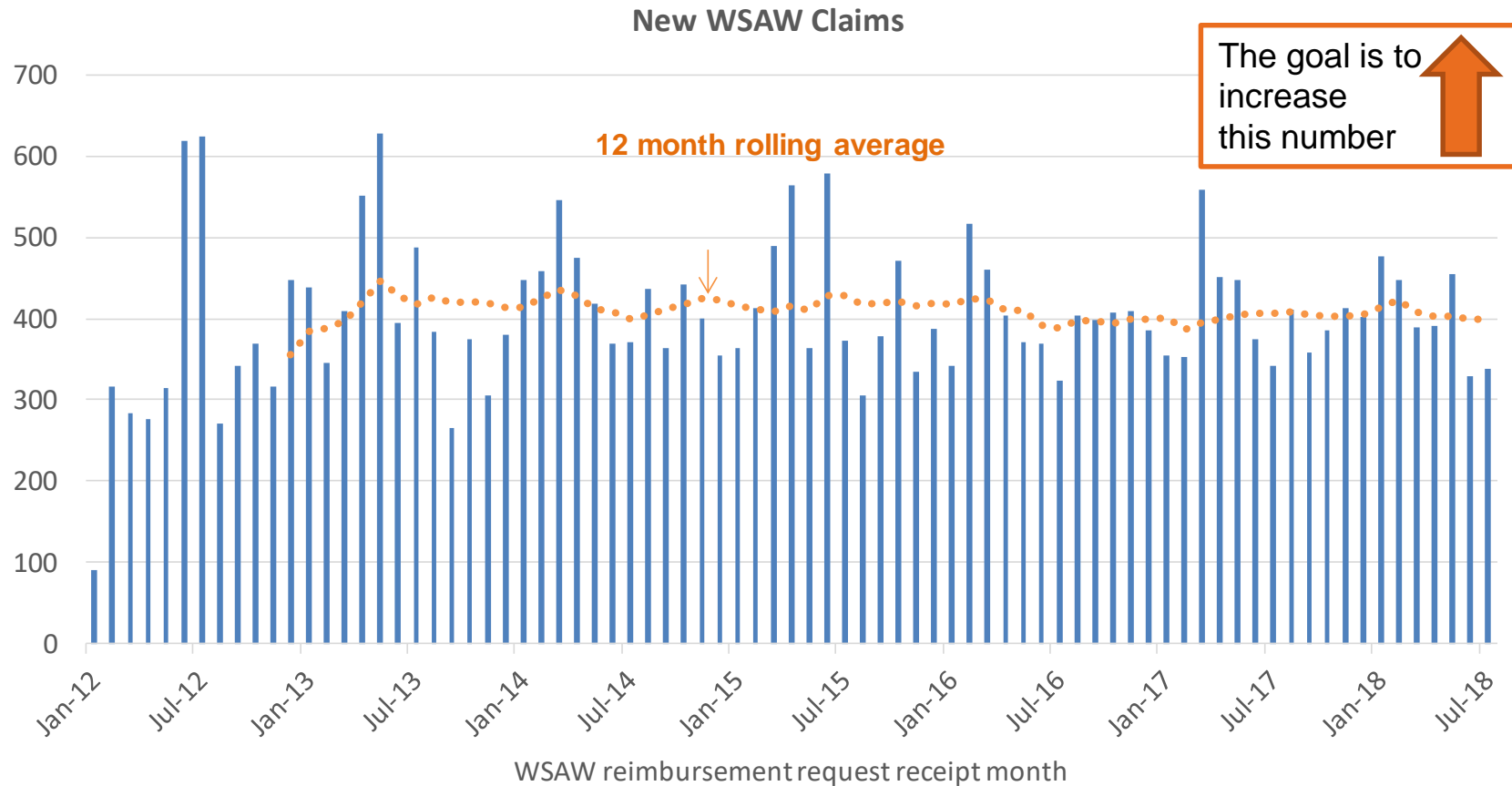
Percent of injured workers who RTW within 9 months of injury, compensable claims



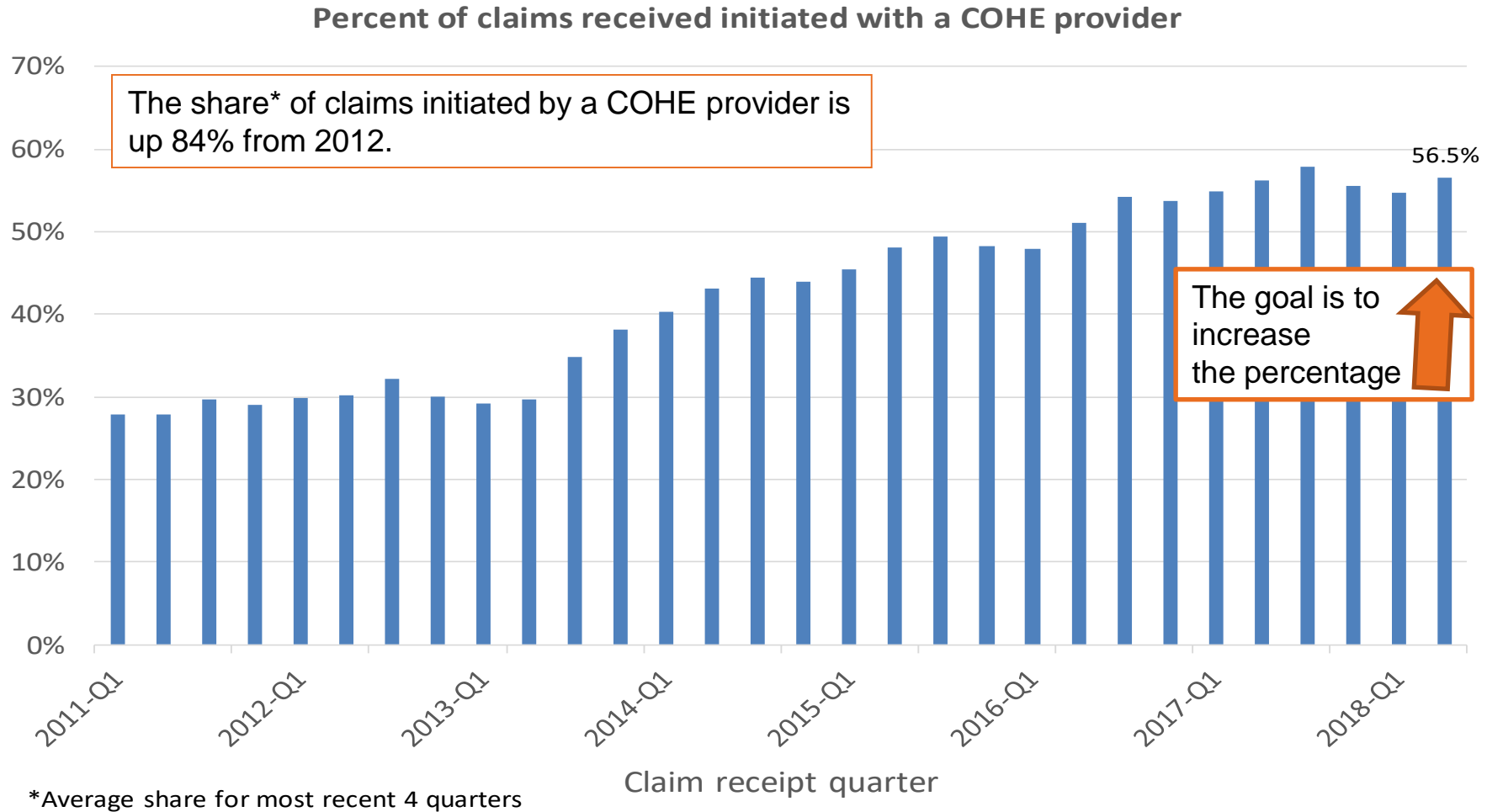
Durable Employment



Participation in light duty job assignments helps maintain the employer/injured worker relationship



Percentage of claims for injured workers initiated with a COHE provider continues to increase



Industrial Insurance (State) Fund Financial Overview

Statutory Financial Information
Fiscal Year 2018 through Fourth Quarter
July 2017 – June 2018



Rob Cotton, Workers' Compensation Accounting Manager



Significant Financial Highlights

July 2017 through June 2018

The contingency reserve increased \$556 million, from \$2,972 million on July 1, 2017 to \$3,528 million on June 30, 2018.

	<ul style="list-style-type: none">• Favorable development on prior year liabilities<ul style="list-style-type: none">➤ Medical Aid: lower than expected claim counts and lower than anticipated medical payments➤ Accident: reduction in the number of anticipated active time-loss claims➤ Total Permanent Disability: fewer active older time-loss claims➤ Partial Permanent Disability: fewer awards• Gains on investments• Premiums and investment income are adequate to pay for actual costs
	<ul style="list-style-type: none">• Lowering the discount rate from 6.2% to 6.1% for the state fund and self insurance• Lowering the discount rate from 6.1% to 4.5% for State Fund

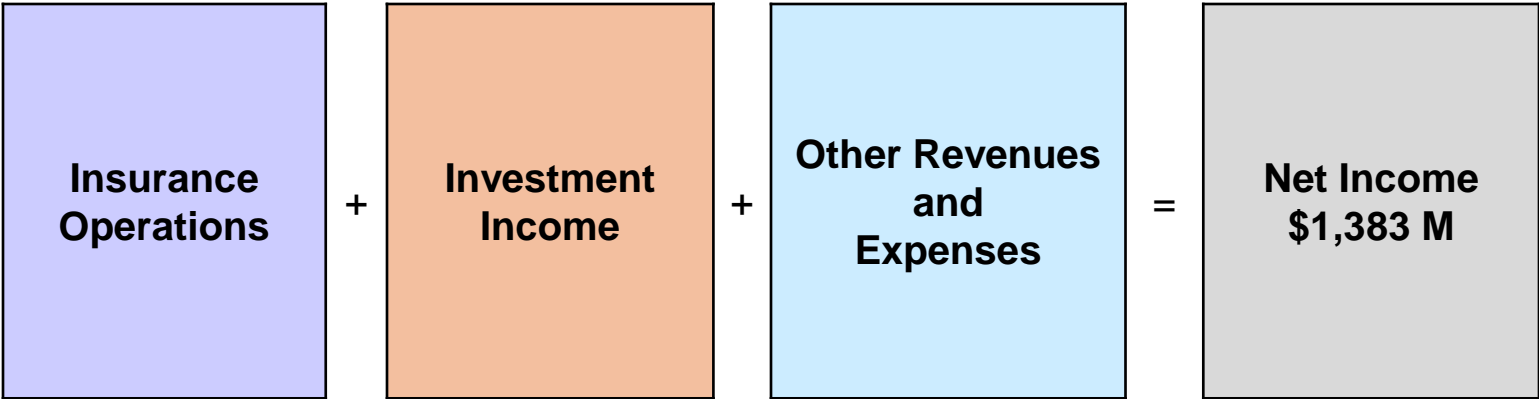
Change in contingency reserve by quarter for fiscal year 2018.

- July 1st to September 30, 2017 – an increase of \$427 million
- October 1st to December 31, 2017 – an increase of \$514 million
- January 1st to March 31, 2018 – an increase of \$118 million
- April 1st to June 30, 2018 – a decrease of \$503 million

State Fund Results

“Net Income”

July 2017 through June 2018



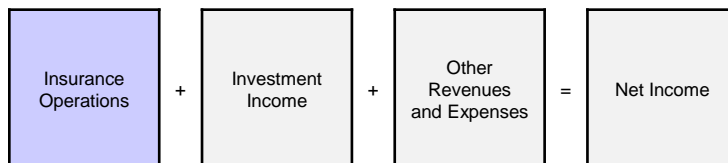
Insurance Operations

July through June 2018
(in millions)

Twelve Months Ended

		June 30, 2018	June 30, 2017
We took in (Premiums Earned)	+	\$ 2,097	\$ 2,081
We spent (Expenses Incurred)			
Benefits Incurred		1,996	1,354
Claim Administrative Expenses		231	165
Other Insurance Expenses		93	91
Total Expenses Incurred	-	2,320	1,610
Net Income (Loss) from Insurance Operations	=	\$ (223)	\$ 471

Net loss from insurance operations is normal for workers compensation insurers who routinely rely on investment income to cover a portion of benefit payments.

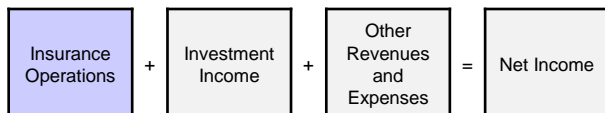


Premiums Earned

July through June
(in millions)

Twelve Months Ended

	June 30, 2018	June 30, 2017	Difference
Standard Premiums Collected	\$2,281	\$2,201	
Less Retrospective Rating Adjustments	(175)	(163)	
Net Premiums Collected	2,106	2,038	
Changes in future Premium Amounts To Be Collected	10	50	
Changes in future Retrospective Rating Adjustment Refunds	(19)	(7)	
Net Premiums Earned	\$ 2,097	\$ 2,081	\$ 16

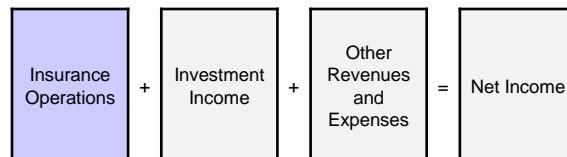


Benefits Incurred

July through June
(in millions)

Twelve Months Ended

	June 30, 2018	June 30, 2017	Difference
Benefits Paid	\$ 1,625	\$ 1,606	\$ 19
Change in Benefit Liabilities	(183)	(251)	68
Discount Rate Reduction from 6.1% to 4.5% for State Fund	554	0	554
Total Benefits Incurred	\$ 1,996	\$ 1,355	\$ 641



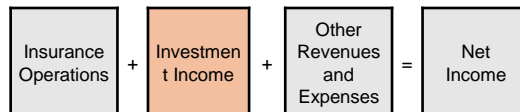
The main reason for the \$641 million increase in benefits incurred is the discount rate reduction offset by favorable development on prior year benefit liabilities.

Investment Income

July through June
(in millions)

Twelve Months Ended

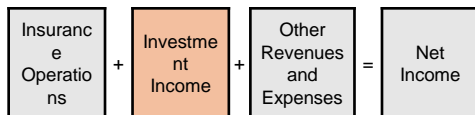
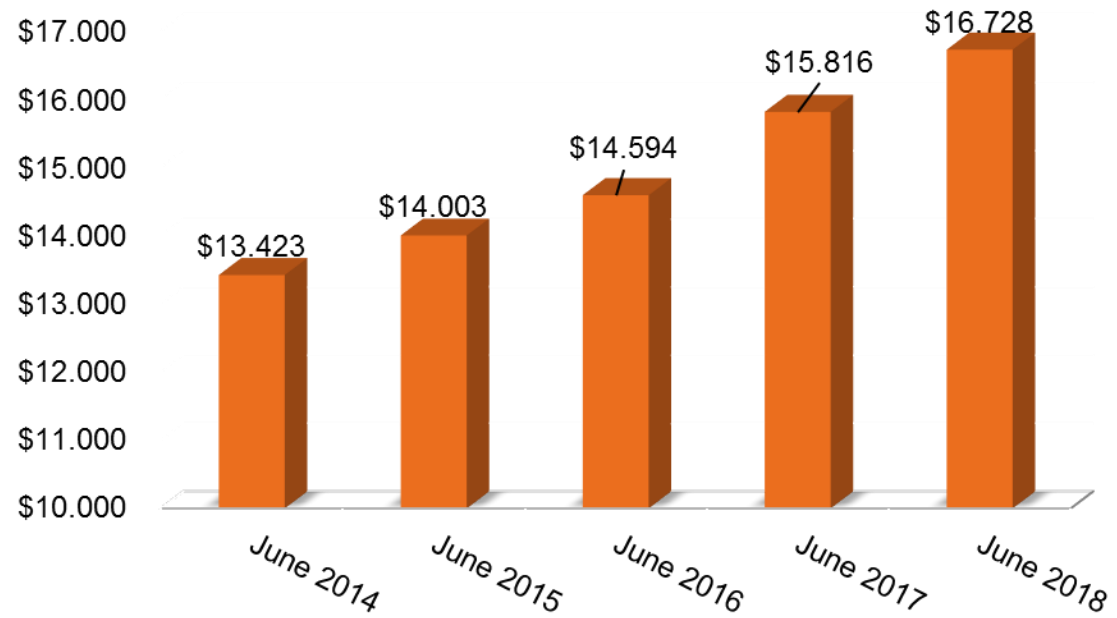
		June 30, 2018	June 30, 2017
Investment Income Earned from Interest on bonds	+	\$ 481	\$ 478
Realized Gain/(Loss) from Fixed Income Investments Sold	+	33	102
Realized Gains from Stocks (Equity Investments) Sold	+	1,059 *	1
Total Investment Income	=	\$1,573	\$ 581



*WSIB decision to transition all equity assets into a global commingled fund..

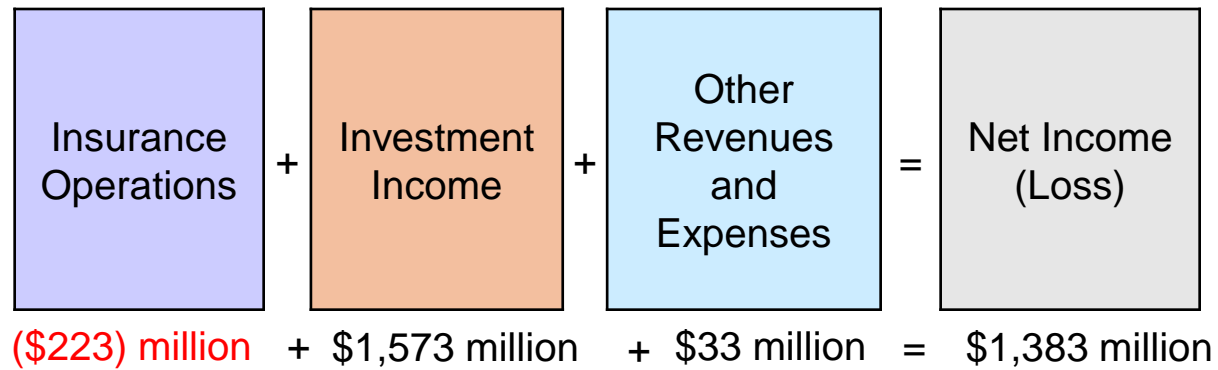
Total Investments

(rounded to billions)



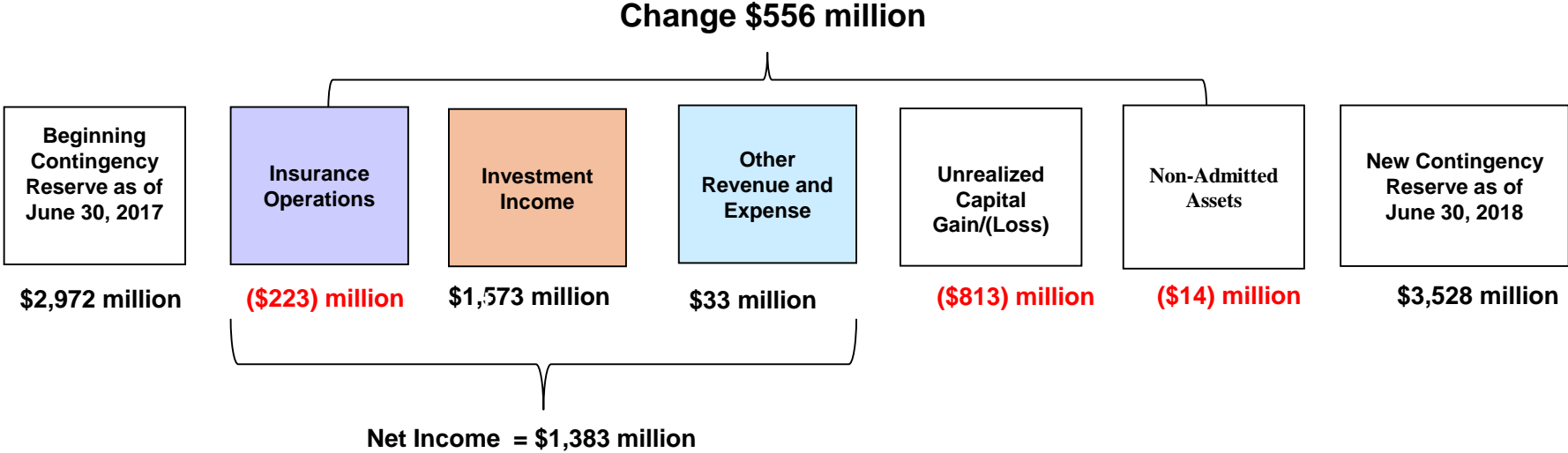
Results of Operations

July 2017 through June 2018



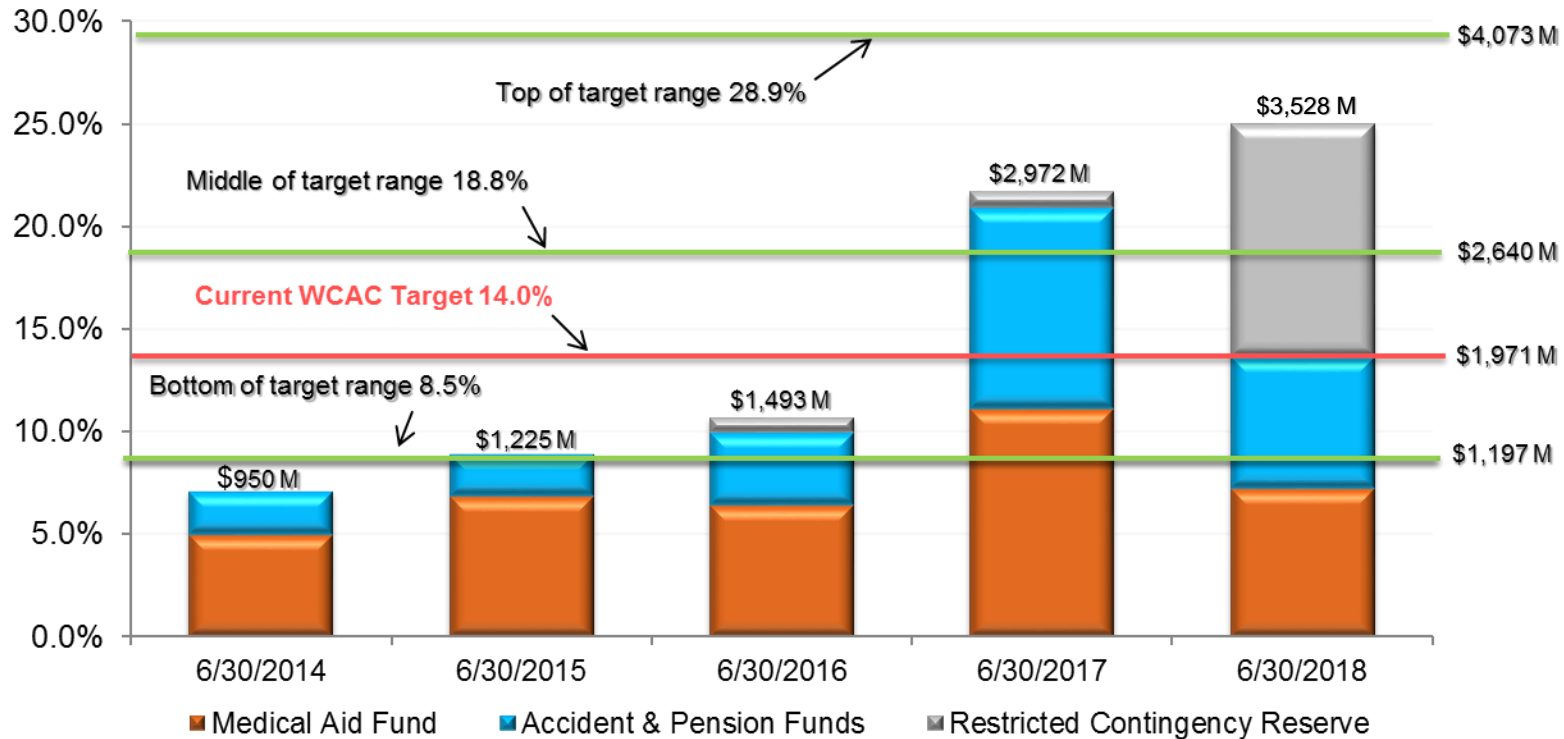
How Did Contingency Reserve Perform?

July 2017 through June 2018



Combined Contingency Reserve vs. Targets

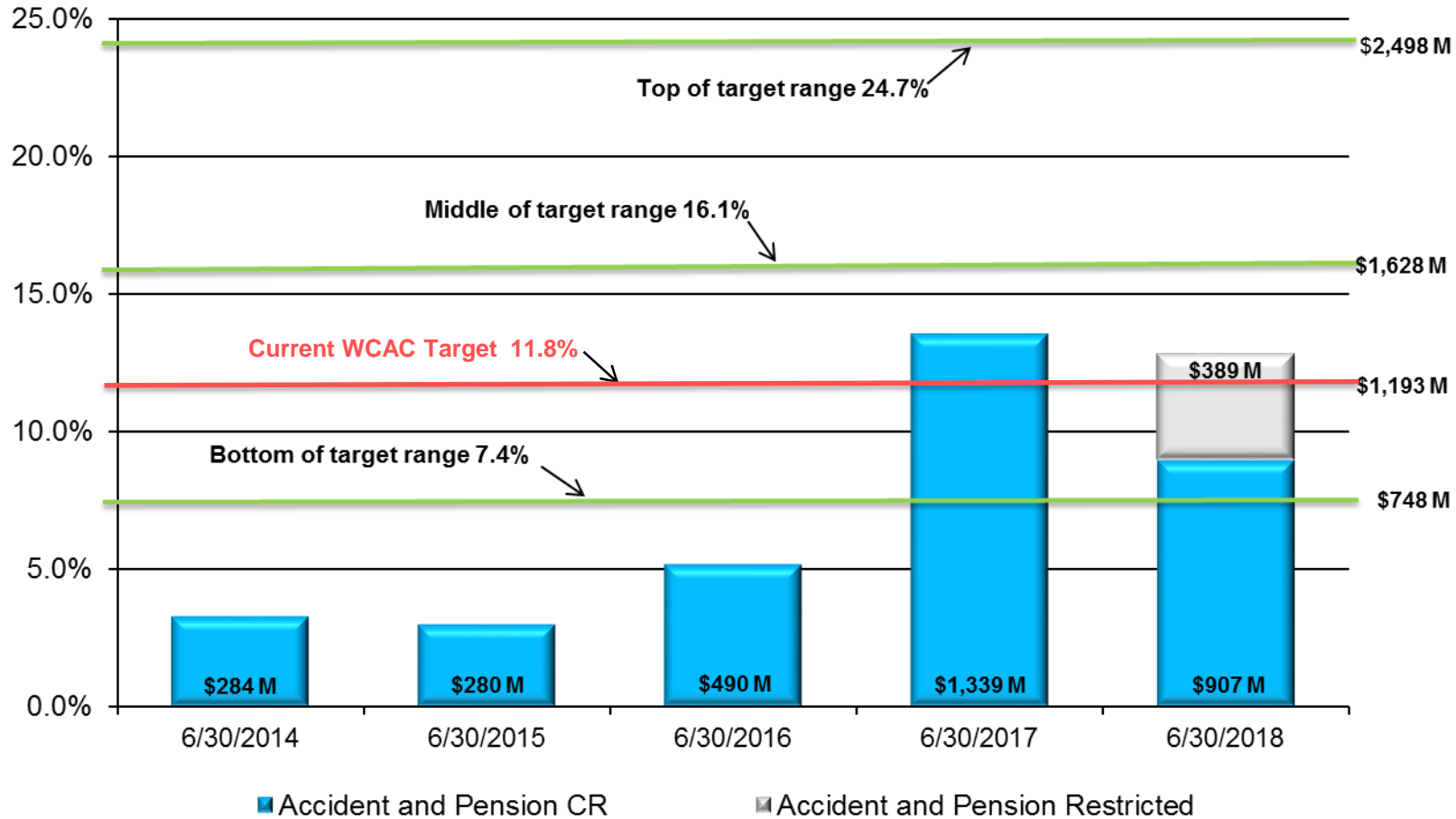
Combined Contingency Reserve is 25.1% of Total Liabilities



Restricted is based on final June 30, 2017 financial information and the change in the value of investments through 06-30-18.

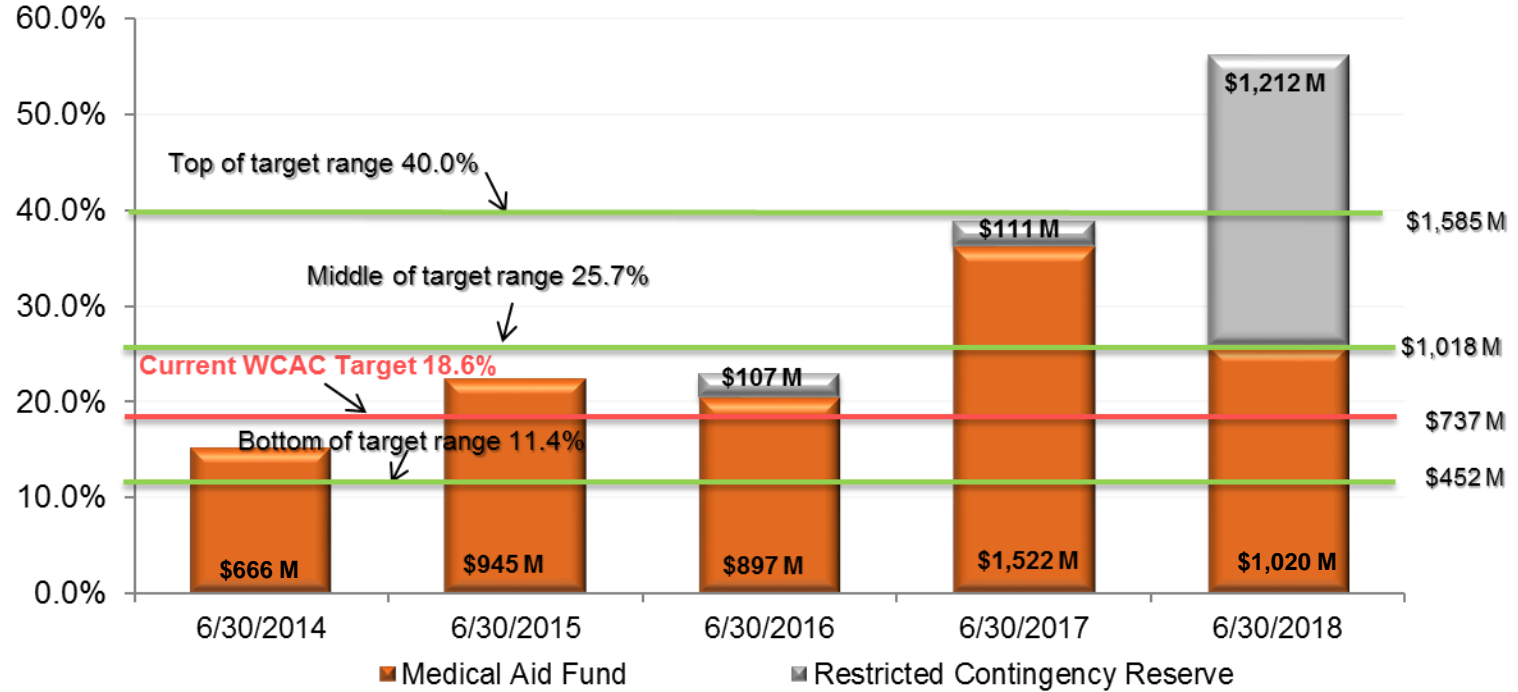
Accident, Pension & Restricted Contingency Reserve is 12.8% of Liabilities

Accident & Pension Contingency Reserve vs. Targets



Medical Aid & Restricted Contingency Reserve is 56.3% of Liabilities

Medical Aid & Restricted Contingency Reserve vs. Targets



Restricted is based on final June 30, 2017 financial information and investment earnings through 06-30-18.

Key Financial Ratios

as a percentage of premium earned

Ratios	Quarter Ended June 30, 2018			Fiscal Year Ended June 30, 2017	Fiscal Year Ended June 30, 2016
	State Fund at 4.5%	State Fund at 6.1%	Industry Forecast		
Current Year Benefit (Loss Ratio)	77.8%	77.8%		78.2%	83.1%
Prior Year Benefit (Loss Ratio)	17.4%	(9.0)%		(13.1)%	14.0%
Total Benefit (Loss Ratio)	95.2%	68.8%	50.4%	65.1%	97.1%
Claim Administration Expense (CAE) Ratio	11.1%	11.1%	13.6%	7.9%	10.8%
Sub-Total: Benefit and Claim Administration Expense Ratios	106.3%	79.8%	64.0%	73.0%	107.9%
Underwriting Expense Ratio includes all insurance administrative expenses except CAE	4.5%	4.5%	26.0%	4.4%	4.5%
Combined Ratio (Industry omits dividends)	110.8%	84.3%	90.0%	77.4%	112.4%
Investment Income Ratio	22.9%	22.9%	18.1%	23.0%	25.4%
Operating Ratio	87.9%	61.3%	71.9%	54.4%	87.0%

Note: a ratio of 100% would indicate that costs = premium for the period

Questions & Comments

Contact Rob Cotton,
Workers' Compensation Accounting Manager

- Phone: 360-902-6263
- Email: cotr235@lni.wa.gov.

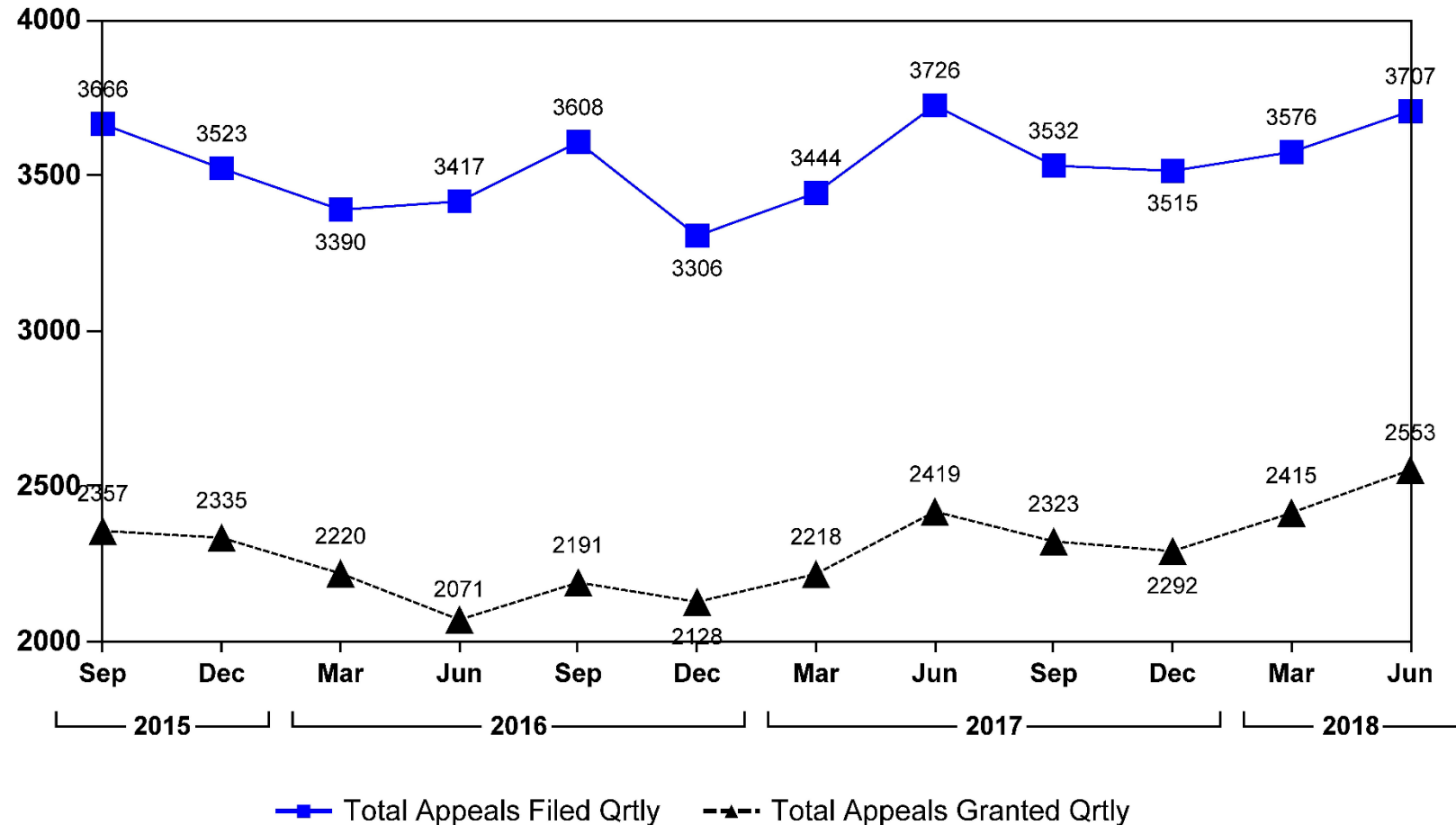
Thank You!

Board of Industrial Insurance Appeals (BIIA) Update

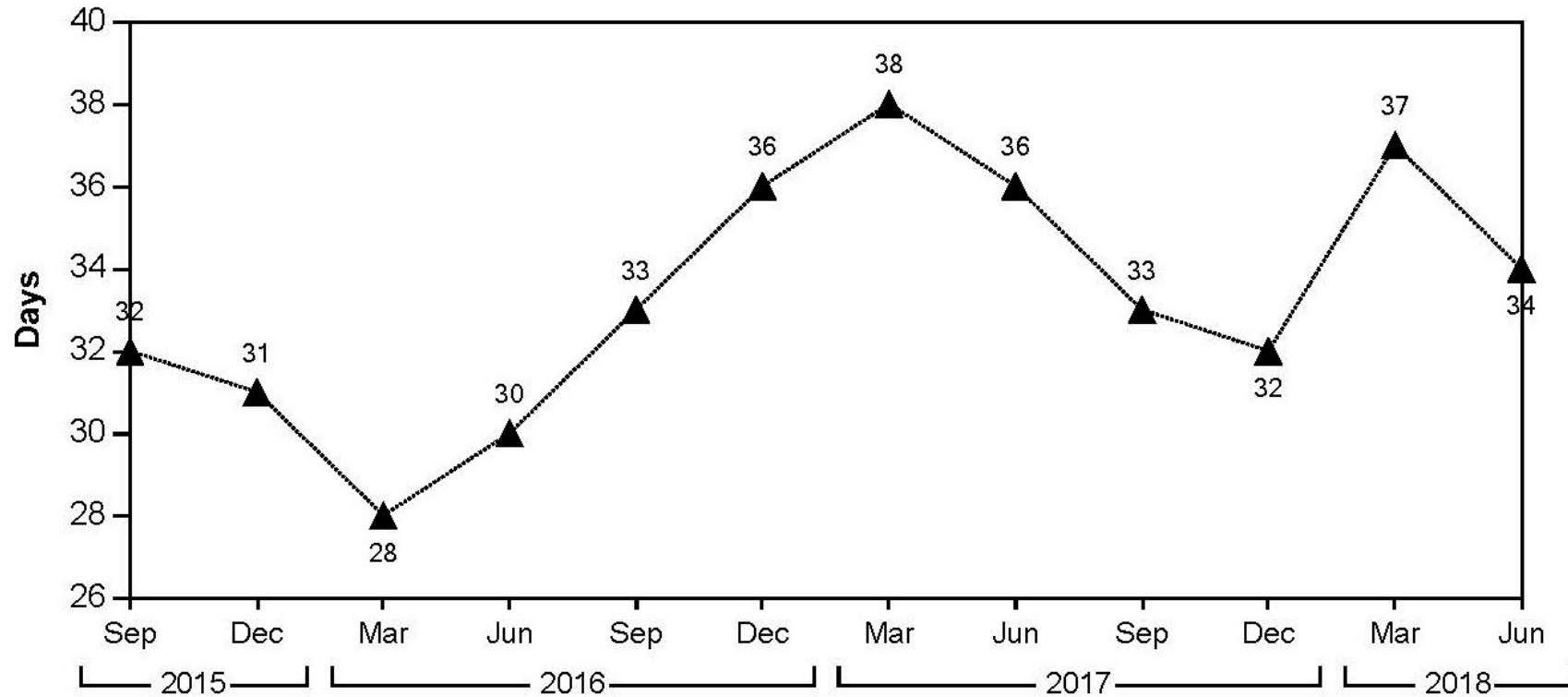
Linda Williams, Chair



Total Appeals Filed and Granted

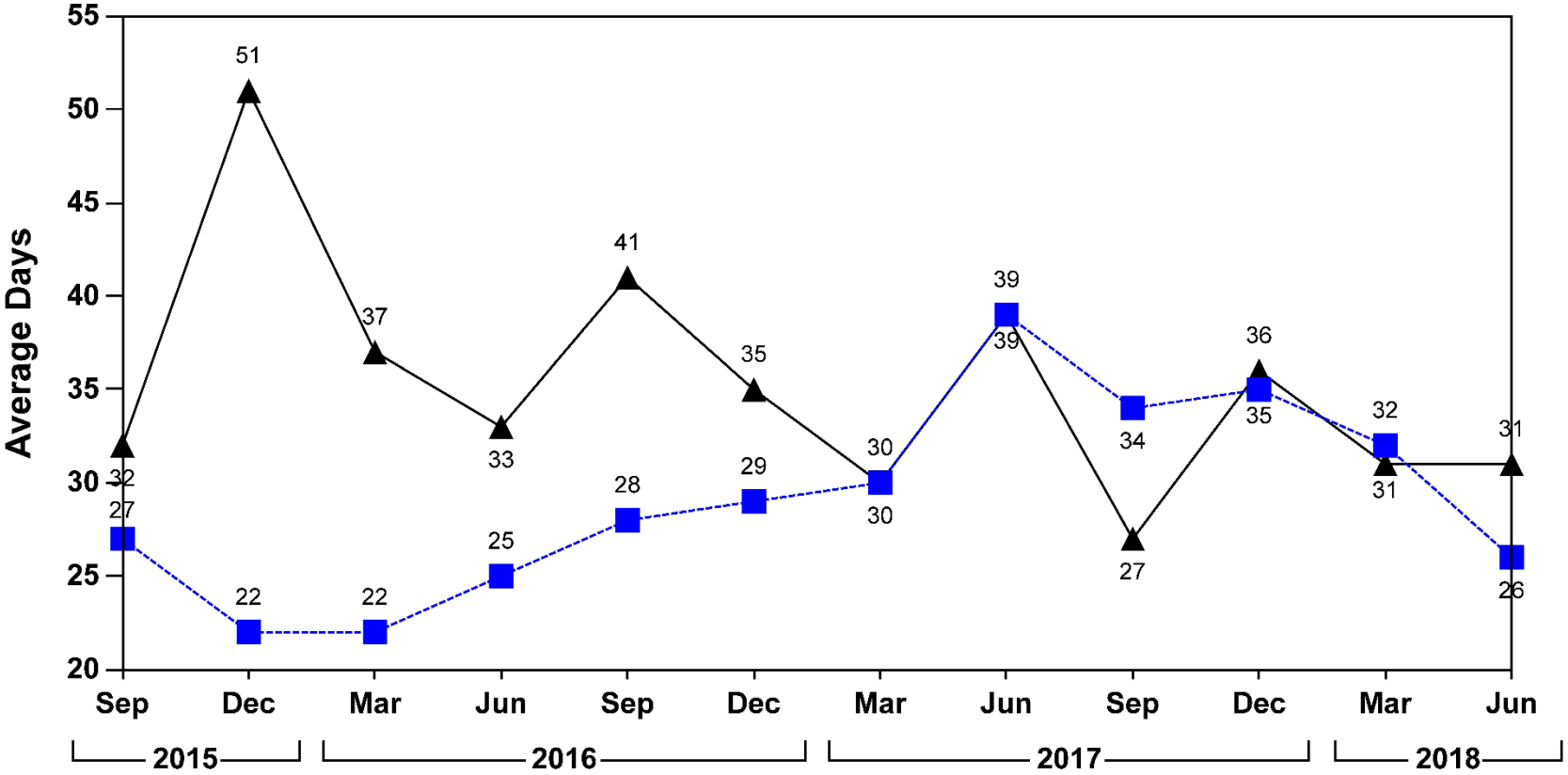


Average PD&O* Time-lag by Quarter for Hearing Judges



*Proposed Decision and Order

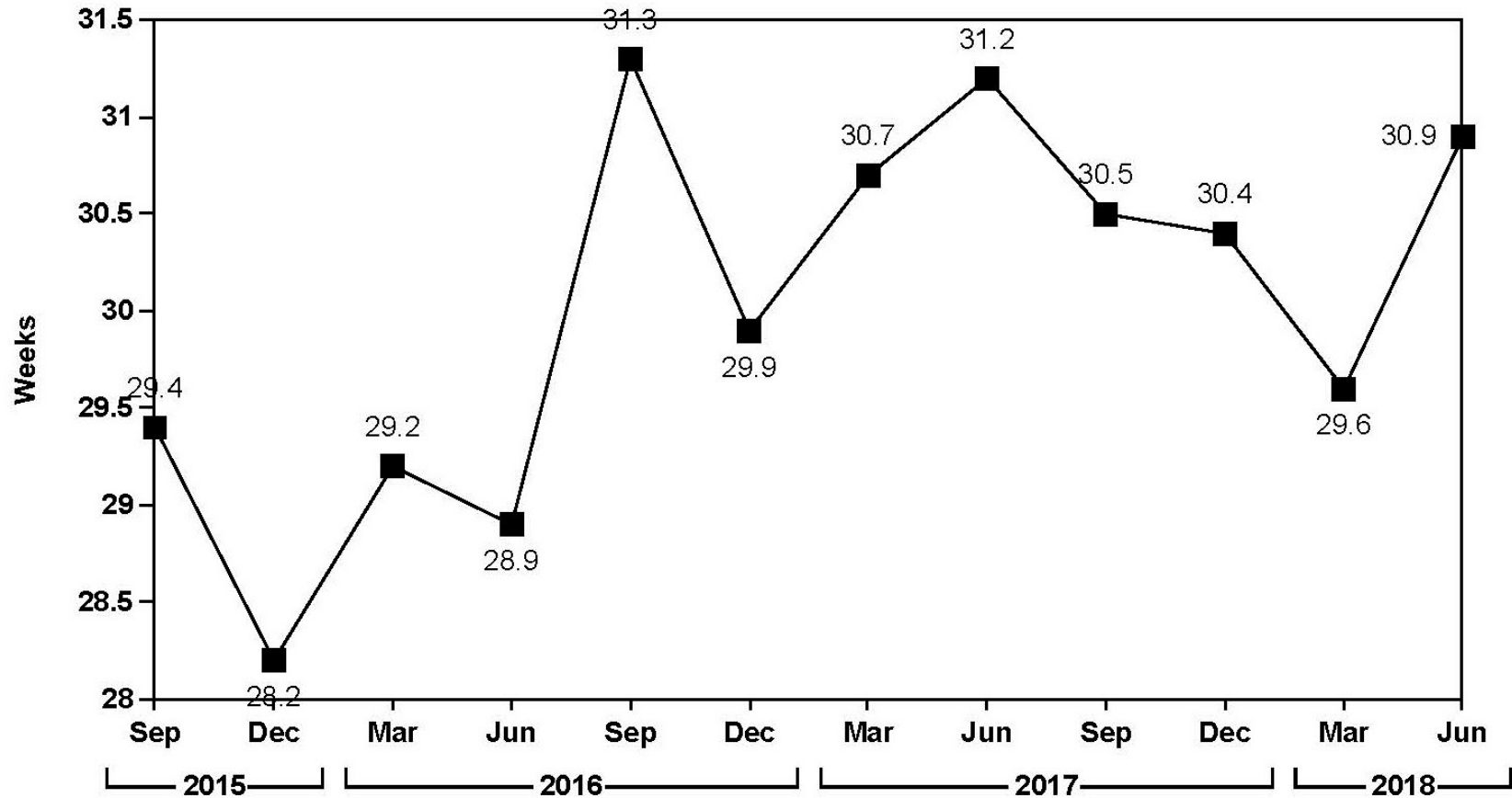
D & O* Time-Lag by Quarter



—▲— Judges - - - ■ - - - Board

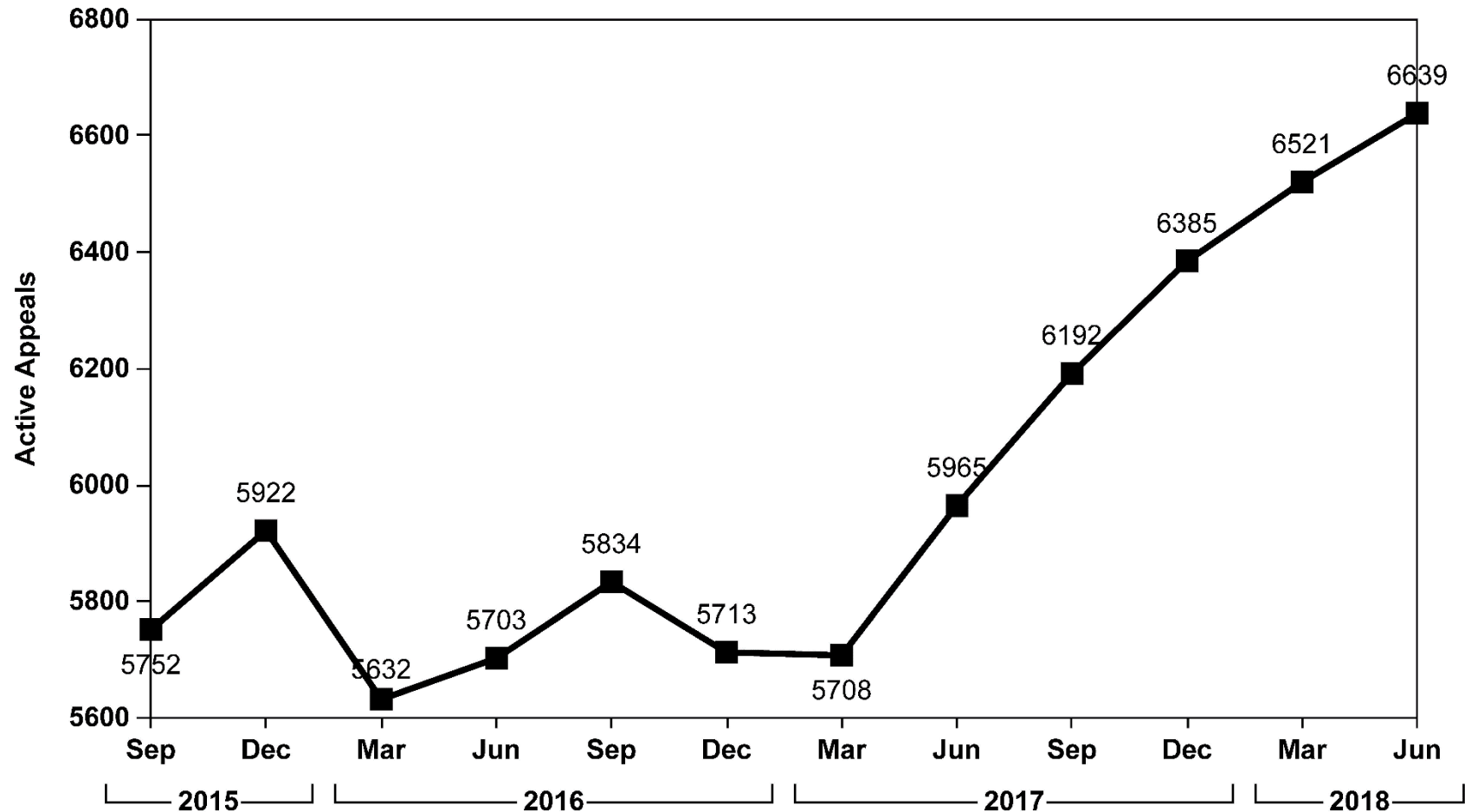
*Decision and Order

Quarterly Average Weeks to Completion

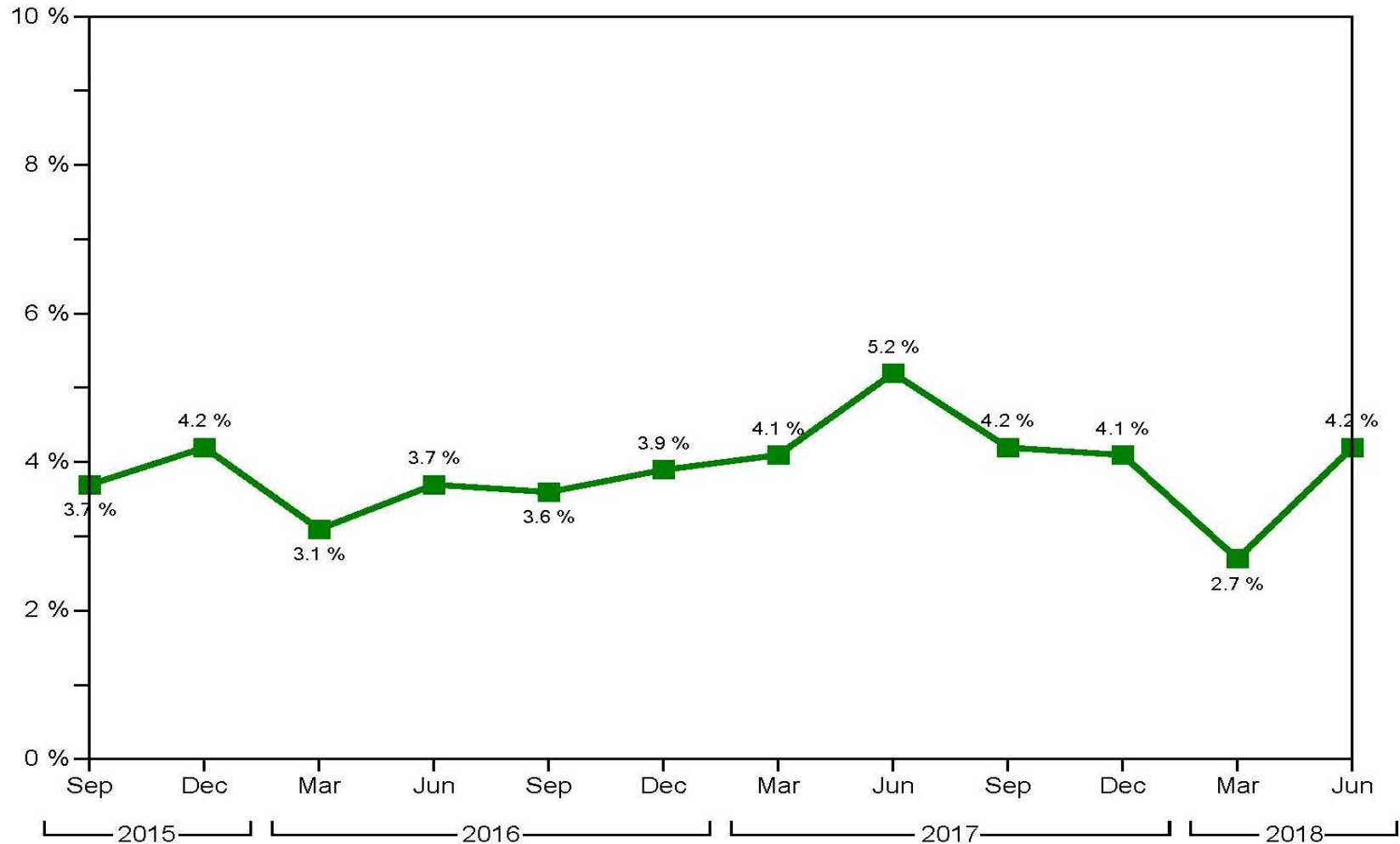


All orders issued by quarter from date filed to date of final order

Caseload at End of Quarter



Percentage of Final Orders Appealed to Superior Court - Quarterly



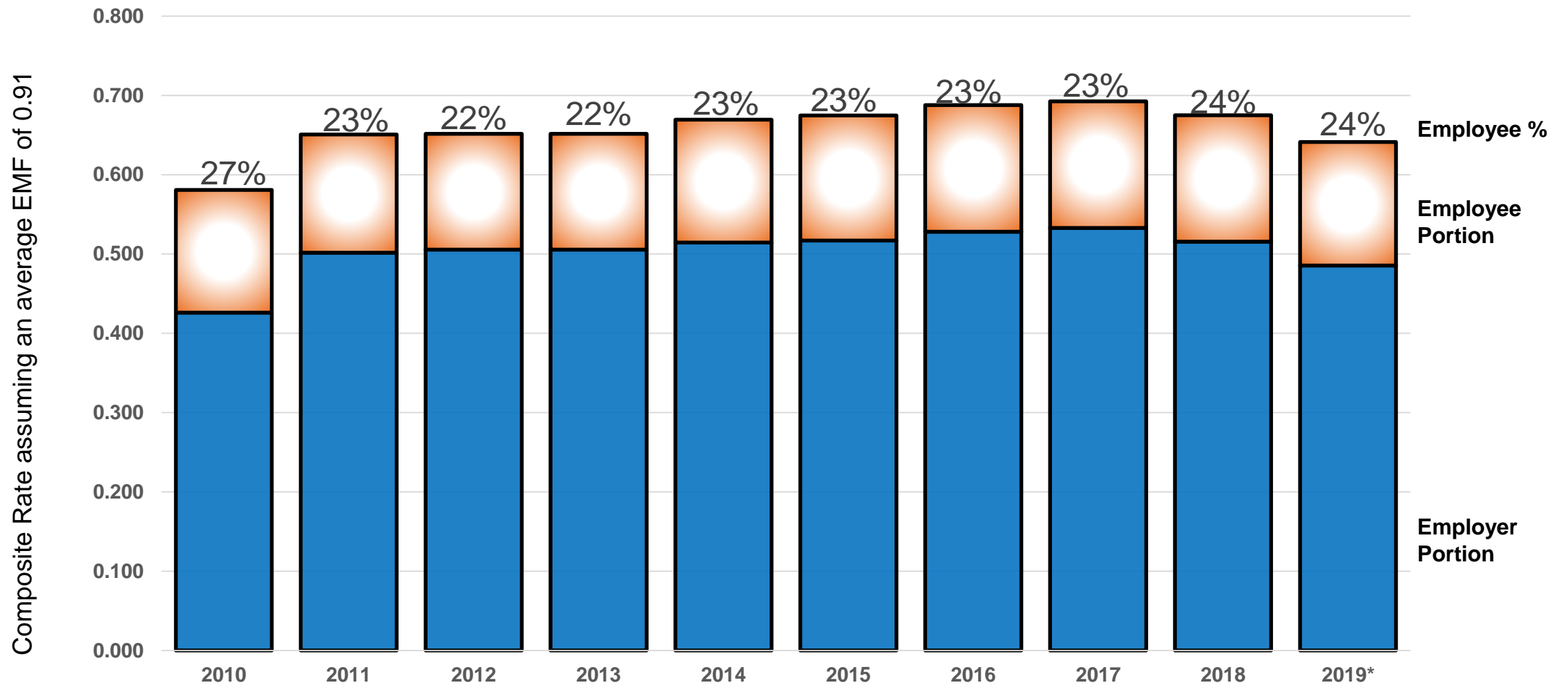
Appendix



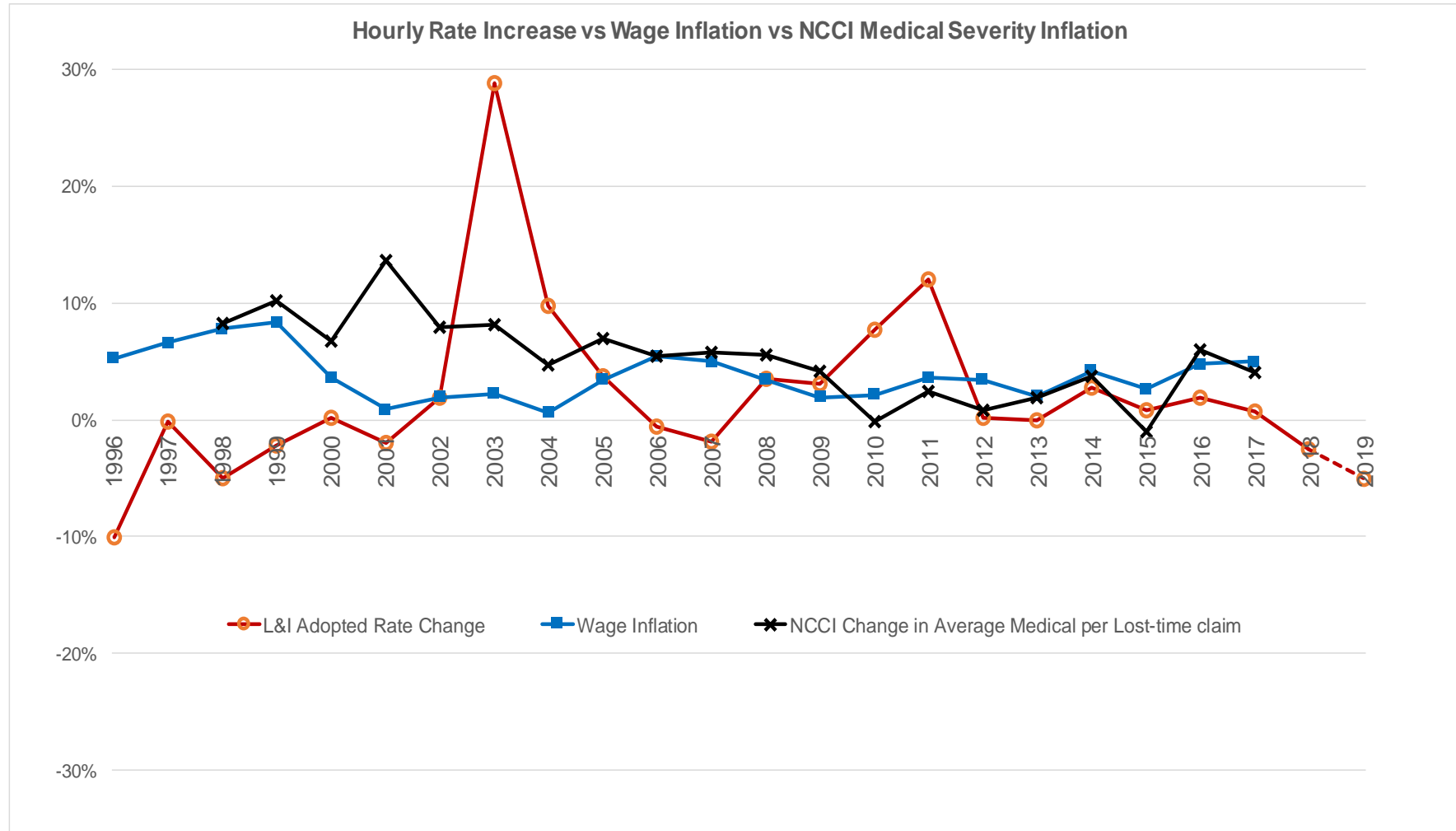
Proposed Premium Rates Appendix



Employee Portion of the Premium Rates

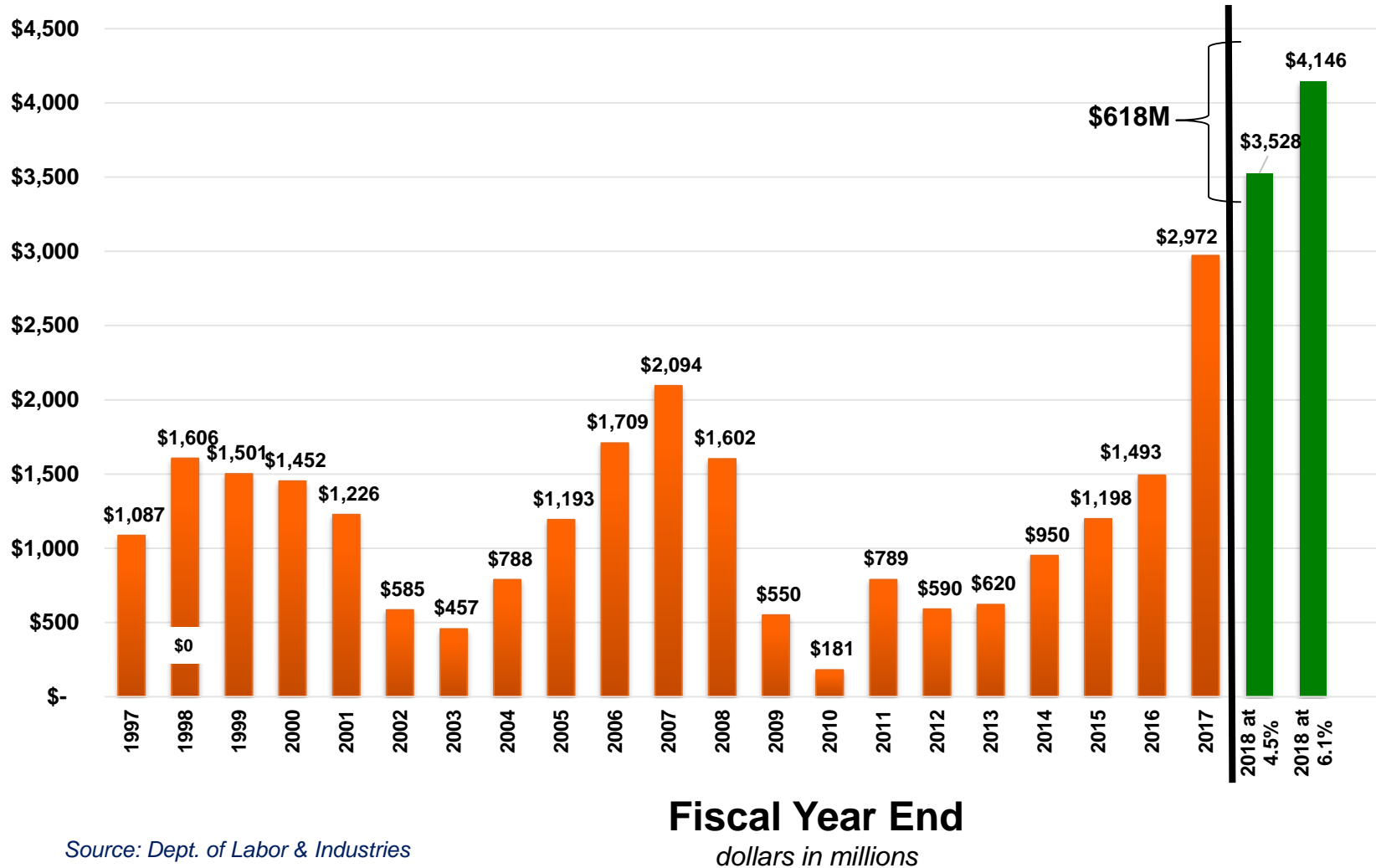


Reduce rate volatility by measuring against wage inflation



* Indicates wage inflation rate known when rates were set

Contingency reserve continued to grow in 2018



Industrial Insurance (State) Fund Financial Overview Appendix



Reconciliation of Change in Benefit Liabilities

July 1, 2017 Benefit Liability Beginning Balance	\$12,726,732
Prior Year Benefit Payments	(\$1,341,587)
Prior Year Development (Favorable)	(\$941,214)
Self Insurance Prefunded Pension Transfers	\$50,127
Regular reserve discount reduction	\$609,053
Discount rate decrease from 6.2 to 6.1%	\$28,532
Discount rate decrease from 6.1 to 4.5% for State Fund (Accident TPD)	\$63,554
Discount rate decrease from 6.1 to 4.5% for State Fund (Pension Experting)	\$554,041
Net Total Prior Year Benefit Liability as of June 30, 2018	\$11,749,238
New Current Year Benefit Liabilities	\$1,348,500
June 30, 2018 Benefit Liabilities Ending Balance	\$13,097,738

Supplemental Information No. 1

Historic Results of Operations

July through June
(in millions)

As of Quarter Ended June 30,	Insurance Operations	+	Investment Income	+	Other Revenues & Expenses	=	Net Income (Loss)
2018	(223)		1,573		33		1,383
2017	444		581		62		1,087
2016	(244)		637		87		480
2015	(363)		552		89		278
2014	(702)		783		54		135
2013	(805)		553		41		(211)
2012	(750)		1,030		84		364
2011	(416)		560		64		208

Supplemental Information No.2

Historical Investment Performance

Fiscal Year Ended

	Quarter Ended June 30, 2018	June 30, 2017	June 30, 2016	June 30, 2015	June 30, 2014
Investment Income	481,048,000	478,130,000	498,499,000	493,408,000	479,774,000
Realized Gain (Loss)	1,092,446,000	102,540,000	137,988,000	58,660,000	303,184,000
Unrealized Gain (Loss)	(812,942,000)*	380,183,000	(181,830,000)	23,691,000	200,333,000
Total Invested Assets	16,728,166,000	15,815,997,000	14,593,530,000	14,003,302,000	13,422,957,000

***Unrealized gains in prior years that increased the contingency reserve were removed from unrealized and included in realized gains when equities were sold.**

Supplemental Information No. 3

7-Year Reserve Benchmarks

06-30-18 update: \$3,528 million contingency reserve or 25.1% of total liabilities.

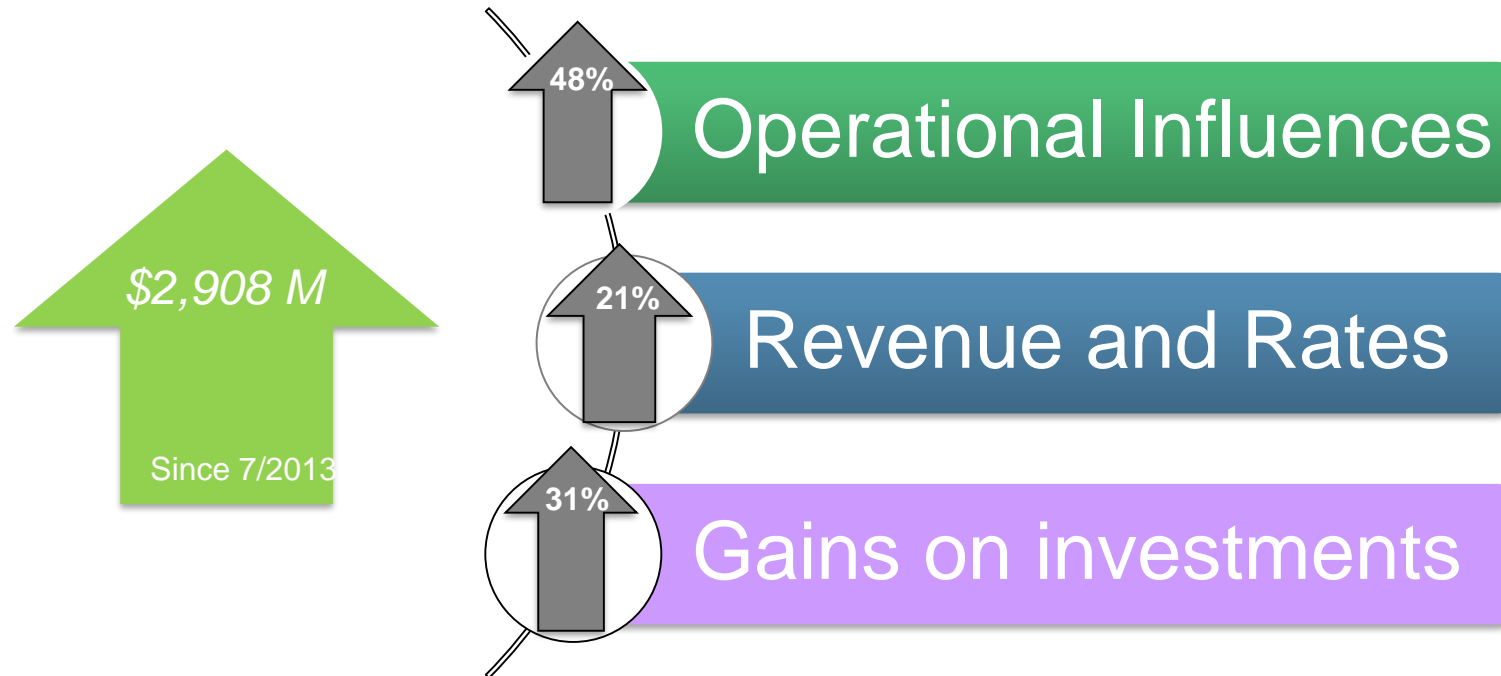
7-Year Interim Targets			
Year	Contingency Reserve Target (range)	Pension Discount Rate (PDR) Target (range)	Contingency Reserve (CR) Yearly Goal (displays steady growth) <small>dollars in millions</small>
Fiscal Year Ended June 2016	10.8%	6.3%	\$1,493
Fiscal Year Ended June 2017	21.8%	6.2%	\$2,972
4 th Quarter Ended June 2018	25.1%	4.5%	\$3,528
2014 Target	5-7%	6.5 - 6.3%	\$652 to \$902
2015 Target	6-8%	6.3 – 6.2%	\$797 to \$1,032
2016 Target	7 - 9%	6.4 – 6.25%	\$ 884 to \$1,293
2017-2018	8 - 11%	6.0 – 5.75%	\$ 1,029 to \$1,583
2019-2020	10 - 13%	5.5 – 5.25%	\$ 1,317 to \$1,879
2021-2022	13 - 15%	5.0 – 4.5%	\$ 1,753 to \$2,198
7-Year Contingency Reserve Goal			\$2,198

When the WCAC developed the 10-year plan in Sept. 2012, the contingency reserve was at \$590M and the PDR was at 6.5%

Each tenth of a percent the PDR drops, the CR could reduce between \$29 to \$32 million.

Supplemental Information No. 4

Contingency Reserve Drivers



As of 6/30/2018 the CR is at \$3,528 M.

Closing Comments & Adjourn

Vickie Kennedy, Assistant Director for Insurance Services
Joel Sacks, Agency Director

