

Vision: To be the best state in the proactive, collaborative, and steadfast protection of the life, health, safety, and welfare of the workforce.

Mission: To efficiently administer and effectively oversee all applicable laws related to the protection of life, health, safety, and welfare of employees within the state.

Agency Description: The Industrial Commission of Arizona (“ICA”) was established to oversee laws protecting the life, health, safety, and welfare of Arizona’s workers. The ICA administers the state’s Workers’ Compensation Act and other employee protections, such as laws related to occupational safety and health, minimum wage, unpaid wages, and youth labor. The ICA also provides workers’ compensation benefits to claimants of uninsured employers and bankrupt self-insured employers.

Executive Summary: With core missions to protect and assist workers both before and after a workplace injury, to collaboratively work with employers and employees to promote workplace safety and health, and to efficiently resolve labor-related complaints, the ICA’s 2022 strategic plan is focused on proactive, collaborative workplace safety; continually-improved customer service, operations, and technology; and an engaged, high-performing workforce.

The ICA will continue to: (1) expand the reach and impact of the Arizona Division of Occupational Safety and Health (“ADOSH”) in an effort to eliminate hazards before injuries occur; (2) improve the operational efficiency of the ADOSH Whistleblower Unit and Labor Department; and (3) use appropriate tools to reduce the volume of workers’ compensation litigation in the Special Fund and ALJ Divisions.

The ICA’s foundation of IT solutions has been expanded to include multiple state-of-the-art Salesforce platforms, community portals, and online services – better serving stakeholders and ICA staff. Continued efforts will focus on leveraging technology to improve manual, paper-based processes in the ADOSH & Accounting Divisions; enhancing virtual services; and increasing efficiency of ICA staff.

Finally, significant progress has been made to develop a high-performing, engaged workforce. Continued efforts will focus on building employee skills and morale through effective Gemba Walks, continued development of standard work, and improved employee training.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Model State for Worker Safety and Health	2018	<ul style="list-style-type: none"> FY18-21: Construction/high-hazard consultation visits increasing (FY18-530 visits; FY19-753; FY20-866; FY21-1,067) FY18-21: Safety & health partnerships increasing (FY21-162) FY19-21: Statewide work-related injuries decreasing (FY19 : ~168 (notified claims/100,000 workers/month); FY20: ~154, FY21: ~156) FY20: Voluntary Protection Program (VPP) recognition in Phoenix CY17-19: Opioid use in workers’ compensation decreasing (CY17-35% claims with at least 1 opioid Rx; CY18-28%; CY19-22%) FY20: Average abatement time reduced to under 9 days FY20-21: 27,060 employees trained by ADOSH; 6,941 hazards abated; 48,376 employees benefited from ADOSH Consultation
2	Operational Excellence Through Continuous Improvement	2018	<ul style="list-style-type: none"> FY18-21: 11 strategic/operational breakthroughs achieved (construction visits, electronic records, Special Fund processing, earned paid sick time (“EPST”) time limit, EPST avg. pending time, faster pay, Special Fund audit, full & final/noncompensable settlements, ALJ alternative dispute resolution (“ADR”), notification backlog, supervisory reviews) FY18-21: Successfully deployed 100% of AMS elements with a maturity score of 3.78 (FY20) and 3.8 (FY21) FY21: Eliminated Labor Dept. backlogs in Payment Compliance, Youth Labor, Minimum Wage, and EPST programs
3	Efficient Customer Service Through Wise Use of Technology	2018	<ul style="list-style-type: none"> FY19-21: Launched and stabilized Salesforce-based Claims/Administrative Law Judge (“ALJ”) computer system w/ enhanced customer portal (stakeholder usage increasing) FY19: Launched Salesforce-based Legal case management system FY20: ICA website redesign; online payment portal launched; & Accounting document control system deployed FY20-21: Launched Salesforce-based systems in the Labor Dept., ADOSH Compliance/Whistleblower Unit, & Accounting Division; completed statewide Cloud First Initiative
4	High Performing and Agile Workforce	2018	<ul style="list-style-type: none"> FY19-20: Increased professional development by over 100% FY19: Developed skill matrices for all agency positions FY19-21: Increasing development of standard work (FY19 -207 standard work documents published; FY20-226, FY21 -223) FY20-21: Updated agency Continuity of Operations Plan; completed agency succession planning; virtual Huddle Boards deployed; divisional onboarding standard work completed
5	Reduce Volume of Workers’ Compensation Litigation (Without Impacting Due Process)	2020	<ul style="list-style-type: none"> FY18-21: Full & Final settlements increasing (FY18/19-303 settlement approved; FY20-391; FY21-628) FY19: Adopted complete evidence-based treatment guidelines FY19-20: Number of employers obtaining insurance as a result of ICA efforts increasing (FY19-510; FY20-678, FY21-751) FY18-21: Increased Special Fund settlements (359 total) FY20-21: 1,095 adjusters completed Claims training program FY20-21: Approximately 3 in 10 ALJ cases resulting in settlement FY21: 269 ALJ ADR sessions conducted (87 matters resolved)

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	Expand the reach and impact of ADOSH programs on Arizona's employers and employees	<ul style="list-style-type: none"> # of participants in ADOSH partnership programs # of high-hazard consultation visits Average Compliance lapse time (in days) % of Tucson VPP milestones completed # of employees trained # of employees impacted by Consultation visits # of hazards abated 	<ul style="list-style-type: none"> ADOSH Division focus and A3 plan for achieving 170 active ADOSH partnerships (~5% increase); 1,100 high-hazard consultation visits (~10% increase); and 10% increase in # of employees trained and # of employees impacted Develop and launch 2 CBT occupational safety & health training programs Complete agency VPP pursuit @ Tucson Building (A3) Continue ADOSH Division A3 plan for reducing average Compliance lapse time
	Reduce backlog of pending cases in the ADOSH whistleblower program	<ul style="list-style-type: none"> Age (in days) of oldest pending whistleblower claim # of whistleblower cases closed/dismissed % backlog reduction 	<ul style="list-style-type: none"> Division focus on reduction of whistleblower backlog and lapse time (A3) Transition whistleblower inventory to Salesforce case management system
2	Reduce backlog of wage and retaliation claims	<ul style="list-style-type: none"> # of retaliation claims closed & age of oldest claim # of wage claims closed & age of oldest claim % of investigator audit criteria met % of intake audit criteria met 	<ul style="list-style-type: none"> A3 project plan with emphasis on reduction of wage & retaliation backlogs while maintaining Labor quality standards Publish 12 standard work document re usage of new Labor system
3	Fully deploy Compliance/Whistleblower and Budget & Finance systems and train staff	<ul style="list-style-type: none"> # of Compliance matters in process in new system % of forms submitted via webform (ADOSH) Avg. lapse time (in days) of Compliance files in new system % reduction in time needed to complete monthly \$ reports 	<ul style="list-style-type: none"> Fully deploy and strategically improve ADOSH Compliance/Whistleblower Salesforce system and Accounting Budget & Finance Salesforce system Publish 20 standard work documents re usage of new systems
	Continue to enlarge footprint of ICA technologies to expand virtual services, enhance IT security, and improve onsite and telework efficiency	<ul style="list-style-type: none"> % of ICA assets processed complete and accurate % of forms submitted via webform (Labor) % inbound/outbound electronic documents (Claims) % of SSO/MFA/VPN milestones completed 	<ul style="list-style-type: none"> Fully implement capital asset management system w/ standard work Deploy new Salesforce-based solutions and functionalities (Consultation) Deploy IT security improvements: single sign-on ("SSO"), multi-factor authentication ("MFA") & "always on" virtual private network ("VPN") (A3)
4	Improve employee performance and morale through effective Gemba Walks, continued development of standard work, and improved employee training	<ul style="list-style-type: none"> # of standard work documents published # of Gemba Walks conducted # employees participating in agency/HR training sessions # exit/stay interviews conducted 	<ul style="list-style-type: none"> Continue agency focus on standard work development Agency focus on Gemba Walks to better support onsite & telework performance Develop and deploy Salesforce standard work repository & begin migration Develop and deploy employee training/lunch & learn program Emphasis on exit and stay interview program
5	Reduce workers' compensation litigation in Special Fund	<ul style="list-style-type: none"> # of full & final/non-compensable settlements # of settlements approved (normalized by # of new cases) # of Special Fund transactions processed by EFT % Special Fund reserve audits completed 	<ul style="list-style-type: none"> ADR emphasis – Achieve 36 full & final/non-compensable settlements Implement Special Fund reserve review program (A3) Deploy Electronic Funds Transfer ("EFT") functionality for Special Fund
	Expand the ICA ADR program and deploy targeted Claims training to the payer community	<ul style="list-style-type: none"> # of settlements approved (normalized by # of new cases) # of cases referred to mediation/settlement conference # of settlements resulting from ICA ADR program # of targeted Claims trainings provided 	<ul style="list-style-type: none"> Expand usage of the ICA ADR program by increasing participation by 50% (A3) Develop and deploy targeted Claims training program (A3)
	Create informal process to assist in the resolution of medical billing disputes	<ul style="list-style-type: none"> # billing disputes submitted # billing disputes resolved # of stakeholders participating in MRO training 	<ul style="list-style-type: none"> Pilot program for informal MRO billing dispute services Focus on development of strategic stakeholder relationships