

MISSISSIPPI WORKERS' COMPENSATION COMMISSION
FIVE-YEAR STRATEGIC PLAN
FOR THE FISCAL YEARS 2020 - 2024

MISSISSIPPI WORKERS' COMPENSATION COMMISSION

1. Comprehensive Mission Statement:

The mission of the Mississippi Workers' Compensation Commission (hereafter the "Commission," "Agency," or "MWCC") is to administer and enforce the Workers' Compensation Act set forth in Mississippi Code Annotated § 71-3-*et al* in an efficient and equitable manner through the performance of administrative and quasi-judicial functions, including the promulgation of such rules, regulations, guidelines, and forms as may be necessary to further this mission; to aid and promote the prevention of occupational injury and illness; and, in the event of such injury or illness, to secure, monitor, and compel, if necessary, the provision of statutorily mandated benefits to those lawfully entitled in furtherance of their rehabilitation and restoration to health and vocational opportunity.

2. Agency Philosophy

The MWCC is committed to administering and enforcing the Workers' Compensation Law in a fair and efficient manner in order to serve both the employees and employers of the State of Mississippi. The philosophy of the Commission is to adhere to the highest professional standards, provide effective and efficient assistance, and to demonstrate respect for the rights and value of the employees and employers of our State.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1 (Public Safety and Order): To protect the public's safety, including timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice.

Relevant Judicial Benchmarks for State-Funded Courts:

- Case clearance rates (the number of outgoing cases as a percentage of the number of incoming cases)
- Time to case disposition (percentage of cases disposed of within the time standard set for each case type)
- Age of active pending caseload (number of days from case filing to the date of measurement of pending caseload)
- Collection of monetary penalties (percentage of monetary penalties collected and distributed within established timelines)
- Average cost of processing a single case, by case type

Statewide Goal #2 (Human Services): To ensure that Mississippians are able to develop to their full potential by having their basic needs met, including the need for adequate food and shelter and a healthy, stable, and nurturing family environment or a competent and caring system of social support.

Vocational Rehabilitation Relevant Benchmarks

- Percentage of Workers' Compensation Claims referred for Vocational Rehabilitation

Statewide Goal #3 (Government and Citizens): To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism.

Government Efficiency Relevant Benchmarks

- Average wait time for government services
- State dollars saved by providing government services online

4. An Overview of the Agency Five-year Strategic Plan:

The MWCC continues to reap benefits from the use of its automated claims management and information system. This system is expandable and allows for continued development of improved information management services which will benefit Commission personnel and provide enhanced delivery of and access to agency services and information. The MWCC continues to automate even more of our processes, including the Medical Cost Containment fee dispute system, the controverted claims management process, and the Self Insurance management process. The MWCC continues to develop, improve, and expand its internet site so as to provide greater public access to Commission records, news, and services. Lastly, the Commission is moving aggressively into the electronic filing process for litigated claims, and has already implemented and refined the electronic reporting of certain claim related documents for non-litigated claims which make up the bulk of the total claims monitored and administered by the Commission each year.

The MWCC continues to focus efforts on ways to improve the administration of the Workers' Compensation Law through the promulgation and enactment of changes to the applicable statutes, rules and regulations. This is an ongoing process which involves the review of current laws and rules governing workers' compensation practice and procedure, and the proposal or enactment of changes when necessary. This is an intra-agency process that is continuously performed by the MWCC at no additional cost to the Agency.

Finally, the MWCC continues to use its annual educational conference to promote a wider understanding of the Workers' Compensation Law and the Commission's role in administering this Law.

5. External/Internal Assessment

- 1) Alteration of the Agency's mission or authority as the result of significant legislative changes to the Workers' Compensation Law, or as the result of significant adverse judicial decisions.
- 2) Whether and to what extent insurance carriers and other parties implement the

changes necessary to allow for the electronic processing and management of claims. Many opportunities for increased efficiency by the Agency depend on whether outside parties to the process implement procedural and technological changes which are compatible with those of the Agency.

- 3) Whether and to what extent the Agency will be able to fully execute all of its plans will depend on whether appropriate and affordable technology is available in the marketplace, and on whether adequate staffing and funding is available to the Agency. The most recent economic downturn which continues to negatively impact the availability of funding for the Agency as well as for the private parties needed to accomplish our goals has already required the reassessment and delay of previously stated plans.

The Agency, through its three (3) appointed Commissioners, with input from the Agency Executive Director and other personnel, meets regularly to assess and oversee the Agency's performance, address current needs, and establish and/or modify Agency goals and policies. As needed, the Agency convenes a meeting of its advisory council to receive input and recommendations on all matters related to the administration of the Workers' Compensation Act. This council is made up of individuals, who by training, practice, or experience, reflect the general composition of those involved in or affected by the workers' compensation process.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2020 through FY 2024:

FY 2020

Program 1: Adjudication

GOAL: Cooperate with other state and federal authorities for the prevention of injuries and occupational diseases to workers and, in the event of injury and disease fairly and impartially carry out Mississippi's Workers' Compensation Law. (Miss. Code Ann. § 71-3-1).

Objective A.1. Continue to promote procedures for formal alternative dispute resolution in order to reduce the incidence of litigation and/or the delay associated therewith, possibly through the use of video conferencing and other available distance saving tools.

Outcome: Limit total open claim growth to 5% annually

A.1.1. STRATEGY: Maintain pretrial procedures that promote settlement of claims.

Output: Increase in total claims settled.

Output: Increase in total claims closed.

Output: Cases resolved at the Administrative or Commission level within 3 months

Output: Cases resolved at the Administrative or Commission level within 6 months

Output: Cases resolved at the Administrative or Commission level within 9 months

Output: Cases resolved at the Administrative or Commission level within 1 year.

A.1.2. STRATEGY: Continue to use document imaging, fax, e-mail, and other electronic communication and storage options to manage the non-controverted claims administration process.

Output: Number of new claims added.

Efficiency: Litigated claims added as a percentage of total new claims.

Objective A.2. Reconsider testing of audio/visual applications and video conferencing as a means to reduce the incidence of travel, expense and risk associated with traditional administrative claims hearings.

Outcome: Reduction in agency expense associated administration of claims.

A.2.1 STRATEGY: Communicate plans with IT department to determine best course of action.

Output: Decrease costs associated with agency travel.

Objective A.3. Promote rehabilitation referrals for Claimants meeting the statutory requirements.

Outcome: Increase in vocational rehabilitation referrals (Statewide Strategic Plan)

A.3.1. STRATEGY Continue to educate Employers/Carriers and Claimants of the option of rehabilitation referrals.

Output: Total number of rehabilitation referrals.

Program 2: Self-Insurance:

GOAL: Effectively regulate self-insurers and group self-insurers in a manner as required by law to insure payment of all claims of compensation. (Miss. Code Ann. § 71-3-75).

Objective A.1. Successfully resolve greater than 25% of self-insurance rate and classification disputes at the administrative level through use of alternative dispute resolution procedures without resort to litigation.

Outcome: More efficient regulation of Self-Insurers.

A.1.1. STRATEGY: Reinforce Self-Insurers' knowledge methods of resolution of issues that arise regarding the regulation of Self-Insurers.

Output: New or Renewal certificates of authority issued.

Output: Total benefits paid by Self-Insurers.

Objective A.2. Maintain, through review and revision of applicable rules and regulations, the integrity of the self-insurance regulatory process.

Outcome: Maintain appropriate regulation of Self-Insureds.

A.2.1. STRATEGY: Work with legal staff and Director of Self-Insurance to evaluate existing rules and regulations.

Output: Total benefits paid by Self-Insurers

A.2.2. STRATEGY: Expand the use of document imaging, FAX, E-mail and other electronic management tools as a means to create a more efficient self-insurance file management system.

Output: Percentage of Individual Self-Insurers reviewed in the past fiscal year.

Output: Percentage of Group Self-Insurers reviewed in the past fiscal year.

Objective A.4. Continue the periodic review of applicable rules and regulations to insure the integrity of the regulatory process to ensure that self-insurance remains a viable market alternative for those employers required to comply with the Workers' Compensation Law.

Outcome: Increase in self-insurers of not more than 10%

A.1.1. STRATEGY: Promote education of self-insurances as a viable option.

Output: Increase in number of self-insured employers.

Output: Total group membership.

Output: Percentage of Individual Self-Insurer reviews conducted in the past fiscal year showing that reserves are insufficient to cover claims.

Output: Percentage of Group Self-Insurer reviews conducted in the past fiscal year showing that reserves are insufficient to cover claims.

A.1.2. STRATEGY: Work with group self-insurers to promote opportunity to join self-insurance group with new employers.

Output: Number of New/Renewal Certificate of Authority issued.

Output: Self-Insurance Groups monitored.

Explanatory: Economic factors may affect self-insurance as option

Program 3: Medical Cost Containment

GOAL: Effectively carry out duties imposed on the Commission by the Workers' Compensation Act in the area of medical cost containment. (Miss. Code Ann. § 71-3-15).

Objective A.1. Maintain greater than 50% success rate for non-adversarial medical fee dispute resolution.

Outcome: Increase in fee disputes resolved non-adversarily.

A.1.1. STRATEGY: Provide information online to educate medical professionals of the services available.

Efficiency: Reduction in time of staff explaining procedures in place.

Output: Number of disputes resolved.

A.1.2. STRATEGY: Continue to expand the use of document imaging, FAX, e-mail, and other established electronic management tools to maintain the efficiency and functionality of our medical cost containment system.

Output: Reduce resources required for Cost-Containment.

Objective A.2. Continue to manage medical costs associated with claims through use of medical fee schedules and other accepted cost containment tools.

Outcome: Reduce medical costs 25% per year through use of fee schedule and other cost containment measures.

A.2.1. STRATEGY: Expand the use of automated reporting and exchange of information to increase the efficiency of the medical fee schedule administration process.

Output: Fee disputes resolved non-adversarily.

Efficiency: Medical cost savings to payers as a % of total billings

Objective A.3. Expand the use of utilization review programs which requires payers to conduct ongoing review of the reasonable and necessity of medical treatment and charges.

Outcome: Reduction in overall medical costs associated with claims.

A.3.1. STRATEGY: Continue to enhance tools in place for the administration of claims.

Output: Medical Fee Schedule Adjustments.

FY 2021

Program 1: Adjudication

GOAL: Cooperate with other state and federal authorities for the prevention of injuries and occupational diseases to workers and, in the event of injury and disease fairly and impartially carry out Mississippi's Workers' Compensation Law. (Miss. Code Ann. § 71-3-1).

Objective A.1. Achieve and maintain at least 25% success rate on claims accepted for non-adversarial dispute resolution, thereby reducing the incidence of litigation and the delay associated therewith.

Outcome: Limit total open claim growth to 5% annually.

A.1.1. STRATEGY: Maintain pretrial procedures that promote settlement of claims.

Output: Cases resolved at the Administrative or Commission level within 3 months

Output: Cases resolved at the Administrative or Commission level within 6 months

Output: Cases resolved at the Administrative or Commission level within 9 months

Output: Cases resolved at the Administrative or Commission level within 1 year.

A.1.2. STRATEGY: Continue to use document imaging, fax, e-mail, and other electronic communication and storage options to manage the non-controverted claims administration process.

Output: Number of new claims added.

Efficiency: Litigated claims added as a percentage of total new claims.

Objective A.2. Continue to expand the use of electronic claims management and the use of

audio/video technologies in order to improve the overall administration of the Law.

Outcome: Limit new litigated claims growth to 5% annually.

A.2.1. STRATEGY: Educate parties on Commission procedures and policies concerning the administration of claims.

Output: Number of new claims controverted.

Output: Total Commission Hearings.

A.2.2. STRATEGY: Encourage alternative dispute resolution as an effective means to close claims.

Output: Total Claims settled.

Efficiency: Number of claims closed as a percent of number of claims added.

Program 2: Self-Insurance

GOAL: Effectively regulate self-insurers and group self-insurers in a manner as required by law to insure payment of all claims of compensation. (Miss. Code Ann. § 71-3-75).

Objective A.1. Successfully resolve greater than 35% of self-insurance disputes through use of alternative dispute resolution procedures.

Outcome: More efficient regulation of Self-Insurers.

A.1.1. STRATEGY: Reinforce Self-Insurers' knowledge methods of resolution of issues that arise regarding the regulation of Self-Insurers.

Output: New or Renewal certificates of authority issued.

Output: Total benefits paid by Self-Insurers.

Output: Percentage of Individual Self-Insurer reviews conducted in the past fiscal year showing that reserves are insufficient to cover claims.

Output: Percentage of Group Self-Insurer reviews conducted in the past fiscal year showing that reserves are insufficient to cover claims.

Objective A.2. Continue to maintain, through review and revision of applicable rules and regulations, the integrity of the self-insurance regulatory process.

Outcome: Increase in self-insurers of not more than 10%

A.1.1. STRATEGY: Promote education of self-insurances as a viable option.

Output: Increase in number of self-insured employers.

Output: Total group membership.

Output: Percentage of Individual Self-Insurers reviewed in the past fiscal year.

Output: Percentage of Group Self-Insurers reviewed in the past fiscal year.

A.1.2. STRATEGY: Work with group self-insurers to promote opportunity to join self-insurance group with new employers.

Output: Number of New/Renewal Certificate of Authority issued.

Output: Self-Insurance Groups monitored.

Explanatory: Economic factors may affect self-insurance as option

Program 3: Medical Cost Containment

GOAL: Effectively carry out duties imposed on the Commission by the Workers'

Compensation Act in the area of medical cost containment. (Miss. Code Ann. § 71-3-15).

Objective A.1. Maintain greater than 50% success rate for non-adversarial resolution of medical fee disputes.

Outcome: Increase in fee disputes resolved non-adversarily.

A.2.1. STRATEGY: Provide information online to educate medical professionals of the services available.

Efficiency: Reduction in time of staff explaining procedures in place.

Output: Number of disputes resolved.

A.2.2. STRATEGY: Expand the use of automated reporting and exchange of information to increase the efficiency of the medical fee schedule administration process.

Output: Fee disputes resolved non-advisarily.

Efficiency: Medical cost savings to payers as a % of total billings.

Objective A.2. Continue to control or reduce medical costs associated with claims through use of medical fee schedules and other accepted cost containment tools.

Outcome: Reduce medical costs 25% per year through use of fee schedule and other cost containment measures.

A.1.1. STRATEGY: Hold regular meetings as needed with Medical Fee Schedule Advisory Board.

Output: Medical Fee schedule adjustments.

Objective A.3. Continue the expansion of utilization review programs which requires payers to conduct ongoing review of the reasonable and necessity of medical treatment and charges.

Outcome: Improve efficiency of Commission's Cost Containment Division.

A.3.1. STRATEGY: Continue the use and expansion of available electronic information exchange and management tools to increase the efficiency of the billing and payment process, as well as the dispute resolution process, associated with the treatment of injured workers.

Output: Fee disputes resolved non-advisarily.

Efficiency: Medical cost savings to payers as a % of total billings

FY 2022

Program 1: Adjudication

GOAL: Cooperate with other state and federal authorities for the prevention of injuries and occupational diseases to workers and, in the event of injury and disease fairly and impartially carry out Mississippi's Workers' Compensation Law. (Miss. Code Ann. § 71-3-1).

Objective A.1. Achieve and maintain at least 25% success rate on claims accepted for non-adversarial dispute resolution, thereby reducing the incidence of litigation and the delay associated therewith.

Outcome: Limit total open claim growth to 5% annually.

A.1.1. STRATEGY: Maintain pretrial procedures that promote settlement of claims.

Output: Cases resolved at the Administrative or Commission level within 3 months

Output: Cases resolved at the Administrative or Commission level within 6 months

Output: Cases resolved at the Administrative or Commission level within 9 months

Output: Cases resolved at the Administrative or Commission level within 1 year.

A.1.2. STRATEGY: Continue to use document imaging, fax, e-mail, and other electronic communication and storage options to manage the non-controverted claims administration process.

Output: Number of new claims added.

Efficiency: Litigated claims added as a percentage of total new claims.

Objective A.2. Continue to expand the use of electronic claims management and the use of audio/video technologies in order to improve the overall administration of the Law.

Outcome: Limit new litigated claims growth to 5% annually.

A.2.1. STRATEGY: Educate parties on Commission procedures and policies concerning the administration of claims.

Output: Number of new claims controverted.

Output: Total Commission Hearings.

A.2.2. STRATEGY: Encourage alternative dispute resolution as an effective means to close claims.

Output: Total Claims settled.

Efficiency: Number of claims closed as a percent of number of claims added.

Program 2: Self-Insurance

GOAL: Effectively regulate self-insurers and group self-insurers in a manner as required by law to insure payment of all claims of compensation. (Miss. Code Ann. § 71-3-75).

Objective A.1. Successfully resolve greater than 35% of self-insurance disputes through use of alternative dispute resolution procedures.

Outcome: More efficient regulation of Self-Insurers.

A.1.1. STRATEGY: Reinforce Self-Insurers' knowledge methods of resolution of issues that arise regarding the regulation of Self-Insurers.

Output: New or Renewal certificates of authority issued.

Output: Total benefits paid by Self-Insurers.

Output: Percentage of Individual Self-Insurer reviews conducted in the past fiscal year showing that reserves are insufficient to cover claims.

Output: Percentage of Group Self-Insurer reviews conducted in the past f

fiscal year showing that reserves are insufficient to cover claims.

Objective A.2. Continue to maintain, through review and revision of applicable rules and regulations, the integrity of the self-insurance regulatory process.

Outcome: Increase in self-insurers of not more than 10%

A.1.1. STRATEGY: Promote education of self-insurances as a viable option.

Output: Increase in number of self-insured employers.

Output: Total group membership.

Output: Percentage of Individual Self-Insurers reviewed in the past fiscal year.

Output: Percentage of Group Self-Insurers reviewed in the past fiscal year.

A.1.2. STRATEGY: Work with group self-insurers to promote opportunity to join self-insurance group with new employers.

Output: Number of New/Renewal Certificate of Authority issued.

Output: Self-Insurance Groups monitored.

Explanatory: Economic factors may affect self-insurance as option

Program 3: Medical Cost Containment

GOAL: Effectively carry out duties imposed on the Commission by the Workers' Compensation Act in the area of medical cost containment. (Miss. Code Ann. § 71-3-15).

Objective A.1. Maintain greater than 50% success rate for non-adversarial resolution of medical fee disputes.

Outcome: Increase in fee disputes resolved non-adversarily.

A.2.1. STRATEGY: Provide information online to educate medical professionals of the services available.

Efficiency: Reduction in time of staff explaining procedures in place.

Output: Number of disputes resolved.

A.2.2. STRATEGY: Expand the use of automated reporting and exchange of information to increase the efficiency of the medical fee schedule administration process.

Output: Fee disputes resolved non-advisarily.

Efficiency: Medical cost savings to payers as a % of total billings.

Objective A.2. Continue to control or reduce medical costs associated with claims through use of medical fee schedules and other accepted cost containment tools.

Outcome: Reduce medical costs 25% per year through use of fee schedule and other cost containment measures.

A.1.1. STRATEGY: Hold regular meetings as needed with Medical Fee Schedule Advisory Board.

Output: Medical Fee schedule adjustments.

Objective A.3. Continue the expansion of utilization review programs which requires payers to conduct ongoing review of the reasonable and necessity of medical treatment and charges.

Outcome: Improve efficiency of Commission's Cost Containment Division.

A.3.1. STRATEGY: Continue the use and expansion of available electronic information exchange and management tools to increase the efficiency of the billing and payment process, as well as the dispute resolution process, associated with the treatment of injured workers.

Output: Fee disputes resolved non-adversarily.

Efficiency: Medical cost savings to payers as a % of total billings

FY 2023

Program 1: Adjudication

GOAL: Cooperate with other state and federal authorities for the prevention of injuries and occupational diseases to workers and, in the event of injury and disease fairly and impartially carry out Mississippi's Workers' Compensation Law. (Miss. Code Ann. § 71-3-1).

Objective A.1. Maintain at least 25% success rate on claims accepted for non-adversarial dispute resolution, thereby reducing the incidence of litigation and the delay associated therewith.

Outcome: Limit total open claim growth to 5% annually.

A.1.1. STRATEGY: Enhance pretrial procedures that promote settlement of claims.

Output: Cases resolved at the Administrative or Commission level within 3 months

Output: Cases resolved at the Administrative or Commission level within 6 months

Output: Cases resolved at the Administrative or Commission level within 9 months

Output: Cases resolved at the Administrative or Commission level within 1 year.

A.1.2. STRATEGY: Continue to use document imaging, fax, e-mail, and other electronic communication and storage options to manage the non-controverted claims administration process.

Output: Number of new claims added.

Efficiency: Litigated claims added as a percentage of total new claims.

Objective A.2. Maintain the use of electronic claims management and the use of audio/video technologies in order to improve the overall administration of the Law.

Outcome: Limit new litigated claims growth to 5% annually.

A.2.1. STRATEGY: Continue to educate parties on Commission procedures and policies concerning the administration of claims.

Output: Number of new claims controverted.

Output: Total Commission Hearings.

A.2.2. STRATEGY: Continue to encourage alternative dispute resolution as an effective means to close claims.

Output: Total Claims settled.

Efficiency: Number of claims closed as a percent of number of claims added.

Program 2: Self-Insurance

GOAL: Effectively regulate self-insurers and group self-insurers in a manner as required by law to insure payment of all claims of compensation. (Miss. Code Ann. § 71-3-75).

Objective A.1. Maintain resolution of greater than 35% of self-insurance disputes through use of alternative dispute resolution procedures.

Outcome: More efficient regulation of Self-Insurers.

A.1.1. STRATEGY: Continue to enhance Self-Insurers' knowledge methods of resolution of issues that arise regarding the regulation of Self-Insurers.

Output: New or Renewal certificates of authority issued.

Output: Total benefits paid by Self-Insurers.

Output: Percentage of Individual Self-Insurer reviews conducted in the past fiscal year showing that reserves are insufficient to cover claims.

Output: Percentage of Group Self-Insurer reviews conducted in the past fiscal year showing that reserves are insufficient to cover claims.

Objective A.2. Maintain, through review and revision of applicable rules and regulations, the integrity of the self-insurance regulatory process.

Outcome: Increase in self-insurers of not more than 10%

A.1.1. STRATEGY: Continue to promote education of self-insurances as a viable option.

Output: Increase in number of self-insured employers.

Output: Total group membership.

Output: Percentage of Individual Self-Insurers reviewed in the past fiscal year.

Output: Percentage of Group Self-Insurers reviewed in the past fiscal year.

A.1.2. STRATEGY: Continue to work with group self-insurers to promote opportunity to join self-insurance group with new employers.

Output: Number of New/Renewal Certificate of Authority issued.

Output: Self-Insurance Groups monitored.

Explanatory: Economic factors may affect self-insurance as option

Program 3: Medical Cost Containment

GOAL: Effectively carry out duties imposed on the Commission by the Workers' Compensation Act in the area of medical cost containment. (Miss. Code Ann. § 71-3-15).

Objective A.1. Maintain greater than 50% success rate for non-adversarial resolution of medical fee disputes.

Outcome: Increase in fee disputes resolved non-adversarily.

A.2.1. STRATEGY: Provide information online to educate medical professionals of the services available.

Efficiency: Reduction in time of staff explaining procedures in place.

Output: Number of disputes resolved.

A.2.2. STRATEGY: Expand the use of automated reporting and exchange of information to increase the efficiency of the medical fee schedule administration process.

Output: Fee disputes resolved non-advisarily.

Efficiency: Medical cost savings to payers as a % of total billings.

Objective A.2. Continue to control or reduce medical costs associated with claims through use of medical fee schedules and other accepted cost containment tools.

Outcome: Reduce medical costs 25% per year through use of fee schedule and other cost containment measures.

A.1.1. STRATEGY: Hold regular meetings as needed with Medical Fee Schedule Advisory Board.

Output: Medical Fee schedule adjustments.

Objective A.3. Continue the expansion of utilization review programs which requires payers to conduct ongoing review of the reasonable and necessity of medical treatment and charges.

Outcome: Improve efficiency of Commission's Cost Containment Division.

A.3.1. STRATEGY: Continue the use and expansion of available electronic information exchange and management tools to increase the efficiency of the billing and payment process, as well as the dispute resolution process, associated with the treatment of injured workers.

Output: Fee disputes resolved non-advisarily.

Efficiency: Medical cost savings to payers as a % of total billings

FY 2024

Program 1: Adjudication

GOAL A: Cooperate with other state and federal authorities for the prevention of injuries and occupational diseases to workers and, in the event of injury and disease fairly and impartially carry out Mississippi's Workers' Compensation Law. (Miss. Code Ann. § 71-3-1).

Objective A.1. Expand the use of electronic information sharing between the Agency and external sources, including insurance carriers, employers and attorneys.

Outcome: Greater efficiency in the administration of claims.

A.1.1. STRATEGY: Continue to expand the electronic filing as a replacement for traditional mail service.

Output: Reduction in paper documents stored.

Output: Reduction in time spent scanning documents into electronic systems.

A.1.2. STRATEGY: Continue to refine the use of electronic and other automated document management technologies to manage the Agency's litigated and non-litigated claims functions.

Output: Number of total open claims.

Objective A.2. Continue the use of formal non-adversarial dispute resolution procedures as a means to eliminate or reduce litigation and the delays associated therewith.

Outcome: Decrease in total Commission hearings.

A.2.1. STRATEGY: Utilize pre-hearing conferences to encourage settlement negotiations.

Output: Cases resolved at the Administrative or Commission level within 3 months

Output: Cases resolved at the Administrative or Commission level within 6 months

Output: Cases resolved at the Administrative or Commission level within 9 months

Output: Cases resolved at the Administrative or Commission level within 1 year.

Efficiency: Number of Claims closed as a % of number of claims added.

Program 2: Self-Insurance

GOAL A: Effectively regulate self-insurers and group self-insurers in a manner as required by law to insure payment of all claims of compensation. (Miss. Code Ann. § 71-3-75).

Objective A.1. Continue to maintain resolution of greater than 35% of self-insurance disputes through use of alternative dispute resolution procedures.

Outcome: More efficient regulation of Self-Insurers.

A.1.1. STRATEGY: Continue to enhance Self-Insurers' knowledge methods of resolution of issues that arise regarding the regulation of Self-Insurers.

Output: New or Renewal certificates of authority issued.

Output: Total benefits paid by Self-Insurers.

Output: Percentage of Individual Self-Insurer reviews conducted in the past fiscal year showing that reserves are insufficient to cover claims.

Output: Percentage of Group Self-Insurer reviews conducted in the past fiscal year showing that reserves are insufficient to cover claims.

Objective A.2 Continue to apply available file management and storage technologies to assist in the management of documents and information handled by this Division.

Outcome: Reduce resources required for the regulation of Self-Insurers.

A.2.1. STRATEGY: Work with legal staff and Director of Self-Insurance to evaluate existing rules and regulations.

Output: Total benefits paid by Self-Insurers

Output: Percentage of Individual Self-Insurers reviewed in the past fiscal year.

Output: Percentage of Group Self-Insurers reviewed in the past fiscal year.

Program 3: Medical Cost Containment

GOAL A: Effectively carry out duties imposed on the Commission by the Workers' Compensation Act in the area of medical cost containment. (Miss. Code Ann. § 71-3-15).

Objective A.1. Maintain greater than 50% success rate for non-adversarial resolution of medical fee disputes.

Outcome: Increase in fee disputes resolved non-adversarily.

A.2.1. STRATEGY: Provide information online to educate medical professionals of the services available.

Efficiency: Reduction in time of staff explaining procedures in place.

Output: Number of disputes resolved.

Objective A.2. Expand the use of document imaging, FAX, e-mail, and other established electronic management tools to maintain the efficiency and functionality of our medical cost containment system.

Outcome: Improve efficiency of Commission's Cost Containment Division.

A.2.1. STRATEGY: Continue to enhance tools in place for the administration of claims.

Output: Medical Fee Schedule Adjustments