

# LOS ANGELES POLICE DEPARTMENT



**CHARLIE BECK**  
Chief of Police

**ERIC GARCETTI**  
Mayor

P. O. Box 30158  
Los Angeles, Calif. 90030  
Telephone: (213) 486-0150  
TDD: (877) 275-5273  
OCOP #2016-02-01  
Ref #:1.3

February 25, 2016

Mr. Farid Saffar  
CPA, Director of Auditing  
Office of the Controller  
200 North Main Street, Suite 460  
Los Angeles, California 90012

Dear Mr. Saffar:

This correspondence has been prepared to transmit the enclosed responses to your request for an updated status of the following three prior City Controller audit recommendations:

- Second Follow-up Audit of the Forensic DNA Backlog Reduction Program (issued on November 10, 2011) *Attachment 1*
- Audit of LAPD's Controls Over Seized and Forfeited Assets (issued on June 28, 2013) *Attachment 2*
- 15-07 • LAPD's Workers' Compensation Prevention Program (issued on March 26, 2015); *Attachment 3 addresses recommendations 1.1, 3.1, 4.1, 7.2, 8.1, 9.1, 9.2, 11.1, 12.1, 13.1, 13.2, 14.1, 15.1, 16.1, 17.1 and 17.2; and Attachment 4 address recommendations 1.2, 2.1, 5.1, 6.1, 7.1, and 10.1*

If you have any questions, please contact Assistant Chief Michel R. Moore, Director, Office of Administrative Services, at (213) 486-8410.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Charlie Beck", with a long, sweeping tail extending to the right.

**CHARLIE BECK**  
Chief of Police

Attachments

	B	C	E	F	G	I	J	K	L
	#	Entity	Due Date	Time Frame to Implement		Assigned to	Status	Action Plan	Feb 2016 Update
1	0.10	OAS	10/30/2015	5 months	Establish and implement an operational injury and illness prevention program with dedicated resources (funding and staffing) and measurable Department-wide goals and objectives to minimize its workers' compensation claims and related costs	PER/MLS	In Progress	A comprehensive IIPP must be operationalized within the Department. This involves the clearly defining of all employee and management's responsibilities for workplace safety, establishing an effective safety communication process, ensuring employee compliance with safe work practices, issuing procedures to report and assess workplace hazards and to conduct periodic inspections of workplace facilities, monitoring the quality of accident/exposure investigations, incorporating a process for hazard corrections, a process for enhancing training and instruction where needed, and formalizing record keeping procedures to ensure compliance with CAL/OSHA. Furthermore, guidance should be provided to all Areas/Divisions Department-wide to develop their own individualized IIPP to address unique safety concerns at different facilities/locations. The Safety Officer is updating the IIPP and working with Training Division to create a dedicated training day for IIPP policy for all Department supervisors. PG will be the lead in ensuring implementation of this program Department-wide. NOTE: The ability to implement all components of this program and implementing other recommendations on this listing is heavily dependent on Personnel Group obtaining additional personnel.	The IIPP, which will be the safety guide for the Safety Committees has been updated and is currently in review at Administrative Services Bureau (ASB) and Office of Administrative Services (OAS). It is also currently being reviewed by Risk Management Group (RMG).
2									
3	3.10				Address the Departmental culture by communicating illness/injury prevention efforts and holding employees and management accountable. For example:	Lead - PTE			
4		OAS	10/31/2015	6 months	a) Develop comprehensive messaging of workers' compensation prevention to include risk, training, monitoring, to all ranks and using communication methods;	PTE	In Progress	PTE is currently developing core courses to better communicate illness and prevention efforts throughout the Department. Additionally, within six months, quarterly Worker Injury Prevention Expert Teams will be meeting to discuss potential strategies to reduce and prevent worker injuries/illnesses for implementation.	On February 11, PTE/FTSU (Det. Candelaria) met with MLS SPAIL Harper for clarification of the status of the project. She advised that the needed research has been completed and now require assistance from PTE for course development. FTSU staff assigned to assist and coordinate with MLS. Meeting scheduled for February 24, with MLS to begin pre-production work.
5		OAS	10/31/2015	6 months	b) Require all divisions and sections to monitor and report to senior management their workers' compensation prevention results (see recommendation #1.2);	Compstat	Not Implemented	Compstat to evaluate potential enhancements to their worker injury and illness tracking and prevention data.	The COMPSTAT Division C/O contacted SCIAN Laymon Johnson, COMPSTAT and Captain Choi from Risk Management Group on January 21, 2016, to discuss the efforts that have taken place on this project over the past several months. COMPSTAT Division staff met with RMD personnel in November 2015. The group reviewed previously identified SK/IOD metrics as identified in the October 2015 update that can be used to track SK/IOD with built in measures of effectiveness. Currently, the following information is tracked in the COMPSTAT Division Profiles: <ul style="list-style-type: none"> <li>• Sick Hours</li> <li>• Sick Hours per Officer</li> <li>• Sick/IOD Total</li> <li>• Officer Assigned</li> <li>• IOD Hours</li> <li>• IOD Hours per Officer</li> <li>• Total Hours per Officer</li> </ul> Additional fields to be identified and added to the Profiles. Additionally, sworn Sick and IOD reports are updated each DP for OO and OSO. Exemplars attached. The Sick/IOD report for OSO for DP 13 will be getting updated and posted later this week or next. Note: SCIAN Johnson has been off since early December 2015, due to a long term family illness and unfortunately was the lead on this project. Since his absence, not much more has been done on this project. Laymon will be returning to work later this week and will resume his efforts and communications with RMD. On January 29, 2016 a document prepared by the Los Angeles City Attorney, Investigating and Reporting Workers Compensation Injuries was distributed to Department IOD Coordinators by MLS. This document discusses workers compensation investigation, fraud and reporting. There is a block of instruction in the Basic Supervisory Course titled Intro to Worker's Compensation for Supervisors taught by MLS. Within the block of instruction a pilot segment was initiated with ACA Moody presenting training on investigations and fraud. February 16, Det Candelaria contacted Det. Brito regarding the CA document and planned distribution to new supervisors (8.10A). FTSU will meet with Brito and Harper on Feb 24, regarding a training plan to capture supervisors that have already been through supervisor's school and did not receive the training. We are currently planning with the Video Unit to coordinate training video with ACA Moody for the accident investigation training.
6		OAS	1/31/2016	9 months	d) Request City Attorney to provide training to supervisor/managers on Workers' Compensation Fraud, tailored to focus on LAPD claims history and the unique operations of the Department.	PTE	Not Implemented	PTE will be working with the City Attorney's Office to develop training for supervisors/managers to assist with the identification of Workers' Compensation Fraud.	
7									
8									

	B	C	E	F	G	I	J	K	L
	#	Entity	Due Date	Time Frame to Implement		Assigned to	Status	Action Plan	Feb 2016 Update
1		OAS	4/30/2016	12 months	b) Work with the LAPPL or another support organization to establish a program for police officers (below Captain) that is similar to "Blue Life" to promote health and wellness throughout LAPD;	BSS	Not Implemented		
47					c) Evaluate how to ensure consistency with access to adequately maintained and monitored gyms and fitness activities;				
48					d) Better define and support health and wellness roles, such as identifying the need for and designating physical fitness coordinators and wellness coordinators at divisions.				
49									
50									
51	17.10	OAS	4/30/2016	12 months	Evaluate how the Department can promote healthy lifestyle, physical fitness and healthy weight, including the consideration of Department-wide physical fitness qualification tests and incentives.	BSS	Not Implemented	BSS will perform this assessment.	BSS enhanced its website (www.lapdbluelife.com) and significantly increased the marketing of the site and health information via roll calls throughout the Department. We assessed command staff's health concerns and have redirected relevant online education to meet these concerns. BSS staff participate in health-related training and on-site health counseling and nutritional counseling. Additional work with Risk Management and Personnel Bureau is needed to explore what options are effective and affordable.
52									
54	17.20	OAS	4/30/2016	12 months	Form a joint labor management committee to evaluate the potential savings from full implementation of wellness and fitness programs including the benefit of providing incentives to sworn police employees who meet related fitness standards.	BSS	Not Implemented	BSS will be the lead until it gets to the meet and confer stage.	This action item is on hold until BSS gathers more information about wellness programs as a whole and engages the Police Protective League and others in further discussions about a collaborative approach. BSS is prepared to distribute a survey regarding health concerns, needs and desires to all employees, which would guide the potential implementation of wellness and fitness interventions. At the same time, a joint BSS/ERG survey regarding employee satisfaction is due to be distributed in early February 2016 and has resulted in the health survey distribution being postponed until March.
55									
56	18.10	OAS	7/31/2015	3 months	On an annual basis identify the sports and physical fitness activities that are approved as work-related. The approved list of activities should be formally documented and provided to the third party administrator.	PER/MLS	In Progress	Although a process was implemented. An updated listing for 2015 was not prepared. A updated listing will be prepared for the Chief's signature.	The list of approved activities/sports was received by OCOP on August 13, 2015. Since then the project was sent to Policy and Procedures Division (PPD). Office of Administrative Services (OAS) most recently received the list on January 5, 2016. PPD will expedite the project once it is received from OAS.



	B	C	E	F	G	I	J	K	L
	#	Entity	Due Date	Time Frame to Implement		Assigned to	Status	Action Plan	Feb 2016 Update
32		OAS	10/31/2015	6 months	a) The frequency of employee contacts;	PG	Not Implemented	PG will be developing a packet for Risk Management Coordinators, supervisors, and IOD Coordinators to provide consolidated information on these areas.	
33					b) The content of communications by the sick/IOD coordinators;				
34					c) The appropriateness of monitoring and contacts between the injured employee and the division's management, supervisors, and sick/IOD coordinators;				
35					d) System access and IOD reporting procedures.				
36									
37	13.20	OAS	10/31/2015	6 months	Establish standardized training for sick/IOD coordinators and ensure that all new coordinators promptly receive training on their new roles.	PTE	Not Implemented	PTE, with PG, is developing a standardized LMS training course for all current and future sick & IOD coordinators. Additionally, PTE will be working with PG to develop a review and coding system for this training and the semi-annual training the IOD coordinators receive to ensure the training is documented on their TEAMS II record going forward.	On February 11, PTE staff spoke with Brito and Harper to discuss progress of course/training development. Det Candelaria will review supervisory training material and bi-annual training schedule. PTE contacted IDU regarding CURCODE and tracking issues and will establish a CURCODE to track SK/IOD coordinator training. Production planning meeting on Feb 24, regarding new IOD coordinator orientation training and implementation plan.
38									
39	14.10	OAS	4/30/2016	12 months	Develop and document standardized desk procedures for the RTWS and MLS Sections. The should incorporate a standardized data system to monitor IOD usage and Return to Work processes (as discussed in Recommendation #6.1).	PER/MLS & RTWS	In Progress	PG is developing desk procedures for both sections to standardize IOD data entry/tracking. The incorporation of monitoring IOD usage and trends will be dependent on the ability to establish a new Safety Coordination Section.	The MLS Procedures Manual was previously reviewed by Risk Management Division and will be reviewed by the chain of command. The RTWS procedures manual first draft is being reviewed. The edited version is expected to be ready in 3 months. Return to Work Section procedures are expected to change as RTWS and MLS are currently working with ASB and Workers' Compensation Division, Personnel Department, in evaluating IVOS as the main application to manage the Department's WC cases and to replace the current data mining applications: Restricted Duty Information System (RDIS) and Tracking spreadsheet. If IVOS is selected, the RTWS and MLS manuals would need to be revised.
40									
41	15.10				Address how the Department implements temporary disability evaluations/accommodations and complies with the City's policy for accommodating modified duty employees. The Department should:				The revised version of Special Order No. 7, 2006, was submitted to Policies and Procedures Division. Personnel Division is waiting for Employee Relations Group (ERG) to make a formal decision on enforcing the components of this order.
42		OAS	10/31/2015	6 months	a) Establish a consistent monitoring process whereby the Department's Disability Management Coordinator is periodically evaluating employees at appropriate timeframes;	PER/RTWS	In Progress	PG is revising Special Order No. 7, 2006 and waiting for Department management to make a formal decision on enforcing the components of this order.	No changes from the previous update. The revised version of Special Order No. 7, 2006, was submitted to PPD. PD is waiting for Department management to make a formal decision on enforcing the components of this order.
43		OAS	10/31/2015	6 months	b) Ensure that all injured employees on IOD are referred to the RTWS as soon as feasible, but no longer than 180 days.	PG	Will Not be Implemented	PG determined that this requirement should be left optional. This determination and the rationale for it should be written up for response to this recommendation.	No changes from the previous update.
44									
45	16.10				Implement a comprehensive Department-wide health and wellness program:				
46					a) Evaluate existing and new health and wellness programs for outcomes, comparing program costs against workers' compensation costs by reviewing impact on claims and examining industry studies to determine whether to expand existing or add new programs;				(a) Review of the scholarly literature strongly suggests the efficacy and positive return on investment agencies experience following the implementation of a wellness program. At the same time, this requires initial capital outlays with the ROI typically realized starting two to three years after full implementation. (This is completed) (b) The Chief Police Psychologist met and discussed this matter with the LAPPL board of Directors and is ready to move forward with a needs assessment; BSS is working with ERG on how best to implement this survey. BSS is awaiting further feedback from the LAPPL regarding specific interest in moving forward with a wellness initiative. At the same time, the LAPPL has been offering free gym memberships to their membership. We continue to anticipate further feedback and direction from the LAPPL. BSS has consulted directly with different Areas/Bureaus on the idea of implementing health promotion activities. (c) BSS, with the support and approval of Training Bureau, has started developing a series of PSA-style training videos (max 3") for distribution throughout the Department later this year. These PSA will address work-related injury, health promotion, and disease prevention. We anticipate the first deployment to occur the beginning of Q3 2016. (d) BSS has proposed a number of ways to enhance various health-related roles within the Department. These have been shared with the previous OAS command as well as with Risk Management. Further discussion will likely take place with Personnel Division and Training Bureau as they oversee many key personnel (viz., sick/IOD coordinators, PT staff, etc.). The status of this matter has not changed since the last update.

	B	C	E	F	G	I	J	K	L
	#	Entity	Due Date	Time Frame to Implement		Assigned to	Status	Action Plan	Feb 2016 Update
1		OAS	7/31/2015	3 months	a) An evaluation of MLS and Department's Safety Officer role and responsibilities and level of authority;	PER/MLS	In Progress	Evaluate whether a Safety Coordination Section or Employee Risk Assessment Section is needed within Personnel Division to begin reviewing the overall quality of investigations, trends, and serious injuries for preventative measures. This Section could provide oversight to all safety officers Department-wide, identify best practices and lessons learned as a result of accidents, identify trends and training needs, ensure compliance with Cal-Osha form 300s, and conduct periodic inspections of facilities.	As stated previously, the Fiscal Year 2015/2016 interim Budget Request for staffing the new Employee Risk Assessment Unit will now be a part of the Budget Request for Fiscal Year 2016/2017. In the meantime, the newly hired Senior Personnel Analyst and the Department Safety Officer will continue to liaise with the Safety Committees and monitor to ensure that the Safety Committees are meeting as required. The Department Safety Officer has notified Areas and divisions that Cal/OSHA 300 Forms are due by January 31, 2016.
20					b) Establishing an overarching Department Safety Committee, or a Liability Management Committee to address a unified approach to workers' compensation prevention;				Reassigned to ASB. A notice has been drafted to establish a committee and is currently being circulated for approval.
21		OAS	10/31/2015	6 months	c) Equipping officers with safer uniforms and equipment based on leading practices, and injury occurrences. These may include motorcycle helmets, light-weight duty belts/accessories, shatterproof glass or film on car windows, delay in body armor distribution, and other areas identified by ongoing reviews of claims injury causes.	PG	Not Implemented	With the addition of a reporting safety hazards program, any reported concerns or concerns identified that will involve significant budgetary issues will be elevated to the Department Safety Committee. Additionally, any significant concerns regarding disability accommodations or the monitoring of temporary and permanent disabilities, as well as essential job functions.	The SAI Form is with Personnel Department for its review. Once the Supervisor Accident Investigation Form is final, the Safety Committees will be able to conduct a systematic review of all claims, examining causes and reducing workers' compensation injuries and illnesses. When determined there are trends of equipment failures or uniform inadequacies, the Department's Uniform Coordinator will be advised.
22									
23									
24	11.10	OAS	10/31/2015	6 months	Establish procedures, training and controls to ensure that the new Learning Management System provides management reporting to training coordinators and commanding officers to ensure full compliance with mandated safety training.	PSTB	Not Implemented	As mentioned in 7.2, after releasing core safety training, PSTB will request Training Coordinators at the Areas/Division to utilize LMS to verify attendance of applicable employees on an ongoing basis and to follow up to ensure the accuracy and completeness of information contained in LMS.	Partial implementation occurred with the introduction of the first of several online training modules being posted on MLS in August 2015. PTE is coordinating with MLS to discuss and created content for the next modules. Upon completion, TCU can verify attendance/completion.
25									
26	12.10				Enhance the Return to Work Program:				
27		OAS	4/30/2016	12 months	a) Clearly define roles and responsibilities for all LAPD staff involved with IOD monitoring, reporting and facilitating employees' return to work. This should include developing detailed policies and procedures, effective IT systems and monitoring processes.	PG	Not Implemented	Regarding responsibilities, this recommendation will be addressed with the implementation of the IIPP. Responsibilities regarding IOD monitoring, reporting and facilitating an employees return to work are already addressed in Department policies and procedures, however, the expert safety panels described above may identify additional enhancements. Furthermore, as mentioned in 7.1, RMD is working with Personnel Department to enhance the IT systems related to monitoring worker injuries.	MLS and RTWS are meeting regularly with ASB to make recommendations to utilize IVOS computer program, the City's Workers' Compensation tracking system under contract with Personnel Department, as the potential application in enhancing reporting, monitoring, and analyzing Workers' Compensation cases.
28		OAS	7/31/2015	3 months	b) Measure attainment of goals for RTWS and MLS through performance metrics and provide regular updates on progress and results.	PER/MLS & RTWS	In Progress	PG is working to establish goals through the use of performance metrics that could help in measuring the sections' progress and results going forward.	Safety committees are expected to meet in the first quarter of 2016. Medical Liaison Section will begin to measure attainment of goals through performance metrics provided by each Area/division in the third quarter of 2016.
29		OCPD	10/31/2015	6 months	c) Ensure that IOD reporting (e.g. COMPSTAT) is accurately coded, verified and reconciled to PaySR.	PER/MLS & RTWS	In Progress	PG will perform periodic checks of IOD reporting within COMPSTAT and PaySR to confirm accuracy and completeness.	Light Duty status audit is conducted on a quarterly basis. Fourth quarter audit revealed 44% of personnel with temporary modified duties was incorrectly coded. RTWS analysts are contacting Divisional Timekeepers to correct the time codes.
30									
31	13.10				Establish and update policies (including Police Manual) and related procedures (including desk manuals) for IOD that clearly state:				The Workers' Compensation Guide for Supervisors and Sick/IOD Coordinators is now complete and will be distributed in the 1st quarter of 2016. The new Supervisor Accident Investigation Form will be included in the Guide before distribution. After conducting site visits at geographic areas and specialized divisions, it was determined that the majority of the Department Sick/IOD Coordinators were using the template provided by MLS to record frequency of employee contact. The coordinators that did not have a tracking system in place were instructed to develop a tracking system. Follow-up site visits will be conducted during the 1st quarter of 2016.



	B	C	E	F	G	H	I	J	K	L
	#	Entity	Due Date	Time Frame to Implement		Assigned to	Status	Action Plan		Feb 2016 Update
1										
9	4.10	OAS	10/31/2015	6 months	Review and update the Police Manual, outstanding special orders, and policies and procedures to provide the necessary level of guidance. Ensure these are clearly communicated on a timely basis.	PER/MLS & RTWS	In Progress	PG is currently working with Policies and Procedures Division to ensure all policies are up to date. As the IIPP is currently being operationalized and there are structural changes needed to fully implement certain strategies to reduce worker injuries and illnesses, a six month time frame is being utilized for full implementation of policies and procedures.		An internal correspondence was submitted in January 2016, to request that Policies and Procedures Division generate a project to update the Department Manual related to 100 matters pertaining to the deactivation of Duty Certificates (Volume III, Sections 720.10, 720.36, 720.40, 720.45, and 720.50). The IIPP was submitted to ASB for approval on December 24, 2015.
10										
11	7.20	OAS	10/31/2015	6 months	Periodically confirm the new LMS system contains accurate information related to employees' compliance with all safety meetings.	TCU	Not Implemented	After releasing core safety training, TCU will request Training Coordinators at Areas/Divisions to verify attendance by applicable employees on an ongoing basis.		TCU to cross reference with MLS to ensure compliance.
12										
13	8.10				Ensure a standardized process to obtain conclusive data for workers' compensation claims, regarding preventable determinations and action plans. For example:	Lead - PG				PTE contacted MLS and discussed the reporting and data collection process. MLS advised that the IVOS system collects data from the supervisor's accident investigation, and all reports are sent to MLS and Personnel Division. PTE also contacted Risk Management Division who confirmed that IVOS collects data from the supervisor's investigation however, RMD expressed concern over the quality and consistency of the reports which affect the way the data is input into IVOS. Accident investigation is currently taught in Basic Supervisor School, Civilian Supervisor School and Watch Commander School (see 3.10D). PTE is working with MLS and has begun the process of creating training that can be pushed out to supervisors in the field that have already been through supervisor school as well as reinforce previous training. The Supervisor Accident Investigation Form was sent to Personnel Department on October 7, 2015, and RMD is still waiting on the response. However, if PD does not respond by February, RMD will publish the SAI form, independent of the PD.
14		OAS	1/31/2016	9 months	a) Provide training and require supervisors to submit investigation reports centrally (e.g. to Risk Management and/or MLS);	PTE	Not Implemented	As part of the core safety training, a course on how to conduct quality investigations will be prepared by PTE.		
15		OAS	10/31/2015	6 months	b) Ensure all Investigative reports note a clear conclusion of whether the injury was potentially preventable, and provide details on the injury cause, and a corrective action plan. Note: If the Department allows other investigative reports to replace the Supervisors Investigation Forms (Use of Force, Traffic Collision), those reports should address all workers' compensation data needs to enable analysis (also see Recommendation #2.1 and #9.1)	PG	Not Implemented	Work with Personnel Department to update the accident investigation forms to indicate whether the supervisor believes the injury or illness was preventable or non-preventable. Guidance on determining preventable and non-preventable injuries and illnesses is also needed. A checklist will also be developed to assist supervisors and IOD coordinators and the Risk Management Coordinators at the Areas/Divisions to improve the quality of investigations.		
16										
17	9.10	OAS	7/31/2015	3 months	Ensure that Safety Committees are operational at all divisions and ensure they perform the responsibilities outlined in the IIPP, including conducting facility inspections for safety hazards, ensure posting of Cal/OSHA Summary Forms, and review all workplace injuries and workers' compensation claims to determine whether it was preventable, by ensuring use of investigative reports (see Recommendation #8.1).	PER/MLS	In Progress	Require Safety Committees to meet quarterly and provide guidance on how to conduct the meetings and a checklist on what should be discussed. Including a disclaimer on medical information that can and cannot be discussed and an audit mechanism to ensure the quarterly meetings are occurring. Compstat may also be a good forum to discuss any best practices or lessons learned identified. The Safety Officer is updated the names of Safety Committee members at each Area/Division, will conduct an audit to ensure compliance of Safety Committee Meetings at the divisional level, and a form will be created to ensure the meetings are conducted, document who was present, and the document topics addressed during the review of recent divisional injuries and causations.		Beginning in 2016, each Area's Safety Committee will meet quarterly. Safety Committee representatives have been provided with exemplars (agenda ideas, blank rosters) that can be used for the meetings. In addition, the newly assigned Senior Personnel Analyst and various MLS staff have conducted the visits at all the geographic areas and some specialized divisions to ensure that Cal/OSHA Summary Forms were posted as required. The Department Safety Officer requested and received the names of the members of the Safety Committee for each geographic area. Ten safety committee meetings have taken place to date.
18										
19	9.20				Prioritize safety within the Department through:					

Report Title: LAPD's Workers' Compensation Prevention Program  
 Report Issuance Date: 3/26/15  
 Department Responsible for Implementation: Los Angeles Police Department (LAPD)  
 Reported Status Date: 3/16/16

Reco No	Recommendation	Per Last Controller Evaluation 3-16-15	Current Status	If I/P, % Complete	Department Reported Information	
					Basis for Status	Target Date for Implementation
1.2	<p>Manage workers' compensation prevention by regularly reporting to Mayor and City Council on workers' compensation statistics, Departmental prevention efforts, and results of corrective actions.</p> <p>Consider whether existing strategies used for mitigating use of force and traffic collision incidents can be expanded to all injury risk exposures.</p>	In Progress	Implemented and ongoing		<p>The Department is working with the City Attorney Risk Manager to report on the status of Workers Compensation Reduction efforts. On December 4, 2015, Miguel A. Santana, City Administrative Officer, delivered a report that summarized the steps taken by the Department and the city thus far. As the largest area of City liability, the Department and the City Risk Management Division have made a goal to support the Department's Risk Management and Harm Reduction Strategy that will both satisfy the recommendations of this audit and assist in developing solutions that can impact liability City-wide.</p>	
2.1	<p>Expand on Department-wide and divisional goals and strategies to reduce occupational injuries/illnesses, specifically:</p> <p>A) Incorporate best practices from safety experts and other agencies.</p> <p>B) Monitor the effectiveness of its strategy to prevent occupational injuries/illnesses.</p> <p>C) Strategies should include an evaluation of claims and near-misses and reasons for claims filed based on claims, types of injuries, costs, employee's demographics, at-risk employees who file multiple claims, and other factors.</p> <p>D) Evaluate and address the reasons for employees filing multiple claims. Review the circumstances and causes of the injuries experienced by frequent filers and develop a process to address them, which may include counseling on safety protocols, adjusting job functions, and/or investigating potential abuse of workers' compensation.</p>	In Progress	In Progress	50%	<p>The Department is currently undertaking a number of actions to address this recommendation:</p> <p>A) - The Department has conducted numerous visits to external entities, both public and private, to identify best practices that could aid in increasing worker health and safety. To this end, there are a number of projects that have been implemented including:</p> <p>1 - Re-writing and releasing the Institutional Illness Prevention Program Department Wide - Expected May 2016.</p> <p>2- Revising and improving the Supervisor Accident Investigation Form and accident investigation proces to provide more robust information for future accident prevention. Anticipated completion and inception by June 2016.</p> <p>3 - A revised Physician Letter has been drafted and is in the pilot test phase. The intent of this letter is to notify physicians of the availability of temporary modified duty for employees, with the intent of getting employees back to work. Metropolitan Division will be used as the pilot area to determine the efficacy of the letter.</p> <p>B , C, D) - Each Area is required to form a Safety Committee who is tasked with meeting on a quarterly basis, at a minimum. Among their duties is the analysis of industrial accidents/illness to identify opportunities for reduction and/or prevention of similar incidents in the future. These committees began meeting in Third Quarter, FY 2015/16.</p> <p>Additionally, each Geographic Area will have a Risk Management Coordinator whose responsibility, among other efforts, is to work with the Sick/IOD coordinator at the area to identify illness and injury trends. This will include the areas identified in items C &amp; D. Note that this program has been endorsed by the City Attorney Risk Management Division.</p>	November 2016
5.1	<p>Prioritize the implementation of the Risk Management Plan related to workers' compensation. The plan should:</p> <p>A) Identify the trends for Department-specific workplace injuries and determine preventable causes;</p> <p>B) Develop measures to prevent similar types of injuries; and</p> <p>C) Implement strategies to achieve the Risk Management Plan goal to reduce the number of new workers' compensation claims filed each year.</p>	In Progress	In Progress	25%	<p>The Department is taking a two-pronged approach to identifying trends for industrial injury/illness. At a high level, Risk Management Division is using iVOS to identify historical trends and assist in the development and implementation of solutions to these harms. The Controller's Audit, found that many of the controls focused on worker safety and worker's compensation were absent or inadequate. The Department found the same issues as it developed the Harm Reduction and Risk Management Strategy. To address this, RMD has worked closely with Medical Liaison Section, Return to Work Section, Personnel Department, and the City Attorney's Office to assist in the design and implementation of systems and controls that would help address the deficiencies identified in this audit. Many of these efforts are detailed in the response to recommendation 2.1</p> <p>At the local level, and as discussed in recommendation 2.1, Risk Management Coordinators (RMC) , have been established at eleven patrol divisions and at the Office of Operations and Operations-West Bureau . Patrol areas include:</p> <p>North Hollywood, Valley Traffic Division, Hollenbeck, Rampart, Harbor, Hollywood, West Los Angeles, Pacific, Olympic, Wilshire, and West Traffic Division.</p>	December 2016

Report Title: LAPD's Workers' Compensation Prevention Program  
 Report Issuance Date: 3/26/15  
 Department Responsible for Implementation: Los Angeles Police Department (LAPD)  
 Reported Status Date: 3/16/16

Department Reported Information						
Reco No	Recommendation	Per Last Controller Evaluation 3-16-15	Current Status	If I/P, % Complete	Basis for Status	Target Date for Implementation
6.1	Ensure appropriate data and information needs are met to facilitate workers' compensation prevention efforts until a City-wide workers' compensation risk management system is implemented to provide the necessary information. A) Identify system options to meet those needs. B) Ensure data resources are available. C) Ensure necessary data is consistently collected.	In Progress	In Progress	50%	<p>IMPLEMENTED - Risk Management Division is using iVOS as a tool to identify historic industrial illness and injury trends and to develop solutions that may assist in reducing harms to our workforce, with commensurate reductions in new Sick/IOD claims. However, Personnel Department has reiterated on numerous occasions that iVOS was not designed to serve as a risk management tool. The Department is engaged with the City to assist in developing a Risk Management Information System (RMIS) - see "In Progress", below. Until such a system is developed, the Department is exploring how the information contained in this database can be married with information in other databases, such as PAYSR, to develop a more complete picture of IOD use and injury prevention.</p> <p>IN PROGRESS - The Department is part of a larger City-wide effort, led by the Mayor's Office of Budget, Innovation and Excellence, to develop information systems that will provide a more comprehensive approach to risk management. This effort is being coordinated by the Risk Management Steering Committee, comprised of members of the Department, LAFD, Department of Public Works, and General Services Division.</p>	May 2017
7.1	Improve tracking and management of workers' compensation by working with the Personnel Department by creating an interface of internal systems with iVOS to ensure LAPD's claims information needs are met through standardized system access/reporting. This should include enabling divisions to monitor IOD usage, light (restricted) duty and return to work dates and status, and to provide information for risk management purposes.	In Progress	In Progress	25%	See response to Recommendation 6.1.	May 2017
10.1	Design training programs, as needed, which are data-driven from claims analysis and input from staff review for common causes of injury that could be prevented, had the officers been better trained in that area. Consider designing training based on an evaluation of injuries/illnesses by age or years of service.	In Progress	In Progress	20%	The Department has developed two training modules thus far. The first, "Best Practices for Workers Compensation" is an online training module that covers the basics of workers compensation for Department employees. The second module is in-person training for supervisors, conducted in partnership with the City Attorney's Office, focusing on improved workplace accident investigations with an emphasis on preventing future accidents. Additional training modules are being developed focusing on various aspects of workers compensation/workplace safety.	Unknown, partially dependant on the information system under consideration in recommendation 6.1