



SC Department of Archives & History  
**Electronic Records Transmittal Form**

<b>Transmit Records To:</b> South Carolina Department of Archives & History Records Management 8301 Parklane Rd Columbia, SC 29223-4905 Telephone: 803-896-6119 Fax: 803-896-6138 E-mail: mdantzler@scdah.sc.gov	<b>Instructions:</b> 1) Decide which records are ready to be transferred. 2) With the help of SCDAAH, determine the best method of transfer for the chosen records. 3) Complete the following transmittal form. 4) Please complete one form per retention schedule. 5) Send the completed form and transfer the electronic records to the Archives.
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**Part I: Agency Information**

1. Record Group Number: 228	2. Date of Transfer: 03/07/2022
3. Agency Name: <b>South Carolina State Accident Fund</b>	4. Division Name: <b>Executive</b>
5. Address: <b>P.O. Box 1166, Lexington, SC 29071</b>	6. Name of Records Officer (RO): <b>Matthew Hansford</b>
7. Records Officer Telephone Number: <b>803-896-5821</b>	8. Records Officer Signature: <i>Matthew Hansford</i>
9. Records Officer Email Address: <b>mhansford@saf.sc.gov</b>	
10. Name of Transfer Contact (if different from RO):	11. Telephone Number:
12. Transfer Contact Email Address:	

**Part II: Record Information**

13. Retention Schedule Number associated with these records: <b>12-302</b>	
14. Retention Schedule Title associated with these records: <b>Meeting Minutes (Executive)</b>	
15. Variant Title (Within Agency): <b>AQC Meeting Minutes</b>	
16. Estimated size of Transfer (MB):	17. Inclusive Dates: <b>01/08/2001 - 12/17/2001</b>
18. Electronic Media included (Please check all that apply):  <input type="checkbox"/> Tape <input type="checkbox"/> CD/DVD <input type="checkbox"/> Hard drive <input type="checkbox"/> Removable Hard drive <input checked="" type="checkbox"/> Other	19. To the best of your knowledge, do these records contain Personally Identifiable Information (PII): <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO  If yes, what kind? (Please check all that apply): <input type="checkbox"/> Social Security Numbers <input type="checkbox"/> Credit Card Numbers <input type="checkbox"/> Passwords or PINs <input type="checkbox"/> Other Please describe:
20. File Format(s) included (Please check all that apply): <input checked="" type="checkbox"/> PDF or PDF/A <input type="checkbox"/> Microsoft Office <input type="checkbox"/> Word <input type="checkbox"/> Excel <input type="checkbox"/> PowerPoint <input type="checkbox"/> Access <input type="checkbox"/> Publisher <input type="checkbox"/> Images <input type="checkbox"/> JPEG <input type="checkbox"/> TIFF <input type="checkbox"/> PNG <input type="checkbox"/> Other <input type="checkbox"/> Database (.accdb, .mdb, .dbf, .sql) <input type="checkbox"/> Email (.pst files) <input type="checkbox"/> Audio (.wav, .aiff, .wma, .mp3, .m4a) <input type="checkbox"/> Video (.avi, .mp4, .mov, .wmv) <input type="checkbox"/> Other Please describe:	

AQC Meeting 01/08/01

**AQC Members present were:** Parker, Adkins, Heinen, Holman, Howard, Flowers, McCulloch, Murphy, Walker and Wyatt.

Minutes from the 12/18/00 AQC meeting were approved.

**Agenda items Carried Over or Having No Report were:**  
**None**

**00.88 Guidelines for Special Work Situations (Howard)**

Janis Howard and Gwen Adkins developed Guidelines for Special Work Situations that were distributed and discussed among the AQC. The discussions covered a wide-variety of issues concerning absences, working accommodations and how they affected the Agency. The Guidelines were reviewed and the AQC felt that that the primary concern to the Agency involving accommodating SAF staff members in special work situations should be the accomplishment of the State Accident Fund's Mission and how the staff member could contribute to that end. The AQC requested Janis and Gwen to revise the Guidelines with the recommendations made by the AQC and bring them back for review/approval at the next meeting.

**01.01 Agency Citizenship (Adkins)**

Gwen Adkins distributed and presented the Agency's Statement of Citizenship to the AQC. **The AQC reviewed and approve it.** Teresa Wyatt volunteered to setup a database to collect and maintain data related to Agency Citizenship which can be used to develop a recognition program to reward and publicize employees who participate in community and civic activities.

**01.02 Management Measures (Heinen)**

Kay Heinen reported that she has been looking into a variety of ways to find the right standards to establish the criteria for the Agency's Management Measures, but will require more time to research and analyze what the best approach would be. The AQC held a lengthy discussion concerning this topic and several related issues. The AQC narrowed their focus on the topic of "Back Files" and continued their discussion on this specific item. The AQC requested Janis Howard and Robert McCulloch to survey their respective Units to see what items need to be Back Filed by the Records Management Team. Additionally, Kay Heinen will develop a list of items the Records Management Team currently scans as Back File items. The AQC will compare and discuss these lists at the next meeting.

**01.03 Survey Update (Parker)**

The updated Internal Survey was distributed and explained to the AQC by Pete Parker. He said he has been working with MIS and this year's Internal Survey will be automated. SAF staff members will be able to evaluate fellow employees on an Internal Survey Form using the PC at their desk. He also reported that they will be testing and debugging the Internal Survey program this week. He will keep the AQC informed on the progress of this endeavor.

**01.04 Smartforce (Murphy)**

Gerald Murphy explained what Smartforce is and how it works to the AQC. It is an international internet based computer training company that the State of South Carolina has contracted with to provide computer training for state employees. The internet site offers over 50 computer courses. The SAF has purchased ten (10) training seats for SAF employees to participate in this training. The AQC discussed Smartforce and several related training issues. The AQC agreed that SAF employee participation should be voluntary and rotate every thirty (30) days unless there is no one on the waiting list, etc. Gerald will be the Smartforce Administrator who will coordinate the training, maintain records and produce reports. He will also look into developing required knowledge levels for Agency Positions and assigning learning paths for them..

**01.05 Staff Meeting (AQC)**

The AQC assessed various topics and setup the Agenda for the January 10, 2001, General Staff Meeting.

**Staff Staff Suggestions:**

No Staff Staff Suggestions were submitted to the AQC this week.



AQC Meeting 01/22/01

**AQC Members present were:** Parker, Adkins, Gamble, Harmon, Heinen, Howard, Flowers, Murphy and Walker.

Minutes from the 01/08/00 AQC meeting were approved.

**Agenda items Carried Over or Having No Report were:**

**00.75 State Vehicle (Holman)**

**01.06 Enhanced Communications Measurements (Wyatt)**

**00.88 00.88 Guidelines for Special Work Situations (Howard)**

Gwen Adkins distributed the revised Guidelines for Special Work Situations to the AQC. **The AQC discussed this item and it was approved with the addition of the effected employee's supervisor providing the appropriate time keeping documentation to the Accounting Unit for payroll purposes.**

**01.02 Management Measures (Heinen)**

Kay Heinen handed out and discussed with the AQC two Reports (Error Log and No Report Mail) that she uses with the Records Management Team. The AQC reviewed and talked at length about the No Report Mail Report and its related processes. Kay is working with Janis Howard and Vicki Lewter to look at the no report mail processes to improve them. No Report Mail will be placed on the Agenda for further discussion at the February 5, 2001, AQC Meeting. Next, the AQC reviewed the Records Management Team's Error Log Report. **After discussions involving both Reports, the AQC approved their implementation as the starting system for management measures for the RMT.** Kay will complete a written document that will explain how the measurements are determined and collected.

**01.03 Survey Update (Parker)**

Pete Parker reported that he has tested the Internal Survey program and it is up and running fine. He, also, said after conferring with Gerald that he has decided to combine and incorporate the Team Service Surveys into the Internal Survey Program. Pete is coordinating with the MIS Team to do the code to incorporate this endeavor.

**01.04 Smartforce (Murphy)**

Gerald Murphy distributed the Policy for implementing the Smartforce Training Program within the State Accident Fund. He reported that there would be a Smartforce demonstration at OIR on January 30, 2001, for those who wish to attend. **The AQC approved this item.**

**01.05 Administrative Cost Ratio (Harmon)**

Janice Harmon distributed three documents (Trial Balance, Income Statement and Balance Sheet) she proposes to use to track and report quarterly on the Agency's administrative cost ration, to the AQC. She explained to the AQC how the format of the documents would used to determine the numbers for the Agency's Administrative Cost Ratio. **The AQC approved Janice's format along with a request for her to develop a Report that summarizes the Agency's Financial Format and Administrative Cost Ratio that would be placed on the "R" Drive for the SAF Staff to review.**

**01.07 Employee Satisfaction Survey (Murphy)**

Gerald Murphy reported to the AQC that the Employee Satisfaction Survey is currently being conducted and has been emailed to the staff. He has set up a depository in Suite 150 to collect the Staff's Surveys. He will report the results to the AQC as soon as the Survey is completed, compiled and analyzed.

**01.08 Job and Task Analysis (Murphy)**

Gerald Murphy submitted his draft Action Plan for performing a detailed Job and Task Analysis for all positions in the Agency to the AQC to review. Carry over for AQC discussion/approval next meeting.

**01.09 Training Needs Assessment (Murphy)**

The AQC received the Training Needs Assessment Process draft from Gerald Murphy for review. Item carried forward for AQC review/approval.

**01.10 Compensability Decision and Medical Bill Measures (Murphy)**

Gerald Murphy presented the draft for Key Service Delivery Process Measures to the AQC. Continue until next week's meeting for review/approval of this item.

**Staff Staff Suggestions:**

There were no Staff Staff Suggestions received by the AQC this week.

AQC Meeting 01/29/01

**AQC Members present were:** Parker, Adkins, Gamble, Harmon, Heinen, Holman, Howard, Flowers, McCulloch, Murphy, Walker and Wyatt.

Minutes from the 01/22/00 AQC meeting were approved as amended.

**Agenda items Carried Over or Having No Report were:**

**01.03 Survey Update (Parker)**

Pete Parker told the AQC that the final coding for the Internal Survey has been completed and MIS is going to test it this week before they turn it over to him to assess. He will continue to update the AQC on this project.

**00.75 State Vehicle (Holman)**

A three year State Vehicle mileage comparison for the SAF State Cars was handed out to the AQC by Shawn Holman. She explained that PHS is fully utilizing the three State Vehicles assigned to them for their travel by the Safety/Loss Control staff and Auditors. The AQC discussed the Agency's need for an additional State Car versus reimbursing staff for using their own cars for State business. The AQC decided to continue to collect data on this item and carry it over until the April 30, 2001, AQC Meeting.

**01.06 Enhanced Communications Measurements (Wyatt)**

Teresa Wyatt distributed the SAF Communications Measures to the AQC. She told the AQC that she will be collecting information from various events to develop a customer database to analyze data and report her findings quarterly. **The AQC approved this project.**

**01.07 Employee Satisfaction Survey (Murphy)**

Gerald Murphy updated the AQC on the Employee Satisfaction Survey. He said he would tabulate the survey data this week and report the results to the AQC next Monday.

**01.08 Job and Task Analysis (Murphy)**

**Reviewed and approved by the AQC.**

**01.09 Training Needs Assessment (Murphy)**

**AQC approved this item.**

**01.10 Compensability Decision and Medical Bill Measures (Murphy)**

**AQC approved implementation of this matter.**

**01.11 Reverse Auctioning (Heinen)**

Kay Heinen distributed a Memorandum referencing the "Reverse Auctioning" method of procuring products and services. It is typically used for commodity type procurements and handled online on the Agency's behalf by a third party vendor who for a fee provides the bidder's software and auction bidding process. All pre-qualified bidders have the same access and submit their bids electronically. All bidders can see the low bid, but not who the low bidder is. During the specific auction period bidders can continue to bid lower and lower until the auction is concluded and the lowest bidder chosen. The AQC reviewed this item and received the Memorandum as information. Kay said she would complete the Survey attached to the Memorandum based the AQC discussion.

**01.13 Customer Relations Program (KEMI) (Wyatt)**

The SAF Customer Relations Program developed by Teresa Wyatt was distributed to the AQC. Teresa began the discussion of her ideas and strategies for the SAF Customer Relations Program with the AQC. The AQC went through the ideas and discussed each one at length. **The AQC adopted the SAF Customer Relations Program for implementation.**

**00.90 Revisit Agency Space Plan (Managers)**

Shawn Holman, Janis Howard and Robert McCulloch explained to the AQC the Move Plan they had developed for Suite 160 to integrate the appropriate personnel to complete the Work Flow Team composition. Janice Harmon also presented her ideas to the AQC to consolidate the Finance Team together in Suite 150. The AQC discussed the Move Plans in great detail and requested the Managers to present an updated Plan to integrate the PHS Team into Suite 160 with the Work Flow Teams at next week's AQC Meeting.

**00.102 Safety/Premium Processes (Holman)**

Shawn Holman distributed to the AQC the Safety & Loss Control/Premiums Process Performance Measures. She gave an explanation of the measures to the AQC. The AQC discussed the measures and carried the matter over until the next meeting pending the Agency Guidance Team meeting with the TAC Team working on the Safety and Loss Control issue and clarification of the Terms in the Premium Measures. Shawn also suggested that the Agency look into a way to consolidate all the data collected by SAF into a centralized source. Steve Flowers and Shawn Holman will look into various software programs that would provide a comprehensive program to consolidate all the Agency's data for retrieval from single source.

**01.14 Direct Bill Hotel Billing (Heinen)**

Kay Heinen explained to the AQC how the Agency could be set up for direct billing from various hotel operators. Kay requested that Unit Managers be responsible for approval if one of their employees requested that the Agency pay for their hotel via direct billing for a seminar, conference, etc. Unit Managers would evaluate and approve direct hotel billing for an employee on a case-by-case basis and notify Kay Heinen to handle the matter. **The AQC discussed and approved this process.**

**Staff Stuff Suggestions:**

No Staff Stuff Suggestions were submitted the AQC this week.

AQC Meeting 02/05/01

**AQC Members present were:** Parker, Gamble, Harmon, Heinen, Holman, Flowers, McCulloch, Murphy, Walker and Wyatt.

Minutes from the 01/29/00 AQC meeting were approved.

**Agenda items Carried Over or Having No Report were:**

**01.03 Survey Update (Parker)**

Pete Parker informed the AQC that he had tested the Internal Survey Program on Friday and it continues to have some defects that were not there before we connected the Survey Program to the Locator Program, indicating that we might have connected the wrong version of the entry pieces. Had to await Kelvin's return before further tests. It probably is close to completion. We will be testing again this week.

**01.07 Employee Satisfaction Survey (Murphy)**

Gerald Murphy reviewed the results of the Employee Satisfaction Survey with the AQC. The AQC discussed the Survey data, comments, ideas and suggestions and deferred action on this item until next week pending further review of the Survey results by the AQC members.

**00.90 Revisit Agency Space Plan (Managers)**

Pete Parker explained to the AQC that several of the Managers and Supervisors met last Friday to review the various decisions and reasons for completing the integration of the final components of the Workflow Teams. The moving of the PHS staff from Suite 240 to Suite 160 will complete the staffing of the three Workflow Teams. Shawn Holman, Janis Howard and Robert McCulloch have been meeting to develop the Move Plan for this endeavor. The move to consolidate the Finance Team together in Suite 150 will be delayed for a few months. Pete asked the Managers to expedite the relocation of PHS into Suite 160.

**00.102 Safety/Premium Processes (Holman)**

Shawn Holman explained to the AQC that she had met with the TAC Team and they are still collecting data concerning the Safety and Loss Control issues. The TAC Team will not complete this project until early April 2001. Shawn will update the AQC on the Safety & Loss Control/Premiums Process Performance Measures at the AQC's April 30, 2001, Meeting.

**01.12 No Report Mail (Heinen)**

Kay Heinen explained to the AQC that she would be meeting with Janis Howard and the CQC this week to review how to resolve the No Report Mail issues. Kay believes the No Report Mail can be solved and a solution can be documented and implemented very quickly. She said this item could be handled at the Manager's level and deleted from the AQC Agenda.

**01.15 Agency Citizenship (Wyatt)**

Teresa Wyatt asked for clarification from the AQC for email she received from Ray Ambrose referencing Agency Citizenship and the use of leave time for Attorney's performing Pro-Bono work for clients. Robert McCulloch distinguished between Pro-Bono work in which an attorney volunteers time to help clients, and the mandatory service required of all licensed attorneys, by court order - not voluntary. The latter is akin to jury duty.

**01.16 Safety Committee (Wyatt)**

The status of the Agency's Safety Committee was addressed by Teresa Wyatt. Shawn Holman said Ray Coleman is responsible for the Committee as the Safety and Loss Control supervisor. She continued that Ray is aware of the situation and plans to recruit new members and get the Safety Committee up and running in the near future. Pete Parker commented that the Safety Committee is very important to the Agency and should be given a high priority to get re-started.

**01.17 General Staff Meeting (AQC)**

Gerald Murphy suggested that the SAF Staff should be made aware of the Agency's Values that were developed at the Strategic Planning Session. The AQC discussed this matter and agreed it was a great idea. Pete or his designee will present each one of the Agency's Values at the monthly General Staff Meeting until all the Values have been addressed.

**01.18 Security Matrix (Flowers)**

Steve Flowers discussed the SAF Computer System's Security Matrix with the AQC. Steve said Thomas Davis has been testing and working on the Security Matrix. The AQC talked about this item and agreed the effected Managers should review their portion of the Security Matrix and further discuss it for implementation at next week's AQC Meeting.

**Staff Stuff Suggestions:**

No Staff Stuff Suggestions were submitted the AQC this week.



AQC Meeting 02/12/01

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Holman, Howard, McCulloch, Walker and Wyatt.

Minutes from the 02/05/00 AQC meeting were approved.

**Agenda items Carried Over or Having No Report were:**

**01.07 Employee Satisfaction Survey (Murphy)**

**01.03 Survey Update (Parker)**

Pete Parker told the AQC that he had run another test of the Internal Survey Program and everything worked fine. However, he said he did want to run a few more tests on some of the other components of the program and he would keep the AQC updated on his progress.

**00.90 Revisit Agency Space Plan (Managers)**

Shawn Holman, Janis Howard and Robert McCulloch reported to the AQC that they have completed their move plan to finish integrating the workflow teams, and it is tentatively scheduled to take place on Friday, March 2, 2001. The Safety and Loss Control members and the Premium members will be moved to their team areas in Suite 160.

**01.18 Security Matrix (Flowers)**

Steve Flowers told the AQC that he is still waiting to hear comments from some of the Managers concerning the SAF Computer System's Security Matrix. He said he would like to have all the feedback from the managers to finalize the Security Matrix at the February 26, 2001, AQC Meeting. The original Security Matrix Team will get together and meet with Steve Flowers to assist in concluding the Security Matrix project.

**01.19 Financial Update (Harmon)**

The AQC received a Financial Update by Janice Harmon on the Agency's financial condition for the period ending December 31, 2000. She distributed a document package and gave an excellent presentation using a computerized Powerpoint slide show to the AQC. She will also do this presentation at the Agency's February 2001 General Staff Meeting.

**01.20 Back Filing (Parker)**

Pete Parker told the AQC that he wanted to ensure that there was a follow through process for Back Filing. He said that staff members that use work-a-rounds create data gaps in the computer system. Pete emphasized how important it was for the staff to use the system as designed, unless we determine and agree that the design is not adequate for our needs, and change the design. Janis Howard added that the process for Back Files needed to be consistent and followed by the entire SAF Staff. The AQC agreed, that as part of this process, all signed and executed claim documents need to be scanned into the system, but not unsigned copies. Additionally, Kay Heinen requested that two policies be developed to handle the following documents: first, documents that must be moved to multiple claims (scanned to one claim and noted to the other claims); and, secondly, documents that required multiple signatures. Steve Flowers will review computer system to see if it can be enabled to place documents in multiple folders. Pete said it is very important that all documents to be scanned and indexed by the Records Management Team be consistent and done one uniform way. They cannot do it one way for one person and another way for another person. Decisions on how to do it for a particular document must be decided by management and then conveyed to Records Management. They cannot respond to individual requests. In another issue discussed by the AQC, Steve Flowers was asked to look into the Policyholder System to find out why it was not working properly and report his findings by to the AQC at the 2-26-01 Meeting.

**01.21 Medical Bill Payments (Howard)**

Janis Howard distributed the TAC Team findings for Medical Bill Process to the AQC for information. Ross Gamble asked the AQC what approval method should be used to adopt the TAC Team's findings and recommendations to change the Agency's processes. **The AQC reviewed this matter and agreed that**

the Agency's Guidance Team would be the approving authority for any Agency process changes recommended by the TAC Teams, but notifying the AQC for information/review of them.

**01.22 DPS Issue (Howard)**

Janis Howard made the AQC aware of the fact that the Department of Public Safety has started charging \$10.00 in advance before they will issue Accident Reports to the SAF. The AQC discussed the issue and ask Robert McCulloch to look into a remedy. He will inform the AQC of his findings via email.

**01.23 Employee Hiring Matrix (Howard)**

Janis Howard proposed to the AQC that a change be added to the Agency's Team Hiring Matrix Model concerning internal applicants. **The AQC discussed this matter and approved an amendment to the Team Hiring Matrix Model, entitled Exception 3: "When an applicant is a current member of the team that is recruiting and will compete with applicants from other teams, the selection team should include members of each of the teams represented in the *internal* applicant pool. (E.g., If Pilot will interview applicants from Pilot, X and Nucleus, the selection team should where feasible, consist of a member of each of those work teams."**

**01.17 General Staff Meeting (AQC)**

The AQC reviewed the agenda items that would be discussed at the February 2001 General Staff Meeting.

**Staff Staff Suggestions**

There were four Staff Staff Suggestions submitted the AQC this week. They addressed the following issues: first, Allocation and sharing of office space; second, MIS Team staffing and assignments; third, Expedite announcement of the candidate chosen to fill a vacant position; and, fourth, VI document description.

AQC Meeting 02/26/01

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Holman, Howard, McCulloch, Murphy, Walker and Wyatt.

Minutes from the 02/12/00 AQC meeting were approved as corrected.

**Agenda items Carried Over or Having No Report were:**

**01.03 Survey Update (Parker)**

Pete Parker reported to the AQC that the Internal Survey Program has been completed, tested and is ready to implement. Since this is the first time the Internal Survey Program is being used, Pete recommended that it be instituted as soon as possible just in case something goes wrong. This way, he explained, we would have time to correct it and re-institute it promptly. The AQC discussed this matter and agreed this was a good move. Gerald Murphy stated that he could train the SAF staff and implement the Internal Survey program the week of March 26, 2001.

**01.07 Employee Satisfaction Survey (Murphy)**

Gerald Murphy said he has removed all references to names from the Employee Satisfaction Survey and suggested putting the results on the R Drive for the SAF Staff to review. Several issues were discussed by the AQC concerning the Employee Satisfaction Survey. Pete said he addressed the pay increase related issues at the February 2001 General Staff Meeting. He also suggested that work distribution would be an excellent issue to discuss at the March 2001 General Staff Meeting. The AQC talked about this matter and carried it over until the next meeting.

**01.18 Security Matrix (Flowers)**

Steve Flowers said he has received several suggestions concerning the SAF Computer System's Security Matrix. He said Thomas Davis has been compiling a list of suggestions and changes for the Security Matrix. Steve told the AQC that Security Matrix Team will be meeting later this week to conclude work on this project.

**01.24 PHS Update (Flowers)**

The AQC was briefed by Steve Flowers on the MIS Team's progress on PHS. He said Jim Matthews and Kelvin Edwards have been reviewing the PHS Program. They have found that the PHS Program is not creating a queue for every document that is scanned and are continuing to trouble shoot PHS to resolve its problems.

**01.25 Insurance Education Incentive (Gamble)**

Ross Gamble discussed the Insurance Education Incentive proposal he had sent to the AQC via email last week. He told the AQC that he regards this program as an investment in our staff and it allows them to increase educational level and value to the Agency. The AQC reviewed the proposal and requested that Ross Gamble and Gwen Adkins develop a procedure to implement the Insurance Education Incentive Program and bring it to next week's AQC meeting.

**01.26 Reduction In Force (Adkins)**

Gwen Adkins reviewed the Reduction In Force (RIF) Policy and OHR Documents she distributed the AQC last week. **After reviewing the RIF Policy, the AQC approved the changes recommended by Gwen.** She will submit the Agency's Reduction In Force Policy with changes to the Office of Human Resources for approval. Place on the March 12, 2001 AQC Agenda for review.

**01.27 Customer Profile (Flowers)**

Steve Flowers reported that this was a new item to him and requested an additional week to complete his Action Plan. He also solicited assistance from the AQC for input and data on the Customer Profile. Gerald will show Steve the old Customer Profile Access Data Base that he maintained a couple of years ago. Item carried over until next AQC Meeting.

**01.28 Employee Survey Response Item (Parker)**

This matter concerning the Work Distribution Issue was addressed in Agenda item 01.07.

**01.29 Legislative Update (Wyatt)**

Teresa Wyatt gave the AQC an updated briefing on the Agency's Budget thus far in the Legislative session. She said that the State Accident Fund's Budget came out of the Ways and Means Committee in House of Representatives without any amendments to it. She will keep the AQC posted as the session progresses.

**Staff Staff Suggestions**

There were no Staff Staff Suggestions submitted the AQC this week

AQC Meeting 03/05/01

**AQC Members present were:** Parker, Gamble, Flowers, Harmon, Heinen, Holman, Howard, McCulloch, Murphy, Walker and Wyatt.

Minutes from the 02/26/01 AQC meeting were approved.

**Agenda items Carried Over or Having No Report were:**

**01.07 Employee Satisfaction Survey (Murphy)**

Gerald Murphy reported that the Employee Satisfaction Survey has been updated and will be placed on the R Drive for the SAF Staff. Janis Howard also briefed the AQC on redistribution of SAF Accounts she and her supervisors are working on. She distributed the preliminary plan the Claims Team had developed to the AQC. Janis explained that they are still working on the Plan to develop the best way to redistribute work load and SAF Accounts to balance them among the three Teams and adjusters. The AQC discussed this matter and requested Janis to complete her Plan to be reviewed at the next AQC Meeting.

**01.18 Security Matrix (Flowers)**

Steve Flowers outlined the progress that the Security Matrix Team had made at last week's meeting. They reviewed the list of suggestions and changes for the Security Matrix. The Team will be meeting this week to finish the SAF Computer System's Security Matrix project. Steve will brief the AQC next week on the Team's progress and, hopefully, request approval for implementation of the Security Matrix.

**01.24 PHS Update (Flowers)**

Steve Flowers updated the AQC on the Policyholders Services Computer Program. He said the MIS Team is continuing to look into the PHS System problems, but does not have any conclusive findings to report to the AQC this week. Item carried over until next week.

**01.25 Insurance Education Incentive (Gamble)**

Ross Gamble discussed the Insurance Education Incentive Policy that he and Gwen Adkins had developed with the AQC. He said one obstacle had come up concerning the payment of the insurance tests, but Gwen was looking into it with OHR and the Budget and Control Board. The AQC reviewed the Policy and suggested that it be renamed, "Insurance Education and Certification Program." The AQC agreed on the program name change and carried the item over until next week to see if Gwen had resolved the insurance test issue.

**01.27 Customer Profile (Flowers)**

Steve Flowers distributed and discussed with the AQC his Action Plan for the Customer Profile. **The AQC reviewed and approved his Customer Profile Action Plan for implementation.**

**Staff Stuff Suggestions**

No Staff Stuff Suggestions were received by the AQC this week

### **AQC Special Meeting 03/12/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Howard, McCulloch, Murphy and Walker.

#### **Compendium Issues (Howard)**

Janis Howard requested a Special Meeting for her to express her views with the AQC concerning the current status of the State Accident Fund doing business with Compendium. Janis distributed to the AQC a Memorandum entitled, "Issues Concerning Compendium" and related documents outlining the status of the Compendium Physicians Network and their training schedule of SAF State Policyholders. Janis said she did not believe that Compendium has established neither an adequate Physicians Network nor the business infrastructure to meet the April 1, 2001, deadline to bring on the remainder of the SAF's State Policyholders. The AQC discussed in depth Compendium's business operations including: their ability to handle the remainder of the State Policyholders by April 1, 2001; the number of medical providers they have on contract in their network; and, their costs/benefits to the Agency since January 1, 2001. Bob McCulloch briefed the AQC on the aspects of the contractual arrangements the State Accident Fund has with Compendium. He elaborated on the various aspects of each party in the Compendium contract. As the AQC concluded their debate on Compendium, Janis Howard recommended that Bob Gary, the Compendium SAF Contract Manager, be asked to meet with the AQC as soon as possible. The AQC discussed Janis' recommendation and agreed it would be in the best interests of both SAF and Compendium to meet with Mr. Gary as soon as possible. The AQC requested that Steve Flowers research data and reports for the three State Policyholders that Compendium has been handling during the first quarter of 2001 in the SAF Management Information System. Steve will also coordinate with other SAF Managers to compile data and information on Compendium as needed. Janis Howard will handle contacting Bob Gary of Compendium to setup the Meeting with the AQC at 9:30 AM on Wednesday, March 14, 2001. Janis will notify the AQC of the Meeting arrangements via email as soon as she completes them.

## **AQC Special Meeting Compendium 03/14/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Howard, McCulloch, Murphy and Walker.

**Guests:** Bob Gary

### **AQC Special Meeting with Bob Gary of Compendium**

Pete Parker stated that the purpose of the meeting is to review concerns we have about and to decide whether the April 1<sup>st</sup> target for bringing all State Agencies into Compendium program is "go or no go".

He stated that had asked this question of our AQC meeting on Monday and concluded that we needed to review some concerns and verify readiness this week, and take appropriate action with our customers to move or reschedule.

Pete stated that our concerns are three: 1) That the provider network is not adequately developed to provide the service our State Agency customers will require; 2) relations with providers and our customers to date does not appear to be what we had hoped for and expected; and 3) we are concerned that there have been instances of a lack of candor when we were seeking certain information from Compendium about the network.

The AQC reviewed with Bob Gary a variety of specifics and received his responses.

**Decisions:** a) We must receive via E-Mail a list of all doctors who have agreed to participate in the network, by the "end of this week", from which we can determine on Monday, March 19, 2001, whether it meets our requirements to go forward at this time; 2) we must develop a "complaint/problem/incident report and resolution" process which will collect and disseminate, on a timely basis, to persons who can affect the issues, sufficient facts upon which to make a determination of what went wrong, how to fix the problem, and to effectively communicate to all affected persons that and how, the matter is resolved, along with any apologies that might be in order, from any player to any player – to include the injured worker, of course; 3) Bob Gary will E-Mail a progress report each week to the AQC members.

Kay Heinen raised an issue of legibility of First Reports being FAXED to SAF. Bob Gary represented that they are now typing the forms before FAXING and that should resolve the legibility problem. Bob said his MIS system is behind schedule but will, when finished, transmit the First Report by E-Mail.

## **AQC Meeting 03/12/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Howard, McCulloch, Murphy and Walker.

Minutes from the 03/05/01 AQC meeting were approved.

### **Agenda items Carried Over or Having No Report were:**

#### **01.18 Security Matrix (Flowers)**

Steve Flowers reported to the AQC that the Team had met last week and agreed on all the changes to the SAF Computer Security Matrix. He said Thomas Davis is finalizing all the changes to it. Once the Security Matrix is completed, it will be emailed to the Team and AQC for a final review before implementation.

#### **01.24 PHS Update (Flowers)**

Steve Flowers told the AQC that Kelvin Edwards is still working on the Policyholders Services Computer Program. Kelvin is comparing PHS program files that reside onsite and with the PHS files in IEI in Denver, Colorado. He is also reviewing how the PHS program interfaces with the other computers system programs. Steve will update the PHS status next week.

#### **01.25 Insurance Education Incentive (Gamble)**

Ross Gamble updated the AQC on the Insurance Education and Certification Program. He said Gwen Adkins received the information from OHR and the Budget and Control Board that the Agency could expend funds and pay for the Insurance Testing for the SAF Staff. Ross said he would brief the SAF Staff at the General Staff Meeting this week to get the Insurance Education and Certification Program started.

#### **01.31 Operating Budget (Heinen)**

The AQC received copies of the latest year-to-date Operating Budget for this Fiscal Year from Kay Heinen. The Budget was reviewed and discussed by the AQC. Kay reminded the AQC to watch their Budgets closely and make the appropriate expenditures as the year progress instead of waiting until the end of the Fiscal Year.

#### **01.32 Claims Redistribution Plan (Howard)**

Janis Howard reviewed the Claims Redistribution Plan with the AQC. She explained the reasons and logic for the Account Coverage changes to equalize the caseloads and work units among the claim adjusters and work flow teams. The Claims Team is having all their coverage changes from the Claims Redistribution Plan converted in the CMS Test Data Base to ensure that they will all take and work properly before they are changed in the "live" CMS Computer System.

#### **01.30 General Staff Meeting (AQC)**

The AQC reviewed the listed items for the March 2001 General Staff Meeting and agreed on the Agenda for the meeting. The Meeting will be at 3:00 PM on March 14, 2001 in the Auditorium.

#### **01.33 Medical and Indemnity Overpayments (Howard)**

Janis Howard discussed the matter of handling medical and indemnity overpayments by the Agency with the AQC. The AQC discussed this matter at length and decided to setup a meeting to handle the issue. Janis Howard asked the AQC who needed to be involved with this Meeting. It was agreed, that in addition to the CQC, Ross, Janis, Janice, Steve, Gerald and Bob will meet and determine the best process to handle these overpayments. They will bring their recommendations back to the AQC.

#### **Staff Staff Suggestions**

There were no Staff Staff Suggestions submitted by the AQC this week



## **AQC Meeting 03/19/01**

**AQC Members present were:** Parker, Adkins, Flowers, Heinen, Howard, McCulloch, Murphy, Walker and Wyatt.

**Minutes from the 03/12/01 AQC Meeting were approved as amended.**

**Minutes from the 03/12/01 AQC Special Meeting were approved.**

**Minutes from the 03/14/01 AQC Special Compendium Meeting were approved.**

### **Agenda items Carried Over or Having No Report were:**

#### **01.24 PHS Update (Flowers)**

Steve Flowers reported to the AQC that Kelvin Edwards has identified some Policyholders Services Computer Program codes that may not be working properly. Kelvin and Jim Matthews are analyzing the PHS Program to determine if the coding is the causing the malfunctions. Steve will bring the AQC update on these PHS findings at the next Meeting.

#### **01.33 Medical and Indemnity Overpayments (Howard)**

There being no more business concerning this item it was deleted from the AQC Agenda at Janis Howard's request.

#### **01.34 Compendium April 1,2001: Go or No Go (Parker)**

The AQC discussed the information that Bob Gary of Compendium had emailed the AQC concerning the Compendium Physician Network. The Compendium Physician Network data that Gerald Murphy had analyzed and sorted by Physicians located in each County was reviewed by the AQC. Also, Janis Howard distributed and discussed a map of South Carolina indicating the number of Compendium Physician's located in each County. Janis said that she is concerned that 21% of the SAF Workers' Compensation Claims are orthopedic and that Compendium's Physician Network does not have proper distribution of orthopedic doctors to cover the entire State. The AQC discussed this matter at length and agreed to put any decisions on hold pending further information. Janis Howard will meet with Bob Gary to get an update on Compendium's Physician Network and their resolution of the orthopedic doctor's distribution to ensure that SAF WC Claimant's have the proper access to orthopedic doctors throughout the State. Janis will keep the AQC informed and updated if further action is required this week.

#### **Staff Stuff Suggestions**

There were no Staff Stuff Suggestions submitted to the AQC this week

## **AQC Meeting 03/26/01**

**AQC Members present were:** Parker, Adkins, Flowers, Heinen, Holman, Howard, McCulloch, Murphy, Walker and Wyatt.

**Minutes from the 03/19/01 AQC Meeting were approved.**

**Agenda items Carried Over or Having No Report were:**

### **01.24 PHS Update (Flowers)**

Steve Flowers briefed the AQC on the latest information on the Policyholders Services Computer Program. He said during the Talient (TEI) visit last week it was learned in discussing several issues with the Policyholders Services Computer Program that there is an Indexing problem with PHS. Talient will review the PHS Indexing Program issue and fix it under warrantee. Kelvin Edwards and Jim Matthews will continue analyze the PHS Program and coordinating with Talient to resolve all the issues concerning PHS. Steve will continue to update the AQC at the next Meeting.

### **01.33 Compendium Update (Parker)**

Janis Howard updated the AQC on the Compendium Physician Network. Janis outlined for the AQC the problems and solutions involved with Compendium's transition in taking over all the State Policyholders effective April 1, 2001. The AQC was also brought up-to-date by Janis on the concern of Compendium's Statewide distribution of Orthopedic doctors, she said that they have added several and that any SAF claimant would be referred to the nearest Orthopedic even though they may not be in the Physician's Network. The AQC discussed the Compendium matters at great length. Janis, concluded by stating to the AQC, that she is the primary manager and contact for Compendium and will be monitoring complaints, issues and customer satisfaction and be in continuous contact with Compendium to ensure these matters are resolved satisfactorily. Janis will keep the AQC informed of the progress of this endeavor.

### **01.34 01.34 Mail Retention/Backup (Walker)**

Dick Walker distributed and discussed with the AQC the draft Procedure for Storage, Retention and Destruction of Scanned Documents. He described the process of sampling 20 documents and destroying the all documents each month after holding the boxed documents for a 12-month period. Bob McCulloch asked about photographs and other documents that are not scanned. The AQC will address this issue later and develop a Policy for it. The AQC discussed the 12-month period to hold the scanned documents before they are destroyed, Bob recommended that the length of time be extended to 18 months due to litigation and for an added safety valve in case the documents are needed. Also, the issue of elimination of poorly scanned was brought up by the AQC. It was suggested that it is everyone's job in the Agency to ensure that all scanned documents are clear, legible and can be printed. Gerald Murphy recommended that a standard be developed and three staff members be appointed monthly to sample all the batches before they are destroyed per this Procedure. The AQC asked Dick, Kay and Steve to take the AQC recommendations and revise the Procedure for review at next week's meeting.

### **01.35 01.35 Teams-Integration to Facilitation (Parker)**

Pete Parker explored the concept of how to get the Teams to do and continue to do what they were created to do. He noted that he monitors the agenda and minutes of the Team meetings and that meetings are tending more and more to be cancelled because nothing is on the agenda. He expressed concern that this might reflect our failure to provide for effective team leadership in launching the teams. He feels that some capable "leader type" person must be responsible for managing an agenda and meetings of the teams, to insure that service issues observed by its members or others are timely raised, placed on the agenda and disposed of in such a manner as to preserve an effective fix; to ensure also that information from across the organization is effectively communicated to the Teams and by the teams to the organization as appropriate. He said that we also need to institutionalize a periodic review or "pep talk" about the value and purpose of the team management model, to counteract the effect of changing makeup of the teams due to resignations and new hires.

He expressed a belief that individual workers are highly customer focused and trying diligently to provide quality service to their customers. Without effective team "leadership" however, he believes the individual focus and efforts will not produce the benefits expected from a team and that the team will flounder. Pete said now that we have all of the team members physically integrated on a single floor this might be the opportune time to install leadership in the Teams and to refocus them and ourselves on their intended missions. He is not certain what "leadership" should look like in the Team context. We want to avoid simply replacing a Departmental hierarchical boss with a "Team" hierarchical boss, as he believes Colorado and Arizona have done. He believes we must continue to have managers and supervisors with authority and responsibility to manage the various technical areas of our business, ensuring that laws, regulations and policy are followed and that competent and adequate but not excessive staff is recruited and maintained, to do the job. The Team Leaders would have a different focus. Theirs would be the job of causing the various elements to come together and function as a team to deliver all of our services to the Teams' customers, in an effective and efficient manner, continuously improving all processes all the time.

Again, it would involve managing an agenda and meetings, providing continuity and bringing all issues to an effective and preserved resolution. One objective of the Leader would be to get Team Members to bring substantive issues and ideas to Team Meetings for discussion and research and development of process improvements and recommendations for improvements. This is different from special purpose project teams such as the TAC Teams, assigned to fix an identified problem. This contemplates the Team constantly capturing data suggesting problems or concerns that offer improvement potential and then proceeding to work on such issues. For example, if reports show that Team A regularly pays 90% of medical bills in 30 days while Team B hits that target only 50% of the time. Both Teams might want to know why that difference. The Teams could look into that on their own.

It is also very important that the Team Leader hold regularly scheduled Team Meetings, that Members schedule their work and lives so as to attend Meetings and that Members be on time and participate in the Meetings.

Gerald Murphy suggested three things that the AQC must do to reorient the Teams so they see value in what they are doing: (1) Setup an evaluation system for the Teams; (2) Show the Team the value of what they do; and, (3) Show the Team that Team Meetings are valuable.

Pete Parker, concluded the discussion of this matter, by suggesting that the AQC needs to decide whether we want to continue the Team method of decision making?" or "do we want to go back to the executive decision making approach?" If we want to continue forward we must do something different.

This Item was carried forward to the next meeting for further discussion.

#### **01.36 01.36 Legislative Update (Wyatt)**

Teresa Wyatt reported to the AQC that the SAF Budget had passed the full House of Representatives without any reductions and will come before the Senate in the near future. She briefed the AQC on various legislative Bills that are related to Workers' Compensation issues. Teresa will keep the AQC informed of the Budget and other legislation affecting the Agency. Pete commended Teresa for a fine job of detecting "Section 15" of a "Captives Reinsurance Bill" and getting it removed from the Bill. Section 15 would have amended a Section of the State Fund law and possibly caused mischief or, at best, confusion, about the application of that law to what we do.

#### **Staff Stuff Suggestions**

There were no Staff Stuff Suggestions submitted to the AQC this week

## **AQC Meeting 04/02/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Holman, Howard, McCulloch, Murphy and Walker.

**Guests:** Paul Jefferson and Ray Coleman.

**Minutes from the 03/26/01 AQC Meeting were approved.**

**Agenda items Carried Over or Having No Report were:**

### **01.38 Ergonomics Audit (Jefferson)**

Paul Jefferson presented the Agency's Ergonomic Audit Report to the AQC. He went over his ergonomic findings and recommendations for the Agency to correct these deficiencies. Paul said he estimated the cost of the ergonomic appliances to correct most deficiencies to between \$1885.00 at the low end and \$28,241 at the high end. These cost estimates were determined from vendor catalogs using the low and high prices for the needed ergonomic appliances. Ray Coleman added, as an example to contain the cost of these appliances, an excellent keyboard can be procured for about \$99.00 that comes with a keyboard and mouse gel pad that eliminates the need for and cost of buying the additional gel pads for the keyboard and mouse for the staff members. Pete Parker said the AQC needs a reasonable estimate to establish a price to satisfy the ergonomic needs of the SAF staff. The AQC discussed this matter and agreed it needed to be done. The AQC asked Kay Heinen and Paul Jefferson to develop a list of ergonomic items that could be specified and placed on a bid list for vendors. They will report back to the AQC on their progress next week.

### **01.24 PHS Update (Flowers)**

Steve Flowers said that the MIS Team is still looking into and trying to resolve Policyholders Services Computer Program issues directly with Talient. He will keep the AQC apprised of their progress.

### **01.33 Compendium Update (Parker)**

Janis Howard said she is continuing to monitor Compendium's customer service and physician network. She will give the AQC a weekly update on this item.

### **01.26 Reduction in Force Policy (Adkins)**

Gwen Adkins reported to the AQC that the Office of Human Resources had approved the Agency's Reduction-In-Force Policy.

### **01.34 Mail Retention/Backup (Walker)**

Dick Walker requested that this item be carried over until the April 16, 2001, AQC Meet. This was granted by the AQC.

### **01.35 Teams-Integration to Facilitation (Parker)**

Pete Parker said if we are going to continue with a team based management concept we need to do something different. We cannot stand still. The teams are finding fewer and fewer substantive issues to meet about, although members continue to observe things that need to be fixed. The Team's are foundering. The AQC discussed Team leadership and the Team Leader's role and responsibilities. Team leadership developments by Colorado and Arizona State Funds were reviewed by the AQC. Gerald Murphy said we need to review and clarify the Teams purpose and the perceived roles of team members, team leaders, and supervisors. Pete volunteered to address these issues in writing, expressing *his* understanding of these terms, for discussion at next week's AQC Meeting.

### **01.36 Legislative Update (Wyatt)**

Pete discussed with the AQC a new Bill recently introduced in the legislature that would bring the Workers' Compensation into the "Captive Insurance" Market. He said that Teresa will be monitoring this bill and reporting updates to the AQC. As the Bill was introduced, it does not appear to affect SAF but could be easily amended to do so. We will be watching carefully.

**01.37 General Staff Meeting (AQC)**

The AQC started the Agenda for the April 2001 General Staff Meeting which will be completed at next week's meeting.

**01.39 Personnel/Receptionist (Heinen/Walker)**

Dick Walker explained the personnel difficulties associated with fulfilling all the needs to ensure adequate backup for the Agency's Receptionist Area. He said due to promotions, illnesses, flextime, prior commitments, workloads, etc., that it is time to develop a permanent solution for this endeavor. Kay Heinen recommended that a full-time permanent staff member be hired to fulfill this obligation. The AQC said they would address the issue and asked Gwen Adkins, Kay Heinen, Janis Howard and Dick Walker to develop the characteristics for this position in accordance with the Agency's Team Hiring Matrix. Item carried forward to next meeting.

**01.40 Team Evaluations (Parker)**

Pete Parker reviewed with the AQC the revised Team Evaluation structure he had developed for the next Internal Survey rating period. **The AQC discussed the matter and approved it.**

**01.41 Strategic Plan (Murphy)**

Gerald Murphy reminded everyone that a number of action items had been developed in the Agency's Strategic Plan and suggested that all manager's give a report and update their progress at the next AQC Meeting. This will be added to next week's Agenda.

**Staff Stuff Suggestions**

No Staff Stuff Suggestions were received by the AQC this week

## **AQC Meeting 04/09/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Heinen, Holman, Howard, Murphy, Walker and Wyatt.

**Minutes from the 04/02/01 AQC Meeting were approved as amended.**

**Agenda items Carried Over or Having No Report were:**

### **01.38 Ergonomics Audit (Jefferson)**

Kay Heinen distributed to the AQC a copy of an email from Paul Jefferson that estimated the costs for the items needed to comply with the Agency's recent Ergonomics Audit. Kay said that she intended to work up bid specs for the Keyboard Drawers and Telephone Headsets, then solicit bids from three office supply companies to get the best prices. She also plans to do the same for the computer desks that are needed. This item will be carried over for two weeks.

### **01.33 Compendium Update (Parker)**

Janis Howard updated the AQC on Compendium's progress since going live with all the State Entities on April 1, 2001. She reported that the Compendium numbers for the first quarter for the three pilot State Agencies (SCDC, DJJ and Mental Health) were very positive and reflected substantial claim cost savings. Janis will continue to report to the AQC the weekly progress of Compendium.

### **01.35 Teams-Integration to Facilitation (Parker)**

Pete Parker opened the discussion by inviting responses to his *Thoughts on Teams, Leadership, Roles, etc.*, memorandum he emailed to the AQC last week, dated April 9, 2001. The memorandum was presented as Pete's personal thoughts about the concept of team-based management: the roles of teams, of supervisors, of team leaders, team structure. He reiterated at the meeting his premise: *If the team-based management concept is to continue to develop and come to fruition we must do something different. That "something" must provide some kind of structured team leadership that is compatible with and supplemental to essential management and supervision requirements.* He restated, also, that he is *not* suggesting that teams are "broken" or that they are not accomplishing anything worthwhile. "When I say Teams appear to be functioning less and less as a Team", he said, "I mean they are finding fewer and fewer service issues for a Team agenda although they clearly continue to perceive service deficiencies or concerns, or at least customer perception of service deficiencies." The AQC concluded this discussion with an assignment for all members to try to find examples of what might be "service deficiencies" which team members become aware of and that Teams might profitably address. Such examples might suggest ways to get team members to suggest agenda items and for teams to pursue such items to an appropriate conclusion. The issue was continued for further discussion next week.

### **01.36 Legislative Update (Wyatt)**

Teresa Wyatt reviewed the current legislation with the AQC. She said she is watching S-485 very closely, which is a Bill that brings the Workers' Compensation Insurance into the "Captive Insurance" Market. The Senate Finance Committee is currently working on the Senate version of the State Budget and Teresa will keep the AQC informed as this matter progresses.

### **01.37 General Staff Meeting (AQC)**

The AQC reviewed and finalized the Agenda for the April 2001 General Staff Meeting on 4/11/01.

### **01.39 Personnel/Receptionist (Heinen/Walker)**

Dick Walker distributed a Position Description (backup position for the Agency's Receptionist Area/RMT) and the Mission, Goals and Measurements for the Position to the AQC. Dick explained these items to the AQC and requested approval to fill a permanent full-time vacancy. The AQC held a lengthy review of

**this matter and approved a full time temporary for the Reception Area backup and assisting the RMT. In a related issue, Kay Heinen recommended that the Agency's Team Hiring Matrix be amended in Step 1 to have the Unit Manager bring the updated position description and statement of mission, goals and success measures, but not the job criteria to the AQC for approval to proceed with filling the vacancy. The AQC discussed this recommendation and approved it with the stipulation that the AQC will have the option, if the AQC determines it is a critical or complicated position, to have the Unit Manager develop the job criteria or other job related information/data prior to AQC's approval of filling the vacancy.**

**01.41 Strategic Plan (Murphy)**

Gerald Murphy asked the AQC to update their Time Line Items on the Agency's Strategic Plan. The AQC Members gave Gerald new dates for completion of their Strategic Plan items. Gerald recommended that all the AQC Managers give a brief update of all their action items on the Agency's Strategic Plan at next week's AQC Meeting. Carry over for AQC Members reports next week.

**Staff Stuff Suggestions**

There were no Staff Stuff Suggestions submitted to the AQC this week

## **AQC Meeting 04/16/01**

**AQC Members present were:** Parker, Gamble, Adkins, Harmon, Howard, Flowers, McCulloch and Murphy.

**Minutes from the 04/09/01 AQC Meeting were approved.**

### **Agenda Items Carried Over or Having No Report were:**

- 1.41 Review of Strategic Plan (AQC)**
- 1.42 Proper Team Recognition (AQC)**
- 1.43 Team Service As It Relates to the EPMS (AQC)**

### **01.33 Compendium Update (Howard)**

Janis Howard reported she had a claims meeting on April 13<sup>th</sup> to discuss how things were going with Compendium. Some issues were discussed regarding the provider network, durable medical equipment, etc., and Janis said they would continue to work on issues such as this as they come up. Janis also informed the AQC that if anyone needed access to the Compendium system to let her know. Janis advised that the numbers looked good for this quarter and presented a report comparing the first quarter Compendium numbers (Compensability Decisions) for the three pilot agencies (SCDC, DJJ and Mental Health) with this quarter as follows:

	<u>2000</u>	<u>2001</u>
Number of Compensability Decisions made	228	327
Avg. Days from Date of Injury to Decision	58	38
Avg. Days from Receipt to Decision	27	11
% Processed in 5 Days	22%	49%

### **01.35 Teams-Integration to Facilitation (Parker)**

There was more discussion around this subject. No decisions were made and this item will remain on the AQC agenda.

### **01.36 Legislative Update (Wyatt)**

Teresa Wyatt was not in attendance but Pete Parker advised he had read in the newspaper that the Senate was writing its own version of the budget so it's not over yet.

### **01.24 PHS Update (Flowers)**

Steve Flowers reported that MIS is in contact with Bryan Clary, Talient (IEI), who was the original designer and builder of the indexing system. Steve stated that Kelvin is working closely with Talient and Bryan to try and resolve the problems. Steve will keep AQC updated on the progress.

### **Staff Stuff Suggestions:**

There were no Staff Stuff Suggestions submitted to the AQC this week.



## **AQC Meeting 04/23/01**

**AQC Members present were:** Parker, Gamble, Adkins, Harmon, Heinen, Holman, Howard, Flowers, McCulloch, Murphy, Walker and Wyatt.

**Minutes from the 04/16/01 AQC Meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

### **01.33 Compendium Update (Howard)**

Janis Howard reported she is continuing to monitor the transition with Compendium and resolve problems as they come up. She said that she is watching Compendium's results closely and their numbers continue to show excellent progress. Also, Steve Flowers added that he is consulting with OIR to work out a solution to put the Compendium 12A's on the SAF Web Site.

### **01.35 Legislative Update (Wyatt)**

Teresa Wyatt stated that the Senate Finance Committee would begin on their version on the Budget next Monday. She also briefed the AQC on status of the Legislature for the remainder of this year.

### **01.41 Review of Strategic Plan (AQC)**

Gerald Murphy reviewed the Malcolm Baldrige criteria with the AQC and said the managers need to report their progress on the Strategic Plan objectives they are responsible for. The AQC discussed this matter with Kay Heinen suggesting bringing the two new managers, Steve Flowers and Bob McCulloch, up-to-date on the Agency's Strategic Plan along with the items they are responsible for. The AQC agreed to set aside two hours, 10:00-12:00, at the April 30<sup>th</sup> AQC Meeting. Then, beginning the first Monday AQC Meeting in May 2001 designate one hour to review the Agency's Strategic Plan.

### **01.42 Proper Team Recognition (AQC)**

The AQC discussed several items related to recognizing and celebrating Team accomplishments, including whether and how to incorporate team participation in individual EPMS documents. A number of suggestions were discussed but no decisions were made. The AQC is going to review pertinent statutes, Agency Bonus/Reward Policy and carrying this item over until the next meeting.

### **01.43 Team Service As It Relates to the EPMS (AQC)**

This item was handled and rolled into item 01.42 for future considerations.

### **01.38 Ergonomics Audit**

Kay Heinen said that she has found out that there is not a specific keyboard that fits everyone's needs. She is going to ask Ray Coleman and Paul Jefferson to develop a specific list of keyboard models with costs to fill all staff member's needs, and then she will put out the bid specs to the office supply companies. Item to be carried over to May 7<sup>th</sup> AQC Meeting.

### **99.86 Check Printing Contingency Plan (Flowers/Harmon)**

Steve Flowers and Janice Harmon distributed a draft of the Check Printing Contingency Plan to the AQC. They explained how the Plan worked and answered the AQC's questions. They asked the AQC for suggestions for the Plan. They will be meeting with various managers to get input to finalize Check Printing Contingency Plan. Item carried forward until the May 7<sup>th</sup> AQC Meeting.

### **01.44 AQC Review of Team Dynamics and Process (Parker)**

Pete Parker said it is important for the AQC from time-to-time to review how they conduct business, make decisions and handle their processes. He said he conferred with Gerald Murphy on this matter and asked him to setup a time to review with the AQC, Team dynamics, process and rules. Gerald said this session would be setup in late May 2001 and he will notify the AQC of the details.

### **01.36 Teams-Integration to Facilitation (Parker)**

Pete Parker continued leading the discussion on his view of the respective roles of teams, of team leaders and of supervisors and managers and whether SAF is where it needs to be in its journey to replace its old "silo" organization with a true Team Based structure. No decisions were reached, so this item was carried over until next week.

**Staff Stuff Suggestions:**

There was one Staff Stuff Suggestion submitted to the AQC this week that was concerned with excessive personal telephone calls in the workplace.

## **AQC Meeting 04/30/01**

**AQC Members present were:** Parker, Gamble, Adkins, Howard, Flowers, McCulloch, Murphy, Walker and Wyatt.

**Minutes from the 04/23/01 AQC Meeting were approved.**

### **Agenda Items Carried Over or Having No Repot were:**

**01.33 Compendium Update (Howard)**

**01.41 Review of Strategic Plan (AQC)**

**01.42 Proper Team Recognition (AQC)**

**01.24 State Vehicle (Holman)**

**00.102 Safety/Premium Processes (Holman)**

### **01.36 Teams-Integration to Facilitation (Parker)**

Pete Parker continued the discussion of this matter where it left off last week. At the request of the Team Ross Gamble and Gwen Adkins, as members of the Executive Team, related their views of this item. The AQC continued discussion and asked the Executive Team to further frame the issue in a short, succinct statement. That statement will be the subject for AQC review and continued discussion at next week's meeting.

### **01.35 Legislative Update (Wyatt)**

Teresa Wyatt said that the Senate Finance Committee has completed work on the Senate version of the Budget. The full Senate will be taking up the Budget during the third week of May 2001.

### **01.44 External Customer Survey (Murphy)**

Gerald Murphy reviewed the results of the 2001 External Survey with the AQC. Gerald explained how the data from the new External Survey instrument correlated to the data from the old External Survey instrument along with his assumptions, observations and views on statistical variations. The AQC asked Gwen Adkins to research some administrative information and carried the item for further review next week.

### **01.47 Claims Tech Position (Howard)**

Janis Howard distributed the Position Description and related information for the vacant Claims Tech Position in the Claims Unit to the AQC for review and discussion at next week's meeting.

### **Staff Stuff Suggestions:**

No Staff Stuff Suggestions were received by the AQC this week.

## **AQC Meeting 05/07/01**

**AQC Members present were:** Parker, Gamble, Harmon, Heinen, Holman, Howard, Flowers, Murphy, Walker and Wyatt.

**Minutes from the 04/30/01 AQC Meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

**00.75 State Vehicle (Holman)**

**00.102 Safety/Premium Processes (Holman)**

**01.38 Ergonomics Audit (Heinen)**

**01.42 Proper Team Recognition (AQC)**

**01.47 Claims Tech Position (Howard)**

Janis Howard requested AQC approval for the vacant Claims Tech Position in the Claims Unit and explained the need to fill it. She reviewed the historical background for staffing the Claim Techs on the Work Flow Teams. Currently, Janis said, two of the Work Flow Teams have two Claim Techs on each Team and the other Work Flow Team has only one Claim Tech. Also, she covered the statistical data on the Work Flow Teams with the AQC to show the justification for filling the vacant Claim Tech Position. **The AQC reviewed the item and approved filling the vacancy.**

**01.33 Compendium Update (Howard)**

Janis Howard updated the AQC on Compendium's status. She said Compendium plans to go on line with the County and Municipalities in the near future. Janis will also follow-up on Compendium's commitment to the SAF of providing a Quarterly Report and a Complaint Resolution Plan to the AQC. She will report back to the AQC on these items.

**01.36 Legislative Update (Wyatt)**

Teresa Wyatt said that the Senate would start on the Budget next Monday.

**01.44 External Customer Survey (Murphy)**

Gerald Murphy suggested that the AQC follow-up with our Policyholders on the results of the 2001 External Survey. The AQC reviewed the matter and decided to review the External Survey comments and designate SAF staff to call assigned Policyholders and report their results to the AQC. The External Survey results were also discussed by the AQC in conjunction with the Agency's Pay for Performance Policy. The AQC reviewed these matters at length without resolution at this time.

**01.45 Procurement Policy (Kay Heinen)**

Kay Heinen distributed the draft Policy of Procurement, Regulations and Procurement for the Claims Unit for processing durable Medical Equipment under \$4,999.99. Kay said as the Procurement Policy stands now, the State Accident Fund must use the vendor on State Contract to see if they have equipment needed by the Fund, if they do not then, the Fund can go to another vendor to procure the item. If an item is over \$5,000.00 a bid process through the Accounting Unit must be done. Kay said she would look into getting an exemption from MMO and report her findings to the AQC.

**01.46 General Staff Meeting (AQC)**

The AQC reviewed various items and developed the Agenda for the May 2001 General Staff Meeting.

**01.48 Budget (Heinen)**

Kay Heinen distributed the FY01 Year-to-date Budget results through April 2001 to the AQC. Kay requested that the Executive Team Budget be rolled into the Administration Budget. **The AQC adopted this request.**

**01.35 Teams-Integration to Facilitation (Parker)**

The AQC discussed the Executive Team's "succinct objective statement" Document that was emailed to the AQC last week. The AQC reviewed numerous issues related to the Executive Team's Document at length. The Premise and the four items under the Objective were perused analytically in discussions among the AQC. In a further effort to clarify the issues AQC asked the Executive Team to meet with the Claims Manager (affecting the largest process) and discuss specific questions about the proposal. The assumption was that Janis Howard probably has the same questions other manager's have so that clarification for her would likely better enlighten the rest of them. The subject was carried forward for further discussion next week. Updated information/clarification will be submitted as the ET/Claim Manager meeting suggests might be helpful.

**Staff Staff Suggestions:**

One Staff Staff Suggestion was received by the AQC this week that was concerned with necessity of printing the ACORD Form for Informal Conferences. The Suggestion was carried over until next week to give the AQC time to confer with the Legal Staff.

## **AQC Meeting 05/14/01**

**AQC Members present were:** Parker, Gamble, Adkins, Harmon, Holman, Howard, Flowers, McCulloch, Murphy and Walker.

**Minutes from the 05/07/01 AQC Meeting were approved as amended.**

**Agenda Items Carried Over or Having No Repot were:**

**01.42 Proper Team Recognition (AQC)**

**01.36 Legislative Update (Wyatt)**

### **01.33 Compendium Update (Howard)**

Janis Howard said there are some concerns with Compendium and Orthopedic provider groups Moore Clinic and Midlands. Janis said that she is meeting with Bob Gary of Compendium on Wednesday to cover several items. Also Pete, Ross and Janis are meeting with Dr. Ball on Monday afternoon.

### **01.44 External Customer Survey (Murphy)**

Gerald Murphy distributed the final, consolidated list of comments by Policyholders on the 2001 External Survey to the AQC. In turn, the AQC proceeded comment-by-comment assigning the affected managers to call the Policyholder to clarify, get information or answer questions. Kay Heinen and Gwen Adkins were asked by AQC to review the External Survey comments involving bill processing and develop a document showing the different type of billing problems. The AQC will report their findings at the June 4, 2001, AQC Meeting.

### **01.49 Use of State Property (Howard)**

There being no action required for this item it was deleted from the AQC Agenda.

### **01.50 Executive Issue/Proposal (Adkins)**

Gwen Adkins distributed to the AQC the Executive Issue/Proposal. This was discussed by the AQC and taken as information for review. No decisions were made and the item was carried over until the June 4, 2001, Meeting for further AQC discussion.

### **01.51 MIS Measures (Flowers)**

Steve Flowers presented the SAF Information Technology Measures for the MIS Team to the AQC. The AQC reviewed and discussed the MIS Team measurements. Steve will take the AQC comments, ideas and recommendations into consideration in revising the MIS Team measurements. He will bring these back to AQC for review at a later date.

### **01.52 Service Survey for Support Group (Murphy)**

Gerald Murphy brought the Internal Service Survey for the Agency Support Group (AQC are members of this group) before the AQC for review. The AQC received the Survey input as information as no further action was required.

### **01.53 ACORD Suggestion (McCulloch)**

Pete Parker re-read the Staff Staff Suggestion the AQC received last week concerning the necessity of printing the ACORD Form for Informal Conferences. Bob McCulloch explained the importance of the SAF Representative having a copy of the ACORD Form for Informal Conferences due to the vital information it contains when appearing before the Workers' Compensation Commission. Also, Bob continued, it is very important for the SAF Contract Attorneys to have the ACORD Form when handling SAF Claims. Janis is to gather further information and report whether the writer is suggesting that a) the ACORD should not be made available at hearings or b) by whom a copy should be reproduced.

**01.54 Two Way Conversations (Parker)**

Pete Parker asked the AQC how many rebuttals and follow up questions one should be allowed to have when debating an issue or agenda item, before moving on to another participant? What is the facilitator's responsibility in determining when to cut an exchange off? The AQC discussed the implications of this matter and asked Dick Walker to research Robert's Rules of Order to find material related to this subject that would clarify it. Carry over until next AQC Meeting.

**01.35 Teams-Integration to Facilitation (Parker)**

Pete Parker presented the Executive Team's Document containing updated information and anticipated questions with answers concerning the ET/Claim Manager Meetings. AQC agreed to review the Executive Team Document and make comments and input via email in MS Word format, directed to all members of AQC. .

**Staff Stuff Suggestions:**

No Staff Stuff Suggestions were submitted to the AQC this week.

## **AQC Meeting 05/21/01**

**AQC Members present were:** Adkins, Harmon, Heinen, Holman, Howard, Flowers, McCulloch, Murphy, Walker and Wyatt..

**Minutes from the 05/14/01 AQC Meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

### **01.53 ACORD Suggestion (Howard)**

### **01.55 Safety Week Activities (Hinson)**

Tim Hinson distributed a draft Agenda to the AQC for the suggested activities that the Agency's Safety Committee would like to complete during National Safety Week. Tim explained all the Safety Week activities that the Committee would be doing during June 4<sup>th</sup>-8<sup>th</sup>, 2001. He, on behalf of the Safety Committee, requested authorization from the AQC for the Safety Week activities and funding of up to \$8.00 per person for the Safety Luncheon. **The AQC approved both of these items.**

### **01.33 Compendium Update (Howard)**

Janis Howard said that she is continuing to monitor and work out solutions to problems as they arise with Compendium. She told the AQC that two of Compendium's Executives would be here to meet with SAF Staff later this week. Also, Janis reported to the AQC that Gerald Murphy will give the Compendium Executives a briefing and tour of the Agency to ensure they have an overview of the State Accident Fund's business operations.

### **01.36 Legislative Update (Wyatt)**

Teresa Wyatt reported that the Senate finished the Budget last week. This week the Senate and House Conference Committee Member's will start working out the differences in their respective Budgets.

### **01.42 Proper Team Recognition (AQC)**

The AQC discussed this item and there being no further business at this time, the AQC decided to delete it from the Agenda with provision that an AQC Member bring it back up if they had any ideas or recommendations.

### **01.43 AQC Review of Team Dynamics and Process (Murphy)**

Gerald Murphy discussed with the AQC several issues concerning the AQC's Team Dynamics and Processes. He posed the question, "In your opinion what is the Agency Quality Council's role and what should they be doing," to AQC Members and said they should think about it. Concluding, Gerald asked the AQC Members, as a homework assignment, to write down what they think the AQC should be doing and bring their perspectives for discussion at the June 4<sup>th</sup>, 2001, AQC Meeting. Dick Walker was asked by the AQC to research the AQC's Team Charter and Ground Rules and send them to the AQC Members.

### **01.54 Two Way Conversations (Parker)**

The AQC reviewed this item and decided it was an issue that could be considered under item 01.43 and would be deleted from the Agenda.

### **01.38 Ergonomics Audit (Heinen)**

Kay Heinen reported to the AQC that the final cost for the keyboard drawers was under \$1500.00 and would not need to be bid. This purchase will be finalized in the next couple of weeks.

### **01.35 Teams-Integration to Facilitation (Parker)**

The AQC discussed Team Integration and related topics at great length. Since no decisions were reached, the item was carried over until the June 4<sup>th</sup> AQC Meeting.

### **Staff Staff Suggestions:**

There were no Staff Staff Suggestions received by the AQC this week.



## **AQC Meeting 06/04/01**

**AQC Members present were:** Parker, Gamble, Adkins, Heinen, Howard, Flowers, McCulloch, Murphy and Walker.

**Minutes from the 05/21/01 AQC Meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

### **01.53 ACORD Suggestion (Howard)**

#### **01.33 Compendium Update (Howard)**

Janis Howard said there is going to be a meeting between Compendium and Midlands Orthopedics on Tuesday that she will be attending. She updated the AQC Members on the current status with Compendium concerning their customer service and medical provider network.

#### **01.36 Legislative Update (Wyatt)**

Ross Gamble reported that Teresa Wyatt would be watching our budget this week while the Legislative Conference Committee continues to meet. Kay Heinen said Teresa spoke with her and needs all the articles for the Agency Newsletter as soon as possible.

#### **01.43 AQC Review of Team Dynamics and Process (Murphy)**

Gerald Murphy opened the discussion by asking for the AQC to turn in their homework assignment of what they thought the AQC should be doing. He, then, led discussions on the AQC's Charter and Ground Rules. The Ground Rules were reviewed and updated. The AQC is to develop a strategy to handle decision making when a consensus cannot be reached by the AQC and email it to Gerald by the close of business on Thursday. He will consolidate the list and email it back to the AQC on Friday, June 8<sup>th</sup>. The AQC review of the AQC's Charter was carried forward until next week.

#### **01.24 PHS Update (Flowers)**

Steve Flowers said the MIS has made substantial progress on the PHS Program. He said Kelvin Edwards has been working with the PHS Program and has developed some new coding and it has been successful thus far in the Test Program. He will continue to keep the AQC informed of progress of this item.

#### **00.58 Telecommuting/Measures (Heinen)**

Kay Heinen stated she put this item back on the agenda in that it had not been discussed in some time and thought we needed to know if we were any closer to telecommuting becoming a reality, etc. Steve Flowers responded that the main reason we can't proceed with the telecommuting issue is that we are not technically ready at this time. He also advised that even when we have the technology, initially getting set up for telecommuting will be costly and something that AQC would have to consider. Bob McCulloch stated that he has some legal/security questions which would also have to be resolved before we could proceed. Both Steve and Bob will stay on top of these concerns and AQC will revisit the item again in six months (12/03/01)..

#### **01.35 Teams-Integration to Facilitation (Parker)**

To refocus the AQC on the issue under discussion Pete started by asking each member to state his or her current understanding of what is the issue we have been discussing under this topic. Then to ensure a common understanding of the issue he stated the issue he intended to raise: ***"How to provide leadership of our work teams that can bring team based management to fruition"***. Continuing, Pete summarized his understanding of certain terms and concepts that underlie that issue:

### **TERMS**

**"TEAM":** A group of people working with *shared information*, toward the *same objective*.

For purposes of this issue we are talking about

“WORK TEAMS”: – permanent operating units; the counterpart of departments.

“TEAM BASED MANAGEMENT ORGANIZATION”: A management structure in which permanent, cross-functional work teams displace functional departments as the basic business unit.”

“CONSENSUS”: All members reach agreement on a decision or action that *likely will lead to accomplishment of an agreed objective*. Without clear and common objectives there can be no consensus.”

## CONCEPTS

A *team based management process* produces better management results than does the traditional hierarchical process, in which managers hand down decisions to be executed by departmental units.

*Work teams* consist of various specialists *sharing with each other all information bearing upon the service for which the team is jointly responsible*, and making consensus decisions about such matters.

*Work teams*, like departments, require *leaders* – persons who have all of the skills required of department managers, PLUS the ability to lead a diverse group of specialist in a consensus decision making process.

Work team leaders, like department managers, must have clear responsibility and authority to act and decide in matters which cannot await a consensus process, or is not appropriate for general discussion (e.g., private, personal, etc.), or in which after due diligence the work team cannot arrive at a consensus decision.

A consensus decision might or might not be what the team leader initially envisioned or ultimately preferred. However, since the team leader is also a team member there can be no team decision in which the team leader does not concur – no consensus.

## SUMMARY

We created work teams to *maximize worker involvement*, at all levels of the organization, *in recognizing, spotlighting and causing action on service improvement opportunities, on an on-going basis*. That is the desired or worked for accomplishment we seek to achieve. That is what we mean *by bringing team based management “to fruition.”*

“Maximizing worker involvement” means removing all barriers or impediments possible, that tend to inhibit or discourage personal initiative and risk taking, and to foster positive inducements for such.

To move this item forward, the AQC approved the following:

- a) **Gerald Murphy will develop a survey instrument which asks the Staff to identify the more common obstacles, barriers or impediments that might limit the ability or willingness of individual team members to identify, spotlight and act on service improvement opportunities in team meetings?**
- b) **Pete Parker will develop a presentation that informs the staff of what is under consideration and why we are considering it.**
- c) **AQC will proceed to develop an implementation plan for organizational changes that will best meet the challenges anticipated by rapidly changing insurance market conditions.**

### Staff Staff Suggestions:

There were no Staff Staff Suggestions received by the AQC this week.

## **AQC Meeting 06/11/01**

**AQC Members present were:** Parker, Gamble, Adkins, Howard, Heinen, Harmon, Murphy, Flowers, McCulloch, and Wyatt.

**Minutes from the 06/04/01 AQC meeting were approved with the deletion of Agenda Item 01.50.**

### **01.33 CompEndium Update (Howard)**

Janis Howard reported that she, Bob Gary, and Bobby Collins from CompEndium met with Midlands Orthopedics last week. Janis said she was very impressed with Bobby Collins and the way he handled himself. Janis says one of the problems Midlands has is the Fee Schedule and the slowness in its being updated and they are aware we have no control over this. Brenda Whittle and Sylvia, office managers, tell Janis they already have their own MRI equipment and eventually their center will have a pharmacy and durable medical equipment as well. Janis advised that Brenda called her this morning and asked if they did decide to go with CompEndium can they do their own MRI's. Said she will be meeting with the doctors tonight and wanted to know the answer to this question. Janis told AQC that hospitals charge around \$1,400 for MRI's whereas others such as Occupational Solutions do them for about \$400. Pete stated that as long as their price was competitive and in line with others he didn't see a problem. AQC approved letting Midland's do their own MRI's. Janice Harmon stated that all medical bills needed to be checked thoroughly regarding facility charges and office visits.

### **01.36 Legislative Update (Wyatt)**

Teresa Wyatt stated that as we all know, the Budget was not approved but should be finalized next week and she still doesn't know what the general pay increase for state employees will be.

### **01.31 Fill Vacancy (Gamble)**

Ross Gamble requested AQC approval to fill a vacancy for an Administrative Coordinator I, Salary level 05. to assist Pete, Gerald and himself. Pete will be the immediate supervisor of this position. Ross stated that he nor Pete have had administrative assistance since Mary was in the assistant position and Gerald has not had an assistant since Walter left. Ross stated that due to an increase in duties and responsibilities they need this assistance soon. AQC approved this request and the position will be posted in the near future.

Ross also withdrew his proposal previously made under agenda item 01.50, Executive Issue/Proposal, Agenda for 06/04/01 meeting. He stated that the Executive Team had further discussion and determined there was a more logical and cost effective way to handle the duties and responsibilities of Gwen when she retires next year and also those of Teresa Wyatt when she leaves at the end of this year. It now appears that neither of these positions needs to be replaced when there is a vacancy. AQC expressed agreement with this decision.

### **01.53 ACORD Suggestion (Howard)**

Janis Howard reported that the ACORD suggestion was not really an issue and the matter has been resolved.

### **01.43 AQC Review of Team Dynamics and Process (Facilitator/Recorder)**

Gerald Murphy stated that he had two responses for consideration regarding AQC Ground Rule #7 and how to handle a lack of consensus. The responses were thoroughly discussed but nothing was finalized. In view of this Gerald said he was assigning AQC homework to re-write Ground Rule #7, taking into consideration all the discussion, and submit it to him by close of business Wednesday. He will compile this data and bring it back to AQC next week.

It was also decided by AQC to remove the word "recorder" from this agenda item in that the position approved for Pete, Ross and Gerald will have the responsibility to take AQC minutes. This will now read Facilitator/Ground Rules/Charter.

**01.55 June General Staff Meeting(AQC)**

Various items were discussed for presentation at the General Staff Meeting. Pete will send out the agenda prior to the meeting on Wednesday.

**01.44 External Customer Survey (Murphy)**

Gerald Murphy began by asking for input regarding AQC assignments to contact various policyholders who had expressed concerns on the External Customer Survey. Gerald agreed to start first and stated he had contacted four clients. Said their questions were more or less general questions. One wanted a copy of the list of safety video tapes in our library; one wanted seminars conducted in their area so they could learn how to fill out an ACORD; one wanted to know why they get estimated and actual premium notices; etc. Janis Howard said the people she contacted wanted more information on what's going on with their claims, wants computer access to claims; questions about settlements, etc. Janice Harmon said those she contacted thought the invoices they got were too challenging; there was confusion regarding year-end and audit adjustments; why they are set up on a quarterly basis, etc. Janice said they are working on solutions to these concerns. Bob McCulloch stated his contact thinks we should investigate more alleged claims. Pete stated that there seems to be continuing problems regarding premium audit statements and billing invoices and something more simplified needs to be developed. He asks that Shawn and Janice get together and see if they can come up with a solution to this problem. Bob McCulloch suggested that everyone complete what they have and make no more calls after this week. It was decided that next year survey calls would be conducted by the teams responsible for the accounts.

**01.57 Strategic Plan Monthly Progress Reports (Murphy)**

Gerald explained that he had received the Accountability Report package which is due August 31. He says it is total Baldrige to include a business overview, executive summary and a complete self-assessment of the organization with a recommendation of at least 35 pages. Ross stated that this is a very time consuming project. Kay Heinen advised that she had received an invitation to attend a session Gary Munjo will be having on the Accountability Report and Gerald would probably get his invitation this week. Both Kay and Gerald attended this last year. Kay stated our Budget Analyst had also called her and suggested she attend. In view of the urgency and complexity of the Accountability Report agenda item 01.57 has been stricken from the agenda. It will be decided later as to the composition of the group to work on this report with Gerald.

**01.35 Teams Integration to Facilitation (Parker)**

Pete advised that he will present this item at the General Staff Meeting on Wednesday to inform everyone what we've been working on and why we're doing it. Gerald has put together the Team Effectiveness Questionnaire approved by AQC and is meeting with the teams Tuesday. Kay Heinen asked if we thought we should meet with supervisors prior to the General Staff Meeting for a briefing on what Pete will be discussing so they have the opportunity to ask questions and be better prepared to deal with questions their staff may have after the Wednesday meeting. All AQC agreed this should be done and Pete will send an EM to the supervisor for a meeting with AQC at 3:00 Monday afternoon. Gerald suggested that we change the name of this agenda item to Review of Organization Structure. Pete stated we would look at this later but prefers it to stay as is for now since that's what everyone has been seeing on the agenda.

**Staff Staff Suggestions:**

There were no Staff Staff Suggestions received by the AQC this week.

## **AQC Meeting 06/18/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Heinen, Holman, Murphy, McCulloch, Walker and Wyatt.

**Minutes from the 06/18/01 AQC meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

### **01.33 Compendium Update (Howard)**

### **01.36 Legislative Update (Wyatt)**

Teresa Wyatt said the Governor is recalling the Legislature back Wednesday through Friday this week to finish the Budget. She will be monitoring this process.

### **01.43 AQC Review of Team Dynamics and Process (Facilitator/Recorder)**

Gerald Murphy announced the results of the AQC multi-vote on the rewrites of Ground Rule #7. The leading vote getters were rewrite numbers 3, 5 and 6. Gerald reviewed and read each of these rewrites to the AQC. **The AQC discussed this matter and voted to adopt number 6 for Ground Rule #7, which reads:**

*AQC will strive to make decisions by consensus. If consensus cannot be reached on the topic, the AQC will use a majority vote to determine how to proceed with the agenda item. AQC's options include, but are not limited to:*

- *Scheduling additional time on a subsequent agenda for further discussion.*
- *Scheduling a special meeting to handle the agenda item.*
- *Allotting a set period of time for disagreeing members to provide additional information, without interruption.*
- *Referring the item to the Executive Team for a decision.*

*The AQC may use one or all of the methods listed above depending on the topic*

The AQC continued by reviewing the AQC Charter and discussing several issues and changes relating to this item. **The AQC decided to strike Facilitator from the Facilitator/Recorder item and add it to the Team Leader item to read Team Leader/Facilitator.** Pete Parker was ask to rewrite the Objectives and Scope and rewrite the Qualifications to be combined with the Criteria for AQC Composition. These will be reviewed by the AQC on June 25. Shawn Holman and Bob McCulloch will check into the Freedom of Information Act regarding Executive Sessions. Results Expected, Item #3 was placed on hold by Kay Heinen pending further review of the Charter by AQC.

### **01.44 External Customer Survey (Murphy)**

Shawn Holman reported to the AQC on her responses on the 2001 External Customer Survey. She said as the Survey results were distributed to the AQC that she made copies of them and gave them the Policyholder Services staff to telephonically follow up on the items.

### **01.58 Employee Appreciation Day (Holman/Wyatt)**

Shawn Holman and Teresa Wyatt briefed the AQC on their plans for the Employee Appreciation Day event on June 28, 2001. They distributed the flyer they will distribute to the SAF staff to advertise the activities during this event.

### **01.59 Matrix and Agency Policy #35 (Adkins)**

Gwen Adkins distributed a document package to the AQC for information. The AQC is to review package and bring it back for discussion and approval at next weeks AQC Meeting.

### **01.60 Accountability Report (Murphy)**

Gerald Murphy reviewed the Accountability Report Guidelines required by the Legislature with the AQC. He suggested that the AQC implement an expanded approach this year to gather information needed to complete the Accountability Report requirements. Gerald explained the Accountability Report self-

assessment would be done by seven separate groups. Each group would consist of four people. The group should include staff from all levels of the organization and most major functions. An AQC member would serve as the group leader. **The AQC discussed Gerald's proposal and approved it.**

The Category's and AQC Group Leaders would be broken down as follows:

Category 1 – Leadership-Parker  
Category 2 - Strategic Planning-Walker  
Category 3 - Customer Focus-Holman  
Category 4 - Information and Analysis-Flowers  
Category 5 - Human Resources-Adkins  
Category 6 - Process Management-McCulloch  
Category 7 - Business Results-Gamble

The group would gather data and prepare the portion of the report that addresses their assigned area of responsibility. Each group would present their written report and oral defense to the entire evaluation group on August 6th. At that time the entire evaluation group would evaluate the organization's current state using Baldrige guidelines. This evaluation would be used as part of our strategic planning process. The written reports would be consolidated by Gerald and edited to form the Agency's Accountability Report.

#### **01.35 Teams Integration to Facilitation (Parker)**

Pete Parker examined his document, "How and When Q & A," with the AQC. The AQC reviewed and discussed the document. Several suggestions and changes to the document were discussed among the AQC. Pete said he would complete the suggested changes and revisions, then distribute it to the staff. Pete said it is very important as we proceed into the Next Step and restructure as we develop the Plan of Operations to have a person to organize, coordinate and follow up on all aspects of the project as it develops. This person would be responsible on a daily basis to ensure that project assignments, tasks, objectives and deadlines were met. The AQC designated Dick Walker to be the Coordinator for this Project.

#### **Staff Staff Suggestions:**

No Staff Staff Suggestions were submitted to the AQC this week.

#### **AQC Special Meeting Compendium 06/20/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Howard, McCulloch, Murphy, Walker and Wyatt.

Janis Howard updated the AQC on her meetings with Midlands Orthopedic and Compendium. She said that since she briefed the AQC at the June 11, 2001, Meeting that Midlands Orthopedics called her and stated that they had decided not to participate with Compendium and the State Accident Fund. Additionally, Janis reported that Midlands Orthopedics called her and stated they were sending a letter to Pete Parker, but they would not divulge the letter's contents to Janis.

The AQC discussed this matter and reviewed several other related issues concerning Compendium's physician network, staffing and customer service. The AQC agreed that they could not take further action until the letter from Midlands Orthopedics was received. Janis is going to contact Midlands Orthopedics to see if they would FAX the letter to Pete Parker so it could be analyzed to see if there was an explanation of what they see as the problems with Compendium and the State Accident Fund.

- Decisions:**
- a) **Upon receipt of the Midlands Orthopedics Letter to Pete Parker analyze it for problems and explanations for non participation with SAF and Compendium.**
  - b) **Discuss the findings/problems in Pete's Midland Orthopedic Letter with Compendium to determine the appropriate courses of action.**
  - c) **Analyze and determine if there any potential for participation by the Moore Clinic in Compendium's physician network.**

## AGENCY QUALITY COUNCIL (AQC)

### GROUND RULES

Amended June 25, 2001

1. A majority of AQC members must be present to have a quorum. If a quorum is not present by 9:05, meeting is adjourned. Decisions cannot be made without a quorum.
2. AQC meetings will begin promptly at scheduled time, computer locator time.
3. The AQC meeting will generally attempt to adhere to the Agenda.
4. AQC members are expected to use the honor system and ask their staff not to interrupt an AQC meeting except in situations of legitimate emergencies or circumstances.
5. New Agenda items and written documentation support will be submitted by 5:00 PM each Thursday. Exceptions will be granted on a case-by-case basis by a consensus of AQC Members.
6. AQC members should adhere to normal courtesies; listen attentively, and not interrupt inappropriately.
7. AQC will strive to make decisions by consensus. If consensus cannot be reached on the topic, the AQC will use a majority vote to determine how to proceed with the agenda item. AQC's options include, but are not limited to:
  - a. Scheduling additional time on a subsequent agenda for further discussion.
  - b. Scheduling a special meeting to handle the agenda item.
  - c. Allotting a set period of time for disagreeing members to provide additional information, without interruption.
  - d. Referring the item to the Executive Team for a decision.The AQC may use one or all of the methods listed above depending on the topic.
8. AQC members should reserve Monday afternoon's for scheduling of special meetings.
9. AQC members agree to contribute \$1 to the Sunshine Fund for the following infractions except when excused by the AQC:
  - When arriving later than one (1) minute after the scheduled starting time.
  - When missing a meeting except in the instance of an excused absence.
  - For Ground Rule infractions.
  - For failing to meet deadlines or completion of tasks.
10. The AQC will meet with each Project Team on a regular scheduled basis.



## **AQC Meeting 06/25/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Holman, Howard, Murphy, McCulloch, Walker and Wyatt.

**Minutes from the 06/18/01 AQC meeting were approved.**

**Minutes from the 06/20/01 AQC Special Compendium meeting were approved.**

### **Agenda Items Carried Over or Having No Report were:**

#### **01.33 Compendium Update (Howard)**

Janis Howard updated the AQC on Compendium's Physician Network and Customer Service. She also briefed the group on the current status of Midlands Orthopedics with the State Accident Fund. This issue was discussed among the AQC which included consideration for alternative Orthopedic providers used in the Compendium Physician Network.

#### **01.36 Legislative Update (Wyatt)**

Teresa Wyatt reported to the AQC that the State Budget has been approved by both chambers of the legislature and is being sent to the Governor this week for his review. She also elaborated on a variety of topics of interest to the Agency in the approved Appropriations Bill, including the fact that the Legislature took another \$4,000 plus, from the workers' compensation trust fund as part of an allocated effort to raise money for an "education" item from "carry forward" funds of all agencies. She reported that this had occurred at the last minute so that we had insufficient notice to for SAF to do much about it. Pete reminded the AQC that although the specific amount taken is not of itself a major concern, SAF must continue to regularly and vigorously "raise the flag" and document that SAF has warned legislators of the danger of the practice of raiding the workers compensation trust fund (claim reserve funds), for general revenue items.

#### **01.43 AQC Review of Team Dynamics and Process (Murphy)**

Gerald Murphy started the discussion by having the AQC review their Charter. The AQC Charter and its Ground Rules were debated by the AQC until consensus on these items was reached. **Thusly, the AQC approved the AQC Charter and Ground Rules as amended.** Continuing the dialogue, Gerald asked each member of the AQC to give his or her opinion of "What the AQC should be doing." The AQC generally agreed that our meetings are general management meetings to decide matters placed on its agenda by its members, maximizing cross-functional input and communications in general agency management issues.

#### **01.58 Employee Appreciation Day (Holman/Wyatt)**

Shawn Holman and Teresa Wyatt presented their final plans to AQC for the Employee Appreciation Day activities. They also gave the AQC Members their assignments and tasks for the events and festivities occurring on Thursday, June 28, 2001.

#### **01.59 Matrix and Agency Policy #35 (Adkins)**

Gwen Adkins reviewed the package with the AQC who made suggestions for amendments to the Policy. **The AQC reviewed the package and approved the Policy #35 as amended to include the Matrix Decision Model for filling vacancies.**

#### **01.60 Accountability Report (Murphy)**

Gerald Murphy informed the AQC of the status of the seven groups that will be collecting data and doing the self-assessment to assist with this year's Accountability Report. He said the packets for the groups would be distributed this afternoon and the training for these groups would be 2-4 PM, Tuesday through Friday of this week.

**01.24 PHS Update (Flowers)**

Steve Flowers reported that Kelvin Edwards has located the problems with the PHS program and solved them. Kelvin has been running the PHS program in the Agency's Test program and it appears to be working properly. MIS will be working with Shawn Holman and her staff to insure the PHS program is working correctly.

**01.35 Teams Integration to Facilitation (Parker)**

Pete Parker said he did not have anything to discuss this week concerning this subject. However, Pete did encourage the AQC to think through this matter, and be prepared to discuss ideas to start getting the Teams moving toward the Next Step. Item carried forward for discussion next week.

**Staff Stuff Suggestions:**

There were no Staff Stuff Suggestions received by the AQC this week.

## **AQC Meeting 07/02/01**

**AQC Members present were:** Gamble, Flowers, Harmon, Heinen, Holman, Howard, Murphy and Walker.

**Minutes from the 06/26/01 AQC meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

### **01.36 Legislative Update (Wyatt)**

### **01.33 CompEndium Update (Howard)**

Janis Howard informed the AQC that all the local government policyholders that had no claim activity were sent letters explaining how CompEndium will operate. She also stated that another letter was sent to those local government policyholders with claim activity letting them know about CompEndium and that they will be contacted to arrange training. Last week, Janis and Ross met with two Orthopedic providers from Orangeburg that plan to open offices in Columbia. Janis will bring them to CompEndium's attention as potential candidates for their Physician Network.

### **00.75 State Vehicles (Holman)**

Shawn Holman brought the AQC up-to-date on the status of her Team and the Agency's travel needs. At this point, Kay Heinen distributed the past Fiscal Year's costs for State leased Vehicles and reimbursement to SAF employee's using their personnel vehicle for State business. The AQC discussed this matter in great detail. **It was decided by the AQC that no additional State Vehicles would be leased at this time, but stipulated that Shawn Holman can bring this matter back to the AQC as circumstances change.**

### **01.59 Accountability Report (Murphy)**

Gerald Murphy updated the AQC on the Groups training to assist with the completion of the Agency's Accountability Report. He said the Group's training would be completed today. Also, each Sub-Group will present their work to entire Group on August 6, 2001, and do an Agency assessment using the Malcolm Baldrige Criteria.

### **01.35 Teams Integration to Facilitation (Parker)**

Janis Howard discussed with the AQC the information on this subject that was presented to the SAF Employees at the June 2001 General Staff Meeting and said we needed to continue informing the Staff as we make progress in restructuring the organization. Ross Gamble added it would be good business, no matter what organization we decide to use, to set up an additional Team, although not staffed, that could be activated if the legislature requires the SAF to enter the private sector. The AQC held a general discussion concerning the state of the insurance market, organizations and what the next step should be for the State Accident Fund to take. The AQC decided that the next item that needed to be done was to develop a "Task List." This item will be discussed at next week's meeting.

### **Staff Staff Suggestions:**

There were no Staff Staff Suggestions received by the AQC this week.

## **AQC Meeting 07/09/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Holman, Howard, McCulloch, Murphy, Walker and Wyatt.

**Minutes from the 07/02/01 AQC meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

### **01.33 CompEndium Update (Howard)**

Janis Howard told the AQC that she continues to work with CompEndium on processing our 12A's. She added that it should really streamline the 12A's when CompEndium can process them through the SAF Web Site. Steve Flowers reported that Thomas Davis has been working on that project and it is very close to completion. Janis and Steve will update the AQC when the project is up and running.

### **01.36 Legislative Update (Wyatt)**

Teresa Wyatt did not have anything to report and requested this item be deleted from the AQC Agenda. **The AQC concurred.** However, Pete Parker suggested that an item called, "Customer Service Update," be placed on the AQC Agenda so Teresa can keep the AQC apprised of these endeavors.

### **01.59 Accountability Report Update (Murphy)**

Gerald Murphy reported that the Accountability Report makeup training would be completed to day and the sub-groups would continue working on their particular part to present their work to entire Group on August 6, 2001.

### **01.35 Teams Integration to Facilitation (Parker)**

The AQC brainstormed to complete a Task List that was facilitated by Gerald Murphy. The Task List will be handled by and sent via Email to the AQC by Teresa Wyatt. The AQC agreed to review the list, combine duplicates and determine the order in which the items need to be completed for the next AQC meeting. It was also established that this Agenda item would be addressed by the AQC every Monday at the regular AQC Meeting from 11:00 to 12:00 or as soon as other business is complete, whichever is earlier, as long as necessary to complete it.

### **01.61 Training Needs Assessment for FY 01-02 (Murphy)**

Gerald Murphy gave the AQC an overview of the Agency's Training Assessment Plan for FY 2001-2002. **After a discussion of the item, the AQC approved the Training Assessment Plan as amended.** Gerald also reviewed the Leadership and Introduction to Leadership Curriculum with the AQC. **Both of these items were approved by the AQC.** The AQC agreed to implement the Leadership Curriculum and have Gerald Murphy conduct the training in two hour blocks on Monday afternoons 2:00-4:00 on September 10<sup>th</sup>, 17<sup>th</sup> and 24<sup>th</sup> of 2001 to the Agency's Management. Once these three sessions are completed, the AQC will evaluate the Leadership training and determine the best way to schedule the remaining Leadership sessions.

### **01.62 Strategic Plan Task #35 (Harmon/Howard)**

Janice Harmon and Janis Howard asked for clarification on their Strategic Plan action item #35: "to submit to the AQC a document on tracking and reporting allocated loss adjustment expenses and the recovery of overpayments." The AQC discussed this matter at length to determine the best courses of action on this endeavor. Janice and Janis will get together with Ross Gamble to review financial data and management information system to develop a computer generated report for allocated loss adjustment expenses and the recovery of overpayments. They will report their progress to the AQC as they complete this project.

### **01.63 General Staff Meeting (AQC)**

The AQC discussed several items for consideration and compiled the Agenda for the July 2001 General Staff Meeting.

**Staff Stuff Suggestions:**

There were no Staff Staff Suggestions received by the AQC this week.

## **AQC Meeting 07/16/01**

**AQC Members present were:** Gamble, Adkins, Flowers, Harmon, Heinen, Holman, Howard, McCulloch, Murphy, Walker and Wyatt.

**Minutes from the 07/09/01 AQC meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

### **01.33 CompEndium Update (Howard)**

Janis Howard updated the AQC on CompEndium's training of our Policyholders. She said CompEndium conducted training with SAF Policyholders in Charleston, Beaufort and Columbia last week. CompEndium also met with staff members from the City of North Charleston. CompEndium informed Janis that their meeting with the Charleston officials went very well. Janis said she would continue to monitor CompEndium and keep the AQC update on their operations.

### **01.35 Teams Integration to Facilitation (Parker)**

The AQC reviewed the Task List developed at last week's meeting to determine how they should proceed with the Integration Project. A general discussion ensued among the AQC involving a wide variety of issues, topics, ideas and opinions as to where to begin with this Project. Gerald Murphy facilitated an assortment of approaches to flesh out important issues and objectives with the AQC Members to find a common set of initiatives to help the group decide how to begin the Project. There being no conclusive results reached, the AQC carried this item over until the next meeting.

### **Staff Stuff Suggestions:**

One Staff Stuff Suggestion was received by the AQC this week. Ross Gamble indicated to the AQC that it was more of a concern than a suggestion and would address it with the Unit Manager.

## **AQC Meeting 07/16/01**

**AQC Members present were:** Gamble, Adkins, Flowers, Harmon, Heinen, Holman, Howard, McCulloch, Murphy, Walker and Wyatt.

**Minutes from the 07/09/01 AQC meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

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### **Staff Staff Suggestions:**

One Staff Staff Suggestion was received by the AQC this week. Ross Gamble indicated to the AQC that it was more of a concern than a suggestion and would address it with the Unit Manager.

## **AQC Meeting 07/23/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Heinen, Holman, McCulloch, Murphy, Walker and Wyatt.

**Minutes from the 07/16/01 AQC meeting were approved as amended.**

### **Agenda Items Carried Over or Having No Report were:**

#### **01.33 Compendium Update (Howard)**

Ross Gamble informed the AQC that he has been analyzing the number of claims SAF has received from State Agencies the second quarter of this year compared to the same period last year. The analysis indicates that there has been a significant increase in claims this year. Indemnity costs are about the same but medical costs show a significant increase. Ross indicated that he is trying to determine the causes of the increases.

#### **01.35 Teams Integration to Facilitation (Parker)**

Pete Parker reviewed with the AQC his "Task List" which he would have submitted for the July 16<sup>th</sup> AQC meeting had he been here, on the subject of "Team -- Integration to Facilitation".

As a prelude to his List, his Memorandum says, "It is important to understand that we have under consideration *Two* separate and distinct *"Plans."* Pete outlined his views on the two plans: first, the plan we have been pursuing since 1990 to convert the organization from a department based to a team based organization structure - "breaking down barriers;" and secondly, the Plan of Operation pursuant to which we would carry out that part of our Mission having to do with "small business" coverage. Pete explained to the AQC that these two issues merge at this point in time due to deteriorating market conditions that require us to promptly update our seven-year-old Plan of Operation. Continuing, he said that updating the Plan of Operation requires that we complete our other plan of moving to a team based organizational structure. The AQC discussed several issues and their priority relevant to moving this matter forward. **After debating the order in which issues should be decided the AQC decided that priority one should be *Developing Measures*.** Gerald Murphy led the AQC in a brainstorming session to develop a list of measures. The AQC efforts amassed a total of over fifty potential measures. Once the list was completed, the AQC decided it would request Teresa Wyatt to compile and email the list of measures to the AQC, who, then, would peruse it with each member picking their top ten most effective measures from the list for discussion at next week's meeting.

#### **Staff Stuff Suggestions:**

No Staff Stuff Suggestions were received by the AQC this week.



## **AQC Meeting 07/30/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Howard, McCulloch, Murphy and Walker.

**Minutes from the 07/23/01 AQC meeting were approved as amended.**

**Agenda Items Carried Over or Having No Report were:**

### **01.33 CompEndium Update (Howard)**

Janis Howard reported that CompEndium sent out letters to those Policyholders who did not attend the training that was scheduled a few weeks ago. She, added, that CompEndium has been very cooperative and staying on top of problems and resolving them as they occur. She said she would continue to keep the AQC updated.

### **01.65 Voluntary Retirement Incentive Plan (Executive Team)**

Pete Parker reported to the AQC on the Agency's development of a Voluntary Retirement Incentive Plan as authorized in the recent session of General Assembly, that has been submitted to the Budget and Control Board for approval; along with decisions the Team made in connection with developing that Plan. He asked for AQC input into how parts of its decision might be best implemented (more fully set out in Executive Team Minutes of its July 23, 2001 Minutes). The AQC received the Report in Executive Session and gave some input, details of which will be more fully discussed with staff after Budget and Control Board approval of the Plan.

### **01.66 Proposal to Fill Vacancy (Executive Team)**

The Executive Team presented a proposal to the AQC to fill the Supervisory Position vacated by Tosca Battle. Pete Parker outlined the reasons why this position is important to fulfill several of Agency needs. **The AQC discussed this item and unanimously approved filling the position.**

### **01.67 WC Educational Conference (Heinen)**

Kay Heinen informed the AQC that she had about fifteen staff members that have applied to attend the WC Educational Conference. She gave the AQC the estimated costs to the Agency for those attending and traveling to the Conference. The AQC talked about this matter and validated the number of recipients authorized to attend the Conference for Kay.

### **01.68 August General Staff Meeting (AQC)**

The AQC reviewed items for the August General Staff Meeting. Ross Gamble informed the AQC that arrangements have been made for the Lexington County Sheriff's Department to make a presentation to the SAF staff regarding Gang Activities in South Carolina. He said this presentation would take about an hour and is scheduled for 2:00 PM on August 8, 2001. The AQC carried this item forward to the next meeting to finalize the Agenda.

### **01.69 Lewter & Howard Positions (Howard)**

Janis Howard distributed and reviewed a list of Vicki Lewter's duties to the AQC. The group discussed her overall responsibilities, tasks, duties and valuable assistance to the Claims Unit. Janis said it is important to fill this vacancy due to the wide variety of duties this position is responsible for. **The AQC approved hiring a person to replace Vicki, but added that the position should be posted internally for five days, then, if no candidate is found, it should be posted and recruited externally.**

### **01.35 Teams Integration to Facilitation (Parker)**

Gerald Murphy reviewed with the AQC the list of measures the AQC had developed last week in a brainstorming session. Next, Gerald had each AQC Member read their top ten measures while he scored them on the master measure list. Then, the group debated the methodology of selecting the number of measures that would be used in the Next Step. The AQC agreed that the eight measures that received 50% or more of the AQC votes would be the Measures that would be used as the start point, subject to stipulation that the matter would be revisited as further decisions dictate, it being understood that we are

looking for “critical measures” of Business Team effectiveness overall and we will ultimately solicit Team input on those matters. Additionally, the group selected as the next order of business to decide on the number of teams we should have.

**Staff Stuff Suggestions:**

No Staff Stuff Suggestions were received by the AQC this week.

## **AQC Meeting 08/06/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Harmon, Heinen, Howard, Holman, McCulloch, Murphy, Spann and Walker.

**Minutes from the 07/30/01 AQC meeting were approved.**

**Agenda Items Carried Over or Having No Report were:**

### **01.33 CompEndium Update (Howard)**

Janis Howard said that things have been running pretty smoothly with CompEndium and they are staying on top of problems and trying to work quickly to resolve them. She will continue to keep the AQC posted in this matter.

### **01.60 Accountability Report Update (Murphy)**

Gerald Murphy updated the AQC on the status of this item. He reported that all the sub-group Reports have been received and that the Accountability Report Project Group would be meeting this afternoon at 2:00 to present their individual Reports to conclude this endeavor. Gerald will then compile all the data and complete the Agency's Accountability Report for submission to the Legislature.

### **01.70 Records Management Supervision (Heinen)**

Kay Heinen stated that this Agenda item was premature in light of current discussions with Teams-Integration to Facilitation on developing the Team structure. She will bring this item back to the AQC if it is not resolved in the new Team organization being developed.

### **01.71 Receptionist Backup FTE (Adkins/Walker)**

Gwen Adkins withdrew this item and it was stricken from the Agenda since it required no action by the AQC.

### **01.66 August General Staff Meeting (AQC)**

The August 8, 2001 General Staff Meeting will consist of a presentation on "Gangs in South Carolina" by the Sheriff's Department. Pete Parker suggested that in view of the several new hire actions underway, a Special Staff Meeting be should be called on August 22, 2001, to review again with the staff, philosophy, policy and procedures which affect hiring and promotion at SAF. This historically was an item on the annual Agency Retreat agenda and has not been reviewed lately.

### **01.35 Teams Integration to Facilitation (Parker)**

Gerald Murphy began this Agenda item by distributing to the AQC a document entitled, "Approved Measures of Team Effectiveness" and explained that he had contacted the two absent AQC Member from last week's meeting to get their input on the brainstormed measures. He said the absent AQC Member's votes did not change the Top Eight (8) Measurements selected by the AQC last week. Continuing his explanation of the document, Gerald said he placed all other Measures that received votes from the AQC in a Parking Lot Section to retain them for future reference. Next, Gerald led the group in a brainstorm session to define type of organization the SAF should use to enable the Agency to progress to the Next Step. Subsequently, the AQC settled on four different types of organizations with the number of workflow process teams numbering from one to four. Then, based on the number of teams, the AQC developed charts outlining what the basic structure could look like. Once the organizations were outlined, the AQC debated the advantages and disadvantages of each of the four structures. The AQC discussed in detail the pros and cons of each organization trying to finalize one, so, they could move forward to develop the Next Step. The AQC did not reach this goal, but did narrow their choices down to two possibilities: the organizations with two and three workflow process teams, respectively. The AQC agreed that each member should attempt to staff the two organizations by filling in the positions (not names of staff) where they think they should be placed on the teams. The AQC will discuss their staffing of the organizations at next week's meeting.

### **Staff Staff Suggestions:**

There were no Staff Staff Suggestions submitted to the AQC this week.

## **AQC Meeting 08/27/01**

**AQC Members present were:** Parker, Gamble, Flowers, Harmon, Howard, Holman, McCulloch, Murphy, Spann, Heinen, and Wyatt. **Recorder:** Lewter

**Minutes from the 08/20/01 AQC meeting were approved as amended.**

### **01.33 Compendium Update (Howard)**

Janis reported she has received many complaints from policyholders regarding Compendium. Janis has called some of the policyholders to discuss their issues. The complaints seem to be the same for all the policyholders and it seems Compendium will resolve the problem with one policyholder, but not the others. Janis is going to draft a list of complaints and forward them to Mr. Parker. Mr. Parker is going to send a letter to Compendium requesting a meeting, possibly at the Compendium office.

Gerald suggested that perhaps in September we survey policyholders on Compendium. The AQC agreed this was a good idea.

### **01.64 Customer Service Update (Wyatt)**

Shawn sent a letter to policyholders that had canceled and then renewed their policy with the SAF. Included were a questionnaire and the option to request a meeting. One response Shawn has received is that our premiums are higher, but there is no one else to cover them.

### **01.73 FY 03 Budget (Heinen)**

Kay reported that the FY 03 Budget is due and she needs to know should she wait on the new team structure to submit the budget or submit the revised appropriation from Fiscal Year 01. Kay recommended that we use the revised appropriation figures from FY 01, and the AQC agreed.

### **01.35 Teams Integration to Facilitation (Parker)**

Gerald recapped the processes the AQC has been following the past several weeks. Gerald also posted on the wall the Disadvantages and Advantages of 2 and 3 Team Structures that AQC had drafted in a prior meeting. The AQC members brought to the meeting updated team structures.

There was much discussion of whether the various tasks now performed by employees of the Legal Unit are Business team or Support team functions. The AQC will continue discussion of the legal duties at the 9-10-01 meeting.

Mr. Parker reminded everyone Business Team functions are functions that provide a service to external customers, or to a team member that provides a service to an external customer. If a particular duty does meet these criteria, they would then be a part of a Support Team.

After discussion of some of the updated team structures, Gerald decided to begin charting the structure positions the AQC had agreed on and then discuss what AQC does not agree on. He began with the 3 team structure. So far the 3 team structure consist of 3 Business Teams, which include the Team Leader, Claim Supervisor, Claim Adjusters, Claim Techs, an Investigator, a Safety and Loss Control, and a Premium Auditor. Mr. Parker stated we want to keep the Business Team members equal on all teams so that the team members will have equal access to resources. Gerald placed Claims Initiation and Bill Processing in the Parking Lot because the AQC have different views of where in the structure these positions would best fit. It was mentioned that Claims Initiators and Bill Processors cannot share their duties, but both can perform Tech duties, and vice versa. Other Teams agreed upon by AQC are MIS and that there should be a Management Support Team. Included under MIS are Programmers, Networking, Scanners and Indexers. It was not discussed what positions the Management Support Team consist of. Gerald will now put in a Visio chart the 3 Team Structure positions the AQC agreed upon and the AQC are to draft the rest of the teams and bring to AQC on 9-10-01. These are only drafts; no final decision has been made on the new structure.

### **Staff Staff Suggestions:**

There was a Staff Staff Suggestion that Compendium be assigned its own fax number. They are currently using the main fax number and it is tied up almost constantly. Janis Howard and Sonji Spann are going to look into this problem.

## **AQC Meeting 09/10/01**

**AQC Members present were:** Parker, Adkins, Gamble, Flowers, Harmon, Howard, Holman, McCulloch, Murphy, Spann, and Walker. **Recorder:** Lewter

**Minutes from the 08/27/01 AQC meeting were approved as amended.**

**Agenda Items Carried Over or Having No Report were:**

**01.64 Customer Service Update (Wyatt)**

**01.33 CompEndium Update (Howard)**

Janis continues to gather complaints. Mr. Parker asked to be put in the loop of all complaints and the responses. He also states that CompEndium needs to be informed of the complaints as they occur.

Mr. Parker and Gerald are going to the workflow teams on Tuesday to gather comments and complaints from the teams. The information gathered will be used to survey the policyholders. In the event we have to pull the plug on CompEndium, Mr. Parker suggested management get together and be thinking of Plan B.

**01.74 Employee Bonus (Harmon)**

Janice Harmon briefly reviewed the Employee Bonus Plan. She informed the AQC two employees in Accounting have researched and implemented the Georgia and North Carolina Fee Schedules. When reviewing out of state bills, deductions are now being made. As a result, for the first 90 days of implementation, these 2 employees have saved the SAF \$27,500. The AQC approved Janice's request these 2 employees receive a bonus.

**01.75 September General Staff Meeting (AQC)**

The AQC compiled the agenda items to be presented at the September General Staff Meeting.

**01.35 Teams Integration to Facilitation (Parker)**

Gerald recapped the processes the AQC has been following the past several weeks. Ross did an updated team structure chart. The Legal Unit was first discussed and it was determined that Bob needs to bring the P.D.'s of the Legal employees to AQC on 9-17-01. With the knowledge of particular functions, the AQC could better decide what structure would be best for the legal employees.

The composition of the Business Support Team was discussed but nothing was decided.

Gerald recommends everyone look at teams that have found to be successful.

**Staff Staff Suggestions:**

There were no Staff Staff Suggestions submitted this week.

## **AQC Meeting 09/17/01**

**AQC Members present were:** Adkins, Gamble, Flowers, Harmon, Howard, Holman, McCulloch, Wyatt, Murphy, Spann, and Walker. **Recorder:** Lewter

**Minutes from the 09/10/01 AQC meeting were approved as amended.**

### **Agenda Items Carried Over or Having No Report were:**

#### **01.64 Customer Service Update (Wyatt)**

#### **01.33 CompEndium Update (Howard)**

Janis continues to work through complaints. She has a new concern that CompEndium is having a high amount of turnover with their staff and is concerned if the new staff is being properly trained. Ross suggested Janis express to CompEndium her concerns and find out what their plans are.

Gerald reported he and Mr. Parker went to the workflow teams and listed approximately 90 concerns that the claims staff, policyholders, and providers have regarding CompEndium. Fay Jennings, Shera Hoy, and Kathy Hill met with Gerald to compile the concerns. They came up with eight questions to survey the policyholders. Gerald is going back to the workflow teams this week to review the eight questions.

#### **01.72 SAF Logo (Wyatt)**

Teresa reported there were not many responses to the SAF Logo Contest. She asked the AQC to review the submissions throughout the week and next week we'll see what to do next.

#### **01.76 Claim Disbursements (Gamble)**

Ross distributed a variety of additional Claim reports. The AQC reviewed all the reports. Ross noted there is definitely an increase in claims the first two months of this year. Increases in disbursements were in medical and indemnity costs. Settlement costs decreased slightly.

#### **01.77 Adjuster position (Howard/Spann)**

Sonji distributed the vacant Adjuster Position Description and a Mission Enhancement. Janis requested the adjuster position vacated by Donna McCraw be filled. The AQC approved.

#### **01.35 Teams Integration to Facilitation (Parker)**

Gerald recapped the processes the AQC has been following the past several weeks. Gerald set a goal for the meeting to complete the structure of one department.

In a suggested structure, Scanners and Indexers would be under MIS. Steve was asked could that include the incoming and outgoing mail. Steve stated with additional supervision other than himself, he thought if mail needed to be with the Scanners and Indexers that the mail could go under MIS.

Bob had distributed the list of job functions of different legal positions. The AQC reviewed the list and asked many questions. Ross suggested looking at each legal duty to see which ones could be a claim duty. The AQC will continue to review the list and discuss the legal functions again next week.

The AQC agreed Investigations and Informal Conferences could go to the workflow teams.

These are only drafts; no final decision has been made on the new structure.

### **Staff Stuff Suggestions:**

There was a Staff Stuff Suggestion received this week regarding Plan B if CompEndium was canceled. Ross will review the suggestion.

## **AQC Meeting 09/24/01**

**AQC Members present were:** Parker, Gamble, Flowers, Howard, Holman, McCulloch, Wyatt, Murphy, Spann, and Walker.  
**Recorder:** Lewter

**Minutes from the 09/17/01 AQC meeting were approved as amended.**

### **01.78 Safety Item (Hinson)**

Tim Hinson informed the AQC the Safety Committee is working on updating the Emergency Evacuation Plan. He stated we need a new procedure ensuring all employees would be accounted for in the event of an emergency evacuation. He also stated we need only one location for all employees to meet and the location needs to be a good distance from the building and out of the way of any emergency vehicles. Tim will draft the Emergency Procedure Plan and bring it back to AQC for approval.

Tim presented that the Doctor's Speakers Bureau has been contacting him about doing some educational presentations to our staff free of charge. Tim distributed a list of Workshop Topics offered. The AQC agreed that the Safety Committee could pick one topic to have presented. After the presentation, we will evaluate the presentation and determine we would like to have them back. Janis suggested that if it is a quality presentation, we ask about having them go to our policyholders.

### **01.33 CompEndium Update (Howard)**

Janis reported she continues to work through complaints. Janis feels we may have made a mistake by letting CompEndium fill out the 12A's. Inaccurate information on the 12A is a complaint from a lot of the policyholders.

Mr. Parker reminded everyone that, if at all possible, we want to salvage CompEndium and he is hopeful that we have the leadership skills to make it happen. We do not want to have to work our policyholders through yet another change. That would be more difficult than making this one work. He also said he has followed up with some of the complaining customers after Bobbie Collins has responded to their complaints and finds that they are generally content with the response and hopeful that the system will meet their needs. He is asking them to call him personally if events prove otherwise.

Gerald and Sonji will be going to CompEndium to observe their operation. This will be an opportunity to observe CompEndium staff interaction with SAF system and our joint customers and suppliers. We hope to learn if there is something about our partnership interface and systems that might be impeding the progress that is so essential.

Gerald reported the customer survey questions on CompEndium service have been finalized and will be going out on Friday.

Ross reported we can not verify actual savings at this time. Closing of cases has accelerated. That of course raises the aggregate closed claim costs for the test period. However only with the passage of enough time will we know for sure whether or to what extent the closed claims stay closed and, thus, whether *total cost per closed claim* will indeed decrease...the ultimate goal. Many studies of this industry show that faster reporting and disposition of claims substantially reduces such costs. We are definitely speeding up reporting and case closure. Mr. Parker continues to pull data.

### **01.64 Customer Service Update (Wyatt)**

Shawn Holman reported that she is going to the Lottery Commission to do a premium estimate.

### **01.72 SAF Logo (Wyatt)**

The AQC reviewed the submission to the SAF Logo Contest throughout the week. The AQC agreed to stick with the current logo.

### **01.79 Strategic Planning (Gerald)**

Gerald informed the AQC it is time to begin the Strategic Planning. The planning will be here at SAF for three consecutive days. The AQC and one person from each category of the Accountability Report teams will be involved in the Strategic Planning.

### **01.80 Vacant Legal Position (Bob)**

Bob distributed the vacant Legal Administrative Assistant Position Description and Mission Enhancement. Bob requested the position vacated by Sandra Reep be filled. The AQC approved.

### **01.35 Teams Integration to Facilitation (Parker)**

Gerald recapped the processes the AQC has been following the past several weeks. He also informed the AQC there are some resources out there on Team Based Organizations.

Dick suggested that we keep all current Legal positions together as a Legal Support Team itself, except for the Investigators, who would be on the Business Teams. It was also mentioned that the TPY overflow support position should stay in Legal. The AQC tentatively agreed, subject to further discussion of the other teams. Pete restated that in determining which functions should be with the Legal Support Team and which should be with Business Teams we should think of the Legal Team as doing generally those functions that a private legal firm does for SAF. Functions that are really claim management functions (performed by insurance carriers, in house) should be with the Business Teams.

AQC will wait on Janice Harmon to return before discussing the bill processing and claim initiation functions, due to the security issues of separation of duties.

It was agreed the Management Support Team would consist of Director, Deputy Director, Claims Specialist, PHS Specialist, and their Executive Assistant.

These are only drafts; no final decision has been made on the new structure.

**Staff Staff Suggestions:**

There were three Staff Staff Suggestions received this week; two regarding Plan B if CompEndium cannot be salvaged, and one regarding Executive decisions. Mr. Parker noted that we have asked staff to address the Plan B issue and they are apparently responding. Those suggestions will be considered in conjunction with the Survey that is going out this week and observations from the CompEndium visit and process review. As to the Executive Decision concern Mr. Parker stated that although this one was a close call, he believes both the decision and the process was consistent with previous practice and announced policy. That is to say, broader input and participation is appropriate and preferable when time and circumstances permit and when all information bearing on a decision can be appropriately shared with all of the broader group. Absent those conditions executives must make executive decisions. This will be further explained when appropriate.



## **AQC Meeting 10/01/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Holman, McCulloch, Wyatt, Murphy, Spann, and Walker. **Recorder:** Lewter

**Minutes from the 09/24/01 AQC meeting were approved as amended.**

### **01.33 Compendium Update (Murphy and Spann)**

Gerald and Sonji reported that they visited the Compendium office this past Thursday. Sonji and Gerald were given a tour of the office and a demonstration of the Compendium computer system. Gerald and Sonji met with Dee Smith regarding the turnover rate, medical notes being sent with 24 hours, the provider network, problem-solution process, measuring customer focus, organizational charts, and training manuals. Dee Smith stated her goal is to provide the SAF with the service they did in the beginning of the program. Gerald and Sonji expressed their concerns about the manner in which Compendium operates. Gerald has drafted a Trip Report to give to Mr. Parker.

Bob McCulloch stated he is concerned with the Orthopaedic doctors Compendium is using have no credibility at the WCC.

### **01.64 Customer Service Update (Wyatt)**

Shawn Holman reported that she met with the Lottery Commission to do a premium estimate.

### **01.81 AASCIF Committee Nominees (Parker)**

**AQC decided** not to nominate any Committee members to AASCIF this year due to the fact that the Legislature considers State finances in dire shape and will likely curtail out of state travel this year or next or both. When we nominate Committee members we obligate ourselves to fund all appointed members' Committee participation. We could not do that this year.

### **01.82 Matrix Amendment Suggestions (Parker)**

Mr. Parker drafted some suggestions to amend the Matrix process based on his observations over time as well as suggestions made by others. The AQC reviewed these suggestions and approved two of them. The **AQC approved** that in Step 1, the manager, supervisor and facilitator should decide on a schedule and recruit to it. In Step 6 "The Gut Check" there be a break between the scoring and the actual gut check discussions. This will give the panel time to fully explore any reservation they may have.

### **01.84 Leadership Training (Murphy)**

Gerald reminded the AQC they had agreed that after three deliveries of the Leadership Training, they would determine if we should follow through with the entire curriculum of Leadership Training classes. Bob stated it is good training and we should continue, but only every two weeks. The **AQC agreed** the Leadership Training for supervisors will be rescheduled to every two weeks, but the Intro to Leadership classes will remain every week.

### **01.34 Teams Integration to Facilitation (Parker)**

Gerald recapped the processes the AQC had discussed the past several weeks and distributed an updated organizational chart. The AQC discussed the bill processing and the claims initiating functions being on the Business Teams. The same person cannot perform bill processing and claims initiation functions, nor can a Claim Tech have the security to back up both the functions. Therefore, both functions cannot be on the Business Teams. Sonji informed the AQC that when initiating claims you have to perform claim functions, such as determining lost time and contacting policyholders. Steve is going to research what modifications would be less expensive and bring the information to AQC next week. Bill processing and claims initiation remain in the parking lot.

There were no Staff Stuff Suggestions submitted this week.

## **AQC Meeting 10/08/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Holman, Harmon, Wyatt, Murphy, Spann, and Walker. **Recorder:** Lewter

**Minutes from the 10/01/01 AQC meeting were approved as amended.**

**Agenda items carried over or having no report:**

### **01.64 Customer Service Update (Wyatt)**

### **01.33 CompEndium Update (Spann)**

Sonji reported Dee Smith is coming to the SAF on Thursday, October 11<sup>th</sup>. She is bringing their newly hired nurses to introduce to our adjusters.

### **01.83 October General Staff Meeting (AQC)**

The AQC compiled the items to be presented at the October General Staff Meeting.

### **01.34 Teams Integration to Facilitation (Parker)**

Gerald recapped the processes the AQC had discussed the past several weeks. Steve reported he met with the MIS staff this past week to discuss the cost of modifying the system to put Claims Initiation or Bill Processing on the Business Teams. Steve reported that the modifications could be made in house and with telephone assistance from AISI. Neither process would be more expensive than the other, only more time consuming. MIS feels it would be less complicated and there would be fewer changes if Bill Processing was put on the Business Teams.

Mr. Parker suggested that because modifications would be costly, we should not make any modifications to the system at this time due to the state budget situation.

The AQC agreed to temporarily put Bill Processing on the Business Support Teams and Claims Initiation under the Claims Specialist on the Management Support Team. It was also agreed the Legal Administrative Assistant is under the Legal Office Manager. This completes the draft of the three-team structure.

Gerald will put the final draft of the three-team structure in Visio and send to the AQC. AQC will begin drafting an alternate, proposed two-team structure at the October 22<sup>nd</sup> AQC meeting.

There were no Staff Staff Suggestions submitted this week.

## **AQC Meeting 10/22/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Holman, Wyatt, Murphy, and Spann.  
**Recorder:** Lewter

**Minutes from the 10/08/01 AQC meeting were approved as amended.**

**Agenda items carried over or having no report:**

### **01.64 Customer Service Update (Wyatt)**

### **01.33 CompEndium Update (Spann)**

Sonji reported that Bobbie Collins with Compendium wants to meet with us to discuss billing of SAF and issues on proper follow-up.

Gerald distributed, and the AQC discussed, a report on Compendium Issues resulting from the adjuster's and the policyholder's CompEndium surveys.

Mr. Parker stated he reviewed the responses of the policyholders and was hoping to get out of the surveys what is and what is not fixable. He believes that it is salvageable.

Ross suggested sharing the survey responses with CompEndium. Gerald stated we need to let adjuster and policyholders know we have heard their concerns. Gerald will distribute the adjuster's survey results to the staff, but wait until the policyholder survey results have been finalized.

### **01.84 SAF Newsletter (Gamble)**

Gerald will take over the SAF Newsletter after Teresa leaves.

### **01.34 Teams Integration to Facilitation (Parker)**

Gerald stated he had distributed the final draft of the three-team structure the AQC had tentatively agreed on. The AQC agreed that changes could be made at a later date if further discussion if needed.

The AQC began drafting the two-team structure. The structure began with the Director and Deputy Director. It was agreed that on each of the two Business Teams there would be a Team Leader, 10 adjusters, 3 techs, a Claim Supervisor, and an investigator. There will be 2 Loss Control Consultants and 2 Premium Auditors on one of the Business Teams and one Loss Control Consultant and one Premium Auditor on the other Business Team. It was agreed that the MIS Team, the QSA Team, the Business Support Team, the Management Support Team, and the Legal Team would be the same structure as on the three-team structure. The AQC approved the two-teams structure for planning purposes only.

The AQC began discussion on the role and responsibility of the Team Leader. It was stated that the Team Leader would be responsible for a group of accounts, including the responsibility for the day to day operations of the Claims, Investigations, Premiums, Safety, and Informal Conferences functions on the Business Team. The Team Leader would be the main point of contact for a policyholder and there will be continuous communication with the team.

The Claim Specialist and the Policyholder Services Specialists will be responsible for setting agency wide policies and procedures and serve as the point of contact for regulatory entities, such as the WCC and NCCI. Mr. Parker used the comparison of his relationship to the legislature to illustrate the relationship between the Claims Specialist and the Team Leader.

The AQC will continue discussion of teams.

These are only drafts; no final decision has been made on a new structure.

There were no Staff Staff Suggestions submitted this week.

## **AQC Meeting 11/19/01**

**AQC Members present were:** Parker, Gamble, Flowers, Holman, McCulloch, Murphy, Spann, and Walker  
**Recorder:** Lewter

**Minutes from the 11/05/01 AQC meeting were approved.**

**Items carried over or having no report:**  
**01.64 Customer Service Update (Holman)**

### **01.33 Compendium Update (Spann)**

Sonji reported that Compendium was here at SAF last Friday (11/16/01) and presented to the adjusters the Compendium process of handling claims. Sonji stated she thinks the meeting went well and feels the adjusters are satisfied with the Compendium process.

Sonji stated she hasn't received any complaints from policyholders, but has received comments from a few adjusters stating they are not receiving notes from the Compendium nurses.

Mr. Parker reported that we continue to work on getting the billing process corrected with Compendium. Compendium has agreed to invoice for services, but it was after that that Janice Harmon informed Mr. Parker that with some programming changes, billing could be entered through the usual medical bill upload, then routed to the adjusters for approval. Steve reported that Thomas is working on what changes would need to be made and how long it would take.

### **01.90 Medical Case Management-Plan B (Parker)**

Mr. Parker distributed a memo to the AQC with his thoughts on Managed Comp. The AQC discussed the services SAF had provided in the past and some suggestions were made for Plan B. The AQC thought it would be a good idea to contact other state funds to see if there are any that have contracted with a company that offers services that are substantially similar to those Compendium offers. The AQC would use the information to see what types of variations in services are available that SAF might not be aware of. Sonji is going to contact state funds she has communicated with through AASCIF.

### **01.34 Teams Integration to Facilitation (Parker)**

The AQC began with a general discussion of the duties of the Team Leader position. The goal for the meeting was to develop the minimum qualifications of the position description. Gerald led the AQC through a brainstorming session of criteria. After the criteria were clarified, the AQC listed separately the minimum qualifications and the preferred qualifications. Development of the Team Leader position description will continue at next weeks meeting.

### **Staff Staff Suggestions**

There was one Staff Staff Suggestion submitted this week. Mr. Parker will review it and report back next week.

## **AQC Meeting 11/26/01**

**AQC Members present were:** Parker, Gamble, Adkins, Flowers, Holman, Harmon, McCulloch, Murphy, Spann, and Walker

**Recorder:** Lewter

**Minutes from the 11/19/01 AQC meeting were approved.**

### **01.33 CompEndium Update (Spann)**

Sonji reported that she has spoken with representatives of the Arizona State Fund and the Utah State Fund regarding Managed Comp. Neither of the Funds has a medical management process similar to Compendium. The adjusters at both the Funds handle most of the medical. The contract companies they work with only handle a small portion of the medical, such as rehab, etc.

Mr. Parker updated AQC on discussions with HealthWorks regarding managed comp Plan B.

Thomas continues to work on the Compendium billing upload. In a test, he was able to route the bills to the adjusters from the upload. He did encounter a few problems, but Steve believes there are workable solutions.

### **01.64 Customer Service Update (Holman)**

Shawn reported she received a call from a private employer and unfortunately had to refer the call to the Assigned Risk Pool. Gerald suggested capturing such phone calls in the event the legislature inquires about the state of the market.

### **01.91 Safety/Premium Processes (Holman)**

Shawn distributed the reports "Measuring Safety & Loss Control Performance In Injury Prevention and Management" and "Measuring Premium Audit Performance". The reports consist of performance indicators and measures for Premium and Safety and Loss Control. Gerald suggested reporting frequency of each measure. The AQC approved the reports pending final approval of the workflow teams approval.

### **01.34 Teams Integration to Facilitation (Parker)**

The AQC reviewed the minimum and preferred qualifications for the Team Leader position developed in last week's AQC meeting. Prior to the meeting, Dick distributed to the AQC the number of employees that meet the minimum qualifications. It was determined that roughly 20 % of the staff meets the minimum qualifications.

The AQC agreed Gwen and Ross would write the Team Leader's position descriptions. It was discussed that the Business Team and Business Support Teams are cross-functional and the same minimum and preferred qualifications apply to them, but the position descriptions will be different.

The AQC then began discussing many different requirements of the Team Leader. It was suggested that because the Team Leader would most likely not be knowledgeable in all areas they would be responsible for, such as components of the EMOD, NCCI, Hearings, Internal Claim Audits, Statistical Process Control, etc., they would have a set of requirements to be met during the probationary period of the position, which is usually one year. The AQC had a brainstorming session of requirements and will expound on them in next week's AQC meeting.

### **Staff Stuff Suggestions**

Mr. Parker reported he as reviewed the Staff Stuff submitted last week regarding e-mails. Gwen is going to bring to next week's AQC the policy on usage of agency e-mail.

## **AQC Meeting 12/03/01**

**AQC Members present were:** Parker, Gamble, Flowers, Holman, McCulloch, and Murphy  
**Recorder:** Lewter

**Minutes from the 11/26/01 AQC meeting were approved.**

### **01.33 CompEndium Update (Parker)**

Mr. Parker continues discussion with HealthWorks. Ross and Mr. Parker will be meeting with them next week.

Mr. Parker continues to talk with adjusters regarding Compendium. He stated current residual complaints tend to be two sides of the same problem. Some do not receive what they need. Others receive what should not be sent to them. If the claim contact and adjuster data in Compendiums system is not correct, at all times, this will always be a problem. Mr. Parker feels Compendium needs constant updates from SAF adjusters on claim contact changes.

Mr. Parker reported he believes that he is now producing correct data to show cost savings. As comparison through November, the average medical cost and average indemnity costs are down for 2001 over the same period in 2000.

Mr. Parker reported Compendium billing can be uploaded and be routed to adjusters for approval. Thomas continues to test the process.

### **01.64 Customer Service Update (Holman)**

Shawn reported she continues to receive request for new coverage from small accounts. Shawn is also requesting information on account history. She requests this information as a data comparison to previous rate and discounts, but the policyholders do not seem to want to give out the information.

### **01.92 Below line TAC reports (Murphy)**

The AQC discussed the need of a systemized reporting on TAC team progress on the assigned projects. Ross will follow-up with the TAC teams on their projects. The AQC agreed the Guidance Team would report to the AQC on a quarterly basis TAC team progress.

### **01.93 Infomaker Classes (Murphy)**

Gerald reported that while searching for an Infomaker class, he has contacted a company called New Horizons that has offered to provide a tailor-made class to fit the needs of SAF. The class will accommodate up to twelve people at the same cost as for one person to take the class. Gerald will report back after getting more information from New Horizon.

Mr. Parker stated our agency does not have someone with combined skills of both the computer system and the all of the business processes, such as claims, policyholder services, bill processing, etc.. He feels if managers have the ability to run reports, they would be able to recognize continuing problems with the data, and in the process free up program developers to enhance the system.

Steve stated he thought it was a wonderful idea for managers to have the ability to run their own reports. MIS are spending a lot of time running requesting reports when they could be working on system problems.

Bob questioned being able to justify spending the money during the current budget situation. Mr. Parker states that spending money which saves money in the long run is cost effective, and thus a justifiable expense even in a bad budget year.

### **01.94 Policies 18 & 44 (Adkins)**

In Gwen's absence, Ross distributed Policies 18 & 44 regarding usage of the e-mail and computer system. The AQC are to review the policies and consider the possibility of combining the two. The policies will be discussed at next week's AQC meeting.

### **01.95 December General Staff Meeting (AQC)**

The AQC discussed several items for consideration and compiled the agenda for the December General Staff Meeting.

**01.34 Teams Integration to Facilitation (Parker)**

Ross distributed the Business Team Leader position description drafted by Gwen. The AQC will review the position description for discussion at next week's AQC meeting.

Due to low attendance at this week's AQC meeting, there was no further discussion on Team Integration to Facilitation.

**Staff Stuff Suggestions**

There was one Staff Stuff Suggestion submitted this week regarding loafing of some of the staff. Mr. Parker will review the suggestion at the December General Staff Meeting.

## **AQC Meeting 12/10/01**

**AQC Members present were:** Parker, Adkins, Flowers, Holman, Harmon, McCulloch, and Walker

**Recorder:** Lewter

**Minutes from the 12/03/01 AQC meeting were approved.**

### **01.33 Compendium Update (Parker)**

Mr. Parker reported there has been a decrease in the number of complaints regarding Compendium coming to his attention. Mr. Parker also stated the cost saving trends look good in comparison to those not using Compendium.

### **01.64 Customer Service Update (Holman)**

Shawn reported she continues to receive request for 2002 coverage.

### **01.94 Policies 18 & 44 (Adkins)**

The AQC had a brief discussion of Policies 18 & 44 regarding usage of the e-mail and computer system. The AQC approved the suggested amendments to Policy 18 and there were no changes to Policy 44. Gwen will distribute the updated policy to the staff.

### **01.96 January AQC Meeting Time (Parker)**

For the month of January only, the AQC will meet at 2:30 p.m. instead of 9:00 a.m.

### **01.34 Teams Integration to Facilitation (Parker)**

Mr. Parker recapped last week's discussion. The AQC decided to update the staff of the progress of Team Integration to Facilitation and update them in the development of the Business Team Leader position. Gwen will send out the drafted position description prior to the December General Staff meeting so that the staff will be prepared to ask questions and give any input.

Due to low attendance at this week's AQC meeting, there was no further discussion on Team Integration to Facilitation.

### **Staff Staff Suggestions**

There was one Staff Staff Suggestion submitted this week regarding the make up of the matrix teams and number of interviewees. Mr. Parker will review the suggestion at the December General Staff Meeting.



## **AQC Meeting 12/17/01**

**AQC Members present were:** Parker, Gamble, Murphy, Flowers, Holman, Harmon, McCulloch, and Walker  
**Recorder:** Lewter

**Minutes from the 12/10/01 AQC meeting were approved.**

### **01.33 Compendium Update (Parker)**

Mr. Parker distributed a report of claim cost comparison of participating state agencies vs. non-participating state agencies for 2000 and 2001. The report shows a month-by-month cumulative development of claim cost data. The report shows that state agencies not using Compendium have a significantly higher average claim cost.

Bob stated there has been an increase in the number of Form 50's being filed. Bob thinks the number seems higher than the usual increase around the holidays, but did not have the exact numbers at the AQC meeting. Mr. Parker stated he will gather data showing the numbers of Form 50's filed and the reasons they were filed. The AQC would like to research if there is a correlation between number of Form 50's being filed and the early closing of files with "managed comp" (Compendium) program.

Shawn reported that she and Carla Johnson met with Medical University Hospital Authority and Medical University of South Carolina to discuss the possibility of them using Compendium because their claim cost had nearly tripled. Shawn informed MUSC and MUHA that by using the facility codes and department codes she could show them the areas where they are having a high number of injuries. Shawn stated they were very receptive of the idea and will be meeting with Bobby Collins at the beginning of next year.

### **01.64 Customer Service Update (Holman)**

Shawn reported that she gave Fairfield Memorial Hospital a premium quote this week and they stated that we could save them a lot of money compared to what they are currently paying. Shawn also stated PHTS had a higher rate than SAF for Fairfield Memorial Hospital.

### **01.97 Matrix Process (Parker)**

Mr. Parker stated that after observing a scoring session of recent matrix process interviews, there is a need for matrix guidelines in the event there is a tie in the top scoring candidates. The AQC discussed many options. Mr. Parker will review the process again and return the item to AQC.

There is also a concern about matrix team members not reading and understanding the Matrix Process Guidelines prior to beginning the process.

### **01.34 Teams Integration to Facilitation (Parker)**

The AQC discussed the timeline in proceeding with the development of the criteria for the Business Team Leader position. Gerald will send a memo to the staff informing them of the dates and encouraging them to give input.

The AQC will resume discussion of the requirements of the Team Leader position in January.

### **Staff Staff Suggestions**

There were no Staff Staff suggestions submitted this week.