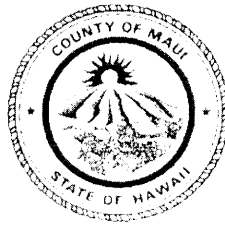


ALAN M. ARAKAWA  
Mayor



PATRICK K. WONG  
Corporation Counsel

EDWARD S. KUSHI  
First Deputy

LYDIA A. TODA  
Risk Management Officer  
Tel. No. (808) 270-7535  
Fax No. (808) 270-1761

DEPARTMENT OF THE CORPORATION COUNSEL  
COUNTY OF MAUI  
200 SOUTH HIGH STREET, 3<sup>RD</sup> FLOOR  
WAILUKU, MAUI, HAWAII 96793  
EMAIL: CORPCOUN@MAUICOUNTY.GOV  
TELEPHONE: (808) 270-7740  
FACSIMILE: (808) 270-7152

July 25, 2018

Mr. Paul Kailiponi, Chair  
Cost of Government Commission  
2145 Wells Street, Suite 106  
Wailuku, HI 96793

Re: COST OF GOVERNMENT COMMISSION DRAFT REPORT ON  
COMPLIANCE LOSSES AND RISK MANAGEMENT

Dear Mr. Kailiponi:

We appreciate the thoughtful analysis and input focused on Maui County reducing its injury experience rates. Reducing injury rates and severity are primary goals of the County of Maui's Risk Management Division and all additional efforts to that end help us significantly. While we are a bit cautious about the effectiveness and value of some behavioral based safety program elements, such as potentially burdensome monitoring and reporting processes, excessive training and meeting requirements, caution around reporting quotas and cards if utilized, and ensuring balanced focus on all levels of employees while avoiding any *blame-game* traps, we do agree with the majority of the elements mentioned in the report. We agree that unsafe behaviors are one of the primary causes of injuries we experience and we concur fully with the need for strong management commitment and involvement, clear roles and responsibilities for all employees and positions, well communicated policies, and key performance indicators inclusive of national benchmarked rates.

We also agree that progressive motivation, including recognizing safe actions and behaviors, and disciplining unsafe actions and behaviors, is critical. Full involvement with the safety program and culture from all employees is also critical to our success. In addition to strongly focusing on injury causes and behaviors, we believe that driving early reporting of hazardous conditions and unsafe behaviors will further reduce our long-term incident rates. Through early identification and correction of problem areas and unsafe actions, we will dramatically reduce our most severe incidents by preventing them before they occur.

RECEIVED AT BF MEETING ON 9-18-18  
(BF110) Submitted by Corporation Counsel

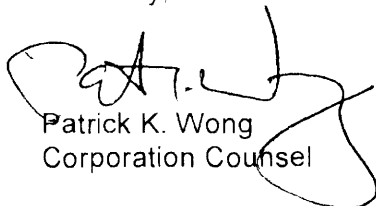
We agree that injury rates must come down and remain below national benchmark levels while we strive toward eventual world-class levels. To that end, several ongoing efforts are as follows:

1. Developing a set of key indicators to track primary safety incident rates across the County. These include risk indicators, as well as standard safety indicators, of *Recordable*, *Days Away*, and *Severity* rates. We expect these to be shared and used broadly on a quarterly basis across all County departments.
2. Focusing on improving reporting of minor incidents, unsafe acts, and hazardous conditions. We see our ratio of *Recordable* to *Days Away* cases as an opportunity area that we can improve upon. While we have some unique challenges in the state of Hawaii around working without occupational physicians, we still have ample areas to improve and drive earlier engagement in injury prevention.
3. Analyzing our injury data, slicing and dicing our incident histories, evaluating causal factors, and actively sharing our findings to help County departments focus on high frequency areas such as strains, sprains, and overexertion injuries.
4. The ultimate success of a world class safety program is leadership, commitment, and management support. We continue to strive to improve our success in this area and have several upcoming initiatives that we are working to implement by the end of the year. These include county-wide safety steering team coordination, formalizing and increasing safety management by *walking around* (addressing behaviors) in all departments, county-wide key performance indicators (Item No. 1 above), and implementing a safety self-assessment program to engage top leadership in the overall county safety and health system.

Up-to-date recordable injury rates for the four departments identified in your report are included below for your information and use. One additional note for clarity is that our annual Excess Workers' Compensation & Employer's Liability insurance is \$432,000. This more accurately represents our opportunity for insurance cost reduction related to injury experiences.

Again, thank you for the opportunity to comment. We look forward to receiving your final report in the very near future.

Sincerely,



Patrick K. Wong  
Corporation Counsel

## FY2014- FY2018 Recordable Injury Rates

### Department of Public Works (DPW)

	# Recordable Claims	200,000	Total Hours Worked	TIR
FY2014	12	2400000	430390	5.6
FY2015	17	3400000	419181	8.1
FY2016	14	2800000	424,669	6.6
FY2017	18	3600000	413,842	8.7
FY2018	6	1200000	424,703	7.1

\* National Avg based on '16 Local Gov. Construction = **11.7**

### Department of Parks & Recreation (DPR)

	# Recordable Claims	200,000	Total Hours Worked	TIR
FY2014	50	10000000	475652	21.0
FY2015	36	7200000	479796	15.0
FY2016	44	8800000	503816	17.5
FY2017	25	5000000	505321	9.9
FY2018	18	3600000	501605	10.4

\* National Avg based on '16 *Private Industry* Landscaping = **4.4**

### Department of Water Supply (DWS)

	# Recordable Claims	200,000	Total Hours Worked	TIR
FY2014	22	4400000	404614	10.9
FY2015	16	3200000	381901	8.4
FY2016	13	2600000	349342	7.4
FY2017	7	1400000	337165	4.2
FY2018	6	1200000	336290	3.6

\* National Avg based on '16 Local Gov. Waste & Sewage = **6.0**

### Department of Environmental Management (DEM)

	# Recordable Claims	200,000	Total Hours Worked	TIR
FY2014	29	5800000	457600	12.7
FY2015	22	4400000	455520	9.7
FY2016	17	3400000	463840	7.3
FY2017	3	600000	457600	1.3
FY2018	7	1400000	478400	2.9

\* National Avg based on '16 Local Gov. Waste & Sewage = **6.0**