



# ITS 835

## Chapter 5

ERM in Practice at the University of California Health  
System

Enterprise Risk Management

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UNIVERSITY *of the*  
CUMBERLANDS

# Introduction

- University of California's ERM
- Technology
- Premium rebate program
  - Professional Liability Prescription Program (PLPP)
  - ERM and the Center for Health Quality and Innovation
- Protected health information value estimator
  - PHlve

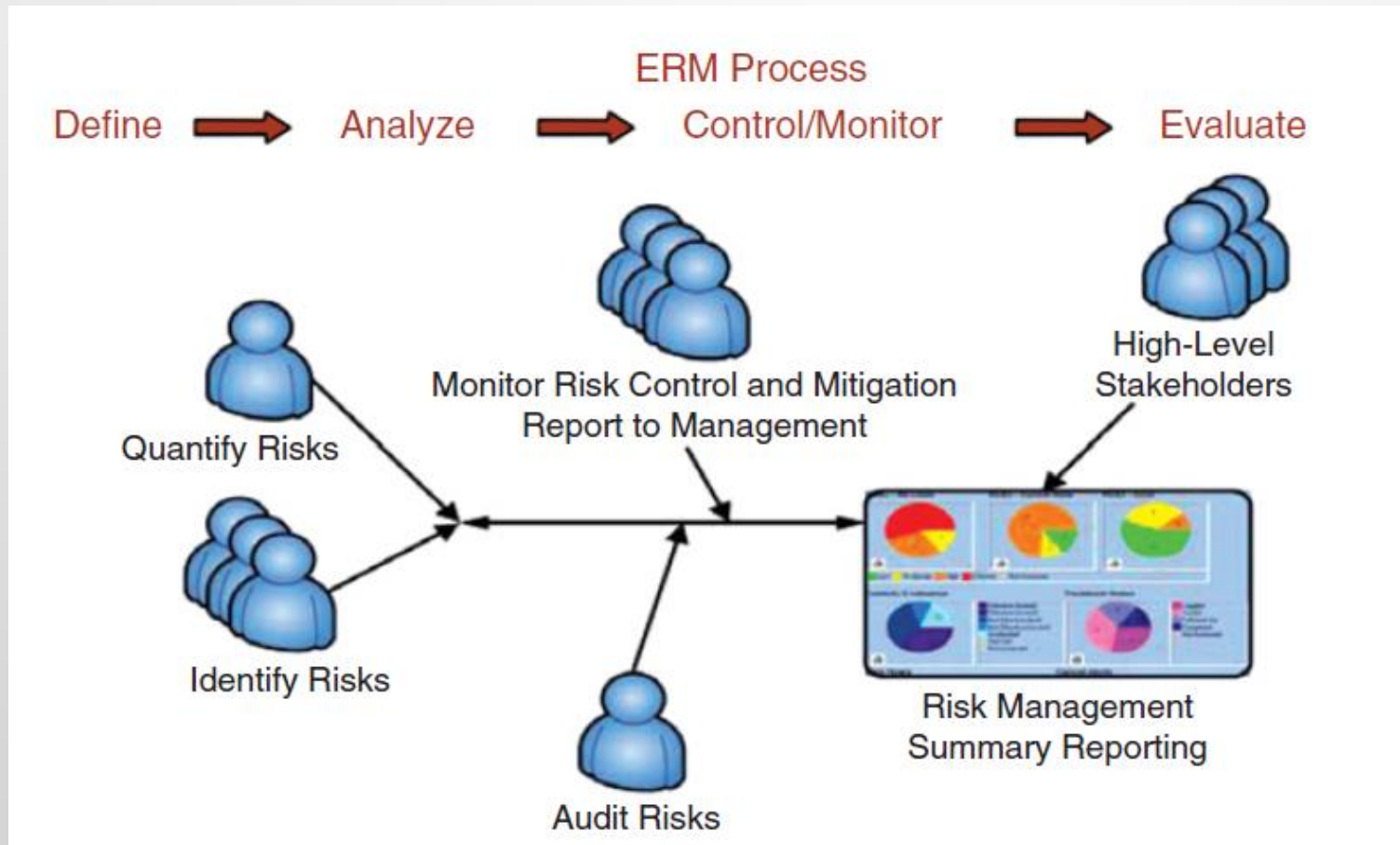
# University of California's ERM

- University of California (UC) Health System
  - Clinics, medical centers, schools
  - Over 3 million patient visits annually
- UC Office of the President's Office of Risk Services
  - Responsible for ERM
- UC formally adopted COSO Integrated Framework in 1995
  - Committee of Sponsoring Organizations Internal Control
- Newly hired Chief Risk Officer (CRO)
  - Experienced in ERM from industry
- Key Performance Indicator (KPI)
  - Critical to ERM foundation

# Technology

- UC's approach incorporates technology
  - ERM information system (ERMIS)
- Initial phases
  - Simple risk assessment tools
  - Dashboards
  - Control, mitigation, monitoring, survey
- Dashboard system
  - Based on KPIs
  - Visual indicators

# ERM Process



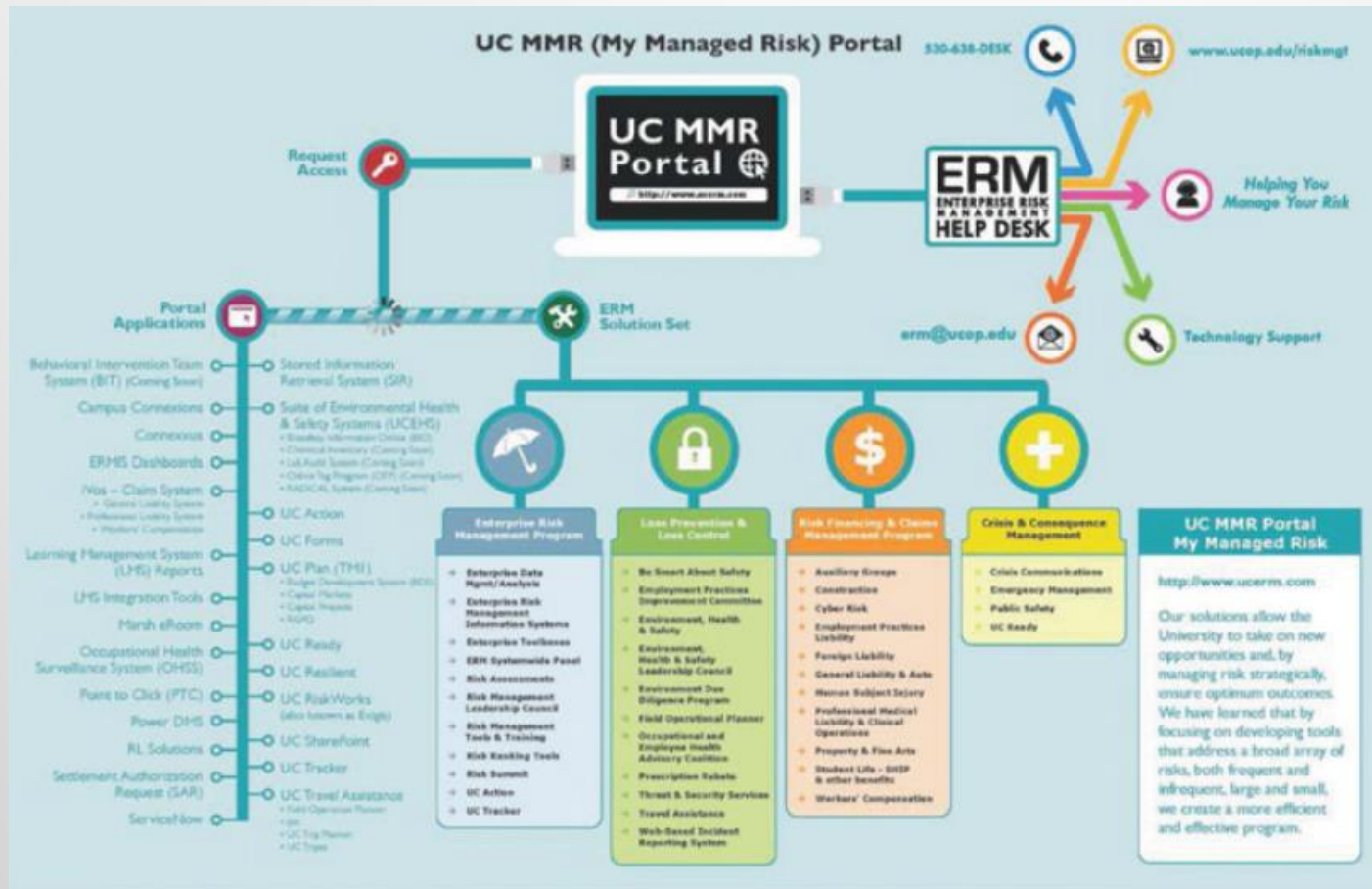
# ERMIS Dashboards

Exhibit 5.2 ERMIS Dashboard Samples

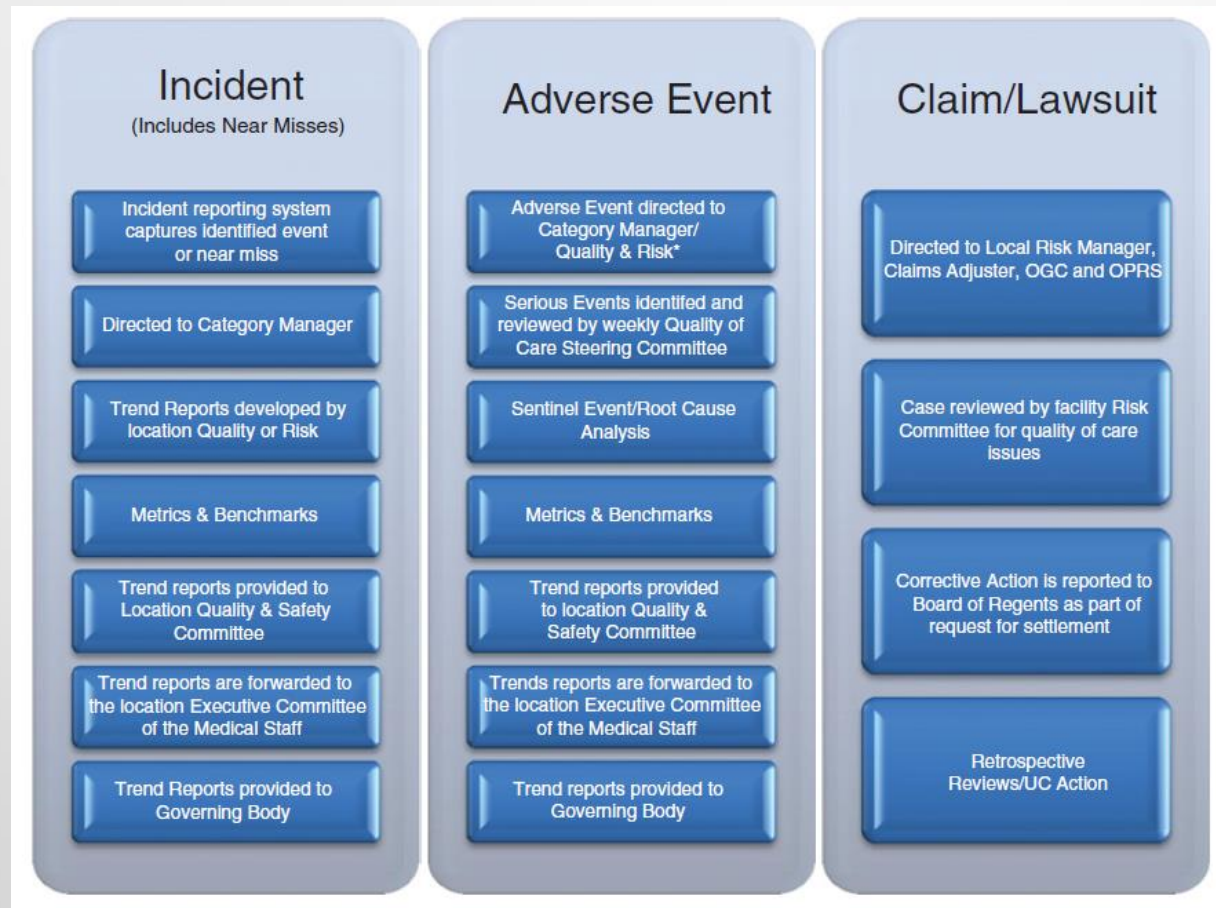
Dashboard Name	Description
CFO Division AIM: Actionable Information for Managers	Promote positive administrative behavior at the campus level via campus-by-campus comparisons. Results are indicative of business/operational performance and are within Chancellor's realm of control.
Financial Accounting	Count of hand-postings, direct deposits, electronic W-2 and payments, CFR reports, and percentage of transaction not cleared.
Financial Services and Controls	Connexus participation, travel spend, and savings. Purchase card expenditures, administrative efficiency, and incentives.
Procurement Services	Systemwide procurement savings, procurement spend under management, and percentage of transactions processed electronically by location.
External Finance, UC Bond Debt	Provides visibility and trending on UC bond debt by location.
Medical Quality	Extends medical quality reporting data to support risk management activities.
Travel Incidents, Calls, Claims	To correlate and report data from all travel insurance and travel agencies for UC students and staff traveling throughout the United States and world (anticipated).
UCSF PD Early Warning System Report	Provides UCSF PD leadership the ability to track and identify patterns of multiple staff complaints/investigations/incidents.
UC Travel Dashboard— Connexus	Tracks campus adoption of the Connexus travel system and actual savings for campuses that utilize Connexus.



# UC MMR (My Managed Risk) Portal



# UC's Approach to Evaluating Incidents, Events, and Claims





# Premium Rebate Program

- Program to reduce frequency and severity of loss
  - Professional Liability Prescription Program (PLPP)
- Encourage risk reduction initiatives
  - Aimed at reducing cost of risk
- Rewards units for implementing effective initiatives
  - Annual rebates for initiatives that work
  - Driving concept - *Everyone is a risk manager*
- ERM and the Center for Health Quality and Innovation
  - Joint venture to award up to \$8 million
  - Reduce risk of clinical harm to UC surgery patients

# PHIve

- Personal health information (PHI)
- UC asked Bickmore to develop a software tool
  - Estimates the value of PHI
  - PHI value estimator (PHIve)
- PHIve steps
  - Process determines the impact of PHI breach
- Repercussions
  - Reputational
  - Financial
  - Legal and regulatory
  - Operational
  - Clinical

# Summary

- Risk is a part of all organizations
- ERM assists organizations in managing all risk
- UC deliberately advanced ERM to reduce overall risk
- UC Office of Risk management updates risk plans in an ongoing effort
- Technology is a cornerstone of UC's ERM