The primary charge of the UC Office of the President, Risk Services is to protect UC’s people, places and assets. Risk Services is responsible for developing and implementing Enterprise Risk Management systemwide, including strategies to minimize the impact of risk, and programs for managing risk, reducing costs and improving safety. By strategically managing risk to faculty, staff, students and patients, we can reduce the chances of loss, create greater financial stability and protect resources in support of UC’s mission. The information published in this 2021 biennial report is reflective of fiscal years 2019-20 and 2020-21.

**WHAT WE DO**

- Support university faculty, staff and students in identifying and managing risks associated with their activities.
- Work to integrate health and safety into university activities.
- Manage insurance and liability programs.
- Provide broad coverage for university employees and student travelers.
- Finance risk with a sophisticated captive insurance program.
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UC RESPONSE TO COVID-19 PANDEMIC

UC demonstrated that we were well-prepared to manage the varied impacts of the COVID-19 pandemic. Risk Services has for many years supported the university in achieving “event-ready” campuses and health systems, with mature emergency management and business continuity programs and multidisciplinary crisis leadership teams.

The impacts of the pandemic required coordinated efforts from everyone in the UC community to respond to the crisis. One of the university’s strengths is our ability to leverage our extensive peer networks—nearly every UC professional has a cohort from the other locations across the system.

EVENT-READY

The first systemwide Situational Awareness Call took place in January 2020. These calls focused on monitoring known and suspected COVID-19 cases, traveler information and other incident impacts. Information collected during these calls was compiled into systemwide Situation Reports that allowed for the sharing of critical information with all locations. Additionally, to help UC staff stay up to date and better handle the overwhelming amount of information and data, Risk Services launched a COVID-19 Digest, a compilation of guidance documents, emerging information and UC-specific activities and research.

When the CDC confirmed the first case of COVID-19 in the U.S., UC campuses began to activate their Emergency Operations Centers and Hospital Command Centers to monitor and assess the public health risk of the outbreak and track UC travelers in and returning from China. Risk Services coordinated directly with campus risk managers and education abroad programs to locate the travelers. There was a need to determine who was trying to return to the U.S. and whether it made sense for them to return at that time, since so much about the virus was still unknown.

Around the same time, UCOP activated its Management Response Team and Response Support Team to better coordinate decision making and provide support to all UC locations. Risk Services played a critical role in interpreting a myriad of rapidly changing CDC guidance to provide expert advice to the Management Response Team. This work was essential in issuing the first systemwide travel directive on January 30, 2020—the same day the novel coronavirus was declared a “global health emergency.”

The university’s response to the pandemic—especially in the early stages—required coordinated efforts from multiple groups to mitigate risk and protect the health and safety of the UC community. Leveraging the existing systemwide workgroup structure and connecting to other key response stakeholders, like UC Health, Student Health and Procurement, Risk Services immediately stepped in to support systemwide response efforts through teamwork, communication and coordination.

Risk Services staff also played a critical role in interpreting and making recommendations to UC locations on the applicability of rapidly evolving federal and state guidance. This was especially important at the start of the pandemic as guidance documents changed quickly and at times even conflicted with one another.

Another significant challenge was planning for patient surge, which included preparing for potential shortages of PPE. Environment, Health & Safety realized early on that managing PPE and assessing inventory would be critical, and worked with Procurement to help monitor burn rates and supply chain challenges, and to identify alternative sources of PPE.

UC SHIP expanded coverage to include the cost share of COVID-related testing and illness treatment, going above and beyond what Governor Newsom requested. Because UC SHIP already had a presence in telehealth, pivoting to telehealth-only was manageable.

The university has cultivated a proactive organizational readiness capability to identify and respond to early warning signals of change in UC’s internal and external environment. Risk Services has a deep understanding of critical organizational activities, and they support risk mitigation strategies in functions across the UC system. This is why we are always event-ready.

DEALING WITH A FINANCIAL CRISIS

UC faced unprecedented financial challenges as a result of the COVID-19 pandemic. Financial support for COVID-19 pandemic preparation, response and treatment was made available through a number of federal bills, including the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Provider Relief Fund, and FEMA Public Assistance, as well as local grants. Risk Services supported a systemwide COVID-19 Funding Accountability Work Group, which facilitated communications on COVID-19 funding opportunities, policy updates, issue management, and reporting. The coordination of stakeholders in this group has proved helpful in disseminating information from our disaster recovery consultants and internal experts, and in responding to state requests for information related to COVID costs and disbursements.
2020 COVID-19 RESPONSE

TIMELINE

January 9
Coronavirus-related pneumonia detected

Week of January 20
First U.S. coronavirus case
Emergency Response System and Medical and Health Coordination Center activated

Week of January 27
Emergency Operations Centers and MRT start to be activated
Hospital Command Centers start to be activated
First travel directive issued

Week of February 10
Campus EM and EH&S determine student quarantine locations
Guidance issued for colleges and universities

Week of February 24
UC education abroad programs in Level 3 countries canceled
Travel notices issued
First CA transmission of COVID-19

Week of March 2
CA declares state of emergency
Interim Guidance and Resources for Institutes of Higher Education released

Week of March 9
UC campuses begin transition to remote instruction
In-house COVID-19 testing launches

Week of March 16
UC Health Coordinating Committee established
FEMA recovery consultants retained

Week of March 27
Families First Coronavirus Response Act passed
CA authorizes $1 billion to fight COVID-19

Week of March 27
CARES Act signed

TIMELINE LEGEND

UC University of California
WHO, CDC, State of California
2020 COVID-19 RESPONSE

TIMELINE

**Week of May 4**
- Testing and Contact Tracing Task Force formed
- COVID-19 guidance for workplaces, contact tracing, and surveillance strategies
- CA phased reopening begins

**Week of May 18**
- Principles for Responsible Operation of University Locations in Light of the SARS-CoV-2 Pandemic adopted

**Week of June 4**
- Recommendations for campus-based testing and contact tracing issued

- Late June
  - Summer surge of COVID-19 cases begins

- July 31
  - Flu vaccination executive order issued

- August 7
  - CA issues reopening guidelines for higher education institutions

- August 30
  - CA implements the Blueprint for a Safer Economy

- September
  - CA issues reopening guidelines for higher education institutions

**Mid-November**
- Fall surge of COVID-19 cases begins

**Week of December 14**
- First COVID-19 vaccines given to UC Health employees
- First COVID-19 vaccines arrive in California

**December 11**
- First COVID-19 vaccine receives emergency approval for use in U.S.

- July 31
  - Flu vaccination executive order issued

- Week of December 14
  - First COVID-19 vaccines given to UC Health employees
  - First COVID-19 vaccines arrive in California

- August 30
  - CA implements the Blueprint for a Safer Economy

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ENTERPRISE RISK MANAGEMENT

“Organizations that embed risk management practices into their DNA have a much stronger chance of reaching strategic and operational objectives.”

Enterprise Risk Management is a coordinated, portfolio approach to managing the risks inherent in carrying out an organization’s mission and activities. The UC Enterprise Risk Management motto, “Everyone is a risk manager,” recognizes that risks are best managed by those carrying out the activities. Risk Services supports those who are managing risks across the UC system.

The pandemic highlighted the importance for the University of California to be able to quickly and effectively identify, prepare for and respond to potential and emerging risk events. The university’s management of the pandemic demonstrated the effectiveness of our enterprise risk management capabilities. Despite the challenges posed to nearly every function, UC as a system was adequately prepared, and managed the impacts of the global crisis well. Everyone really was a risk manager.

A SPOTLIGHT ON RISK SUMMIT

In May 2021, we held our first virtual Risk Summit. The virtual nature of the multiday event allowed participation by many who might not normally be able to attend, resulting in strong attendance numbers. Our three-day event featured three keynote sessions and 27 sessions. Thank you to everyone who collaborated to make it possible.

Top sessions:
> Day 1: UC Irvine Laboratory Safety Inspections Program - Redesigned for Success
> Day 2: Medical Care Trends in the California Workers' Compensation System
> Day 3: Long Term Symptoms of COVID and the Impacts in Workers’ Compensation

Total website hits: 8,005

“Shout out to UCR Risk Management for your responsiveness and working with our campus partners to collect and respond to our COVID reporting obligations!”
— Sheila Hedayati, Executive Director, UCR EH&S
Building a disaster-resilient UC means understanding that emergencies can, and do, happen at any time. Risk Services provides systemwide support and guidance for Emergency Management and Business Continuity, as well as planning support for UCOP’s local crisis management and Emergency Management functions.

In this reporting period, the Emergency Management and Business Continuity staff at UCOP, along with their counterparts at all UC locations, played an important role in coordinating UC’s ongoing response to the COVID-19 pandemic. Emergency Management and Business Continuity staff helped navigate through this extended incident while also responding to more conventional emergencies such as wildfires and air quality incidents.

“Shout out to UCI Emergency Management. Your team is the reason why our campus can return safely and be even stronger than before. Thank you for everything you have done this past year.”

— UCI EHS Staff

KEY ACCOMPLISHMENTS

- Coordinated UCOP’s systemwide pandemic response. Led response information sharing and status reporting efforts.
- Developed and distributed 150+ editions of a COVID-19 Digest news compilation to more than 500 stakeholders across the system.
- Coordinated the activation of, and provided ongoing support to, UCOP’s Management Response Team. Under the direction of Management Response Team and UC Health leaders, helped implement and provided critical support to the UC Health Coordinating Committee.
- Launched UCOP’s COVID-19 After Action Report initiative, including developing a Preliminary Lessons Learned Report. This “point in time” document facilitated a real-time feedback loop to strengthen systemwide coordination efforts.
- Conducted extensive coordination for COVID-19 vaccination distribution, allocation and policy development.
- Launched Geographic Information System for Emergency Management initiative. Established by the UC Emergency Management Council to explore geospatial technology as a tool to support emergency response efforts and situational awareness on a systemwide scale, this initiative uses a collaboratively created UC facility dataset and real-time data feeds to offer Emergency Managers a mapping tool for monitoring fires, air quality, power outages and weather events.
- Facilitated systemwide Situational Awareness Calls and developed and issued systemwide Situation Reports. These reports provided decision makers and responders with a high-level understanding of incident information and impacts.
- Established a collaboration with the California State University, Office of the Chancellor, to launch a CSU/UC Continuity Planning Symposium (January 2021) and quarterly Sharing Success conference series.
- In coordination with the Risk and Safety Training Center of Excellence, and hosted by UC Riverside, the EM Council held the first UC EM Professional Workshop (October 2019). The theme of “Building Relationships to Drive Future Momentum” focused on collaboration and strengthening the system’s ability to provide mutual aid during times of crisis.
- Risk Services restructured its Emergency Management and Business Continuity program under a single director. With this change, the systemwide coordination of EM and BC are aligned under a single position at UCOP for the first time. This fits more closely with how UC locations approach the integration of these two programs and will allow for greater support and synergy across the system.


LOOKING FORWARD

- Wildfire smoke impacts and power outages from wildfire prevention will continue to be routine seasonal disruptions in California. Systemwide monitoring, coordination and information sharing related to these incident types will be a regular focus for Systemwide Emergency Management and Business Continuity. The GIS for Emergency Management initiative will aid in this effort.
- Lead efforts to reconceptualize the UCOP response structure and better define roles and responsibilities by conducting a comprehensive review and update to the UCOP Management Response Plan and developing a three-year UCOP Training and Exercise Plan.
- Leverage UC Ready as a systemwide risk management and mitigation tool by more fully employing the software platform’s capabilities.
- Continue to provide systemwide coordination for COVID-19 response and recovery, and identify lessons learned and corrective actions as part of the After Action Report process.
ENVIRONMENT, HEALTH & SAFETY

Whether at a UC campus, health facility or national laboratory, you’ll find an Office of Environment, Health & Safety dedicated to furthering UC’s research and educational mission by providing comprehensive environmental protection and occupational and industrial safety expertise to our staff, faculty, students, patients and communities.

Supporting these local activities is UCOP Risk Services Environment, Health & Safety, which delivers a framework for analyzing and controlling workplace hazards and facilitating loss prevention programs by providing systemwide oversight, strategic guidance, training and resource coordination.

Together, Risk Services and local Environment, Health & Safety offices advance UC’s goals to prevent workplace injuries and illnesses, environmental incidents, and property losses or damage.

ucop.edu/safety-and-loss-prevention/environmental

KEY ACCOMPLISHMENTS

COVID-19 RESPONSE
Formed a partnership with UC Health and garnered support for Environment, Health & Safety programs to distribute information systemwide. Created COVID-19 prevention plan templates and resource materials.

WORKPLACE VIOLENCE PREVENTION
Published the Workplace Violence Prevention Report, which reflects the demographics of violent incidents in health care and highlights the UC Workplace Violence Prevention programs’ compliance with state regulatory requirements. The report was sent to UC Health senior leadership as well as executive leaders at each of the health systems to increase awareness of program efforts and accomplishments.

HERBICIDE TASK FORCE
Submitted a report outlining a series of recommendations regarding the use of glyphosate-based pesticides. The establishment of an integrated pest management program for the university was accepted by former President Napolitano and supported by the Regents.

DECLINING TOTAL CASE INCIDENT RATE
The Total Case Incident Rate is a measurement of workplace injuries and illnesses within a given population in the U.S. It is calculated based on the number of mandatory reported Occupational Safety and Health Administration recordable injuries and illnesses. Since 2014, both the systemwide average and the location Total Case Incident Rate averages have been on the decline — a trend that continued through calendar year 2020.

HIGH-CONTAINMENT LABORATORY OVERSIGHT COMMITTEE
Delivered a progress report to the president that provided an update on UC Biosafety Level 3 laboratories and clinical diagnostic facilities. This effort proved to be invaluable during the COVID-19 pandemic, as these high-containment facilities allowed the university to quickly engage with virus research.

LOOKING FORWARD

› UC Systemwide Pesticide Oversight Committee is developing a Presidential IPM Policy and guidance document, as well as a Pesticide Use Authorization software program.

› Engaging with the American Academy of Underwater Sciences to have UC Scientific Dive programs reviewed.

“HUGE THANKS to the UCDH EH&S Team who spent countless hours supporting COVID-19 response over the last year — your work is impactful. UCDH is grateful for your commitment, service, and partnership.”
PROTECTING THE UNIVERSITY’S PEOPLE AND ASSETS

CAPTIVE INSURANCE PROGRAM

With 10 research universities, five academic medical centers and three affiliated national laboratories, UC generates countless risks. Traditional insurance arrangements through third parties mitigate the university’s financial exposure to these risks but come at a high cost in the form of premiums paid at a retail price point. In 2012, the university created an innovative method of financing these risks by creating a not-for-profit, licensed and regulated captive insurance company, Fiat Lux Risk and Insurance Company, owned and controlled by the Regents of the University of California, is the cornerstone of the university’s five captive insurance companies.

UC HEALTH RRG

UC Health RRG (Reciprocal Risk Retention Group) offers medical professional liability coverage to UC-affiliated physicians and physician groups, and vicarious liability coverage to UC. It provides for every owner as an insured and every insured as an owner.

EUREKA PCC, EUREKA ONE, IC AND SEQUOIA, IC

Eureka PCC is a non-risk-bearing entity that sponsors new captive insurance companies, including Eureka One, IC and Sequoia, IC, that offer reinsurance for third-party insurance arrangements, including UC employees, students and alumni. In 2019, UC Captive Programs launched the university’s fifth insurance company, Sequoia, IC. The purpose is to provide certain employee benefit programs, reinsured by Sequoia, IC, to support the university’s faculty, staff and employees. On January 1, 2019, Sequoia, IC launched the UC Plus platform, which currently provides over 35,000 customized policies to UC employees. These policies protect against policyholders’ out-of-pocket expenses due to accidents, critical illness and hospitalization. Current savings to UC employees for out-of-pocket expenses exceeds $2 million.

Additionally, the captive platform offered UC access to insurance and reinsurance arrangements only available to insurance companies, like Fiat Lux, delivering financial efficiencies and coverage enhancements to all UC campuses and medical centers. The captive platform also allowed for a disciplined, stable and regulated funding mechanism for UC’s uninsured risks.

Changing Landscape of Insurance

2020 saw an insurance market unlike any other since the 1980s, characterized by dramatically increased pricing, substantial capacity and coverage contraction, and underwriters exiting lines or classes of business entirely and imposing exclusions for specific types of liability within broader risks. The university’s annual renewal of these programs is effective July 1. Although the 2020 renewal of the ELP program was unremarkable, the General Liability and Professional Liability programs experienced significant changes in retention, limit and coverage which all have led to increased liability to the university. The charts on the following page are an illustration of the university’s insurance structure for the past two fiscal years to cover losses in these programs.

Notable excess tower changes:

1st level: Self-insured retention increased from $7.5M (GL) / $10M (HPL) to $25M / $25M each and every loss

4th level: Increased capacity from external carriers; Fiat Lux exited

5th level: Carriers vacated 10% capacity; Fiat Lux increased share from 30% to 40%

7th level: Carriers vacated 20% capacity; Fiat Lux increased share from 10% to 30%

<table>
<thead>
<tr>
<th>Year</th>
<th>Limit</th>
<th>Program Name</th>
<th>Excess of Loss Retention</th>
<th>Cap</th>
<th>Reinsurance安排</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-2020 ($270M LIMIT)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st</td>
<td>$2.5M</td>
<td>Each</td>
<td>$2.5M</td>
<td>Aggregate</td>
<td>$15M</td>
</tr>
<tr>
<td>2nd</td>
<td>$2.5M</td>
<td>Each</td>
<td>$2.5M</td>
<td>Aggregate</td>
<td>$15M</td>
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<tr>
<td>3rd</td>
<td>$2.5M</td>
<td>Each</td>
<td>$2.5M</td>
<td>Aggregate</td>
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<td>4th</td>
<td>$2.5M</td>
<td>Each</td>
<td>$2.5M</td>
<td>Aggregate</td>
<td>$15M</td>
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<td>5th</td>
<td>$2.5M</td>
<td>Each</td>
<td>$2.5M</td>
<td>Aggregate</td>
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<td>6th</td>
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<td>Each</td>
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<td>Aggregate</td>
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<td>7th</td>
<td>$2.5M</td>
<td>Each</td>
<td>$2.5M</td>
<td>Aggregate</td>
<td>$15M</td>
</tr>
</tbody>
</table>

Substantial excess tower structure changes:

- Self-insured retention increased from $7.5M / $10M to $25M / $25M each and every loss
- Total available limit / coverage decreased 27% from $270M to $195M
- Fiat Lux reinsurance liability increased from $14.7B to $31.3B
- Sexual misconduct liability excluded on all layers
CAPTIVE INSURANCE PROGRAM (CONTINUED)

KEY ACCOMPLISHMENTS

- Fiat Lux Risk and Insurance Company also provides reinsurance directly to UC where coverage is not available from the reinsurance marketplace.
- Total new revenues and savings to UC since inception of the captive insurance platforms has exceeded $300 million.

BY THE NUMBERS

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiat Lux Risk and Insurance Company</td>
<td>over 45 different lines of coverage and risk financing arrangements for the university</td>
</tr>
<tr>
<td>UC Health RRG</td>
<td>over 150 independent, affiliated physicians covered</td>
</tr>
<tr>
<td>Eureka One, IC</td>
<td>281,029 total policies, including reinsurance on employer- and employee-paid life insurance through Prudential Life Insurance Company for employees eligible for full, mid-level or core benefits. Eligible employees are automatically enrolled in basic and core coverage for which UC pays the entire premium. Employees pay premiums for any voluntary supplemental or dependent coverage.</td>
</tr>
<tr>
<td></td>
<td>UC-paid life insurance policies — 145,367</td>
</tr>
<tr>
<td></td>
<td>Employee-paid life insurance policies — 135,668</td>
</tr>
<tr>
<td></td>
<td>Sequoia, IC — over 35,000 policies delivering over $2 million in benefits to employees for out-of-pocket costs related to accidents, critical illnesses and hospitalizations</td>
</tr>
<tr>
<td>UC Plus</td>
<td>over 35,000 customized policies to UC employees.</td>
</tr>
<tr>
<td></td>
<td>14,433 employees enrolled in at least one supplemental health plan</td>
</tr>
<tr>
<td></td>
<td>8,831 enrolled in all three supplemental health plans</td>
</tr>
<tr>
<td></td>
<td>12,015 accident participants</td>
</tr>
<tr>
<td></td>
<td>11,638 critical illness participants</td>
</tr>
<tr>
<td></td>
<td>10,573 hospital indemnity participants</td>
</tr>
<tr>
<td>UC Health RRG A Reciprocal Risk Retention Group</td>
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</tbody>
</table>

LOOKING FORWARD

For all programs, the insurance market continues to present challenges. Insurance companies have experienced increased losses over the past several years across many lines of business. Underwriters are applying more scrutiny and requiring more information, premium prices are increasing, and certain coverages are being limited or removed from policies. This is requiring Risk Services to examine current insurance program structures and alternative means to transfer risk. UC will leverage Fiat Lux Risk and Insurance Company to the extent possible.

- **Property:** Wildfire continues to be one of the largest external exposures to California property. UC locations are focused on examining their high-risk areas and applying fire mitigation efforts.
- **General Liability:** Loss of sexual misconduct coverage necessitates the need to develop a sustainable platform to provide coverage for this risk.
- **Cyber:** Ransomware and phishing are major drivers of cyber-related losses. Risk Services will continue to work with the Cyber-Risk Coordination Center to help support mitigation efforts in these areas.
WORKERS’ COMPENSATION

The University of California’s Workers’ Compensation program provides statutorily defined benefits to California employees who are injured while in the course and scope of their university employment.

Covering more than 200,000 employees and their worldwide activities, the Workers’ Compensation program represents one of UC’s greatest areas of liability. To effectively manage this liability, the program focuses its efforts on loss prevention and mitigation.

KEY ACCOMPLISHMENTS

At the beginning of the COVID-19 pandemic, Executive Order SB 1159 was signed by Governor Newsom. On September 17, 2020, Governor Newsom codified and superseded the Executive Order. In both instances, Risk Services’ Workers’ Compensation program immediately responded by providing to all locations in-depth training about this unprecedented legislation. We equipped all locations with the legislative overview and approach and provided tools and resources to mitigate risk for the impact of COVID-19, while ensuring compliance with all legislative reporting requirements.

In FY 2019, reported indemnity claims dropped significantly. Reported indemnity claims in FY 2020 increased to the second-highest amount in the past five years.

“TO ALL OUR HEALTH CARE HEROES… THANK YOU!”

BY THE NUMBERS

<table>
<thead>
<tr>
<th>WORKERS’ COMPENSATION NEW INDEMNITY CLAIMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015-16</td>
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<tr>
<td>FY 2016-17</td>
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<tr>
<td>FY 2017-18</td>
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<tr>
<td>FY 2018-19</td>
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<tr>
<td>FY 2019-20</td>
</tr>
</tbody>
</table>

WORKERS’ COMPENSATION RATES

The university’s Workers’ Compensation program continues to trend positively and remains stable. In FY 2020-21, our premium decreased by $10.8M and our base rate decreased to $1.03 per $100 of payroll compared to the FY 2019-20 rate of $1.10.

LOOKING FORWARD

- During COVID-19, in-person medical treatments and surgeries were delayed or canceled. We anticipate an increase in medical costs across the entire Workers’ Compensation system. We also anticipate an increase in Workers’ Compensation claims once in-person procedures resume.
- We support the locations by providing COVID-19 legislative updates and procedural changes. We continue to provide training, materials and guidance for Assembly Bill 685 and Senate Bill 1159 requirements. As we approach the return-to-work environment, we are preparing for our “new normal” in the Workers’ Compensation COVID-19 environment.
FOSTERING A POSITIVE WORK AND GROWTH ENVIRONMENT

EMPLOYMENT PRACTICES LIABILITY

Each faculty and staff member plays an important role in the university. The University of California is one of the largest employers in California, with more than 200,000 people in jobs spanning the spectrum of occupations. The Employment Practices Improvement Committee (EPIC) is a systemwide committee made up of professionals in risk, human resources, legal, and compliance and audit, whose mission is to reduce the number of employment practices claims and improve the working experience for university faculty and staff.

KEY ACCOMPLISHMENTS

Successfully operated the Employment Practices Liability program during the COVID-19 pandemic, as it did not affect the program in any significant way.

Created and hosted an in-person orientation for the new Southern California Employment Practices Liability defense panel firms. This orientation was attended by attorneys handling Employment Practices Liability matters and by representatives from campus risk, campus counsel and Sedgwick.

Presented six EPIC webinars:
- Navigating Difficult Disability Accommodation Issues — 181 participants
- Family and Medical Leave Essentials — 262 participants
- New Legal Issues in the Workplace — 365 participants
- Resuming In-Person Operations During COVID: Disability Accommodation and Related Issues — 537 participants
- COVID-19 and Retaliation Claims: What Employers Should Know to Minimize Risk — 229 participants
- California Workplace Civil Rights Updates — 308 participants

NEW CLAIMS BY NOTICE TO TPA — EMPLOYMENT PRACTICE

<table>
<thead>
<tr>
<th>FY Total</th>
<th>43.3%</th>
<th>7.0%</th>
<th>12.4%</th>
<th>8.3%</th>
<th>0.8%</th>
<th>10.3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015-16</td>
<td>44</td>
<td>96</td>
<td>109</td>
<td>118</td>
<td>117</td>
<td>119</td>
</tr>
<tr>
<td>FY 2016-17</td>
<td>48</td>
<td>97</td>
<td>109</td>
<td>118</td>
<td>117</td>
<td>119</td>
</tr>
<tr>
<td>FY 2017-18</td>
<td>49</td>
<td>97</td>
<td>109</td>
<td>118</td>
<td>117</td>
<td>119</td>
</tr>
<tr>
<td>FY 2018-19</td>
<td>64</td>
<td>117</td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
</tr>
<tr>
<td>FY 2019-20</td>
<td>51</td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
</tr>
<tr>
<td>FY 2020-21</td>
<td>62</td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
<td>119</td>
</tr>
</tbody>
</table>

LOOKING FORWARD

- Conduct recruitment for Northern California Employment Practices Liability defense counsel panel.
- Create eight recorded defense counsel orientation training webinars (5-25 minutes long), available to any new attorney handling Employment Practices Liability matters.
PROFESSIONAL LIABILITY

The Professional Medical and Hospital Liability program within the Office of Risk Services is responsible for loss prevention, management of medical and dental malpractice claims, and lawsuits that occur at university health care facilities. This includes medical centers; student health, counseling and psychological service centers; and veterinary services. It also includes lawsuits that involve university health care practitioners, including university physicians, dentists, residents, fellows, nurses and other health care employees, for acts and omissions allegedly arising out of the course and scope of university employment.

Under certain circumstances, the Professional Medical and Hospital Liability program also provides for the legal representation of health care employees for licensing board investigations.

The Human Subject Injury program provides oversight and funding of claims involving medical care and treatment for certain injuries sustained by research subjects.

KEY ACCOMPLISHMENTS

- Developed a Damage Education Module to facilitate reasonable resolution in pre-litigated and litigated high-severity claims. The Damage Education Module, Phase I, has been rolled out to claim specialists, risk managers and panel attorneys, and facilitates a better understanding of the benefits that are available and being used by injured parties, thereby enabling UC to better assess the true monetary value of such claims.
- Developed reports and dashboards within the Risk Data Management System (RDMS), leading to better tracking and benchmarking of incident report and claim data, enabling UC medical centers to better analyze trends for incidents, patient complaints and claims.
- Risk mitigation and loss prevention efforts. The systemwide Risk Mitigation Collaborative was developed in 2015. It consists of the five medical center risk managers, the UCOP Professional Medical and Hospital Liability (PL) team, the Sedgwick (third-party administrator)-claims director and team leads. The Office of General Counsel serves as a monitor for the PL program.
- The Collaborative provides the medical centers a platform to share lessons learned and best practices. The group meets in person three times a year. Beginning in 2020, the group implemented discussion of any case resolved for more than $500,000 to ensure that best practices and lessons learned are being shared systemwide.
- Outcomes of these discussions have led to improvements and changes in communication, policy and procedures. The Collaborative also discusses applications and completed grants for the Professional Liability Be Smart About Safety program to share projects undertaken by the various locations to improve patient safety and reduce risk.

COVID-19

- 8 precautionary incident notifications (PINs) involving providers and patients with COVID-19
  - 4 exposures at UCSD 10E nursing
  - 39 exposures at UCSD JMC4F nursing
  - 4 exposures at UCSD reproductive medicine
  - 13 exposures at UCSF emergency department
  - 4 exposures at UCSF labor and delivery
- UCSD entered a batch PIN regarding 6 anaphylactic reactions to a particular lot of the Moderna vaccine

LOOKING FORWARD

- Patient Education RFP for a systemwide vendor to:
  - Provide interactive, educational videos for patients.
  - Answer questions regarding medical conditions or upcoming procedures so patients understand the risks and benefits of various clinical procedures.
  - Educate patients regarding certain medical conditions, with the goal of improving patient safety and reducing the risk of claims when a complication occurs.
- Due to the pandemic, there has been a local and systemwide effort to increase telehealth visits. With telehealth, there is new exposure, including privacy concerns and delivering health care across state lines, which needs to be monitored.
- RFP for a systemwide student health/counseling and psychological services credentialing system. Current contract expires in April 2022.
The Office of the President, Risk Services provides General Liability, Auto, Property and Construction Insurance programs that cover the university and its employees for losses that arise out of the university's operations. The insurance programs are managed by Risk Services, which retains a third-party administrator to investigate and resolve claims on behalf of the university.

**UC's risk exposures include:**
- 6,160 autos (cars, trucks, buses, etc.)
- 140,736 flights booked
- 1 airport
- 8 helipads
- 1,044 drones
- 8 marine vessels
- 100,779 campus housing beds
- 14,842,893 sq. ft. of total building area across all campuses
- 5,959 individual buildings
- Over $3.5 billion (starting January 2020) in new construction values
- 91,625,596 individual physical units housed in UC libraries
- 100 libraries located on nine campuses with a total collection of 25 million volumes, second only in the U.S. to the Library of Congress
- 1 nuclear reactor

**AUTO**
The university’s Automobile Self Insurance program provides auto liability and physical damage coverage for university personnel while operating the over 6,000 vehicles owned or leased by the university in the course and scope of their employment.

**KEY ACCOMPLISHMENTS**

The General Liability program continues partnering with the UC Driver Safety Workgroup to address systemwide driver and vehicle safety efforts, including an update of Policy BFB-BUS-46: Use of University Vehicles. The intent is to assign greater accountability to UC drivers and provide location avenues to limit use based on driving history, with the goal of implementation in FY 2021-22.

**NEW CLAIMS BY NOTICE TO TPA**

During FY 2019-20 we saw a significant decrease in newly reported claims, specifically collision losses. We attribute the decrease to limited use of autos during the COVID-19 Stay-At-Home orders. The trend continues in FY 2020-21, with significant decreases in property damage and bodily injury claims.
GENERAL LIABILITY

The General Liability Self Insurance program covers the university and its employees for incidents that result in injury or damage to others (non-university personnel) while university employees are conducting official university business. Coverage applies to all university departments and auxiliary enterprises, officers, agents and employees (including bona fide volunteers). Coverage may extend to students enrolled in a formal training program while performing in the course and scope of their studies.

NEW CLAIMS BY NOTICE TO TPA

COVID-19 has had an impact on the court and legal system. Despite these challenges, the results for the litigated General Liability cases closed during FY 2019-20 are consistent with prior years’ results.

<table>
<thead>
<tr>
<th>FOR LITIGATED CASES CLOSED IN FISCAL YEAR</th>
<th>FY 2016-17</th>
<th>FY 2017-18</th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appellate Win</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Demurrer</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Dismissal</td>
<td>5</td>
<td>5</td>
<td>8</td>
<td>9</td>
<td>11</td>
</tr>
<tr>
<td>Dismissal (waiver of fees and costs)</td>
<td>5</td>
<td>4</td>
<td>0</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Dismissal Pending/During Appeal</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Dismissal Pending/During Trial</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Dispositive Motion</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Settled</td>
<td>28</td>
<td>26</td>
<td>28</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Summary Judgment</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Third-Party Takeover (Tender)</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Trial Win</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>FY Total</td>
<td>52</td>
<td>49</td>
<td>43</td>
<td>50</td>
<td>49</td>
</tr>
</tbody>
</table>

NEW CLAIMS BY NOTICE TO TPA

The total new claims reported in FY 2019-20 show that the increased total number of new claims is on par with prior fiscal years, but with an uptick in bodily injury claims and a decrease in property damage claims. FY 2020-21 shows a decrease in both bodily injury and property damage claims, but most significantly with property damage losses. We attribute the decrease in new claim reports directly to California’s COVID-19 Shelter in Place orders, which limited activity by UC staff and at UC locations.

<table>
<thead>
<tr>
<th>FY 2016-17</th>
<th>FY 2017-18</th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bodily Injury</td>
<td>141</td>
<td>162</td>
<td>178</td>
<td>295</td>
</tr>
<tr>
<td>Cyber 1st Party</td>
<td>7</td>
<td>7</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>Cyber 3rd Party</td>
<td>2</td>
<td>6</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Property Damage</td>
<td>210</td>
<td>256</td>
<td>293</td>
<td>245</td>
</tr>
<tr>
<td>FY Total</td>
<td>360</td>
<td>431</td>
<td>485</td>
<td>551</td>
</tr>
</tbody>
</table>

% Change in FY Total: -1.40% 19.70% 12.50% 13.61% -16.15%

KEY ACCOMPLISHMENTS AND OPPORTUNITIES

During FY 2019-20, the General Liability program partnered with UC Legal and our campus and health center colleagues to begin coordinating recruitment to enhance the General Liability Defense Counsel Panel. The project continues in 2021 with the goal of expanding our panel to provide the best defense for the Regents and our campus and health centers.

In FY 2020-21, due to shrinking capacity in the insurance market for coverage for sexual violence/sexual harassment, the General Liability program will be working with Fiat Lux to develop new products to address this exposure.
PROPERTY
Property owned by the university, which includes buildings and their contents, is automatically insured by the university’s Property Self-Insurance program. This insurance covers loss and damage due to a wide range of risks, including theft, vandalism, fire, water, lightning, windsstorms and hail. Coverage may extend to property (loaned or leased) that is in the care, custody and control of the university. The university also maintains coverage for fine arts, equipment breakdown, environmental, marine and aviation exposures.

KEY ACCOMPLISHMENT
Established unmanned aerial vehicle insurance with Fiat Lux, covering loss/damage to drones and the drones’ payload.

NEW CLAIMS BY NOTICE TO TPA
FY 2019-20 continues to show a trend of increased claim reports, trending up in both building and content claims. New claim reports in FY 2020-21 trended down, with a significant decrease in content claims, but reports of damage to buildings remained flat.

CONSTRUCTION
The University Controlled Insurance program is a single insurance program that provides general liability, excess liability and workers’ compensation for all enrolled contractors and subcontractors. The university requires that all projects with construction value of $25 million or greater be enrolled in the University Controlled Insurance program.

The University Controlled Insurance program provides cost and risk avoidance that can effectively reduce the cost of construction while providing higher limits, dedicated limits, 10-year completed operations for construction defects coverage, consistent claims management, and broader and uniform coverage. The program also provides for enhanced and coordinated safety on the project site to improve the culture and increase awareness, leading to safer job sites and fewer injuries.

The university’s Master Builder’s Risk insurance program provides coverage during the course of construction for physical loss or damage from most perils, and protects the university, contractors and subcontractors of all tiers.

KEY ACCOMPLISHMENTS
FY 2019-20
> 235 projects enrolled in Master Builder’s Risk insurance with a total construction value of $875 million
> 4 projects in project-specific Builder’s Risk insurance with a total construction value of $657 million
> 14 new projects enrolled in University Controlled Insurance program with a total construction value of $1.1 billion
FY 2020-21
> 238 projects enrolled in Master Builder’s Risk insurance with a total construction value of $499 million
> 7 projects in project-specific Builder’s Risk insurance with a total construction value of $1.8 billion
> 12 new projects enrolled in University Controlled Insurance program with a total construction value of $1.9 billion

COMPLETED CONSTRUCTION PROJECTS
In FY 2019-20, there were 8 projects completed with a combined total construction value of $598 million.

For FY 2020-21, the below table includes details on 10 projects completed.

<table>
<thead>
<tr>
<th>UCIP - PENDING CLOSEOUT (Completed 7/1/2020 - 6/30/2021)</th>
<th>FINAL CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCSB- Nuevo East Student Housing</td>
<td>$199.0M</td>
</tr>
<tr>
<td>UCLA- Anderson School of Management Addition</td>
<td>$69.7M</td>
</tr>
<tr>
<td>UCSB- Jeff &amp; Judy Herley Hall - Institute for Energy Efficiency</td>
<td>$49.4M</td>
</tr>
<tr>
<td>UCSC- Crown College - Residential Halls Major Maintenance</td>
<td>$38.3M</td>
</tr>
<tr>
<td>UCD- Webster Hall Replacement</td>
<td>$40.7M</td>
</tr>
<tr>
<td>UCSF- Block 33 – Mission Bay East Campus Phase 1 (M4603)</td>
<td>$160.2M</td>
</tr>
<tr>
<td>UCM- Downtown Campus Center</td>
<td>$31.9M</td>
</tr>
<tr>
<td>UCSF-MC- Precision Cancer Medicine Building at Mission Bay</td>
<td>$173.2M</td>
</tr>
<tr>
<td>UCLA- Franz Hall Tower Seismic Renovation</td>
<td>$40.3M</td>
</tr>
<tr>
<td>UCSD- North Torrey Pines Living &amp; Learning Neighborhood (NTPLLN)</td>
<td>$466.4M</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>$1.269B</td>
</tr>
</tbody>
</table>

% Change in FY Total
14.2% - 5.0% -6.5% 18.3% 7.7% -8.0%
CONSTRUCTION (CONTINUED)

STARTED CONSTRUCTION PROJECTS
In FY 2019-20, there were 14 projects started with a combined total construction value of $1 billion. For FY 2020-21, the below table includes details on 12 projects started.

<table>
<thead>
<tr>
<th>UCIP - ACTIVE (Started 7/1/2020 - 6/30/2021)</th>
<th>ENROLLED CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCSF ZSFG (Priscilla Chan and Mark Zuckerberg SF General Hospital and Trauma Center)</td>
<td>$153.2M</td>
</tr>
<tr>
<td>UCDH Parking Structure IV</td>
<td>$38.6M</td>
</tr>
<tr>
<td>UCSD Pepper Canyon Amphitheater and Public Realm Improvements</td>
<td>$46.4M</td>
</tr>
<tr>
<td>UCSF PH HSIR Seismic Program</td>
<td>$41.6M</td>
</tr>
<tr>
<td>UCSD Classroom Building</td>
<td>$68.8M</td>
</tr>
<tr>
<td>UCSD Theatre District Living and Learning Neighborhood (TDLNN)</td>
<td>$455.0M</td>
</tr>
<tr>
<td>UCSC Carson Dining Expansion</td>
<td>$25.8M</td>
</tr>
<tr>
<td>UCSD Humanities and Social Sciences Building - Repair &amp; Fire Safety Improvements</td>
<td>$28.1M</td>
</tr>
<tr>
<td>UCSF-MC MB Block 34 – Parking Garage and Clinical Building</td>
<td>$226.9M</td>
</tr>
<tr>
<td>UCR School of Medicine Education Building II</td>
<td>$76.0M</td>
</tr>
<tr>
<td>UCI Center for Child Health</td>
<td>$132.8M</td>
</tr>
<tr>
<td>UCI Irvine Campus Medical Complex</td>
<td>$628.7M</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>$1,922B</strong></td>
</tr>
</tbody>
</table>

OVERALL PROGRAM STATISTICS: UNIVERSITY CONTROLLED INSURANCE PROGRAM AS OF 6/30/2021
- 105 enrolled projects with a combined total construction value of $8.9 billion
- 71 projects have completed construction with total combined construction value of $5 billion
- 34 active projects with values ranging from $18 million to $630 million
- Total combined construction value for 34 active projects is an estimated $1.9 billion
- Program is achieving an overall 146% cost avoidance against construction value indicates performance meets industry standard of 1%-1.5%

CONSTRUCTION INSURANCE MARKET CONDITIONS: UNIVERSITY CONTROLLED INSURANCE PROGRAM
Recent and continuing challenges faced by the construction insurance market include reinsurance rates that are driving up pricing and reducing capacity, and carriers that are more selective and have become increasingly inflexible. In California specifically, competitive terms are increasingly unavailable and capacity is restricted for construction defect.

CHALLENGES WITH MASTER BUILDER’S RISK
Overall, rates are increasing. Deductibles are on the rise, particularly for water damage and wood frame construction, which continues to be an extremely difficult class. Plus, carriers are becoming increasingly inflexible on terms and conditions, including project extensions which require reinsurance.

PRESENTED SAFETY AWARDS
- UCLA Anderson School of Business — Silver
- UCSC Crown College — Commendation
- UCSF Minnesota Street Housing — Gold
- UC Interdisciplinary Science & Engineering Building — Silver
- UCLA Franz Hall — Commendation
- UCSD Design and Innovation Building — Gold

OWNERS PROTECTIVE PROFESSIONAL INDEMNITY (OPPI)
Owners Protective Professional Indemnity (OPPI) provides coverage to UC for damage incurred as a result of negligence of the design professionals, and supplements coverage and capacity the design firms bring to a project.

Procured OPPI for two projects:
- UCSC Kresge College Major Revitalization project with a total construction value of $192 million.
- UCSC Research and Academic Building project at Zuckerberg San Francisco General Hospital with a total construction value of $1.63 billion.

LOOKING FORWARD
With the renewal of the Master Builder’s Risk Insurance program on 9/1/2020, there are opportunities to present to campus construction teams. These training webinars review changes, provide an overview of the construction insurance programs, answer questions and address concerns.

UC San Diego began construction on the Theatre District Living and Learning Neighborhood in late 2020, at which time it was the largest project to enroll in the University Controlled Insurance program with an estimated construction value of $455 million.

Health center-related projects are on the rise with the state mandate to improve seismic safety standards by 2030. UC medical centers must improve their facilities through seismic renovations or new construction to be able to sustain and remain operational following a major earthquake. The UC Irvine Campus Medical Complex, a $630 million project, and the adjacent Center for Child Health, a $133 million project, both started construction at the end of FY 2020-21.

We have begun developing risk management strategies for insuring mega projects on the horizon, including the UC Davis Health System Replacement Hospital Tower, with a budget of over $2 billion, and the new UC San Francisco Parnassus Heights Hospital, also with a budget of over $2 billion. Due to the size of these projects, both will require securing construction insurance under project-specific policies. In addition, both projects have a king construction duration, each expected to be close to a 10-year period. One approach will be to phase the insurance.

In the coming years, we anticipate an increase in the volume of construction that will need to be insured. This is due to an increase in seismic renovations projects to comply with Seismic Safety Policy and potential funding to perform deferred maintenance and critical upgrades to aging facilities.

Renewal strategy is being developed for phase 5 UCIP for projects starting construction on or after February 1, 2022, and estimated completion by February 1, 2027. The goal is to secure a program with the same or similar terms and conditions, maintain the same or potentially increase limits of insurance to accommodate UC’s growth, and keep the rate increase to a minimum.
The Office of the President Cyber-Risk Coordination Center is the programmatic arm for UC's cyber-risk governance process. The Cyber-Risk Coordination Center provides a variety of valuable roles to reduce and insure the university’s cyber risk.

The primary focus is on preventing and minimizing cyber risk. To that end, Risk Services collaborates with the Cyber-Risk Coordination Center and supports their initiatives: systemwide training, events, programs and tools, including targeted IT security training, phishing campaigns, penetration testing, and insurance training and awareness.

Risk Services also actively participates and collaborates cross-functionally with UC stakeholders, including the GERI Committee (General Counsel, Ethics and Compliance, Risk and IT Security), cyber-risk governance, and Risk Services senior leadership committees.

And finally, cyber and privacy liability insurance covers damages and claims expenses that the university is required to pay in the event of an actual or alleged breach in confidentiality because of security failure or online media activity.

**KEY ACCOMPLISHMENTS**

- Added technology errors and omissions coverage to Cyber Insurance policy to address exposures of third-party technology services provided by UC.

- Collaborated with location chief information security officers to complete cyber risk self-assessments that provide a measurement of each location’s cyber security program maturity and assist in providing critical insurance renewal information.

**FUNDS PROJECTS TO REDUCE UNIVERSITY RISK**

**BE SMART ABOUT SAFETY PROGRAM**

The Be Smart About Safety program (BSAS) provides loss prevention and mitigation funding through the UC system. Loss prevention is the act of taking proactive measures to prevent or reduce an identified risk exposure.

Annual insurance premiums include an allocation to fund proactive loss prevention and mitigation projects at all UC campuses and medical centers. This funding is intended for projects specific to the purpose of reducing the frequency and severity of potential loss in the Workers’ Compensation, General Liability (Auto and Property), Professional Liability, and Employment Practices Liability programs.

**PROFESSIONAL LIABILITY BSAS PROGRAM**

Starting in FY 2020-21, the Professional Liability Loss Prevention Grant Funding was renamed the Professional Liability BSAS program. This program now aligns with the overarching BSAS program to ensure consistent funding mechanisms and messaging and allow all locations to submit applications online, resulting in better access and tracking of historical data. It funds projects such as education travel grants, upgraded security cameras, electronic informed consent devices and addressing physician burnout and is specifically designed to reduce the frequency and severity of loss at the university.

**BE SMART ABOUT SAFETY FUNDING**

The table below details the funding by Risk Services to the university campuses and medical centers by program.

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers’ Compensation</td>
<td>$16,903,723</td>
<td>$17,677,357</td>
<td>$16,672,639</td>
<td>$16,013,435</td>
<td>$15,774,000</td>
</tr>
<tr>
<td>General Liability</td>
<td>$924,000</td>
<td>$1,072,000</td>
<td>$1,157,000</td>
<td>$1,339,000</td>
<td>$1,617,000</td>
</tr>
<tr>
<td>Auto</td>
<td>$468,000</td>
<td>$515,000</td>
<td>$540,000</td>
<td>$609,000</td>
<td>$642,000</td>
</tr>
<tr>
<td>Property</td>
<td>$1,296,000</td>
<td>$1,320,000</td>
<td>$1,848,000</td>
<td>$1,847,000</td>
<td>$2,076,000</td>
</tr>
<tr>
<td>Employment Practice Liability</td>
<td>$1,734,000</td>
<td>$2,257,000</td>
<td>$2,603,000</td>
<td>$3,705,000</td>
<td>$4,033,000</td>
</tr>
<tr>
<td>Professional Liability</td>
<td>$663,921</td>
<td>$1,413,655</td>
<td>$1,000,000</td>
<td>$1,161,423</td>
<td>$1,235,550</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$21,989,644</td>
<td>$24,255,012</td>
<td>$23,820,639</td>
<td>$24,674,858</td>
<td>$25,377,550</td>
</tr>
</tbody>
</table>
UC TRAVELER INSURANCE

UC TRAVELER INSURANCE COVERAGE
Employees and students traveling on official university business are covered for a wide variety of accidents and incidents while away from the campus or primary workplace.
Coverage encompasses:

» Regents, faculty, staff or any person designated by UC while traveling at the direction and approval of UC
» Spouse/domestic partner, dependent(s) and traveling companions when traveling with them (travel should be registered)
» Students participating in UC sponsored and supervised off-campus activities both domestically and abroad (registration required for activities taking place out of state and in foreign countries)

PERSONAL TRAVEL
The UC Personal Travel Program offers three travel plans designed to integrate insurance benefits with valuable travel assistance services to help provide the extra protection employees need while traveling far from home.
The program is offered as an option for employees and students to purchase on their own for personal travel. It is not affiliated with any university-provided employee benefit, and the university makes no recommendation concerning it. As with any commercial travel insurance someone purchases, the traveler is responsible for paying the premium, arranging for any travel assistance services, and resolving any claim or coverage issues directly with the insurance carrier.

NOTABLE SECURITY OPERATIONS
» UC traveler experiencing a mental health emergency in Hong Kong. Risk Services engaged the services of our travel assistance providers and was able to provide on-the-ground security and medical assistance to ensure the traveler’s safety until a medical evacuation to the U.S. could be arranged.
» Hong Kong protests in summer/fall 2019. Coordinated with UC education abroad programs and travel security provider to address student safety needs during the civil unrest that impacted Hong Kong universities where UC education abroad programs were operating.

PROJECTS
Risk Services conducted an RFP for Travel Security Services during FY 2020-21. The project began in March with responses due in June. Four suppliers responded and one was awarded the new contract in July, with an October start date. The RFP committee consisted of three representatives from Risk Services and four representatives from the campuses.

LOOKING FORWARD
COVID-19 remains the biggest travel safety concern. Risk Services will continue to monitor the impacts worldwide and work with campuses on travel safety concerns once the pandemic begins to subside and normal operations begin to resume.

SUMMARY OF TRAVELERS BY COUNTRY
Country and number of UC travelers from July 1, 2019 through December 31, 2020:

<table>
<thead>
<tr>
<th>Country</th>
<th>Number of Travelers</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>55,076</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>3,757</td>
</tr>
<tr>
<td>France</td>
<td>2,141</td>
</tr>
<tr>
<td>Germany</td>
<td>2,140</td>
</tr>
<tr>
<td>Spain</td>
<td>1,918</td>
</tr>
<tr>
<td>China</td>
<td>1,770</td>
</tr>
<tr>
<td>Japan</td>
<td>1,604</td>
</tr>
<tr>
<td>Italy</td>
<td>1,582</td>
</tr>
<tr>
<td>Mexico</td>
<td>1,530</td>
</tr>
</tbody>
</table>

Level 4 – high CSAR
Level 3 – moderate CSAR
Level 2 – low CSAR

*High-risk destinations* are those with Country/City Security Assessment Ratings (CSARs) of 4 or 5. CSARs are determined by our security vendor (iJET), using six parameters: crime, security, civil unrest, terrorism, kidnapping and geopolitical stability, all of which are in constant change.
The Centers of Excellence program is designed to leverage existing University of California expertise to mitigate risk. The program identifies individuals and teams at UC locations that can serve in a systemwide capacity by providing leadership in their specific subject matter area. Through centralized support and direction, the Centers of Excellence program provides an efficient use of in-house skills and knowledge to manage and mitigate a wide range of dynamic challenges.


**BIOSAFETY LEVEL 3 TRAINING PROGRAM**
Develops and delivers high-containment laboratory safety training for laboratory staff, biosafety professionals, first responders, and operations and maintenance personnel.

- Provided technical consultation and subject matter expertise to the UC High-Containment Laboratory Directors.
- Held operations, maintenance and BSL-3 laboratory validation training for facilities management and biosafety teams at UC Berkeley, UC Merced, UC Davis and UCLA.

**CENTER FOR LABORATORY SAFETY**
Sponsors and supports research on laboratory safety practices to identify, develop and apply best practices.

- Coordinated with the UC Risk & Safety Training Center of Excellence and the Systemwide Training & Education Workgroup to support delivery of training courses and resources across the UC system.
- Provided 16 presentations for universities, companies and national conferences.
- Published four papers.

**FIELD RESEARCH SAFETY**
Facilitates the sharing of lessons learned and best practices in field work, while promoting risk management through the development of safety planning tools and resources.

- Developed and delivered training to stakeholders both within UC and beyond.
- During the pandemic shutdown, coordinated with Risk & Safety Training to conduct a Fieldwork Toolkit Webinar Series.
- Supported wilderness first aid training for 122 researchers and students at UC Berkeley, UC Davis and UC Merced.
- Expanded monthly newsletter subscribers by more than 1,000 readers, with an open rate of 60%-70%.

**UCCLS Website Page View Summary:**

- 52% Lessons Learned
- 10% Workshop
- 9% Resource
- 4% Training
- 3% Publications
- 22% Other

- 35 PM2.5 particulate sensors installed systemwide to support wildfire smoke monitoring
- 384 participants in Webinar Series:
  - 95% positive reaction
  - 48 locations/universities represented
RADIATION SAFETY
Provides expert guidance on radiation safety concerns within the UC system, supports development of the UC Radiation software application and manages the UC Cesium Irradiator Replacement Program.
- Removed 9 cesium irradiators without incident.
- Installed 10 X-ray irradiators.
- Updated checklists to support the safe removal of cesium/cobalt irradiators and installation of X-ray irradiator replacement equipment.

PROJECTS
<table>
<thead>
<tr>
<th></th>
<th>30 JUNE 2019</th>
<th>30 JUNE 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cesium Irradiator Removals Completed</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Pending Removals</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>Planned Removals</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>TOTAL CESIUM REMOVALS</td>
<td>40</td>
<td>40</td>
</tr>
</tbody>
</table>

DIVE AND BOAT SAFETY CONSORTIUM
Provides support and oversight for diving and boating operations at participating campuses, as well as systemwide resources on behalf of UCOP.
- Developed the UC Dive and Boat Safety Consortium website.
- Managed course catalog of 143 courses.
- Provided required training, planning and support for researchers conducting dive operations in field locations.
- 16 divers and boaters approved for operations.
- 6 divers trained.
- 4 field operations supported.

PROJECTS
<table>
<thead>
<tr>
<th></th>
<th>30 JUNE 2019</th>
<th>30 JUNE 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>X-Ray Installations Completed</td>
<td>9</td>
<td>19</td>
</tr>
<tr>
<td>X-Ray Installations Pending</td>
<td>15</td>
<td>7</td>
</tr>
<tr>
<td>X-Ray Planned Purchases</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>TOTAL X-RAY INSTALLATIONS</td>
<td>25</td>
<td>27</td>
</tr>
</tbody>
</table>

RISK & SAFETY TRAINING
Develops, distributes and analyzes systemwide training on Environment, Health and Safety topics and risk-related initiatives. Produces a variety of training, including online, instructor-led video and webinars.
- Managed course catalog of 143 courses.
- Addressed 155 requests for accessibility and triaging issues not covered by course design, including course transcripts and assistance with training completions.
- Produced approximately 60 resources, including systemwide training courses and materials, presentations, conferences and webinars.
- Completed five major training initiatives, including COVID-19 prevention training.
- Created a COVID-19 prevention resources website with hundreds of trainings, documents and guidance.
- 8,649 visits to COVID-19 resource page from March 29, 2020 to June 30, 2020
- Peak resource page daily visit: April 16, 2020 with 703 views
- Training completions: 120,465+
- 48 continuing education units issued

UNMANNED AIRCRAFT SAFETY SYSTEM (UAS)
Provides guidance and training to support the safe operation of unmanned aircraft systems (drones). Created the presidential policy for use of drones within the UC system and curates the UC Drones software application to manage flight requests and flight data reporting.
- 706 UAS missions
- <12 hours average approval time
- 23 safety incidents

WORKSTRONG
Designed to prevent occupational injuries and promote recovery from them, and encourage improved worker health, fitness and overall well-being. At any given time, approximately 300 UC employees participate in this program.
- In response to COVID-19, WorkStrong maintained program continuity during curtailment of campus operations by increasing WorkStrong coordinator calls to twice a month, shifting to telephone and/or video sessions with participants and implementing a 15-minute weekly check-in call to help participants transition to a home-based exercise system.

READINESS
Provides support and guidance to three functional areas across the system: mission continuity, emergency action planning and information technology disaster recovery. These three functional areas are aligned under a shared technology platform, UC Ready (hosted by Fusion Risk Management), which supports and guides planning efforts and programmatic improvements in each area.
- In response to the COVID-19 pandemic, we provided systemwide emergency management coordination and support, as well as public health and emergency management expertise to the UCOP Management Response Team, and developed summary documents to facilitate the interpretation and applicability of federal and state guidance to higher education.
The Risk Technology department has the overall responsibility for the technology portfolio supporting the nine departments within Risk Services, and for the directing and monitoring of a core team, consultants, and vendors for implementation and delivery of systemwide technology solutions to address emergency response, risk mitigation and loss prevention.

**KEY ACCOMPLISHMENTS**

**B2H.** B2H was an in-house custom-built application that had e-commerce functionality and an event waiver module to collect waivers for a variety of campus events, including camps for minors. In 2019, Risk Services did a risk assessment and found that the application was not well utilized systemwide. Risk Technology supported the campus transition to new replacement systems, including leveraging existing systemwide licenses, such as DocuSign, for event waiver processing. This transition included training new users and maintaining chain of custody for existing waivers. This resulted in savings of about $1 million annually.

**AWS Transition.** The RDMS application is moving from SDSC Sherlock on premise to cloud infrastructure. This modernization of our infrastructure will result in significant cost savings and leverage industry best practices.

**RDMS.** Risk Services Data Management System (RDMS) is a reporting application that equips systemwide UC staff to help make data-driven decisions to reduce the overall cost and impact of risk. Our goal is to encourage collaboration, share best practices and gain an understanding of what risk issues are occurring throughout our organization, systemwide and locally.

Risk Technology continues to enhance the systemwide reporting and analytics platform. Reports are used by campus and health center UC leaders, staff in the departments of Risk Management, Workers’ Compensation, Environment, Health & Safety, Patient Safety and Quality, Patient Relations/Experience, and others.

**RDMS DATA SOURCES INCLUDE:**

- Workers’ Compensation (Sedgwick)
- Professional Liability (Sedgwick)
- General Liability (Sedgwick)
- Employment Liability (Sedgwick)
- PINs (RL Datix to Sedgwick)
- Normalization Data UC Systemwide Payroll
- Normalization Data Patient Days
- Custom Date Extracts
- Adverse Event (RL Datix)
- Patient Feedback (RL Datix)

**NUMBER OF RDMS REPORTS BY SUBJECT AREA**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Center Adverse Event</td>
<td>29</td>
</tr>
<tr>
<td>Employee Injury</td>
<td>25</td>
</tr>
<tr>
<td>Patient Feedback</td>
<td>12</td>
</tr>
<tr>
<td>Security Reports</td>
<td>8</td>
</tr>
<tr>
<td>Property and Casualty</td>
<td>7</td>
</tr>
<tr>
<td>Employment Practice Liability</td>
<td>5</td>
</tr>
<tr>
<td>Professional Liability</td>
<td>1</td>
</tr>
</tbody>
</table>
ANALYTICS

The RDMS platform was able to quickly respond to COVID-19 reporting requests from our user community and continues to do so.

Here are two examples of COVID-19 reports:
UC is committed to providing a positive and safe environment where our faculty, staff, and students are free to work, learn, and teach without fear of harm. Risk Services coordinates a systemwide workgroup known as the Behavioral Intervention Team Leadership Council, made up of systemwide representatives from all locations (campuses, medical centers, and the Division of Agriculture and Natural Resources). In partnership with Risk Services experts and external threat assessment consultants, the council uses structured violence risk assessment tools at different stages of the assessment process depending on nature, severity, and level of concern. Additionally, the council holds an annual retreat with the chairs of other campus Behavioral Intervention teams, at which they share best practices.

**KEY ACCOMPLISHMENTS**

- Assisted in the evaluation and de-escalation strategy for sensitive behavior of concern cases across the UC system. Often, the behind-the-scenes process to mitigate and de-escalate conflict is undervalued and thus poorly resourced due in part to a lack of support from leadership. This tragic miscalculation is not the case at UC. Based in part on the development of a collaborative 10-campus leadership approach, UC has set a standard in higher education for the assessment, risk management, and application of peer-reviewed methodologies in behavior of concern and violence mitigation.

- Conducted peer review and program recommendations to enhance the UCSF threat assessment and management process and protocols. Risk Services leadership supported and continues to support a no-cost (to the campus) peer-review process. UCSF Behavioral Intervention Team leadership engaged Risk Services staff in the conduct of a peer review and are enhancing their programs as a result of the peer-review findings.

- Provided crisis management assistance to campus Behavioral Intervention Teams. Even with the best planning, interventions and de-escalation, some cases of behavior of concern escalate and create a perception or real threat of violence. Several cases met this threshold during this reporting period. In cases of this nature, Risk Services serves as a resource to the campus leadership by providing assistance in the form of funding various forms of risk and crisis management resources.

**LOOKING FORWARD**

- Develop contingency plans to address plausible scenarios that may develop due to differing views in the “abolish the police” movement and any action short of abolishing the police.
- Create a public information campaign that provides information to staff, faculty, and students about potential future financial impacts due to COVID-19.
- Work with campus partners on the impact and mitigation of behaviors while living with COVID-19.
- Based on a 2021 nationwide trend of troubling, violent extremism, the Behavioral Intervention Team Leadership Council has been considering appropriate mitigation and case management to avoid impact to our campus communities.
- The Behavioral Intervention Team Leadership Council is hosting an interactive workshop and learning opportunity on the topic of domestic violent extremism and how the growing and disturbing trend affects the work of campus-based behavioral intervention teams.
Because all UC students are required to have medical insurance, the university offers a comprehensive, systemwide health insurance plan — the University of California Student Health Insurance Plan (UC SHIP). UC SHIP includes medical, pharmacy, dental, vision, mental health and substance use disorder coverage for more than 128,000 UC undergraduate and graduate students and their eligible dependents.

UC SHIP provides access to an extensive nationwide network of providers that augments the robust services offered by the student health and counseling centers, which are important components of UC’s goal of enhancing student support and improving student recruitment, retention and degree completion.

UC SHIP delivers not only physical health to our students, but financial health to the university. By consolidating administration of the plans at the Office of the President, UC SHIP operates more efficiently and cost-effectively with low administrative expenses. In addition, the medical plan is self-funded, which delivers a greater portion of student premium dollars to health care costs and eliminates carrier retention, profit and insurance taxes.

ucop.edu/ucship

UC STUDENT HEALTH INSURANCE PROGRAM

PROTECTING STUDENTS FROM UNEXPECTED HEALTH CARE COSTS

KEY ACCOMPLISHMENTS

Provided UC SHIP students with $0 cost sharing for COVID-19 evaluation, diagnostic testing and treatment.

Contracted with Therapy Assistance Online (TAO Connect) to provide behavioral health intervention, mindfulness tools and interactive video conferencing between campus therapists and students.

Reached a Change to base-pooled renewal rate of under 2% for the 2020-21 academic plan year.

Added coverage for facial gender confirmation surgery.

Awarded a $4.9M grant by UC SHIP’s Reserve Fund Investment Committee (RFIC) to UC Virtual Care Collaborative (VCC) for startup costs. VCC will provide increased telemental health services to UC SHIP students at five campuses during the first year of the three-year funding period and ramp up to all campuses over the three-year period.

Used RFIC funds for a 2% buydown of the base-pooled renewal rate, bringing it to 1.65% for the 2021-22 academic plan year.

Continued 100% coverage of medically necessary COVID-19 testing and treatment for the 2020-21 academic plan year.

Increased the amount of psychological, educational testing to $4,500, which will decrease the amount of the student out-of-pocket cost for this essential service.

Removed the lifetime maximum on the fertility preservation benefit.

Awarded the non-medical transportation contract to ModivCare for implementation in the fall of 2021.