

UNIVERSITY OF CALIFORNIA, OFFICE OF THE PRESIDENT

RISK SERVICES REPORT



TABLE OF CONTENTS

THE ROLE OF RISK SERVICES.....4	WORKERS' COMPENSATION18	PROMOTING SAFE AND HEALTHY WORKPLACES.....32	SYSTEMWIDE EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY42
OFFICE OF THE PRESIDENT, RISK SERVICES.....6	<ul style="list-style-type: none"> > Systemwide multifaceted program that provides benefits to employees > Provides systemwide loss prevention and mitigation 	<ul style="list-style-type: none"> > Integrates environment health and safety concerns into systemwide activities > Identifies risk sources and trends > Champions loss prevention and control strategies 	<ul style="list-style-type: none"> > Coordinates UCOP's systemwide emergency response and recovery efforts > Provides business continuity expertise, including facilitating maintenance of the UC Ready program > Liaises with state agencies involved in emergency incidents and disruptions
MANAGING THE UNIVERSITY'S RISKS8	EMPLOYMENT PRACTICES LIABILITY20	UC TRAVEL INSURANCE.....34	STUDENT HEALTH INSURANCE PLAN44
ENTERPRISE RISK MANAGEMENT10	<ul style="list-style-type: none"> > Professionals in risk, human resources, legal, compliance and audit > Defends employment practices claims > Improves working experience 	<ul style="list-style-type: none"> > Provides UC Traveler Insurance > UC Personal Travel Insurance program > Traveler protection in high-risk areas 	<ul style="list-style-type: none"> > Self-funded medical plan > Provides an efficient framework to finance its organizational risks > Extensive nationwide network of providers
<ul style="list-style-type: none"> > Provides a coordinated approach to identify and manage risks across the UC system > Offers a portfolio view of organizational challenges that supports risk-informed decision making > Enables the culture and capabilities to integrate risk management and control processes into activities across the UC system 	PROFESSIONAL LIABILITY22	RISK SERVICES RESOURCES36	
ENVIRONMENT, HEALTH & SAFETY.....12	<ul style="list-style-type: none"> > Management of medical and dental malpractice claims and lawsuits > Provides legal representation of health care employees for licensing board investigations 	<ul style="list-style-type: none"> > Connects people across the UC system > Provides leadership and support to stakeholders > Coordinates emerging issue response with subject matter experts 	
<ul style="list-style-type: none"> > Supports local Environment, Health & Safety campus and health system operations > Provides strategic guidance and systemwide oversight > Training and consultation 	GENERAL LIABILITY, AUTO, PROPERTY AND CONSTRUCTION.....24	RISK TECHNOLOGY38	
OCCUPATIONAL & EMPLOYEE HEALTH.....14	<ul style="list-style-type: none"> > Provides wide range of coverage for university operations > Defends university against third-party claims for injury or damage > Covers loss and/or damage to university property 	<ul style="list-style-type: none"> > Risk Services Data Management System (RDMS) > Helps understand potential risk issues > Fosters informed decision making and collaboration within the UC system 	
<ul style="list-style-type: none"> > Promotes and maintains workers' health and working capacity > Evaluates occupational injuries and illnesses > Provides preventive and compliance services 	CYBER: INFORMATION SECURITY AND PRIVACY LIABILITY31	SECURITY, RISK AND RESILIENCY40	
CAPTIVE INSURANCE PROGRAM.....16	<ul style="list-style-type: none"> > Prevents and minimizes cyber risk > Participates and collaborates cross-functionally with UC stakeholders > Covers damages and claims expenses if a confidentiality breach occurs 	<ul style="list-style-type: none"> > Coordinates a systemwide workgroup known as the Behavioral Intervention Team Leadership Council > Develops strategy and mitigation planning > Demonstrates best practices and models leadership 	
<ul style="list-style-type: none"> > Four licensed and regulated Regents-owned captive insurance companies > Supports insurance and risk management programs that benefit the entire university system > Ensures university's ability to adapt to future uncertain risks 			

THE ROLE OF RISK SERVICES

UC Office of the President, Risk Services is designed to protect UC's people, places and assets. We work strategically across the university system to:

- > Develop and implement programs that minimize the impact and likelihood of loss;
- > Efficiently finance the university's cost of risk;
- > Manage risks and claims; and
- > Create a safe and secure environment for our students, faculty, staff and the public.

This 2023 Biennial Report highlights a small portion of what the Risk Services team provided during fiscal years 2021/22 and 2022/23. While each section of the report details a Risk Services group or program, in its entirety Risk Services strives to support the university in strategically and proactively managing its risks through systemwide risk-management solutions, resources, reporting and analytics. As a group, we:

- > Deliver dynamic and efficient risk-financing strategies that adapt to the university's diverse, evolving and unique needs.
- > Develop and deliver loss-prevention and loss-control strategies that reduce the university's greatest losses and potential liabilities.
- > Prevent workplace injuries and illnesses, environmental incidents and property losses.
- > Create a secure and disaster-resilient institution with effective crisis-management capabilities.
- > Provide innovative leadership and expertise in the management of claims and lawsuits.
- > Provide the university maximum value in its insurance funding and protection of its assets.
- > Provide best-in-class student health insurance that offers high-quality, affordable and convenient health care coverage for UC students and their eligible dependents.

RISK OPERATIONS AND FINANCE

The Risk Operations and Finance team is the center of the Risk Services operational hub. As the department's resource for financial integrity and operational efficiency, this team plays an integral role in programmatic decisions and nimbly manages the complex financial and operational aspects of the department.

The Risk Operations and Finance team is responsible for actuarial analysis, billing and collections, budgeting, forecasting and fiscal close. The team is instrumental in department RFP and procurement processes, recruitment and personnel actions, annual insurance renewals, and planning and running Risk Services' annual Workgroup Day and the biennial Risk Summit.

DYNAMIC RISK FINANCING STRATEGY

Risk Services has begun adopting a modernized, analytically empowered framework for making insurance program decisions. The goal of this evolution is to enable Risk Services to navigate the increasingly difficult insurance marketplace, optimize spending, and ultimately harness the university's tolerance for risk.

As an element of the CFO's division goal to Deliver Operational Service Excellence, Risk Services has set a goal to strengthen UC's insurance model and maximize the value of risk financing. Risk-financing strategies could include financing risk in a more efficient way and harnessing our Captive platform to access alternate markets and evolving new insurance products.

Risk Services has commenced a cross-disciplinary exercise to evaluate the university's tolerance and appetite for risk. With a clear understanding of the university's financial tolerance for unexpected risk and the level of conservatism Risk Services is meant to deploy, it is our intention to evolve from being a "buyer of insurance" to being a "seller of risk." Risk Services' plan is to continue to further harness a portfolio approach to the university's risk, to design tailored risk capacity, and to deliver maximum efficiency and value in its risk financing. In doing so, Risk Services will have built a framework for a dynamic risk-financing strategy which is tuned to the financial imperatives of the university, while pursuing risk-financing solutions designed to relate to the university's extremely diverse, evolving and unique needs.



"Though we may have different perspectives, we all agree on one thing: We must put the UC community at the heart of our safety and security practices. People must be safe and feel safe. The University of California (UC) Community Safety Plan seeks to transform UC's culture, policies and practices to ensure all members of the community feel welcome and are respected and protected from harm."

– UC President Michael V. Drake



OFFICE OF THE PRESIDENT, RISK SERVICES

Enterprise Risk Management (ERM)

The university has risk management departments at every UC location, and network in professional cohort workgroups to raise issues, share best practices and collaboratively manage systemwide risks. They provide advice, resources, technology and expertise to support people in managing their risks.

UC SHIP

Provides medical, pharmacy, dental, vision, mental health and substance use disorder coverage for more than 128,000 UC undergraduate and graduate students.

Security, Risk and Resiliency

These teams help the university prevent, mitigate, prepare for, respond to, and recover from any adverse event or disruption, including all types of emergencies and disasters. They also work to provide a positive and safe environment where our faculty, staff and students are free to work, learn and teach without fear of harm.



Fiat Lux Risk and Insurance Company

Owned by the Regents of the University of California, it is the cornerstone of the university's five captive insurance companies. Provides coverage protecting the university's people, places and assets.

Environment, Health and Safety (EH&S)

Delivers a framework for analyzing and controlling workplace hazards and facilitating loss prevention programs by providing systemwide oversight, strategic guidance, training and resource coordination.

Risk Technology

Responsible for the technology portfolio that supports systemwide risk management initiatives through the development, hosting, and management of applications that assist in strategically and proactively managing risk through enhanced data analytics, reporting and automation.



MANAGING THE UNIVERSITY'S RISKS

Risk Services is uniquely positioned to help the university adapt to the ever-evolving risk landscape that accompanies a dynamic organization like the University of California.

Omicron Variant and Mpox

With the emergence of the COVID-19 Omicron variant in winter 2021-22 and the Mpox virus in summer 2022, Risk Services teams continued to play integral systemwide roles in mitigating UC risks. This included diligently monitoring, interpreting and distributing regulatory guidance affecting campuses and medical center operations, and coordinating quick responses to new information and threats. These incidents highlighted the importance of systemwide coordination in the areas of emergency management, environmental health and safety, student health, infection prevention and many others.

Community Safety

Risk Services was a key partner in coordinating the development and implementation of the UC Community Safety Plan. Among other actions, the UC Community Safety Plan called for the formation of a systemwide Vehicles, Uniforms and Equipment (VUE) workgroup. In 2022 the VUE workgroup developed recommended uniform, equipment and vehicle standards for sworn police officers, public safety officers and mental health responders.

Talent Management

Globally, 54% of companies report talent shortages — the highest percentage in over a decade. Risk Services has had to rethink its talent-management strategies in order to adapt to this changing workforce landscape. Risk Services strategies include developing shared services programs, such as the Dive and Boat Safety Consortium, and making investments in training and upskilling, such as the EH&S Professional Education program and the UC Fire Academy.

Delivering Quality Care

There are many challenges in delivering quality healthcare: staffing challenges, increasing incidents of violence towards our healthcare colleagues and ensuring patient safety is an ongoing concern. Risk Services supports the professional medical and hospital liability needs of our health systems, such as providing loss-prevention funding for initiatives like the Communication and Optimal Resolution process that health care institutions and practitioners can use to respond in a timely, thorough and thoughtful way when unexpected events cause patient harm. We also now provide a dedicated EH&S resource focused solely on the unique and emerging needs of our healthcare operations like workplace violence. As always, we continue to provide resources for and support of systemwide collaboration and programs that strive to ensure patient safety and eliminate adverse events.

Planning for Climate Change

Risk Services provides subject matter expertise and support to the UC Global Climate Leadership Council's systemwide climate resilience planning initiative. This has evolved into a multi-year endeavor of aligning work efforts in emergency management, business continuity, sustainability and other related subject areas across the UC system to make strides in climate resilience planning at each UC location.

Artificial Intelligence and Insurance

Technology and AI are having a major impact on the insurance industry. By providing insurers with new ways to collect data, analyze information and automate tasks, technology and AI are helping insurers to improve customer experience, increase efficiency and reduce costs.

Technology and AI can be used to help the university identify and mitigate risks, such as natural disasters or cyberattacks, and it can be used to predict the likelihood of future events, such as accidents or property damage.



ENTERPRISE RISK MANAGEMENT

Provides a Coordinated Approach to Managing Risk

An effective governance framework — the set of principles, policies and procedures that guide an organization’s decisions — combines operational, risk-management, reporting and financial processes.

ENTERPRISE RISK MANAGEMENT ACROSS UC

Enterprise Risk Management (ERM) is used to identify and prioritize organizational risks to inform decision making and the allocation of resources.

The UC ERM 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 by providing the people, programs, training and technology resources that support risk owners in identifying, assessing and managing the risks in their areas of responsibility.

Spotlight on Risk Summit

Hosted biannually by Risk Services, the UC Risk Summit creates an interactive learning opportunity that enables UC professionals to connect with colleagues to share perspectives, best practices, challenges and solutions that participants can use to improve efficiency and control risk in their workplaces.

May 2023 was the first time we were in person for Risk Summit since 2019. We had almost 650 attendees participate. Our three-day event featured three keynote presentations and 31 sessions including a dedicated Employment Practices Liability track.

Attendees represented a variety of disciplines, including continuity planners, controllers, counseling professionals, directors of recreational sports, environmental health and safety, emergency managers, fire marshals, human resource and disability managers, UC legal, police chiefs, risk managers, student affairs, student health services, wellness and more.

Risk Summit is an energizing, productive experience for systemwide risk service professionals and their partners. The cross-pollination of ideas and resources that takes place during the Risk Summit builds lasting value systemwide. Thank you to everyone who collaborated to make it possible.





ENVIRONMENT, HEALTH & SAFETY

Preventing Injury, Illness, Incidents and Damage

The Environment, Health & Safety (EH&S) team provides strategic guidance, leadership and systemwide coordination of resources to advance UC's EH&S's goal of preventing workplace injuries and illnesses, environmental incidents and property losses or damage.

KEY ACCOMPLISHMENTS

- › **Integrated Pest Management (IPM).** IPM helps to solve pest problems while minimizing risks to people and the environment. The university is evaluating the sustainable use of pesticides, and in September 2021 a systemwide IPM draft policy has been presented for review. This proposed policy intends to establish requirements for the implementation of an IPM program at each UC location, as well as minimum requirements for and oversight of the use of pesticides systemwide.
- › **Maximum Allowable Quantity (MAQ).** MAQ is the maximum amount of a hazardous material allowed to be stored or used within a control area in a building. In collaboration with UC subject matter experts, Risk and Safety Solutions (RSS) developed a Chemical Inventory Management solution with analytics that provides a real-time view of hazard-banded chemicals in a set control area. Not only does this solution greatly reduce the administrative burden of collecting and producing this information, but it also provides insight into the hazards and locations of chemicals at each UC location. With this improved MAQ knowledge, the Risk Services EH&S team is leading UC in better managing its hazardous material quantities.
- › **Computer Ergonomics.** UCOP EH&S partnered with the systemwide ergonomics workgroup and RSS to develop the UC Computer Ergonomics application. This collaborative effort produced a unified solution with ergonomic evaluations, self-assessments, risk scoring and embedded training. This innovative, web-based approach to employee safety addresses

the computer ergonomic needs of the University of California. The project provides centralized ergonomic risk data and will support efforts to reduce Workers' Compensation claims. The UC Computer Ergonomics project is a finalist for the Verdantix EH&S Innovation Excellence Awards Americas 2023 in the Worker Wellbeing and Ergonomics category.

- › **UC Health EH&S Staffing and Cost Benchmarking Assessment.** The Medical Center EH&S Leadership Council participated in an EH&S staffing and cost benchmarking assessment. This effort evaluated the EH&S staffing levels and cost to support program optimization and alignment across the system.
- › **Workplace Violence Prevention in Healthcare.** Each of our health systems has a Workplace Violence Prevention (WPVP) program, as required by Cal/OSHA. In January 2022, all programs expanded their scope to ensure compliance with the new Joint Commission standards as well. This included program and training updates, as well as employee and leadership engagement. An employee survey was conducted at all five health systems and collected information that allowed program administrators to measure the effectiveness of their or the university's programs. The survey included more than 7,700 employee participants. Risk Services completed a WPVP report that provided in-depth information on the violent incidents in our healthcare settings. This report illustrated trends, including the frequency of violent events, the demographics of the targets of violence, and the severity of the events.

- › **Risk and Safety Solutions (RSS).** RSS has continued to develop innovative solutions to help the University of California system manage environmental, health, and safety compliance. Over the past year, RSS implemented new platforms like the RSS Intelligent Platform to allow for more efficient development and rollout of compliance solutions across UC campuses, medical centers and labs.

Significant accomplishments by RSS over the last year include streamlining ergonomics evaluations, improving pesticide regulation compliance, enhancing injury/illness reporting and optimizing chemical inventory management. Their solutions have reduced safety staff workloads, increased efficiency and improved overall EH&S program effectiveness. For example, the AI-powered Safety Data Sheet (SDS) Aggregator cut time spent managing over 1.5 million safety data sheets across the UC system. The Customer Success team has also been pivotal in supporting systemwide uses, implementing solutions and gathering feedback for improvement. With over 40 solutions now deployed and a 41% average increase in usage, the collaboration between RSS and our systemwide users continues to drive a stronger culture of safety.

<https://ucop.edu/safety-and-loss-prevention/environmental/index.html>



OCCUPATIONAL & EMPLOYEE HEALTH

Occupational & Employee Health (OEH) promotes and maintains workers' health and working capacity. Services include:

- > **Injury and illness care**, such as the evaluation and treatment of occupational injuries and illnesses; and
- > **Preventive and compliance services**, such as physical exams, medical surveillance, exposure monitoring, testing and vaccinations.

The COVID-19 pandemic placed significant strain on healthcare systems and highlighted the importance of occupational health programs. Further, it underscored the need for university locations to establish and strengthen their occupational health programs. UC Health leadership, in collaboration with Risk Services, initiated a systemwide project, with three objectives:

1. **Risk Services has commenced a systemwide workgroup for the occupational health administrative directors at the campuses and medical centers.** This new workgroup will provide a forum for the programs to collaborate, as well as share information and best practices in occupational health.
2. **Provide incentive to establish OEH programs.** Provide incentive to establish OEH programs. With support from UC Health and Risk Services, several campuses have newly established occupational health programs. UC Riverside, UC Santa Cruz and UC Merced have all developed new programs that are proactively focused on prevention and while having the ability to be responsive to care needs. UC Irvine is restructuring their current occupational health program to include the academic campus and allow for the anticipated growth of a new hospital.
3. **Following an extensive RFP process, Enterprise Health was selected as the electronic medical record platform for the occupational health programs on several of the campuses including UC Riverside, UC Santa Cruz, UC Davis and UC Irvine. UCOP and UC ANR will also be utilizing the platform to support their occupational health needs. Risk Services has been instrumental in leading improvements to OEH services across the system.** While some occupational health programs transitioned to EPIC to support their occupational health medical recordkeeping, other locations opted to participate in a systemwide RFP for an occupational health electronic medical record platform. Enterprise Health was selected as the vendor and will be collaborating with those campuses to launch the software, beginning October 2023.

LOOKING FORWARD

Risk Services supports an Occupational and Environmental Health Advisory Council (OEHAC) comprised of all UC Occupational Health Medical Directors. In March 2023, Risk Services established a systemwide Occupational Health Administrative Directors workgroup. This new workgroup is collaborating to identify program management and operational challenges, share best practices and ensure consistent practices across the enterprise.

CAPTIVE INSURANCE PROGRAM

Protecting the University's People and Assets

Fiat Lux is the cornerstone of UC's captive insurance companies. Fiat Lux is involved in insuring the majority of the university's risk.

The captive allows UC to retain a portion of its risk while re-insuring other portions as applicable determined by market conditions, pricing and risk optimization.

Fiat Lux is involved in writing over 40 different lines of coverage, with \$513 million of premium annually.

RESULTS

The captive, through savings and new revenue streams, has had a \$300 million positive impact since its inception. Fiat Lux generates UC more than \$25 million annually through revenue and savings. In 2022 Fiat Lux returned \$20 million back to the campuses in rate reductions and funding for a new cyber loss prevention program.

HIGHLIGHTS

- > **UC Plus.** The UC Plus supplemental health plan is a voluntary benefit that provides UC employees and dependents with financial payments for covered accidents, illnesses and hospitalizations. Previously underwritten by AFLAC, this benefit is now UC-owned. By bringing this benefit offering in-house, we expect to realize more efficiency and cost savings, as well as improved customer service.
- > **CampusConnexions.** CampusConnexions Insurance Portfolio is the university's third-party liability insurance program, which offers 12 insurance products to UC constituents in areas like vendor liability, professional liability and event liability. Vendors and contractors who do not meet the university's insurance requirements can purchase vendor insurance through CampusConnexions.
- > **UC Health RRG.** UC Health RRG was launched in 2017 to insure affiliated physicians at UC medical centers. Unfortunately, operational needs changed, and there was limited utilization of its coverages. In 2022, UC senior leadership and the Fiat Lux board decided to dissolve the RRG and its operations.

EXPANSION

Ten years after the formation of Fiat Lux, Risk Services continues to explore opportunities to achieve financial efficiencies through an expanded captive platform.



Captive Insurance

What is a Captive?

A captive is an insurance company specifically established to insure the risks of its owners or participants.

What is Fiat Lux Risk and Insurance Company?

Fiat Lux is a non-profit pure licensed and regulated captive insurance company owned by the Regents of the University of California.

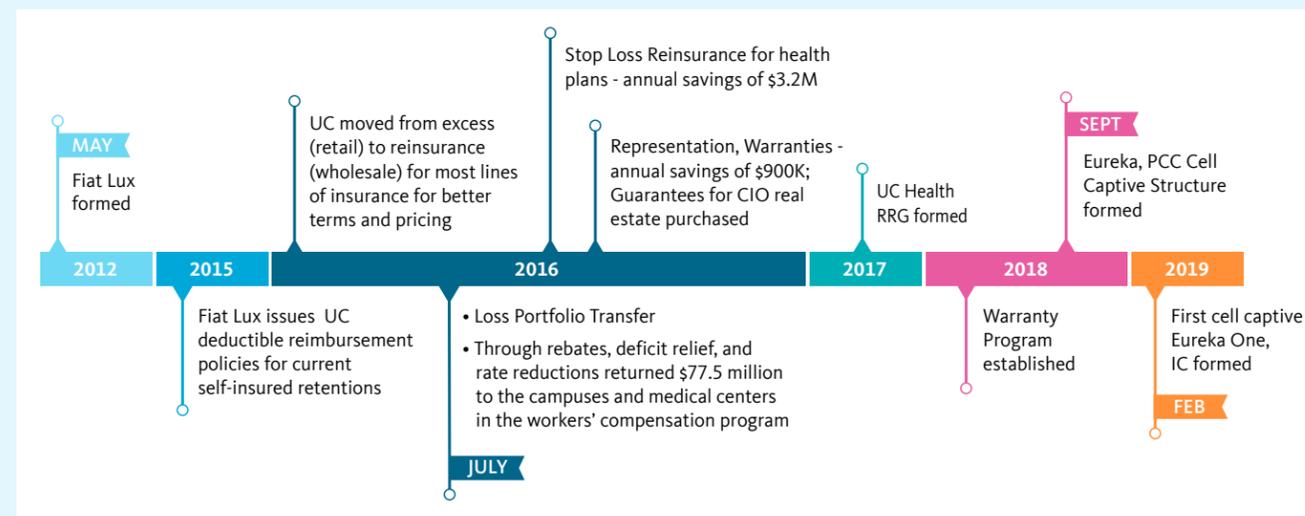
WHAT DOES FIAT LUX DO?

- Insures over 40 different Coverages for UC
- Examines data to find trending risks
- Provides money to pay claims under the UC deductibles
- Buys reinsurance for UC in London and Bermuda

WHAT ARE THE BENEFITS?

- By strategic financing of risk, Fiat Lux allows the university to:
- Reduce premiums and the cost of loss
 - Create greater financial stability
 - Protects university people and assets

Fiat Lux Timeline





WORKERS' COMPENSATION

Financial Protection for Workplace Injuries

Workers' Compensation Insurance provides medical and disability benefits to employees who are injured or become ill as a direct result of their job.

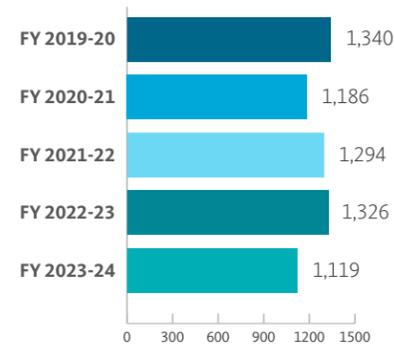
Over the past two fiscal years, the university's Workers' Compensation program benefited from favorable claims experience and a decrease in excess insurance costs due to a change in our self-insured retention (from \$5 million to \$10 million).

We are continuing the closeout of our legacy workers' compensation program as we transition from our traditional banking model to Fiat Lux. Fiscal year 2023 puts us in year five of the seven-year closeout plan that provides rate reductions of \$19.7 million and deficit forgiveness of \$43.9 million.

KEY ACCOMPLISHMENTS

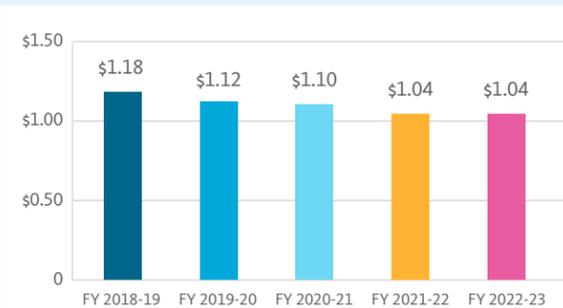
- > **Incident Management.** Risk Services has been in the process of implementing the Injury and Illness Reporting (IIR) tool to the medical centers. IIR is an on-line incident-management application that allows supervisors, administrators and department representatives to submit incidents of injury, log the type and cause of those incidents, assign personnel for corrective actions and verify those corrective actions were taken to reduce the likelihood of recurrence. We view the IIR tool to be an important addition to our continuing loss prevention efforts.
- > **Workers' Compensation Training.** Risk Services has supported and participated in return-to-work training for the Occupational & Employee Health (OEH) physicians, nurse practitioners and other staff across the system. The training focuses on return-to-work, disability, work restrictions, timeliness and reporting requirements, which are vital to proper claim administration and benefit delivery. We also supported litigation and subrogation training to further our efforts to continue to reduce our outside litigation costs and increase our subrogation recoveries.
- > **WorkStrong.** The WorkStrong program is an occupational health wellness program developed to reduce the likelihood of occupational reinjury through improving individual employee health and fitness. Employees are provided with a customized plan that could include strength and conditioning training, exercise guidance, nutrition counseling, smoking cessation and other resources provided at and by their campus. The WorkStrong program has been successful in helping injured employees recover and avoid new injuries and claims.

Workers' Compensation – New Indemnity Claims



Workers' Compensation Rates

The university's Workers' Compensation program continues to trend positively and remains stable. In FY 2020-21, our base rate decreased to \$1.10 per \$100 of payroll compared to the FY 2019-20 rate of \$1.12. In FY 2021-22 the rate dropped to \$1.04 per \$100 of payroll and remained flat in FY 2022-23.



- > **COVID.** Since the beginning of the pandemic, the university has received more than 2,300 COVID related workers' compensation claims. Although faced with the challenges that accompany a new illness like this, the workers' compensation program relied on its experience and knowledge of handling past flu outbreaks to develop efficient and effective procedures to ensure our employees received the required medical treatment and benefits to promote their recovery. The workers' compensation program was also instrumental in working with our third-party administrator, Sedgwick, to assist the majority of the locations with their vaccine exception processing.

Workers' Compensation – New COVID Claims





EMPLOYMENT PRACTICES LIABILITY

Fostering a Positive Work and Growth Environment

Employment Practices Liability (EPL) coverage is provided for university employees for alleged wrongful employment-related acts such as harassment, discrimination and wrongful termination that occur while the employee is in the course and scope of their employment.

Disability discrimination claims are at the lowest point in six years. A key component of this decrease is the work of our Disability Managers who are responsible for helping people with disabilities achieve their employment goals. They work with individuals to assess their skills and abilities, identify potential jobs and develop employment plans. Risk Services funds disability managers at all locations.

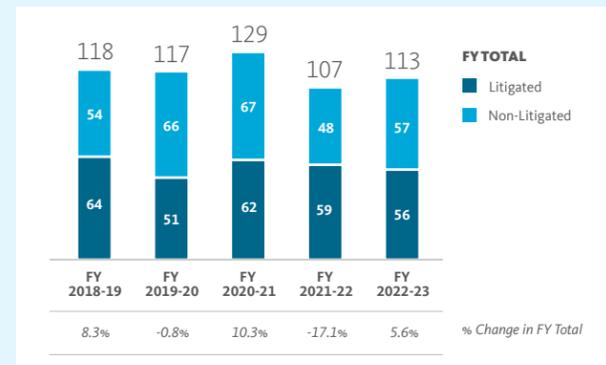
From September 2021 through January 2022, Risk Services and UC Legal conducted an extensive RFP and recruitment for new outside defense law firms to represent the university and its employees in employment-related litigation. After the recruitment, Risk Services and UC Legal conducted an extensive training and orientation with the new defense firms.

Non-Litigated EPL Program

The Non-Litigated EPL Program was created to resolve employee complaints before a civil lawsuit is filed. Claims are submitted to the program by a location's Risk Management office or Campus Counsel. This program is vital in reducing the costs of the EPL program because these matters are handled without the additional expense of outside defense counsel.

New Claims by Notice to Third Party Administrator (TPA) – Employment Practice

Despite its continually growing size and complexity, the university continues to receive a relatively flat number of new claims.



EMPLOYMENT PRACTICES LOSS PREVENTION

Employment Practices Loss Prevention programs can minimize the risk of claims and/or litigation arising from employment-related practices. Providing adequate training to managers and supervisors on employment law can help them make informed decisions about employment-related matters. Risk Services provides resources for conflict resolution in the workplace.

The Employment Practices Improvement Committee (EPIC) is a systemwide committee made up of professionals in risk, human resources, legal and compliance, whose mission is to reduce the number of employment practices claims and improve the working experience for university faculty and staff.

EPIC works with many campuses and systemwide departments to provide training programs for university managers, supervisors and employees. The quarterly EPIC webinars continue to be a success, with increased participation on relevant and timely topics. A recent webinar on accommodating mental health conditions had over 250 participants from across the system.

The topics and presenters for EPIC webinars are chosen by a smaller EPIC Steering Committee.

Employment Practice Liability Non-Litigated Program (Litigation Status as of 6/30/23)

This table shows the claims reported during the fiscal year that were accepted into the Non-Litigated EPL Program and if they remain in the Non-Litigated EPL program or if they have become litigated as of 6/30/2023. In FY 2022-23, 60 claims were accepted into the Non-Litigated EPL Program and 6 of these claims (10%) became litigated as of 6/30/2023.

FY REPORTED	TOTAL NON-LITIGATED REPORTED IN FY	LITIGATION STATUS CATEGORY - BY LITIGATION YEAR						
		Remains Non-Litigated	Became Litigated in Year 1	Became Litigated in Year 2	Became Litigated in Year 3	Became Litigated in Year 4	Became Litigated in Year 5	Became Litigated Total
FY 2018-19	63	63.49%	14.29%	15.87%	6.35%	0.00%	0.00%	36.51%
FY 2019-20	70	72.86%	5.71%	15.71%	5.71%	0.00%	--	27.14%
FY 2020-21	75	70.67%	10.67%	13.33%	5.33%	--	--	29.33%
FY 2021-22	52	73.08%	7.69%	19.23%	--	--	--	26.92%
FY 2022-23	60	90.00%	10.00%	--	--	--	--	10.00%
TOTALS	320	73.75%	9.69%	3.75%	3.75%	0.00%	0.00%	26.25%



PROFESSIONAL LIABILITY

Protecting Our Health System and Patients

The Professional Medical and Hospital Liability Insurance program is responsible for managing loss prevention, medical and dental malpractice claims, and lawsuits that occur at university healthcare facilities. The program supports all healthcare employees for acts and omissions allegedly arising out of the course and scope of university employment, including university physicians, dentists, residents, fellows, nurses and veterinary service workers, as well as employees in student health, counseling and psychological service centers.

MEDICAL MALPRACTICE LEGISLATION

California Assembly Bill 35 (AB 35) passed in 2022 with broad support from all stakeholders. The bill amended key provisions of the state's Medical Injury Compensation Reform Act (MICRA).

Under the bill, the cap on noneconomic damages (previously \$250,000) increased to \$350,000 for new suits filed beginning January 1, 2023. The cap will continue to increase by \$40,000 per year for the next 10 years and then by 2% per year thereafter. The recoverable cap on a given case is the one in play at the time of resolution or judgment, thereby disincentivizing early resolution efforts.

A further disincentive for early resolution is AB 35's concurrent increase in attorney's fees, including a further increase for cases resolved after the commencement of litigation.

Perhaps the most significant change made by AB 35 is that it allows for the possibility of recovering more than one noneconomic damages cap if a patient is injured by multiple healthcare defendants. This issue undoubtedly will be resolved through future litigation.

It remains to be seen how the increase in the cost of healthcare litigation resulting from AB 35 will ultimately impact the cost of healthcare in California.

The commercial insurance market continues to face many challenging trends. A 2022 study by the Institute for Legal Reform found that 20.6% of medical liability cases have had severe unexpected verdicts. The university is not immune to this trend, resulting in losses at amounts beyond any level in the history of our insurance program. The Professional Liability program saw:

-  The continued expansion and growth of our Health System resulted in a 13% increase in funding, driven by a 6% increase in exposure.
-  An 8.7% increase to account for recent legislative changes to MICRA.

MEDICAL AND HOSPITAL LOSS PREVENTION

To reduce professional medical and hospital liability, the university is focusing on initiatives that encourage clinical loss prevention and patient safety, and reward hospitals, medical groups, student health and counseling centers for developing and implementing approved initiatives.

- > **Communication and Optimal Resolution (CANDOR)** is a process that health care institutions and practitioners can use when there is clear liability and injury. It allows health care institutions and practitioners to take responsibility, to make immediate efforts to mitigate harm, and to reach an early and reasonable resolution when unexpected events cause patient harm.
- > **Mytonomy** is a video platform that engages patients across the care continuum to better inform them of their health and healthcare. The implementation of Mytonomy was completed in June 2023, and we expect it will result in enhanced patient education, leading to better clinical and financial outcomes.
- > **Systemwide Risk Collaborative** is a group that includes the medical center Risk Managers, the Risk Services Professional Medical and Hospital Liability team, the Claims director from UC's 3rd party claims administrator and teams lead, and the UC Legal Professional Liability Program monitor. The Health System locations continue to meet thrice yearly to discuss lessons learned and share best practices to reduce risk across the entire system.



GENERAL LIABILITY, AUTO, PROPERTY AND CONSTRUCTION

Protecting People, Places, Vehicles and Property

Risk Services provides insurance programs that cover the university and its employees for losses that arise out of the university's operations.

- > The **General Liability** program covers accidents and actions that result in injury or damage to non-university personnel.
- > The **Auto** program provides auto liability and physical damage coverage for university personnel while driving vehicles owned or leased by the university.
- > The **Property** program provides coverage for direct physical loss sustained to university property, including buildings, contents, equipment, vessels, fine art and library collections.

The insurance market continues to be a challenging environment with little deviation from what we've experienced in recent years. Major property losses caused by extreme weather events, severe deteriorating losses and class-action lawsuits affecting general liability are only a few of the trends commercial insurers are grappling with. Couple these trends with the lingering effects of the pandemic, world events and persistent global inflation, we continue to see destabilization of the market resulting in contraction of capacity, limiting of coverage and increases in premiums. The university's insurance programs will continue to adapt to this ever-changing insurance market, and Risk Services will reinforce our efforts to ensure our risk-financing strategy is as efficient as possible to support stability in our operations and the furtherance of our mission.

The market-imposed exclusion of sexual misconduct liability coverage remains ongoing. As a result, the coverage currently provided by Fiat Lux remains our only alternative solution.

INSURANCE COSTS

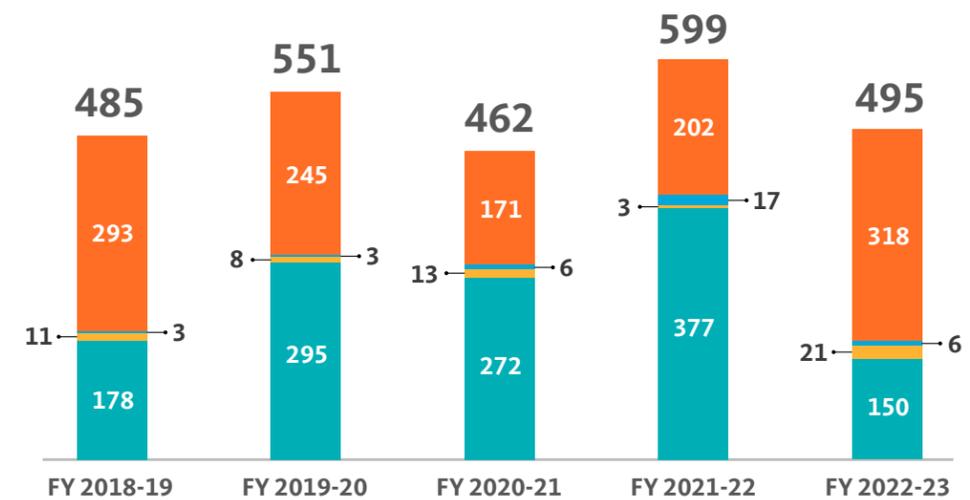
The General Liability program rate dramatically increased during this time period, with the first installment of the ten-year repayment plan of the Heaps' matter. Excluding the repayment plan, the program required an 11.4% increase in premiums due to unexpected loss development.

The Auto program rates experienced very little change in funding for this time period.

In FY 2022-23 we saw a property premium increase of \$7.8 million over the previous year. The university's robust construction pipeline continues to add new buildings, which increased exposures by 8% over the prior year.

New Claims by Notice to TPA – General Liability

The increase in General Liability claims over the period of FY 2019-20 – FY 2021-22 are related to a single large class action/mass tort claim. With those claims removed, the overall claim trend was down, mainly due to a decrease in claims during the COVID-19 years. There is a spike in 3rd party property claims in FY 2022-23 that is largely attributable to an increase in locations operating their own valet services.



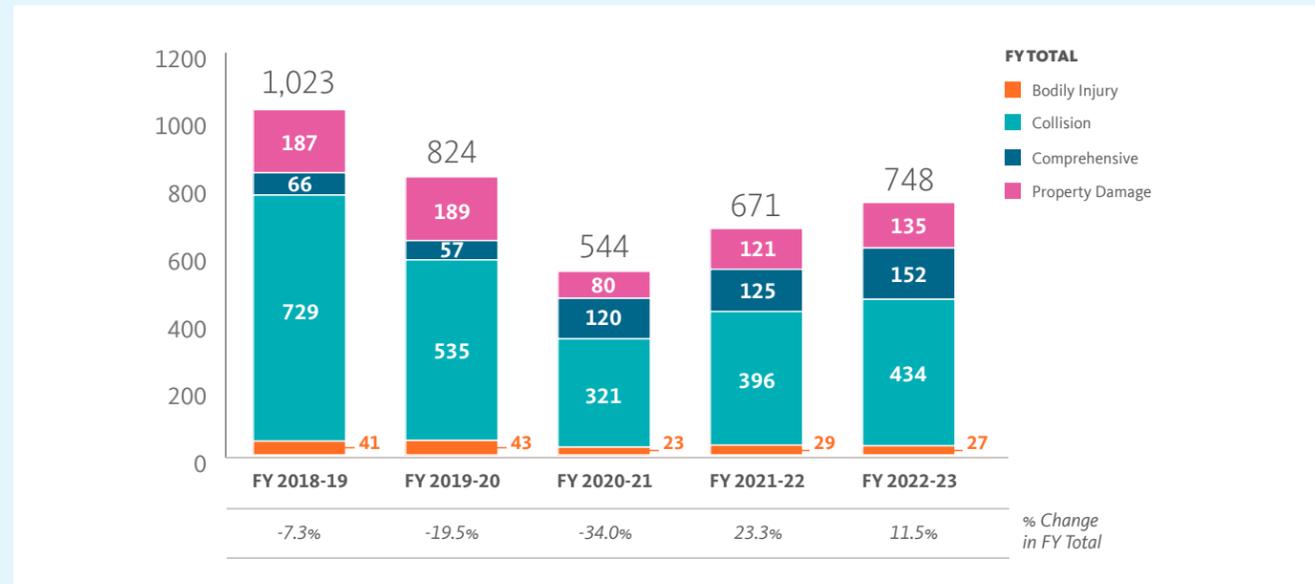
GENERAL LIABILITY	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
■ Bodily Injury	178	295	272	377	150
■ Cyber 1st Party	11	8	13	3	21
■ Cyber 3rd Party	3	3	6	17	6
■ Property Damage	293	245	171	202	318
FY Total	485	551	462	599	495
# Change in FY Total	54	66	-89	129	-114
% Change in FY Total	12.50%	13.61%	-16.15%	26.3%	-18.4%



AUTO

New Claims by Notice to TPA – Auto

1st and 3rd Party Auto claims are continuing to increase as we move past the pandemic, but are still below pre-pandemic levels.



PROPERTY AND CONSTRUCTION

Extreme weather causes property damage, disrupts business operations and affects global supply chains. The university faces a myriad of risks relating to the construction of new facilities, remodeling, refurbishing, seismic retrofitting and improvements to existing facilities. Risk Services procures insurances specifically for construction risks.

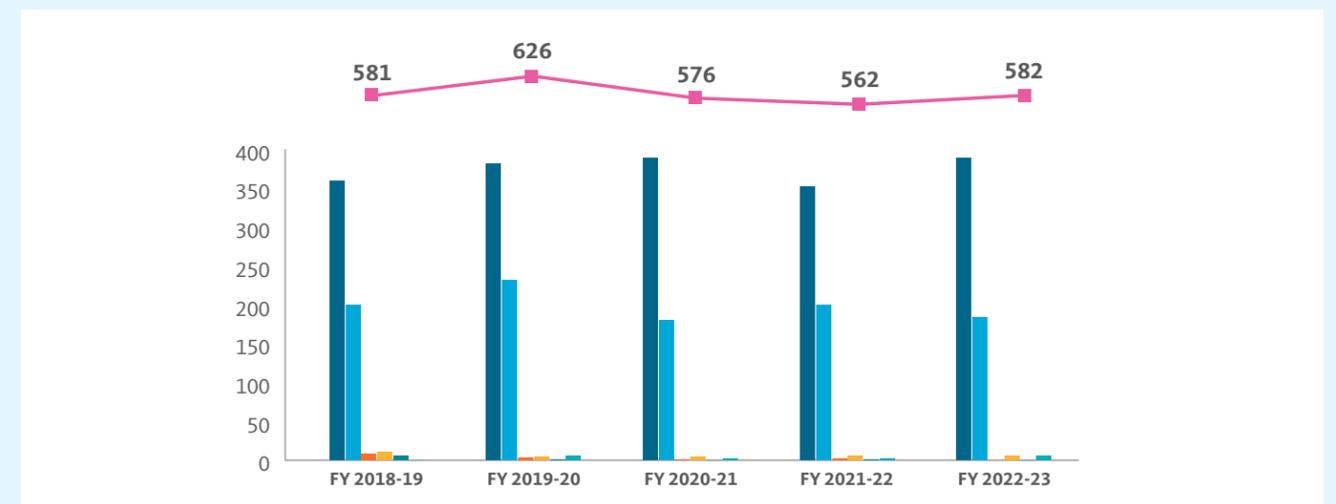
Construction and property insurance rates continue to rise due to the increases in the frequency and severity of natural disasters along with inflation that is increasing the cost of construction repairs, which is contributing to increased claim costs.

This has resulted in substantial capacity and coverage contraction. Underwriters are most likely to carve out specific types of construction, i.e., wood frames. Our robust construction pipeline continues to add new buildings to our schedule and increases our exposure in this area.

PROPERTY LOSS PREVENTION

Most Californians live within 30 miles of an active earthquake fault. Advances in seismology, structural engineering and geotechnical engineering have informed UC's approaches to protecting the UC community during an earthquake. Risk Services has committed funding for the UC Seismic Safety Program, including the Seismic Advisory Board, a group of independent structural and geotechnical engineers with seismic expertise who provide guidance on seismic design, performance ratings and rehabilitation associated with UC's facilities.

New Claims by Notice to TPA – Property



PROPERTY PROGRAMS	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
■ Building Damage	359	381	389	352	389
■ Contents/Other	199	232	180	200	183
■ Boiler and Machinery	8	3	1	2	0
■ Environmental 1st Party	10	4	4	5	5
■ Environmental 3rd Party	5	1	0	1	0
■ Unmanned Aerial System	0	5	2	2	5
◆ FY Total	581	626	576	562	582
% Change in FY Total	18.3%	7.7%	-8.0%	-2.4%	3.6%

CONSTRUCTION

The **Master Builder's Risk** insurance program provides coverage for direct physical loss or damage to construction projects for all projects valued in excess of \$300,000. Large construction projects with a projected construction value of \$25 million or more are insured under the University Controlled Insurance Program (UCIP).

Due to CA Senate Bill 1953 (the Hospital Seismic Standards Bill), by no later than January 2030 all California general acute care hospitals must meet structural and nonstructural seismic strengthening requirements, including replacement of buildings with new structures even if previously seismically retrofitted.

The focus is on improving hospital building standards to enhance resilience to seismic events to enable continued operations following a major seismic event. The \$2.7 billion UCSF Health new hospital at Parnassus Heights has started construction. Due to the magnitude of this project, it is insured under separate policies procured by the university for the duration of construction. The \$214 million UCLA Neuropsychiatric Replacement Hospital is covered through the university's construction insurance programs. Some pre-construction activities started for the \$2.7 billion Hospital Bed Replacement Tower at UCD Health will also require procurement of separate insurance policies to provide coverage for the project during the construction period. Both the UCSF Health and UCD Health hospital replacement projects should be complete in 2030.

Completed Construction Projects

There were 6 projects completed in FY 2022-23 with combined total construction values of \$411 million.

LOCATION	UNIVERSITY CONTROLLED INSURANCE PROGRAM (UCIP) - PENDING CLOSE OUT (Effective 6/30/2023)	FINAL CV
UCSF	Mount Zion (2130 Post Street) - Seismic Retrofit	\$20,596,208
UCSD	Franklin Antonio Hall	\$139,768,415
UCLA	10995 Le Conte Apartments	\$158,533,905
UCSD	Humanities and Social Sciences Building	\$30,922,092
UCLA	La Kretz Botany Building Renovation	\$29,000,000
UCSD	Marine Conservation and Technology Facility (MCTF)	\$32,239,100
TOTAL		\$411,059,720

Construction Projects Started in FY 2022-23

There were 16 projects started in FY 2022-23 with combined total construction values of \$2.7 billion.

LOCATION	UCIP - ACTIVE (Completed 7/1/2020 - 6/30/2021)	ENROLLED CV
UCB	Gateway (formerly Data Hub Building)	\$411,266,250
UCD-H	48X Complex	\$329,679,594
UCR	School of Business Building	\$64,671,200
UCI	Falling Leaves Foundation Medical Innovation Building	\$181,423,309
UCSD	Viterbi Family Vision Research Center	\$108,000,000
UCLA	Neuropsychiatric Replacement Hospital (NRH)	\$213,800,908
UCLA	CHS - Emergency Power System Upgrade	\$26,705,103
UCD-H	Folsom Medical Office Building (Folsom MOB)	\$94,018,965
UCSD	Triton Center	\$308,562,148
UCSF-H	Peninsula Outpatient Center	\$58,191,625
UCB	Academic Replacement Seismic Building	\$94,278,446
UCB	Bechtel Engineering Center Addition And Renovation	\$62,432,055
UCD-H	North/South Wing Demolition	\$44,561,549
UCSF	PH CUP Diesel Tanks Replacement	\$33,273,041
UCSD	Ridge Walk North Living And Learning Neighborhood**	\$502,646,106
UCSC	Kresge College Non-Academic Renovation	\$214,011,065
TOTAL		\$2,747,521,364



CYBER: INFORMATION SECURITY AND PRIVACY LIABILITY

Preventing and Minimizing Cyber Risk

Cybersecurity 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. After the significant increase in 2022, the cyber rate had a modest 4.5% increase in premiums in 2023.

Please refer to the chart on page 25 that depicts the breakdown of General Liability Claims. We have experienced an increase in both 1st Party Cyber claims, which includes costs related to incident response measures, and 3rd Party Cyber claims, which are mostly class action lawsuits arising out of these incidents. One driver of these claims is related to an increasing number of lawsuits filed against hospitals alleging privacy issues with tracking software, such as Meta Pixel.

Cyber risks are continuously evolving as cyber criminals develop new attack vectors. Colleges and universities worldwide experienced a surge in ransomware attacks in 2021, with significant operational and financial costs.



In 2022, 64% of higher education institutions were hit by ransomware.

Risk Services is collaborating with systemwide IT to fund cybersecurity initiatives, including systemwide cybersecurity training, phishing campaigns at campuses, internal audit penetration testing and [SANS training](#) for our IT professionals.

This collaboration also includes meeting with the IT Information Security Council, comprised of systemwide Information Security Officers, to provide updates on the cyber insurance program and trends, as well as coordinate annual insurance renewal data. The quality of this data is critical for our ability to obtain insurance at competitive pricing. The introduction of the Cyber Be Smart About Safety (BSAS) program in FY 2022-23 was well received. Some examples of how the funding was used include the purchase of vendor risk assessment tools, email encryption and data loss prevention software, and the updating of aging IT infrastructure to more secure systems.

PROMOTING SAFE AND HEALTHY WORKPLACES

Funding Strategies to Reduce University Risk

UC is committed to achieving excellence in providing a healthy and safe working environment. To that end, Risk Services continually looks for ways to best integrate environment, health and safety considerations into university activities systemwide. We identify risk sources and trends, and we champion loss prevention and mitigation strategies that UC locations can deploy.

Loss Prevention takes proactive measures to prevent an identified risk, including injury reduction, safety and training programs, process engineering, engineering controls and general safety enhancements.

Loss Mitigation reduces loss severity by identifying the factors that magnify or prolong a loss and takes proactive measures to lessen the effects of those factors.

The Risk Services Environment, Health and Safety (EH&S), loss prevention and Workers' Compensation programs work together to promote safe and healthy workplaces, reduce and prevent employee injuries and support prompt and effective medical care and recovery for injured employees. These programs include:

- > **Be Smart About Safety (BSAS).** The BSAS program was originally designed to increase employee safety awareness and provide a funding mechanism that would allow campuses and medical centers to invest in loss-prevention programs. For over a decade, the campuses and medical centers have been investing BSAS dollars into employee injury and illness prevention and loss-mitigation projects. As a result, the Workers' Compensation program has experienced a decrease in the frequency of new claims and an overall reduction in workers' compensation rates.

- > **Slip-Resistant Footwear (SRF).** We provide high quality, slip-resistant footwear to employees whose job duties routinely expose them to significant slip-and-fall hazards.
- > **Ergonomics.** We provide job-specific ergonomics training, supplies and equipment.
- > **Return to Work.** We identify and provide temporary modified work for employees who have been absent due to illness or injury and are now medically released to return to work.
- > **WorkStrong.** See page 18.

Be Smart About Safety Funding

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

PROGRAM	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Workers' Compensation	\$16,672,639	\$16,013,435	\$15,774,000	\$15,867,560	\$15,469,000
General Liability	\$1,157,000	\$1,339,000	\$1,617,000	\$1,951,000	\$2,117,000
*Cyber	\$0	\$0	\$0	\$0	\$850,000
Auto	\$540,000	\$609,000	\$642,000	\$710,000	\$726,000
Property	\$1,848,000	\$1,847,000	\$2,076,000	\$2,557,000	\$3,492,000
Employment Practice Liability	\$2,603,000	\$3,705,000	\$4,033,000	\$4,559,000	\$4,980,000
Professional Liability	\$1,000,000	\$1,161,423	\$1,235,550	\$1,249,998	\$1,338,999
TOTAL	\$23,820,639	\$24,674,858	\$25,377,550	\$26,894,558	\$28,972,999

*The Cyber program started in FY 2022/23.





UC TRAVEL INSURANCE

Travel Protection for Faculty, Staff and Students

Employees and students traveling on official university business are covered for a wide variety of accidents and incidents while away from the campus or their primary workplace.

As the COVID-19 pandemic has subsided, we have seen an increase in travel; however, the overall number of travelers and trips for FY 2022-23 is approximately 75% compared to the year before the pandemic. As our travel numbers return, it is important for UC travelers to be aware of the resources available through UC's Travel Insurance program. Through this program, travelers can receive country specific intelligence to assist in planning their trip and a pre-departure travel briefing on their destination of travel. Additionally, when travel is registered with the university's travel security vendor, Crisis 24, they receive travel information and advice during their travel, including actionable alerts for their awareness and safety. Travelers who arrange their trip through UC Travel, Connexus and Concur, are automatically registered. Trips arranged outside of UC Travel are able to register their trip through UC's registration portal, UC Away.

Coverage for domestic (US) travel includes accident medical benefits, medical evacuation and eligible medical expenses when you have an accident during or while traveling to/from a UC-sponsored activity. Coverage for international travel includes medically necessary care for accidents and illnesses, mental health counseling, medical and security evacuation, trip delay/cancellation/interruption and personal property coverage.

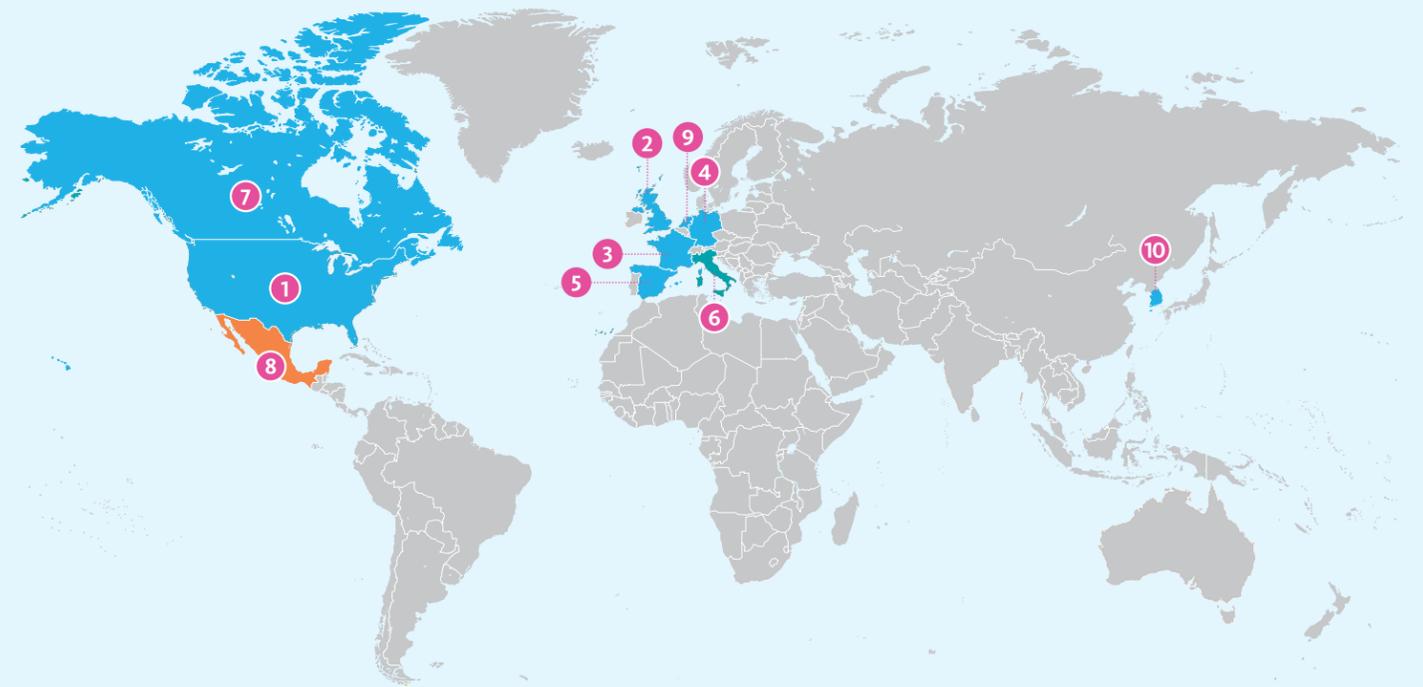
Summary of Travelers by Country

Country and number of UC travelers from FY 2022-2023:

1	United States	54,662
2	United Kingdom	3,438
3	France	2,483
4	Germany	2,297
5	Spain	2,282
6	Italy	2,179
7	Canada	2,099
8	Mexico	1,556
9	Netherlands	1,322
10	South Korea	1,179

- 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.





RISK SERVICES RESOURCES

Provides People, Processes and Technology Resources

Risk Services connects people across the UC system, providing leadership and support to stakeholders so that risk issues are escalated, assessed and managed in a timely manner. Risk Services sponsors over 30 UC professional workgroups to support networking, sharing of best practices and systemwide collaboration on risk issues.

If an emerging issue or new compliance obligation arises that requires a particular expertise, Risk Services personnel provide that leadership, or they reach out across UC and coordinate with subject matter experts who can shepherd the risk until it is mitigated into a controlled ongoing process.

UC CENTERS OF EXCELLENCE PROGRAM

The Centers of Excellence (CoE) and Shared Services programs leverage existing UC expertise, by identifying individuals or teams at UC locations that can serve in a systemwide capacity to provide leadership and resources in their specific subject matter area. Through centralized support and direction, the UC CoEs provide an efficient use of in-house expertise to manage and mitigate a wide range of dynamic challenges.

The CoEs active during the period of this report included:

- > National Biosafety Level 3 Training Program
- > Center for Laboratory Safety
- > Field Research Safety
- > Fire Life Safety Services
- > Pesticide Safety
- > Radiation Safety
- > Risk & Safety Training
- > Unmanned Aircraft Systems Safety
- > Workplace Violence Prevention
- > WorkStrong

The Shared Services active during the period of this report included:

- > Dive & Boat Safety Consortium
- > Health Care Access & Information (HCAI) Fire Marshal (through FY 2021-22)

More details are available in the UC Center of Excellence 2022 Annual Report:
<https://www.ucop.edu/enterprise-risk-and-resilience/resilience/coe/index.html>

TRAINING AND EDUCATION

Risk Services offers many professional development and training opportunities for UC risk and safety professionals, including:

The EH&S Professional Education program cross-trains UC EH&S staff and safety personnel to expand their knowledge and skills in a variety of EH&S programs applicable to the university setting.

UC Risk & Safety Training develops systemwide training, distributes courses, maintains a central training repository, and standardizes education initiatives for risk and safety issues.

The UC HCAI Fire Academy program, established in 2020, creates a pool of qualified employees that can fulfill the role of OSHPD Designated Campus Fire Marshals. It removes considerable challenges for UC in the recruitment and retention of qualified fire marshals within our health systems.

Risk Summit is a biennial gathering of UC professionals that provides an opportunity to connect with colleagues to share perspectives, best practices, challenges and solutions.

Workgroup Days are annual in-person gatherings of UC professional workgroups affiliated with Risk Services topic areas. Workgroup Days give colleagues with similar subject matter expertise the opportunity to strengthen their professional relationships and work together on common UC issues.



RISK TECHNOLOGY

Risk Services Data Management System

The Risk Technology Services department has responsibility for the overall Risk Services technology portfolio, to support systemwide initiatives to help the university strategically and proactively manage risk. The responsibilities include managing the systemwide data analytics platform, claim settlement authorization application, vendor portfolio management, vendor risk assessments and project management support for all Risk Services programs.

RISK SERVICES DATA MANAGEMENT SYSTEM (RDMS)

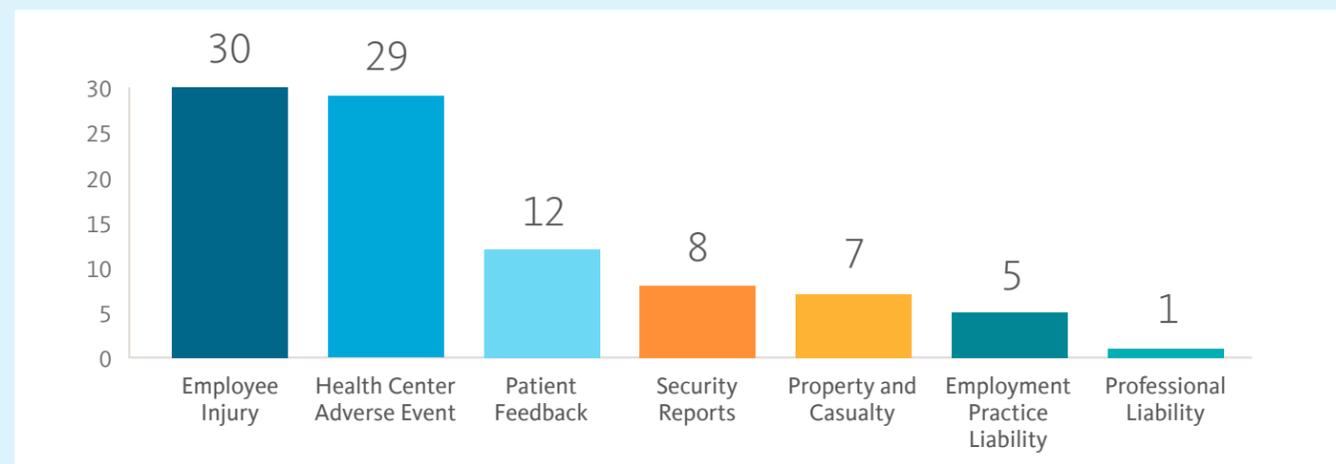
RDMS is a systemwide reporting and data analytics platform that brings together multiple data streams to support the reporting needs of staff at UC campuses and health centers. By giving UC locations a secure and easy way to access data and reports, RDMS allows users to answer common business questions that can facilitate informed decision making and forecasting.

Regulatory reports such as OSHA and some union report requests are also published and distributed through RDMS for the UC system.

In 2023, new functionality in RDMS was implemented to enable self-service reporting and artificial intelligence (AI) capabilities.

The Risk Technology team assesses and upgrades the security of all Risk Services vendor systems. The process includes collecting an inventory of 3rd and 4th party vendors and assessing the value of sensitive data if breached. This team also evaluates and ensures that UC cybersecurity-related contract policies are enforced in all Risk Services contracts. The Risk Technology team proactively upgraded Risk Services' technology applications by adding Single Sign-On to improve security, efficiency and reporting capabilities.

Number of RDMS Reports by Subject Area



RDMS data sources include:

Workers' Compensation (Sedgwick)

Professional Liability (Sedgwick)

General Liability (Sedgwick)

Employment Liability (Sedgwick)

PINs (RL Datix to Sedgwick)
UCDH, UCIH, UCLAH, UCSDH, UCSFH

Normalization Data UC Systemwide Payroll

Normalization Data Patient Days

Custom Date Extracts
UCSFH, UCSDH, UCDH

Adverse Event (RL Datix)
UCDH, UCIH, UCSDH, UCSFH

Patient Feedback (RL Datix)
UCDH, UCIH, UCSDH, UCSFH

SECURITY, RISK AND RESILIENCY

Providing Training and Consultative Security Services

The Risk Services Security, Risk & Resilience team offers a range of domestic and international security services for the university, including conducting pre-travel security risk planning, in-country security risk assessments, and contingency planning assistance for those traveling to high-risk destinations. This team leads the systemwide Behavioral Intervention Leadership Council that functions to prevent and mitigate exigent- and active-threat events in our UC communities.

PROGRAM PRIORITIES

Active Threat Training. This is a type of training that prepares individuals to respond to an active assailant or other violent threat. It can help individuals identify potential threats so that they can take steps to avoid these threats. UC campuses, with their respective police forces, have offered active-threat trainings for many years. UC Risk is developing active-threat training for UCOP employees, so they can be better prepared to manage active threats.

Human Trafficking. U.S. college and university campuses are facing a growing increase of this problem. Traffickers target the vulnerable. They may offer students false promises of scholarships, employment or housing. Risk Services is in development of an initiative against human trafficking with two curriculums. The first would train counselors and student affairs personnel on what to look for and what student resources are available. The second would train police on what to look for and how to investigate these situations.

Behavioral Intervention Team (BIT). The Security, Risk, and Resilience team leads the University of California Office of the President (UCOP) Behavioral Intervention Team (BIT), a resource for UCOP employees seeking advice/consultation on behavioral concerns within the workplace.

They also serve in an advisory capacity for campus and health system BIT teams, including their Extension programs, when they have an incredibly complex case or are looking for another perspective.

International Security Briefings. This team is also responsible for conducting pre-travel security briefings for any UC faculty, staff, students, visiting scholars, and UC affiliates who request it before traveling to a high-risk area for work or studies on behalf of the university.

Security Assessments. If an employee experiences a threat to their work or studies, this team assists in physical security assessments of properties/facilities/residences when a threat is present. These recommendations can include, but are not limited to, requests for physical barriers, cameras, electronic locks, and private security options.

Security Planning. For any university-sponsored event or event hosted on a UC property, this team will provide consultative services regarding security planning with UC event planners, venue managers, student groups, and police. These recommendations can include, but are not limited to, requests for security staffing (private and sworn), venue choice, magnetometers, hostile vehicle mitigation, and intelligence gathering.





SYSTEMWIDE EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY

Building Resiliency

UC takes a comprehensive approach to prevent, reduce, prepare for, respond to and recover from any adverse event or disruption, including all types of emergencies and disasters. Risk Services provides leadership, resources and guidance that supports the UC system in proactively implementing tactics to create a disaster-resistant and resilient institution with effective crisis and emergency management capabilities.

KEY INITIATIVES

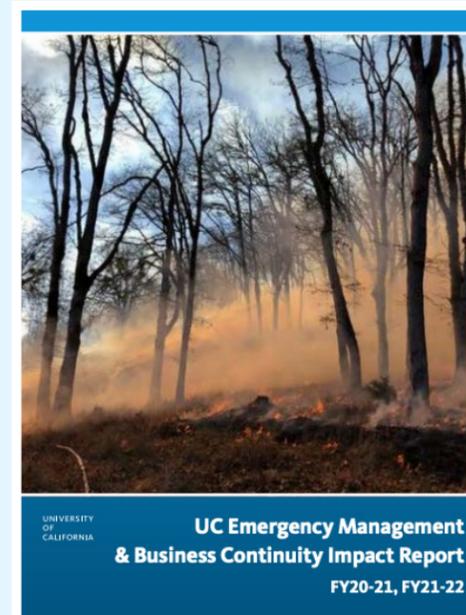
- › **Support for COVID Recovery.** As the pandemic continued through 2023, the Risk Services Emergency Management (EM) team remained integral to UC's COVID response and recovery. In partnership with UC Health, Risk Services played a leading role in managing the pandemic response, including sustained systemwide coordination of COVID policy development, testing and screening practices, surge preparedness, isolation and quarantine and vaccine distribution.
- › **Climate Resilience.** Risk Services and partners across the UC enterprise recognize the need to strengthen UC's climate resilience for its people, places and assets. This includes the university's ability to respond to disaster events and maintain operational resilience despite disruptions. Improving climate

resilience involves assessing how climate change will create new or alter current climate-related risks and taking steps to better cope with these risks. The Risk Services EM team is leading a systemwide Hazard Vulnerability Assessment initiative to develop a planning methodology that addresses how best to incorporate future climate hazard projections into the hazard vulnerability risk assessment process.

- › **Geographic Information System (GIS) Funding.** Risk Services led and funded a systemwide GIS initiative that gives UC an expanded capability to view and analyze systemwide GIS data for emergency responses such as active-threat detection, weather warnings, wildfires, floods and earthquakes. This tool has proven valuable for quickly assessing incidents' threats to UC.
- › **UC Ready Support.** UC Ready is a powerful software platform that supports continuity-planning efforts across the system. The Risk Services EM team has provided continued oversight, leadership and support for the platform, including coordinating with UCLA Information Technology (IT) to further enhance and refine the IT Disaster Recovery functionality. Additionally, Risk Services hired a UC Ready System Administrator to ensure dedicated technical support to the platform.
- › **Systemwide Incident Coordination.** Based on lessons learned during COVID-19 response efforts, the Risk Services EM team re-envisioned the systemwide emergency-coordination structure to create a network of independent and interdependent teams with clear roles and responsibilities.
- › **Collaboration Efforts.** Risk Services has established an ongoing partnership with the CSU Chancellor's Office to bring together emergency management and business continuity staff from both systems to share successes, challenges and

opportunities for collaboration on building resilience and responding to emergencies. Activities to date include the inaugural CSU/UC Continuity Symposium and an ongoing quarterly CSU/US Sharing Series.

More details are available in the UC Emergency Management and Business Continuity Impact Report – FY 2020-21, FY 2021-22 at <https://www.ucop.edu/enterprise-risk-and-resilience/files/crisis-management/emergency-management-and-business-continuity-impact-21-22.pdf>.



“Over the past year, we felt the urgency of addressing the growing impacts of climate change as communities across California experienced historic droughts, heat waves, wildfires and other extreme events exacerbated by a warming planet. But we also saw the potential for rapid and effective climate action, as elected officials, institutions and communities came together around shared goals.”

– UC President Michael V. Drake





STUDENT HEALTH INSURANCE PLAN

The University of California Student Health Insurance Plan (UC SHIP) provides high-quality, affordable and convenient health care coverage to UC students. UC SHIP covers medical, pharmacy, dental, vision, mental health and substance use disorder services for UC undergraduate and graduate students and their eligible dependents.

GOVERNANCE

UC SHIP, as the nation's largest self-funded student health benefit plan, is a leader not just because of its size, but also because of the success of its shared-governance model. The makeup of the governance board is unique in that it is chaired by UCOP executive leadership, representatives from campus leadership groups, and student representatives from the member campuses. However, student representatives are the only voting members of the board. This gives students direct oversight and administrative control of the plan, while giving them the benefit of the guidance, wisdom and expertise of leadership stakeholders across the university system.

RESOURCES

As a response to the need for more mental health care access, in the fall of 2022 UC SHIP began offering Lyra Health to enrolled students and students who are studying in the UC Education Abroad Program (EAP). Lyra gives students access to comprehensive mental health care, including live coaching, guided self-care wellness modules, and virtual or in-person therapy sessions with Lyra's diverse network of culturally responsive providers. These services are provided to UC SHIP and UC EAP students free of charge and without a referral. Our goal is to minimize wait times and improve access to mental health care for our students.

The [UC SHIP website](#) is the main resource for health plan information for all our member campuses. To better serve the information needs of inquirers, UC SHIP launched a redesigned website for the Fall 2022 academic year. The new website features an improved layout and search functionality, so students and parents can more easily navigate information on student health plans. The UC SHIP team also made critical accessibility improvements, earning recognition from the UC Accessibility Office as an Accessibility Champion for the demonstrated commitment to ensuring that UCOP websites are accessible to people with disabilities. These enhancements ensure that this important resource is available and usable by our students and all information seekers of the plan.

UC SHIP ENROLLMENT			
CAMPUS	IRAP CAMPUS ENROLLMENT FOR FALL 2022	UC SHIP ENROLLMENT AS OF DECEMBER 2022	UC SHIP AS A % OF CAMPUS ENROLLMENT
UCD	39,679	16,130	41%
Grad	8,047	4,912	61%
Undergrad	31,632	11,218	35%
UCH	1,197	494	41%
Grad	1,197	494	41%
UCI	35,937	20,789	58%
Grad	7,953	4,676	59%
Undergrad	27,984	16,113	58%
UCLA	46,430	25,413	55%
Grad	14,216	8,730	61%
Undergrad	32,214	16,683	52%
UCM	9,103	4,627	51%
Grad	760	709	93%
Undergrad	8,343	3,918	47%
UCR	26,809	15,646	58%
Grad	3,895	2,765	71%
Undergrad	22,914	12,881	56%
UCSB	26,420	17,362	66%
Grad	2,960	2,752	93%
Undergrad	23,460	14,610	62%
UCSC	19,478	11,047	57%
Grad	1,976	1,694	86%
Undergrad	17,502	9,353	53%
UCSD	42,006	24,880	59%
Grad	9,511	7,047	74%
Undergrad	32,495	17,833	55%
UCSF	3,104	1,580	51%
Grad	3,104	1,580	51%
TOTAL	250,163	137,968	55%
Grad	53,619	35,359	66%
Undergrad	196,544	102,609	52%