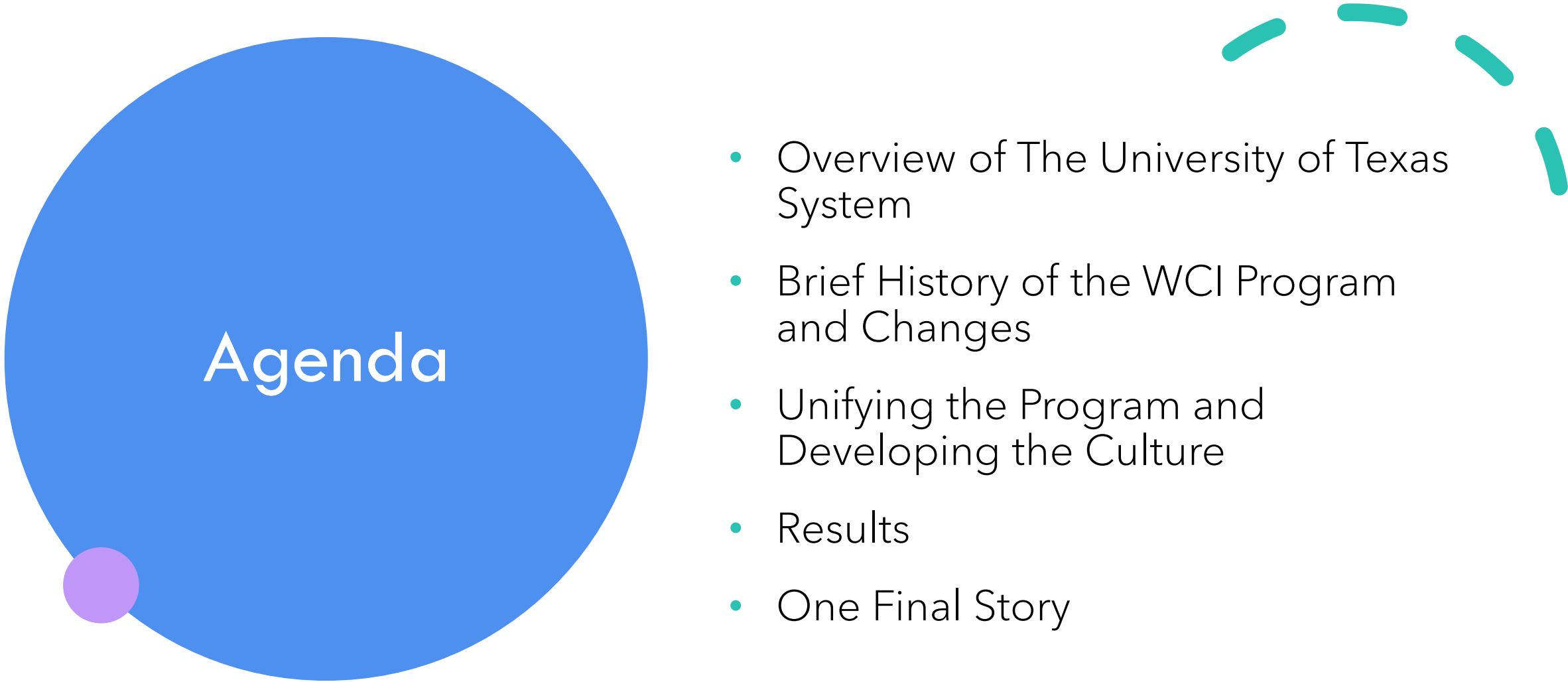




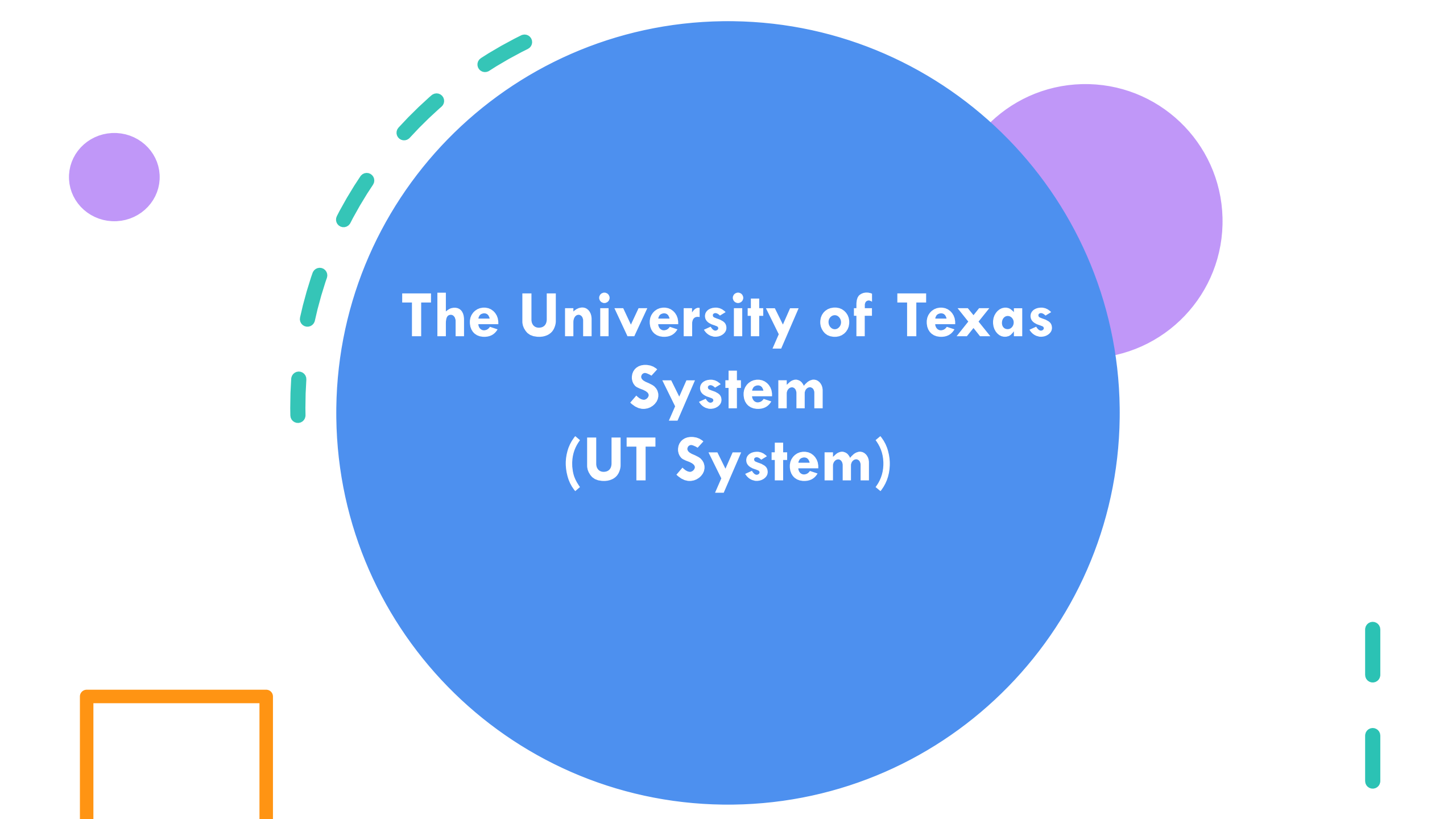
Having Fun with Culture Development

Melissa Steger, MPA, CRM
Retired Associate Director of WCI and
Unemployment
The University of Texas System



Agenda

- Overview of The University of Texas System
- Brief History of the WCI Program and Changes
- Unifying the Program and Developing the Culture
- Results
- One Final Story



The University of Texas System (UT System)



Five health institutions

- Dell Medical School
- Rio Grande Valley (RGV)
- Health Science Center Tyler
- Stephen F. Austin, 9/1/23

- Dell Medical School
- Rio Grande Valley (RGV)
- Health Science Center Tyler
- Stephen F. Austin, 9/1/23

General Overview



10.6M Outpatient Visits

256 Enrolled Students



\$29.1B Operating Budget

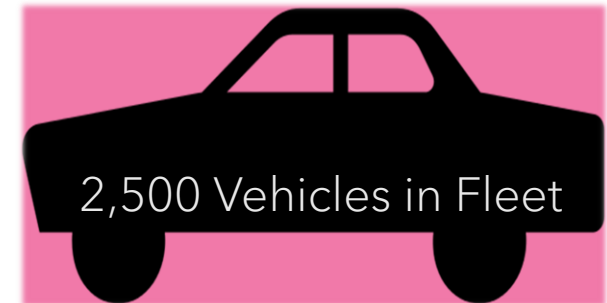
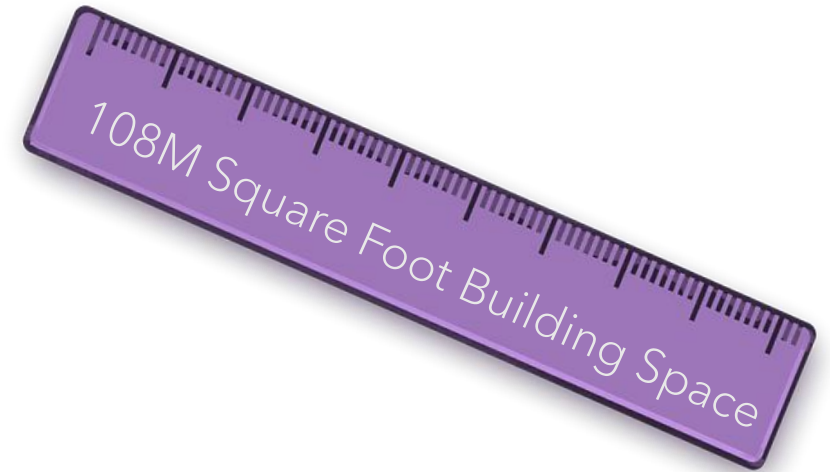
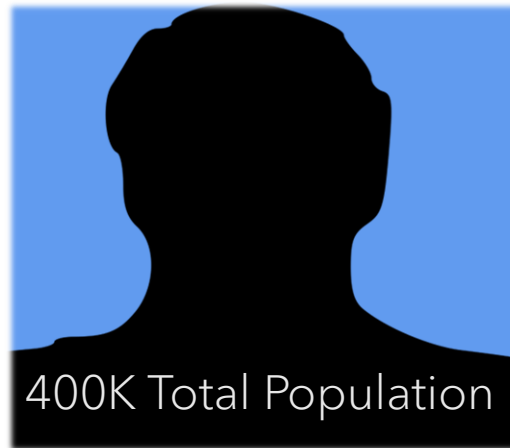


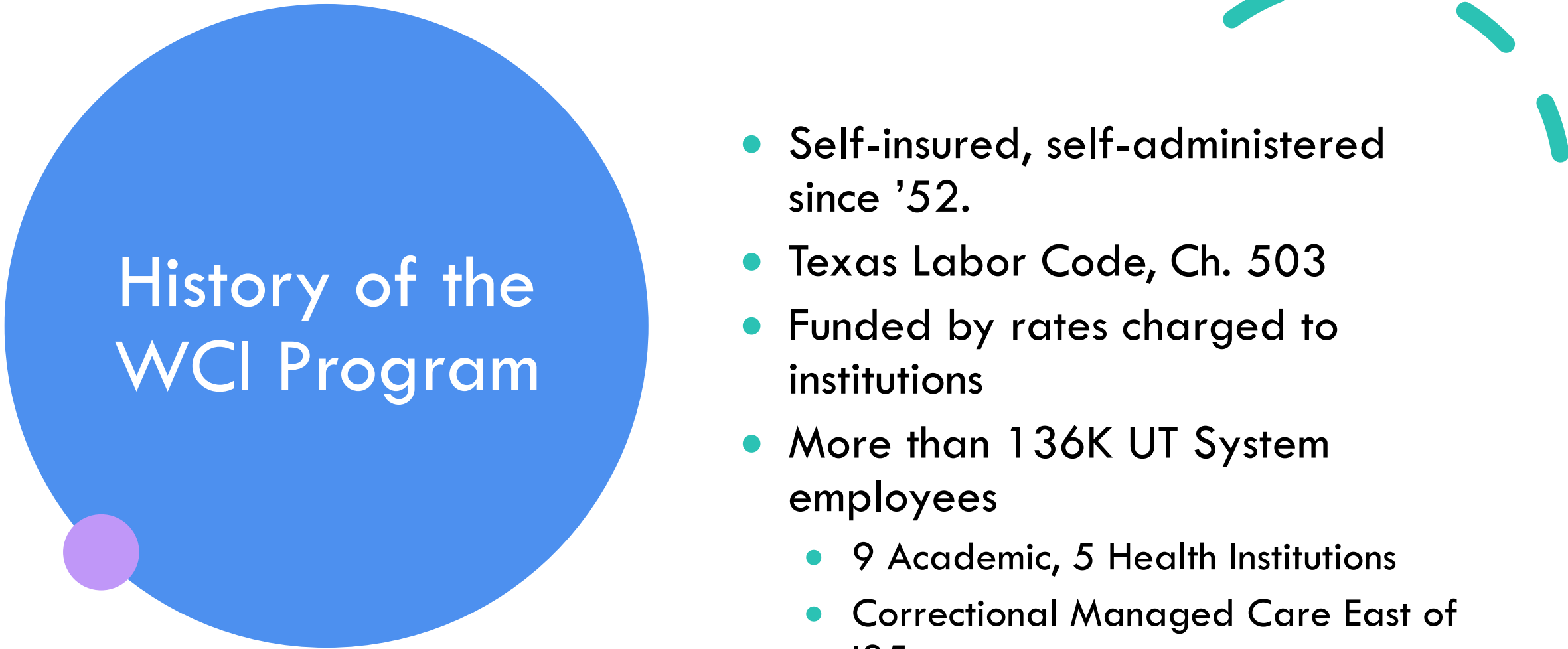
143K Headcount



68K Degrees Awarded

Risk Overview

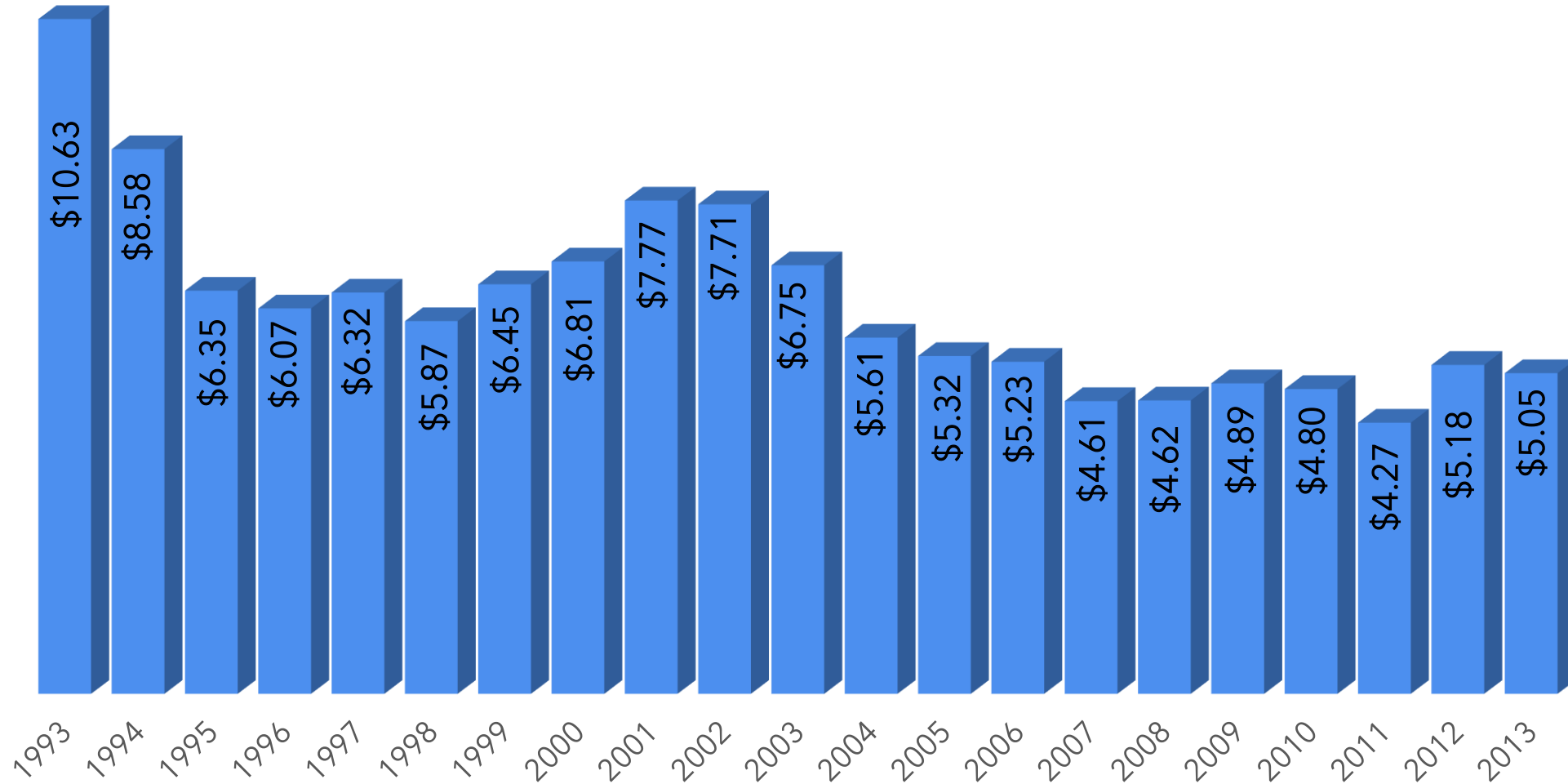




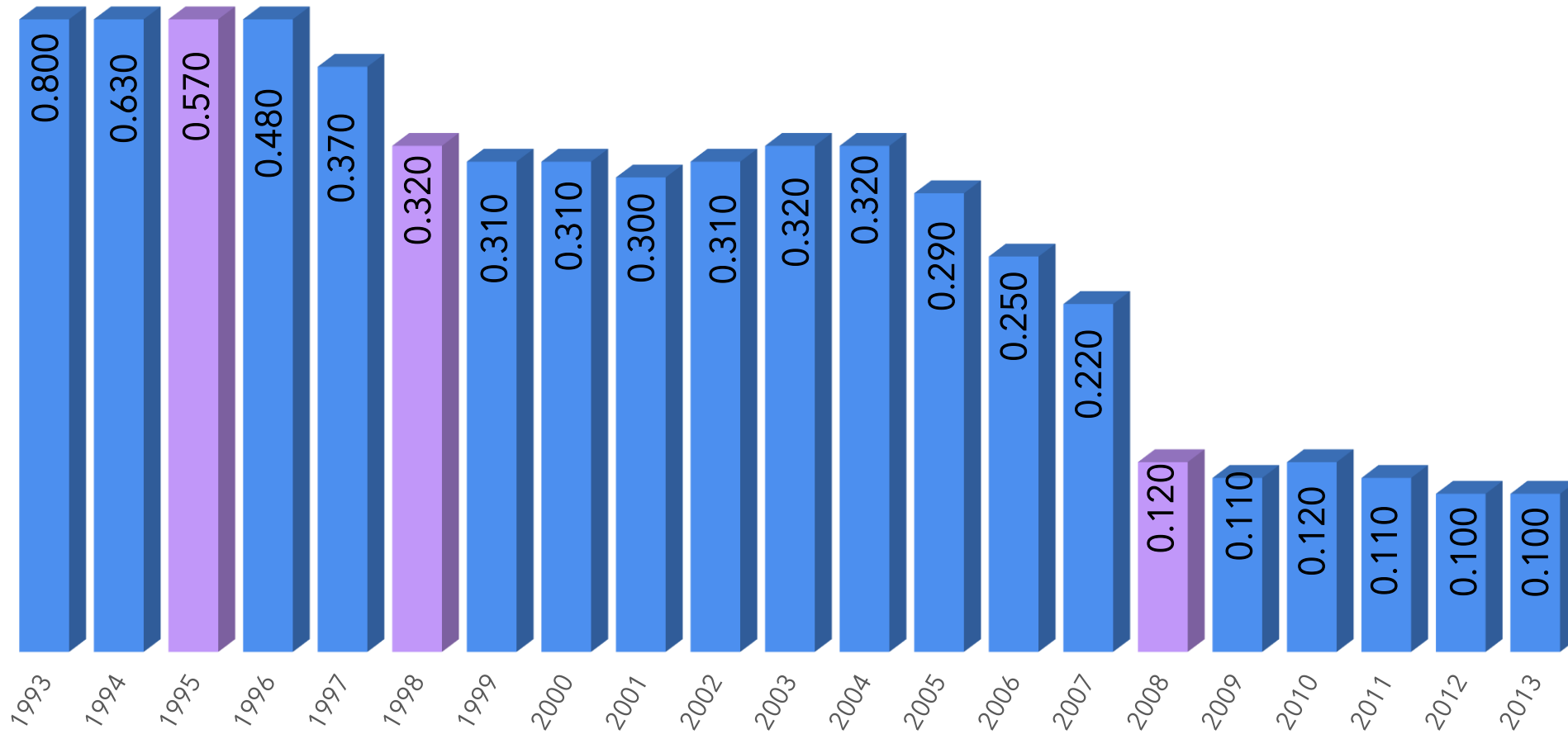
History of the WCI Program

- Self-insured, self-administered since '52.
- Texas Labor Code, Ch. 503
- Funded by rates charged to institutions
- More than 136K UT System employees
 - 9 Academic, 5 Health Institutions
 - Correctional Managed Care East of I35

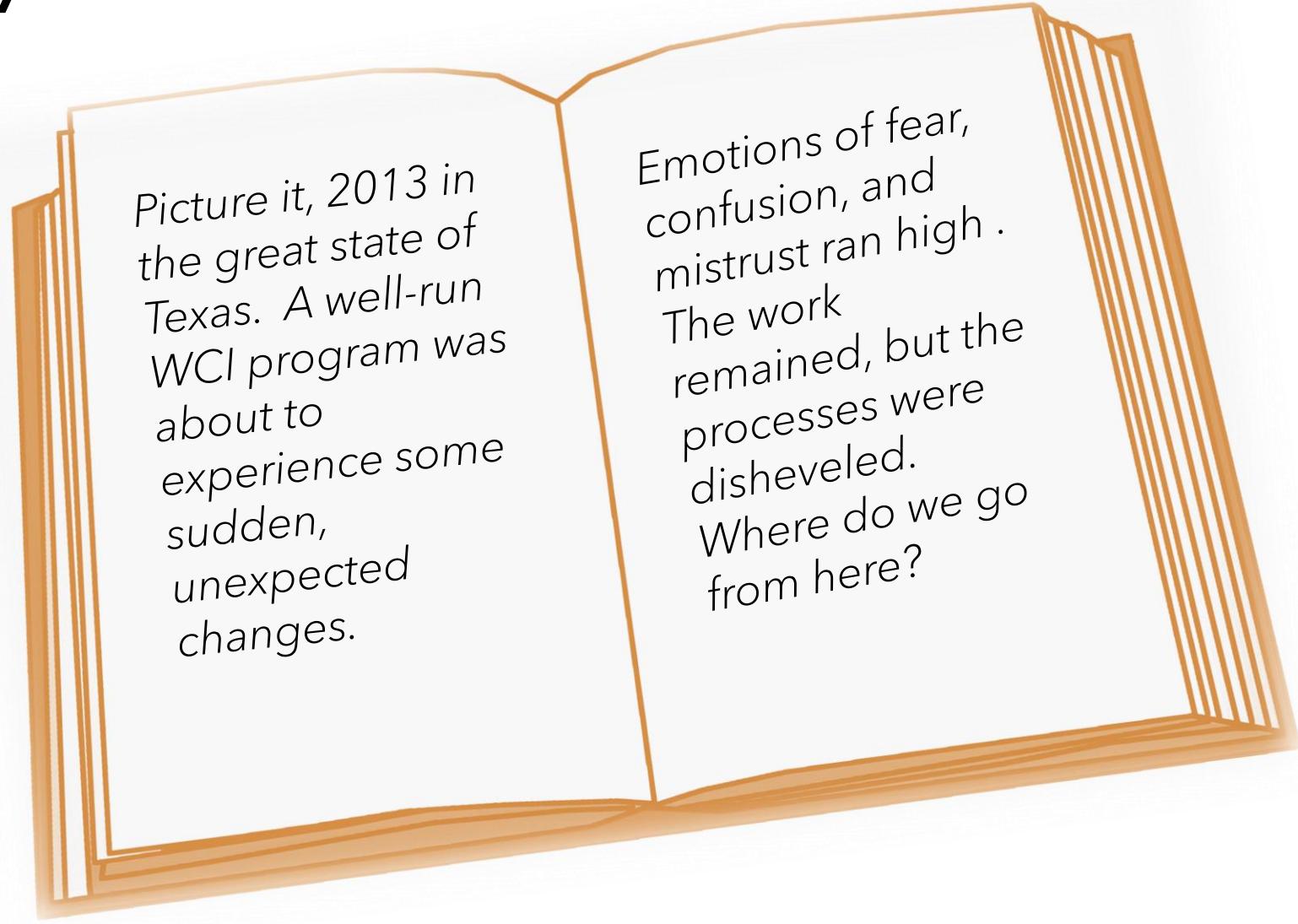
Systemwide FY WCI Expenditures



Average Rates per \$100 Payroll

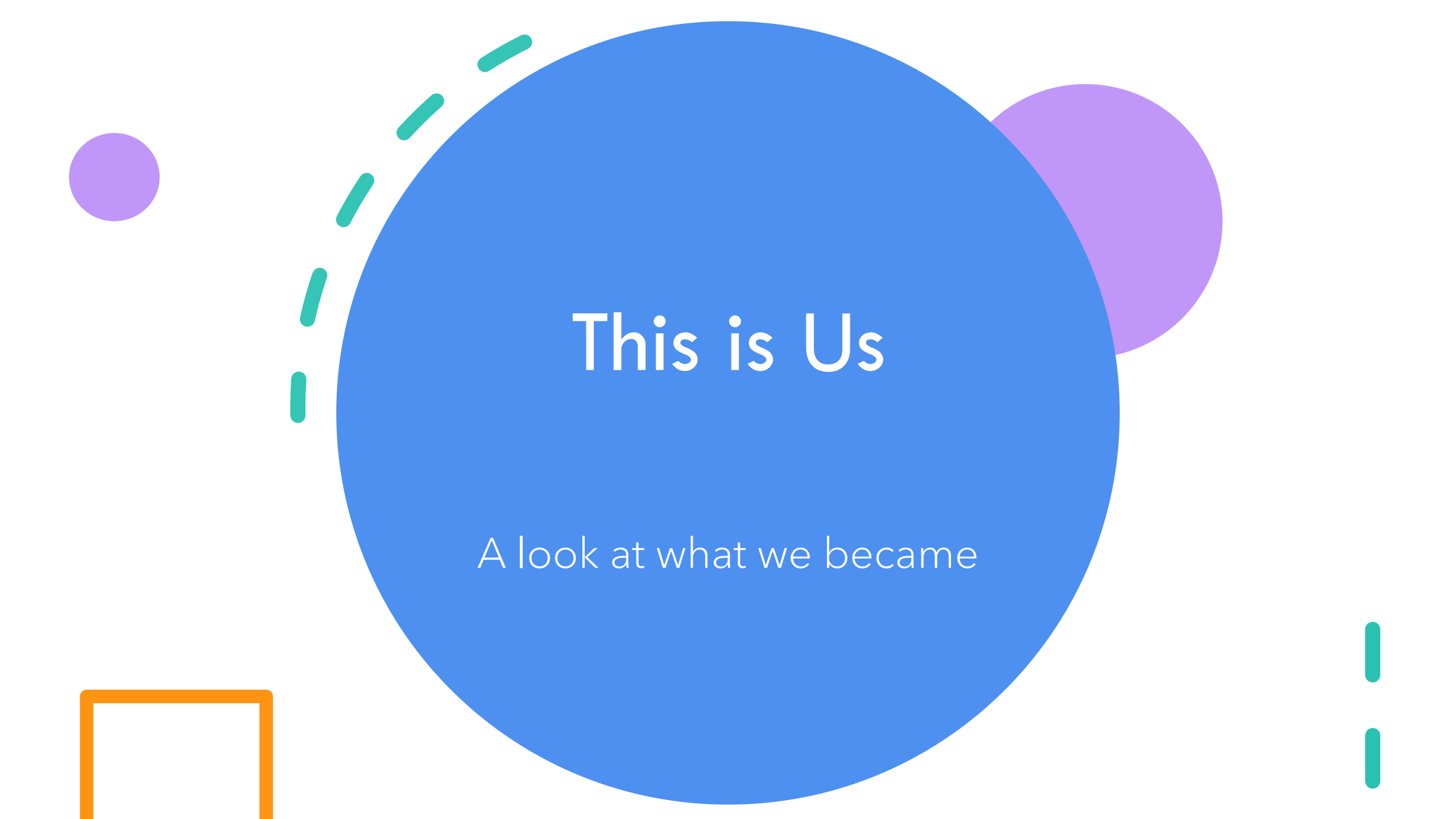


Our Story



Picture it, 2013 in
the great state of
Texas. A well-run
WCI program was
about to
experience some
sudden,
unexpected
changes.

Emotions of fear,
confusion, and
mistrust ran high .
The work
remained, but the
processes were
disheveled.
Where do we go
from here?



This is Us

A look at what we became

Traditional Model (1952 - Dec 2013)

Self-insured, Self-administered

24 UT System Employees

Homegrown Claims System

Hybrid Model (Dec 2013 - Current)

Self-insured, Self-administered /
TPA

6 UT System Employees

TPA Claims System



Claims Supervisors Role:

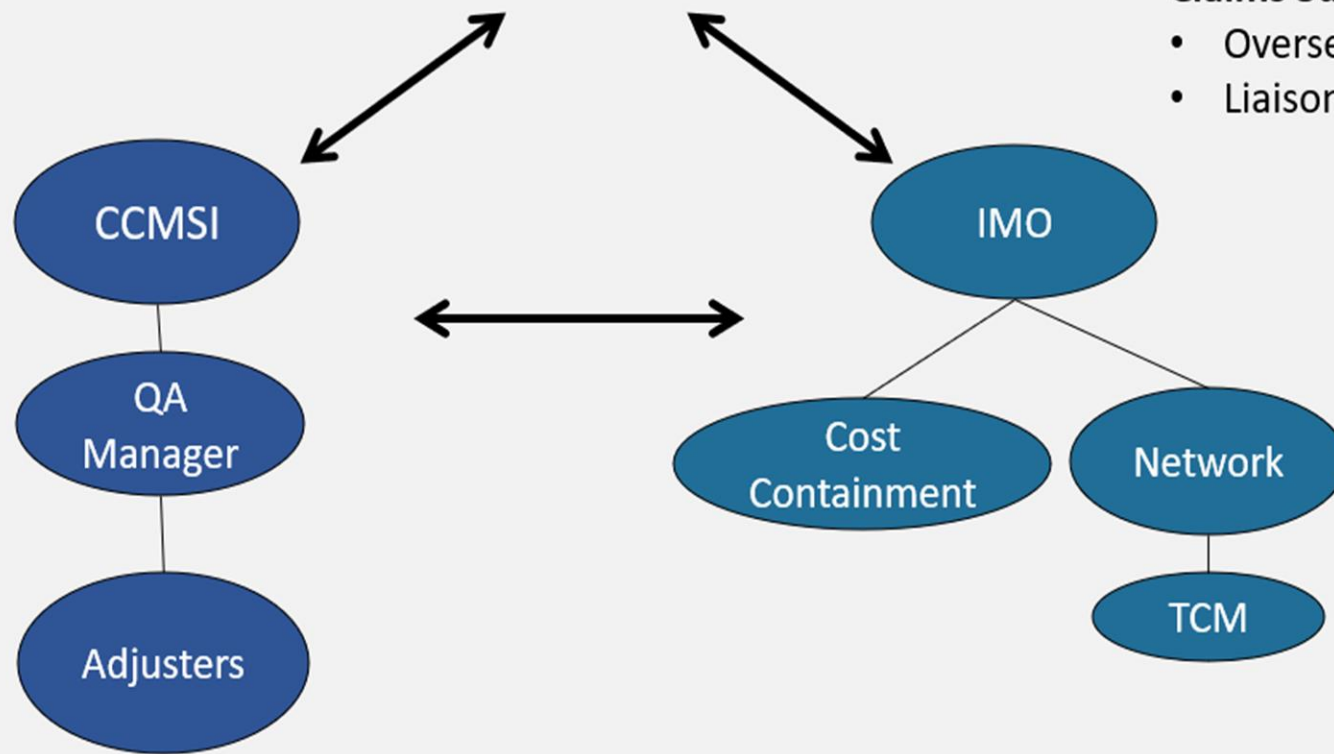
- Oversee claims handling
- Liaison with institutions

CCMSI Quality Control Manager Role:

- Staff performance
- Workflow efficiencies

Adjusters Role:

Daily claim handling



TCM Role:

- Utilization Management
- Early Intervention - RTW

Our Purpose is to:



```
graph TD; A[Our Purpose is to:] --> B[Support Our Institutions]; A --> C[Help the injured employees]
```

**Support Our
Institutions**

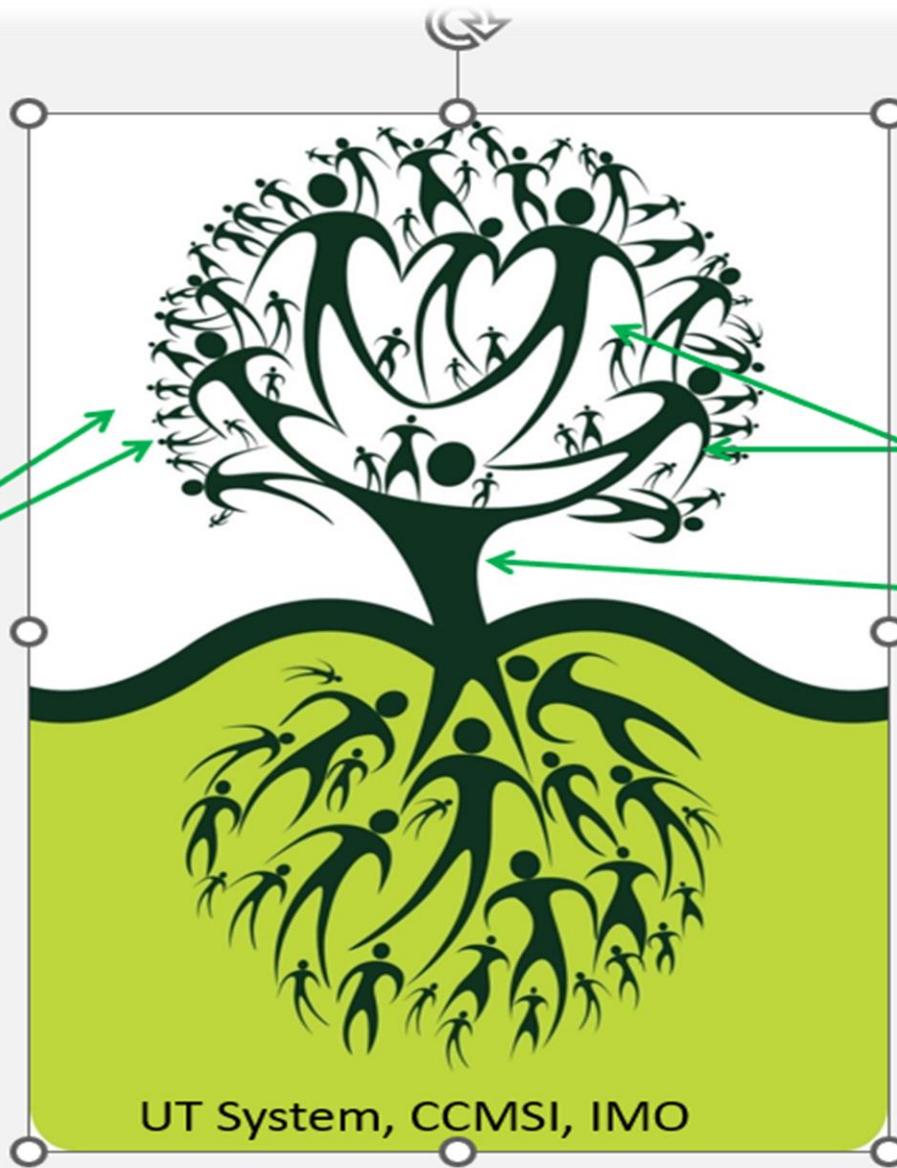
**Help the injured
employees**





Attitudes

Outcomes of our
services



UT System, CCMSI, IMO

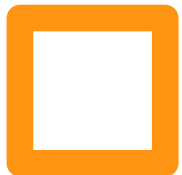


Obstacles

Resources

Institutions & injured
employees

Work Product





Tips to Survival

Building and maintaining our culture

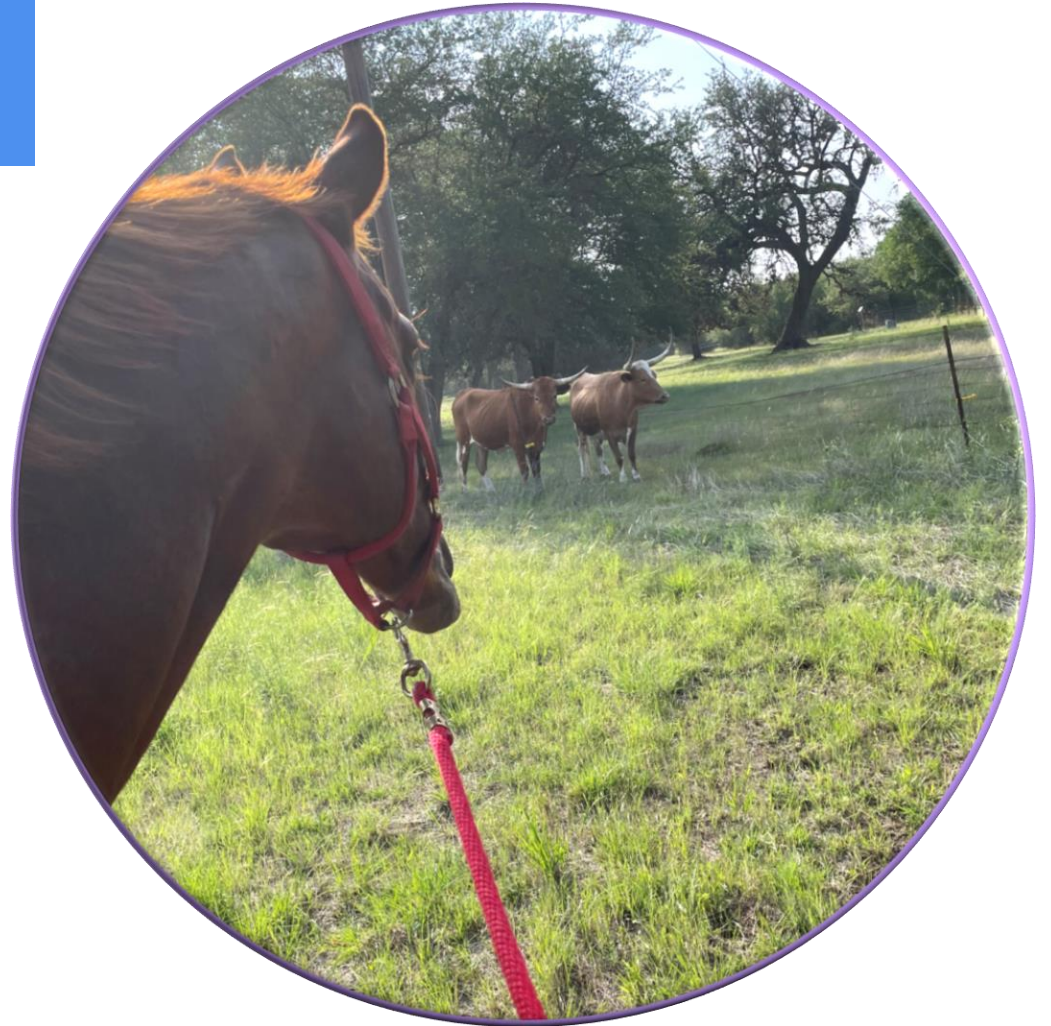
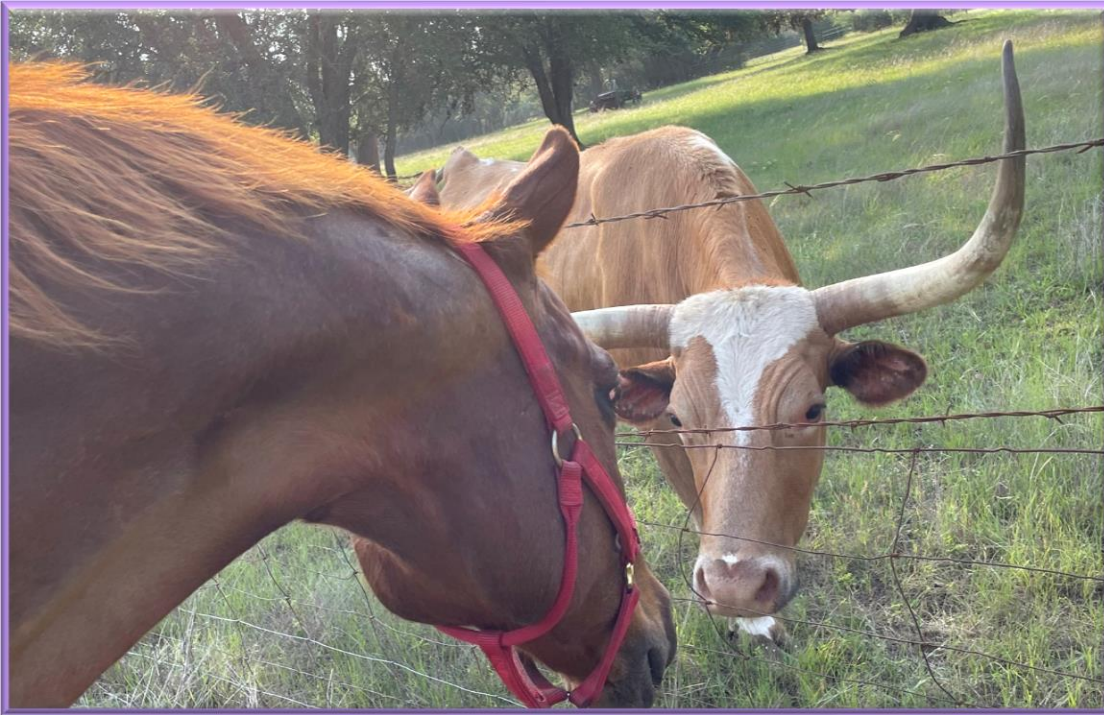


Leave our titles
at the door

Be Vulnerable



Face Your Fears





Acknowledge the elephant in the room.

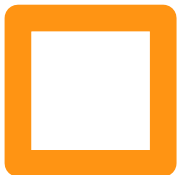
Welcome him, feed him, and politely escort him to the door.



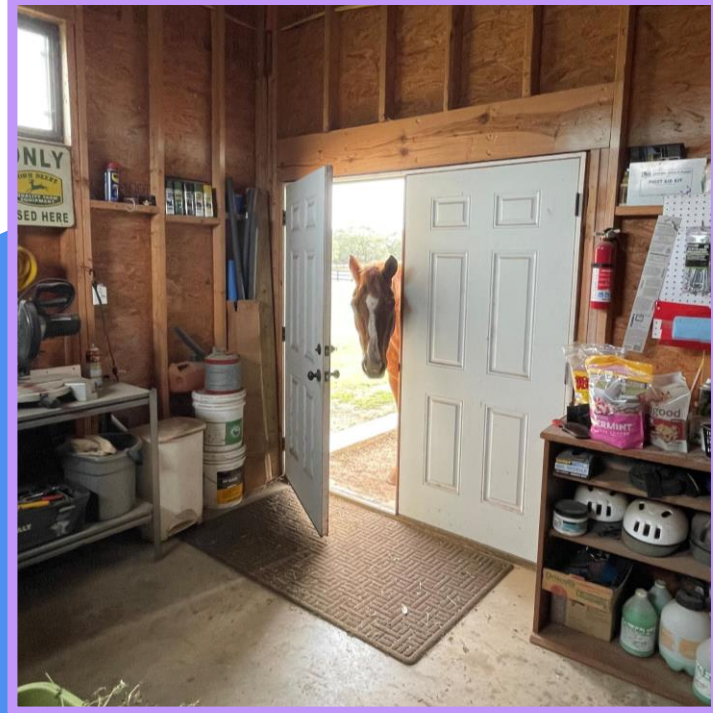
Have the tough
conversations

Communication - DiSC Style

Style	Likes	Dislikes
D- Dominance (Fast paced / Outspoken)	Independent, Decisive, Direct, Results	Oversensitive, Hesitation, Over-analyzing
I – Influential (Accepting / Warm)	Creative, Enthusiastic, Optimistic, Collaborative	Rules, Caution, Over analysis, Insensitivity
S – Steadiness (Cautious / Reflective)	Cooperation, Humility, Thoughtfulness	Aggressiveness, Sudden Change, Nonconformity
C – Compliance (Questioning / Skeptical)	Accuracy, Attention to Detail, Timeliness	Mistakes, Spotty Research, Exaggerated Enthusiasm



Hazards of Micromanagement



**Don't jump to
conclusions**



Be curious



GO

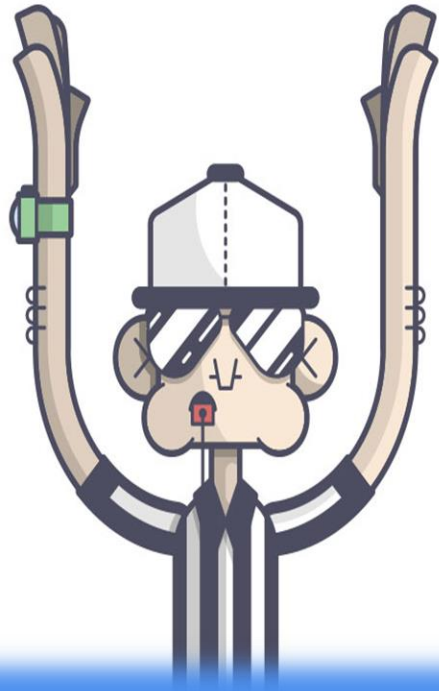


UNTIL NO



We are like the pavement
on a caliche road.





Score the
TOUCHDOWN...

Don't commit any penalties!!!



Don't leave the armadillo
in the road . . .

Do what needs to be done!

Perform your work
with dignity and respect

Even when the answer is no.



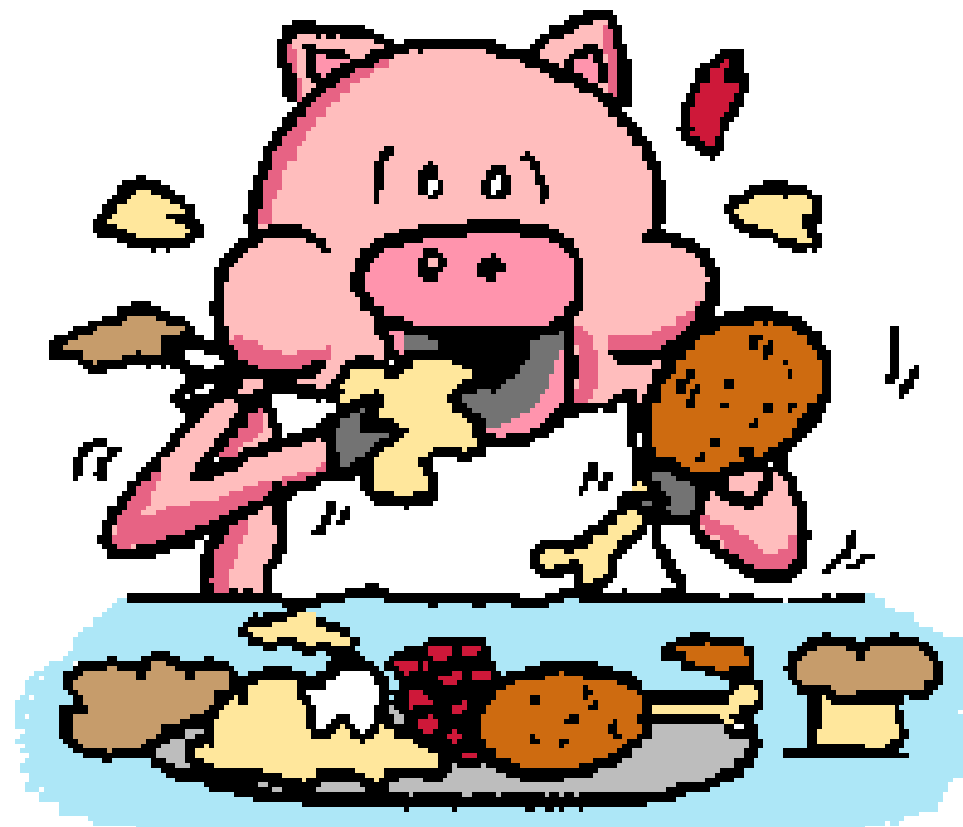
Be Caring
and
Respectful



Have each other's back



**Feed Our
Goodwill Fund!!!**





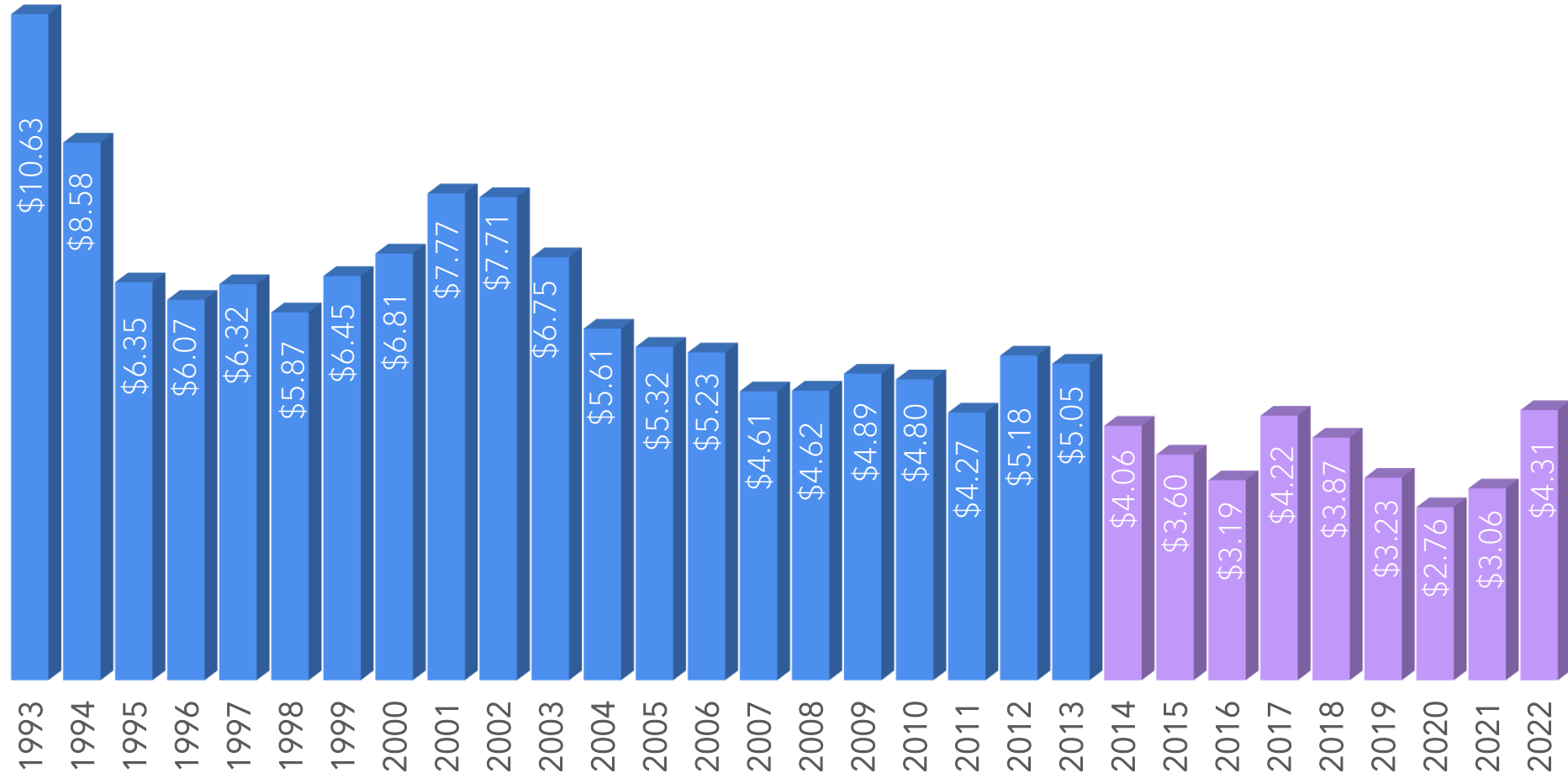
It's **ALWAYS** right
to do the
RIGHT thing!



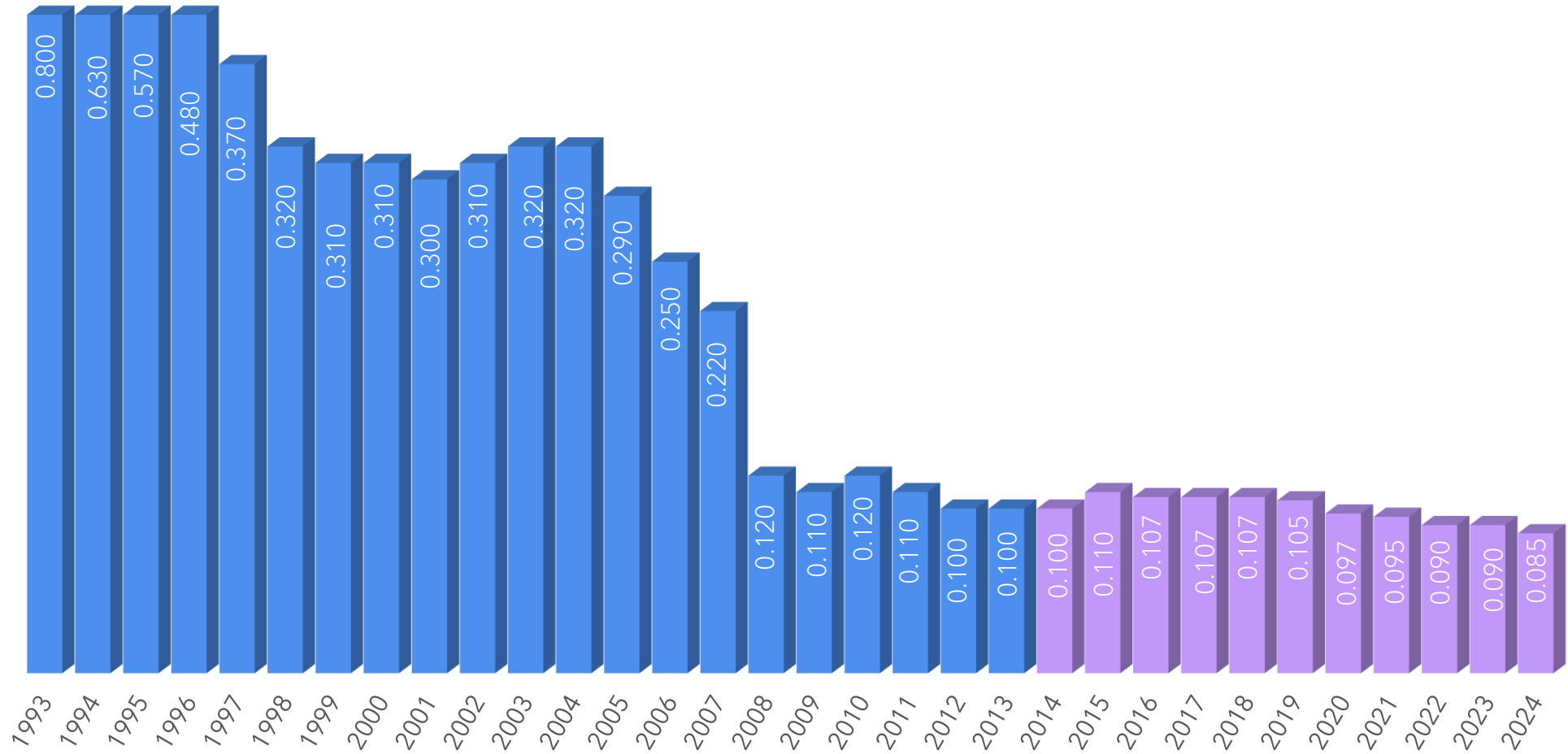
The Results

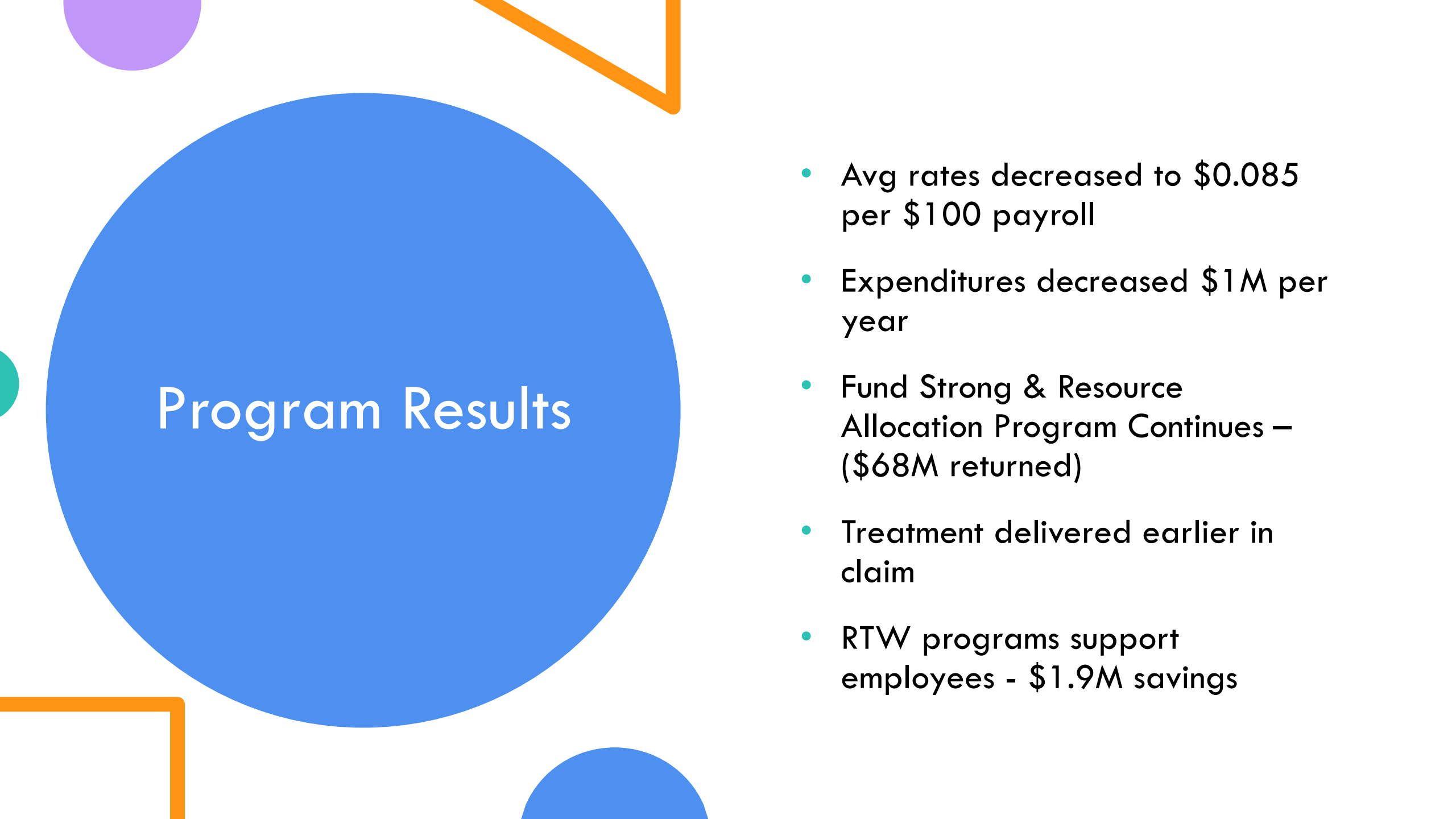
A little data for you

Systemwide WCI FY Expenditures



Systemwide FY WCI Rates





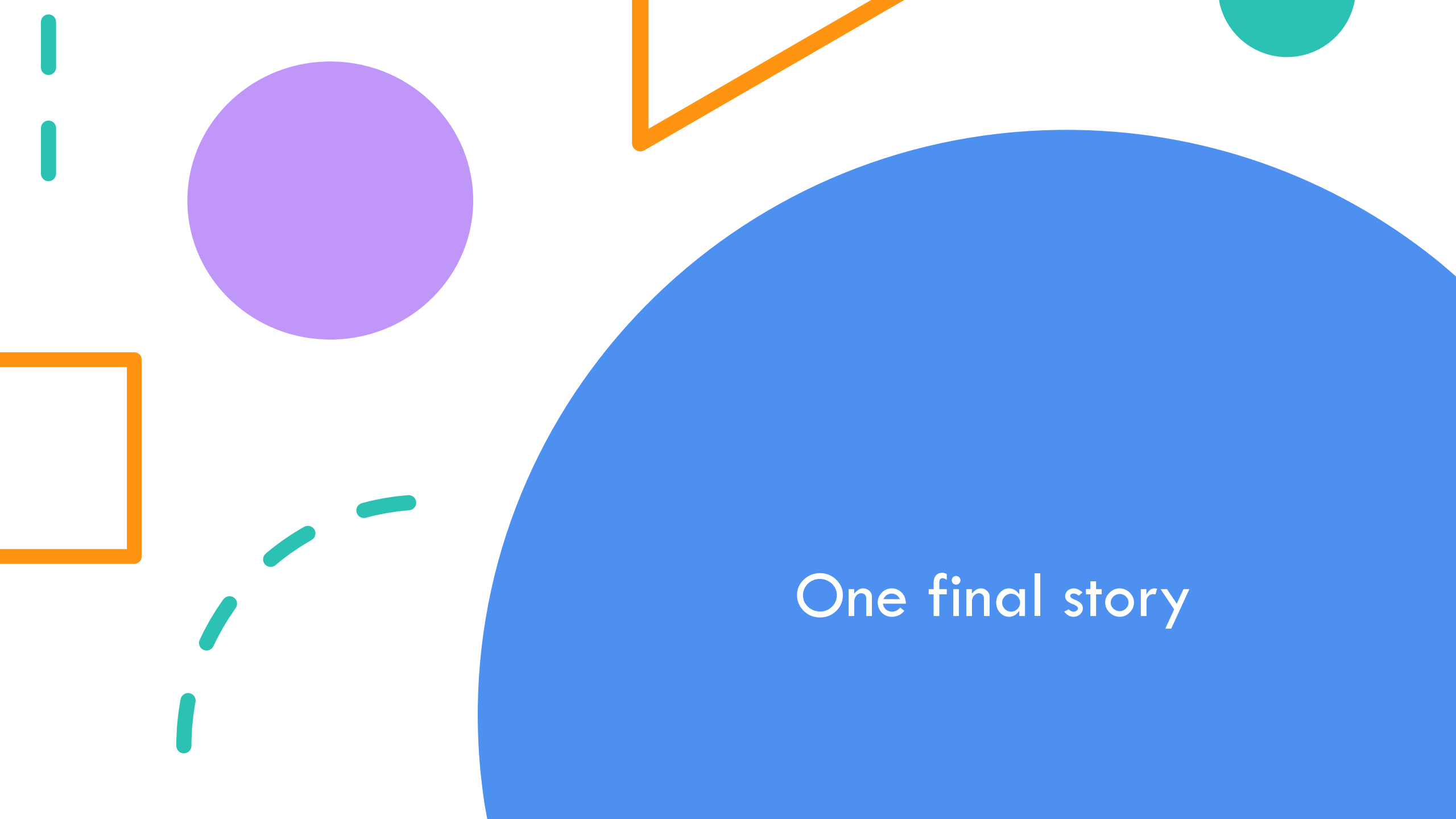
Program Results

- Avg rates decreased to \$0.085 per \$100 payroll
- Expenditures decreased \$1M per year
- Fund Strong & Resource Allocation Program Continues – (\$68M returned)
- Treatment delivered earlier in claim
- RTW programs support employees - \$1.9M savings

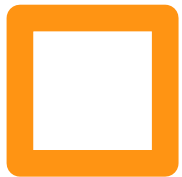


Team Results

- Unity
- Compassionate ownership
- Clear mission
- Focused on compliance
- Driven
- Innovative



One final story



Complacency has Consequences





Closing

- Hold on to the story that built us
- Hire Carefully – Culture Fit vs. Knowledge
- New Employee Orientation and Onboarding
- Know how to communicate (DiSC)
- Annual Retreats - Never Stop Reinforcing
- Repetition is Good

Questions

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Merebell