

The background of the slide is a photograph of a large, curved building with a blue, ribbed facade on the left side. The rest of the image shows a panoramic view of a city with green hills and buildings under a clear blue sky with some light clouds.

# Finance Forum

Teresa Costantinidis  
Vice Chancellor and Chief Financial Officer

August 15, 2018

UCSF Finance

# Agenda

- Welcome and Overview
- Getting to Know Joe Bengfort
  - UCSF Associate Vice Chancellor and Chief Information Officer
- CFO Updates
- Introduction of New UCSF Finance Staff
- Achievement Awards, SVC Achievement Award, and Spot Award Winners
- Best of UCSF Finance – Fascinating Projects
  - *Financial Management Dashboard*, Mike Lee, Audit and Advisory Services
  - *Finding Your Numbers*, Bernard Jones and Catherine Dunn, Finance Service Center
- Announcements and Close

# Getting to Know Joe Bengfort

*UCSF Associate Vice Chancellor and Chief Information Officer (CIO)  
Senior Vice President, Information Technology, UCSF Health*



University of California  
San Francisco

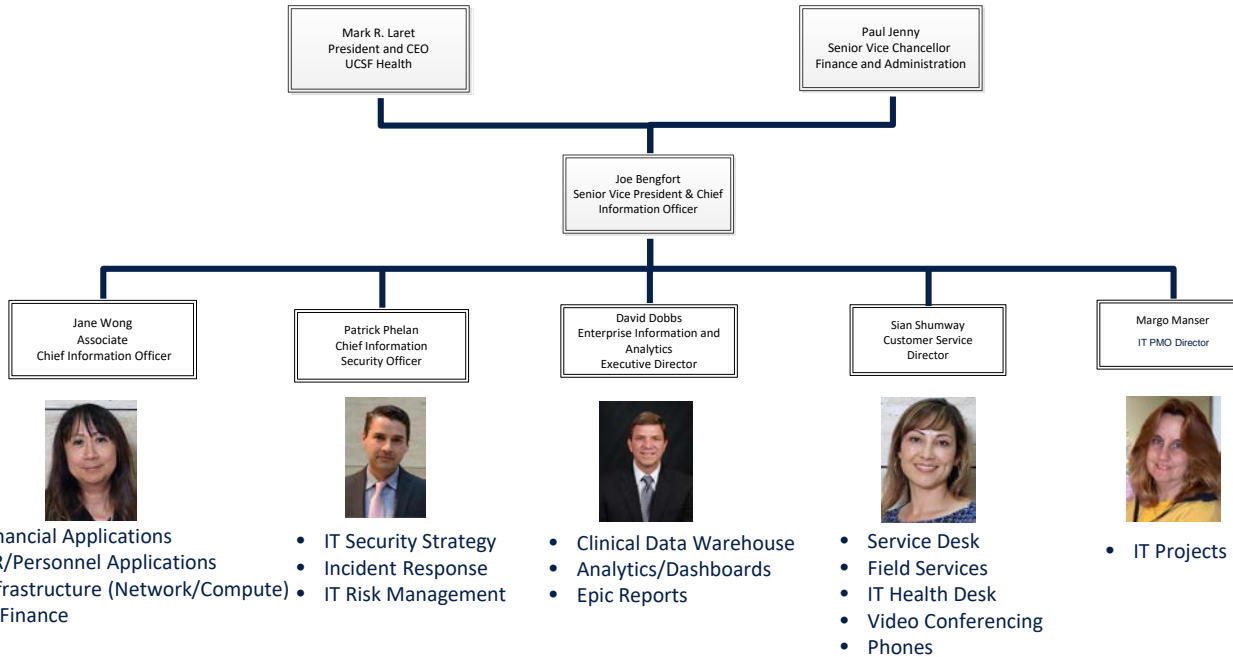
UCSF Health

# IT at UCSF

*Priorities and Trends*

# Joe's Role at UCSF

- CIO for UCSF Campus and UCSF Health
- UC System-Wide Roles
  - Cyber Risk Executive for UCSF
  - UC Health CIO Working Group
  - UC IT Leadership Council
- UCSF Health: Enterprise Portfolio Management

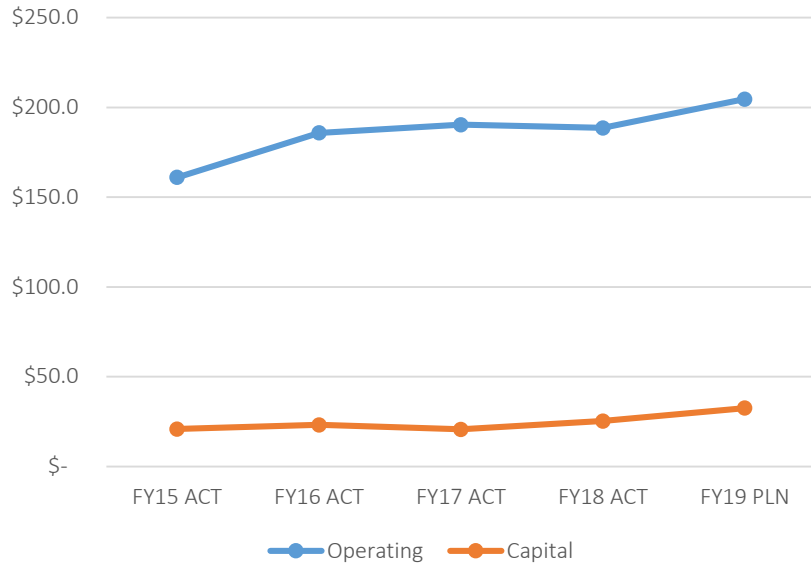


**UCSF Health, BCHO, UCSF Campus, UC Health Collaborations**

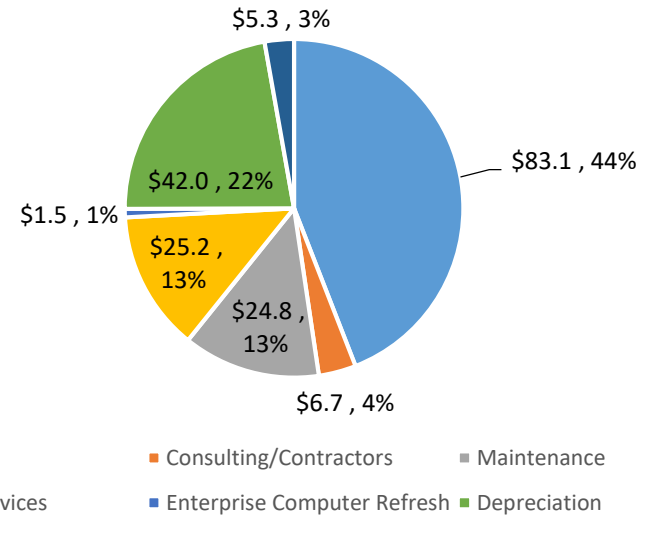
# Centralized IT Investment at UCSF

(Central IT for Campus and Health + Clinical Systems)

Total Opex & Capex



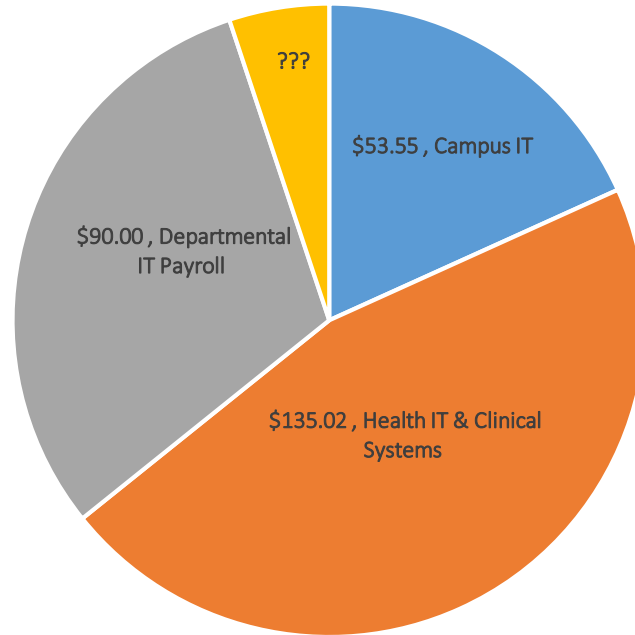
Expense by Type







# UCSF Enterprise IT Spend



# IT Governance at UCSF

IT Governance  
Kevin Souza

Care Technology  
Group  
Russ Cucina

Research  
Technology  
Chuck McCulloch

Education  
Technology  
Gail Persily

Business  
Technology  
Michael Nordberg

Technology &  
Architecture  
Mark Kohli

Web Governance  
Louise Chu

Information  
Technology  
Security  
Mike Blum

Enterprise  
Information &  
Analytics  
Mike Blum

**Made up of faculty, staff, student representatives and administrative leaders providing advice and decision-making for IT across the UCSF enterprise.**

**Campus Strategic Priorities**

- Precision Medicine
- Strategic Partnerships
- Equality and Inclusion
- Advance culture of continuous improvement and learning
- Improve Parnassus campus facilities
- Contribute to carbon neutrality



**Health Strategic Priorities**

- Create an Exceptional Patient Experience
- Achieve Zero Harm
- Improve Clinical Outcomes
- Create an Optimal Work Experience
- Lower Our Costs
- Expand Our Reach
- Optimize Access
- Advance, Apply and Disseminate Knowledge



# Aligning IT Priorities to True North

## Patient and Customer Service

- Improve **mean time to resolution** to enhance customer satisfaction and improve the customer experience
- **New IT Customer Satisfaction Survey** and action plan



## Quality and Safety



- **Security 2.0 Program:** Reduce our risk of data breach and business operations interruptions due to security risks
- Analytics and dashboards for clinical quality metrics such as **Zero Harm**

## Our People

- Develop a highly **engaged staff** as measured by Gallup
- **DMP Program:** Invest in the development of new IT leaders throughout UCSF
- **UC IT Senior Leadership development** program participation
- Modernize our **Identity Management System** to enable communications and collaboration across UCSF



# Aligning IT Priorities to True North

## Resource Stewardship and Financial Strength



- Create data assets that **enable revenue, cost and other data captured at the Financial Cost Center** level
- Leverage **Workfront** as our system of record for IT project delivery and project resource management

## Strategic Growth



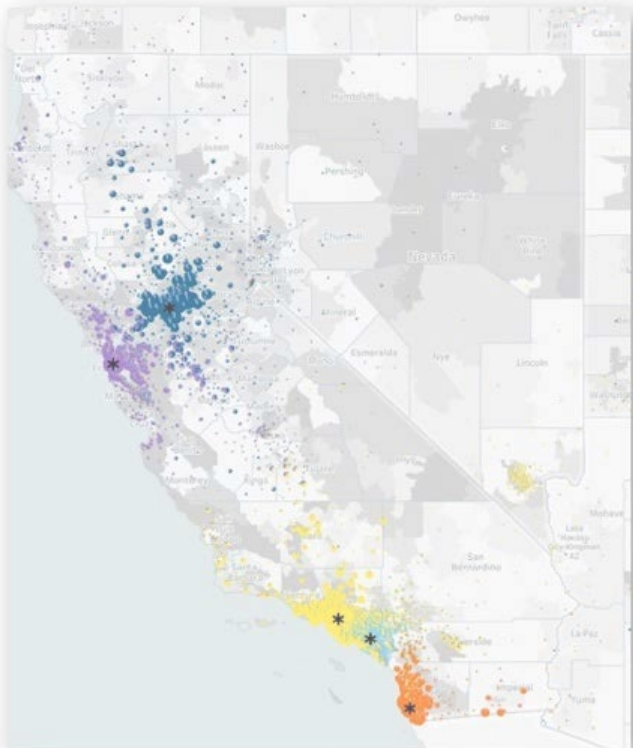
- Establish a standard method of rapidly and securely **connecting Affiliation partners** to the UCSF APeX health record
- **Digitize** our patient and referring physician experience.
- Expand our **telehealth service center and number of video visits for ambulatory services**

## Innovation / Learning Health System

- Establish a **high performance computing support model** in a collaborative effort between UCSF IT and the basic science research community



# UC Health CIOs and Sponsored Projects



**Tom Andriola**  
**UC Office of the President**

- Leverage Scale for Value (LS4V) program
- Info Security



**Joe Bengfort**  
**UCSF**

- Shared Enterprise Imaging
- Technology Convergence - Data Center
- Affiliate Strategies Community Connect
- Clinical Applications Leverage



**John Cook**  
**UC Davis Health**

- IT Procurement Activities



**Mike Pfeffer, MD**  
**UCLA Health**

- Shared Enterprise Imaging
- Clinical Informatics
- Financial Transparency



**Chuck Podesta**  
**UCI Health**

- EHR Convergence



**Chris Longhurst, MD**  
**UC San Diego Health**

- EHR Convergence
- Telemedicine
- Analytics/BI

# Context for the Future

- **Business pressures are intensifying**

- This calls us to consolidate, centralize, outsource, combine across UC system-wide...all of which we are doing.

- **IT demand continues growing across all missions**

- Increasingly we must address the specialized IT needs of individual departments.

**Must balance efficiency with the highly specialized and rapidly evolving IT needs of departments.**

# Key Aspect of UCSF IT Strategy

- Build TRUST with Departmental IT
  - How?
    - Respect
    - Transparency
    - Humility
    - Competency
    - Make commitments and keep them



# Progress

- Creative internal partnerships between IT and...
  - Institute for Computational Health Sciences (**Information Commons**)
  - CTSI (**Clinical Data Request Fulfillment**)
  - School of Medicine (**Security Change Management and Cloud Computing**)
  - Basic Science Research Community (**High Performance Computing**)
  - School of Dentistry (**IT and Imaging Governance**)
  - UCSF Health Clinical Systems (e.g. **Electronic Health Records, Clinical Imaging**)
  - ...and others...

**Creative internal partnerships are key to enabling our mission and to mitigating duplication of effort and investment in IT capabilities.**

# Business Imperatives

Business Imperative	IT Implications
Preserve and build UCSF customer relationships.	Drive to “digitize” our interactions; requisite IT infrastructure and skills to support digital business.
Growing complexity in business operations and new business models (e.g. ACO, Pop Health, telehealth).	Using layers of data to drive strategy, discovery, hospital operations, clinical decisions, student performance, etc...
Growth via external partnerships and collaborators (e.g. industry research partners, affiliations, joint ventures).	Integrated collaboration technologies; improved records and imaging exchange.
New pedagogy / learning techniques and delivery models.	Modernization of our education technology suite.
Increased expectations of privacy, security and the use of personal data.	Increased effort in privacy and additional technology investments in security.
Cost containment across UCSF operations	More use of automation technologies to reduce manual, repetitive activities (e.g. integration, computer assisted coding, robotic process automation, chat-bots).

# IT Specific Trends

- Security will continue as an evolving risk
- Massive growth in storage requirements
- Cloud Computing evolution
  - IaaS: Servers, Storage, Backups in the cloud
  - PaaS: Platform as a service (e.g. Salesforce)
  - SaaS: Full applications in the cloud
- Material shift from capital to operating expenses
- Material shift from vertically oriented IT skills (sys admin; applications analyst) to more horizontally oriented IT skills (solutions engineer, architect, technical coordinator)
- Further tightening IT labor market

# Positive Effects

- Digitization of work will result in great improvements to:
  - External customer experience
  - Internal users experience
  - Efficiencies in operations
- Artificial Intelligence, even in its nascent forms, will bring extraordinary productivity increases.
- Automation technologies will at least partially take over repetitive work processes and greatly reduce errors.
- Data governance and management enabling new:
  - Discovery / research
  - Optimization of care, student performance
  - Operation of new business models.

# Challenges

- Requires maturity / strength where AMCs often struggle:
  - Accurate, well-curated and well-governed data
  - Nimble shifts in workflow and business models to take advantage of digital
- Won't be a straight line...road to success will be jagged and messy.
- Increased reliance on IT and associated vulnerability to the pitfalls of IT security / hacking / ransomware.
- The nature of jobs and required skills is changing rapidly.
- Greater reliance on technology skilled employees (not just in IT).
- External pressures on the use of data.

# CFO Updates

- UCSF Finance Metrics
  - Customer Service Survey
  - Engagement Survey
- UCSF Civil Lawsuit Filed in Fraud Case
- New UCSF Real Estate Leadership
- Move of Accounts Payable to Supply Chain
- Cal Football Drawing

# CFO Updates

- Cal Bears Football Ticket Drawing for UCSF Finance Staff
  - Enter the drawing by submitting the form at <http://finance.ucsf.edu/content/cal-bears-ticket-drawing-ucsf-finance-staff>
    - 2 tickets for each game on September 1 (North Carolina), and September 15 (Idaho St)
    - Held at California Memorial Stadium in Berkeley
    - Parking pass included for each game
  - One entry per UCSF Finance staff member
  - **Submit your entry by August 21 at 5:00 pm**
  - Winners announced August 22

# New Employees

*from March to August 2018*

## We welcome:

- **Garret Jang**, Budget and Resource Management
- **Kevin Wong**, Budget and Resource Management
- **Cara Feneis**, Controller's Office
- **Diego Corona**, Controller's Office
- **Jenny Domnich**, Controller's Office
- **Josephine Claxton**, Controller's Office
- **Lorin Heller**, Controller's Office
- **Ramil Ramos**, Controller's Office
- **Mark Niu**, Finance Service Center
- **CJ Frosch**, Office of the Vice Chancellor and Chief Financial Officer
- **Danyi Yu**, Supply Chain Management
- **James Collins**, Supply Chain Management
- **Kyril Panfilov**, Supply Chain Management
- **Sandra Rahman**, Supply Chain Management



# Achievement Awards

*through June 2018*

- Recognizes sustained, exceptional performance, hard work, and dedication in the support of the Chancellor's priorities and/or UCSF's PRIDE values.
  - **Michael Lee**, Audit and Advisory Services
  - **Gabriella Hato**, Budget and Resource Management
  - **Cindy Chiu**, Controller's Office
  - **Azeb Sertsu**, Finance Service Center
  - **Cathy Lum**, Finance Service Center
  - **Korinne Reyes**, Finance Service Center
  - **Mae Chan**, Finance Service Center

# SVC Achievement Awards

- **Arthur Gong of the Controller's Office**
- One of three Winners of the **Senior Vice Chancellor Awards** for 2018
  - Paul Jenny, FAS Senior Vice Chancellor and FAS Executive Team, established “SVC Award” to provide higher visibility to the exceptional efforts of FAS staff members.
  - Each FAS department nominates candidates and the three finalists were recognized in June at a FAS Town Hall meeting.

# Spot Awards

*through June 2018*

Spot Awards are:

- Designed to recognize significant employee achievements and contributions, as they occur
- For a specific project or task over a relatively short period of time
- Discretionary cash awards

Spot Awards let employees know that someone has noticed their noteworthy contribution

# Spot Awards

*through March, 2018*

## **Budget and Resource Management**

- Sarah Hislen
- Richard Chen
- Chau Tu
- Charet Wynn

## **Controller's Office**

- Annabell Aguas
- Samuel Anspach
- Leon Bailey
- Lawrence Calhoun
- Nicholas Clem
- Michael Hanes
- David Scarbeary-Simmons
- Lei Zheng

# Spot Awards

*through March, 2018*

## **FAS Finance Service Center**

- Walter Chang
- Jenny Chin
- Shireen Huda
- Leonard Moon

## **Supply Chain Management**

- Anthony Meno
- Laura Morsony
- Paul Mulligan
- Joann Petersen
- Susan Riddle
- Lian Sussmann
- Carol Tady

# Best of UCSF Finance: Fascinating Projects

- ***Financial Management Dashboard***
  - Mike Lee, Audit and Advisory Services
  
- ***Finding our Numbers***
  - Bernard Jones and Catherine Dunn, Finance Service Center

# Financial Management Dashboard

UCSF Audit & Advisory Services

# About the Financial Management Dashboard

- Financial Management Dashboard is a new interactive web-based tool for visually highlighting financial risk and compliance metrics that may merit additional management review.
- Offers easy to gauge charts and metrics that offer drill down to details
- The dashboard is sponsored and spearheaded by Audit & Advisory Services with guidance and collaboration from the Dashboard Workgroup (consisting of representatives from each of the Professional Schools and relevant central units such as Controller's Office and Budget & Resource Management)
- The Control Point Financial Officers Group served as the executive steering committee for governance and oversight.





# Dashboard Benefits

- Offers potential for self-service continuous monitoring rather than being limited to annual reporting or relying on others to run reports
  - Identifies and promotes proactive management of key financial risk/compliance areas
  - Helps identify outliers or weaknesses in processes and internal controls, so that departments can make effective changes
  - Creates efficiencies by replacing current manual monitoring processes
- Consolidates effort across Campus units - supporting consistent financial and risk monitoring while reducing duplicative efforts
- Offers trending information to help gauge effectiveness of risk management over time



# How can the dashboard be used?

- Accessed via MyAccess and requires two-factor authentication using Duo.
- All employees that have a financial role in MyReports will have access to the dashboard
- Department Managers can get a high level view of their department's financial risks and compliance with policies
- Financial staff managing sponsored awards can focus on key risk areas
- Control Points and Central Units such as Controller's Office, Budget Office use it for monitoring purposes to get an enterprise-wide/ School level view
- Outliers identified through the dashboard may require further analysis to determine root cause
- Recommended but not mandatory policy requirement

# Dashboard Key Metrics

The dashboard includes various metrics related to sponsored award and other financial management such as deficit monitoring, endowments, and recharge projects

Award Management Metrics & Description		Non-Sponsored, Non-Recharge Metrics & Description	
Sponsored Award Overdraft Management	Awards where the actual expenses exceed the budgeted expenses by \$50,000 or more.	Deficit Monitoring – Non-Sponsored, Non-Recharge	Funds, departments and/or projects that are currently in deficit, were in deficit at last fiscal year end, or are projected to be at current fiscal year end
Clinical Trial Award Deficit Monitoring	Clinical Trial Awards that are in deficit – e.g. expenses and other changes exceeding revenue		
Sponsored Award Expenses Posted After Award End	Awards with expenses that are posted after the award end date by aging groups	<b>Endowment Award Metrics &amp; Description</b>	
Sponsored Award Late Cost Transfers	Awards with expense cost transfers submitted & processed >120 days after the original transaction	Endowment Award Years in Balance & Amount to Spend Down	Endowment awards with over the equivalent of 5 years worth of payout income accumulated in the current balance
Sponsored Award Late Payroll Adjustments	Awards with payroll adjustments processed >120 days after the original transaction		
Sponsored Award Accelerated Spending in Last 90 Days of Activity Period	Awards with activity periods showing significant increase in spending in the last 90 days of the activity period	<b>Recharge Project Metrics &amp; Description</b>	
Federal Award Administrative Salary Expenses	Administrative salaries directly charged to federal awards that should normally be part of indirect costs	Recharge Project Deficits	Recharge projects that are in deficit (e.g. expenses and other changes exceeding revenue), showing deficit/surplus status over time.
Federal Award Unallowable Expenses	Unallowable or possibly unallowable costs directly charged to federal awards by account code		

# Dashboard Roll Out

- Launch Date: Thursday August 9, 2018
- Phased Roll out over a 4 week period:
  - **Group 1:** 8/9/18 - Office of the Chancellor, University Relations, Office of Legal Affairs, VC Diversity & Outreach, Langley Porter Hospital, School of Nursing, Global Health Sciences, Development
  - **Group 2:** 8/23/18 - School of Pharmacy, School of Dentistry, Executive Vice Chancellor, **Finance & Administration**
  - **Group 3:** 9/6/18 - School of Medicine

# Training and Access

- Training
  - A&AS holding orientation and training sessions to demonstrate the Financial Management Dashboard
  - Individual sessions at each of the Professional Schools with Department and Financial Managers
  - On-line User Guide will be posted on A&AS website
- Access
  - MyAccess
  - Direct short URL
  - A&AS and Controller's Office websites

# QUESTIONS?

## Contact:

Zuleikha Shakoor, Senior Associate Director

[Zuleikha.Shakoor@ucsf.edu](mailto:Zuleikha.Shakoor@ucsf.edu)

Mike Lee, Senior Associate – Data Analytics

[Mike.Lee@ucsf.edu](mailto:Mike.Lee@ucsf.edu)

# Facilities Services Dashboard

Bernard Jones  
Sr. Finance Manager – FSC

Catherine Dunne  
Applications Programmer – FSC

# Facilities Services Dashboard

## Dashboard Requirements

- Provide FS with a report that combines both financial and operational data.
- Provide FS with summary and detailed information on one screen.
- Provide FS with a tool that make it easier for them to manage costs.





# Facilities Services Dashboard

## Facilities Services Dashboard displays:

- Change in Net Position Surplus(Deficit)
- Budget to Actual Variance
- Billable Hours Target %
- FTE Budget vs Actual
- Costs per Buildings
- Cost per Square Foot
- PM% Completion Rate
- Work Order Completion Rate



# Close

- **Lunch with the CFO Program**

- Begins its second year in September
- Last year nearly 80 Finance colleagues dined with the CFO
- Your invitation could be next!

- Next Finance Forum in the Fall

Thanks for everything you do for UCSF Finance!

# UCSF Finance

