



Understanding the Challenge of Change

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GRC
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Agenda

- Organization overview
- Our journey
- Building and evolving your program
- Key learnings and best practices
- Audience questions and discussion

Blue Cross Blue Shield of Michigan: Company Overview

Who we are

- A nonprofit mutual insurance company founded in 1939
- The largest health insurer in Michigan, serving 4.5 million people here and 1.6 million more in other states
- The largest network of doctors and hospitals in Michigan: 152 hospitals, and more than 33,000 doctors
- An independent licensee of the Blue Cross and Blue Shield Association
- Number of employees: more than 8,100

What we do

- Design, sell and manage health benefit plans for individuals, families and Michigan-based employers, including:
 - Traditional plans
 - PPO (preferred provider organization) plans
 - HMO (health maintenance organization) plans
 - Medicare plans
 - Medicaid and state plans
 - Wellness-based plans
 - Plans with health spending accounts
 - Dental and vision plans
 - International plans

Business Value and Realized Benefits

Largest health insurer and network of doctors and hospitals in Michigan

MetricStream Apps: Integrated GRC covering Compliance, Issue, Risk, Metrics, Regulatory Alerts, Audit, Policy, Case Management, and Third Party Management

- Supports ~2,000 end users
- Enabled enterprise incident monitoring for ~10,000 employees and contractors
- Consistent end user satisfaction scores above 75%
- Aligned program with business strategy
- Increased assurance of compliance with multiple regulations including Patient Protection Affordable Care Act, Model Audit Rule, Health Insurance Portability and Accountability Act, Michigan Insurance Code, Medicare Advantage, and HITRUST
- Increased agility with integrated workflow and simplified processes with automated notifications
- Supports further rationalization of controls across monitored frameworks

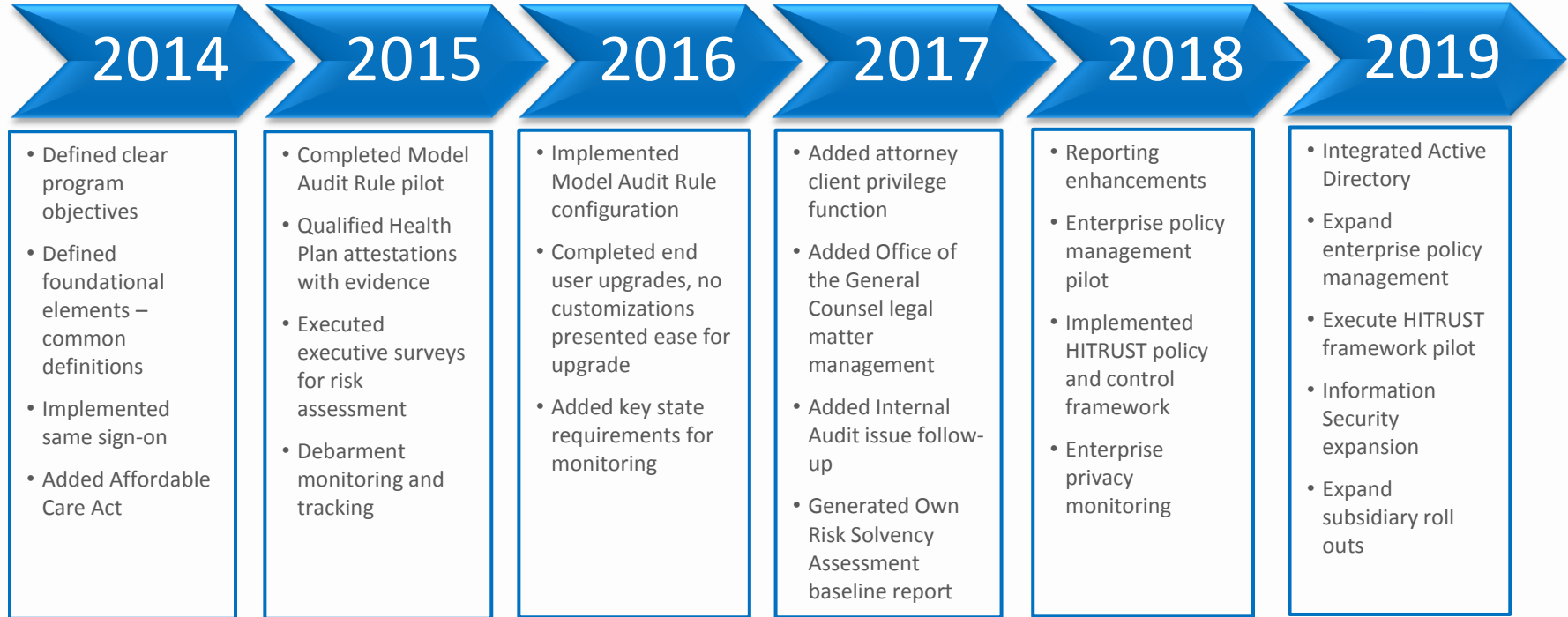
BEFORE

- Disparate views of compliance dependencies
- Silos of compliance information
- Time consuming reporting processes
- Redundant processes
- Decentralized document management
- Audit fatigue
- Segregated data archiving

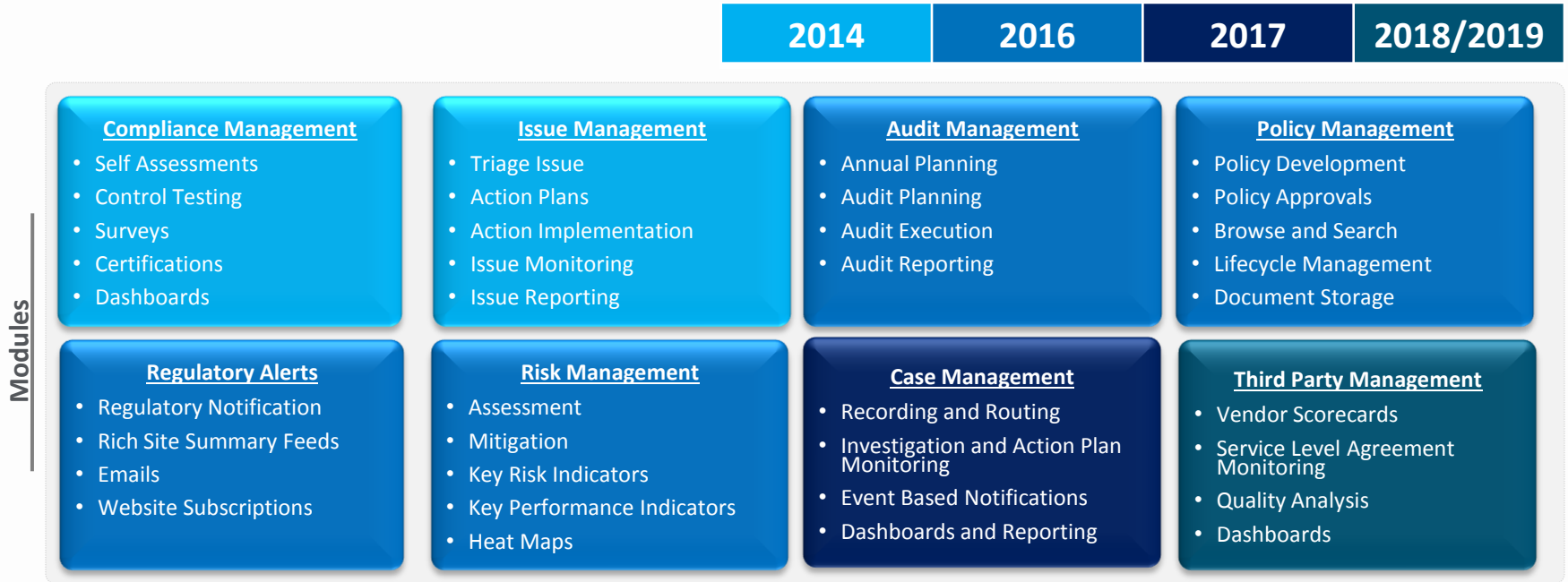
AFTER

- Over 200 qualified metrics driving decisions based on common risk universe
- Increased transparency and line of sight into issues and risks throughout the enterprise
- Replaced numerous SharePoint sites with a single compliance platform
- Replaced and consolidated case management systems

Business area enablement and collaboration drives our journey



Leveraged a phased roll out to drive business collaboration and enablement





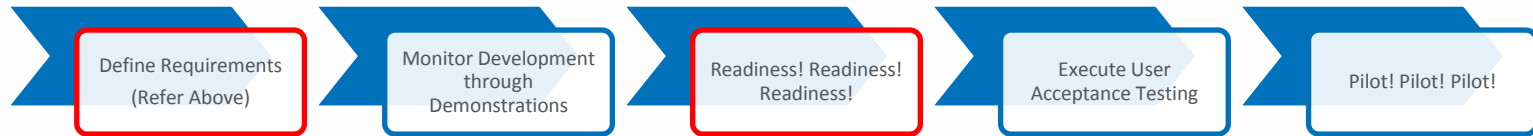
Can you answer the question?

Maintain a sound approach focused on areas that are ready, willing and able

Vendor Identification and Selection



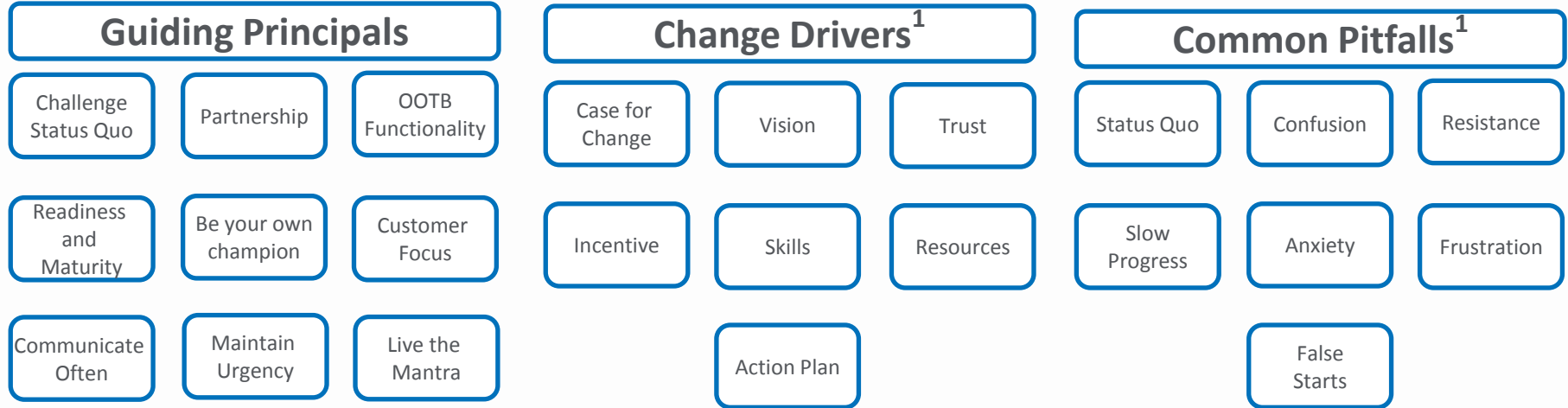
Implementations



Ongoing Support



Define the guiding principals for your program and make sure they address common implementation pitfalls



¹Source: Adapted from Delores Ambrose's "Managing Complex Change" model (1987).

Learn from the past or you're doomed to repeat it

People

- Require iterative training for refresher, use of videos for efficiency
- Mind set change from “that’s how we always did things”
- Manual processes completed by workforce members require change management support
- What is entered is what displays

Process

- Time spent up front on communizing definitions and reporting
- Workflow is powerful embrace it but strike a balance
- GRC tool capabilities may impact your workflow
- Pilots are important and plan for more testing than you think
- Redundancies reduced, increases efficiency and transparency

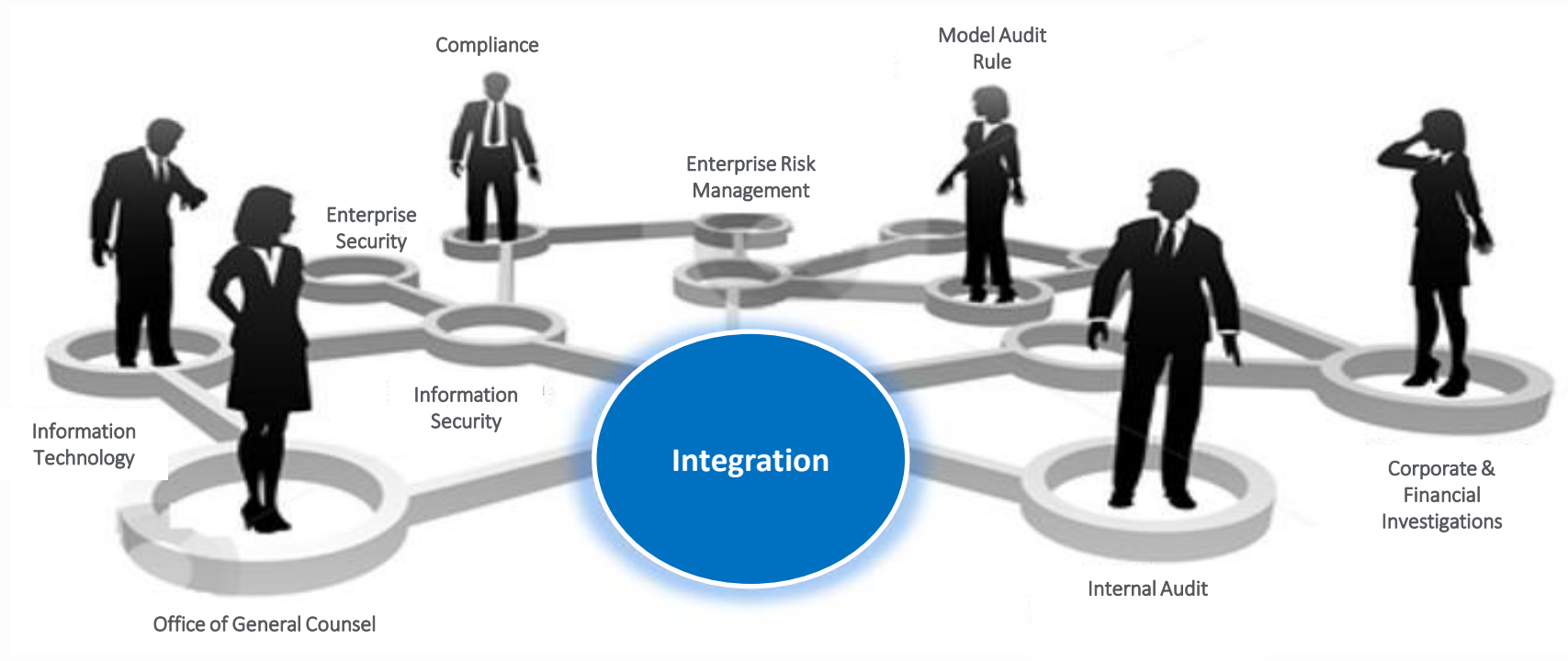
Technology

- GRC tools typically require significant platform planning for internal user and external user access
- Customizations should be avoided to optimize technology upgrades

Vendor

- Maintain a the partnership and grow through collaboration
- Remember the strategic nature of the program and keep them onsite

Integration is only possible when you are aligned with the goals of your business partners





Questions?



Thank You

Continue the conversation on [#GRCSummit](#)



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