

CANADIAN LAWYERS' INSURANCE ASSOCIATION STRATEGIC PLAN

CLIA's Mission

The Canadian Lawyers' Insurance Association is a reciprocal insurance exchange established and operated pursuant to the insurance acts in ten Canadian provinces and territories.

It provides professional liability insurance (including mandatory, optional excess, and trust fund defalcation insurance) for the benefit of its participating Law Societies/insurance programs ("Subscribers") and their members. By spreading risk and obtaining appropriate reinsurance, CLIA ensures there is available, affordable insurance for the members.

CLIA's Founding Principles

To provide a reliable and permanent source of insurance on a non-profit basis.

To ensure the availability of reasonably priced and effective excess insurance.

To stabilize premiums in both mandatory and excess layers.

To ensure premium rates reflect the loss experience of Canadian lawyers.

CLIA's Vision

CLIA is recognized by its Subscribers, the legal profession, and its peers for the superior quality of its insurance offerings, its financial stability and the prudent management of the resources of its Subscribers and their members.

CLIA is managed in a fiscally responsible manner, always ensuring adequate resources are available for the long-term health of the program. Its governance and authorities are clearly specified, and its relationship with its Subscribers is exemplary.

CLIA is recognized by its Subscribers and the legal profession as understanding and meeting the needs of the Canadian legal profession.

Through its vision, knowledge of the insurance industry and financial prudence CLIA is able to offer substantial benefits to its Subscribers and the legal profession.

Strategic Direction 1

Maintain financial stability and standardize reporting requirements

Objective

Maintain adequate reserves to meet anticipated claim costs while minimizing premium fluctuations.

Initiatives

1. Clearly articulate the Board's long-term plan for premium stability including surplus targets and distribution of surplus
2. Ensure standardization of reporting to ensure consistent, comparable information is received from its Subscribers
3. Develop written claims policy manual, review same regularly to ensure requirement 2 is met
4. Maintain a process of regular file reserve review among Subscribers to ensure consistent, accurate reserving practice
5. Maintain a high level of awareness of claims trends within bar-related and commercial insurance programs

Strategic Direction 2

Ensuring Subscriber satisfaction and anticipate the needs of Subscribers and their members.

Objective

Ensure Subscribers are satisfied with CLIA direction, financial management, programs and processes

Initiatives

1. Assist as required in delivering a range of initiatives relevant to Subscribers and their members
2. As required develop methods for delivery of Education to ensure it is useable and reaches a high percentage of Subscribers and their members
3. Acquire the resources to develop and implement items 1 and 2.
4. Develop and implement a process of obtaining and regularly analyzing feedback
5. Plan for changes in the environment (e.g. technology, regulation) in a timely and organized way
6. Streamline claims handling processes
7. Respond to feedback from Subscribers and their members quickly and effectively
8. Regularly review Strategic Plan to ensure it meets Subscribers' needs

Strategic Direction 3

Document policies, procedures and governance arrangements.

Objective

Clearly articulate governance, authorities and organizational structure

Initiatives

1. Approve organizational chart relationships with Subscribers
2. Document CLIA governance and reporting structures and create resource materials for the Board
3. Communicate to Subscribers the substance and purpose of CLIA's governance arrangements, the strategic directions which drive the initiatives of the Board and management
4. Clearly articulate scope of authority of CLIA Executive, Board and management

Strategic Direction 4

Develop and maintain excellent staff and Board representatives.

Objective

Ensure the Board competency and continuity necessary to achieve CLIA's vision

Initiatives

1. Develop criteria for the selection and renewal of Board member appointments (e.g. expected duration of commitment, desirable skill sets, knowledge)
2. Develop Board orientation package
3. Regularly review contents of strategic plan and initiatives so that Executive is aware what steps have been taken to implement the plan
4. Regularly review strategic plan for relevance, for identification of new issues and potential challenges to be met

