

# BROKER

THE ALBERTA

THE INSURANCE BROKERS ASSOCIATION OF ALBERTA

## IN CASE OF EMERGENCY

A Disaster Recovery Plan is Critical to Getting Back in Business



Root Cause of  
Drowning Pivotal in  
Court Decision

Diplomacy  
Tips That Keep  
Customers

Coming  
Soon: DCPD



August–September 2021

Cdn Publication Mail Registration 40018149

*Introducing...*



# BROKERS *In* PARTICIP-ACTION

Shining a spotlight on brokers dedicated to making their communities a bit brighter through action and participation.

## **PRAIRIE VILLA INSURANCE | BROKERAGE SPOTLIGHT**

Prairie Villa Insurance in Grande Prairie is proud to support local organizations within the communities in which they work. Most recently, Bandaged Paws Animal Rescue in Grande Prairie posted an SOS on their Facebook page as they had 25 hungry puppies, with limited food supply for them. The staff at Prairie Villa Insurance came together and personally donated 10 bags of food, along with \$240 for the organization to use for whatever needs they have.

Pictured: Britnay LeBlanc and Janine Babin of Prairie Villa Insurance.



## **SEAN MORROW | BROKER SPOTLIGHT**

Having worked in technology development for almost two decades before becoming a Partner in Excel Insurance Group, Sean decided to use his skills to help a local Adoption Agency. Adoption Options provides support, information, and options counselling to anyone facing an unplanned pregnancy. If adoption is a birth parent's chosen route, the Agency works to connect them to approved families, helping intended parents create families themselves. Sean helped build a digital profiles platform that can be used to make matches online. He and his husband, Marc, also help organize parts of Adoption Options Pride events and community initiatives – all this long before welcoming a little baby daughter home in December!

Pictured: Sean and his husband Marc with their new baby girl!

*Know a broker or brokerage that deserves the spotlight?*

Send their story to [cwilliamson@ibaa.ca](mailto:cwilliamson@ibaa.ca).



# contents

# 16



FEATURE

## IN CASE OF EMERGENCY

A Disaster Recovery Plan is Critical to Getting Back in Business

LEGAL-EASE  
ROOT CAUSE  
OF DROWNING  
PIVOTAL IN  
COURT DECISION



# 06

CLIENT INSIGHT  
TO GET AN INSURANCE  
PAID UPGRADE:

Canadians Would Break Bones,  
Burn Down Homes and Crash Cars



# 14

# 20



WORKPLACE TIPS

## DOES YOUR WORKPLACE FOSTER COLLECTIVE INTELLIGENCE?

# 22



TECH

## CYBER DISASTER PLANNING

A Vital Exercise to Protect  
Your Organization

# 24



CUSTOMER SERVICE

## 10 WAYS TO BREAK IT TO THEM GENTLY

Diplomacy Tips That  
Keep Customers

IBC INSIGHT  
ALBERTA AUTO INSURANCE  
STARRING: DCPD



# 28

## departments

02 BROKERS IN PARTICIP-ACTION 26 CSIO

04 PRESIDENT'S MESSAGE

Claims and Billing Digital Solutions  
That Save Brokers Time and Money

10 PYIB

30 IBAA AT WORK

12 IBAC VIEWPOINT

THE ALBERTA BROKER

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Jody Lohr

## President's Message

Thank you to everyone who attended our first ever virtual convention on May 10-11. I am very proud of the IBAA team for putting together such an awesome event. A major highlight of the two days for me was the incredible keynote speaker, Jeremy Gutsche. He had so much energy, was relatable, provided many helpful tips and tricks, and really made me consider a few things in my day-to-day personal and professional life. I also really enjoyed catching up with our industry friends during the tradeshow. I'm sure it was a difficult piece to organize because nothing beats the real thing, but I'm glad it was part of the event. Let's hope we'll be able to plan an in-person convention for 2022 so that we can see each other face-to-face again.

Speaking of planning, this edition of *The Alberta Broker* is all about the importance of disaster preparedness. In my mind and professional practice, disaster preparedness is, very simply, being ready and having a plan in place for the "what ifs." If 'A' goes wrong, this is what we do, these are the steps we follow and this is the money set aside to support the steps and get to recovery. A strategic or operational muster point, if you will. If lightning takes out your power for an extended period of time, are you prepared for that? If the city you live in floods massively and the clean-up/restoration process takes a long time, are you prepared to keep your business going? Do you have a place to work and an idea of what the extra costs would be? Do you have the support you need to stay open? Disaster planning as a business really comes down to asking and answering the right questions now, so you don't have to when you're wading through your office in rubber boots and a hazmat suit.

Disaster planning as a broker, however, is all about education. We need to help and work with our clients on risk management to address as many issues as you can before they become a disaster. Are safety procedures in place? Have they mitigated all potential risks (including cyber)? Are

repairs and maintenance all up to date? Do you have the proper building supplies in use? Are bylaw measures in place and updated? Of course, even the best prepared people still experience disasters. If something terrible does happen, you have to work with your clients to ensure that the proper steps been worked out and put in place to navigate the situation as smoothly as possible. Do they have all emergency contacts (including yours!) in order and accessible? It's really important that your clients know how you, as their broker, can help and when they should turn to you as a resource.

Years ago, when I was managing another brokerage, our building was struck by lightning.

Years ago, when I was managing another brokerage, our building was struck by lightning. I was actually on my last day of vacation, and the owner had just left that day for their summer vacation. I think that still stands as one of the scariest and craziest calls I have ever received. The lightning strike caused multiple small electrical fires, smoke

in the offices, damage to one or two employee vehicles due to a downed powerline, blown computers and printers, and, of course, completely shut down the phone system. We had an overall plan in place for most situations—I can remember many times even discussing how we would run if we had to be out of the build for another tornado or flood in that area—but not once did we ever discuss "this is what to do when you get hit by lightning." But, because we had discussed an overall disaster action plan, our staff knew what to do to keep themselves safe. Once I knew everyone was safe outside and no longer in danger, I called the police, the fire department and, of course, our own insurer. We all worked together, and for the most part it all turned out fine.

I suppose the moral of my story is that while it may not be possible to plan for every type of disaster, it's incredibly important to do your best to have an overall action plan in place. A general and properly communicated disaster plan could end up saving lives. By planning ahead and encouraging your clients to do so as well, you're setting the groundwork for a safer, more manageable experience when the worst happens. 📱



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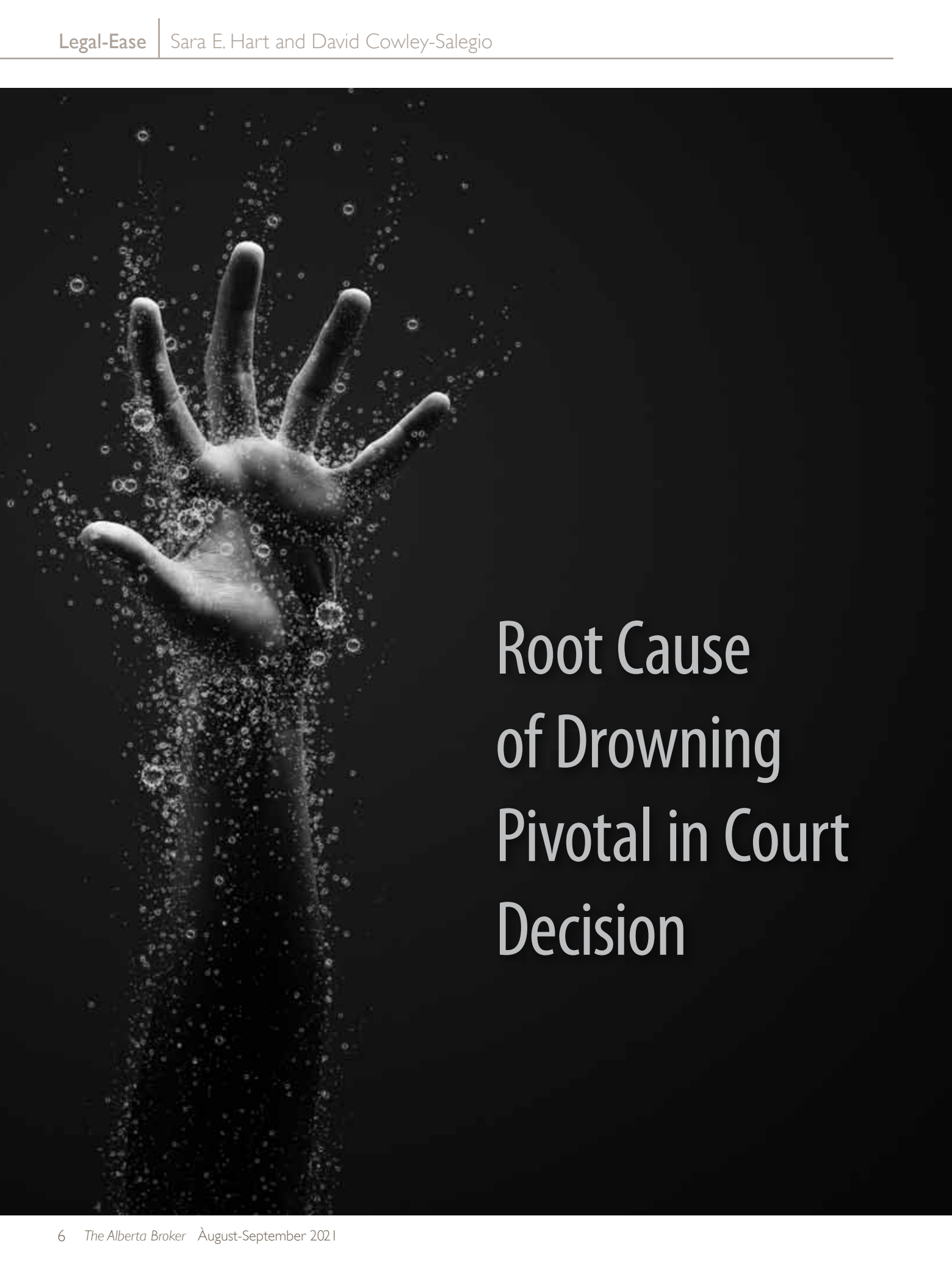
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# Root Cause of Drowning Pivotal in Court Decision

In *Downey v Scotia Life Insurance Company*,<sup>1</sup> the plaintiff, Mrs. Kelly Downey (Mrs. Downey), sued the defendant, Scotia Life Insurance Company (Scotia Life), for accidental death benefits pursuant to two policies of insurance held by Mrs. Downey and her late husband, Mr. Timothy Downey (Mr. Downey).

Tragically, Mr. Downey, age 56, died while fishing with his mother, age 80, at Moose Lake in British Columbia. While in the fishing boat, Mr. Downey clutched his chest and was unable to breathe. When he slumped to the side, his shifting weight caused the boat to capsize, and Mr. Downey and his mother were forced into the water. Unfortunately, Mr. Downey was unable to swim in his condition and ultimately drowned. In the lawsuit, Mrs. Downey sought to compel payment of the insurance proceeds for her husband's untimely death, which Scotia Life had denied

on the basis that Mr. Downey's death was not the right kind of "accidental" and therefore was not covered.

## Insured's Burden to Establish Coverage

When debating coverage, an insured and insurer have their own unique burdens to discharge:

- a. first, the insured has the onus of establishing that the claimed loss falls within an initial grant of coverage;
- b. second, if the insured is successful in establishing initial coverage, the insurer has the onus of establishing that an exclusion to coverage applies to the claimed loss; and
- c. finally, if the insurer is successful in establishing that the exclusion applies, the insured has the final onus of establishing that an exception to the exclusion applies

that returns the claimed loss back within the policy's grant of coverage.<sup>2</sup>

The Downeys' policies defined "accidental bodily injury" to mean "bodily injury that is effected directly and independently of all other causes by an accidental, external, violent and visible means."<sup>3</sup> Under the policies, the plaintiff was *prima facie* entitled to payment of the benefits (i.e., would establish an initial grant of coverage) "if you sustain an accidental bodily injury that directly causes ... your death."<sup>4</sup>

Following Mr. Downey's death, the coroner reported the cause was drowning with myocardial infarction contributing. However, no autopsy had been performed to confirm physiologically that there had been a heart attack; rather, this conclusion was based on the events reported by Mr. Downey's mother.

## Looking after one another for 125 years.

In 1896, twenty farmers got together to look after each other and their communities. 125 years later, this still holds true.



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Importantly, Mr. Downey's medical history indicated that he had ischemic heart disease, a heart rhythm abnormality that increased risk of cardiac events like heart attacks.

In his analysis, Whitling J recited several principles to be considered when assessing the relationship between accidents (often covered) and naturally occurring medical conditions or diseases (often not covered). He stated:

1. Words like 'accident' should be given their ordinary meaning;
2. A generous interpretation should be given to the term 'accident,' unless a policy clearly restricts it;
3. The words of an insurance contract, when ambiguous, should be construed against the drafter (i.e., the insurer) pursuant to the doctrine of *contra proferentem*;
4. Where a policy is ambiguous, effect should be given to the reasonable expectations of the parties; and
5. There should be continuity of interpretation.<sup>5</sup>

Further, case law directed courts to "identify a 'mishap or untoward event' to which the disease or death can be attributed. Unless the bodily injury arose from a mishap of some sort there can generally be no liability under an accident policy."<sup>6</sup> Moreover, the mere presence of a disease along the chain of events did not, as a rule, mean

that there could not be an 'accident.'<sup>7</sup> Indeed, in similar situations where a medical event precipitated an incident that caused the insured's death, courts had distinguished between the cause of the incident and the cause of the insured's death—if the immediate cause of the insured's death was accidental, it was irrelevant that the accident itself was caused by a disease.<sup>8</sup>



Accordingly, based on the evidence, Whitling J found that the plaintiff had met her first burden and that the claim was shown to be within the initial grant of coverage:

*Mr. Downey did not die from any naturally occurring internal condition such as a myocardial infarction. Although the accident which caused Mr. Downey to be thrown into the water was caused by a cardiac event, his death was*

*caused solely by drowning and not by a myocardial infarction. Consequently, Mr. Downey's death was 'effected directly and independently of all other causes by an accidental, external, violent and visible means.'*<sup>9</sup>

## Insurer's Burden to Establish Exception to Coverage

That initial grant of coverage was, however, subject to certain exclusions.

Under the policies, coverage was excluded on the following broad terms:

No benefit amount will be payable if your death ... resulted directly or indirectly from, or was in any manner or degree associated with or occasioned by, any one or more of the following, or if any one or more of the following contributed in any way whatsoever to your death...

*(a) any naturally occurring condition, illness or disease or bodily or mental infirmity of any kind, or medical or surgical treatment for any such condition, illness disease or infirmity.*<sup>10</sup>

Unfortunately, Whitling J found that the exclusions, while extensive, were unambiguous.<sup>11</sup> He held:

*[A]lthough the naturally occurring cardiac event experienced by Mr. Downey was not a physiological or medical cause of his death, it did cause him to fall into the lake, and also deprived him of his ability to swim to shore, which in turn caused him to drown. Hence, although his death was not 'caused' by the cardiac event, his death was 'associated with' and 'occasioned by' the cardiac event. The*



cardiac event also 'contributed', at least in this 'way', to his death. Consequently, the policies' exclusion clauses exclude coverage for this loss.<sup>12</sup>

Accordingly, the plaintiff's claim was dismissed.

## The Take-Away

In the course of trial, the plaintiff also argued that the exclusions were so broad that they effectively nullified coverage, and on that basis, the exclusions should be voided.<sup>13</sup> The plaintiff relied on Ontario authority (which was persuasive, but not binding in Alberta) that said the an exclusion clause should not be applied where it is inconsistent with the main purpose of coverage and virtually nullifies that coverage and where the application of the exclusions would be contrary to the reasonable expectations of the purchaser of that type of insurance.<sup>14</sup> While the court here did not find

these conditions to be met (and moreover, did not formally decide the role of this law in Alberta), the case is nonetheless sympathetic and raises some very serious issues to draw to insureds' attention, like how far exclusions to coverage actually extend. As this case demonstrates, there can be a line where exclusions defeat the purpose of a policy, and insureds should be cognizant of the language used to exclude coverage for what may still fundamentally be an accident. Depending on a root cause analysis and the language of a policy, accident benefits might not cover accidents at all.

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- 3 *Downey*, supra note 1 at para 24.
- 4 *Ibid*.
- 5 *Ibid* at para 26, citing *Nelson v Industrial-Alliance Pacific Life Insurance Co*, 2010 ABQB 746 at 42, aff'd 2012 ABCA 1.
- 6 *Ibid* at 27, citing *Gibbens v Co-operators Life Insurance Co*, 2009 SCC 59 at paras 30 and 31.
- 7 *Ibid* at para 28.
- 8 *Ibid* at para 30.
- 9 *Ibid* at para 33.
- 10 *Ibid* at para 34 (emphasis original).
- 11 *Ibid* at para 42.
- 12 *Ibid* at para 43.
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# LEX IS NEXT

A Q&A WITH  
PYIB'S 2021-2022  
PRESIDENT  
LEX ENGEL

What's your elevator pitch?

I'm really excited for this year. Over the past year, and under Dirk's amazing leadership, we overcame challenges that we never expected or could have predicted. As such, we have new events that have worked into our schedule that are going to help us have options for all our membership. I look forward to seeing our province reopen and being able to have in-person events, getting back into schools and meeting with students to promote the insurance broker profession to the younger generation. As "teamwork makes the dream work," if anyone has event ideas please

feel free to reach out to anyone on our board or myself. Our emails are listed on our website, and we are also on social media via Twitter, LinkedIn and Facebook.

How did you get into insurance brokering?

I became a broker after taking an aptitude test. I was looking for a career that offered a bit more work/life balance, allowed me to stay in Central Alberta while remaining challenging and a bit different every day. After I did some research, I felt like brokering would be a good fit, applied for a job and some amazing

brokers took a chance on me. The rest, as they say, is history.

What are three things you love about your job and why?

I love that not every day is the same, working with amazing people (brokers, clients and underwriters) and that I am always learning something new.

What is one thing about your job you'd happily ditch tomorrow if you could?

Getting up in the mornings. I am absolutely not a morning person. I realize that this could be said for most jobs but I'm much happier after my first cup of coffee.

Why did you join the PYIB board?

A wonderful lady suggested I look into the board as she felt it was right up my alley (and she was right!). I love mentoring and am passionate about educating clients so they can better understand our industry. I stayed on the board as I see the value that PYIB brings—not only in fellowship but also in making sure young people understand the careers (not just jobs) that being an insurance broker offers.

In your opinion, why should people care about PYIB?

For the insurance broker industry to remain sustainable, we need to make sure we have new and young people entering the profession. PYIB makes this a priority, attending career fairs for post-secondary education, speaking with high school students, sponsoring a scholarship and building close ties to risk management clubs

at some of the province's universities and colleges. We also like to have fun and have events through the year to help foster fellowship not only between brokers but also with our insurance-company partners. I've met some pretty incredible people through the board who I never would have crossed paths with otherwise. I really feel the PYIB is one of those "you get what you give" scenarios for board members.

What are your goals as president?

I really want to foster better communications on many levels, one being to our membership. If you have ideas, please reach out to us. I also am really hoping we can safely get back to some of our in-person events—I know I've missed them.

How do you plan to achieve these goals?

We are really looking for people to engage with us on social media—we want to make sure our membership is aware of not only our events but also of our work behind the scenes to support our industry. Like last year, some of our goals will hinge on restrictions from the government for much of what we do, so my "plan of attack" is pretty fluid.

What are two of your passions outside of work?

I love to quilt and sew. I love to quilt with bright colours and create useable art. I find the whole process very relaxing and having a finished project at the end very fulfilling! I also love to be outside in the summer—camping, fishing or just sitting around a fire with some friends gets a huge thumbs up from me!



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# Piloting Digital Transformation in the P&C Broker Channel

**D**igital transformation is a hot topic these days because of COVID-19 and the need to deliver goods and services in a safe and convenient manner. While the pandemic has thrown more fuel onto the fire, digital transformation always comes back to responding to consumer preference and/or improving efficiencies.

While it is easier for a vertically integrated company (e.g., a direct writer) to provide a powerful digital customer experience, it is challenging to do the same thing in the broker channel. The direct writer uses the same system from front to back. The broker needs to move data between many carrier systems and their own tools. Essentially, that's why carrier portals exist. You and your teams are

the “network” that moves the data back and forth.

The good news is that the data movement challenge is solved by Application Programming Interface (API) connectivity. The bad news is that our industry has many transaction types, suppliers and broker systems. Some carriers, and several vendors, have started investing in connectivity using real-time CSIO standard APIs. However, there are still only a relatively small number of APIs available so far and they don't necessarily align with the priorities of all industry players.

As brokers deal with many carriers, brokers will not change their business processes, improve their customer experience or reduce expenses until there are enough carrier/vendor API implementations to make those

changes worthwhile. So, how can we solve this?

## What is the DXCA & why should I care?

The DX Connect Alliance (DXCA) is a group of carriers and vendors that have agreed to focus on a subset of the overall challenge. The carrier group is Aviva, The Commonwell, Economical, Gore, SGI, RSA, Travelers and Wawanesa. The vendor group is Acturis/Powerbroker, Applied, Brokercore, Brokerlift, CSSI, Deltek, Nude Solutions, Pathway, Trufla and Vertafore.

The DXCA has agreed to implement two real-time CSIO standard APIs that cover billing inquiry and claims inquiry. These APIs were chosen as they were the most commonly available amongst the group and can

allow brokers to reduce expenses and improve the client experience. The data output from the APIs can be made available to a CSR through their BMS or self-served by the client through the broker's client portal.

Work has been underway to document the broker business requirements to help the carriers and vendors successfully connect their various APIs.

Towards the end of the integration portion of the project, the third component of the DXCA will be chosen—the group of broker “test pilots.” IBAC will be recruiting 20-40 brokers who have significant volume with the above-mentioned carriers and use the systems provided by the participating vendors. This broker group will be tasked with

implementing the new connectivity tools to their fullest. They will also

“  
While we have no doubt that the outcome will be beneficial, we want to measure results and demonstrate the clear business case.

be tasked with measuring the business benefits of these tools. For example, how much time has a CSR saved per call? How many clients self-served? While we have no doubt that the outcome will be beneficial,

we want to measure results and demonstrate the clear business case.

This iteration of DXCA is a starting point. Even when this part is complete, there are still many API transactions to be tackled and many carriers to get on board. However, this pilot represents a great start and is expected to set a template for future work to bring meaningful digital transformation to the P&C broker channel. The carriers and vendors involved in the DXCA should be applauded for their focus and dedication to the broker channel.

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# Canadians Would Break Bones, Burn Down Homes and Crash Cars for an Insurance-Paid Upgrade



**I**t may seem like very un-Canadian behaviour, but a recent survey\* shows that a surprising number of Canucks not only hope for an “insurance-paid upgrade,” but would actually crash a car, break a bone or burn down a house to get it—if they wouldn’t get caught.

We thought the numbers for the illegal insurance actions would be much lower. We began this as an exercise to show how stereotypically honest Canadians are.

## Key findings of the survey:

### 1. Canadians are willing to do the crime—if they don’t get the time!

- 21% would stage an event or mislead an insurance company to get an insurance-paid upgrade providing they don’t get caught.

- 12% would crash their car or pretend it was stolen, 10% would flood or burn down their house and 6% would go as far as breaking their own arm or pretend to have a chronic illness for insurance money.
- More than twice as many men (13%) versus (6%) women would burn down or flood their home. Significantly more men (15%) versus. women (8%) would crash a car or pretend it was stolen.

### 2. Younger Canadians are more likely to create a car catastrophe

- Gen Z (26%) and Millennials (16%) are far more likely to crash, damage or say their car was stolen than older Canadians—like the Silent Generation (5%), and Baby Boomers (5%).



### 3. Nearly half of Canadians are secretly hoping for an insurance-paid upgrade

- 43% of Canadians surveyed said that they are secretly hoping for damage to their property and possessions to get an upgrade.

### 4. Many Canadians are unhappy with their cars

- 27% of Canadian adults are hoping for an insurance-paid upgrade on their cars and 24% would endure a car accident (where no one is hurt but the car is totaled) to get one. On the extreme side, 11% of Canadian adults would endure a car crash where they broke bones but suffered no permanent damage to get an upgrade.

### 5. Nearly no-one would endure a bed bug infestation for the insurance money

- Only 8% of Canadians would suffer through a bed bug attack for an upgrade, meaning they would prefer to suffer through a car accident (24%), a massive

flood in their home (14%) or a fire where their home burns down (16%) than deal with bed bugs.

The truth is that false claims and fraud drive insurance costs up for all Canadians. For those who are caught, there are severe fines, costs and even jail time. At the very least, they lose their coverage and ability to get insurance coverage in the future. It's much smarter (and safer) to carefully compare policies and get the very best deal possible on insurance premiums (and start saving for those upgrades).

*\*Data is from a national representative survey of 1,200 Canadian adults commissioned by Finder Canada and conducted by PureProfile in February 2020.*



**Will Eve** is the country manager for Finder Canada, which operates Finder.com, a comparison platform and information service.



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# IN CASE OF EMERGENCY

A Disaster Recovery Plan is Critical to Continued Business Operations



# EMERGENCY

## Getting Back in Business

By Annette Hubick



### “Be Prepared.”

The Scouts got it right, didn't they? This simple motto sums up all the disaster recovery experts' advice on how to mitigate the impact of disasters—whether natural, man-made or whatever category a global pandemic falls into.

Apparently, when Scouting founder Lord Robert Baden-Powell was asked the inevitable follow-up question: “Prepared for what?” He replied, “Why, for any old thing.”

For years, Alberta has been occupying in the unenviable position as the epicentre of Canada's costly and catastrophic disasters—fire, hail, flood, tornadoes, we've had them all. Combine that with rising cybercrime and the COVID-19 pandemic that disrupted almost every facet of the way we live and work and, well, the importance of being prepared for “any old thing” is an understatement.

And yet, a March 2021 survey conducted by First Onsite Restoration of managers, owners, executives and employees at 500 Canadian companies revealed that only 37% businesses feel fully prepared to deal with future emergencies or disasters. Considering the survey was taken a year into the COVID-19 pandemic and more than half the respondents stated that they have placed an increased priority on disaster preparedness, it begs the question, why don't more businesses have a disaster recovery plan? (Do you have one?)

The stakes couldn't be higher. In his presentation at the 2021 IBAA convention, Glenn McGillivray, managing director at the Institute



for Catastrophic Loss Reduction (ICLR), shared that “One in four small businesses affected by a natural catastrophe never reopen because they weren’t ready for it.” As to why so many small businesses don’t have a disaster recovery plan, McGillivray said it boils down to two reasons:

1. Never thought about it.
2. Don’t know where to start.

I’d add a third reason: human beings have an innate aversion to consciously contemplating the worst—something that insurance brokers know all too well and also evidenced by the fact that 51% of Canadians do not have a will (according to a 2018 Angus Reid poll).

The smallest of small businesses (i.e., enterprises with fewer than 10 employees) are especially vulnerable because few have the resources or knowledge needed to assess disaster risks and develop comprehensive mitigation and recovery plans. Still fewer know where to go to access such tools.

Enter Open for Business™, a tool that puts at your disposal the disaster planning and recovery expertise of the U.S.- based Institute for

Business & Home Safety (IBHS). The Open for Business™ disaster planning toolkit is designed specifically for small to mid-sized businesses and is FREE. (Open for Business™ is a registered trademark of the IBHS and is used under license by the ICLR.)

The kit encompasses both business continuity and property protection, and includes:

- Self-assessment tool
- Advice on building a business recovery plan
- Business Continuity Forms covering everything from contact lists to critical business functions)

- Incident Response, Recovery and Restoration checklists
- Property Protection checklist
- Cost estimates of items required for a property protection/business continuity plan.
- Additional resources

All of the easy-to-complete forms are provided in both Microsoft Word and fillable PDF formats. McGillivray estimates that a typical small business could complete the forms in 4-5 hours. It’s important to note that although not all disasters that can befall a business are deemed “catastrophic,” more common events such as building fires or floods caused by burst water pipes can have the same result on operations

De Boer’s presentation focused on Paul Davis’s free emergency preparedness planning (EPP) tool, a digital interface that helps businesses construct a pre-loss property damage plan (de Boer pointed out that there are similar tools available from other providers). Among other things, the tool gathers information and photos of building contents, fire suppression systems and locations of water shut off valves and electrical breakers.

EPPs can help to accelerate response and recovery, lowering costs and downtime. “I’ve seen so many times, situations where there is water coming into the building, for example the water tank has burst, and nobody

knows (including the property manager) where that water tank is and where the shut off valve is. Water is so invasive. If we don’t get to that quickly and shut that water off, you end up with a loss far larger than it ever had to be.”

De Boer contends that a detailed EPP can also help a broker market the risk, possibly at preferred rates and/or better coverages as it demonstrates to

insurers that the client is concerned about being a resilient business. “We encourage you to check with your insurer partners about their philosophy on this. These days, it’s important to think proactive, rather than reactive,” she advised.

It’s also important to update the plan—most experts recommend annually, but soon after an “incident” is also ideal as the experience is fresh in everyone’s minds. For example, an organization I work with has created a living document to audit its pandemic response asking: What were the challenges? How did we



and this plan will be just as critical to a business’s recovery. (You and your clients can access the toolkit at [www.iclr.org/small-business](http://www.iclr.org/small-business).)

Pam de Boer, continuing education director at Paul Davis Restoration and also a presenter at the 2021 IBAA convention, agrees. “One of the most important things to any business operation is continuity. Downtime costs money. In reality, most businesses cannot tolerate much downtime at all.” Another sobering statistic that she shared was that it takes most small businesses three months to recover from a property damage disaster.

respond? What worked well? What didn't? Why? How could that response be improved for, heaven forbid, the next time? Were there some adaptive practices that we want to continue post-pandemic?

Arranging for the creation of an EPP can enhance a broker's relationships with their commercial clients, says De Boer. It's a demonstration of care and professionalism, "a true value add at no cost to them or their client ... It can also assist brokers in ensuring that the client's risks are identified and covered."

Whether it's making clients aware of the ICLR's Open for Business™ toolkit or using a restoration company or insurer's disaster planning tool, the time is now. Strike while the iron is hot. No time like the present. *Carpe Diem*. Pick your clichéd motivational phrase; the fact remains that if you

haven't already, now is the time to have these discussions with your commercial clients. With natural disasters and the pandemic dominating the news cycle as well as their own experiences, they are keenly aware of how vulnerable all businesses are to factors outside of one's control and are more likely to be receptive to your professional advice. The good news you can share with them is that having a disaster recovery plan in place can restore one's sense of control and deliver bottom line benefits of lowering costs and accelerating getting back to business.



**Annette Hubick** operates Link PR Incorporated—a marketing and communications consulting firm—and has been the publisher/editor of The Alberta Broker since 1996.

**Over the past five years, 4 out of 5 Canadian businesses have been interrupted due to:**

- 77% COVID-19 Pandemic
- 45% Communication outages (server down, telco outage)
- 43% Winter storms
- 23% Flooding (13% mechanical and 10% natural)
- 20% Windstorms/hurricanes/tornadoes/tropical storms
- 12% Fires (8% wildfires and 4% structural fires)
- 1% Earthquakes

Source: 2021 Business Preparedness Survey, Commissioned by First Onsite, March 2021.

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# Does Your Workplace Foster Collective Intelligence?

By Edward D. Hess

**W**hy collaboration matters is a no-brainer. As skill sets become increasingly specialized and business gets more complex, multiple people must work together to problem-solve, innovate and do all the other tasks technology can't. (It goes without saying this needs to happen quickly.) But what we may not realize is that great collaboration isn't just a meeting of minds. It's a meeting of the minds, hearts and souls.

It is that meeting of the minds, hearts and souls that enables the highest level of collaboration, which is called "collective intelligence." Achieving this result is highly dependent upon how "human" your workplace is.

You can't just stick people in a room and say, "Okay, now collaborate!" The environment has to be right. People have to be able to bring their best selves to work. Otherwise, fear, ego and all kinds of other collaboration-squelching dynamics will run rampant.

Team structures will dominate the digital age. But before they can reach the highest levels of human

collaboration, team members must be able to trust leaders and each other. They must feel safe. And creating those conditions is not easy. It requires a whole new style of leadership, which is actually more like *enableship*.

So, what about your company? Are leaders setting people up to collaborate at the highest level? Here are some observable actions to look for:

## 13 Signs That Your Company Is Collaboration-Friendly...

1. People feel safe to speak freely without retribution, ostracism or punishment.
2. Employees are more interested in finding the best ideas and solutions than in competing with each other. They are there to learn, not to "win" or "be right."
3. Leaders define the purpose of the meeting upfront. Because everyone is clear about why they are there, the team can immediately get down to work.
4. Everyone is fully present and attentive. They make eye contact and display positive body language. They avoid multi-tasking and distractions.
5. People really listen to each other and ask questions to understand each other's positions before they tell or critique.
6. People leave their ego at the door.
7. People are respectful of each other. They care about coworkers and emotionally connect in positive ways with each other.
8. People aren't afraid to challenge the status quo. In fact, they constantly seek ways to reinvent and disrupt themselves.
9. Leaders encourage employees to take risks (within financial parameters) and be vulnerable and transparent. In turn, employees deal with their own fear and challenge themselves in their psychologically safe work environment.
10. People are willing to ask questions and keep digging to get to the very best result—even if it means going with someone else's idea.
11. Everyone gets a chance to speak. Younger team members and introverts are asked to speak first (this guarantees that their views are heard). And the leader always speaks last.
12. Everyone uses "Yes, and" language instead of "Yes, but." This prevents



the group or outspoken individuals from overpowering certain voices.

13. Lots of people volunteer to be on teams.

### ... and 10 Red Flags That Warn It May NOT Be.

1. Meeting sizes are too big to allow for effective collaboration. Smaller groups (generally, four to five people is ideal) allow for better communication and exchange of ideas.
2. There's a sense that meetings are not really open discussions. The outcome is pre-determined and the real goal of the meeting is consent and compliance.
3. People rarely disagree or risk vulnerability (and when they do, they may be ridiculed, attacked, or punished in some other way).
4. In meetings, people may check their phones or seem distracted.
5. Certain people aggressively advocate their views and push to a conclusion quickly. They are not interested in examining all sides of the issue, and as a result, good ideas are sometimes overlooked.
6. Some people dominate the conversation, while others rarely speak. Extroverts talk over introverts, and highest-ranking people take the lead without giving

lower-ranking personnel a chance to be heard.

7. People get personal in their critiques. What someone says may be used against them (a sure sign that psychological safety has not been established at the onset of the meeting—or ever!).
8. Some people refuse to budge on their positions. They are ego-driven and therefore are unable to listen to or consider other ideas or opinions.
9. There's a lot of interrupting.
10. Instead of listening to learn, people listen to confirm.

The good news is that all companies can create conditions that foster the right kind of collaboration. But a Band-Aid approach rarely works. It takes intention, focus and often a seismic shift in how leaders lead.”



**EDWARD D. HESS**  
*is professor of business administration, Batten Fellow, and Batten Executive-in-Residence at the Darden School of Business and the author of **Hyper-Learning: How to Adapt to the Speed of Change.***  
For more information, please visit [edhess.org](http://edhess.org).



# Chinook COUNTRY REPORT

## What's Happening Down South? Inquiring minds want to know!

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# CYBER DISASTER PLANNING

## A Vital Exercise to Protect your Organization



Since March 2020, many companies have ensured their survival by digitizing their distribution channels. While essential, digitalization is leading to an increase in cyber risks, which were already present before the COVID-19 crisis. According to a study conducted by the Canadian Federation of Independent Businesses (FCIB), a quarter of medium-sized businesses have been targeted by an attack since March 2020, and 5% have been a victim. Almost half of cyber-attacks (43%), target organizations with fewer than 250 employees. Predictions further indicate that there is a one in two chance of being targeted by a cyber-attack in

the next 12 months. Preparing for this eventuality has therefore become a vital issue for organizations, which are often unprepared for a cyber-attack that can become costly and jeopardize the company's financial health.

### Establish a continuity plan to be prepared to deal with a cyber-attack

A continuity plan is a formalized strategic document that prepares the company and its stakeholders for disasters or catastrophes. Integrating the cyber risk in this continuity plan has become necessary in the light of the risks linked to digitalization.

Cyber-attacks are not only limited to the technical perimeter and the restoration of servers, but will also help the business to organize its response to such an event. Even though your cyber security is strong, a simple mistake may lead to a data leak, resulting in important damages.

### How should businesses prevent and mitigate cyber risks?

Preventing a cyber-risk is crucial to avoid becoming a victim of an attack. However, a single click from an employee can cause a data leak. Several actions exist to limit this risk:



- **Train your employees regularly and inform them of the risks:** the majority of cyber-attacks come from an employee's mistake. It is important to make your employees aware of their role and responsibility when you are targeted by an attack. Your employees should also be able to recognize malicious emails and phishing attempts.
- **Secure your data:** Many companies manage and store customer data. This data must be secured in systems that require multi-factor authentication to limit the risk of leakage. Also, conduct regular vulnerability scans and address these issues in order to avoid a system breach. It is also recommended to use filters that block malicious emails.
- **Update your systems:** when an update is available, install it to fix existing problems. If possible, allow automatic updates to avoid an oversight that can lead to a security breach.
- **Back up your data:** secure your important data on an external server (in addition to your main server) so you can recover it in the case of an attack. Regularly secure your updated data and test it to make sure you can restore it if needed.
- **Prepare your cyber disaster recovery plan:** This plan allows you to be immediately responsive to any problem, including cyber-attacks. Start by identifying representatives for each department in your organization. Conduct cyber-attack tests that will allow for regular training and document which data, technologies and tools are vital to your organization. Every department stores data and an attack can take down your servers. By defining the representatives beforehand, they will be the most likely to react to get these tools back up and running. Also create a communication plan to communicate transparently with your customers, suppliers or partners whose data may have been leaked.

## The importance of the incident response management plan

If you are victim of an unfortunate event, put your incidence response management plan in action. Gather all the elements to have a global view of the event. Was any data acquired by the hackers? Define the type of data compromised: is it customer, supplier, or employee data? Check if this attack affected your own systems and computer data. Consider whether this data can be recovered and how long it will take to get your systems back up and running. Have you been contacted by an individual asking you to pay a ransom to free your data? Check out the possible scenarios and solutions to prevent them from coming back. 📧

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*Article supplied by April Canada, provider of the IBAA member-exclusive cyber liability program. For more information, please contact Kelly Duncan, Sage Advisor Recourses, 780.702.3718.*

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# 10

## Ways to Break It to Them Gently

Diplomacy tips that keep customers

By Jeff Mowatt

When corporations ask me to train their employees on enhancing customer retention, I find one skill set that is frequently weak—how to diplomatically give customers bad news. Unfortunately, the task of giving bad news goes with almost every job. You may have to inform your customers of a price increase, of a product being out-of-stock or that their children aren't allowed to use your coat rack for rappelling practice.

Employees facing these scenarios worry that the customer might become defensive, offended or, worst of all, simply take their business elsewhere. Employees get stressed, absenteeism and turnover increase and customer retention plummets. In other words, everyone loses. So, in our training programs we equip potential “bearers of bad news” with valuable tools to help make the process less painful for everyone. Here's a sampling:

### 1 Warn in advance

When you realize that you may not be able to give customers what they're expecting, give them some

advance notice. Example: An insurance underwriter or broker calls his customer. “George, I've been looking at your application and it's not looking very promising in terms of coverage. I'm wondering if I might have missed something ...”

You can actually turn giving advance warning into a selling opportunity. “Martin, you're an important customer, so I thought I'd better inform you about this right away. Our energy costs have almost doubled over the past year, so we're forced to put through a 10% price increase effective July 1. As you order items regularly, I thought I'd better check with you to see if it would make sense to reorder now to save you money and prevent any unpleasant last-minute surprises.”

### 2 Accept responsibility

While serving as president of our professional speaking association, I received a “bad news” call from one of our event organizers: “Jeff, I wanted to talk to you about a situation that has just come to my attention. I want you

to know that I accept full responsibility for the foul-up. It was a stupid mistake that I shouldn't have made, and I will do everything that needs to be done to fix the error. What happened was ...” Since he was already berating himself, my response could only be magnanimous. Accepting full responsibility, while recognizing the consequences of the error, shows that you're prepared to “take your lumps” like a grown-up. People respect that.

### 3 Tone it down

Literally. Lower the tone of your voice and your rate of speaking. Generally, when people get excited or emotional about ideas, they tend to raise their voice pitch and pace. When you're giving bad news, you want to give the impression that you are thinking clearly, logically and reasonably—not emotionally—and certainly not irrationally. You can do this easily by slowing down the rate at which you're speaking and lowering the pitch slightly. That way, you come across as the calm, quiet voice of reason.

## 4 Begin with the good news

When you have both good news and bad, start with the good. When people hear bad news, they have an internal stress reaction that causes them to tune-out other information. So, to ensure that the customer fully comprehends and appreciates the entire message, make sure you give the good news first.

## 5 Express empathy

Empathy helps soften the blow. A claims adjuster attending my seminar explained that she used to have difficulty telling clients, whose vehicles had been stolen and damaged, that they still had to pay the deductible—even though they weren't to blame. Ironically, she's had much better impact dealing with these customers since her aunt had a similar experience with her vehicle. Now, she shares this personal experience, and her clients feel less like they've been singled-out and victimized. Sometimes misery does love company.

## 6 Avoid "trigger" words

Two words that act as hot buttons: "It's policy." A better approach is to explain why a policy exists. Compare the word choices of two driving

examiners who are dealing with a customer who rolls through a stop sign. First examiner: "You rolled through a stop sign, and our "policy" is to fail anyone who doesn't come to a complete stop." Second examiner: "The fact that you rolled through a stop sign is a safety concern that we just can't overlook. So, you didn't qualify this time." Same information, but the second examiner's word choices made her sound more reasonable.

## 7 Express negatives as positives

Rather than saying, "Your order won't be here until Tuesday." Instead try, "Your order will be here as soon as Tuesday." Same information, but wording it positively enhances customer perception.

## 8 Help them find an alternative

If you're out-of-stock when the customers are rushed, recommend your competitor. They'll go there anyway. When you help them find another supplier, customers associate your service with solving their problem. So, there's a chance that they may return. In other words, you have nothing to lose and something to gain when you recommend a competitor. Besides, it's the decent thing to do.

## 9 Remind them of the bigger picture

Sometimes customers don't realize that the "bad news" is in their own best interest. In the example of children swinging on the coat rack, you might say to their parent, "You seem like a nice person, and I'm sure you wouldn't want your children to get injured. Perhaps we can give them some paper and felt pens so they can draw while they wait."

## 10 Follow-up

With some incidents, a well-timed phone call after the bad news goes a long way in proving to the customer that you've gone the extra mile. "I just wanted to check with you to see how things are going with that replacement item we provided ..." That raises the perceived value of your service without spending more money.



**Jeff Mowatt** is a customer service strategist, Hall of Fame speaker and bestselling author. For more tips, training tools or to inquire about engaging Jeff for your team, visit [www.JeffMowatt.com](http://www.JeffMowatt.com).

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# PAIN RELIEVERS

## Claims and Billing Digital Solutions That Save Brokers Time and Money

By Kathryn Sinclair



CSIO's Innovation and Emerging Technology (INNOTECH) claims and billing working groups have chosen to leverage CSIONet and the CSIO eDocs standard to deliver electronic claims and billing notifications.

The working groups endorsed the use of CSIONet and the successful eDocs standard due to their industry-wide adoption and familiarity among insurance providers—including more than 2,200 brokerages and all major insurers.

### Background

The INNOTECH advisory committee, launched in August 2019, was created to evaluate the application of existing, new and emerging technology and digital innovation in the P&C insurance industry. Comprised of a cross-section of industry stakeholders including insurers, brokers and representatives from the Insurance Brokers Association of Canada (IBAC), the committee identifies, shortlists and approves solutions to solve some of the most common industry pain points.

In March 2020, the advisory committee shortlisted claims and billing notifications as two priority industry pain points for developing

digital solutions. Working groups for claims and billing were then formed to further investigate the solutions.

73% reported savings of up to one hour per day by receiving eDocs . . .

### Feeling the Pain

Arguably, two of the most important and ubiquitous client transactions in the industry are claims and billing inquiries that are unrelated to policy changes.

The current process is typically slow and unwieldy when customers have billing or claims questions. For brokers to respond to inquiries about claim status or billing changes, there is a certain amount of back and forth with the insurer creating a cumbersome customer service experience. Clearly, this gap in data exchange between insurers' and brokers' software prevents a seamless experience.

With no common workflow for these inquiries, proprietary software systems used by insurers and brokers prevent the sharing of customer data—machines cannot talk to one another. As a result, valuable time is lost using inefficient and outdated methods causing brokers to be reactive rather than proactive.

Last June, CSIO conducted a survey about brokers' experiences with the current process for handling claims and billing inquiries:

- 66% reported **making at least one claims-related phone call per day** to an insurer
- 74% would like to receive a **claims status update document as an eDoc**
- 68% reported spending **at least one hour per day supporting customers with billing** related items
- 68% of brokers would like to receive a **cancellation notice (billing document) as an eDoc**

### CSIONet and CSIO eDocs Standard Make Brokers' Lives Easier

CSIONet is essentially the "information highway" with which eDocs are sent and is the network for connectivity and data exchange between insurers and brokers in the P&C insurance industry. More than 38,000 brokers and 75 insurers connect



with CSIONet daily, and in excess of 45 million eDocs have been sent in the past year.

The CSIO eDoc Standard allows documents to be downloaded directly from an insurer's system to a broker management system (BMS), via CSIONet. eDocs are standardized which means that insurers and brokers who use eDocs structure their data in the agreed upon rules to enable any software to read and store that data.

In a recent CSIO member survey, brokers' experiences with using the CSIO eDocs Standard was reflected in their highly positive feedback:

- **96%** were “satisfied” or “very satisfied” with their eDocs experience—because eDocs supports a reduced need for paper resulting in more efficient workflows that allow for real-time, instantaneous transactions
- **79%** indicated that eDocs were useful or very useful for personal and commercial lines
- **73%** reported savings of up to one hour per day by receiving eDocs

### INNOTECH'S Claims and Billing Digital Solutions—Easy, Fast, Seamless

What the digital claims and billing solutions offer is the ability for insurers to send customer information to brokers as eDocs, through CSIONet. The electronic information is clearly labeled and attached to a customer file. Brokers can view the file within their BMS and see key claims and billing details that were automatically delivered. And, eDocs reduce the need for paper among brokers, insurers and customers creating more efficient workflows that allow for real-time, instantaneous transactions.

Brokers and insurers are handed a practical and effective solution with accurate, up-to-date claims status and billing information. It is a giant step forward in the broker and insurer partnership and in providing exceptional customer service.

“Having critical processes digitized and automated within the claims and

billing journeys will make a significant, positive impact for brokers and the customer experience. Eliminating manual work allows for greater productivity and efficiency for brokers, requiring less time contacting insurer partners and more time focusing on the customer,” says Catherine Smola, President & CEO of CSIO.

### Learn more

To learn more about the INNOTECH claims and billing digital solutions, access the “Everything

INNOTECH” course in CSIO's Digital Member eLearning program (the course is a free member benefit for IBAA members). Brokers can find out how much time and money the solutions can save them by using CSIO's Savings Calculator. Access CSIO's free eLearning programs and tools at [csio.com](http://csio.com).

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## MOTOR TRUCK CARGO

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**O**ur industry has put a lot of effort into addressing the issues in Alberta's auto insurance system. Insurance Bureau of Canada (IBC) and its members have devoted time, resources and expertise to push for reforms focused on stabilizing auto insurance in the province, making it better for the three million drivers who depend on it.

Toward the end of 2020, the Alberta government delivered a slate

of short-term reforms that changed the Insurance Act, addressing many of the concerns our industry faced as a result of rising premiums driven by bodily injury claims.

While many of these changes to Alberta's insurance system have already been put into place, IBC and our industry is focused on helping to raise awareness about one particular change that's coming in the New Year.

## Coming soon ... DCPD

Direct compensation for property damage (DCPD) refers to a system designed to make the claims process easier for Albertans. Using DCPD means that where two or more drivers get into a collision, drivers are reimbursed by their own insurer to the degree to which they are not at fault. This means they work with their own insurer, instead of the other driver's insurer, to secure compensation for repairs to their vehicle and property. DCPD regulations include a list of scenarios that explain how fault is determined in an accident.

Giving drivers the ability to work with their own insurers streamlines the system and will allow for the claims process to function more efficiently. This means that policyholders will get the compensation they're owed more quickly, which is a win for consumers.

When the DCPD changes come into effect (this will form part of the mandatory coverage), it's likely that you will get questions about what they mean and how they will affect people's lives. Over the next few months, IBC and its members are going to work on educating consumers and the insurance industry about the new DCPD regulations and how they'll come into play for drivers.

## Brokers, a key component in communicating change

Brokers are uniquely positioned in our industry to educate and communicate with policyholders. You speak to a wide variety of customers and also connect with several insurers. This fall, IBC will help members of our industry get a handle on DCPD by holding sessions that discuss the finer points of the system. We'll also be helping to educate consumers on this change and what it means for them. In a nutshell, this is a good news story for consumers—DCPD means better, more efficient service, and they won't need to take any extra action to make it happen.

The connection brokers have to the industry and their communities means we'll be reaching out to IBAA and including brokers in opportunities to learn about DCPD in online seminars. We'll also be providing brokers with materials that can help answer questions for consumers who may be curious about how DCPD works.

## Questions and answers about DCPD

In the spirit of supporting you as you help customers navigate this change, I want to provide some information on DCPD and answers to questions you may get about this regulation.

How does the DCPD system work?

DCPD does not change how your insurance coverage works—it merely changes who pays for the vehicle damages. DCPD determines the degree of fault for loss or damage as the result of a collision. The fault determination rules, a major part of DCPD, cover more than 40 accident scenarios. Fault is allocated to drivers based on which scenario most closely resembles the collision. Drivers who are 100% not at fault for an accident will see no change to their premiums. If drivers are at-fault, they will still need to purchase collision coverage to repair their own vehicle, as they do today.

Will rates change under DCPD?

The short answer to this question is yes. The new system will change auto insurance by dividing the “property damage” portion of a driver’s coverage into “property damage - tort” and “DCPD.” Changes consumers may see will relate primarily to the cost of covering damage to their vehicles, ultimately making this component of coverage more fair. Prior to DCPD, drivers whose cars cost less to repair subsidized drivers whose cars cost more to repair. Now, drivers will be charged more accurately. Under DCPD, insurers will put vehicles into rate groups that take into account year, make and model, as well as how likely

it is that a vehicle will be involved in a collision and how expensive the vehicle will be to fix.

What about a customer’s right to sue?

DCPD applies only to damage to an insured vehicle and its contents. While an insured does not have the right to sue for damages to an insured vehicle and its contents, it doesn’t change the right a policyholder has to sue for damages relating to injuries or property damage not covered under DCPD.

You’ll be hearing more about this change in the coming months and in 2022 as our industry does its part to make sure consumers and the industry professionals understand how DCPD will make the insurance experience better for everyone.

**AARON SUTHERLAND**  
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## NORTHERN EXPOSURE

### What's Happening Up North?

Inquiring minds want to know!

Be the one to share the news of who's doing what and where from Red Deer to the 60<sup>th</sup> parallel.

Turn your gift for gathering industry intel and parlay your ability to form connections into becoming our “Northern Exposure” columnist.

**INTERESTED?**

Contact Annette Hubick at [Annette@LinkPR.ca](mailto:Annette@LinkPR.ca)





## What's going on behind the scenes at IBAA?

**W**e were worried whether we would ever be able to begin our column this year with, “As things start to open up and return to normal,” but here we are. It's pretty exciting to think that most have received their first vaccine by now, and many have received both. We are ever hopeful that by the end of summer 2021, we will be flying off to distant places and returning to our workplaces.

### AGMS

January through May are generally our busiest months at IBAA. In addition to educational programs and managing Sage policyholders, we organize and conduct nominations and AGMs for both PYIB and IBAA, as well as our annual convention.

### IBAA AGM

Our new board was introduced at the IBAA AGM on April 27, 2021. Because of the pandemic, the executive remains with us for an additional year in order to fulfill its mandate. We bid adieu to two directors, Trevor Sodergren and Ken Young, and we thank them for their service. Dirk Bruggencate (BlueCircle Insurance, Calgary) and Karim Mouait (Cornerstone Insurance Brokers, Edmonton) stepped in to fill their

shoes, and we are so pleased they agreed to join the board.

### PYIB AGM

For the 2021-2022 year, PYIB welcomes Lex Engel (Freeman Insurance, Penhold) as its president and Dan Salt (Jones & Salt Insurance, Calgary) as vice president. New directors joining the PYIB board are Kelsey Bill (HUB International Phoenix Insurance Brokers, Red Deer), Rashmi Masih (A-WIN Insurance, Edmonton) and Braedyn Leary (Peace Country Insurance Brokers, Grande Prairie).

### CONVENTION

While we had to forego the IBAA convention entirely last year, we were thrilled to be able to offer a virtual format this year. We had a great lineup of speakers to talk about issues that are truly current for brokers--from managing remote staff and finding opportunity in this chaotic new world to updates on legislation, severe weather and auto reform. We thank the attendees for their positive reviews and look forward to seeing everyone in person next year. We also had requests from brokers who haven't traditionally been able to join us in Banff to offer a “hybrid” version next year, which we will certainly investigate. Technology

has come a long way and including as many members as possible is our goal. As a member-centric organization, it is critical to us that we deliver as much as we can in response to your feedback.

### GOVERNMENT RELATIONS

Those of you who attended the convention would have heard from David Sorenson and Dave Mulyk. They shared that work continues on auto reform, with the SPFs and most popular SEFs addressed. More specialized SEFs are still in the works.

Direct compensation for property damage (DCPD) is the biggest change to Alberta auto and follows the move of other private-insurer provinces to their own DCPD structures. Alberta's will, of course, closely mirror the rest of the country, with regional tweaks as necessary. IBAA will be keeping tabs on the progress, releasing information and informative videos as needed. The current focus is on adapting the intercompany settlement agreement, or “fault chart,” to tackle the most common collision scenarios. We are hoping to be able to offer a webinar on all the reforms, but the timing of that will depend on government updates.

The Automobile Insurance Rate Board (AIRB) also provided an update. As part of overall auto

insurance reform, AIRB has been granted greater responsibility, with the oversight of the implementation and review of the reform changes included in its mandate. Also of note, to create greater efficiencies in the AIRB's operation and augment its stakeholder relationships, the board is undergoing a review of its structure and government reporting.

**PROFESSIONAL DEVELOPMENT**

CAIB is still our hot seller for licensing because of the quality of the product and its successful pass rate, due mostly to the structure of the courses. We have also moved to online exams and to virtual proctors where needed. We are currently working to automate our new CAIB texts and are looking forward to kicking off CAIB 1 within the next six months. The new format is entirely online and set up in a modular format. Those of us who have taken a sneak peek are really anxious to share them with students.

We have had some requests for Level 1 licensing courses, so we will be introducing a class later in the year, provided we have enough interest. There is no consideration at the current time to offer the Level 2 or 3 in any format other than self-study.

If you have been watching our webinars, you will have noticed some brand-new topics on issues directly related to your everyday work. Both our Facility series and the webinar on how to use Autoplus were well-attended. Many of us have struggled with the Autoplus report, so it was great to have CGI walk us through on how to use it more efficiently. As for Facility, we'll bet most of you had no idea that the backlog and long turnaround time was due to the fact that 99% of all broker paperwork sent to the Facility Association (FA) is completed incorrectly! Because FA has no trainers of its own, IBAA's new professional development manager, Kelly Parrott, worked closely with the Facility people to develop a webinar that would address the biggest issues

and set the stage for brokers to get the documentation right the first time and get paper back sooner. No more continuous back and forth to get FA all the information it needs to issue a policy.

**STRATEGIC PLANNING**

The IBAA board along with senior management staff are meeting in September to set a new three-year strategic direction. Thank you to those of you who participated in the IBAA

2021 Strategic Directions Survey. Your responses will be very helpful to the board in its planning work. If you didn't complete the survey (or did and have more to add) and would like to provide input prior to September's strategic planning session, please contact our CEO, George Hodgson at [GHodgson@ibaa.ca](mailto:GHodgson@ibaa.ca).

Well, that's it for this edition. As always, if you have any suggestions for us here at IBAA, please let us know. We are happy to hear from you! #



***We're here for you.***



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