



STRATEGIC PLAN

2025 – 2029

Message from the Board Chair and CEO

Dear Subscribers, Partners and Colleagues,

As we look ahead to the next chapter of Nova Scotia School Insurance Exchange (SIP), we want to take a moment to express our pride in the work we've done together and the strength of our commitment to those we serve. Every day, our team brings dedication, expertise, and a deep sense of purpose to supporting the educational sector, and for that, we are truly grateful.

The launch of our 2025-2029 strategic plan marks an exciting new direction for SIP. It is a commitment to continuously evolve, to embrace innovation, and to remain a trusted partner to our Subscribers in an ever-changing landscape. This plan reflects our determination to adapt, grow, and enhance the value we provide, ensuring we continue to be at the forefront of educational insurance solutions in Nova Scotia.

We are energized by the opportunities that lie ahead, and we look forward to building on our successes and tackling the challenges of tomorrow. Together, with our incredible team and valued partners, we are confident the future of SIP will be one of excellence, impact, and long-term sustainability.

Thank you for your continued trust and support as we embark on this exciting journey.

Tiffany Joudrey & Bruce Macdonald



Tiffany Joudrey
Chair



Bruce Macdonald
CEO

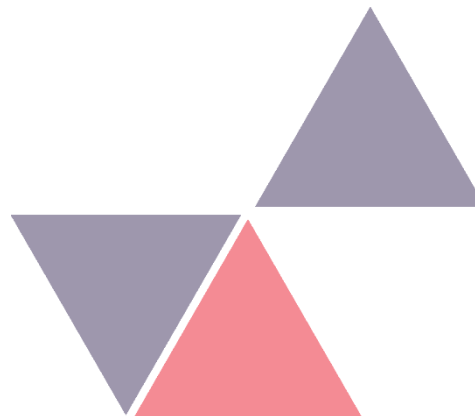
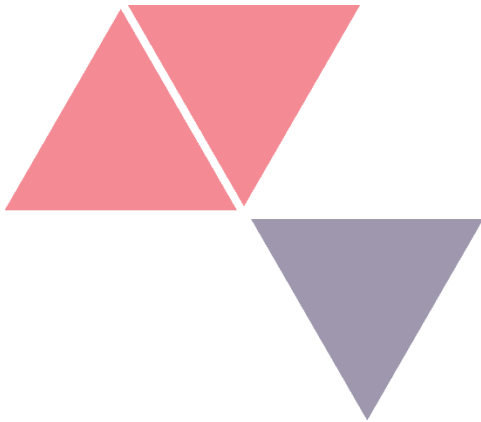


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1.0 Introduction

Welcome to the Nova Scotia School Insurance Program’s 2025-2029 Strategic Plan. As Nova Scotia’s sole educational insurance reciprocal, we provide education-specific insurance solutions, claims and risk management services to our Subscriber Members – the seven Regional Centres for Education (RCE), Le Conseil Scolaire Acadien Provincial (CSAP), and the Nova Scotia Community College (NSCC). We take pride in being able to meet the specific needs of our Subscribers to drive exceptional value and support the province’s education sector.

The development of this strategic plan was a collaborative and inclusive process. Input from our Board Members, staff, and Subscribers has been instrumental in shaping our vision, priorities, and direction for the future. We are deeply grateful for their invaluable contributions and look forward to continuing our collective efforts to achieve the goals outlined in this plan.

The insurance landscape is rapidly changing, marked by emerging risks, technological advancements, and evolving Subscriber needs. Our strategic plan is designed to address these challenges, ensuring we continue to deliver exceptional service while building the capabilities needed for the future.

Throughout these next five years and beyond, we remain steadfast in our commitment to support our Subscribers’ needs. By providing exceptional tools and services, SIP will help ensure Nova Scotia’s education institutions can deliver quality experiences to students across the province. We are excited about what lies ahead and how SIP can contribute to a more positive and dynamic education sector.



2.0 Our Plan

2.1 Vision

Optimizing Nova Scotia's educational insurance experiences through innovative, sustainable, and Subscriber-centric insurance solutions that manage risk and adapt to the evolving needs of the education sector.

2.2 Mission

To collaborate with our Subscribers by providing expert advice on risk and claims management, empowering informed decision-making, and ensuring access to the best insurance solutions.

2.3 Definition of Values

- **Trusted** – Becoming the go-to partner for Subscribers through industry expertise and reliable service.
- **Ethical** – Making informed insurance decisions objectively and fairly.
- **Inclusive** – Understanding diverse Subscriber needs to provide inclusive solutions.
- **Efficient** – Delivering prompt, accurate, and effective solutions.
- **Transparent** – Ensuring openness and clarity across all operations.





3.0 Strategic Priorities

3.1 Digitalizing Services

Digitalizing SIP's services is a strategic priority aiming to improve accessibility and convenience for Subscribers through innovation. By leveraging advanced technologies and optimizing data processes, SIP aims to streamline operations, deliver exceptional value to Subscribers, and position itself as a forward-thinking, technology-driven organization.

For SIP, this means...

- We will understand Subscriber needs and provide digital solutions to drive efficiency and engagement.
- We will increase service delivery channels to enhance ease of access to SIP expertise.
- We will continue leveraging data to inform risk advisory services.
- We will uphold the service standards and expectations across the industry.

Expected Outcomes

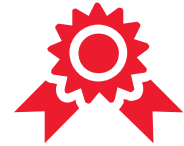
- Ease of access to services through multiple service delivery channels
- Enhanced accuracy and timeliness of decisions
- Improved Subscriber experience and satisfaction, and greater operational efficiency

Key Initiatives

- **Front-End Service Delivery Upgrades:** Assess the organization's front-end service delivery channels to identify opportunities for digital and technological enhancements.
- **Back-End Processes Improvements:** Conduct a comprehensive evaluation of back-end processes, particularly focusing on data analytics and reporting mechanisms.



3.2 Improving Service Excellence



Improving Service Excellence is a strategic priority focused on enhancing our value to Subscribers through proactive risk management, claims management, and deepened engagement, enabling us to deliver exceptional, tailored services. This priority helps us maintain our position as a trusted partner to our Subscribers by upholding our commitment to continuous service improvement and long-term Subscriber satisfaction.

For SIP, this means...

- We will increase awareness of brand and service offerings.
- We will define and communicate SIP's approach to risk management.
- We will offer a broad range of services that respond to the changing needs and trends of the education sector.
- We will ensure SIP provides the most competitive excess insurance portfolio.

Expected Outcomes

- Increased uptake of services
- Increased awareness of SIP's role in risk management
- Swift service adaptation
- Holistic and uniquely tailored coverage for Subscribers

Key Initiatives

- **Brand Awareness Strategy:** Develop and implement a comprehensive promotional strategy aimed at increasing the organization's visibility and strengthening its brand identity.
- **Enhanced Risk Management:** Clearly define SIP's role in risk management by establishing a robust framework that outlines responsibilities, processes, and best practices
- **Adapt to Changing Needs:** Develop a structured and ongoing process to engage with internal Subscriber divisions and gather insights on evolving needs, trends, and expectations.
- **Service Delivery Best Practices Review:** Conduct research on emerging trends, global best practices, and innovative products within the insurance sector to ensure SIP remains competitive and service-driven.



3.3 Strengthening Governance



Strengthening Governance is a strategic priority focused on enhancing the effectiveness and transparency of our leadership. In doing so, we aim to ensure robust decision-making and align governance with organizational priorities, Subscriber needs, and the priorities and initiatives of the Nova Scotia Department of Education and Early Childhood Development and Department of Advanced Education. These initiatives will improve Board performance, foster accountability, and bring diverse perspectives to strengthen SIP's responsiveness and long-term strategic direction.

For SIP, this means...

- We will clarify the distinct accountabilities Board Members must uphold to SIP and their respective stakeholders.
- We will ensure Board Members are equipped to uphold their accountability to SIP and their stakeholders.
- We will continue exploring Board representation.

Expected Outcomes

- Increased awareness of Board of Director roles and responsibilities in governance of SIP which are separate and distinct from roles at respective RCE, CSAP, or NSCC.
- More efficient decision-making
- Increased stakeholder alignment

Key Initiatives

- **Accountability Framework:** Develop and implement a clear accountability framework to define the roles, responsibilities, and expectations for Board Members.
- **Board Member Onboarding Program:** Design and implement a robust onboarding program for new Board Members to ensure they fully understand their roles, responsibilities, and SIP's priorities.
- **Board Diversity Review:** Develop and execute a strategy to ensure continued Board diversity of skills, experiences, and backgrounds.



3.4 Investing in Talent



Investing in Talent is a strategic priority centred around developing a skilled and resilient workforce to drive SIP's long-term success. By maintaining a strong focus on succession planning, SIP aims to enhance employee capabilities, improve operational efficiency, and foster leadership continuity. These initiatives will ensure staff remain well-equipped to meet evolving sector challenges and support emerging Subscriber needs.

For SIP, this means...

- We will invest in our employees by providing training and professional growth opportunities.
- We will explore opportunities to diversify internal subject matter expertise.
- We will engage in internal succession planning and strengthen knowledge transfer efforts.

Expected Outcomes

- Increased levels of specialized internal expertise
- Enhanced diversity of in-house expertise
- Improved organizational preparedness and agility

Key Initiatives

- **Internal Skills Development:** Deliver a targeted upskilling program focused on key skills, capabilities, and subject matter expertise that align with organizational priorities.
- **Expertise Diversification:** Assess opportunities to bring specialized services in-house, such as legal counsel, inspections, or risk assessments, to reduce reliance on external vendors.
- **Succession Planning Process:** Develop a formal succession planning framework to identify, develop, and retain high-potential individuals for key leadership and operational roles.



3.5 Ensuring Financial Stability



Ensuring Financial Sustainability is a strategic priority focused on fortifying SIP's long-term financial health and mitigating financial risks amidst a rapidly evolving sector. These initiatives aim to provide greater financial predictability and ensure SIP's ability to manage future challenges while sustaining exceptional service standards for Subscribers.

For SIP, This Means...

- We will explore the diversity of our investments to ensure financial sustainability.
- We will communicate how decisions are made to incentivize risk reduction strategies.
- We will strive to meet recommended rate stabilization reserve levels.

Expected Outcomes

- More diverse and profitable investment portfolio
- Decrease in known risks and fewer claims over time
- Greater ability to comfortably meet rate stabilization

Key Initiatives

- **Portfolio Diversification:** Design and implement a strategy to diversify SIP's investment portfolio by identifying opportunities for growth, mitigating risks, and ensuring long-term returns.
- **Risk Reduction Strategies:** Analyze historical claims data to identify correlations between deferred maintenance and increased costs, using these insights to inform risk-reduction strategies.
- **Rate Stabilization Plan:** Develop and implement a plan to meet and maintain recommended rate stabilization reserves, ensuring the organization is equipped to manage claims shocks and rate volatility.



4.0 Measuring Our Progress

At SIP, measuring our progress is integral to ensuring we stay on track in achieving our strategic priorities. We are committed to establishing clear, measurable outcomes for each of our initiatives, aligning them with our vision, mission, and values. Through ongoing monitoring, data-driven analysis, and regular reporting, we will assess our performance against key milestones and make informed adjustments to our strategies as necessary. Our approach to progress measurement ensures transparency, accountability, and continuous improvement, empowering our team, stakeholders, and Subscribers to witness the tangible impact of our efforts. By staying focused on our goals and maintaining an agile response to emerging needs, we will create long-term value for the education sector and the communities we serve.



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School **Insurance** Program