Customer centricity – Where is the value?

Dr Petrina Casey, SIRA

Injury & Disability Schemes Seminar
Insights and Outcomes
About SIRA: SIRA regulates mandatory insurance schemes in NSW

The State Insurance and Care Governance Act 2015 (SICG Act) establishes

- SIRA as an independent NSW Government agency within the cluster (needs admin order)
- the role of the Chief Executive
- limited provision for Ministerial Direction under s20
- the SIRA Board – including Chief Executive and Secretary ex officio
- functions of the Board
- objectives and functions of SIRA

SIRA

The State Insurance and Care Governance Act 2015 (SICG Act) second reading speech states: "SIRA will focus on ensuring that key public policy outcomes are being achieved in relation to service delivery to injured people, affordability, and the effective management and sustainability of the insurance schemes. Consolidating regulatory responsibility for State insurance into one regulator will enable a consistent and robust approach to the monitoring and enforcement of insurance and compensation legislation in this State."

Schemes SIRA stewards

<table>
<thead>
<tr>
<th>Compulsory Third Party Motor Vehicle Insurance</th>
<th>Workers' Compensation</th>
<th>Home Building Compensation</th>
<th>Other schemes</th>
</tr>
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Governing legislation

- 5.7m policyholders as of Feb 2019
- 11,775 road traffic casualties as of Dec 2018
- 11,603 claimants lodged claim in the 12 months to Mar 2019
- All road users covered
- $2.3b in premiums

Customers

- 329,046 covered employers in FY17/18
- 94,498 claimants in FY17/18
- $4m workers protected
- $3.5b premiums
- $2.8b claims costs

Regulated parties

- 78,440 projects covered in FY17/18
- Combined project value of $17.8b
- 316 claimants in FY17/18
- 1,345 current participants in the lifetime care scheme as of EOFY 17/18
- 324 claimants in the dust diseases scheme in FY17/18
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CTP insurers (Currently 5)
- Medical professionals
- Legal professionals

WC insurers – icare, 58 self-insurers and 6 specialised insurers (as of EOFY 17/18)
- Medical professionals
- Legal professionals

HBC insurers – currently only icare
- Medical professionals
- Legal professionals

care
- Medical professionals
- Legal professionals
Community expectations & Government priorities

**The key policy priorities of the Government**

1. A strong economy, quality jobs and job security for workers of today and tomorrow;
2. Highest quality education no matter where you live or what your circumstances may be;
3. Well-connected communities with quality local environments;
4. Making Government work better for you by putting the customer at the centre of everything we do, and
5. Breaking the cycle of intergenerational disadvantage by fixing problems that have been in the too-hard basket for too long.
In Australia there are a lift in trust across all categories. However no institution is in the trusting category for the general population.

Despite lack of faith in the ‘system’- Employee-Employer relationship remains strong (general population)
Australian employees who have trust in their employer demonstrate greater advocacy( 80%), engagement ( 69%) and commitment( 87%).

Source: edelman.com.au
When choice does not exist for some customers
Empowered customers and systems

Empowerment requires a system that is sufficiently flexible to cope with diversity of both action and choice.

Where there is a belief that injustice exists, outcomes are likely to be adversely affected.
Customer outcomes drives service delivery

Value-based care

‘reorganising around the needs of groups of patients with particular needs, in the same way businesses reorganised around particular customers’ needs, is the future of healthcare’ Michael Porter, Harvard Business School, (2008)
**SIRA’s outcomes: We deliver experience, results, affordability, and public trust for the people of NSW**

<table>
<thead>
<tr>
<th>Great customer EXPERIENCE</th>
<th>The best possible post-claim customer RESULTS</th>
<th>AFFORDABILITY of policies and schemes</th>
<th>PUBLIC TRUST in the regulator</th>
</tr>
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<tbody>
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<td>Claimants and policyholders are treated with fairness, empathy and respect</td>
<td>Schemes provide timely and appropriate treatment and support for claimants</td>
<td>Low injury and/or loss rates across the population</td>
<td>SIRA takes visible and effective regulatory action</td>
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<td>The schemes provide an easy and consistent claims experience</td>
<td>Schemes provide support for injured people to recover at or return to work</td>
<td>SIRA and scheme providers maintain sustainable scheme costs</td>
<td>SIRA engages in transparent communication with stakeholders</td>
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<td>Policyholders have confidence in purchasing and managing policies</td>
<td>Schemes provide tailored solutions for customers who need them</td>
<td>Schemes provide sustainable insurance markets</td>
<td>SIRA has strong organisational capability and systems</td>
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<td>Schemes provide effective and supportive dispute resolution</td>
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<td>SIRA contributes to affordability through efficient SIRA funds management</td>
<td>SIRA delivers and supports innovation to deliver better outcomes</td>
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<td>Schemes are designed with and for customers</td>
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Claimants and policyholders are treated with fairness, empathy and respect. The schemes provide an easy and consistent claims experience. Policyholders have confidence in purchasing and managing policies. Schemes provide effective and supportive dispute resolution. Schemes are designed with and for customers.

The schemes provide the best possible post-claim customer results. Schemes provide timely and appropriate treatment and support for claimants. Schemes provide support for injured people to recover at or return to work. Schemes provide tailored solutions for customers who need them.

Affordability of policies and schemes: Low injury and/or loss rates across the population. SIRA and scheme providers maintain sustainable scheme costs. Schemes provide sustainable insurance markets. SIRA contributes to affordability through efficient SIRA funds management.

Public trust in the regulator: SIRA takes visible and effective regulatory action. SIRA engages in transparent communication with stakeholders. SIRA has strong organisational capability and systems. SIRA delivers and supports innovation to deliver better outcomes.
Consultation on proposed Customer service conduct principles

**Government customer commitments**

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<tr>
<td>Easy to engage</td>
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<tr>
<td>Act with empathy</td>
</tr>
<tr>
<td>Respect my time</td>
</tr>
<tr>
<td>Explain what to expect</td>
</tr>
<tr>
<td>Resolve the situation</td>
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<tr>
<td>Engage the community</td>
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- **Make it easy to access what I need**
- **Show you understand my situation**
- **Tell me what I need to know beforehand**
- **Clear about what steps are involved**
- **Contact me when I need to know something**
- **Let me know what the outcomes could be**
- **Be clear in decision-making**
- **Reach an outcome**
- **Listen to the community to understand your needs**
- **Ask us how we want services delivered**

**SIRA proposed customer service conduct principles**

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<th>Be efficient and easy to engage</th>
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<td>The insurer must keep customer interactions simple to make the experience easier, so that the focus is on recovery and resolution</td>
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- **Act fairly, with empathy and respect**
  - The insurer must be respectful of people’s individual circumstances and needs and support them accordingly

- **Resolve customer concerns quickly, respect customers’ time and be proactive**
  - The insurer must be proactive in supporting recovery and resolution

- **Have systems in place to identify and address customer concerns**
  - The insurer must have systems in place to address individual customer concerns and systemic concerns

- **Be accountable for actions and honest in interactions with customers**
  - Customers will receive an apology when things don’t go to plan
Customer interactions across the system

- Scheme performance measurement
- Customer satisfaction & net promoter scores
- Customer journey maps & personas
- Insurer/provider & complaints data
- Lived experience reference group
- Research: surveys and focus groups
- Stakeholder & tripartite engagement
- National collaboration & RTW survey

Customer experience & outcomes measurement framework

- Personal
  - physical and mental health
  - social relationships
  - experience
  - response to the injury/illness
  - RTW
  - Workability

- Health and social care
  - access to evidence-based care and support
  - healthcare service utilisation
  - value-based care

- Life and work participation
  - external environment
  - workplace
  - community
  - life roles and activities
  - response to the injury/illness
  - RTW
  - Workability

- Legal and insurance
  - case management
  - insurer customer conduct principles
  - liability timeframes
  - complaints/disputes
Multiple actors, diverse perspectives but a shared purpose for optimal outcomes

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