



Three-Year Strategic Plan 2024-2027

“Partners in Risk Management”



Message from the Chair & the Chief Executive Officer

We are proud to present the new Ontario School Boards' Insurance Exchange (OSBIE) strategic plan "Partners in Risk Management 2024-2027." OSBIE is a steady and reliable partner, contributing to the long-term health and stability of our education system.

Over recent years, our organization has continued to grow.

We now offer ten lines of insurance coverage, and we have highly experienced insurance professionals ready to serve our members. Over the next three years, OSBIE will strategically and carefully assess a national growth strategy, built on organizational readiness that can directly benefit all current Ontario members.

Technology will continue to drive our success, including cyber security and communications software. We will be guided by our overarching goals of ensuring strong customer affinity and engagement, implementing effective corporate risk management, building organizational excellence, and delivering innovative and relevant products and services in alignment with customer needs. We will grow our commitment to Environmental, Social and Governance (ESG) initiatives, as well as Equity, Diversity, and Inclusion strategies (EDI). We will continue our focus

on employee learning and growth, maintaining flexible work arrangements for staff to increase wellbeing and enhance productivity. We will maintain our quality of service, enhance retention and recruitment.



As a financially sustainable social enterprise delivering insurance products and advisory services, we contribute to the success of our members.

Our new strategic plan “Partners in Risk Management 2024-2027” will ensure an innovative approach to our work. OSBIE will be effective, efficient, and agile. We will ensure continued accountability to our members and stakeholders, and we will continue to be a respected leader.

We would like to thank our members, our Board of Directors, our staff, and all our stakeholders who made a valuable contribution to this strategic plan. We look forward to working together for the implementation of this exciting roadmap and the continued success of the Ontario School Boards’ Insurance Exchange.



Amy Janssens

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Chair, Board of Directors

Ontario School Boards’ Insurance Exchange (OSBIE)



Jeff Pratt

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CEO

Ontario School Boards’ Insurance Exchange (OSBIE)

OSBIE Board of Directors

Amy Janssens (Chair) (Governance Member)

Associate Director and Treasurer
St. Clair Catholic DSB

Region: Western

Kirsti Alaksa (Governance Member)

Superintendent of Business, Treasurer of Board
Lakehead District School Board

Region: Northwest

Maryse Barrette

Surintendante d'affaires et de finances
Conseil scolaire catholique Nouvelon

Region: Mid-North

Susan Domenichini

Risk Management & Insurance Officer
Dufferin Peel Catholic District School Board

Region: COR

Peter Marshall (Chair of Audit) (Governance Member)

Trustee
Northwest Catholic District School Board

Region: Western

Seija Van Haesendonck (Governance Member)

Superintendent of Business and Treasurer
Near North District School Board

Region: Northeast

Matthew Gerard (Vice Chair) (Chair of Governance)

Associate Director, Support Services
Hamilton Wentworth District School Board

Region: Central

Grace Barnhardt (Governance Member)

Superintendent of Business and Treasurer
Nipissing-Parry Sound Catholic District School Board

Region: Northeast

Mark Connors

Superintendent of Policy, Finance and
Business Services
Simcoe Muskoka Catholic District School Board

Region: Mid-North

Jaspal Gill

Associate Director of Operational Support
Services
Peel District School Board

Region: COR

Luc Poulin

Directeur du Service des immobilisations
Conseil des écoles catholiques du Centre-Est

Region: Eastern

Craig Young

Superintendent of Business
Limestone District School Board

Region: Eastern

OSBIE First Nations Land Acknowledgement

The Ontario School Boards' Insurance Exchange (OSBIE) recognizes its presence and activity on traditional Indigenous territories across the province we now call Ontario. We acknowledge that our offices are located on the traditional territory and unceded lands of the Anishinaabek (Ojibway, Odawa / Odawa, Potawatomi, Cree, Algonquin,) and the Haudenosaunee (Six-Nations: Mohawk, Seneca, Oneida, Cayuga, Onondaga, and Tuscarora, also the Huron-Wendat), and where our head office is located on the traditional territory of the Mississaugas of the Credit.

We recognize the enduring presence of these diverse Indigenous Peoples on this part of Mother Earth and honour their contributions to our communities. As visitors/users of this land, we are thankful to be able to work and live in these territories. We acknowledge that the Indigenous Peoples are the ongoing original caretakers and stewards of and for these lands and waters. We reflect, with respect, on our responsibility in our actions on how we take care of these lands and waters, all the people who live here today, and for the generations to come.

As we serve our members across Ontario, we acknowledge that there are 46 treaties and other agreements that cover these territories. We will continue to learn and strengthen our understanding of the rich and complex histories of the Original Inhabitants of these lands and waters. We are thankful to the Indigenous Peoples (First Nations, Metis, and Inuit) who have cared for these territories since time immemorial and who continue to contribute to the strength of Canada and all communities across the province of Ontario. This recognition and respect for Indigenous Peoples and their lands is a key step in knowing the truths of our shared history and will guide us as we work towards reconciliation.



SomeWhere Between Here and There” © 1993 by William R. Morin, features a Gyrfalcon. Symbolic in many cultures this regal bird of prey represents wisdom and grace, strength and independence, courage, peace and justice, protection and resilience.

In this painting the Gyrfalcon looks straightforward, yet when viewed at any angle the bird of prey will appear to be looking right at you. At the upper left corner behind the main feature is the earth, the “Here” in the title. The stylized cut pieces of card paper are of a standing bird with a head, two arms, and a lower body. Using our imagination, this stylized bird has in each extremity a stylized bird or bird’s head. This represents the “There” in the title, where our imagination can take us.

The centre plane, below the realistic rendering of a Gyrfalcon, has a torn/roughed surface which links to the changes and challenges in the reality of life. This is the “Between” in the title.

So, “SomeWhere” between “Here”, the earth, and “There” where our imagination can take us, to the ends of the Universe, is the ‘illusion of reality,’ (realistic depiction of a Gyrfalcon). It is only with creativity and imagination that we find no limits to where we can go.

About the Ontario School Boards' Insurance Exchange (OSBIE)

Ontario School Boards' Insurance Exchange (OSBIE) is an insurance reciprocal that was established to provide lower cost, higher quality insurance services to Ontario's 72 school boards. Over the past 36 years, OSBIE has served all boards, and is currently the primary insurer for 80 school boards and authorities, as well as 40 joint ventures, totalling 120 members.

Consistent with common co-operative principles, each member in the reciprocal assumes a share of the risk carried by all members of the pool and shares in any surplus of funds accumulated through premium refunds. The organization is governed by a Board of Directors who are elected from the membership on a regional basis.

Products

OSBIE was started in 1987, providing Comprehensive General Liability Insurance to Ontario school boards. Since then, it has evolved to provide the following lines of insurance to our members. OSBIE's lines of insurance for K-12 can be customized for each member, and includes:

- General Liability
- Property
- Boiler/Machinery
- Crime/Fidelity
- Fleet Automobile
- Cyber
- Legal Expense

OSBIE presently provides the following Supplementary Lines to members:

- Accidental Death and Dismemberment Insurance
- Facility User Group Insurance – Community Use of Schools
- School Council Commercial General Liability

Strategic Planning Process Summary

OSBIE staff, Board, and stakeholders participated in a comprehensive and informative strategic planning process with an external consultant partner. The strategic planning process included the following key steps:



Confidential Interview Process

46 in-depth, confidential stakeholder interviews were conducted with OSBIE members, leadership, staff, and external stakeholders.



Data Coding and Analysis

Data from interview transcripts was coded and analyzed.



Emerging Themes Report

An Emerging Themes Report was shared with the Board of Directors, leadership, and staff.



Anonymous, Confidential Surveys

A series of confidential surveys were sent to participants to validate the interview findings, with a total of 27 survey respondents.



Board of Directors & Leadership Team Meetings

Planning sessions were facilitated with the OSBIE Board of Directors and the leadership team.



Purpose, Vision, Mission, Values, Brand Image

Purpose

OSBIE supports student well-being and achievement, contributing to the long-term health, safety and stability of our member organizations.

Vision

OSBIE's vision is to be the most trusted, non-profit insurance provider of choice in the education sector.

Mission

OSBIE delivers accessible and customized insurance solutions at competitive and stable rates. Our highly skilled team is dedicated to delivering exceptional customer service, fostering excellence in risk management through innovative advisory services. We harness leading-edge technology to provide an unmatched member experience.

Values

Creativity & Innovation

We embrace innovation and change. We continually review our products and services to stay relevant and meet the changing needs of members. We are courageous, adaptable, and resilient, finding creative solutions to meet emerging challenges.

Collaboration

We work collaboratively with a strong commitment to team and to achieving our collective goals. We are approachable, compassionate, and supportive, and we value open communication with members, and stakeholders.

Customer Care

We are highly responsive, and we are there for our members when they need assistance. We provide hope and optimism, and we treat our members and each other with kindness, respect, and generosity. We relate to our members as long-term partners. We show patience and we listen to others, creating a supportive and safe environment for all.

Diversity & Inclusion

We leverage the collective diversity of our members and employees, co-creating our future, growing our knowledge, and realizing our purpose. We are inclusive, and we respect each person's unique talents and abilities. We embrace the many differences that make each individual unique including age, ability, ethnicity, language, culture, family status, marital status, socioeconomic status, health, political affiliation, religion, sexual orientation, geography, and national origin.

Excellence

We are committed to quality and excellence in all we do.

Justice

We are guided by justice and fairness in our processes, and procedures. We protect our members with a firm, fair and consistent approach. We share as much information as possible, providing reasonable explanations for our decisions.

Financial Sustainability

We are results-driven and fiscally responsible, balancing growth and financial strength. We are resourceful, efficient, and we recognize that responsible stewardship of our assets is critical to our long-term organizational success.

Integrity & Accountability

In the spirit of partnership, we build member confidence through strong strategic management and effective investment of resources and assets. We are accountable for all that we do, and we act in an ethical and honest way, upholding the trust of our members. We are transparent in our communications, operations, data management, financial reporting and in measuring our impact.

Learning

As a learning organization, we attract, retain, and develop top talent, enabling us to provide service excellence and leadership to our members. We embrace a culture of continuous learning and development. We encourage a growth mindset, supporting peer learning to create shared knowledge, skills, and agility.

OSBIE's Global ENDS

OSBIE exists so that members have protection against insurable financial losses at a stable and competitive premium.

This End is further interpreted to include but not limited to:

- Customized insurance products and services that meet subscriber needs
- Reduction in frequency and severity of losses
- Investment of funds to provide revenue to support a stable and competitive premium



Four Overarching Goals

- 1** Strengthen customer affinity and engagement.
- 2** Enhance corporate risk management.
- 3** Build organizational excellence through effective, efficient, and agile operations.
- 4** Deliver innovative and relevant products and services in alignment with customer needs.

Ontario School Boards' Insurance Exchange | Logic Model Info-Schematic

OSBIE Mission

OSBIE delivers accessible and customized insurance solutions at competitive and stable rates. Our highly skilled team is dedicated to delivering exceptional customer service, fostering excellence in risk management through innovative advisory services. We harness leading-edge technology to provide an unmatched member experience.

OSBIE Planned Work

Resources & Inputs

Board of Directors
Member Boards of Education and Authorities
Provincial Insurance Regulator
Senior Leadership Team
Staff Team
Member Advisory Group
External Consultants
Related Professional Associations

Activities

Strategic Plan Development & Implementation
Annual Planning
Operations, Finance & Administration
Investment Management
Organization Effectiveness & Human Resources Management
Insurance Product Delivery
Advisory Services Delivery
Marketing & Growth Strategy
Stakeholder Relations



OSBIE Intended Results

Outputs

Strategic & Operational Plans
Strong Organizational Performance
Risk Mitigation
Claims Processing
Advisory Services Delivered
Positive & Healthy Organization
Strong Financial Performance
Member Rebates Generated
Continuous Innovation
Positive Stakeholder Relationships

Outcomes

OSBIE Supports Boards of Education/Education Authorities with the Following Outcomes:
a. Risk Effectively Managed
b. Insurance Savings Realized, Freeing Up Resources to Invest in Educational Priorities
c. Members Influence Insurance Products
OSBIE Generates Quality Employment
OSBIE Strategic Collaborative Partnerships Emerge

Impact

Staff, Students and Visitors are Safer and Healthier
Boards of Education/ Education Authorities Better Able to Deliver on Their Educational Mandate
Financially Sustainable Education System Emerges
Provincial Reputation Grows Because of Financially Sustainable Education System



OSBIE

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