



UTAH INSURANCE DEPARTMENT

2023-2026 STRATEGIC PLAN

August 2022



Horseshoe Canyon Petroglyphs
Photo by John Fowler. CC 2.0

Introduction

The Utah Insurance Department (the Department) regulates the insurance industry in Utah. Because all states have a similar responsibility within their borders, the Department works closely with them to promote and maintain a highly coordinated regulatory framework across the nation. We strive to create a healthy insurance market where insurers honor their commitments to policyholders and all licensees comply with the law.

Roadmap Priorities

As a state agency, the Department is responsible for assisting in the implementation of the Cox-Henderson Administration priorities outlined in the One Utah Roadmap. Version 2 of the Roadmap specifically notes a supplemental item to “improve statewide and agency strategic planning coordination to drive effective investments and best use of resources.” In response, this strategic plan contains strategies and annual work plans designed to streamline government, “improve efficiency, productivity, and customer service,” and link Department plans to the state budgeting process. Like the One Utah Roadmap, the Department’s strategic plan provides a vision for the agency, guides agency initiatives, and informs future budgeting processes.

Core Values

The Department continually works to implement four core values in all that we do. They are:

Fairness

The Department is committed to considering all views during the decision-making process and applying applicable laws in an equitable and consistent manner.

Transparency

The Department conducts business in an open and accessible manner, as legally allowed.

Compassion

People who contact the Department are looking for help. We will bring compassion to our interactions with those people by respecting and listening to them. Regardless of the outcome, each person should feel heard and understood.

Integrity

The Department will honor its commitments and follow the law, and its actions and decisions will be clear and understandable.

Vision

An insurance market that is regulated fairly and accessible to all Utahns.

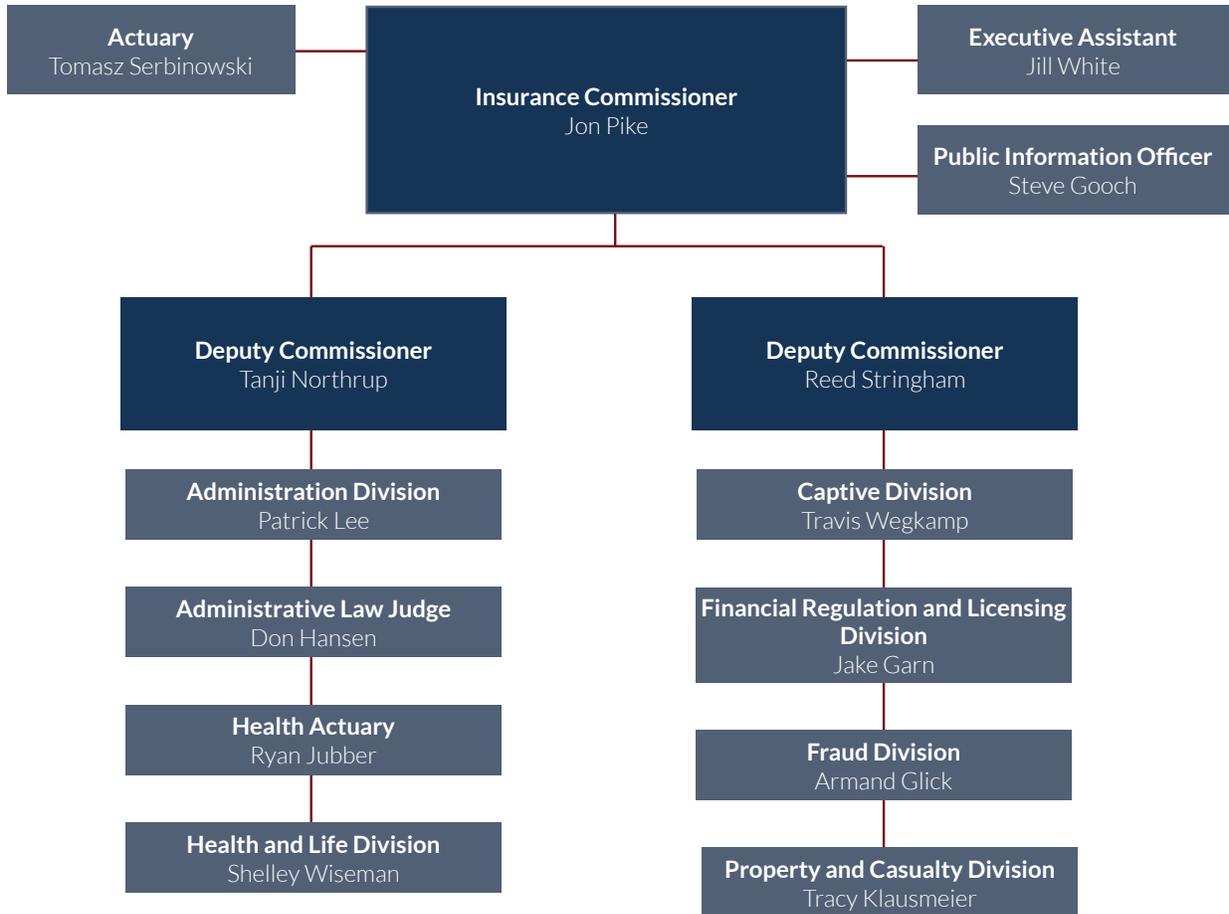
Mission

To protect the financial security of people and businesses in Utah.

We do this by:

- Educating consumers and industry partners about legal requirements and industry trends.
- Ensuring equitable access to the insurance market for consumers and industry partners.
- Supporting innovation in insurance products and services within the bounds of the law.
- Fostering a competitive and financially stable insurance market through fair regulation.

Department Organizational Chart



Logan Main Street

Divisions

Office of the Commissioner

The Office of the Commissioner develops, establishes, and implements the policy and overall operation of the Department. It sets the Department's vision and mission, and it directs strategies to meet goals.

Administration Division

The Administration Division serves the public and all divisions in the Department. It is the initial contact for callers and visitors. Its functions include facilities management, fleet and travel related issues, revenue intake, expenditures, and budget and audit controls.

Financial Regulation and Licensing Division

The Financial Regulation and Licensing Division monitors the solvency of insurance companies to help assure that they pay claims. The division licenses those companies as well as insurance agencies and individual agents.

Fraud Division

The Fraud Division is a law enforcement agency responsible for investigating criminal insurance fraud and associated crimes. This includes agent fraud, consumer fraud, healthcare fraud, workers compensation fraud, and bail bond fraud. The division contracts with and houses prosecuting attorneys from the Attorney General's Office who are dedicated to prosecuting insurance fraud state-wide.

Property and Casualty Division

The Property and Casualty Division regulates property and casualty insurers and those who market their products. It regulates by assisting consumers, evaluating insurance rates, investigating possible legal violations, and determining product compliance with legal requirements. The division also participates in events to educate consumers about the services provided by the Department.



Pendleton Barn, Fruita,
Capitol Reef National Park

Captive Insurance Division

The Captive Insurance Division promotes Utah as a home for the captive insurance industry. The division also monitors the financial health of Utah's captive insurers and their compliance with state regulations.

Health and Life Division

The Health and Life Division regulates health and life insurers and those who market their products. The division also has regulatory oversight for pharmacy benefit managers and pharmacy manufacturers. It regulates by assisting consumers, evaluating insurance rates, investigating possible legal violations, and determining product compliance with state and federal legal requirements. The division also performs extensive research related to the health insurance industry and pharmacy manufacturers, and participates in events to educate consumers about the services the Department provides.



Midway

Department Assessment

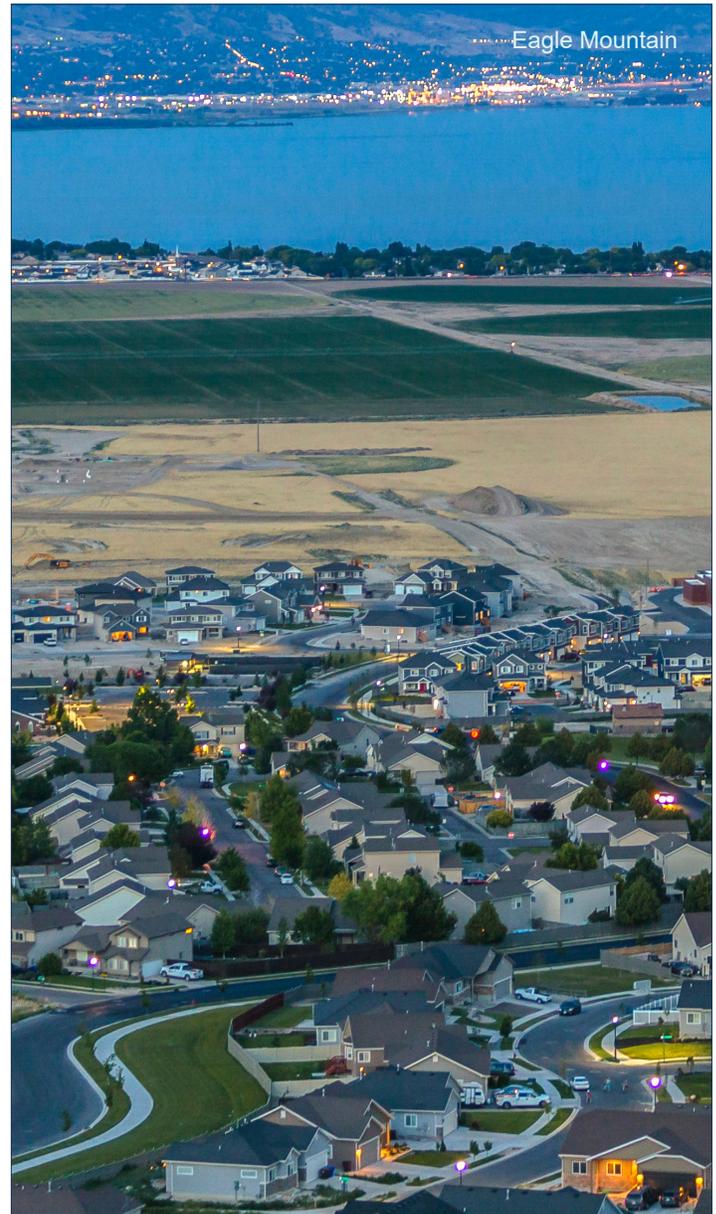
Department Challenges and Concerns

A 2021 survey identified a handful of challenges and concerns that the Department should address.

- The insurance industry continues to grow. The Department's improvements in efficiency no longer keep up with this growth. As a result, the Department will need to hire more employees to fulfill its regulatory duties and continue to seek efficiency in utilizing its current resources.
- With labor shortages and rising wages in the private sector, the Department will need better compensation packages to attract and retain capable employees.
- The survey identified within the Department pockets of disrespect for employees with diverse backgrounds. Survey responses suggested the need to re-emphasize equity, diversity, inclusion, and access for all employees.
- Employees want to be aware of the work and activities in other divisions and the Office of the Commissioner. The Department needs to provide employees better access to this information.
- The Department needs to better inform employees of professional development opportunities.

Department Strengths and Opportunities

Department employees care about their jobs, work together to achieve team goals, and take pride in their work. They have the good fortune of interacting with colleagues of diverse backgrounds who bring added perspectives to the workplace. Employees take advantage of the Department's generous education benefits, and this helps explain their commitment to service and the reason that they excel at it.





Downtown Salt Lake City

Goals, Objectives, and Strategies

The following goals, objectives, and strategies will drive the work of the Department over the next decade. The goals below are intended as long-term targets that the Department will work toward over time. Goals have a 10-year planning horizon. Objectives are intended to guide mid-term efforts and generally be accomplished within five years. Finally, strategies are efforts that should be accomplished within a one-to-four year time frame, but may be ongoing as necessary.

This strategic plan is a living document, and will be updated at least every two years to reflect accomplishments and changes in strategic or administrative direction.

Goal 1: Create a respectful, positive, and supportive workplace for all employees.

Objective: Unify and support employees.

Strategy: Institute team “anchor” days when everybody who is on a specific team works together in person in the office.

Strategy: Align the number of full-time employees with the Department’s needs.

Strategy: Expedite filling vacancies as they arise.

Strategy: Provide training on equity, diversity, inclusion, and access.

Strategy: Provide time and resources for team building activities.

Strategy: Conduct an annual employee climate survey to better understand the needs, challenges, and opportunities of department staff.

Objective: Decrease turnover.

Strategy: Establish regular (no less than once per month) one-to-one manager/employee touchpoints to review workload and identify ways in which the manager can support the employee.

Strategy: Seek compensation for state employees that helps the Department remain competitive in the industry.

Goal 2: Create an equitable and accessible insurance market for all Utahns.

Objective: Improve communication with and education for underrepresented groups. Those groups may include language learners, racially and ethnically diverse populations, rural communities, people with disabilities, people in lower socioeconomic levels, and those who are simply unaware of how to access insurance.

Strategy: Identify barriers to obtaining insurance by consulting existing data and literature and by seeking input from private and public organizations.

Strategy: Reach out to the community, in partnership with industry, associations, and community organizations, to identify culturally responsive and inclusive strategies to better help underrepresented Utahns with insurance needs. This can include policy and practice reform.

Strategy: Develop, invest in, and implement strategies to extend Department resources to underrepresented groups. Engage with licensed entities to increase equitable access, outcomes, and service delivery to underserved Utahns.

Goal 3: Regulate with fairness and consistency to ensure an equitable and accessible insurance market that provides compliant and reasonable products.

Objective: Ensure that Utah insurance laws are appropriate.

Strategy: Review statutes as issues arise and, as appropriate, work with legislators to propose solutions.

Strategy: Internally elevate the Department's rules review process to ensure that rules meet statutory scope and facilitate fair regulation.

Objective: Develop consumer analysts' and market conduct examiners' investigation and examination skills.

Strategy: Utilize fraud investigators to mentor analysts and examiners on how to investigate alleged violations of applicable law.

Strategy: Identify best practices to streamline repetitive cases.

Strategy: Develop a process for examiners to identify and submit potential fraud cases to the Fraud Division.

Objective: Continue to reinforce customers' confidence in the Department.

Strategy: Respond to customers and close filings, complaints, and investigations in a timely manner.

Strategy: Perform efficient, relevant, and timely financial and market conduct examinations or investigations utilizing appropriate guidelines.

Strategy: Promote transparency in Department processes and decisions unless legally prohibited.

Strategy: Continue to ensure that Department actions and decisions are clear and understandable to the customer.

Objective: Ensure employees are well trained and up-to-date on current trends, best practices, and regulations.

Strategy: Develop handbooks for consistent policies and procedures that can also be used as a training tool for new employees.

Strategy: Twice every year, each division will give a presentation to another division on a topic that supports the other division's work.

Strategy: Identify senior level employees and assign them as mentors to newer employees.

Strategy: Each division will maintain and internally distribute a prioritized list of courses and certifications that develop relevant skills.

Strategy: Each division will seek commissioner approval to financially incentivize employees to complete the top priority certification from the list.

Salt Lake Valley





Strategy: Pay the fee for an employee to enroll in relevant course or certification programs.

Strategy: Identify and support external training opportunities.

Strategy: Improve efficiency in conducting financial examinations by encouraging analysts and examiners to obtain the Certified Financial Examiner (“CFE”) designation.

Objective: Publicize to licensees and public the availability of the Department’s services.

Strategy: Advertise the Department’s resources through media campaigns, community events, flyers, brochures, and QR codes.

Strategy: Review and update the Department’s website and any other social media presence.

Strategy: Continue to host and participate in ongoing dialogue with licensees and industry groups.

Objective: Prepare for effective and rapid response to consumers affected by a disaster.

Strategy: Formalize a Department emergency response team to better educate those who have been victims of disasters to address their insurance needs.

Objective: Update the process for insurance customers to send information to and acquire information from the Department.

Strategy: Implement a functioning program for customers to obtain information about licensees.

Strategy: Support streamlined processes for licensees and consumers to provide information to the Department electronically.

Strategy: Support implementation of the cloud-based solution to increase efficiencies in the financial examination process.

Objective: Consult with other state insurance departments for information about methods that enhance licensees’ access to the Department’s services.

Strategy: Circulate a survey to the NAIC Western Zone about methods of enhancing access to the Department’s services and innovations.



Benchmarks

The Department intends to use this strategic plan on a regular basis to guide agency decision-making. The following benchmarks have been identified as tools for the Department to use in evaluating the impact of its efforts towards the goals and objectives.

1. **Participation levels in educational programs that are available to Department employees.**

Examples may include:

- Number of employees completing the training required by DHRM and DTS.
- Number of employees completing and maintaining NAIC accreditation requirements.
- Number of relevant employee designations and certifications.
- Number of employees participating in mentoring programs.

2. **Percentage of satisfied employees according to surveys.**

3. **Number of customers accessing Department services.**

Examples may include:

- Complaints
- Website visits
- Responses to surveys
- Number of hits on licensee search tool

4. **Percentage of satisfactory responses collected through customer satisfaction surveys.**

5. **Number of outreach efforts implemented.**

Examples may include:

- Website visits
- Disaster outreach events
- Community events
- Social media posts
- Media campaigns

6. **Changes in estimates and demographic makeup of uninsured Utahns.**



Zion National Park



Annual Work Plans

The following work plans have been established as a tool for the Department to use in allocating resources, budget preparation, and annual goal setting.

Work plans are organized by year and identify the specific strategies to be undertaken by the Department. For each strategy, a champion is responsible for managing the implementation of the strategy. Additionally, the work plans identify a target timeline for strategy implementation and any budget or personnel resources needed.

The Department should refer to these annual work plans at least monthly to ensure that the Department's efforts remain focused on accomplishing the strategic goals outlined in this plan. Work plans may be updated or revised as needed to reflect changes in direction, timelines, or resources available.



Ongoing Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Provide training on equity, diversity, inclusion, and access.	Commissioner	Existing budget	Initiate by April 2022	Underway
3	Review statutes as issues arise and, as appropriate, work with legislators to propose solutions.	Office of the Commissioner	Existing budget	Ongoing	Underway
3	Respond to customers and close filings, complaints, and investigations in a timely manner.	H&L and P&C Division Directors	Existing budget	Ongoing	Underway
3	Perform efficient, relevant, and timely financial and market conduct examinations or investigations utilizing appropriate guidelines.	FRL, H&L, and P&C Division Directors	Existing budget	Ongoing	Underway
3	Promote transparency in department processes and decisions unless legally prohibited.	Office of the Commissioner, Division Directors	Existing budget	Ongoing	Underway
3	Continue to ensure that Department actions and decisions are clear and understandable to the customer.	Office of the Commissioner, Division Directors	Existing budget	Ongoing	Underway
3	Continue to host and participate in ongoing dialogue with licensees and industry groups.	Office of the Commissioner, Division Directors	Existing budget	Ongoing	Underway
3	Pay the fee for an employee to enroll in relevant course or certification programs.	Finance Director	Existing budget	Ongoing	Underway
1	Expedite filling vacancies as they arise.	Division Directors, Supervisors	Existing budget, DHRM	Ongoing	Underway
3	Identify and support external training opportunities.	Division Directors, Supervisors	Staff time, existing budget	Ongoing	Underway

FY2023 Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
3	Each division will maintain and internally distribute a prioritized list of courses and certifications that develop relevant skills.	Division Directors	Staff time	April 2023	
1	Seek increased compensation for Department employees to remain competitive in the industry.	Commissioner	DHRM, additional budget TBD	November 2022	
3	Improve efficiency in conducting financial examinations by encouraging analysts and examiners to obtain the Certified Financial Examiner ("CFE") designation.	FRL Division Director	Existing budget	Five years from hire date	
1	Institute team "anchor" days when everybody who is on a specific team works together in person in the office.	Division Directors	N/A	Immediate	
1	Align the number of full-time employees with the Department's needs.	Commissioner	Seek budget and FTE allocations	March 2023	
1	Establish regular (no less than once per month) one-to-one manager/employee touchpoints to review workload and identify ways in which the manager can support the employee.	Division Directors and Supervisors	Staff time	September 2022	
3	Implement a functioning program for customers to obtain information about licensees.	Deputy Commissioner	Existing budget, Staff time, DTS	September 2022	
3	Develop a process for examiners to identify and submit potential fraud cases to the Fraud Division.	Fraud, P&C, H&L Division Directors	Staff time	June 2023	

FY2024 Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
3	Twice every year, each division will give a presentation concerning its work to another division.	Division Directors	Staff time	June 2024	
3	Identify senior level employees and assign them as mentors to newer employees.	Division Directors, Supervisors	Staff time	July 2023	
3	Each division will seek commissioner approval to financially incentivize employees to complete the top priority certification from the list.	Division Directors	Existing budget, seek additional budget allocation	September 2023	
3	Internally elevate the Department's rules review process to ensure that rules meet statutory scope and facilitate fair regulation.	PIO, Division Directors	Staff time	June 2024	
3	Circulate a survey to the NAIC Western Zone about recent methods of enhancing access to the Department's services and innovations.	Deputy Commissioner, PIO	Staff time	January 2024	
3	Utilize fraud investigators to mentor analysts and examiners on how to investigate alleged violations of applicable law.	Deputy Commissioners, Fraud Director, H&L and P&C Directors	Staff time	June 2024	

FY2025 Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Provide time and resources for team building activities.	Leadership, DHRM	Existing budget	June 2025	
1	Conduct an annual employee survey to better understand the needs, challenges, and opportunities of department staff.	Commissioner, DHRM	Existing budget	July 2024	
3	Support streamlined processes for licensees and consumers to provide information to the Department electronically.	Deputy Commissioners, Division Directors, DTS	Existing budget	June 2025	
3	Support implementation of the cloud-based solution to increase efficiencies in the examination process.	FRL Director, DTS, NAIC	Existing budget	June 2025	
3	Identify best practices to streamline repetitive cases.	Division Directors	Staff time	December 2024	
3	Formalize a Department emergency response team to better educate those who have been victims of disasters to address their insurance needs.	Division Directors	Staff time, existing budget	June 2025	
2	Identify barriers to obtaining insurance by consulting existing data and literature and by seeking input from private and public organizations.	All hands on deck, PIO, Senior Advisor on Equity & Opportunity, Leadership	Staff time, existing budget	June 2025	
2	Reach out to the community, in partnership with industry, associations, and community organizations, to identify culturally responsive and inclusive strategies to better assist underrepresented Utahns with insurance needs.	Leadership, PIO, Senior advisor on Equity & Opportunity	Staff time, existing budget	June 2025	
3	Review and update the Department's website and any other social media presence.	PIO	Staff time, existing budget, DTS	June 2025	

FY2026 Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
3	Develop handbooks for consistent policies and procedures that can also be used as a training tool for new employees.	Leadership	Staff time	June 2026	
3	Advertise the Department's resources through media campaigns, community events, flyers, brochures, and QR codes.	PIO	Staff time, seek additional budget	June 2026	
2	Develop, invest in, and implement strategies to extend Department resources to underrepresented groups. Engage licensed entities to increase equitable access, outcomes, and service delivery to underserved Utahns.	Leadership, PIO, Senior Advisor on Equity & Opportunity	Staff time, seek additional budget	June 2026	



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