National Insurance Crime Bureau

STRATEGIC PLAN

2021-2025
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Since 1912, NICB has been the premier organization fighting insurance crime for our member companies, law enforcement partners, and the public. Insurance crime causes billions of dollars in economic harm to the nation, the insurance industry, and individual consumers every year. Sitting at the intersection between the insurance industry and law enforcement, NICB is uniquely positioned to help mitigate this harm. No other organization in the world offers such an array of expert solutions to insurance crime from a single comprehensive source. Throughout our history, NICB has consistently provided real value to our members by identifying, preventing, and deterring insurance crimes, reducing losses, and facilitating asset recoveries. As criminal schemes have evolved over the years, NICB has dependably met the increased challenges posed by those activities.

Despite NICB’s efforts to keep pace with this evolution, the threats continue to increase in size, complexity, and sophistication. Globalization and technological advancements have increased interconnectedness and ushered in a new wave of threats ranging from cyber criminals to climate change and infectious diseases. Moreover, the business needs of NICB’s member companies also continue to change. Now, more than ever, the industry is focused on providing superior customer service, reducing and mitigating fraud as quickly and efficiently as possible, and resolving claims in a timely fashion. Our members have signaled a demand for increased use of data analytics integration and timely dissemination of actionable intelligence products to help meet these objectives.

NICB is committed to successfully delivering on these new demands and challenges. While the sophistication of criminal activity has improved, so too has the ability to use information in new and innovative ways to counteract illegal actors. NICB maintains access to a unique set of data assets. One of the challenges in maximizing the value of that data is responsibly navigating the legal restrictions and overall regulatory landscape that continues to take shape at both the state and federal level. Our organization’s non-profit status and place relative to law enforcement and industry uniquely positions NICB to provide impactful investigative solutions while satisfying legal and regulatory obligations. This represents a significant opportunity for NICB to better serve our members, law enforcement, and the general public. A core focus of the organization going forward will be building out NICB’s data strategy, expanding our data analytics operations, capitalizing on our data assets and position within the industry, and providing enhanced intelligence products in a responsible manner that increases value to our members.

With a change in leadership, NICB has undergone a thorough reexamination of all our ongoing operations. In addition to supporting a more robust data analytics operation, we are committed to improving all facets of the organization. The senior leaders in our organization have been tasked to commit significant time, resources, effort, and thought into how best to achieve that. Throughout NICB, from the Chief Executive Officer to every employee in the field, the goal is to improve our organization.

The NICB Business Strategy is the first step towards achieving our goals. Although there is much work to be done, this first step in transforming our organization is a significant one. The Business Strategy will set NICB on a course for success in the near- and long-term.

With our collective efforts, NICB will continue to be the preeminent organization fighting insurance crime – and more.

David J. Glawe
President and CEO
Mission
Through intelligence-driven operations, NICB leads a united effort to combat and prevent insurance crime.

Vision
To be the preeminent organization fighting insurance crime.

Commitment to Diversity, Equity, and Inclusion
NICB is committed to advancing the values of diversity, equity, and inclusion (DEI) in our workplace, the insurance industry, and the communities we serve. As an evolving organization, we know that fostering a diverse and equitable workplace is fundamental to reaching our greatest potential. It is only through inclusion that we can act credibly, build trust, and advance the causes that are important to our members.
NICB’s Principles of Action are foundational and serve as an enduring guide for all enterprise, departmental, and employee actions.

Perform with Integrity and Transparency

Increase Value and Service to Members

Invest in NICB’s Team

Leverage Core Strengths

Deliver Innovative and Impactful Solutions

Advance Strategic Relationships
Principles of Action

Perform with Integrity and Transparency
NICB is fortunate to have a workforce deeply committed to NICB’s central mission in fighting insurance crime. Born out of that dedication, NICB has ingrained across the organization a culture of integrity and ethical behavior. NICB must recognize, champion, and advance that cultural commitment because doing so reinforces and directly supports our mission; advances diversity, equity, and inclusion as we strive to be an industry leader on those issues; and provides value to stakeholders, serves the public interest, and reduces our regulatory risk. NICB also strives to be more transparent in our communications, both internally and externally. Our internal focus helps all our employees more clearly understand and embrace our mission, vision, and objectives. Consistent and transparent external messaging enables our members, partners, and stakeholders to vest in and coalesce around our strategies.

Increase Value and Service to Members
Although NICB maintains a diverse array of stakeholders, our primary touchstone has always been serving and providing value to our members. As new leadership has assumed stewardship of the NICB brand, NICB has redoubled our efforts to find new ways to increase the value we provide to members. Key to those efforts includes leveraging our status as a non-profit organization dedicated to fighting insurance crime and the unique data assets and regulatory “safe harbor” available to us as a result. NICB is working to provide increasingly useful, actionable intelligence products that significantly contribute to our members’ ability to prevent insurance crime and identify fraudulent claims more quickly and efficiently.

Invest in NICB’s Team
NICB’s talented and professional workforce has always been at the core of our success. Our operations and investigations are only as good as the field agents, analysts, and other employees who continue to identify information critical to advancing their cases, work cooperatively with their law enforcement partners to solve crimes, and find creative ways to provide the services our members need to quickly identify and resolve fraudulent claims. NICB will continue to develop the professional capabilities of our existing team through our learning and development program, which is the gold standard in the industry. We will also add new team members who believe in our mission and culture, can deliver expert services, and will enhance our relationships with outside stakeholders.
Leverage Core Strengths

Throughout our history, NICB has been recognized internationally for our expertise in investigating insurance-related crimes. NICB offers unique data sets, services, and a multitude of subject matter experts to provide authoritative guidance on a range of issues. NICB’s strengths remain in our core competencies. We will constantly strive to improve these capabilities, thereby building “strength on strength.” As the organization begins to increase capacity in data analytics, NICB will remain committed to being the best insurance crime investigating entity in the world.

Advance Strategic Partnerships

NICB has traditionally maintained and valued strong, long-standing relationships with our member companies, law enforcement, regulators, and industry partners who share our commitment to fighting insurance crime. From the Chief Executive Officer all the way to each individual employee, NICB places emphasis on continually building and strengthening those relationships. NICB conducts constant outreach efforts, including periodic member satisfaction surveys, to solicit in-depth feedback and suggestions in order to ensure we are staying true to our mission and meeting our members’ needs. Relatedly, NICB’s strong relationships with our law enforcement partners are critical to investigating insurance crimes. For more than 100 years, NICB has planted deep roots with law enforcement organizations, public agencies, and prosecutors who trust our ability to assist with their cases.

Deliver Innovative and Impactful Solutions

NICB has always led the way in changing our techniques and services to keep pace with the evolving threat posed by increasingly complex criminal schemes. We will continue to find new ways to work with law enforcement and challenge criminal actors who pose significant threats to our members. Whether through our core investigative operations, state-of-the-art data analytics, advanced learning opportunities, or other NICB services, the organization will re-imagine and enrich our deliverables to achieve more impactful crime solutions for our members.
NICB’s three pillars represent the mix of core competencies that drive strategic planning and execution. Guided by the objectives and priority actions laid out below, NICB’s focus in the near future will be to execute on core competencies. These pillars, objectives, and priority actions serve as fundamental guideposts and will help steer NICB towards success. As we achieve our goals and build upon our successes, NICB will in turn deliver substantial value to NICB’s members, law enforcement, and the public.

Intelligence, Analytics, and Operations

Education and Crime Prevention

Strategy, Policy, and Advocacy
Intelligence, Analytics, and Operations

“As the threats evolve, NICB will maintain our ‘boots on the ground’ expertise and enhance our unique intelligence capabilities through technology-driven solutions and predictive analytics.”

David Glawe, NICB President & CEO

As the world’s premier insurance crime-fighting organization, NICB has established proven investigative techniques over the past century and continued to embrace new technology to remain ahead of the threat. Leveraging our team’s collective investigative experience, analytical talent, and subject matter expertise, we work with our membership to identify and investigate questionable claims and the most egregious allegations of wrongdoing. Because of our niche role and focus on impactful outcomes in the fight against insurance crime, NICB analysts and investigators closely collaborate with our partners to share intelligence and initiate joint investigations. These activities are at the core of how NICB delivers value to our membership, and as the threats evolve, NICB is committed to maintaining our legacy expertise while also finding new ways to exploit unique intelligence, predictive analytics, and advanced technology.

OBJECTIVES

» Proactively enhance insurance crime identification and prevention
» Prioritize multi-claim, multi-carrier criminal investigations
» Support administrative and criminal proseuctive actions

PRIORITY ACTIONS

» Develop innovative approaches and technical solutions to identify and leverage unique intelligence and data sources
» Increase integration, coordination, and prioritization of intelligence activities
» Expand subject-matter expertise to predict insurance crime trends
» Enhance insurance crime investigations to mitigate effects of major criminal enterprises
» Strengthen law enforcement and private sector relationships to facilitate rapid and relevant information sharing
Insurance crime threats are rarely static. As such, NICB must remain dynamic in our approach to combating the challenges of today, tomorrow, and the future. We must lean into advanced technology via collaboration with our member companies. We must also continue to direct resources towards growing and maintaining our task force relationships, as these foster further trust in NICB’s ability to deliver meaningful assistance and increase pathways to prosecution. These partnerships are key in furthering NICB’s crime prevention posture by opening up additional access to more data streams to improve our intelligence, analytics, and operations. By placing emphasis on strong partnerships, information sharing, and a concrete understanding of the evolving criminal and insurance landscape, we will be positioned to lead the fight from out front.

Despite the dynamic nature of the crime threats, NICB also recognizes there are benefits to be gained through the standardization of investigative and intelligence priorities. Ensuring we are allocating our resources to the most prevalent needs of NICB’s members, law enforcement, and the public is a key component of realizing those benefits. As a starting point, in collaboration with NICB’s partners, we will work to further define a repeatable process by which the most pervasive threats can be prioritized both nationally and regionally.

Across all types of fraud threats, without the broader picture that NICB provides, member companies can have difficulty identifying major criminal enterprises and larger crime trends. Collectively, and in a manner that responsibly embraces new technology, we must continue to do more to effectively address criminal enterprises and decrease fraudulent claim submissions that cost the industry and its policyholders billions of dollars annually. NICB is uniquely positioned to connect the dots between multi-claim, multi-carrier schemes, as well as proactively stay ahead of the curve on emerging trends. By continuing to embrace and explore technology to make us better and faster in our use of data, NICB will remain an integral part of the insurance fraud-fighting solution, as well as retain our position as the industry-wide fraud investigation and analytics leader, well into the future.
NICB’s internationally-recognized expertise in investigating insurance-related crimes rightfully positions us to be the leader in training the industry in insurance crime prevention, detection, and prosecution. Our curriculum – the gold standard in the insurance field – must continue to keep pace with NICB’s operations and intelligence gathering efforts to service members with state-of-the-art training. NICB is also committed to providing resources to build-out our employee development programs to support the professional development of our workforce and keep pace with technological advancements and industry needs. Additionally, NICB will target top talent, particularly in data analytics and information technology, to supplement our current expertise.

External education and awareness also include media campaigns and other efforts to improve public awareness and increase crime prevention. Rooted in our well-established subject matter expertise, NICB enjoys the credibility and communications tools to effectively educate the public about various insurance crime-related risks. We will continue to work closely with our members to develop strategic and targeted campaigns designed to prevent insurance crime. When battling insurance crimes, we believe there is clearly strength in numbers. Public awareness campaigns also reinforce NICB’s status as the industry thought leader on insurance crime issues.

Education and Crime Prevention

“NICB will serve as the Center of Excellence for insurance crime prevention, detection, and investigation.”

David Glawe, NICB President & CEO

OBJECTIVES

» Build a world-class workforce of insurance crime subject matter experts
» Serve as the training center of excellence for insurance crime prevention, detection, and investigation
» Inform and engage the public to increase insurance crime awareness and prevention

PRIORITY ACTIONS

» Enhance NICB’s position as the authority on insurance crime trends and prevention measures
» Develop standardized training curriculum for entry-level to advanced analysts and investigators that keeps pace with emerging threats and industry needs
» Leverage industry-leading technologies to enhance educational experiences
» Establish employee development programs to increase knowledge and foster adaptive workforce skills
Without a strategy, a company is lost; with it, NICB creates a clear vision and direction for our organization. NICB has centered our macro strategy on reinforcing our core strengths while building out additional functionality. Aligned to this strategy, NICB’s various departments will develop complementary strategies to harmonize their functional lines of work and priorities for the benefit of our members. Our members and other stakeholders can embrace NICB’s strategy and be confident in the course we set in order to deliver results. The journey to NICB’s success will always remain a path shared in part with our strategic allies.

On the policy front, NICB continues to be the undisputed voice on insurance crime issues before legislatures and regulatory bodies across the country. Our team understands the issues, can identify what policy trends are emerging that improve or jeopardize operations, and has the network in place to marshal the most effective arguments before key stakeholders. NICB will also identify and work with other trade organizations to augment efforts to influence policymakers on core issues.

“Preserving NICB’s safe-harbor status through proper stewardship and responsible data use and sharing is fundamental to our success in fighting insurance crime.”

David Glawe,
NICB President & CEO

OBJECTIVES

» Serve as the expert on insurance crime legislation and regulation
» Provide a unified voice for industry, membership, and law enforcement
» Facilitate strategic planning and organizational alignment

PRIORITY ACTIONS

» Maintain safe harbor status through responsible use of data consistent with laws and regulations
» Institute consistent process for creating, vetting, and communicating internal and external policy positions
» Develop legislative strategies and coordinate efforts at state and federal levels
» Engage with state regulators and facilitate fraud reporting
» Establish enterprise processes to promote consistency and mitigate risk
» Foster strategic-thought and coordinated action throughout the organization
NICB will uphold the law and established privacy rights, as well as practice transparency, both internally and externally. Being transparent and always acting responsibly enables NICB to gain the public’s trust, which directly impacts the efficacy with which we can accomplish our mission and serve the public and our members. As the industry faces increasingly complex legal and regulatory risk – particularly with regard to data collection, analysis, and sharing – members can lean more and more on NICB’s expertise and guidance.
NICB recognized that our Strategic Plan can only succeed through the coordinated and dedicated work of our employees, member companies, strategic partners, and law enforcement partners. NICB developed this plan by gathering information from member companies and law enforcement partners concerning the enduring criminal threats to insureds and incorporating feedback from NICB employees with substantial subject-matter expertise on effective enterprise and departmental strategies to prevent and fight insurance crime. Going forward, NICB will continue as a member- and partner-focused, flexible, and dynamic organization empowered to provide actionable intelligence and impactful operations and investigations to members and partners at all levels.

**Strategic Alignment**

NICB will integrate the objectives and priority actions into NICB’s other overarching strategies and plans, including NICB’s forthcoming Data Strategy. NICB will also incorporate this Strategic Plan’s objectives and priority actions into our Departmental strategies, as applicable, while NICB employees at all levels will incorporate and align their activities accordingly.

**Implementation Plans**

NICB will develop an Enterprise Performance Plan, revising annually and approved by the Board of Governors, to ensure NICB completes the necessary steps in each calendar year of the Strategic Plan to accomplish the overarching plan objectives by 2025.

**Performance Metrics and Evaluation**

NICB will monitor implementation through gathering and analyzing performance metrics on a regular basis. NICB leadership will use these metrics to make periodic adjustments, as necessary, to ensure NICB makes substantial progress annually towards accomplishing the objectives and priority actions, therefore meeting the needs of our employees, members, partners, and the public.

**Drive NICB Budget and Resource Allocation**

NICB will use this Strategic Plan to allocate resources throughout the organization, enabling leadership to ensure NICB’s resources are allocated in a manner that reflects our objectives and priority actions. Additionally, NICB will utilize this plan when developing justifications in future budget requests.