



SOCIAL SECURITY BOARD

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BELIZE

2018-2022 STRATEGIC PLAN



“SSB: Refreshed and Empowered”

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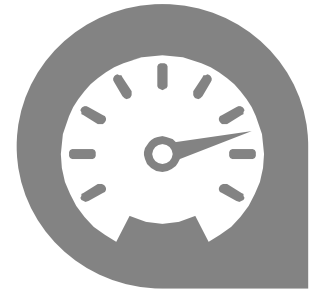
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STRATEGIC CONTEXT

BACKGROUND AND INTRODUCTION

The Social Security Board (SSB) of Belize, established in 1981, has a mandate to serve the needs of the greater Belizean population through the provision of social insurance services and health insurance, through National Health Insurance (NHI). SSB now is looking to affirm its core purpose, seek alignment with Government of Belize (GOB) objectives, and establish a solid roadmap and strategic plan for the next 5-year term (2018-2022).

This inclusive 2018-2022 Strategic Plan aims to better position the organization to deliver on its mandate, improve its efficiency and effectiveness and increase its relevance and resiliency.



SSB'S OPERATING ENVIRONMENT

A picture of SSB's external and internal environment was developed through a diagnostic review of SSB's current organisational structure, its operational procedures, future plans for enhancement, and a survey of the stakeholder environment. Extensive consultations with internal and external stakeholders were conducted in support of this diagnostic assessment.

As an organization of nearly 37 years in age, there is much existing institutional strength, but it seems that SSB has grown organically and has room to improve on the fundamental aspects of a healthy institution. Key findings from the institutional assessment highlighted the following as important concerns that are addressed in the 2018-2022 Strategic Plan: human resource management; technology upgrading and transition planning; data, in terms of quality, use, integrity and analytics; standardizing policies and procedures; enhancing public relations and IP education; expanding stakeholder consultations; strategy management & execution; and optimizing the investment portfolio.





STRATEGIC FRAMEWORK

2018 – 2022 VISION

“A social security system with inclusive, fair and dependable coverage for our beneficiaries.”

“Beneficiaries” is interpreted to mean the insured persons who participate in the SSB program and meet benefit eligibility requirements.

Lifetime “coverage” is provided by the program of benefits that cover the beneficiary, or Insured Person (IP), from the point of joining the program, through the working years, and into retirement, until death.



2018 – 2022 MISSION

“To deliver a customer-centered and financially sustainable social security program that provides lifetime coverage to our beneficiaries.”

“Beneficiaries” is interpreted to mean the insured persons who participate in the SSB program and meet benefit eligibility requirements.

Lifetime “coverage” is provided by the program of benefits that cover the beneficiary, or Insured Person (IP), from the point of joining the program, through the working years, and into retirement, until death.



CORE VALUES

ACCOUNTABILITY

“We are responsible, reliable, and answerable to the public, as well as to our own standards.”

TRANSPARENCY

“We will be open, straightforward and honest, ensuring visibility and clarity in the process and results. Through transparency, we promote an environment of inclusive communication.”

INTEGRITY

“We will uphold the highest standards of ethics and integrity. Through this, we shall also endeavor to build trust.”

RESPECT

“We are respectful of all people, all customers, and of ourselves.”

EXCELLENCE

“We shall endeavor to excel in whatever we do, with a focus on the customer to ensure the highest quality of service delivery.”



STRATEGIC OBJECTIVES

An organizational vision, when it is broken down into its component parts, can be summarized in a number of strategic objectives (SO), all of which, if achieved, lead to the fulfillment of the organizational vision.

SSB has identified **five (5) key strategic objectives** which will guide the organization in achieving its 2022 Vision.





S01 

Enhanced Customer Experience

The heart of SSB's purpose is to serve its customers effectively and efficiently. Creating an experience for its customers that leaves a positive impression is a fundamental goal of SSB in all of its customer interactions.

Under this strategic objective, SSB will seek to enhance the customer experience through the provision of multiple access and delivery channels, such as on-line, in-person, or via financial intermediaries, which are customer-oriented and easy to use and understand. SSB staff also will seek to be known as competent, respectful, engaged, and efficient, resolving issues and providing results. For in-person interactions, SSB will ensure well-trained staff are available to offer streamlined and efficient services. SSB will need to ensure reliable and secure technology-enabled services for its beneficiaries. Equally important to ensuring enhanced customer experience is building awareness among Insured Persons (IPs) and their employers of the requirements and benefits associated with membership in the Social Security program. SSB will invest time and resources in the provision of IP education so that IPs have a thorough understanding of the benefits available to them, how they access those benefits, and the contributions that they and their employers are required to make in order to qualify for those benefits.





A consistent, predictable and secure long term financial position is foundational for SSB’s achievement of its vision. Under this strategic objective, SSB will seek to be a financially thriving institution through the adoption of best practices in investment management to ensure investment returns are maximized while minimizing risk to the portfolio, all with the objective of safeguarding and growing the beneficiaries’ fund. Internally, SSB will look to monitor and manage administrative operating costs, while continuing to ensure quality of service. SSB will promote timely reforms to the contribution system to ensure the viability of the fund. As part of this strategic objective, SSB also will seek to address error, evasion and fraud within the social security system through a multi-faceted strategy, including deployment of technological solutions and working with employers and IPs, as well as the medical community. SSB also must develop a robust enterprise risk management framework to support the identification and mitigation of risks faced by the organization.





Universally, SSB stakeholders have commented on the need for the improvement of SSB’s image and reputation among the Belizean public. Much of the concern stems from legacy trust issues. However, SSB has substantial room to improve in terms of properly engaging with and telling its story to the public. The need for high level, focused, attention on enhancing SSB’s image within Belizean society is, therefore, a key cornerstone of the strategy. Part of enhancing the image relates to integrity of the programs, ensuring that SSB has the systems in place to stamp out evasion, errors and fraud and manage its investment portfolio appropriately. Another important aspect is SSB’s visibility and positioning, and improving public relations and stakeholder education. All Belizeans should know about SSB and what it does, and they should feel proud of it. Another significant component of SSB’s image is its contribution to society through its corporate social responsibility initiatives. Part of improving SSB’s reputation also will depend on increasing and broadening the scope of stakeholder consultations on key decisions.





The success of SSB relies on its people, its processes and its technology. Under this strategic objective, SSB will seek to enable a dynamic workforce that meets the changing needs of the organization, through capacity development, standardized and documented processes, modern technological solutions and information management. With this, SSB will need to ensure that the right people, the right processes and the right technology are all in place to provide the support system that allows it to respond quickly and innovatively to upcoming issues and opportunities. The internal enabling conditions will set the foundation to provide a smooth transition to new information technology (IT) systems, seeing that it is performing well, meeting expectations, and offering integration across core programs. The internal enabling conditions also speak to an empowered workforce that accomplishes goals through expedient processes.





A Belizean population that is physically healthy is an important social objective. Preventative health care and healthy lifestyle choices lead to longer lives, but also to reduced burden on the healthcare system and SSB’s short-term benefit payments for sick leave. Under this strategic objective, SSB will seek to strengthen its alignment with National Health Insurance (NHI) such that a clear strategy for NHI sustainability is adopted and synergies are leveraged to increase coverage, reduce sickness claims and employment injury through raising public awareness about non-communicable diseases, health screening, safe work practices and coordination of health care provision.



IMPLEMENTING THE STRATEGY

To achieve each Strategic Objective (SO), certain strategic initiatives must be undertaken during the 5-year period.

The strategic initiatives identify the **key fourteen (14) areas** upon which SSB must focus its efforts over the next 5 years in order to address key strategic concerns and achieve holistic results.



STRATEGIC INITIATIVES

1. Undertake policy and legislative review and finalize amendments
2. Undertake Public Relations, Corporate Social Responsibility, stakeholder consultation
3. Strengthen human resources management
4. Implement technology solutions & improve information management
5. Enhance governance
6. Cultivate dynamic leadership & progressive corporate culture
7. Embark on employer & insured persons (IP) education program
8. Institutionalize risk management
9. Enhance service delivery for improved customer experience
10. Optimize administrative efficiencies
11. Optimize investments
12. Improve benefits management and administration
13. Optimize collections and reduce liabilities
14. Update and implement policies and procedures



STRATEGIC INITIATIVES AND RELATED STRATEGIC OBJECTIVES

Strategic Initiatives		Related Strategic Objectives				
		SO1	SO2	SO3	SO4	SO5
1.	Undertake policy and legislative review and finalize amendments	✓	✓	✓		✓
2.	Undertake public relations, corporate social responsibility, stakeholder consultation	✓	✓	✓	✓	✓
3.	Strengthen human resources management	✓	✓		✓	
4.	Implement technology solutions & improve information management	✓	✓	✓	✓	
5.	Enhance governance		✓	✓	✓	
6.	Cultivate dynamic leadership & progressive corporate culture	✓	✓	✓	✓	
7.	Embark on employer & IP education program	✓	✓	✓		✓
8.	Institutionalize risk management		✓	✓		
9.	Enhance service delivery for improved customer experience	✓	✓	✓	✓	
10.	Optimize administrative efficiencies	✓	✓	✓	✓	
11.	Optimize investments	✓	✓	✓	✓	
12.	Improve benefits management and administration	✓	✓	✓	✓	
13.	Optimize collections and reduce liabilities	✓	✓	✓	✓	
14.	Update and implement policies and procedures	✓			✓	





MONITORING AND EVALUATION

MONITORING AND EVALUATION

In order to measure performance against the Strategic Plan, SSB will use a Monitoring & Evaluation Framework. Below is a summary of the outcomes that SSB will be seeking and measuring over the next 5-year period.

OUTCOMES

SO1.1	Higher levels of customer satisfaction in key customer service metrics	SO4.1	Improved Information Communication Technology (ICT) infrastructure & services
SO1.2	Increased accuracy and reduced time for insured persons (IPs) to obtain accurate contribution history	SO4.2	Improved staff engagement
SO1.3	Higher levels of customer satisfaction for National Health Insurance (NHI) beneficiaries	SO4.3	Improved staff performance
SO2.1	Increased contribution revenue	SO5.1	Healthier workforce/ Insured persons
SO2.2	Increased returns from more diversified and risk managed investment portfolio	SO5.2	Increase the level of awareness about non-communicable diseases (NCDs)
SO2.3	Increased administrative efficiencies	SO5.3	Reduction in the number of new NCD diagnoses
SO3.1	Improved public image & reputation of SSB	SO5.4	Improved Health and Safety in the workplace



STRATEGIC OBJECTIVE I: ENHANCED CUSTOMER EXPERIENCE

OUTCOMES	INDICATORS
SOI.1 Higher levels of customer satisfaction in key customer service metrics	Overall customer satisfaction
SOI.2 Increased accuracy and reduced time for insured persons (IPs) to obtain accurate contribution history	Tracking contribution history response time
SOI.3 Higher levels of customer satisfaction for National Health Insurance (NHI) beneficiaries	Overall member satisfaction with healthcare providers



STRATEGIC OBJECTIVE 2: ROBUST AND FINANCIALLY THRIVING INSTITUTION

OUTCOMES	INDICATORS
SO2.1 Increased contribution revenue	Collections (\$M/year)
	% of outstanding contribution arrears recovered from non-compliant employers that have been assessed
	Reduction in error, evasion, and fraud as % of benefit payments
SO2.2 Increased returns from more diversified and risk managed investment portfolio	Investment income
	% "Real Return"
	Amount of loans overdue more than 90 days as a % of total value of loan portfolio
SO2.3 Increased administrative efficiencies	Administrative costs as a % of collections
	Administrative costs as a % of insurable earnings



STRATEGIC OBJECTIVE 3: STRENGTHEN REPUTATION AND IMAGE

OUTCOMES	INDICATORS
SO3.1 Improved public image & reputation of SSB	% of Respondents rating SSB favourably on image
	% of Respondents rating SSB favourably on reputation



STRATEGIC OBJECTIVE 4: EMPOWERED AND ENABLED WORKFORCE

OUTCOMES	INDICATORS
SO4.1 Improved Information Communication Technology (ICT) infrastructure & services	Availability of network infrastructure
	Availability of ICT services
	Peransa delivering against defined capabilities
	User satisfaction
SO4.2 Improved staff engagement	Average rating from staff survey (5-point scale)
SO4.3 Improved staff performance	% of staff exceeding performance agreements



STRATEGIC OBJECTIVE 5: IMPROVED HEALTH OUTCOMES

OUTCOMES	INDICATORS
SO5.1 Healthier workforce/ Insured persons	# of males ages 35 and > who have never had a physical check up # of women ages 25-49 who have never had a PAP or VIA # of women ages 40-65 who have never had a mammogram # of persons screened for Hypertension & diabetes
SO5.2 Increase the level of awareness about non-communicable diseases (NCDs)	# of persons reached by NCD Campaign and intervention programmes # of NCD outreach wellness activities coordinated with NHI providers targeting employers # of NCD preventative and wellness strategies mainstreamed within SSB
SO5.3 Reduction in the number of new NCD diagnoses	# of new NCD diagnoses
SO5.4 Improved Health and Safety in the workplace	Reduce employment injury (EI) expenditure



OVERVIEW OF THE STRATEGIC FRAMEWORK

STRATEGIC FRAMEWORK

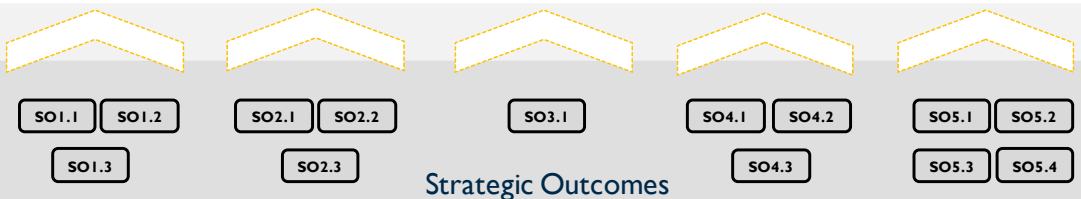
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Mission:

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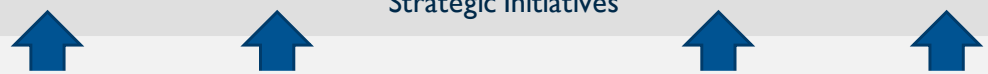
Strategic Objectives



Strategic Outcomes



Strategic Initiatives



Activities & Outputs

