

**School:** ATEC – Technology Essentials  
**Course:** A Tech-Enabled Claims Program (Module 7)  
**Faculty:** Greg Hamlin, Senior VP and Chief Claims Officer, Berkley Industrial Comp

### **Summary**

In the course "A Tech-Enabled Claims Program" taught by Greg Hamlin of Berkley Industrial Comp, the focus is on the strategic implementation of technology in claims management. Hamlin draws from his extensive experience in the workers' compensation industry to outline a comprehensive approach to rolling out technology initiatives that can enhance efficiency, improve outcomes, and align with organizational goals.

The course begins with a discussion on the importance of having a clear vision when implementing a tech-enabled claims program. Hamlin emphasizes that understanding the organization's vision and ensuring that any technology adopted is in line with this vision is critical for success. He uses the story of Florence Chadwick, the first woman to swim the English Channel, to illustrate the importance of vision. Chadwick's failed attempt to swim from California to Catalina Island due to heavy fog symbolizes how a lack of clear vision can lead to failure, even when one is close to achieving their goal.

Hamlin then delves into the practical aspects of implementing technology in claims management. He stresses the importance of starting with a small pilot program to test new technology before rolling it out across the organization. This approach allows for the identification of potential issues early on and helps in creating champions who can advocate for the new system. Hamlin advocates for a "crawl, walk, run" approach, where the implementation is gradual, starting with a small subset of users who can provide feedback and help refine the process before broader adoption.

A key theme throughout the course is the importance of gaining buy-in from all levels of the organization. Hamlin shares a humorous yet insightful story about a bricklayer who, in an attempt to do his job alone, ended up injuring himself due to a series of unfortunate events. This story highlights the pitfalls of trying to implement changes without involving others. Hamlin advises that frontline employees, who are closest to the work and the pain points, should be engaged early in the process to ensure their feedback is considered and their support is secured.

Communication, evaluation, and calibration are highlighted as crucial components of a successful tech-enabled claims program. Hamlin stresses that continuous communication is vital during the change process. He suggests using various communication methods, such as huddles, department-wide meetings, and surveys, to

keep everyone informed and engaged. Regular evaluation of the implementation process is necessary to identify what is working and what isn't, allowing for adjustments to be made as needed.

Finally, Hamlin underscores the importance of balancing technology with the human element in claims management. While technology can streamline processes and reduce the time spent on mundane tasks, it is the human touch—empathy, relationship-building, and problem-solving—that remains irreplaceable. Hamlin concludes by encouraging claims professionals to embrace technology as a tool that can enhance their work, but not as a replacement for the personal connections that are at the heart of effective claims management.

This course provides a practical and thoughtful guide for anyone looking to implement or improve a tech-enabled claims program, offering valuable insights into both the technical and human aspects of such an initiative.

### **Learning Objectives**

1. Understand the importance of having a clear vision when implementing a tech-enabled claims program.
2. Learn the key steps to successfully roll out a technology-enabled initiative within a claims department.
3. Explore the significance of gaining buy-in at all levels of the organization to ensure the success of new technology.
4. Identify common challenges and best practices in integrating technology into claims management processes.
5. Gain insights into the importance of ongoing evaluation and calibration during the implementation of new technology.

### **Primary Takeaways**

1. A clear and aligned vision is crucial for the success of any tech-enabled program, ensuring that all stakeholders are working towards the same goals.
2. Engaging frontline employees and winning over skeptics are essential steps in ensuring the smooth adoption of new technology within an organization.
3. Starting with small pilot teams allows for early identification of challenges and helps create champions who can assist with broader implementation.
4. Continuous communication, evaluation, and calibration are necessary to adapt the technology to the organization's needs and ensure its long-term success.
5. While technology can streamline processes, the human element—such as empathy and relationship-building—remains irreplaceable in claims management.

## **Course Outline**

- 1) Introduction to Tech-Enabled Claims Programs
  - a) Overview of Course Objectives
  - b) Importance of Vision in Technology Implementation
  
- 2) Steps to Successfully Roll Out a Tech-Enabled Program
  - a) Understanding Vision Alignment
    - i) The Role of Organizational Vision in Technology Implementation
    - ii) Aligning Technology with Company Goals
  - b) Gaining Buy-In from All Levels
    - i) Engaging Frontline Employees
    - ii) Winning Over Skeptics and Building Trust
  - c) Implementing Pilot Programs
    - i) Importance of Small Pilot Teams
    - ii) Creating Champions for Broader Implementation
  
- 3) Continuous Communication, Evaluation, and Calibration
  - a) Importance of Regular Communication
    - i) Using Surveys and One-on-One Meetings
    - ii) Department-Wide Meetings and Huddle Systems
  - b) Evaluating and Calibrating Technology Implementation
    - i) Identifying Pain Points and Adjusting Processes
    - ii) Involving Staff in Problem-Solving
  - c) Balancing Technology with Human Interaction
    - i) The Role of Empathy in Claims Management
    - ii) Enhancing Human Relationships through Technology

NOTE: Artificial Intelligence was used in the creation of this document.