

 PROASSURANCE.
Treated Fairly

provisions



Passing the Mantle

Jeff Bowlby retires with twenty years at ProAssurance and more than 20 mergers and acquisitions.

ProVisions Welcomes Gary Dowling

Gary Dowling, CPCU, AIS, joined ProNational, a predecessor to ProAssurance, in 1995 as a Director of Sales. He holds a BA in Marketing from Eastern Illinois University. Gary has also served as a member of several industry organizations including PLUS, MGMA, the MPL Association, and more.

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A Word from Gary Dowling

Thank you, Jeff.

With this first column I get the privilege of saying “thank you.”

As I've told many through my years in this business, if we are fortunate, we get the opportunity to have friends—and at least one mentor who provides direction to our careers. We are lucky. Jeff Bowlby has been just that to many here at ProAssurance.

In September 1998—seems like just yesterday for some—we anxiously awaited the introduction of our new boss in Okemos. He was “some guy” coming in from Detroit. We had no idea what to expect. What we got that day was Kevin Costner in a business suit?! Was this Costner's body double? No, in the end he was our team leader for over twenty years.

Communication and collaboration would later be our mantra. Jeff lived and led that each and every day with his team, coworkers, and ProAssurance strategic partners—our agents and brokers. Jeff was instrumental in helping us create the Leadership Circle, Enterprise Agents Committee, and NextGen, our young agents group. These relationships are so important to Jeff and ProAssurance, he pushed us to nurture those key relationships every day. Jeff is also an adamant believer that you build a team and you stay out of the way. Staff autonomy was key, his only comment would be “don't get me sued.”

Jeff had several quick-witted phrases to cut quickly to the substance of a discussion and describe the challenge in front of us. Some we can't mention in this family-friendly publication. But that is the essence of Jeff. He's just another member of the team, another guy on the river fly fishing with the rest of us—or just your friend in the golf foursome.

One of Jeff's corny things to do twice a year was to point out the summer and winter solstice—the opportunity for changes that come with that seasonal change and what that brought to each of us, both personally and professionally. How ironic now that I think about it today as I write this column.

The team he built and nurtured through the years will pick up the mantle (or hammer) and continue building what he taught us to build—relationships. And Jeff will move on to the next set of challenges or plans that he and Barb have arranged. We certainly wish them well.

It's not a goodbye—it's until next time.



Gary Dowling
Managing Regional Vice President,
Business Development

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Catching Up With Jeff

Jeff Bowlby has been in the property/casualty insurance industry for over 40 years—20 of which were leading ProAssurance’s sales and marketing efforts. We sat down with Jeff to talk about career highlights, advice for those in the field, and what’s on the horizon as he heads into retirement.

What were some of the highlights of your career?

First, the training I received at Federated Mutual was some of the best (even today) in the P&C industry. What a solid and thorough foundation they provided—both coverage and sales.

Meadowbrook going public was a big deal. There was a lot to do as that was getting off the ground. Earlier in my career there, I had a chance to start an office from scratch in Minnesota. I think I had more ambition than brains back then. I started out with an empty building and a box desk. I finished with 38 employees, which was pretty incredible.

At Meadowbrook, we were awarded the county pool in Minnesota for P&C and workers’ compensation. When I took over, I found in a few months of activity it had over \$29M of unfunded liability. The old saying, “I succeeded because I gotta” took hold. I couldn’t tell Barb the client I just moved us out to Minnesota for was insolvent. I did of course, and I still remember her response, “Well Buster, I love it here, I’m about to have a baby, and I love my teaching job. You best get busy fixing it!”

My main client (and friend to this day), Mike Rhyner and I created a 10-year plan to get solvent. This had to be “sold” and approved by the state auditor since it involved governmental agencies—counties. I am proud my Minnesota team managed to do it in five years while retaining every client. They started to enjoy surpluses, and to this day they’re giving out dividends.

Once I joined ProNational, later ProAssurance, I was around for 20-plus mergers and acquisitions. With those acquisitions always came a new group of agents to meet. That’s always been pretty special.

The brand relaunch, creating Treated Fairly, was also a lot of work we could be very proud of. Marge Maxbauer was instrumental in that project.

Describe your relationship with your team.

For me, ProAssurance’s combination of direct sales and using agents as a primary sales vehicle is pretty special—and that balance has kept this business sane.

“Believe it or not, nobody wakes up in the morning and says, ‘I really love my insurance company.’ So we have to be humbled by what our agents do every day, going out and delivering the message of importance.”

Some of the ProAssurance team has worked with me a long time, and I’m very appreciative that I’ve gotten to work with such talented people. They know who they are. I’ve also had some great sales calls with agents over the years, so those certainly resonate.

During the last hard market, we really had to raise prices—much worse than now. I’m actually pretty proud of how that went because the agents hung in there with us. [Then CEO] Dr. Crowe and [then President and Vice Chairman] Vic Adamo didn’t waver from what needed to be done, and we were able to work together with our agents to correct some severe problems in the industry and our book. We then went 13 straight years as a Ward’s 50 top carrier. That is a good run and one I’m proud of.

What will you miss?

The people of course. My formal schooling was in marketing but I’ve always been a sales guy. At my core that’s what I am and what I love to do. Sales calls have always been the real highlight. I always enjoyed Leadership Circle meetings and other get-togethers with the agents. It’s also very fun and very special to work with the younger agents.

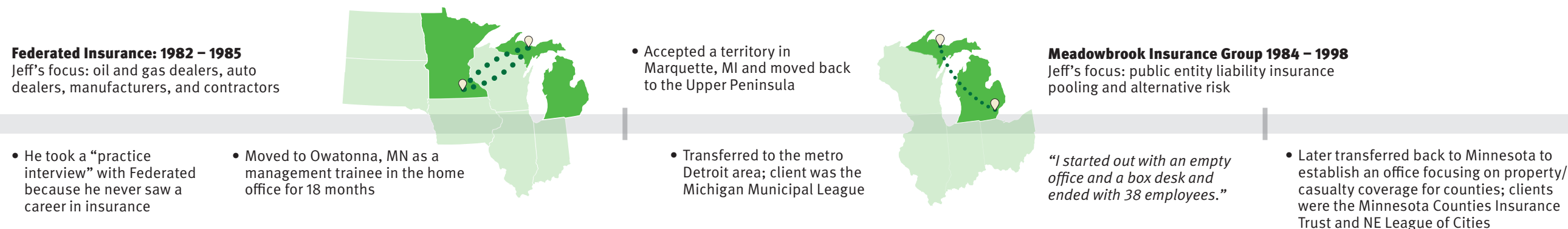
All the meetings are fun, but I like the socializing with agents. A scotch after the sale, or after the rejection, with our agents in good company, will be missed.

It also makes you feel good when you see the physician compliments come in from claims. There is a significant purpose to what we all do. We allow physicians, by our pledge to defend their good medicine, the ability to practice medicine and improve patient safety—this is a noble cause.

I also loved the travel. Three days in the office was way beyond my capacity and Barb’s tolerance of me at home. There were always agents to see, conversations to be had, and customers to visit. I always enjoyed driving—I’ve always been a “windshield guy.”

There’s big part of me that won’t miss it ether. It can be a grind. I don’t need three hours sitting around a gate on a Friday afternoon with flight delays and an important family event on the weekend. I find humor in most things so I could usually get past that disappointment in not seeing my loved ones. Fortunately, I rarely missed important things. Throughout it all, Barbara, Chelsea, and Connor have been supportive and terrific. I know it has not always been easy for them over the years. I am profoundly grateful for their support.

Continued on page 4...



Jeff Bowlby’s career timeline =

Continued from page 3...

“I enjoy public speaking, and always felt that was an important skill and a lost art. One needs only to listen to [former CEO] Stan Starnes to have an appreciation for seizing a podium and audience. I wish more people would embrace it and try to get better at it.”

What skills do you recommend people in the business pick up?

I enjoy public speaking, and always felt that was an important skill and a lost art. One needs only to listen to [former CEO] Stan Starnes to have an appreciation for seizing a podium and audience. I wish more people would embrace it and try to get better at it. In this business, you have to be able to walk and talk.

You also have to think about what the agent and customer needs and feels. I always point to Steve Jobs. He never allowed market research. He never wanted to know what his customers thought they wanted or needed. It was his team’s job to figure that out.

You should take something important like that and bend it to fit insurance. Believe it or not, nobody wakes up in the morning and says, “I really love my insurance company.” It’s difficult that way. So we have to be humbled by what our agents do every day, going out and delivering the message of importance. That part is important as we go forward. The product we sell, when it is actually used, has immense value.

Why did you decide to retire?

It was all about timing. I’ve been in the business over 40 years, and been working since my 5th grade paper route. I’d like to step away while I still love my job and my sense of humor is intact. The merger is finished and the team is solid. I feel good about that. I still have a lot of agent friends, so we’ll still be able to have a lot of fun. Also, COVID plays a role as Barbara and I have been essentially housebound for 14 months. I am pleased to report that after 40 years of marriage, we still enjoy each other! We are ready to enjoy things that interest us while we have health and energy.

The timing of the NORCAL merger also played a role in our decision. The team is ready to assume new duties and challenges. This is a great team and it is about the future—they are the future. I am the past. I am good with that.

What’s next?

Barbara and I have a lot of joint interests like travel, the outdoors, and family. My son Connor lives close by, and my daughter Chelsea is on the west coast so those visits will be resuming. Our first big trip will probably be to Italy. Until things open up from COVID we will do Hawaii and Alaska. Barb is also pretty involved in our community here in Beulah, Michigan. I plan to do that as well, although she has forbidden me from seeking any elected office here. I think her reasoning is probably obvious to all. I also have some separate interests—hunting, fishing, biking, training my dog, and woodworking. It will be nice to simply focus on whatever I’m doing. I will be in the now more.

I still have energy and want to do stuff, and focus on daily activities that interest me. I’m not one of these people where my hobby is work. I work hard and I’ve worked hard, but it’s not my alter ego. I think the transition will happen easily. Let me please close by thanking everyone that I have worked with over the years. They have been terrific.



ProNational 1998 – 2001

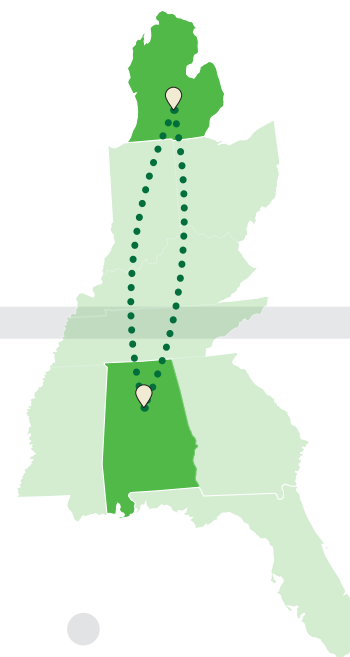
Jeff’s focus: medical professional liability

- Jeff was contacted by a recruiter for ProNational, an MPL carrier looking to enhance their position following the merger of Physicians Insurance Company of America (PICOM) and Physicians Protective Trust Fund (PPTF).

- Jeff enjoyed Meadowbrook and considered cancelling the meeting. His wife insisted he go to avoid being rude and “fulfill your obligation” (thanks, Barb!).

- After a few friendly meetings, Jeff agreed to join Vic Adamo and the senior team.

- Two years later ProNational merged with Medical Assurance to form ProAssurance.



ProAssurance 2001 – 2021

Jeff’s focus: working with leadership to grow a diversified national MPL carrier

- Jeff and his team took on the challenge of rebranding ProAssurance, launching *Treated Fairly* in 2008.

- Transferred to Birmingham, AL—twice

- Engineered several major overhauls of the distribution approach and makeup

As former CEO Stan Starnes put it, *“I can’t tell you where to sleep, but I can tell you where to put your desk.”*

- Participated in 20+ mergers and acquisitions

= 40 years—seizing the mantle.

How can building a

GOAT SHED

stir a man to retire?

“It’s a simple thing, but I was just able to focus and spend time in the moment with those I love. It wound up being a good metaphor for my retirement.”

Jeff Bowlby, former goat rodeo director



Jeff Bowlby likes to build.

And a recent building project with Jeff’s son, Connor, wound up inadvertently serving as a catalyst for getting serious about retirement.

After moving to his 20-acre property, Connor was raising two goats, with the hopes of adding a third. The goats had an igloo to sleep in during the colder nights, but such a small, basic structure was less than ideal. A better solution would be a proper shed—preferably set up on skids so it could be towed around the property. Jeff agreed to take on the challenge.

“I decided to make it really entertaining by setting it up like one of the Sears craftsman kit homes you could buy in a catalogue,” Jeff said. “I built the whole shed at home, made sure it worked assembly-wise and then used my trailer to haul it to the property.”



Jeff and Harsen getting ready to unload Jeff’s pre-fabricated goat shed.

Jeff, Connor, and Jeff’s young nephew Harsen completed the final build in one day—with the goats looking on. The work was enjoyable, with Jeff’s nephew learning how to find studs, measure twice and cut once, and climbing on top of the shed to help with the roof build-out.

“Unfortunately, I also think my nephew picked up a few additional vocabulary words while working at my side as well.” Having two full days to focus on one project was a real treat.

It was enlightening.



Once unloaded and the site was prepared, the walls were screwed into place.



The goats were quite pleased!



Two out of three very proud goat shed builders.

TOP TEN Bowlbyisms

[bol-be-izems] noun

The definitely memorable and often humorous phrases and philosophies of a well-seasoned sales and marketing professional.

- 1 Seize/pass the mantle!**
Take on/share the challenges you value.
- 2 Moving at the speed of insurance.**
This is not fast.
- 3 Be in lock step with your agents!**
Keeping relationships in sync, marching to the same beat.
- 4 Don’t get out over your skis!**
Try not to get ahead of yourself.
- 5 Don’t eat your seed corn!**
Don’t tip into the reserves you set aside for future planting and growth.
- 6 Go get your nose under their tent!**
Poke around. Know your competition.
- 7 We’re pounding sand.**
Time to wrap it up. We’ve stopped being productive.
- 8 Took the first shot over the bow.**
A competitor has made the first strike.
- 9 They’re taking on water.**
A competitor that is sinking, starting to lose advantage.
- 10 Enjoy the hunt more than the kill.**
Applies to Jeff’s view of business and actual hunting. It’s about planning and pursuing goals with good relationships.

Working With Jeff

We asked Jeff's friends and colleagues for their favorite memories over his 20 year career...

A class act

I always appreciated Jeff's handwritten notes he sent to me following a Leadership/Enterprise meeting, or after working closely together to write a large account.

Ken Finlay
The Somerset Group

One of my fondest thoughts of Jeff is his willingness to make himself accessible. Whether it was to travel to Virginia to make a pitch to a prospective client, spending time discussing the MPL market, ideas for becoming a better agency—or allowing a 25 handicap to play in his group at the 2015 Leadership Circle meeting—Jeff was always accessible to improve relationships with agents.

Bob Meadows
Professional Risk Associates, Inc.

Shows up when things got tough

Jeff supported us with many victories over the years, but also participated in my most interesting and most painful sales calls ever. The most interesting was with Stan Starnes and a health system general counsel and former defense counsel used by ProAssurance. She unloaded on Stan for 45 minutes straight, then we were treated to Stan's rebuttal. Jeff and I said nothing.

The second memory was with a hospital risk manager in a tiny basement conference room who spent 90 minutes expressing how much she loved her incumbent carrier and all her objections to changing. We never won either over as a client, but we had fun trying! Jeff, both women have since retired, so I guess if you can't beat them, join them. :-)

Shawna Bertalot
WisMed Assure

A mentor and friend to many

As a longtime employee, I do not know a ProAssurance that exists without Jeff Bowlby being a major contributor. When I arrived in 2003, Bowlby was a valued example of a successful insurance professional and role model. The guidance he offered in our encounters provided important direction for my career. In fact, early into my tenure with ProAssurance, in the Okemos office, he nominated me to give the invocation at our Christmas party. Despite being caught off guard by the request, I was truly honored that he thought so highly of me as a new employee. Hopefully he forgives me, but whenever I was in Bowlby's presence, I would try to get him worked up to provide some Bowlbyisms! The advice was always timely for the situation.

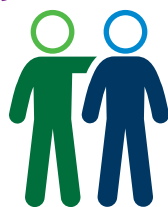
Delano McGregor
ProAssurance

Having worked with Jeff for 22 years, I will miss his upbeat personality, his insights, his passion for what he does, and his willingness to work through any issues that came up. On a personal side, I will miss his friendship, our mutual love for great movies and having traveled this road together. There is no doubt in my mind he will thoroughly enjoy every minute of his retirement! He will be greatly missed.

Katie Neville
ProAssurance

Jeff became my boss with the formation of ProAssurance and I worked with him until my retirement in 2013. The sales and marketing team he created was outstanding. Our meetings were productive, motivational, and fun. Jeff's knowledge of and experience with large brokers and independent agents was exactly what was needed at the top of the organization. Jeff's commitment to the corporate mission and plan, his organizational skills, his management style, and his personality made him well-liked by all who worked with him, both internally and most importantly, our customers.

Mark Sander
Formerly ProAssurance



I met Jeff some 23+ years ago when he started at PICOM. Jeff and I were senior officers together: Jeff for Sales and Marketing and me for Claims. I was already an officer at PICOM and Jeff and I became instant friends. For the majority of our tenure at ProAssurance, Jeff and I were also neighbors: in Michigan and in Alabama. I remember the day he moved into his Okemos, Michigan house. Literally, the day he moved. My wife and I walked over, brought a bottle of champagne, sat on the floor among the boxes, drank our champagne, and celebrated his arrival as a senior officer.

As I said, we became instant friends. We raised our children together, and to this day they remain friends. The same is true for our wives who are constant friends. That will not change. For 23+ years, Jeff Bowlby and I have been in every single senior officer meeting together.

I cannot remember one occasion where he did not support me and where I did not believe we were on the same team. He did not always agree with me; however, he always supported me. That is truly the trait of a strong executive. I will mostly miss Jeff's optimism. Clearly the glass is always half full with Jeff Bowlby. That has been a tremendous balance for me since by nature, my optimism is less.

I will miss his perfectly stated and perfectly timed metaphors. That is a gift and merely just hints to his tremendous communication skills. I will certainly miss the humor, the laugh, the twinkle of his eye across the table when something was too funny or too ridiculous, but also too serious a situation. I will mostly miss Jeff always being there for me, without exception. I am grateful that he has been my friend and my peer.

Darryl Thomas
ProAssurance

Having worked with many sales and marketing professionals at a number of companies over my career, I hold Jeff in the highest esteem. He was a strong and tireless advocate for policyholders, agents, and his staff members, but always balanced by the interests of the company. In the heat of a competitive battle, it is easy to lose sight of what can or should be done, but Jeff never did. He had the viewpoint and perspective of a CEO rather than the narrow focus within one discipline and always worked collaboratively to get things done.

Howard Friedman
Formerly ProAssurance

He brought out the humor and fun...

Thanks for always being upbeat, optimistic, loyal, and willing to go the extra mile for ProAssurance and sell insurance, whatever complications the company, or the market, put in your way. You brought energy and a sense of humor to the C-suite. You have been a great ambassador of ProAssurance to the agents and clients.

Vic Adamo
Formerly ProAssurance

One of my favorite stories was at a Certitude Leadership meeting we had in Nashville. By coincidence, nearly the entire ProAssurance team—Ned Rand, Jeff Bowlby, Gary Dowling, Mike Severyn, and myself were wearing yellow ties. Sandy Balliot commented on it, saying she liked the look. Jeff said, "I've always liked wearing a yellow tie. It makes my teeth look white."

Sandy's reaction to the comment was somewhere between bemused and dumbfounded. It was awesome. I've borrowed the line myself a few times since. So good...

Douglas Darnell
ProAssurance

One day at the office, Jeff asked if I could drive him to the airport around 3:00. I said of course, and I told him once I had the car at the front entrance, I would give him a call.

As he came out the door, I popped the truck for him, and then handed him the keys. I said, "you have to drive." That is one of my rules. I am very old fashioned about certain things, and I do not drive men in my car. They have to drive. I am the passenger.

Jeff said, "What?!" and I repeated. He just look perplexed, took the keys, and said "Okay."

With that being said, he did not hesitate to mention this at the next quarterly marketing meeting in Okemos, and told the team if they asked me for a ride, they needed to know that "Linda **WOULD NOT BE DRIVING**. Of course my car was available, but she would be the passenger." It definitely took Jeff some time to become accustomed to the many, many, southern traditions, but especially mine!

Linda Trigg
Formerly ProAssurance

Jeff was a professional, and I always enjoyed working with him, he was fun and always had something humorous to share.

Vicki Brickley
Formerly ProAssurance

...especially at the PLUS Conference!

I have so many fond memories of time with Jeff that involve selling, golf, wine, and scotch – all a great combination!

The story that stands out in my mind is the Agent's Dinner at the PLUS Conference in Chicago. Jeff had set up a beautiful dinner at Fonterra Grill's private dining and training kitchen with hand-crafted margaritas, fine drinks, hand mashed guacamole, and the most exquisite gourmet Mexican menu for dinner and dessert. As Jeff recounts, he had over \$230M of premium represented in the room.

John M. DeWeese
Professionals' Insurance Agency, Inc.

We were in a private dining area with a special kitchen where we could interact with the chef and his staff while being served a six-course meal. Each course came with a different wine selected by the chef. The meal was truly memorable; and so was the wine which our agents enjoyed to the fullest extent possible. Additional bottles were requested with each course and, of course, the staff was happy to oblige!

Mark Sander
Formerly ProAssurance

Walking back to the hotel, Jeff seemed unusually quiet and concerned. When we asked why, he revealed that he had asked John MacLennan, one of our top Indiana agents and a known wine and food aficionado, to select the wine at dinner. In the end, the wine bill easily outstripped the food bill and probably used up a good chunk of the annual Sales T&E budget. Jeff had to make personal appearances with Ned Rand (then CFO) and Stan Starnes to get approval for that expense report. It was a story that provided good entertainment value, to Jeff's chagrin, for many years afterward – usually when the dinner check arrived at the table!

Howard Friedman
Formerly ProAssurance

Best wishes, Jeff. We'll miss you.

Here's wishing Jeff and Barb many "fine wine" nights to come!

John M. DeWeese
Professionals' Insurance Agency, Inc.

Congratulations on your retirement! Your new quarterly goal: avoiding anything that resembles work! Aloha.

Vicki Brickley
Formerly ProAssurance

Congratulations on your retirement. You're going to love it!

Dow Walker
Formerly ProAssurance

I will miss him deeply; however, I look forward to our next meet. No question that it will be a hoot!

Darryl Thomas
ProAssurance

Congratulations on a great career.

Mark Sander
Formerly ProAssurance

Jeff will be tremendously missed. It was a continuous honor to have worked with you and a blessing to be on your team. I wish continued success, peace, and enjoyment for you and your family. Now...I am going to go sell something!

Delano McGregor
ProAssurance

Just a heartfelt "thank you" to Jeff for all of the encouragement, support, and advice over the years. Greatly appreciated.

Anonymous

Enjoy retirement! Let's meet up soon for a beer.

Vic Adamo
Formerly ProAssurance

Congratulations, Jeff!

After the last day and door out, every night will be like Friday night; every morning like Saturday morning. What an elixir!

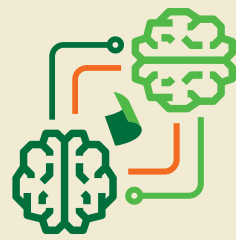
You have skillfully worked on the sharp edge of the blade...daily, between the tugging dissimilar agenda of corporate wills and the wants of the field producers. One way or the other, at risk every day. You have been adroit, fair, and productive toward the aims of both clamoring constituencies. Well done, Jeff. Very, very well done!

My heartfelt thanks for the long, long leash you always provided me during my tenure on your team...always the best team at ProAssurance. I was always proud to be on your team. The very best years of my career.

Old School—over and out



Congrats, Jeff!



THE HOMEPAGE

The Homepage Also Retiring

The Homepage, your monthly ProVisions column for “marketing, communications, and business operations insights in the digital age,” is following CMO Jeff Bowlby’s lead and will also retire this month.



Steve Dapkus,
Vice President,
Marketing

Please note: The Homepage is not an advice column. The purpose of The Homepage is marketing, communications, and business operations insights in the digital age.

Jeff knew that a key to insurance carrier success is having the carrier employees better understand what life is like in an agency.

A good six year run

This column first ran in the May 2015 *ProVisions*. The inaugural article had recommendations for your agency’s mobile website strategy as Google “Mobilegeddon” loomed—plus some guidance on the digital gold rush that was the new top-level domain extensions.

Six years plus one month is a good run for a column! Columns tend to turn from a labor of love to just plain labor around the five year mark. I considered ending the run in early 2020, but the strange new working environment during the pandemic was simply too strange and new to hang it up then. In six years, The Homepage was only absent twice...and both times an article existed; we just couldn’t get it through review intact.

Thank you, Jeff Bowlby

If you ever found an insight in The Homepage worth using, you have Jeff Bowlby to thank.

Yes, of course Jeff recognized that reporting on the digital trends affecting agents, carriers, buyers, and others in our industry would

be valuable content for *ProVisions*. But, as a boss, Jeff was always also looking for ways to get his direct reports more visibility. This was particularly important to him for someone like me who did not naturally have much direct contact with our appointed agents. Jeff saw assigning me a monthly column as a way for us to build a relationship, while also demonstrating some ProAssurance “thought leadership” outside the traditional insurance disciplines.

Six years later, I would say it worked terrifically. It wasn’t every month, but I had frequent follow-up questions or comments to my columns. I couldn’t count the number of “let me pick your brain” sidebars I was happy to have at a Leadership Circle agents meeting. You’ve invited me into conference calls with your own web marketing staff and I’ve even come to your own offices to present on web stuff.

A mile in your wing tips

Writing for a particular audience, you, was also always a helpful reminder not to spend too much time in the carrier head space. Taking what I knew or was working for ProAssurance and then trying to envision how it

would work differently or be adapted to benefit our distribution partners made for a better all-around digital program.

This is also another Trojan horse Bowlbyism. Jeff knew that a key to insurance carrier success is having the carrier employees better understand what life is like in an agency. The first time I recall seeing Jeff was in the early 2000s and he was giving his signature PowerPoint presentation, “Walk a Mile in Their Wingtips,” to a group of underwriters. Eventually (I think) he stopped wearing wingtips, but Jeff kept on educating our employees about advocating for you.

Thank you, Jeff, for everything you’ve done for The Homepage and for ProAssurance. Congratulations on a terrific career.

Agents, thanks for tolerating me in your monthly magazine for so many years. I think I’ll chip in an article from time to time and I look forward to NOT having the pressure of a monthly deadline. The Marketing team and I remain focused on whatever helps us mutually sell or renew more good accounts, so if we can be of service please let me know.

The Homepage OUT.

After The Homepage

While The Homepage is retiring, I fully recognize the continued need to bring you “marketing, communications, and business operations insights in the digital age.”

With the NORCAL integration, a wealth of talent is coming into the ProAssurance employee base, and we are downright ecstatic about the marketing and communications side. In the spirit of Jeff Bowlby wanting to both have the best insights for you, but also gain visibility for folks on the team, our new digital operations columnist is NORCAL’s Max Malloy.

Max is the Director of Marketing & Brand at NORCAL, having joined in 2014. He has significant experience leading their digitization initiatives and leveraging technology to enhance and embolden the brand experience. Prior to joining NORCAL, Max broke new ground heading up global employee digital engagement at multinational semiconductor maker AMD. He also transformed communications within the Texas A&M University System’s AgriLife Research and Extension arms through sweeping new media, online, and social media initiatives.

Welcome to *ProVisions*, Max! We look forward to your monthly insights and the value you’ll bring to our agency partners.

Are there any topics you would like Max Malloy to discuss? If so, send them to AskMarketing@ProAssurance.com.

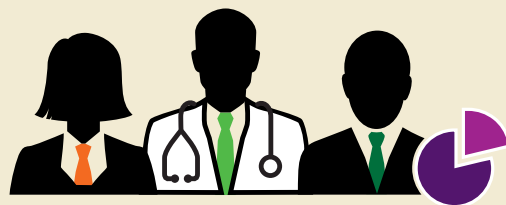
REMINDER

Transitional Operations Guidance

On May 10, we shared an agent bulletin outlining the current plan for business development operations as ProAssurance integrates NORCAL into its family of companies. If needed, you can find a copy of that bulletin in the ProAssurance secure services portal (SSP).

Those who do not have an SSP account, or have additional questions, can contact their regular business development team member.

Ties that Bind



How to Smooth the Transition to Working With a New Manager

It's great working with a manager you know well. You've learned their ways of doing things. You understand their expectations and you know how they can help you to do your job better.

When you heard the news that Jeff Bowlby was retiring, you may have experienced some emotions. Jeff's been a familiar face at ProAssurance for a long time. Hopefully, you're happy for him and the new life that awaits him—but maybe you're also feeling a little sad because you'll miss his leadership, his counsel, and his presence.

You might also be feeling the stress of change. As an MPL agent working in a constantly changing industry, you might appreciate whatever familiarity and predictability exists in your life. The thought of working with someone new may leave you with some concerns as you're wondering what's about to change.

Relax! Sure, you'll be working with a new name and face, but this person was selected as the best candidate to help you and ProAssurance meet your mutual objectives.

Many constants remain. You will also still be supported by the same people in Underwriting and Claims, as well as the rest of the ProAssurance family who've been there for you in the past.

If you're feeling uneasy about working with a new manager, they're probably feeling it too.

Here are some ways to get off to a good start with each other and build a strong working relationship that will serve you well in the years to come:

- **Don't prejudge!** You've not worked with this person as a manager before so it's too soon to know what to expect. You can expect a good manager to be on your side.
- **Establish a relationship at the first opportunity.** Uncertainties about a person vanish as you get to know them. Don't wait for them to make the first move; be proactive. This isn't necessarily about becoming friends, but more about creating a productive working relationship.
- **Communicate clearly and specifically** with a new manager so there are no misunderstandings. If there is any chance your intended message could be misunderstood, make it clearer! Err on the side of providing too much as opposed to too little until you know each other's ways of doing things.
- **Clearly define expectations:** A major source of disharmony between sales and management is assuming the other entity knows what's expected. Don't assume! Ask for or offer clarification when there is any doubt.
- **Don't compare your new manager to the former one.** People are different. What matters is learning how to work together to get the job done.
- **Mine the new manager's knowledge and experience** by soliciting their viewpoints. Ask them to review any challenges or opportunities before you. Seeing things from their new and different perspective can help you win sales.

Jeff shared his knowledge and wisdom during his tenure at ProAssurance. He now passes the baton to his successor. Welcome your new manager and the opportunities they bring. Success is more predictable when you harness the power of those around you, new and old.



Ties That Bind is written by **Mace Horoff** of Medical Sales Performance

Mace Horoff is a representative of **Sales Pilot**. He helps sales teams and individual representatives who sell medical devices, pharmaceuticals, biotechnology, healthcare services, and other healthcare-related products to sell more and earn more by employing a specialized healthcare system.

Have a topic you'd like to see covered? Email your suggestions to AskMarketing@ProAssurance.com.

Get New Sales Kits

Updated versions of the ProAssurance sales kit, including ProAssurance branded letterhead, are now available. Sign in to the secure services portal (SSP) for a closer look at the pieces which may be included in the kit, and to order copies.

SSP accounts are not yet available to agents exclusively appointed to NORCAL. We will share more information once this system update is complete. In the meantime, if you would like a copy of the ProAssurance sales kit for conversations with your clients, email AskMarketing@ProAssurance.com.



New "What's the Risk?" Video: Safety Huddles

The purpose of safety huddles is to not only provide a trusting forum for your staff to alert team members of unsafe situations, but to support colleagues who may be overwhelmed and need assistance. In this video, Senior Risk Resource Advisor Brad Byrne discusses the importance of using safety huddles to improve patient safety and expedite event investigation and resolution. [Watch the video.](#)



Spring MRRR Released

The latest issue of the *Medical Risk Resource Advisor* newsletter, "Cures Act: The Effect on Health IT", has been posted to the ProAssurance website, and was emailed to ProAssurance-insured physicians May 12. This issue provides insight into the Cures Act information blocking rule, and sound documentation practices to mitigate the associated risks.

Medical Interactive Seats Available

As a reminder, ProAssurance has a limited number of Medical Interactive Community seats available for our insureds at no additional cost. Medical Interactive Community offers a CME library of over 200 online programs. Seats are issued on a first-come, first-serve basis and are only available in 2021. If you have a client who is interested, please share our signup survey at ProAssurance.com/MIC-CME.

The Risk Resource team will follow up and confirm a seat is still available, and provide instructions on setting up an account and accessing the library.

Our Tampa Office is Going Remote

ProAssurance's physical Tampa satellite office will officially close May 31. All affected employees will transition to a permanent remote work setting.

Employee phone numbers will remain unchanged and mail addressed to the Tampa address will be rerouted to the Birmingham office. If you have any questions, email TreatedFairly@ProAssurance.com.

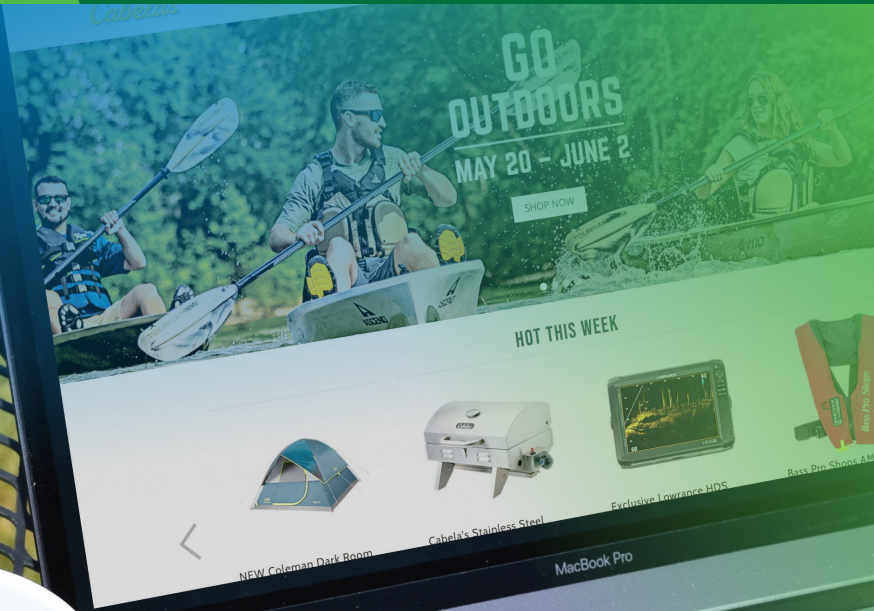
Industry Articles


We have curated a selection of articles which highlight current trends and major events impacting the healthcare professional liability market.


1. **The world's best hospitals 2021**—Each year, *Newsweek* partners with Statista, Inc. to rank hospitals based on outcomes, nursing care, distinguished physicians, and state-of-the-art technology. (*Newsweek*)
2. **Best's Market Segment Report: Continued uncertainty clouds horizon for medical professional liability insurers**—The industry saw its sixth straight year of underwriting losses, reports AM Best. (*BusinessWire/AM Best*)
3. **A large pay gap exists between independent and hospital-employed doctors**—The payment gap was \$63,000 for primary care doctors, \$178,000 for medical specialists, and \$150,000 for surgeons. (*Healthcare Finance*)
4. **The best states for physicians in 2021**—Each year, *Physicians Practice* ranks all states and territories based on mean physician salary, healthcare liability insurance costs, cost of living/tax climate, and physician density. (*Physicians Practice*)
5. **Ransomware took heavy toll on US in 2020: researchers**—Ransomware attacks were up in 2020, with many successful attacks being waged against healthcare, education, and governmental entities. (*Yahoo News*)

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Jeff,
Wishing you and Barb many "fine wine" nights to come!
- John M. DeWeese

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Congratulations on your retirement! Your new quarterly goal: avoiding anything that resembles work! Aloha!
- Vicki Brickley

Jeff, you will be tremendously missed. It was a continuous honor to have worked with you and a blessing to be on your team. I wish continued success, peace, and enjoyment for you and your family. Now... I am going to go sell something!
- Delano McGregor