



Global healthcare



The next step on our journey together will be the biggest.

AXA – Global Healthcare’s 2021 Intermediary Conference

What's inside

We've put together key conference take-outs throughout this document. We've included the topics that we covered at the conference, all key speaker sessions, and essential stats and insights which have driven our strategic directions and commitments going forward into 2021 and beyond.

There are links throughout which will take you to each of the videos on our conference microsite so you can revisit your favourite parts of the conference, catch up on anything you missed, or just recap what our next steps are and how you're involved.

Here's a quick look at the topics we covered during the event:



Taking the next step together

Our commitment to you for 2021 and beyond



Andy Edwards
Global Head of International
Health Insurance

[Watch Andy's video](#)

Andy Edwards revealed our ambition and our commitments to you, our valued partners. We didn't just make them up. We used four perspectives to drive the development of these commitments:

1. What do customers really need and want?
2. What do we have a good reputation for?
3. What do customers think of insurance companies?
4. What cultural changes are taking place?

We understand that your customers are all unique, but they do have one thing in common: people with a global mindset, have a growth mindset. Here are the details:

Together, we're depended on, globally

No matter where your clients are in the world, they can depend on AXA – Global Healthcare to help them look after their health.

As part of the AXA family, we have access to an extensive, growing network

- Our Provider strategy is being enhanced by increasing the breadth of the AXA Select Medical network and value of discounts in targets areas.

- We're investing in Europe, with more support for intermediaries in the Benelux region.

Local knowledge in ways and markets that might surprise you

- Utilising our panel of insurers and links with other AXA entities across the world will reinforce our commercial risk strategy.
- New insurers are being added to our panel.
- Our promise to you, our intermediaries, is enhanced communication between us and you.

Trusted technical expertise

- We're committed to improving the renewal process.
- We'll be advancing our digital tools to further our offering:
 - A new digital platform to help both Large Corporate and SME clients administer their scheme online
 - A long-awaited digital platform for you, our intermediaries, to use and manage your clients' schemes with us.

Together, we're a proactive health provider

We're always looking ahead and continue to work alongside our partners with the goal to deliver better healthcare outcomes and experiences. We actively help your customers improve their medical health, wellbeing and mental health.

- Ever-evolving services and collaborative partnerships.
- Proactive and preventative care – we don't wait for them to get ill.
- We look after the people that look after them.

We gave our **Virtual Doctor** service to all customers during the pandemic – and launched our new **Mind Health** service.

We have dedicated case managers supporting people through times of need. We know physical issues often mask mental ones – so all our propositions are linked to ensure these cases are not missed (without the need to self-refer, or to make a separate claim).

We have a research-driven roadmap for new and improved services that we're always working on, ensuring we're responding to constantly changing global circumstances and member feedback.

Taking the next step together

Our commitment to you for 2021 and beyond – continued

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**Our commitment to you
for 2021 and beyond**



Together, we're people-centred

There's nothing more personal than health. That's why we invest in the best people and are committed to investing in technology to support and empower them.

The most empathetic people in the business

We hire passionate people and give them expert training. For instance, new personal advisors go through 10 weeks of in-depth training before they even talk to a customer!

Using technology to help us deliver better solutions

We make sure all decisions are made by real people. But we give them the world's best technology to inform those decisions.

We invest in building lasting relationships

Our 'Hearts in Action' global volunteer programme builds links between our business, our people and local communities. This year, over half our UK team volunteered for around 50 charity partners.

- 1.** A new tiering strategy will reward those intermediaries who are AXA advocates
- 2.** We're investing in our people – you – to ensure we have the right skills available to deliver on our strategy
- 3.** Our intermediary panel* will use their voice to ensure we keep listening.

Together we're here to help turn our customers' global lifestyles, into growth.

*The intermediary panel came from a strategic objective of ours which is to work in partnership with you, and this panel provides an ongoing means for your views to be listened to and valued. So far, the panel has been asked for views on process improvements, communication and brand strategy. Future topics may include product and proposition development, regulation, and digital strategy. Get in touch with your AXA representative for more information or to register your interest.



Understanding the next step in global mobility

A fresh look at the World of Work



Rebecca Freer
Head of Marketing

[Watch Rebecca's video](#)

[World of Work report](#)

How far we've come since 2017

We gave you a first exclusive look at the launch of the full [World of Work report](#), including how to fill the communication gap in future, with employees travelling abroad. Since we last did our World of Work research, there have been huge shifts in global mobility.

- International assignments are no longer failing primarily because of ill health.
- The cost of assignments has risen significantly.
- The way we think about healthcare, has changed forever.
- Regulations around the world, have become even more complicated.

In just three years – we've seen notable differences in the reasons for assignments failing. Family concerns remains amongst the most common reasons for failure, along with ill health and adapting to local culture. These are just some of the insights that drive our global strategy and product offering.

All of this has led to even more complexity for global mobility specialists to manage. Which is why we've got you and your customers covered. Read the full [World of Work report](#). Here are a few key statistics:

- Over a fifth of assignments are failing, which comes at a high cost to organisations, who are now spending \$69,429 on the average cost of an assignment.¹ This is over and above the employees' salary.
- 90% of HR decision-makers have been on an international assignment themselves² and are using their personal experiences to design the benefits offered.
- International health insurance is the third most commonly offered benefit but is the most valued benefit – both in the eyes of the international assignees and the HR decision makers.³

- The gap between what's valued and what's offered is even greater when it comes to Income Protection. This is the third most-valued by the assignees but only the eighth most commonly offered benefit.⁴
- Half of all organisations interviewed are now offering preventative measures to support the health and wellbeing of their assignees⁵ – from health check-ups to self-assessment to nutrition guidance. This is incredibly important when considering that 71% of those on international assignment experience a health issue whilst on placement.⁶

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A fresh look at the World of Work



The next step forward

Balancing digital innovation with human experience



Live panel: led by **Rebecca Freer,** **Head of Marketing**

We approached a group of leading global experts in the healthcare and insurance industry, and asked them to discuss how best to ensure patients get the best medical outcome, whilst still offering a service that's personal and human-centred. [Catch up with the live panel today to hear their expertise in action.](#)

 [Watch the live panel here](#)

Dr Chris Tomkins
Head of Wellbeing
at AXA Health

Amy Compton-Phillips, M.D.
President of Clinical Care
at Providence

Somesh Chandra
Chief Health Officer at
AXA Group, European Markets

Carlos Nueno
President at Teladoc
Health International

Chris Watney
Chief Executive of the
International Federation
of Health Plans

 **Balancing digital
innovation and
human experience**



The next step into tomorrow

The impacts of COVID-19 on global healthcare



Laurent Pochat-Cottilloux
Global Head of Partnerships

[▶ Watch Laurent's video](#)

As a result of the pandemic, more customers are aware of their need for health insurance cover. They want to make sure they have adequate protection for anything that comes their way. This is why we're here to meet their need for global health insurance.

Our Global Head of Partnerships, **Laurent Pochat-Cottilloux**, detailed how the COVID-19 pandemic has been different to previous global pandemics. He gave his expert insight into how companies have had to adapt to a new way of working, and how the operational impacts, particularly regarding claims, have affected distributors and clients.

As our society grows increasingly more interconnected, globally, and with the world's population more globally mobile than ever, the spread of these diseases is more difficult to contain. Epidemics are now more frequent than predicted: in the last 30 years we've seen the spread of diseases such as AIDs, SARs, Ebola, H1N1 (swine flu) – and now COVID-19, the coronavirus.

What is the impact on the insurance industry?

Laurent shared several anecdotal experiences around how we've seen more operational impacts as companies, clients and partners are adapting to remote working and putting a new focus on employee wellbeing. Group retention remains stable, but group sizes are decreasing with benefit downgrading as businesses downsize to stay afloat.

Laurent mentioned that in the last year, corporate schemes weren't looking to move providers and that they've experienced contracting numbers. We asked our conference guests whether they see this happening across 2021, and almost two-thirds (65.5%) of respondents said they see corporate schemes staying with their incumbent insurer during 2021, with the remaining respondents unsure.

Many international assignments have ended early due to the uncertainty of the ongoing situation. We're seeing a drop in new business in many markets. Customers are no longer cross-border trading because of closed borders, and they're reluctant to have face-to-face meetings with intermediaries.

What is the impact on member claims?

- Claims have been impacted – but on a more manageable scale than predicted.
- Most COVID treatment costs, including Intensive Care Unit (ICU) costs, are covered by local state healthcare systems (except in the United States). Overall, claims costs for COVID-19 treatment have been low.

- There've been few private hospital beds available (due to hospitals using them for COVID patients) and postponement of non-urgent procedures means an overall reduction in claims.

What are the costs of these impacts?

We could see a rise in provider fees in 2021 and beyond, as hospitals recover and get back on track. We need to be prepared for increasing pressure to hold our rates for clients, even though we know claims will return to pre-pandemic levels once the vaccination rollout has taken full effect.

What could the future of the industry look like?

- Employers are likely to encourage remote working for the foreseeable future.
- We may see a shift in activities from the centre of large cities and towns, toward more remote suburbs.
- All businesses will likely rethink their business model.

 The impacts of COVID-19 on global healthcare



The next steps in a holistic customer journey

Healthcare, virtually anywhere



Fran Cooper
Business Development Manager



Marc Taylor
Product and Proposition Manager

[▶ Watch Fran & Marc's video](#)

[Virtual Doctor Share & Learn page](#)

[Mind Health launch news story](#)

Marc and Fran gave our guests a look into our virtual care offering, our ambitions in this area and the amazing results we're hearing about from our members.

Our products are reviewed twice a year, and we have our own programme of proposition change, with robust governance measures. We always run a full pilot programme before launching any new services, to ensure they deliver the benefits our members and clients need and integrate with our existing services.

We use our insight, knowledge and experience to drive our decisions. Not just trying to keep up or get ahead of our competitors for the sake of it – we're driven by our balance of people and technology.

Loneliness and isolation

This remains a real problem for many expatriates:

- **1 in 5 people** experience a mental health issue throughout the duration of their foreign placement;¹
- **Nearly 50%** of people needed mental health support right at the outset of their assignment.²

Mental health solutions

- Many of our competitors offer mental health solutions in the form of additional Employee Assistance Programme, counsellor-led solutions.
- We want to deliver a solution that fully integrates with our other services – like Virtual Doctor and Second Medical Opinion – to provide the optimal customer experience.

Global support

- We've partnered with Teladoc, who have over 21 years' experience in the global healthcare industry and the global infrastructure to support our customers wherever they are in the world.
- We've already seen customers rating our virtual care pathway highly – customers have rated the **Virtual Doctor service 9/10**.³

Professional services

- All psychologists under our new Mind Health service are fully qualified and are registered by the British Psychological Society or the Health and Care Professions Council. This reassures us our customers will get the right mental health support from Mind Health, when they need it most.
- Customers can receive a range of approved mental health treatments over the phone including cognitive behavioural therapy, narrative therapy, and trauma-focused therapy.

Mind Health

- Mind Health will provide our customers with up to six sessions of telephonic support with a psychologist per year per condition.
- Mind Health helps our customers benefits go further. It does not impact any out-patient allowances or excesses they may have on their private medical insurance policy.

 **Healthcare, virtually anywhere**

1. From AXA – Global Healthcare's World of Work 2020: A focus on mental health and global mobility: [page 8](#). 2. From AXA – Global Healthcare's World of Work 2020: A focus on mental health and global mobility: [page 6](#)
3. Average customer satisfaction rate of Virtual Doctor service users measured at 9.1 out of 10 between July 2017 – December 2020.



The next steps in navigating complexities

Regulations. The only constant is change.



Gordon Delaney
Regional Head of Europe

In their session, **Gordon** and **Nigel** walked through the complexities of compliance and regulations, and the big impact that constant change is having on the health insurance industry.

With an increasing focus on country-level regulation, we've needed to have more global partners, which increases the complexity.

Additionally, mandatory health insurance is much more common and is an increasing trend – one that is likely to continue as governments battle with the affordability of free healthcare. More recently, especially in Europe, there has been much more focus on customer value, how we look after vulnerable customers and the overall conduct of the insurance industry.



Nigel Oliver
Global Head of Risk and Compliance

To meet this requirement, a global footprint and scale are required. It's becoming harder for smaller IPMI players to survive. We anticipate consolidation in the global health insurance market through mergers and acquisitions:

- Members, companies and intermediaries expect an instant, convenient and personalised experience. That is the way it should be.
- We're evolving to be more consultative, keeping abreast of local health regulations on a global scale, and ensuring we have the right products for visa requirements or the right benefits in specific locations.
- Different markets have different risks – and one size certainly doesn't fit all now.

We'll continue to leverage all of AXA's global assets to meet any challenges the future brings.

In a recent survey, 41% of respondents said that “developing packages that are compliant and meet the regulations in each of the markets it operates in” was one of their top three challenges in providing benefits to their global employees.¹

[Watch Gordon & Nigel's video](#)

Over 72% of those who responded to our polls at the conference said they agreed their clients find it challenging to develop compliant packages that meet the necessary regulations in each of the markets they operate in.

Regulations. The only constant is change.



Global customer experience takes the next step

Delivering exceptional customer experience using digital tools and people power



Graeme Sarjeant
Head of Servicing

Underpinning our servicing strategy is a determination to deliver a personal, proactive and supportive approach. We want our members' experience to feel simple and connected so that no matter where in the world life takes them, they know we're right there with them, guiding them every step of the way.

Consistent support

Customers consistently rate our service 4.8 out of 5 stars.¹

We handle more than 25,000 claims a month – everyone is dealt with by one of our people and completed in an average of two days.

We handle more than 100,000 calls a year and over 80% of those are answered in 20 seconds.

The teams handle around 80,000 online messages a year and these are addressed in less than 24 hours, not just holding messages – actual answers to our customers' queries.

Delivering dedicated care

The Dedicated Care team focuses entirely on hand-holding the customer through their cancer or maternity journey, building that relationship and trust, protecting them in their time of need. Because we know that at certain points in the customers' journey, a digital experience is not necessarily appropriate.

Following a successful pilot, we recently extended access to our maternity case management service to all customers with maternity benefit.

For more information about the Dedicated Care team, case management, and the additional services we offer with all our plans, take a look at the 'Guide to Additional Services' under your Toolkit.

Digital solutions:

- Online provider finder tool: We've removed the previous requirement to log in, ensuring it's mobile-optimised and integrated with Google Maps.
- Introduction of our digital membership card in 2020: The pandemic expedited our move to a paperless card, to ensure our customers could still access the treatment they needed, easily.

We've begun work on the replacement of our client services online platform – to allow large corporate clients, and for the first time, our smaller corporate clients to administer aspects of their scheme online on more of a self-service basis.



Liam White
Customer Experience Manager

[▶ Watch Graeme & Liam's video](#)

[Service Excellence webcast](#)

Customers consistently rate our service 4.8 out of 5 stars¹

Delivering exceptional customer experience using digital tools and people power

1. Customers rated our service an average of 4.8 out of 5 stars between September 2020 – March 2021 through the Stella Connect feedback tool.

Take the next step with AXA's global healthcare team today.

If you'd like to hear more about any of the topics we discussed at our virtual conference:



Speak to your AXA representative today



Email us at brokerdirect.health@axa.com



Don't forget, you can rewatch our conference sessions on-demand by visiting our conference [microsite](#).

 Take the next step

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