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## Welcome

Our Guest Editor is Bupa Australia Graphic Designer Jon Mills, who reflects on his 20 years with Bupa



Australia, where I now divide my time between supporting the Bupa Australia Internal Communications team and the Group OD team in the UK. My role involves working alongside colleagues across the Bupa Group.

As a graphic designer, I enjoy creating attractive and engaging communications and programmes.

I also worked on the design of the award-winning Bupa Australia intranet. I could never have imagined how important online communications would become when I first started my career in design agencies many years ago.

In this month's *Bupa World* we look at the impact of the web and other digital channels on our ways of working.

Bupa Australia and Sanitas were the first of our businesses to launch smartphone applications helping users locate our healthcare providers and hospitals. We share the story behind our new UK iPhone fitness app and learn how digital technology has the power to transform our business.

We also reveal the latest Bupa One Life Award winners and discover how Bupa teams across the world collaborated to launch our biggest ever global healthcare survey.

**Jon**

**W**elcome to February's *Bupa World*. Last month I celebrated my 20th anniversary with Bupa and my colleagues say that our organisation is now built into my DNA after roles across a variety of Business Units in the UK and Australia.

During my two decades, I've seen Bupa grow from a predominantly UK health insurer to a truly international healthcare organisation.

I joined Bupa in the UK as a microfilm processor in 1990 before moving to the Group Human Resources Organisation Development (OD) team in 2000.

Eight years later, I emigrated to

## Diary dates

February

**FEB** »

National Heart Month, UK and US



**3** »

Chinese New Year of the Rabbit

**4** »

World Cancer Day



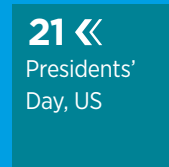
**6** «

Waitangi Day, New Zealand



**14** »

National Donor Day, US



**21** «

Presidents' Day, US



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The *Bupa World* space on **bupalive.com** to download pdf versions of all editions and collaborate, debate and share your story

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David Wennberg

### Health Dialog's Chief Science and Products Officer writes

Change is abounding in healthcare. With the passage of reform in the US, industry infrastructure is subject to upheaval, creating an interesting dichotomy of risk and reward potential.

In Europe, healthcare financing and delivery are subject to scrutiny. Britain's Prime Minister David Cameron recently announced fundamental changes to the country's expensive and over-tapped system. Entire nations are re-evaluating the way their healthcare is organised; relevant stakeholders are scrambling to keep up while protecting their own interests. Three specific elements of reform will be critical to consider as we collectively work to maximise opportunities and minimise risk:

**Emerging Consumer Markets:** As traditional payer and purchaser models shift, the individual purchaser market will grow, and is likely to grow quickly. Existing payers must embrace and meet the emerging consumer market. Tailored and personalised offerings will be essential and segmentation will be key.

**Medical Management Models:** Universal coverage reduces usual risk-avoidance mechanisms such as pre-existing condition exclusions, therefore costs will need to be reined in through smart medical management. Health Dialog's randomised controlled trial, published in the *New England Journal of Medicine*, demonstrates that care co-ordination, chronic care support, wellness and prevention services *do* work. A properly designed programme empowering patients to participate in their treatment decisions generates considerable net savings – \$6 per person per month.

**New Provider Models:** Doctors are at the heart of the practice of medicine and must not be ignored. Health plans, traditional purchasers, vendors and other intermediaries must wield their own power in order to stay relevant – this power will come from data. Vast data repositories create relevance and value. Trends in disease and practice across large patient populations should be leveraged for physician learning and performance evaluation.

### Bupa trio on a mission to Africa

Two of Ethiopia's poorest regions have received vital resources and support, thanks to a group of volunteers that included a trio of Bupa colleagues.

Health Dialog's Erin Moore from Maine and Jodi Slotnick from Arizona were joined by Group Functions' Simone Ingram, based in London, as they visited the El Olam Orphanage in Addis Ababa to distribute food and medical supplies. The group also travelled to the village of Dahley, where they renovated a library and community centre.

The project followed fundraising, during which more than US\$5,000 was donated, US\$3,000 of which was fund-matched by Bupa Community Connections.

» For more on the group's work in Ethiopia, visit [www.lobsterintherough.wordpress.com](http://www.lobsterintherough.wordpress.com)

### Centre of attention

A UK community centre threatened with closure has been saved thanks to the efforts of Bupa Health and Wellbeing UK colleagues. Owners of the centre at the St Michael and All Angels Church in Manchester were unable to afford £40,000 needed for renovations, which included a new roof and repairs to the heating system.

However, as well as providing 30 volunteers to help with the renovation, they put the centre in touch with the building firm regularly employed at our Salford Quays site, who completed the repairs for just £25,000.

# Key to making a big difference

## New in-house blood results

Customers in the UK undergoing blood tests as part of health assessments at Bupa Centres are benefiting from a quicker, more efficient, service.

During Bupa Health and Wellbeing UK employee engagement events held across the business last year, colleagues were asked to highlight some of the roadblocks they faced within their Centres and changes that could make a real difference.

Near Patient Testing (NPT) pathology changes will see the replacement of old haematology and biochemistry analysers and validation of blood tests using new in-house software, a process previously carried out externally. "Bloods on the day are one of the key selling points of our Health Assessments and crucial to customer satisfaction," says the project's Business Manager Kay Newey. "The good news for our customers, doctors and Bupa Centre colleagues is that we have now purchased newer, more modern analysers and our own software, to our own specifications, meaning that we will be able to provide validation results more quickly and efficiently."

The equipment is being rolled out to Bupa's 11 UK NPT Centres.



Sanitas provided medical support for the San Silvestre Vallecana race

## Sanitas in the running

The 33rd annual 10km San Silvestre Vallecana race took place in Madrid last December. Sanitas provided medical personnel and assistance for nearly 35,000 runners along the 10km route in one of Spain's most famous road races. Medical facilities were established at 500-metre intervals and five

care teams, 15 rapid intervention units and five intensive surveillance units were also on hand at various points. As official medical provider, Sanitas was also responsible for designing a dossier for runners containing sport-related and medical recommendations for before and after the event.



# Silver status for leading hospitals

## Bupa China's mark of quality

Two of China's leading hospitals have earned Bupa Managing Quality Services (MQS) Silver Level status as we continue to share our expertise and raise our profile in one of the world's largest emerging markets.

Launched in 2007, as part of a China-UK cross-government initiative, MQS is a Bupa-led provider quality evaluation programme providing Chinese hospitals with free evaluation and advice to help them improve the quality of care using Bupa quality standards. Participating hospitals are awarded a gold, silver or bronze quality mark against set clinical and non-clinical criteria.

Bupa Hong Kong Medical Director Dr David Lu and the British Consul-General in Shanghai, Carma Elliot OBE, along with journalists from China's most influential medical and business publications, attended a Shanghai ceremony celebrating the Zhongshan and Huadong Hospitals' commitment to quality patient care.

The China Japan Friendship Hospital, the official hospital for the 2008 Beijing Olympics, was the first to receive MQS status.

Bupa China was launched in 2006 and is working with regulators to share our international health insurance experience and identify a potential joint venture partner.

» For more on Bupa's Managing Quality Services programme in China, visit Bupa Live and type 'MQS' into the search engine.



### New option for Egypt

Bupa International's team in Egypt can now quote and sell the Cover for Pre-Existing Conditions option on Worldwide Health Options plans to new and existing customers. The move follows the launch of the new option last October, opening the doors to even more customers and building on Bupa International's healthcare partner credentials. Customers



now have the opportunity to apply for cover for any existing conditions where previously their health insurance may have excluded this option. Bupa International will monitor the roll-out of the option through its Bupa Egypt team and their brokers before launching it in other parts of the world.



Andrew Wong

### The Bupa Thailand Managing Director writes

Last year saw Bupa Thailand facing many diverse challenges, most significantly the global economic downturn, the outbreak of the H1N1 flu virus and the impact of political unrest. Despite these major issues, we were able to maintain all of our essential services, eventually exceeding our targets by 15 percent and seeing a two percent rise in our customer satisfaction figures. The year also provided us with a number of exciting opportunities that we will be looking to build on in 2011.

Midway through the year we began trialling our outbound telesales operation, allowing us, for the first time, to contact customers and sell our products entirely over the phone. Until now, the project has been largely outsourced to third party suppliers, but it has proved such a success that 2011 will see us investing heavily in the equipment, people and infrastructure that will see us bring it in-house.

Our customer numbers also increased in 2010 to 180,000, a nine percent improvement on 2009. This is obviously highly encouraging and we will be striving to build on this to cement our position as a healthcare specialist.

Last month we launched Bupa Thailand's first television commercials. This year, we will look to raise our brand profile and in the second part of the year will be opening another two new offices. This will increase our distribution capability. A growth in Thailand's population and a greater number of people using the internet means the online market is one we cannot afford to ignore. So, we will be refreshing our web presence to allow us to sell insurance products online. We will also develop online health assessments for customers to make more informed choices about their health while further differentiating us from our competitors.

If our people demonstrate the commitment and professionalism that made 2010 so successful despite the problems we faced, 2011 will be another great year for our business.

## Legal team's award success

The outstanding performance of Bupa Australia's Legal team has been recognised by the country's foremost organisation representing lawyers in the corporate and government sectors.

In November, the team was named Legal Team of the Year by the Australian Corporate Lawyers Association (ACLA), receiving particular praise for its ability to provide outstanding value against a background of change.

Bupa Australia's Chief Financial Officer Hisham El-Ansary said: "This is an outstanding result for the Legal team and highlights that Bupa Australia benefits from one of the best in-house legal teams in Australia."

In addition to this success, the awards also saw General Counsel and Company Secretary Emma Zipper named as a finalist in the Corporate Lawyer of the Year category.



**Oliver Thomas**

### The Care Homes Director UK writes

Our latest UK customer satisfaction results saw us improve for the eighth year running, with 74 percent of residents rating our overall service excellent or very good.

Three aspects of the results particularly pleased me as we begin to bring our partnership ambition to life.

Firstly, the increased rating for our care home teams, with the quality of care and the overall rating of colleagues both at a fantastic 94 percent. These areas are at the heart of the relationship our customers have with Bupa.

Secondly, appreciation of our dementia care. In our specialist dementia care homes, some key scores – including our people, expertise and value for money – are significantly higher, and demonstrate the trust our customers have in our expertise.

Thirdly, we asked whether relatives thought Bupa acts as a healthcare partner, and 84 percent agreed. This is a fantastic starting point for our journey and feedback has already suggested areas where we can do even better at involving relatives in a care partnership.

In a difficult year, these are results to be proud of and I thank everyone for their efforts. In 2011 we need to build on this, and continue to work with our residents, relatives, purchasers and colleagues in delivering the best possible care.

» Check out Oliver Thomas' regular Bupa Live podcasts on the UK Care Services space.



### Read all about it

Residents in UK care homes have been settling down with a good book in support of this month's National Storytelling Week.

As part of the Big 12 Activities calendar, we have teamed up with national charity The Reader Organisation to promote the links between reading and wellbeing.

Schoolchildren and people from the local community were invited to listen to and take turns reading extracts from *A Little, Aloud*, a collection of short stories and poems specifically chosen by The Reader Organisation to be read out loud.

Bupa resident Charlie Hopkins and Care Services Community Affairs Consultant Siobhan Drane read *A Little, Aloud*



# Minister's praise for quality care

## Bupa meeting community need

Bupa's commitment to quality dementia care is a demonstration of leadership and vision, according to New Zealand's Associate Minister of Health.

Tariana Turia officially opened three new hospital wings at Bupa Broadview, on New Zealand's North Island, in December. Bupa's investment has provided an extra 24 hospital beds, two garden courtyards, 10 mental health recovery beds and 10 psychogeriatric beds – the only beds of this kind available in Wanganui. The new buildings are part of an overall redevelopment plan that will see the refurbishment of its dementia care hospital wing this year.

"What Bupa is doing at Broadview is about so much more than beds and facilities," said the Minister. "I want to congratulate Bupa for its leadership and investment vision in seeking to meet the needs of our community, and specifically the growing demand for services for older New Zealand. "And I want to acknowledge Bupa's commitment to the provision of quality dementia care, and the investment made in the right mix of nurses, medical practitioners, support workers and diversional therapists to best manage dementia."

### Graduate success

Bupa Care Services Australia's first intake of graduate nurses has completed 12 months of specialised aged care training. The programme, run in conjunction with Australia's College of Nursing, is designed to attract recent graduate nurses to the aged care industry, offering hands-on clinical exposure and academic sessions. The graduates are also offered the opportunity to commence a three-year postgraduate certificate in aged care, funded by Bupa. Graduate Alma O'Leary, currently working

as a Registered Nurse at Bupa Roseville, in New South Wales, says the programme was a learning curve offering opportunities to hone leadership skills, coping mechanisms and a variety of professional interests. "I derive a lot of personal satisfaction from being able to make a difference to a person's life through the care I deliver," adds Alma. "I can see myself moving into a senior role either working as a care manager or a nurse consultant in the future. There are even opportunities for overseas travel within Bupa."



Steve John

### The Group Director of Corporate Affairs writes

The last 12 months have seen the Group's Corporate Affairs team and many of the Corporate Affairs teams in our major markets go through a period of transition.

A number of new faces have joined and, if you've not yet had a chance, I encourage you to visit our Bupa Live space to get to know the team.

As a Group we have an ambitious new agenda based on deepening the relationship we have with our stakeholders, our customers and the wider public.

The Corporate Affairs function is here to support our businesses, raise our profile and connect us with consumers in all our markets around the world.

Collaboration is essential to our future success. As an international Group we have expertise dotted all over the world. Learning to utilise this expertise and collaborating on projects will make us more than the sum of our individual parts - increasing our relevance internationally and giving us a seat at the table when it comes to shaping healthcare policy.

One of our key projects of 2010 - Bupa Health Pulse - is a good example of how we can work with our businesses to achieve joint aims, demonstrating our healthcare expertise with the public, the media and opinion formers.

By working with the Global Insights team and our businesses to finalise the survey and launch the results we were able to compare attitudes in 12 countries around the world towards our three healthcare leadership areas of ageing, chronic disease and wellbeing. The three waves of Bupa Health Pulse received an unprecedented amount of media coverage from around the world with more than 1,500 media pieces in newspapers, online and on broadcast.

**» To find out more about the international Bupa Health Pulse survey turn to page 12.**



James takes a run with the Riders Infant School pupils

# James on school run with Bupa

## Olympic star promotes active living

Olympic rowing gold medallist James Cracknell's first public appearance since a cycling accident that nearly claimed his life was at a UK school in his role as a Bupa Ambassador.

James visited Riders Infant School, in Hampshire, to talk to children about the benefits of getting active as part of the Bupa Schools Running Challenge. Building on our successful sponsorship of the Bupa Great Run Series, the project was piloted in partnership with the Youth Sport Trust across 50 schools in the south of England. Pupils were taught about the health benefits of exercise during PE and science lessons and encouraged to take up running. Bupa and the Youth Sport Trust have produced a range of materials for teachers to help bring healthy living to life during lessons and Bupa has provided teaching staff with tips for living healthier lives themselves, with one teacher from each participating school provided a free place in last October's Bupa Great South Run.

"I'm passionate about talking to children about why staying healthy and active is so important," says James, who passed around his Olympic gold medals during the school assembly. "My fitness level enabled me to recover more quickly following my cycling accident."

## Screening service

Women in the UK can access state-of-the-art breast cancer protection earlier than ever before, thanks to the launch of the Bupa Cromwell Hospital's new screening service. Launched this month, the service, which costs £200, is available to any woman over the age of 40, seven years earlier than in the NHS. Screening is carried out using a digital mammogram, which uses lower energy X-rays, meaning it is safer than traditional methods.

Other benefits include easy access to a team of specialists including a dedicated breast care nurse, radiologists and surgeons, and access to the most up-to-date facilities and diagnostic equipment. Breast cancer is the most common cancer in the UK and, with 20 percent of cases occurring in the under-50 age group, screening from the age of 40 could lead to early diagnosis and more effective treatment.

### A clear winner

Bupa's mission to deliver clear guidance on complex healthcare issues to its website visitors has landed a Plain English Campaign award for online clarity. The Plain English Campaign Media Awards celebrate simplicity in public information and [bupa.co.uk](http://bupa.co.uk) was praised for its clear, understandable language and for being easy to navigate. The website features factsheets on medical conditions ranging from angina to yellow fever, written by professional health writers and approved by medical experts, as well as information about our products and services.



"We work to make sure anyone who visits our website can find what they need quickly and that we explain complex healthcare issues simply," says Bupa Assistant Medical Director Bupa Dr Layla McCay. The Plain English Campaign promotes clarity in public communication and has worked with thousands of organisations, including the UK Government. **» Visit [bupa.co.uk/health](http://bupa.co.uk/health) to browse the hundreds of health topics featured.**

# Timeless advice brought to book

## Residents share words of wisdom

From marriage advice to problem solving, Bupa Care Services Australia has launched a book of collective wisdom featuring some of its most senior residents.

'Fine Lines' is a celebration of life experience and a reminder that older people can offer invaluable advice. The book captures more than 50 quotes selected from over 500 contributions provided by Bupa Care Services' residents from facilities across Australia.

"What unites all our residents is their life knowledge," says Bupa Care Services Australia Director of Care Leanne Morton. "Every resident had a mother, was a teenager, and loved and lost. Many married, worked 60-hour weeks and paid their mortgages.

"The 'Fine Lines' project was created to celebrate the rich life experiences of residents to ensure they are not just judged by the date on their birth certificates."

Featured in the book is 73-year-old Carmel Fraser from our Berwick facility in Victoria. Carmel worked as a registered nurse for most of her life, however, it wasn't until moving to the Bupa home five years ago that she married for the first time at 68 to 90-year-old resident, John Fraser.

*'Regard a crisis as an opportunity to move forward positively'* is Carmel's contribution to the book.

"The average age of contributors to this book is 84," says Bupa's Director of Dementia Care Dr Graham Stokes. "As we age, our short-term memory may deteriorate, but events from 40



### Words of wisdom

'Either we all matter or none of us do.'

Lynette Williams, aged 77

'Let music lead your life. Music is my heartbeat.'

Kenny Caves, 97-year-old former professional clarinet player

'Luck chooses those who are prepared.'

Margaret Fleming, aged 75

years ago can come closer into focus. We decorate our care homes with memorabilia to encourage the flow of nostalgic stories and the enjoyment they bring to our residents and carers."

Carers Australia has partnered with Bupa Care Services in support of the 'Fine Lines' project, which includes family and carer quotes alongside the residents.

» To view a PDF version of the book, visit [Bupa Live](#) and type 'Fine Lines' into the search engine.

## Bupa Global Challenge 2011

Bupa colleagues around the world are rising to the challenge of getting their communities moving as we build up to Global Challenge 2011, the biggest mass-participation event in our history. In June, Bupa people will be given the opportunity to spend a day working with their local community, sharing the benefits of an active lifestyle and building new relationships.

Care Services colleagues in the UK, Spain, Australia and New Zealand will be inviting their communities into our homes as part of the Global Challenge 2011. They will be encouraging residents, their relatives and other visitors to take part in dance-themed activities under the banner, 'Shall We Dance'.

Care Services colleagues based in offices or in the field, such as those from Bupa Home Healthcare, Surgichem and Goldsbrough Estates, will be encouraged to visit a home to take part.

"Dance activities will be the perfect way to encourage our residents, communities and colleagues to get moving through fun activities," says



Bupa Care Services Customer Services Director Tracey Fletcher, the Sustainability Champion for our UK care homes business.

Across the world, colleagues are planning a variety of events designed to demonstrate healthcare partner in

action and reach out beyond our core customer base to make a difference in the wider community.

Our Europe and North America teams will be organising activities based on a walking theme, with each Business Unit working with different groups of people in their communities. Health Dialog, for example, will team up with the Boys and Girls Clubs of America to organise sponsored walks between sites for 10 to 16 year olds from deprived areas to raise money for fitness equipment. Bupa Cromwell Hospital will be taking a family-focused approach with events centred on its paediatric centre. Group Functions colleagues are also taking part, helping people in their communities make small changes to their daily lives that cumulatively have a big impact, getting people moving and keeping them well.

As a diverse division both geographically and culturally, International Markets has been generating ideas in each Business Unit to ensure maximum engagement and practicality for each country. Following workshops, an international sport theme has been adopted with any associated money raised supporting lasting change in each community.

"The theme of getting moving will help mobilise Bupa people to improve our own health and that of others, while having fun and getting to know our communities," says Managing Director of Group Development and Bupa Cromwell Hospital Martin George.

# Net gains

eCommerce has the power to transform our business

**B**upa has embarked on a virtual revolution designed to put digital dialogue at the heart of our global business as we forge deeper, more meaningful relationships with our customers.

Last month's launch of a new UK smartphone application and a complete redesign of the bupa.co.uk health information area are providing expertise and tools to empower customers to make the right choices and informed decisions about their health. They are among Interactive Health Management (IHM) projects being researched and developed across Bupa supporting our ambition to be seen as a healthcare partner by customers.

"We recognise the enormous opportunity presented by the web and other digital channels," says Group eCommerce Director Steven Zuanella. "Throughout 2011 we will develop more tools and innovative ways of engaging customers to build digital relationships and help deliver on our healthcare partner agenda."

A One Bupa approach has seen eCommerce colleagues across the world sharing knowledge and content, with Business Units adopting and adapting Group Medical's online factsheets for their own sites and Sanitas in Spain introducing the Bupa Running Health Check. As part of the IHM

project, Bupa Australia is launching an interactive health age calculator on bupa.com.au and Bupa International is implementing a condensed version of the health information section at bupa-intl.com, to be complemented by a series of health risk assessments.

"We understand that our different businesses and their customers have different characteristics, and there is scope to tailor the proposition to suit each market," adds Steven. "However, a collaborative approach is cost-effective and ensures we are delivering consistent health messages to digital customers."

Each of our Business Units has set ambitious transformational targets relating to their digital aspirations, evaluating where they are and where they want to be in five years. Examples include Bupa International targeting B2C (business to customer) online sales of around 50 percent by 2015, compared with 10 percent last year, and Bupa Australia looking to grow the number of people using online servicing from 20 to 60 percent of its members within five years.

Health Dialog, in the US, aims to increase online customer engagement from five to 30 percent and Sanitas plans to grow the number of customers subscribing to its online health management



Group eCommerce Director Steven Zuanella

## IHM phase one

The redesign of the bupa.co.uk health information area is the result of collaboration across Group eCommerce, GTIS, Group Medical and Bupa Health and Wellbeing. It includes:

- Rich content organised around health hubs, selected for their benefit to customers, strategic importance to Bupa and providing a shop window to display the range of Bupa's products and services.
- Increased user engagement with the provision of a range of interactive health quizzes, calculators and free online health risk assessments.
- Integrated and targeted promotion of Bupa's products and services to drive customer leads.

services – such as preventative health programmes, newsletters and online consultations – from 125,000 to 800,000.

"Digital initiatives are key in our approach to healthcare partner," explains Sanitas Internet Director Pedro Diaz. "We are at the beginning of the journey but have already taken some major steps. Recent launches include an online repository for customers to upload their medical documents, the Sanitas Responde 2.0 online nutritionist service and our website videos focusing on health topics proposed by our members."

The use of digital technology to support customers, our healthcare partner strategy and growth is an exciting space for Bupa Australia, says its Director of Marketing, Product and Corporate Affairs Mark Engel.

"We seek to be the online leader by increasing our website functionality, expanding our digital footprint into mobile and social media and providing a step change in the way we interact with online customers," says Mark.

It is crucial to set challenging targets if we are to achieve this step change in performance in online sales, how we service our digital customers and the quality of interactivity, adds Steven.

"There must be a clear commercial purpose to everything we do. Our competitors are determined to move into the space that we are looking to occupy, expanding on our role as a health insurer and becoming a true healthcare partner that customers can rely on, however they choose to access our expertise.

"It's certainly a challenge, but we have a real understanding of the power of digital technology to transform our business and we are beginning to translate this into something tangible that will benefit our customers and Bupa."



# Fit for the future

## Bupa launches UK fitness app

**B**upa's new fitness app is a demonstration of One Bupa in action across our business.

Colleagues from across the globe were recruited to test the software before its launch, the Brand team advised on its design and Group Medical's expert health writers were involved in scripting the app to ensure it was medically accurate.

This UK iPhone, iPad and iTouch app is the third to be launched, following facilities finder apps created by Bupa Australia and Sanitas in Spain.

"The app will help promote our fitness expertise credentials," says Bupa's Group eCommerce Mobile Channel Manager Stephanie Kemp. "It is free, available to everybody, not just customers, aimed at all ages and levels of fitness and is linked to our sustainability agenda. It includes links to our online Health Information pages and unique user offers on Bupa Centre health checks."

Bupa Live users from across the world, including Spain, Hong Kong and the US, were invited to remotely test the app before it was launched last month.

"This team of virtual volunteers shared their thoughts on the

design, content and usability," adds Stephanie. "Their input was invaluable in reducing costs and time to market."

Called Bupa Fitness, the app is available in the iTunes App Store, with an Android version planned for later in 2011. An original target of 10,000 downloads by the end of March was reached on 1 February, by which time it had become the top ranked UK iPad health and fitness app and the fifth most popular in the iPhone category.

"We are planning to build a strong audience base that we can then target with further applications," adds Stephanie.

"We are working on a members' app for Bupa Health and Wellbeing UK along with one tailored to runners that can form part of our marketing activities around the Bupa Great Run Series.

"A number of our competitors have already launched apps, but none of them draw on the experience of healthcare experts to deliver an application that can make real difference to the health and wellbeing of its users.

"It's an exciting development for Bupa and means we will be a healthcare partner on hand at the push of a button."



### Download app

Here's a quick and easy way to download our new iPhone app from the iTunes store: Download a QR code reader app from iTunes; Launch your QR app; Scan the QR code printed below and your phone will take you straight to the Bupa Fitness app.



Available on the  
**App Store**

### What does the app do?

The Bupa Fitness app allows users to assess their own fitness level in four key areas: flexibility; balance; core stability; strength. The app will then rate their current fitness and produce a tailored four-week plan suited to the user's strengths and weaknesses. After the four-week programme is complete, the user can take the initial tests again to find out how much their fitness has improved.

It can be used as a stand-alone fitness programme or to complement a cardiovascular routine. The exercises are simple and can be done on the move or at home.

"These exercises strengthen the core muscles, which act like a corset around your trunk, taking pressure off your back and pulling all your other abdominal muscles into the right place," explains Bupa physiotherapist Simon Fairthorne, who developed the exercises and hosts the video sessions on the app.

"Not only is core strength crucial to ensure proper posture, a weak core is a potential cause of back pain."

Features include a video demonstration of each test, warm ups and cool downs, fitness facts and an option to update Facebook or Twitter accounts at the end of the four-week plan to share achievements.

The app is available on iTunes in the UK now and is free to download. For more information visit [bupa.co.uk/fitness-app](http://bupa.co.uk/fitness-app)



# World class colleagues

Bupa people around the globe land One Life honours

**D**emonstrations of excellence and innovation by colleagues across the world have been recognised by Bupa One Life.

Bupa people from Spain, the US, Denmark and the UK have landed quarterly awards for Ideas and Excellence.

Bupa One Life celebrates those colleagues whose commitment and creativity have had a positive impact on our business and customers.

» **For more on Bupa One Life and to find out how you can nominate a colleague, visit the Bupa One Life Ideas and Recognition Scheme space on Bupa Live.**

## Group Development and Bupa Cromwell Hospital

A commitment to delivering a menu that meets the individual needs and tastes of cancer patients has seen a team at Bupa Cromwell Hospital pick up a Bupa One Life Ideas Award.

Working closely with patients and dietitians, the team, including Palliative Clinical Nurse Specialist Martina Mitchell, Support Services Manager Richard Hennelly, Lead Dietitian Christina Merryfield and Lead Nurse for Oncology Carole Patrick, launched the 'Where There's a Wish, There's a Dish' initiative, based on a survey of the type of food being requested.

Patients finding it hard to eat can request anything, such as a favourite dish from home. For those who have little appetite, a menu of milkshakes and fruit-based cocktails has been devised, each with a nutritional supplement, served in cocktail glasses. Pureed food is made in moulds so it looks more appetising. Chefs visit the wards each day

and talk to the patients to gather direct feedback. Patients can make specific requests and meals can be arranged at times to suit them.

## Europe and North America

A mission to improve the lives of seriously ill youngsters in Morocco has seen two Sanitas colleagues involved receive Bupa One Life Excellence Awards. Esther Fernández and Olvido González, Nursing Team Leaders at La Moraleja Hospital and La Zarzuela Hospital in Madrid, are part of a team working in partnership with the Adelas and ROSE Caja

## Chefs visit the hospital wards each day and talk to patients to gather feedback

Mediterraneo Foundations to diagnose, treat and operate on children from the city of Nador, while providing expert training for its hospital's medical teams. Esther and Olvido have developed a medical training programme and have spent time caring for sick children.

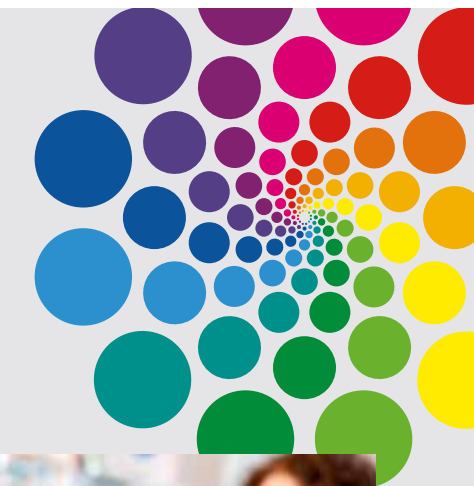
## Care Services

UK Care Home Manager Sue Kane's work to transform River Court Residential and Nursing Home from 'poor' to 'excellent' in the space of 18 months has been recognised with a Bupa One Life Excellence Award.

Sue, who runs the 120-bed Hertfordshire facility, also works with other homes, offering colleagues guidance and support.



'Where There is a Wish, There is a Dish' in action at Bupa Cromwell Hospital



## International Markets

Bupa International Preauthorisation Team Senior Member Clodagh Churchyard's idea to send an automated email response to customers to reassure them that their enquiry has been received has resulted in a decrease in customer complaints and earned her an Ideas Award.

## Other winners

### Excellence

Activity Co-ordinators Carol Higgins and Julie Manson, Administrator Janet McGINlay and Senior Care Assistant Patricia McLaggan, of Craigbank Care Home in Glasgow; Anne Doran, Secretary at St Christopher's Nursing Home in Hertfordshire; Louise Trott, Subscription Debt Controller with Bupa International in Brighton; Bupa International Accounting Service Officers Susanne Jacobsen, Joy Larsen and Irina Serebriakov, based in Copenhagen.

### Ideas

Israel Saenz, Claims Assessor with Bupa Latin America and the Caribbean.

# A matter of security

How our award-winning data security campaign is keeping customer details safe across the Bupa world

**P**rotecting the customer information in our care is vital if we are to realise our healthcare partner ambitions," says Chief Commercial Officer Rashmi Rao.

Just two years on from its UK launch, our award-winning 'Data Matters, Security Matters' campaign is now in action across the majority of the Bupa world, with our businesses implementing their own local schemes by adapting the core messages, logos and materials from the original roll-out.

"We tailored the programme to ensure it had relevance to our teams across the international Group," explains Stuart Powell, Bupa Health and Wellbeing UK's Head of Governance, Risk and Compliance.

Launched in 2008, the campaign was designed to raise awareness of the part we all have to play in the safekeeping of data and to reinforce the message that a customer's personal information should be taken as seriously as their health. It was named the UK's Best Security Education Programme at the 2009 Real IT Awards.

"We produced posters, booklets and DVDs, and identified Information Security Champions in each of the business units to take ownership of the project within their teams," adds Bupa GTIS Security Manager Phil Hunt.

A number of roadshows held across Bupa's UK sites attracted around 1,000 visitors from nine business units and were used to determine how well the campaign had influenced colleagues' thinking around data security.

"We discovered that 50 percent of those surveyed had viewed the information security policy intranet pages online and

two thirds claimed to have an increased awareness of security issues," recalls GTIS Security Officer Mark Chown. "We had very strong technical security anyway, but this campaign is taking it to a different level."

"The time has now come for us to build on the targeted campaign and to embed the core messages in everything we do as part of our day-to-day activities," says Stuart.

"We are focused on establishing consistency across our Divisions and will be implementing Global Information Security policies and a set of standards early this year. These will be supported by a simple, easy to understand employee handbook.

"This will enable us to move away from localised policies and create a common approach to Information Security in the spirit of One Bupa."



(Left to right)  
Phil Hunt, Julian Pereira,  
Stuart Powell and Mark Chown

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## Bupa Business Forum 2011

**B**ringing to life our ambition to be a healthcare partner to people through cross-cutting themes that can help deliver our ambitions will be the focus of next month's Bupa Business Forum, one of the most important events in our calendar.

Drawing on the expertise of our people around the world, eCommerce and the development of products and services, along with keeping customers at the heart of our business, will be on the agenda for Bupa's leaders.

The Business Forum, held in London on 8 and 9 March, is a demonstration of One Bupa in action, with colleagues from across the international Group coming together to share our ambitions, strategic priorities and values.

Our customers, including individuals, businesses, residents, carers, governments and other policymakers, will be at the heart of the event, with sessions built around how we can develop deeper relationships and fulfil our role as a healthcare partner to more people, for longer.

"The Business Forum should not be seen as a stand-alone event," says Bupa's Director of Internal Communications Danielle Spencer.

"Those attending are encouraged to share information and outcomes with their teams and will be provided with resource packs to support them in communicating the key messages."

Bupa's 2010 financial results will be announced during the forum and the Bupa World and Bupa Live teams will be sharing details of the event - through blogs, videos, discussions and news stories - throughout the two days.



# Bupa Health Pulse

Promoting Bupa's healthcare expertise around the world

**J**anuary saw the launch of the third and final wave of Bupa's first ever international healthcare survey.

More than 12,000 people in 12 different countries around the world were asked about their attitudes to and perceptions of health and healthcare as part of Bupa Health Pulse 2010.

The three waves of ageing, chronic disease and health and wellbeing generated over 1,500 pieces of media coverage, worth about £1.75 million around the world.

A truly Bupa-wide project, Corporate Affairs, Global Insights and Group Medical worked closely with communications and medical colleagues around the world to launch the findings. Bupa Health Pulse has helped further establish Bupa in our key markets and introduce newer markets, like China, to the Bupa brand.

"It's been great to see the fantastic results that can be achieved by so many colleagues working closely together," says Managing Director of Group Development and Bupa Cromwell Hospital Martin George. "Bupa Health Pulse has not only given us the platform to show our healthcare leadership and medical expertise, it's also promoted our brand around the world."

The research will help new businesses such as Max Bupa, our joint venture in India, establish themselves as thought leaders in the health sector, according to its CEO Damien Marmion.

"Bupa Health Pulse offers an insightful comparison into healthcare concerns across different countries and was received with interest by our key media in India," says Damien. "The chronic disease study in particular offered us a newsworthy hook to help generate media interest."

## Bupa-wide collaboration

The success of Bupa Health Pulse 2010 relied on the expertise and support of our teams across different markets, businesses and Group functions.

Many Bupa businesses were involved, providing media spokespeople to represent Bupa and demonstrate our international healthcare leadership. Teams from Care Services in Australia, Spain and the UK helped to launch the first wave, the second wave was supported by Health Dialog and the third by Group Medical.

"Bupa Health Pulse 2010 enabled us to demonstrate the global reach of Bupa by providing us with insight into international health trends," says Bupa's Corporate Affairs lead in Australia Roger Sharp. "The local media were eager to understand how Australians' attitudes towards topics such as ageing and chronic disease compared internationally."



Global media coverage

## Bupa Health Pulse 2010: further reading

For an interview with Director of Corporate Affairs Steve John about Bupa Health Pulse 2010 and the story behind the survey's origins, visit the *Bupa World* space on Bupa Live.

## Key findings: a global picture of healthcare



### Ageing Societies: challenges and opportunities

- 72% percent of over 65s do not consider themselves to be 'old'
- Nearly three quarters of over 65s still feel healthy
- Less than a quarter (22%) of over 65s have put money aside
- 50% assume that their families will look after them



### Chronic Disease: an international perspective

- People around the world continue to lead unhealthy lifestyles
- One in 10 Brits drink every day – the most out of all the countries surveyed
- 80% of people are concerned about chronic conditions
- Heart disease is the biggest cause of death globally – yet more people are worried about cancer



### Online Health: untangling the web

- More than 40 million people accessed health websites in the UK in the first week of January 2011
- 81 percent of people who use the internet use it for health information
- Nearly half of internet users use the web to self-diagnose their conditions but only one in four check the quality of the health information they are using

Beatriz Guerrero, Head of Communications at Bupa Latin America, was proud to have played a part in a Bupa-wide project that delivered so much news coverage.

"The initiative and its findings are supporting our brand as a leading healthcare partner capable of identifying important health trends with newsworthy data," says Beatriz.

And, according to Fabian Casaubon Garcin, Managing Director of Bupa Mexico, the insights in Mexico 'provided us with a valuable advantage over our competitors in the region'.

### Partner with London School of Economics

To analyse the findings of the survey, Bupa partnered with the London School of Economics (LSE) to produce reports supporting each

of the three waves. Each report analyses the key insights and makes policy recommendations. The reports were sent to stakeholders around the world and published on both the LSE and Bupa websites.

One of the world's most recognised and reputable universities, the LSE has a global reach and its research is recognised as some of the world's best, adding credibility to our work. The three reports by the LSE were delivered by a combined effort from Group Medical, Corporate Affairs, Marketing and Legal. To support the launch, Corporate Affairs created a new web page on bupa.com where all the press releases, presentations of key findings and reports are available to download.

» Visit [www.bupa.com/healthpulse](http://www.bupa.com/healthpulse)

# Caring culture in face of floods

**B**upa people have pulled together to support our colleagues, customers and communities hit by some of the most devastating floods in Australia's history.

The series of floods, in December and January, caused chaos across the north-eastern state of Queensland as well as parts of New South Wales and Victoria.

Bupa Australia was forced to close 12 of its retail centres, a number of Blink optical stores and its Brisbane office, while four of our care homes in the region were either affected or at risk.

Bupa Care Services Australia took steps to ensure its people and residents received the right level of support, assessing the personal circumstances of those affected, updating relatives and sourcing supplies such as food and bottled water.

At one point the Toowoomba and New Farm care home facilities were cut off by the flooding. Colleagues from neighbouring homes provided support and worked double shifts while revised rotas and counselling were arranged for those whose homes were flooded or at risk.

Bupa Care Services Australia Managing Director Paul Gregersen and Operations Director Ian Burge travelled to affected homes last month to recognise the extraordinary efforts of colleagues on site throughout the crisis.

Bupa Australia invoked its Business Continuity Plan to ensure that service to customers continued and established a working group to address any flood-related impact to its people, customers or the business itself.

Colleagues held a fundraising casual dress day that raised AU\$8,000, which was fund-matched by the business. Bupa also made a significant donation to the flood relief effort via the Premiers' Disaster Relief Appeal.

"To put the disaster into context, the area affected is larger than the United Kingdom, Spain and France combined, with 80 percent of Queensland flooded," says Bupa Australia Managing Director Richard Bowden.

"If it is at all possible to find a silver lining in an event such as this, it is the unbreakable Australian spirit that has been on display. People are pitching in, helping one another out and getting on with the task of cleaning up and rebuilding."



# Quake drama's happy ending

A year on from the devastating Haiti earthquake, a Bupa customer caught up in the disaster recalls how our expertise made a difference

**W**hen the deadliest earthquake in Haiti's history hit the country in January 2010, Bupa was able to provide life-saving support to its customers in the stricken region.

Among those caught up in the disaster, which left more than 200,000 people dead and a million homeless, was Spain's Ambassador to Haiti Juan Fernández-Trigo. A Bupa International member, he was working on the second floor of the Spanish Embassy in the capital city of Port-au-Prince when the earthquake struck.

"The earthquake came as a brutal shock. It sounded like the roaring of a beast," recalls Juan. "A huge tremor threw me to the floor and one of the walls collapsed on top of my left arm."

After hours in the rubble, he was eventually rescued and quickly examined by doctors who told him there was probably no fracture, but nerve damage, which was worse because bone is far easier to repair than the nerve.



Spain's Ambassador to Haiti Juan Fernández-Trigo



To ensure that Juan's condition was treated as quickly and effectively as possible, doctors arranged for him to be airlifted to the US. He was taken by a US Embassy helicopter to Guantánamo, Cuba, where he received emergency medical attention.

Realising the need for further thorough treatment, he contacted Bupa and we arranged for an emergency medical ambulance to airlift him to Miami's Jackson Memorial Hospital where he would receive medical care to determine whether or not he would require further medical attention or subsequent physical therapy.

"Bupa quickly arranged and paid for the evacuation," adds

Juan. Once in Miami, he met with Bupa's representatives at the Bupa International Patient Reception Centre. When he arrived, his injuries were treated as priority.

"They were constantly taking care of me, they brought me flowers. They were very accommodating and attentive," says Juan. "I have nothing but words of praise for the company."

The earthquake in Haiti is testament to our commitment and expertise when our customers need us the most.

To support the rescue efforts following the disaster, Bupa donated £30,000 in addition to fund-matching colleagues' donations and supplying bottled water, food and clothing.

## Customers share stories

Bupa customers caught up in the Haiti earthquake share their stories in a special video available to view in the Bupa Latin America and the Caribbean space on Bupa Live.



My Bupa world

# Diane T Padilla

New opportunities at Health Dialog and giving something back to New Hampshire's Latino population

**T**here are qualities that unite us as Bupa people. I've been fortunate to get to know a wide range of colleagues during my seven years with Health Dialog and they all demonstrate dedication to their work and a compassionate approach to their customers.

I'm an advocate of Bupa's values of respect and care, both inside and outside the workplace. I'm part Latina and have been involved in promoting the wellbeing of New Hampshire's Latino community for some time. The Commission for Latino Affairs promotes economic, educational and social opportunities for Latino people.

The members are volunteers who come from all walks of life.

We have a shared goal of empowering people to build a better life for themselves and shape their own destinies.

Last year, I co-hosted the Commission's fifth anniversary

celebration at Southern New Hampshire University. It was attended by leaders of the Latino population, as well as members of the wider community.

I'm also a founding board member of Vision Hispana, a group of Latino business leaders who help each other and serve as mentors to young Latinos interested in business.

I'm an active member of other community groups in my town of Weare and a US Army National Guard veteran, having served between 1982 and 1988 as part of a Signal Corps unit.

Last year I was offered the opportunity to join Health Dialog's Fulfilment Distribution department. I'm looking forward to embracing my new role in 2011 and playing a part in Health Dialog's new recycling programme.

Looking for creative ways to be a greener, more environmentally-friendly company should prove

**I'm an advocate of Bupa's values of respect and care, both inside and outside the workplace**

really rewarding.

I think of myself as a connector and communicator, whether that's working to build a sustainable future for our business or attempting to improve lives in the Latino community.

And I believe that, with an open spirit and a sense of humour, we can all make a difference.

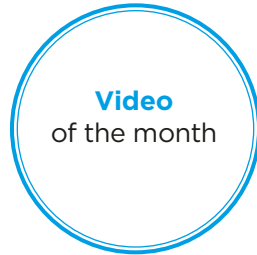


We round up the best from Bupa's online global employee community: videos, blogs and other highlights



### Space of the month

**Group Property and Facilities Management**  
Bupa's commercial estate includes more than 900 properties in 20 countries. This new space lets you explore the work of the Group Property team and learn more about how it ensures that Bupa's international real estate portfolio properly reflects our brand and corporate values.



### Video of the month

**Person First... Dementia Second**  
Bupa Care Services' Director of Dementia Care Dr Graham Stokes and care home colleagues share touching stories about the power of person-centred care.



### Discussion of the month

**Bupa Live updates: feedback**  
Bupa Live users receive a weekly email with a summary of activity relevant to them. Share your thoughts on how this service can be improved.



### Blog of the month

**Spot the difference**  
Corporate Affairs Manager Andrew Palmer's blog about how companies work to develop brand differentiation encouraged users to post 'lookalike' images of themselves or their colleagues. Andrew likened himself to Peter Pan and promised to spend a day in the office dressed up as the fairytale hero if more than 50 users posted images. They did, so he did.



## My Bupa Live

Ben Stables, Operations Manager with the Bupa Health and Wellbeing UK B2C Telesales and Telemarketing team in Staines, England, shares his Bupa Live experience:

The role of the Telesales and Marketing team is to make sure we always sell the right products to all prospective customers.

We are a diverse team of 85 people split between sites in Staines and Manchester, and work across telemarketing, PMI (private medical insurance) sales and Bupa Travel Insurance.

Bupa Live is proving to be an extremely useful tool for our team and the B2C (business to consumer) Telesales and Marketing group frequently tops the leader board. In fact, figures show that it is the site's most successful group.

The group enables our frontline people to communicate outside the traditional channels and to collaborate, sharing tips, information and best practice. It is also useful in sourcing opinion and generating new ideas and is now proving so effective that it is also used by a number of people from outside our business who wish to share best practice. This type of collaboration can only be good for Bupa.

The group is also now being used to great effect as a recruitment tool. Not only are all new recruits immediately given a Bupa Live account that allows them access to various training materials, we have also found that, when potential new members of the team from within Bupa see how we are using the group

to achieve success, it often proves to be the deciding factor that leads to them joining us. We try to foster a culture of openness within the group and try not to regulate it too much, preferring to encourage participation from all members by allowing it to maintain its own momentum.

We are also constantly learning and make continual improvements to the group. Sometimes, it's difficult to understand why people still choose to use other resources when Bupa Live is perfect for so many things – and is free. People who have not yet embraced Bupa Live are missing out on what I believe is a truly fantastic communication resource.