

East Africa Cluster

International SOS expands
further into East Africa



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The extensive reach, value and quality of our services across the globe.

Editor's message

International SOS has been in business for well over two decades. Key to our success is our diverse and professional team of 10,000 employees of which nearly 50% are in the medical profession. Our people are at the heart of the services to our clients and members all across the globe. What glues us all together and gives us purpose every day are our values. Having strong values makes us work better together in delivering quality services to our clients and helps us put our members first; helping them with medical or travel security advice or assistance whenever and wherever they need it.

We would like to thank all our contributors who have provided vital insights into the situations and challenges faced by our members overseas. In particular, we would like to thank our clients.

We hope you find these articles of interest and look forward to your thoughts and feedback. To let us know what you think, please email hotline@internationalsos.com.

Our four values:

Passion

We work with passion, entrepreneurial spirit and teamwork to serve our clients and people.

Expertise

We are committed to apply our professional expertise to deliver great quality services to our clients.

Respect

We treat all our stakeholders with respect and integrity in order to earn their trust.

Care

We care about the interests of our clients, members and employees and aim to make a real difference to their lives.



Angola

heart health initiative

The heart of the matter: Promoting cardiovascular health in Angola

LEFT:
The 'Run and Dance for your Heart' event

BELOW:
The children from Horizonte Azul

The International SOS health clinic in Angola provides expert medical care for overseas clients. As part of International SOS' commitment to corporate social responsibility (CSR), the clinic devised a range of initiatives to promote cardiovascular health and well-being among local communities.

International SOS has had a presence in Angola in Southern Africa since 2003. Providing support to clients in the oil, gas and mining industries, the International SOS health clinic in Luanda, Angola's capital city, was established to provide primary care to international standards. It also offers specialised medical services in partnership with Clinic Sagrada Esperanca (CSE). These services include securing patient stabilisation prior to medivac or transfer to the nearest facility of medical excellence in Johannesburg, South Africa.

In the last decade, however, International SOS has expanded the clinic's services in response to the growth of Luanda's expatriate community and a shift in employment demographics. The clinic now provides GP consultation, vaccinations, specialist referrals and employment health checks, as well as dealing with a range of work-related injuries. And while it still operates a members-only policy, around 40-50% of visits to the clinic are made by Angolans who work for International SOS clients – as Clinic Manager Cristina Carlos explains:

"Some of our clients in Angola are major oil companies who have very accommodating and inclusive health plans. This means that national as well as expatriate employees have access to our services and we certainly don't differentiate between the two – everybody's welcome."

Additionally, since 2009 more and more expatriates have started bringing their families with them during their postings to Angola. As a result, International SOS is also developing comprehensive paediatric services at the Luanda clinic.

"People working abroad with their families want to know that the medical requirements of their children and spouses can be cared for", says Carlos. "We strive to meet these needs, offering a dedicated paediatrician. The next step will be to provide a full-time gynaecologist and antenatal checks and care for expectant mothers. We also ensure that the cultural sensitivities of our patients are considered."

"People working abroad with their families want to know that the medical requirements of their children and spouses can be catered for – and we strive to meet these needs."

CRISTINA CARLOS - CLINIC MANAGER,
INTERNATIONAL SOS, ANGOLA



Clinic within a clinic

The Luanda clinic is based within a larger facility belonging to International SOS’ healthcare partner, CSE. Through this strategic co-location, International SOS can extend the capabilities of its doctor’s room, nurse’s room and reception:

“We can access the on-site X-ray department and emergency facilities and keep patients in overnight when necessary,” says Carlos. “In this way, by sharing space and equipment with CSE, we can provide a number of expert medical services for our clients’ employees.”

Other key features of the clinic include access to laboratory testing and diagnostics, radiology services, surgical procedures and treatment; advice on travel health and medical assistance; and referral through the International SOS providers’ network.

The challenge, however, is consistently meeting the expectations of expatriates used to international standards of medical care. Space can be an issue, which is why International SOS is planning to open a brand new clinic in Luanda in 2014.

“Expatriate patients”, says Carlos, “may also want vaccines which aren’t part of the national vaccination programme here in Angola, and these can be difficult to import. So we have to manage these expectations and encourage people to plan ahead. We aim high and always want to improve our service provision and facilities. The new clinic, on course for 2014, will deliver all of this and more.”

Local health issues

While the Luanda clinic deals with a wide spectrum of health conditions, in recent years cardiovascular diseases (CVDs) have become increasingly prevalent among the local population. Globally, more people die each year from CVDs than any other cause, and according to the World Health Organisation (WHO) low and middle-income countries like Angola are disproportionately affected by heart disease, accounting for 80% of all deaths from CVDs.

Of course, Angola mainly struggles with communicable diseases such as malaria, cholera and HIV/AIDS, which represent 74% of the country’s disease burden. Mario Pone, General Manager at International SOS Angola, asserts,

“CVDs are the next most common cause of burden here – Angola has gone from a 1.6% obesity rate among children, in 1999, to 5.3% in 2009. And in a country where 45% of the population is under the age of 15, and where only 4% live to be older than 60, we have got to stop considering CVDs as a secondary problem.”

The rise of CVDs in Angola, including high blood pressure and strokes, has much to do with increasingly unhealthy diets and the poor quality of fruits and vegetables. In many areas pavements are also poorly maintained, which means, as Cristina Carlos points out, that people don’t do much walking:

“The pavements here are really bad, so people drive everywhere. People don’t walk if they can help it and as a result they don’t get much exercise. This, along with poor diets, is really bad news for heart health.”

World Heart Week

Given the national prevalence of CVDs, the International SOS team in Luanda coordinated a range of initiatives as part of World Heart Week.



“We play an active role in our local community, and while our services are client-focused, our health radar is very much aligned to the needs and issues of local people.”

MARIO PONE - GENERAL MANAGER, INTERNATIONAL SOS, ANGOLA

In the first of these, billed ‘A Day with Children’, team members gave a talk to Grade 4 children at the Luanda International School (an International SOS client) about the importance of looking after your heart at a young age and staying healthy. They also spent time at the non-governmental organisation Horizonte Azul, mentoring and teaching young orphaned girls about heart health, as well as donating and sponsoring food and clothing.

Elsewhere, International SOS was the proud co-host and sponsor of ‘Run and Dance for your Heart’ events which took place in the city centre. Members of the public gathered to learn about the heart and join in physical activities such as group aerobics, dancing and a marathon. The International SOS clinic team also offered free blood pressure checks and body-mass-index (BMI) assessments and gave advice about the risks of cardiovascular diseases. The week ended with a healthy food gala dinner to thank International SOS’ donors, partners and top ten clients for their support during World Heart Week.

“It was a great week”, says Mario Pone. “From health checks to aerobics to dancing and running, everybody joined in the activities. The messages around behaviour change for healthy hearts were very well received. I was particularly pleased with the activities with the children from Horizonte Azul, because they were so eager for information and so keen to learn. It was very rewarding.”

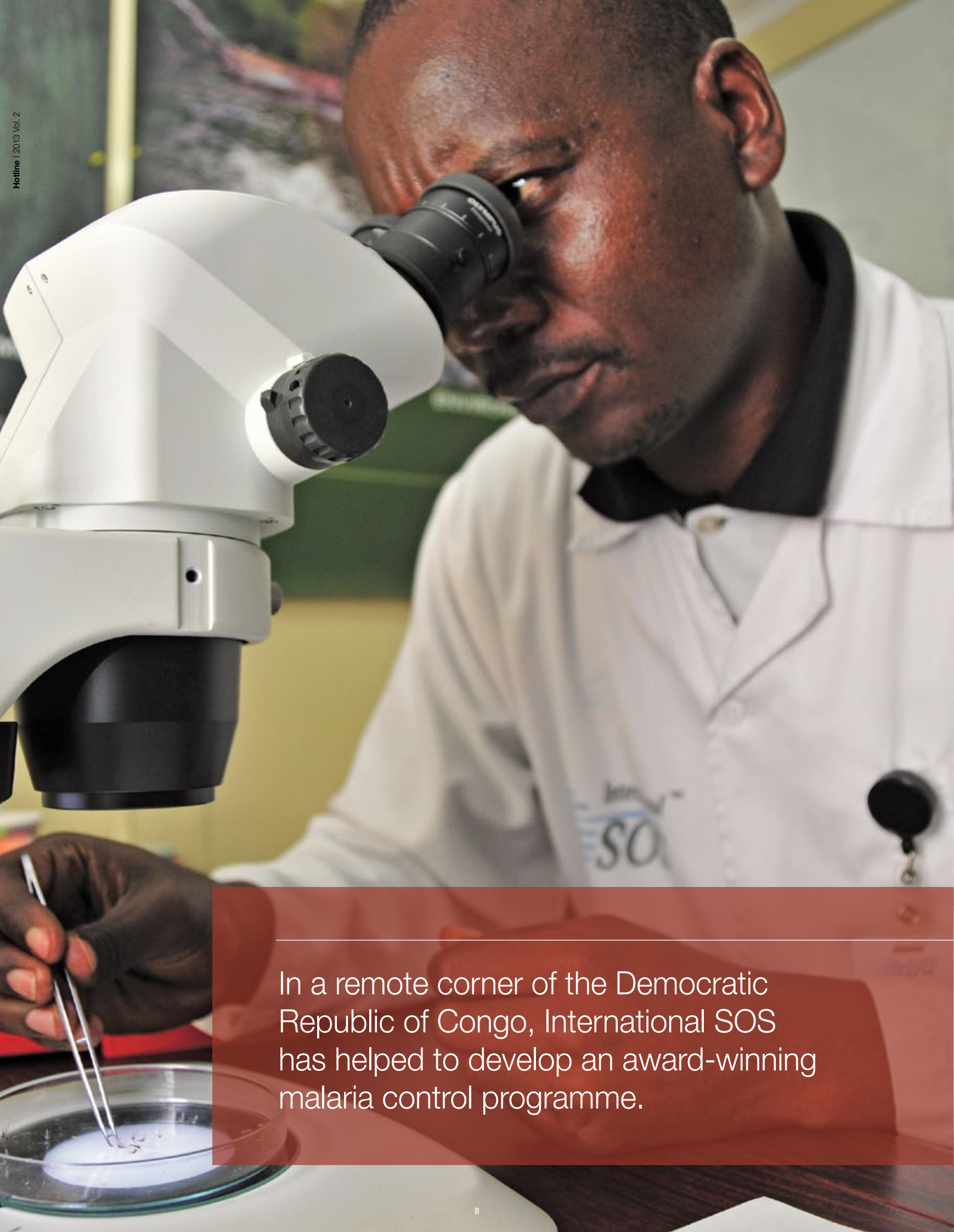
From a CSR perspective, the clinic’s involvement in World Heart Week reinforces International SOS’ commitments to making a positive impact in the countries where it operates. Looking forward, the Luanda clinic, like other International SOS clinics around the world, will continue to deliver essential health services and respond to local issues and diseases that threaten local communities.

“Our World Heart Week activities show that we take our social responsibility seriously. We play an active role in our local community, and while our services are client-focused, our health radar is very much aligned to the needs and issues of local people.”

MARIO PONE - GENERAL MANAGER, INTERNATIONAL SOS, ANGOLA

LEFT:
The activities during World Heart Week

ABOVE:
An International SOS Flight Doctor receives medical information regarding a patient



LEFT:
An examination of a malaria sample

“Malaria is one of the three principal causes of mortality in the DRC.”

In a remote corner of the Democratic Republic of Congo, International SOS has helped to develop an award-winning malaria control programme.

Tackling MALARIA

in the Democratic Republic of Congo

In May 2012, Freeport McMoRan Copper & Gold (FCX) received an award at the prestigious GBCHealth Awards in New York City. FCX, who scooped first place in the Workplace/Workforce Engagement category, was rewarded for its innovative malaria control programme in the Democratic Republic of Congo (DRC), which was devised in close collaboration with International SOS.

The GBCHealth Awards celebrate the best corporate programmes developed to address global health needs, and FCX's success demonstrates how International SOS – recognised as a key contributor to this award – can help companies fulfil their corporate social responsibility (CSR) commitments.

As Dr Morrison Bethea, Senior Vice President and Medical Director at Freeport-McMoRan Copper & Gold, Inc. (FCX) remarked, “*International SOS was instrumental in making this happen – their expertise and dedication to our cause were absolutely vital.*”

Major health risks

FCX is one of the world's leading producers of copper, gold and molybdenum. With an extensive portfolio of projects, the company operates in many parts of the world with serious community health risks, including lack of clean water and sanitation, infectious diseases, and in areas that have limited access to health services.

In Katanga Province in South-Eastern DRC, FCX co-owns and runs the Tenke Fungurume copper mine. In 2006, during the construction phase of this remote mine site, baseline research showed high malaria prevalence among FCX employees and their families. While nearly 70% of the on-site workforce were Congolese nationals, the remaining workers were expatriates from India, Pakistan, Bangladesh and the Philippines – the majority of whom had little

or no immunity to malaria and knew next to nothing about its prevention.

Malaria is one of the three principal causes of mortality in the DRC, and although mortality rates have fallen globally since 2000, most deaths still occur in Sub-Saharan Africa, where according to the World Health Organisation (WHO) one child dies every minute from the disease. Malaria is caused by the plasmodium parasite and is spread to humans through the bites of infected anopheles mosquitoes. These mosquitoes, known as ‘malaria vectors’, bite mainly between dusk and dawn and thrive in equatorial countries like DRC.

Faced with this major health challenge, FCX asked International SOS to help develop an integrated malaria control programme for the Tenke Fungurume site and its surrounding area. To get the project underway, International SOS' medical experts travelled to DRC to examine the biology and ecology of the local disease-carrying mosquito, and to assess the disease dynamics. They also looked at infection rates and insecticide resistance patterns and carried out community surveys to get a better picture of local knowledge, attitudes and practices.

From these studies, it became clear that different groups would require different levels of intervention. The team set about devising separate awareness agendas for employees and sub-contractors, and for wider community members including mothers, children and local leaders.

Four pillars of progress

According to Michael Bangs, International SOS' Malaria and Vector Control Advisor, the FCX control programme, now in its fifth year of operation, “*is designed around four major pillars to make it truly comprehensive and integrated*”. These pillars, says Bangs, “*include treatment and diagnosis, indoor*



residual wall spraying for mosquito control and community health education, including the promotion of long-lasting insecticide bed nets."

The programme also focuses on drainage control in all of the surrounding villages with the aim, as Bangs explains, of *"eliminating mosquito breeding in these communities."* Additionally, the International SOS on-site clinic provides prompt and accurate malaria diagnosis and treatment, which is made widely available to all workers and their families. For the local community, meanwhile, Freeport provides one bed net per family, trains local staff in early malaria identification and holds regular workshops on awareness and prevention.

Since the programme's inception in 2007, malaria incidence among FCX employees has decreased by 66%, and child malaria prevalence within the wider community has reduced by 47%. A total of nearly 89,000 bed nets, donated by USAID to the DRC Government, have been distributed to households within the Fungurume Health Zone. And methodical monitoring and evaluation have also enabled FCX to respond to evolving challenges – for example, by

rapidly expanding the programme to meet local population changes. The programme also now targets additional diseases such as HIV/AIDs, TB and cholera.

In November 2011, Dr Benjamin Atua Matindi, Director of the National Malaria Control Programme from the DRC's Ministry of Health in Kinshasa, visited Tenke Fungurume and reviewed its workforce and community initiatives. Impressed *"with the scale and professionalism of the programme, especially the emphasis on monitoring and evaluation"*, Dr Matindi declared the site a *"centre of excellence for malaria control in the country."*

Such praise is echoed by Dr Bethea, who says that the FCX malaria control programme *"is the first of its kind in the DRC – it provides an integrated approach to health and wellness for employees and communities in an underserved and geographically-remote region."*

The programme was *"a worthy winner at the GBC awards – an achievement which reflects the valuable contribution FCX and International SOS have made*

to malaria prevention and health development in this area in the last five years."

Healthcare features heavily on the CSR agenda, and today many companies are choosing to tackle malaria or other infectious diseases as part of their global CSR programmes. Not only do they want to address the most urgent issues in the areas where they operate, but such initiatives also help to protect their employees and enable them to function and thrive in their overseas postings.

"Over the past three years, we've seen an increase in clients coming to us asking for advice to promote health initiatives and services that help them fulfil their CSR and sustainability goals," says Dr Myles Neri, Group Medical Director at International SOS. *"Preventing malaria, TB, AIDS and cholera, and addressing non-communicable diseases like diabetes, cardiovascular diseases and obesity with wellness programmes, are all top of mind and companies are finding the resources to make a difference through their CSR funds."*

"The FCX malaria control programme is the first of its kind in the DRC. It provides an integrated approach to health and wellness for employees and communities in an underserved and geographically-remote region."

DR MORRISON BETHEA - SENIOR VICE PRESIDENT AND MEDICAL DIRECTOR, FREEPORT-MCMORAN COPPER & GOLD, INC. (FCX)

What's more, this trend is also extending to companies outside of the energy and mining industry, as sectors such as professional services, aerospace, defence and consumer goods expand into new territories. *"It's not just mining companies who are coming to us asking for programmes,"* says Dr Neri. *"Many of our clients realise our global footprint is already established in many places where they want to make a difference. They also know that we have local contacts and experience in delivering successful health programmes, so we're called upon to help them with their CSR efforts."*

And as more and more companies engage in CSR activities overseas, many are starting to see the value in collaboration to deliver maximum benefit to their employees and local communities. As Julie McCashin, Vice President of Development Health Services at International SOS, explains:

"We're seeing companies run independent and consortium initiatives and, increasingly, coordinate with other companies to have a greater impact."

They are also realising the manifold ways in which they can support a cause and make a difference – for example, by leveraging expertise in logistics and supply chain management, in addition to financial donations, in order to support projects and achieve exponential results."

Furthermore, the positive impact of visible and effective community health initiatives goes beyond simply satisfying regulatory requirements. In many cases they help to strengthen community relations, increase productivity, reduce absenteeism and improve security situations. It's no wonder so many companies are starting to realise the win-win potential of embedding CSR and sustainability at the heart of their operations.



"Since the programme's inception in 2007, malaria incidence among FCX employees has decreased by 66%, and child malaria prevalence within the wider community has reduced by 47%."

Making a difference – Trends in CSR and sustainability

As companies increase their global footprint, CSR and sustainability initiatives are expanding far and wide – sometimes into the most challenging locations in the world. Indeed, as stakeholder scrutiny and pressure intensify, good corporate citizenship discharged through progressive social and environmental policies, is now expected to play a central role in the business culture and ethos of major international organisations.



East Africa Cluster

International SOS expands into East Africa

East Africa has experienced a recent boom in oil and gas exploration and production. In 2007, a one-billion-barrel-a-day oil reserve in Lake Albert, Uganda, was discovered. Since then, prospectors have reported major discoveries every year, most recently in Kenya in 2012. These developments have attracted large international exploration and production companies, hybrid international/national oil companies and a range of smaller specialists. Additionally, mining, corporate majors and the United Nations have drawn a large number of foreign operatives to the region.

As is the case in most developing markets, East Africa presents numerous operational challenges. In addition to the inherent safety risks associated with mining and oil and gas industries, malaria and other communicable diseases pose significant health risks in an area where centres of medical excellence are virtually non-existent. East Africa faces many socio-political problems; the threat of civil violence often looms large – as seen in Kenya in past elections, and on an ongoing basis in North Eastern Democratic Republic of Congo (DRC) and South Sudan – and the security threat posed by terrorism in countries such as Somalia and Kenya is very real.

There is also a lack of established infrastructure. Herve Cloarec, Head of Sales for South African

Territories at International SOS explains that this can present major logistical problems for foreign companies.

“Oil and gas corporations working in East Africa are often exploring and operating in extreme and remote locations. With onshore operations, clients have to build roads to get to their project sites, or may be required to test the resistance of bridges before they can drive across them. Elsewhere, urban congestion and poorly-managed traffic flows mean that delivering ground support in medical emergencies can be challenging. In Nairobi, for example, it can take up to three hours to respond to a standard ambulance call-out.”



In 2012, International SOS opened an office in Nairobi, Kenya, in order to explore business opportunities in East Africa. One year on, with clients and contracts in a rapidly-developing region, this bold strategic move is proving successful.



“Clients realise the strength and benefit of the multilateral offer. Given the operational challenges and volatile climate of East Africa, this is a highly valuable programme of support.”

HERVE CLOAREC - HEAD OF SALES, INTERNATIONAL SOS, SOUTH AFRICAN TERRITORIES



The East Africa cluster

The growth of foreign investment and activity in East Africa, combined with the region’s operational conditions, prompted the decision by International SOS to establish a commercial presence in the region. The company analysed business activities and opportunities in different countries and defined an International SOS East Africa cluster incorporating Kenya, Ethiopia, North Eastern DRC, Uganda, Burundi, Rwanda, South Sudan and Somalia.

Carli Manolios, previously at International SOS in Johannesburg, relocated to Nairobi, Kenya, as Business Development Manager for East Africa – an exciting but initially challenging role, as Carli explains:

“We have been providing assistance services for more than 20 years in East Africa. However, contrary to the other regions of Africa, we had not yet set up permanent medical services on the ground. This was due to the nature of the business activity in the region, with mainly short-term oil and gas exploration projects. It was certainly a challenge. However, it has proved successful – we have had a fantastic first year.”

Despite the initial uncertainty, International SOS East Africa has made rapid strides in this new emerging

market. Spending her first 12 months meeting regional stakeholders, Carli Manolios has worked hard to identify candidate customers and promote the company’s services within the East Africa Cluster.

“This period has been educating potential customers about our integrated solutions, and showing how we can help companies overcome the operational challenges they face,” says Carli.

Clients are very receptive, as Herve Cloarec observes:

“As a result of our efforts, International SOS is currently providing integrated medical staffing solutions to the oil and gas industry in Ethiopia, Kenya and Uganda, as well as to the mining industry (Ethiopia) together with corporate memberships to prominent organisations in Kenya. Progress so far has justified our decision to establish ourselves in the region in support of our clients.”



Tripartite service support

International SOS East Africa is built upon a tripartite support model, with strategic partners Control Risks and RMSI enhancing International SOS’ regional offer with, respectively, specialised security services and medevac expertise in extreme hostile environments. Control Risks is International SOS’ long-standing security partner providing independent global risk management, whereas RMSI is an International SOS company that delivers world-class medical services in hostile territories that have been destabilised by war or conflict.

Sharing office space in Nairobi and combining services, Control Risks, RMSI and International SOS are now working side by side to cover all areas of risk mitigation in the East Africa Cluster. As Herve Cloarec explains, it is a powerful proposition:

“Clients realise the strength and benefit of the multilateral offer. Given the operational challenges and volatile climate of East Africa, this is a highly valuable programme of support.”

The potential impact of this multi-faceted partnership has already been demonstrated in Somalia, where one of our clients has contracted RMSI to provide an

integrated staffing solution in Mogadishu. Regionally, International SOS East Africa is assisting clients to analyse medical and security risks and understand local socio-political and health environments.

However, as Carli Manolios explains, this is only the beginning:

“Due to our rapidly expanding market and a great need for our services, we will expand our team in Nairobi accordingly. These are definitely exciting times for International SOS in East Africa.”

ABOVE AND LEFT:
The East African landscape

Delivering vital medical care to client employees

Shenzhen clinic



Upholding its commitment to follow clients into new growth areas, International SOS has opened a new clinic in Shenzhen – its fifth in China to date.



As International SOS expands its footprint in China, the company's new clinic in Shenzhen, just north of Hong Kong, represents a major strategic development. Delivering vital medical care to client employees, the clinic bridges a gap in service delivery in the south and signals a shift into new growth areas.

OPPOSITE PAGE:
Shenzhen's modern city scape at dusk

Located in Guangdong Province, Shenzhen is widely regarded as the cradle of China's economic rebirth and industrial transformation. Once a sleepy fishing village, it is now one of the fastest-growing cities in the world and an enduring symbol of the 'economic miracle' witnessed in China over the last three decades.

In 1980, under reforms pioneered by the country's late leader, Deng Xiaoping, Shenzhen was opened up to foreign markets after being officially designated China's first Special Economic Zone (SEZ). Since that time the city has developed into a major industrial and commercial hub. Its proximity to Hong Kong has attracted international business and investment, while its port access to the South China Sea has made it the perfect base for oil companies operating in the region.

"Shenzhen has offered a strategic foothold for many foreign companies", says John Williams, Managing Director for Partnership & Government Affairs for International SOS in China. "And as you might expect, many of these companies have turned to International SOS for support."

Indeed, International SOS has been operating in China since 1989, and the major international corporations coming into Shenzhen fit the company's client profile perfectly, as John Williams observes:

"The companies setting up in Shenzhen require exactly the kind of services we deliver – expert medical and clinical services for expatriates and business travellers."



"For patients in distress and requiring medical attention, the reassurance of health professionals speaking their own language cannot be overstated."

**DR JAMES COUSINS - DOCTOR,
INTERNATIONAL SOS CLINICS, CHINA**



International SOS opens new clinic in Shenzhen

“Our clinic is a small part of a much larger organism. You only see a little bit of our capabilities and solutions, but we’re linked to a truly international system and standard of care.”

SANDRA FULD - CLINIC MANAGER, INTERNATIONAL SOS, SHENZHEN



One of five clinics in China

Upholding its commitment to follow clients into new growth areas, International SOS has opened a new clinic in Shenzhen – its fifth in China to date. Following the same operational guidelines and quality standards as all International SOS clinics, the Shenzhen facility is run by a team of expert multi-lingual doctors and support staff.

“The clinic operates a membership subscription plan,” explains John Williams, Managing Director of Partnerships & Government Affairs at International SOS. *“Clients pay in advance for the services they may require over the course of a year. Subscriptions are generally made on behalf of entire corporations or nominated groups of people – employees and their families.”*

The clinic has a GP surgery, on-site pharmacy and X-ray facilities, plus a laboratory where tests can be turned around quickly and accurately. It also offers family care services and a referral network providing access to medical professionals in mainland China and Hong Kong.

What’s more, the clinic’s doctors are on call for out-of-hour emergencies, with additional support and medical evacuation capabilities provided by regional International SOS Assistance Centres.

“The fact that we’re so close to Hong Kong,” says Clinic Manager Sandra Fuld, *“means we are well positioned to coordinate transfers to more extensive facilities if needed. We have an excellent emergency stabilisation area on site, so if a patient is in a serious condition we can provide a range of medical treatments before moving them on.”*

In fact, according to Fuld, the new facility represents a significant achievement and offers service improvement in all areas:

“In addition to newly added medical equipment and services,” says Fuld, *“there’s a playroom for children, spacious reception area, television, DVD-player and even WiFi connection. When our members see the new facility for the first time, they have huge smiles on their faces; their response is immediate.”*

SHENZHEN CLINIC KEY SERVICES:

- General practice consultations
- Language capabilities include English, Chinese and French
- Annual health check-ups
- International-standard pharmacy
- Onsite laboratory services
- On site X-ray and services
- First aid training

Cultural comfort and support

As well as meeting the quality care expectations of overseas employees, the Shenzhen clinic also provides vital cultural support. With both expatriate and Chinese doctors on site, the team’s language capabilities span English, Mandarin, Cantonese, French, Japanese and Spanish.

“For patients in distress and requiring medical attention,” says Dr James Cousins, Doctor at International SOS Clinics, China, *“the reassurance of health professionals speaking their own language cannot be overstated.”*

Even when patients need to be transferred from the clinic to facilities in Hong Kong or further afield, International SOS will always ensure they are accompanied by a member of staff who can translate and help them understand all processes and procedures.

In China in particular, challenges of language and culture make the local health system extremely difficult to negotiate, especially for expatriates who don’t speak Chinese.

“Local health services rarely meet the needs of international expatriate clients,” says Dr Cousins. *“Most people in China will go straight to local clinics or hospitals without an appointment, as general practice, as known to many westerners, doesn’t really exist here yet. By contrast, International SOS members can come to our clinic and be treated in a familiar GP setting without having to navigate large and often crowded Chinese facilities.”*

Some local medical practices and approaches can also be challenging for expatriate patients. Sandra Fuld recalls the case of an expatriate who opted to be treated in a Shenzhen hospital:

“She went in for what she considered a simple podiatry consultation. Halfway through the appointment the practitioner began cutting into her leg without administering anaesthetic. She left the hospital quickly, but bleeding and in a great deal of pain. She came straight to us and our doctors found the proper and safe solution. Since then she

has always made the International SOS clinic her first port of call.”

Another patient came to the clinic with a serious eye injury. *“There was obvious damage to the eye,”* says Fuld. *“Her parents had taken her to a local hospital and were not happy with the treatment she’d received. We saw her in the clinic within an hour and arranged for an English-speaking ophthalmologist to see her in Hong Kong.”*

Breadth and depth of expertise

International SOS clinics benefit from direct links to the group’s worldwide network, its 27 Assistance Centres and a communications and referral system that spans the globe.

“Our clinic is a small part of a much larger organism,” says Fuld. *“You only see a little bit of our capabilities and solutions, but we’re linked to a truly international system and standard of care.”*

Highly professional and effective, the Shenzhen clinic provides an excellent blueprint for further expansion of services into the Chinese interior. *“It’s our fifth clinic in China,”* says John Williams, *“but by no means our last, in fact we have plans to open more in the next couple of years. As our clients continue to expand the geographical reach of their operations, we’ll continue to meet their needs for medical services and support.”*



Spot the Risk:

Developing a culture of pre-travel awareness



Small travel decisions can have a big impact, which is why in December 2012 International SOS launched **Spot the Risk** – an online tool designed to help customers improve travel safety and awareness.

Which type of water is the safest to drink when abroad? What should you do in the event of an outbreak of typhoid in your destination country? Which simple household item can improve hotel room security?

Knowing the answer to these questions, which feature an educational online game created by International SOS, could mean the difference between a safe and successful foreign trip and an overseas assignment gone wrong.

A light-hearted game based on e-learning principles, Spot the Risk was developed by International SOS' doctors and security experts to help companies communicate potential travel risks to their business travellers, expatriates and other globally-mobile employees. It uses 10 engaging questions to highlight common risk situations faced by overseas staff, covering issues such as medication, vaccinations, accommodation and transport. For each question participants can choose one answer from a possible four. Once a selection is made, commentary is provided to explain why that answer is right or wrong. Scores and completion times are then collated and entered into a prize draw.

The game is designed to drive home key messages around the importance of pre-travel awareness, the fact that small decisions can have a big impact and the distinction between the obvious and more challenging decisions that are required in travel scenarios.

"From an employee perspective", says Erin Giordano, Director of Client Outreach and Innovation at International SOS, "Spot the Risk is all about reassurance, information, relief, and

empowerment. The fact they are being encouraged to use the game reassures employees, letting them know their company is looking out for them. They also feel informed by the health and security knowledge they receive from International SOS; as well as empowered to be able to use International SOS both in pre-travel preparation and emergencies."

The benefit of Spot the Risk to customer organisations, meanwhile, includes fulfilling their Duty of Care obligations by arming employees with knowledge and raising risk awareness. It also aims to boost employee retention and morale, which of course can bring great rewards. As Erin Giordano explains:

"Companies should regard their communications around Spot the Risk a key part of their corporate social responsibility (CSR) or training programmes – it is truly about caring for employees, their families and partners, and this in turn drives loyalty and trust. Those who haven't yet got involved can visit www.spottherisk.com to find out more and play the game."

KPMG: Leading the field in risk awareness

The Spot the Risk campaign was launched online in December 2012 with a view to helping organisations "keep their international travellers healthy and safe in 2013". It takes a highly creative approach to internal communications and, as a standalone website, can be linked to from an organisation's intranet, email communications or document templates.

One organisation that has really leveraged the communications opportunities around Spot the Risk is KPMG, who promoted the game as part of a broader initiative to increase employee awareness of business travel procedures in general, and International SOS services in particular. As part of the initiative, International SOS worked in close collaboration with KPMG's Director of Global Security, Craig DeCampli and their communications personnel to help roll out the game.

"Spot the Risk is an additional, effective tool that nicely complements our multi-pronged strategy to improve risk awareness throughout the firm," says Craig DeCampli. "Not only is it informative, but this sort of innovative, interactive device really meets the communications needs and expectations of our younger generations of employees. It's entirely appropriate and hugely impactful."

In Canada in particular, KPMG has really pushed Spot the Risk via internal news pages and other core communications channels.

"Our usage in Canada," says Emilie Inakazu, Manager, HR Services and Immigration Team at KPMG, "shows there is real scope for a game like this. It feeds directly into our risk awareness strategy which is built around prevention, communication and preparation, and I couldn't recommend it enough."

Craig DeCampli agrees, adding that the wider relationship with International SOS is crucial to an organisation like KPMG with a global reach, segmented business units and highly mobile employees:

"You can't go it alone or build this kind of capability internally – you've got to partner with professional medical and security experts who can help you prepare and guarantee a timely response. It's why we've been an International SOS client for over 10 years now."

And with Spot the Risk proving such a hit internally at KPMG, it is hopefully a partnership that's set to continue long into the future.

"Spot the Risk is an additional, effective tool that nicely complements our multi-pronged strategy to improve risk awareness throughout the firm."

CRAIG DECAMPLI - DIRECTOR OF GLOBAL SECURITY, KPMG



Our GLOBAL ACCREDITED NETWORK

The International SOS global accredited network of providers has evolved over 28 years of relationship building. International SOS' Group Chief Networking Officer Suzanne Garber talks to *Hotline Magazine* about the extensive reach, value and quality of this unique programme.

HL: Tell us about the International SOS global network

SG: International SOS' proprietary network has been carefully constructed over two decades. During this time, the organisation has forged strong links with a range of individuals, companies and institutions. These include physicians, administrators of public and private hospitals, owners and operators of air and ground ambulance companies, security providers, routine care clinics, and even travel providers encompassing anything from traditional logistics companies to hoteliers and airlines.

There are over 76,000 global providers in total, of which approximately 65,000 have been personally visited and vetted by a member of the International SOS network team.

There are three levels of partnership within the network: First Choice, Preferred and Core. At each tier, the providers are audited on either an annual or tri-annual basis according to their rating

within our system. The regularity of the auditing process keeps the information current, relevant and value-focused. This is important for our clients, who are concerned with both the quality of care their employees receive and the value they receive for the cost.

HL: How are the partners selected?

SG: The 100+ employees who make up the International SOS Network Department work in cooperation with our global medical, security, aviation and logistics teams to identify the best and most appropriate providers for specific situations.

Research is carried out in various ways. Once a potential provider is identified, the network staff may request documentation, which is then verified and reviewed. Selection criteria include a provider's local reputation and credibility, which are assessed via regular on-site evaluations, formal credentials checks, ongoing monitoring of feedback and the use of relevant KPIs. These

KPIs are reviewed by an International SOS Medical Director, who also inspects the validation of providers' qualifications and licensing in accordance with local laws.

HL: Presumably the selection process is quite rigorous?

SG: Yes, very much so. One story I like to share is of a visit our team made to a new facility that was beautiful and modern in its appearance. However, on assessing the infection control practices, it became apparent that the cleanliness standards were less than acceptable, as we saw instruments being used repeatedly without sanitation.

This could have led to an increase in infection complication rates impacting patient medical outcomes in addition to driving up medical costs. Needless to say, we did not include this provider in our network as they did not meet our strict quality standards. This is the kind of boots-on-the-ground approach that allows us to see exactly

what goes on behind the scenes in any given institution. You certainly don't find this type of information on the internet.

HL: How do you decide which provider is best suited to deal with a specific case?

SG: For each referral, International SOS determines the nearest centre most appropriate for each case based on medical needs, ability to provide required diagnostics and treatment of the patients' current condition.

The medical director evaluates the natural progression of the illness or injury, including possible complications, and maps it out against the medical capability of the local healthcare providers. In addition to those primary medical concerns, logistics are considered such as international airport proximity. We also think about caring for accompanying spouses or family members, as well as other considerations such as language and culture.

Once we have agreed on a facility for a patient, a Guarantee of Payment (GOP) is placed. With over 4.3 million calls taken each year, International SOS places more GOPs worldwide than any other assistance company and has an exceptional record for prompt payment with our providers. This reliability is not only favoured by the providers, but also ensures quality care for our members who know that the treatment they receive will not be interrupted by financial issues.

In addition, International SOS works with our clients to provide Direct Billing Agreements (DBAs) that facilitate the transfer of funds and invoicing between healthcare provider, International SOS and the client's insurance company. This provides peace of mind for our corporate clients and means that employees can concentrate on getting well while we take care of the financial side of things.

HL: How does International SOS approach cost containment?

SG: The primary focus of our global network is patient well-being. However, our team also nurtures relationships with medical partners around the world in order to receive preferred discounts to International SOS. These discounts may extend to hospital stays, ground transport, diagnostic testing and/or individual physician fees.

This strategy includes the selection of appropriate providers in the process of patient referral, in the placing of bespoke GOPs and in the monitoring of a case's medical status. Some cases are questioned by our medical team, who carry out monitoring based on the recommended or normal course of action for a particular medical condition. The involvement of our medical team drives the process of medical care and cost containment practices abroad.

Whenever possible, discounts are passed directly on to our clients. For those clients who routinely use the International SOS global network, many realise impressive cost savings in their healthcare. Even more important, however, is the rate at which we are able to offer a solid 'return on prevention' through consultation, pre-travel advice and assignment planning.

HL: Where medical costs cannot be avoided, what is the average discount achieved by region?

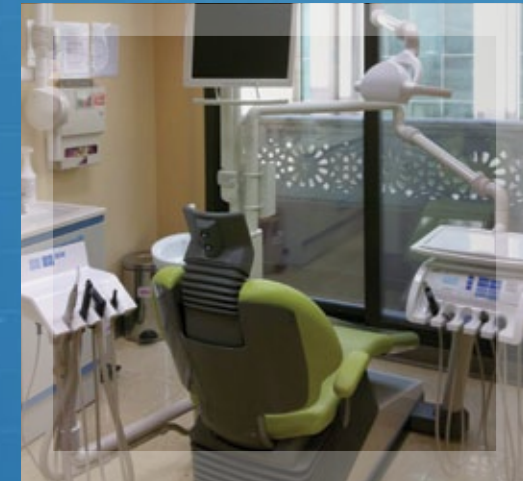
SG: Rates of discounts vary depending on the country, region and even the hospital facility where care is being provided. Heavier discounts are found in areas where there is strong competition; for example, average rates of discount are upwards of 15% in continental Europe, and even higher in some Baltic countries, whereas in Hong Kong and other parts of southeast Asia discount levels are in the lower single digits. The US

comprises the largest level of discounts at 30% on average. While this information may be surprising to some, the real value in the International SOS network comes from our local knowledge of service quality.

International SOS firmly believes that active case management via one of our 1,200 physicians, 35 clinics, or preventative maintenance programs, such as MedFit, leads to reduced cost overall. We have also identified 30 key providers, comprising 40% of claims activities, to perform analysis on reasonable and customary fees across the most common medical events. Each of these providers has a preferred pricing contract with us for discounted rates, covering hospital stays, diagnostics, ground transport and physician's fees. Having extensive knowledge and a database of each provider's costs can help us make informed decisions about the quality and cost of your medical care, which translates into overall medical value, positive patient outcome and exceptional client satisfaction.

HL: Any final words about the International SOS global network?

SG: Prevention is key for us, our clients and our patients. If we can help travellers and expatriates to understand the risks they face prior to departure, and encourage them to take precautionary measures before they set out, they will be much less likely to need hospitalisation or even evacuation. However, when situations arise that require immediate response and action, our clients know that International SOS has built its operation and reputation by partnering with quality providers in every country. Not only have we identified these partners, we have been there personally. And, no other company in our industry can make that claim.



Protecting your people is our priority

International SOS is the world's leading medical & travel security risk services company, operating from over 700 sites in 76 countries. We offer clients medical and travel security advice, preventative programmes with in-country expertise and emergency assistance during critical illness, accident or civil unrest. Our service also extends to both Governments and Non-Government Organisations whom we help to achieve their Duty of Care responsibilities.

A global infrastructure
you can depend on:



27 Assistance Centres

PASSION: With local expertise available globally, you can speak to us in any language anytime 24/7/365



1,200 physicians

EXPERTISE: Immediate access to experts with extensive experience in all fields of medicine coupled with a thorough knowledge of the local environment & healthcare system



35 Clinics

CARE: Access to a vast network of accredited clinics practising international standards of medicine - even in developing countries



76,000 accredited providers

RESPECT: A network of accredited healthcare, aviation & security providers, ensuring we provide you with high standards of care in the air and on the ground

Protecting your people is our priority and this is what makes us the world's leading medical and travel security risk services company today.

See what we can do to help you.

To find out more, please visit www.internationalsos.com

Worldwide reach Human touch

