

# Year in Review

**YEAR IN REVIEW**  
FINANCIAL YEAR 2020-21

# Bringing our human touch TO HEALTHCARE

**In a year which saw communities and healthcare systems continue to respond to the pressures of the pandemic, we galvanised our business around a shared purpose to bring our human touch to healthcare. This purpose speaks to who we are as an organisation and our resolute commitment to delivering Uncommon Care for our members.**

## Launching our 2025 Strategy

Founded on values intrinsic to our business, our 2025 Strategy charts an ambitious course for us to become the health partner of choice in the future. As the largest not-for-profit health fund, we're uniquely positioned to deliver on our core strategic objectives: Uncommon Care, Affordability and Value, and Growth for Sustainability.

## The HCF difference

Supporting our members through the pandemic has been our singular focus and our teams' commitment to providing Uncommon Care and exceptional value ensured we remain number one in Member Satisfaction of the major health funds, a significant achievement in a challenging external environment.

Despite the uncertainty, we have again demonstrated why we're Australia's leading and most trusted not-for-profit health fund, growing our membership by 5%, with over 77,400 more Australians choosing us to look after their health and wellbeing.

What helps set us apart from the industry is the outstanding value-for-money we offer in a competitive market. For the sixth consecutive year we've received Canstar's national Outstanding Value Health Insurance award, supported by 15 state-based awards demonstrating our strong market performance across hospital, extras and packaged policies.

## Putting people before profit

Our unwavering priority remains our members and we're keeping our promise to pass on any savings from the pandemic. In line with our commitment to keep health cover affordable we're returning an additional \$66 million in claims savings to all members by freezing premiums at current rates until 1 November 2022. This is part of the \$150 million we've provided in total financial support during COVID-19. We also gave additional relief to over 71,000 members experiencing financial hardship, ensuring they could maintain their health cover throughout the pandemic.

Despite the postponement of health services in some states, members continued to find value and peace of mind in their cover with over \$2.8 billion in benefits paid out, up from \$2.5 billion last year, covering over 633,300 hospital admissions and 10 million extras visits for popular services such as physio, dental and chiro. Throughout lockdowns, our Dental and Eyecare teams continued to provide emergency treatments and trusted, quality care when needed most.

We focused on adapting and innovating models of care, giving members greater choice in how and where their care is delivered. Our range of telehealth services played a growing role in enabling people to get clinical advice by phone or online. Offering fast, easy access to qualified professionals and digital support services, our unique mental health programs gave members support across a range of needs, including children's anxiety and depression and help in changing their relationship with alcohol. Our in-home hospital treatments also ensured members could receive vital care from the convenience and safety of their homes.

## Driving value and healthcare affordability

We're working closely with industry bodies and government to ensure we maintain our share of voice with policymakers and preserve a valued representation of the not-for-profit and mutual sector. We'll continue to advocate for much-needed industry reforms to drive greater cost transparency and improve premium affordability for our members.

Through innovative models of care, we're exploring ways to improve the sustainability and value of healthcare by offering members the assurance of a no out-of-pocket cost experience throughout their health journey. We launched our No-Gap Joints program earlier this year and delivered 1,300 babies through our No-Gap Pregnancy pilot.

We're also looking forward to welcoming new health members to our fund as we complete the merger announced earlier this year. This merger represents the union of two proud member-owned organisations, supporting the ongoing viability of the mutual health fund industry and delivering more benefits and better long-term value for our members.

## Shaping the future of healthcare

We know the healthcare landscape is changing rapidly and we're committed to leading the way forward. Through the successful delivery of our transformation program, Project Phoenix, we've established the foundations for operational excellence across the business.

These modern, agile systems set us up to deliver an easier and more seamless creation of products and services, with the ability to provide a richer, more personalised level of care for our members.

Shaping a healthier future for our members is central to our promise and we haven't lost sight of the need to continue disrupting and investing in new ventures and innovations to make quality care accessible to more Australians.

This year we were excited to launch Flip, one of the bold innovations and big aspirations we've invested in to achieve our 2025 Strategy. As Australia's first form of on-demand life insurance, we're offering uninsured, active Aussies an affordable, flexible alternative to traditional health cover and is one of the ways we're reimagining how care is designed and delivered.

Now in its sixth year, our health-tech accelerator program Catalyst has kick-started over 55 startups and scaleups, giving profile to real-world digital health solutions set to deliver positive impact across the healthcare space. This year's cohort includes Skin Check Champions who are launching the world's first targeted, AI-assisted national skin check program and Chology, Australia's top telehealth psychological and educational testing service for school-aged children.

We've also continued to innovate through our HCF Research Foundation, funding critical projects to improve health services delivery and drive better health outcomes for all Australians. This year we supported research projects covering various aspects of telehealth, with studies on digital cardiac rehabilitation, preventing hospital admission for back pain using a virtual hospital model, and a blended digital mental health intervention for anxiety and depression, to name a few.

## Uncommon Care now and always

As we approach 90 years of proudly serving generations of members, we know we play a critical role in preserving the not-for-profit and mutual sector, ensuring quality health cover is available to Australians, no matter what their circumstances.

Our people and partners continue to demonstrate tremendous commitment to providing Uncommon Care and I am confident the successful delivery of our 2025 Strategy will solidify our role as a leading health fund of choice and trusted health partner in the lives of our members.

## Sheena Jack

Chief Executive Officer & Managing Director, HCF

# Highlights 2020-2021



## #1

### IN MEMBER SATISFACTION

Ranked #1 in Member Satisfaction of the major health funds\*.

\* No. 1 in Member Satisfaction (very satisfied with provider) compared to major competitors Bupa, Medibank and NIB during FY21.

## #1

### OUTSTANDING VALUE

We've been awarded Outstanding Value Health Insurance by Canstar 6 years in a row.

## 90%

### OF MEMBER BENEFITS PAID

For every dollar our members paid in premiums, we've paid out more benefits than the industry average over the last five years.

## ↑5%

### MEMBERSHIP GROWTH

Our resolute focus on members has seen us grow our membership by 5%<sup>^</sup>.

<sup>^</sup> Includes all policies except Ambulance Only.



## ↑4%

### EMPLOYEE ENGAGEMENT INCREASE

We improved our overall engagement score – demonstrating our commitment to keeping teams connected and supported.

## TRANSFORMATION

We've begun to demonstrate efficiencies and improvements for our members enabled by the launch of Project Phoenix, the largest transformation project ever undertaken by HCF.

## 6.6m

CLAIMS PROCESSED IN OUR NEW SYSTEM

## 3m

COMMUNICATIONS SENT TO MEMBERS

## 832

EMPLOYEES TRAINED ON OUR NEW SYSTEMS



\* Figures for period 6 October 2020 to 30 June 2021.

## COVID-19 MEMBER SUPPORT

Throughout the pandemic we continued to show members the Uncommon Care we're known for with greater flexibility in where and how we delivered care including mental health support, telehealth services and hospital treatments at home.

## \$150m

COMMITTED IN FINANCIAL SUPPORT\*

## 71,000

MEMBERS EXPERIENCING FINANCIAL HARDSHIP GIVEN RELIEF\*\*

\* Figure from 1 March 2020, including premium increase deferral scheduled until November 2022.

\*\* Figure for period 1 March 2020 to 30 June 2021.



# Our 2025 aspirations ON A PAGE

**Our 2025 Strategy is driven by our purpose and guided by our values and culture. And our purpose, why we exist, is to bring our human touch to healthcare.**

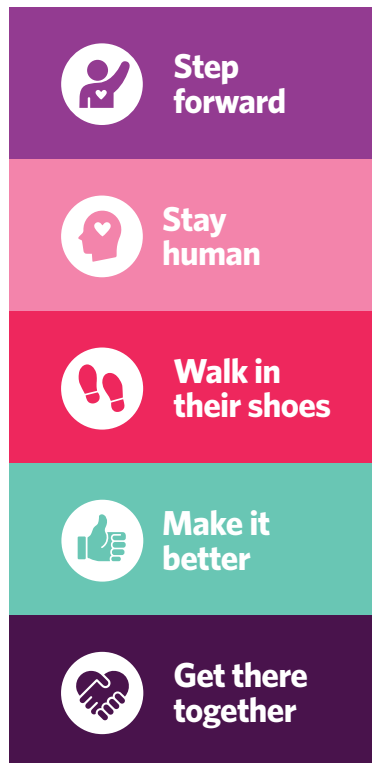
## LED BY PURPOSE

We know the healthcare system that is there to heal us, can often make us feel powerless and afraid at a time when we're most vulnerable. But we also know that nothing has the power to heal like the human touch. And that is something that has always been part of our DNA. Our purpose, bringing our human touch to healthcare, is about preserving touch as an essential part of the healthcare experience, in big ways and small. This shows up every day in the way we come together as a team and work alongside our partners and communities to deliver the best possible health outcomes for our members.



## GUIDED BY OUR VALUES

To realise our purpose, we'll also need to be guided by our values – the way we do things.



## WHAT SETS US APART

What sets us apart is our commitment to our members, which stems from our unique competitive advantage and is aligned with our strategic objectives. There are three major ways we stand out from our competitors.

### Uncommon Care

Uncommon Care means making decisions to benefit our members, not shareholders. It's a commitment to being a true health partner for our members through the delivery of outstanding care experiences and innovating the ways in which we look after their health.

### Affordability and Value

As a not-for-profit, we're focused on meeting our members' needs and budget better than anyone else – ensuring they have the level of protection they need for the best value. We believe in a sustainable health system and we're working closely with industry and government to deliver greater cost transparency and make health cover as affordable as possible for our members.

### Growth for Sustainability

We're more than just a health fund, offering a holistic portfolio of health protection for our members. We have meaningful products and services to protect our members' health – through our unique Life company and International Business right through to our Dental and Eyecare Centres.





## OUR VISION OF SUCCESS

For the coming five years our focus is on achieving our 2025 Strategy. This informs the decisions we make, the Uncommon Care we deliver to members and is underpinned by what we believe makes us different from a typical health fund.

## WE'RE A TRUSTED AND LEADING NOT-FOR-PROFIT HEALTH PARTNER

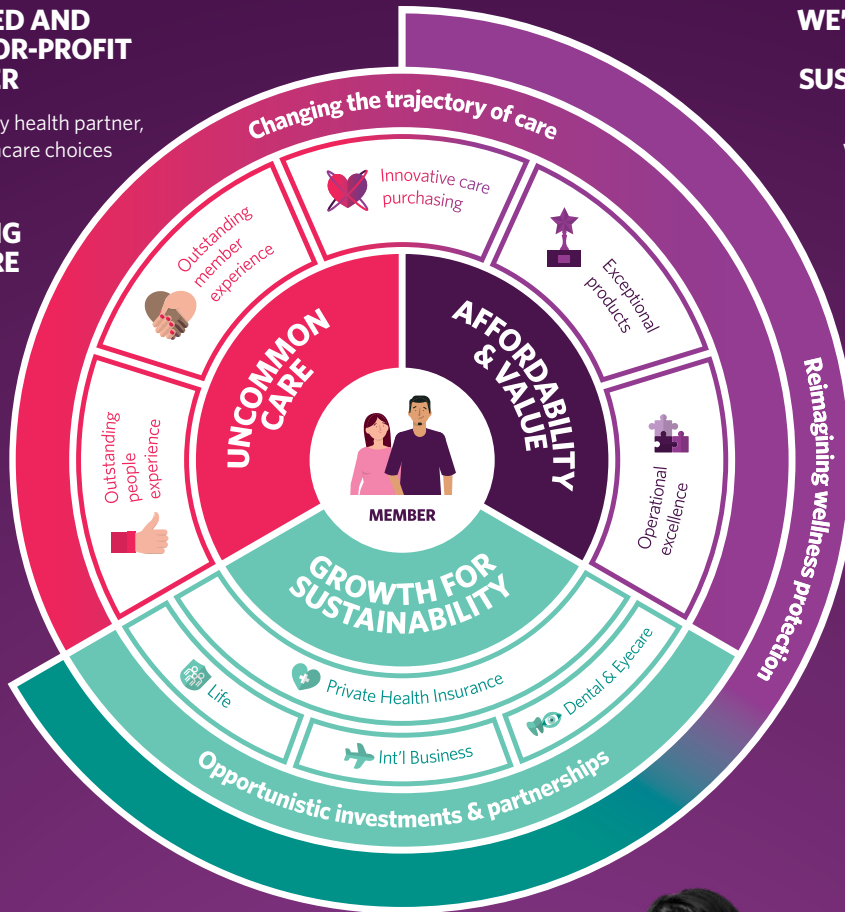
Members see us as a key health partner, easily guiding the healthcare choices that are right for them.

## WE'RE CHANGING THE HEALTHCARE LANDSCAPE

The bold innovations we backed have changed the landscape of healthcare and how people navigate it.

## OUR PEOPLE EMBODY OUR PURPOSE AND VALUES

The best people are drawn to us and our vision.



## WE'RE CHAMPIONING AFFORDABILITY & SUSTAINABILITY AND DRIVING VALUE

We're the best at providing value for money for our members' needs.

## WE'RE MORE THAN JUST A HEALTH FUND

We're known as the HCF Group – more than just a health insurer – with a range of protection that can be purchased in one place. Our member experiences are more connected and our conversations are about their holistic health.



# Building foundations for **THE FUTURE**

As a not-for-profit, we're invested in building the best experience for our members. That's why we've delivered the largest transformation project in HCF history. Project Phoenix has delivered integrated technology and systems that enable us to better meet the needs of our members, operate more efficiently and respond faster to emerging needs and opportunities.



## 1. THINKING ABOUT SWITCHING HEALTH FUNDS

Sarah's impressed by HCF's broad range of protection options and fills in a short profile questionnaire. She's confident the recommended hospital and extras package means her family will be covered for exactly what they need.

Sarah joins HCF with a quick and simple online application.

## 2. PLANNING BABY NUMBER TWO

Sarah visits the HCF website and gets a chat pop-up offering a quick cover check with Isha, through an HCF virtual branch.

After the consult, Sarah decides to change her extras cover to meet her family's changing needs - it's all updated straight away\*.

\* Waiting periods may apply.



## 3. PREPARING FOR BIRTH

Throughout Sarah's pregnancy journey, HCF keeps in touch with regular proactive and personalised comms, connecting her with a wide range of programs and services to support through bump, baby and beyond^.

^ Depends on your cover, annual limits and waiting period.

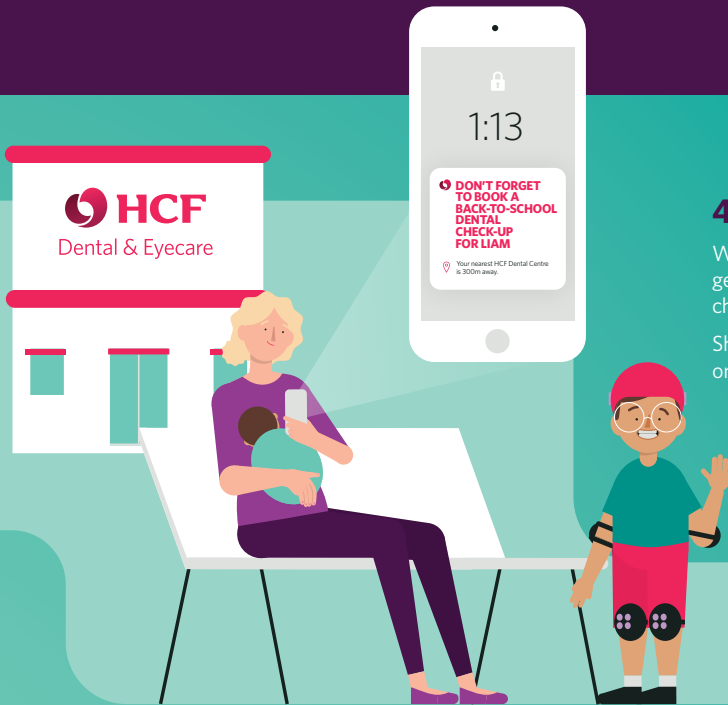


## THE JOURNEY TO TRANSFORMATION

Our journey of ongoing transformation leverages platforms and knowledge to build outstanding Uncommon Care experiences for our members.

We've equipped our staff with the best tools, which are more intuitive and faster to use. We've also streamlined ways of working across the business so people can spend more time on what matters – helping members.

Our agile systems mean we're improving our member communications – the right content, at the right time, through the right channels. And the strategic initiatives we have in development include enhancing our digital channels, contact centres and member insights which will help us achieve our vision for the future.



### 4. STAYING A STEP AHEAD

With the school term fast approaching, Sarah gets an app reminder to book Liam's dental check-up at their local HCF Dental Centre.

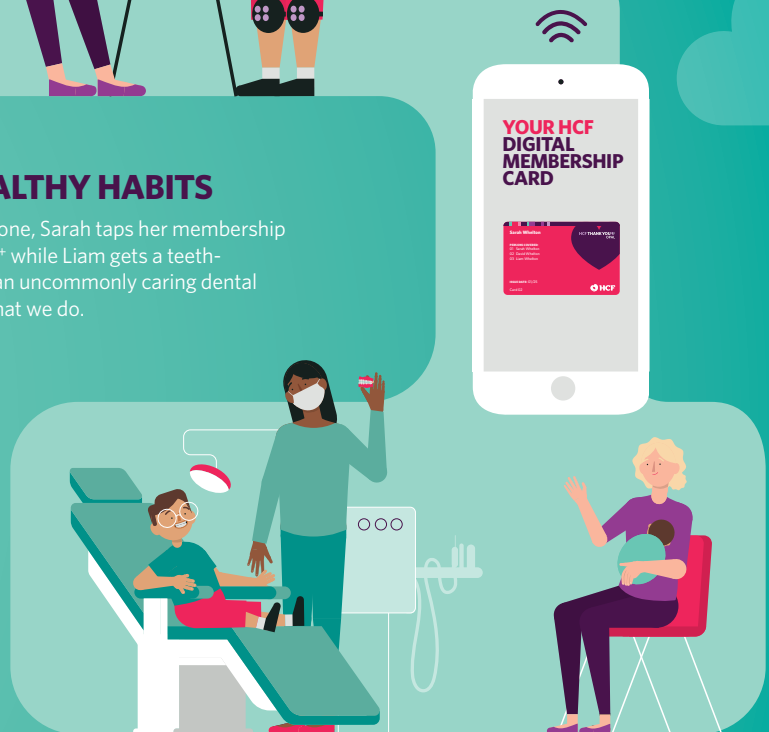
She quickly books the appointment on her phone, asking for a child-friendly dentist.



### 5. BUILDING HEALTHY HABITS

With the dental check-up done, Sarah taps her membership card and doesn't pay a cent\* while Liam gets a teeth-brushing lesson – because an uncommonly caring dental experience is just part of what we do.

\*100% back from providers in our No-Gap network is available on selected covers. Waiting periods and annual limits apply.



# Common sense TO US

Uncommon Care means putting people before profit. We go that extra mile to create outstanding member experiences and help our members look after their health in innovative ways.

## THE RIGHT CARE AT THE RIGHT COST

We're not your typical health fund – we genuinely want our members to get great value cover, with the majority of medical services provided in hospitals with no or known-gap.

|                  |     |
|------------------|-----|
| HCF              | 99% |
| INDUSTRY AVERAGE | 97% |

Medical services in hospital (with no or known-gap).

## GIVING MORE BACK

For every dollar our members pay in premiums, we've paid out more benefits than the industry average over the last five years.

|                  |     |
|------------------|-----|
| HCF              | 90% |
| INDUSTRY AVERAGE | 86% |

## AUSTRALIA'S MOST TRUSTED HEALTH FUND

When it comes to health, our members can always count on us. We were proud to be recognised as Australia's most trusted private health fund the last three years running by the Roy Morgan Net Trust Survey\*.

\* Roy Morgan Net Trust Survey 2018, 2019 and 2020 (COVID issue).



## CARING FOR OUR MEMBERS SINCE 1932

Our almost 90-year history is a story of industry-leading innovation, member-first programs, and investment in health technology to bring our human touch to healthcare for our members and all Australians.

## MORE MEMBERS CHOOSE US

Today, more members count on us to cover their health services. Last year, we grew our membership with over 77,400 more Aussies choosing us to protect their health. Being not-for-profit allows us to deliver a level of care that's uncommon.

**↑5%**  
MEMBERSHIP GROWTH

## COVERING MORE AUSSIES THAN EVER BEFORE

Proudly Australian owned and run, we're delivering value and peace of mind for over 1.75 million members who trust us to be there when it matters most.



**1.75m**  
AUSTRALIANS COVERED



**231,600**  
LIFE INSURANCE POLICIES



**821,000**  
POLICIES



**12 years**  
AVERAGE LENGTH OF MEMBERSHIP



## WE'VE GOT OUR MEMBERS' BACKS IN GOOD TIMES AND BAD

Depending on their level of cover we paid for our members' planned, and unexpected, trips to hospital. Here are some of the most common reasons our members needed hospital cover at each life stage.

### CHILDREN AGED

# 0-14

- 1,900 dental admissions
- 1,700 tonsillectomies
- 970 neonatal admissions



### MEMBERS AGED

# 15-39

- 13,800 mental health treatments including mood disorders and drug and alcohol addiction
- 2,900 caesarean sections
- 2,470 vaginal births



### MEMBERS AGED

# 40-59

- 24,600 colonoscopies
- 10,600 mood disorder treatments
- 680 hip replacements
- 620 knee replacements



### MEMBERS AGED

# 60+

- 37,400 colonoscopies
- 18,900 lens replacements or eye surgeries
- 3,800 knee replacements
- 2,500 hip replacements



## PEACE OF MIND IN UNCERTAIN TIMES

While much of the year has been uncertain, our members could still count on us. We've supported them through health events big and small, from babies being born and a first pair of glasses to life-changing surgery and care when the worst happens.



### 633,300

HOSPITAL ADMISSIONS COVERED



### 5.4m

MEDICAL SERVICES COVERED



### 652,800

HOSPITAL SERVICES COVERED



### \$1.5b

PAID FOR MEMBERS' HOSPITAL SERVICES



### 10m

EXTRAS SERVICES COVERED



### \$595m

PAID FOR MEMBERS' EXTRAS SERVICES



“When I'm helping members I always try and walk in their shoes. We're empowered to take the time to listen, without judgement, so we can really understand someone's situation and find a solution that works for them.”

**Rita**  
Projects & Administration Manager - Call Centre Operations

# Delivering affordable HEALTHCARE

We know seeing value in private health insurance is vital for our members and we're striving to keep the cost of health cover as low as possible.

## PEOPLE BEFORE PROFIT

As Australia's largest not-for-profit health fund, our member-driven approach helps us keep premiums affordable, reward members for their loyalty and make quality care more accessible to more people.

# \$2.8b

PAID FOR MEMBERS' HOSPITAL AND EXTRAS SERVICES

# 99%

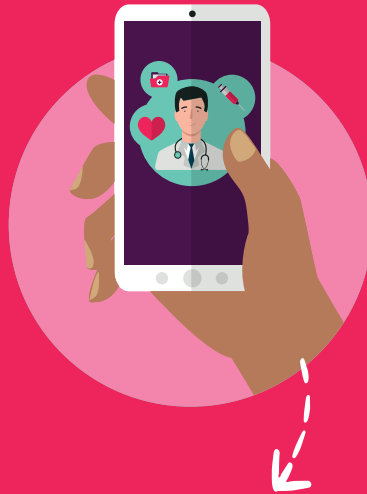
OF MEDICAL SERVICES WE COVERED IN HOSPITAL HAD NO OR KNOWN-GAP

## KEEPING TREATMENT COSTS DOWN

We partner with hospitals around Australia to help members access lower or no-gap treatment for services included in their cover. In 99% of medical services in hospital, our members paid nothing or a maximum of \$500 per specialist for their in-hospital medical services, like surgeon's fees.

# 53,000

MEDICAL SPECIALISTS IN OUR NETWORK



## WE'RE CLOSING THE GAP

We want to help members keep money in their pockets and avoid unexpected costs after hospital or when they use their extras. Our industry-leading Dr Gap tool finds specialists who have agreed to charge HCF members either no or known-gap when they go to hospital so our members can make informed choices about their healthcare and know what they can expect to pay.

# 269,600

MEMBERS USED A NO OR KNOWN-GAP PROVIDER

# 86,700

USES OF THE DR GAP TOOL

# 209

PROCEDURES INCLUDE COST INFORMATION THROUGH THE DR GAP TOOL

## RESTING EASY WITH NO-GAP JOINTS

When it comes to having primary hip or knee replacement surgery, we want to give eligible members greater flexibility to make their experience simple and supported. That's why, in April 2021, we launched our No-Gap Joints program for primary hip and knee replacements, giving eligible members peace of mind with no out-of-pocket costs from hospital admission through to discharge and post-surgery rehab, with participating private hospitals and clinicians<sup>^</sup>.

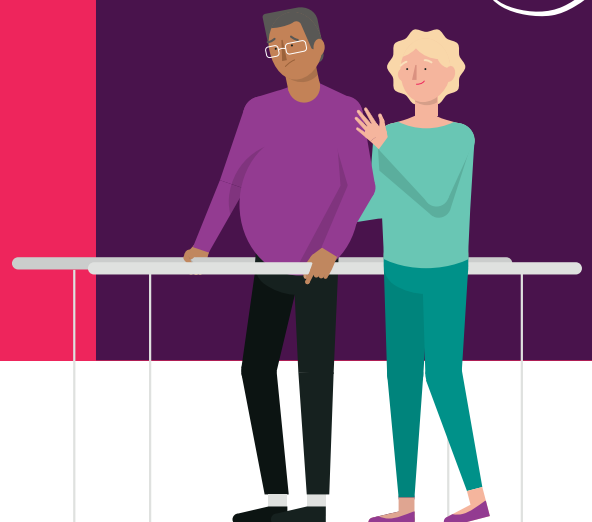
# \$3,500

AVERAGE SAVED BY MEMBERS GOING THROUGH OUR NO-GAP JOINTS PROGRAM BETWEEN APRIL-JUNE 2021

# 57

MEMBERS PARTICIPATED IN THE NO-GAP JOINTS PROGRAM BETWEEN APRIL-JUNE 2021

<sup>^</sup> Only available in NSW and Vic. Excludes excess. Must have joint replacement cover with HCF for 12 months. Other eligibility criteria apply.



## MAKING DENTAL CARE MORE AFFORDABLE

We understand some members avoid the dentist because they're worried about out-of-pocket costs. Through our No-Gap Dental program, members who go to an HCF Dental Centre or *More for Teeth* provider get 100% back on a range of common diagnostic and preventive services, depending on their level of cover and annual limits.

### \$65m

SAVED BY MEMBERS GOING THROUGH OUR MORE FOR TEETH PROGRAM

### \$156

AVERAGE OUT-OF-POCKET COST SAVED BY MEMBERS ON GENERAL DENTAL BY USING A MORE FOR TEETH DENTIST

### 2.2m

DENTAL TREATMENTS COVERED WITH NO GAP THROUGH OUR MORE FOR TEETH PROGRAM

### 12,630

PROVIDERS IN OUR NO-GAP MORE FOR TEETH NETWORK



## PEACE OF MIND PREGNANCY

Our No-Gap Pregnancy program gives eligible members high-quality care from selected obstetricians at Sydney Adventist Hospital (SAN) without the worry or financial pressure on a family budget. An Australian first, HCF offers parents-to-be no out-of-pocket costs on a full obstetrician-led private hospital experience\*. This industry-leading initiative is just another way we're showing value to our members during pregnancy, birth and beyond.

### \$5,000

AVERAGE SAVED BY MEMBERS GOING THROUGH OUR NO-GAP PREGNANCY PROGRAM

### 1,300

BABIES BORN INTO THE NO-GAP PREGNANCY PROGRAM

\* Available with selected obstetricians, pathology, and ultrasound providers at SAN. Eligibility criteria and a 12-month waiting period apply. Excludes product excess.



“ To us, members are more than just patients, they're people. Whether it's a child's first visit or helping someone who's very anxious, we pride ourselves on the personal touch, every step of the way. ”

**Chris**  
Dentist,  
CBD Dental Centre



# Happier, healthier MEMBERS

We've been putting Australians' health first for almost 90 years - that's pretty uncommon. Our industry-leading health and wellbeing programs are pretty uncommon too, helping members live happier, healthier lives.

## 4,300

MEMBERS SUPPORTED THROUGH HEALTH AND WELLBEING PROGRAMS

### SNUG HEALTH

In March 2021 we partnered with Snug Health making it easier for members to proactively engage in their wellbeing through access to the Snug app. Members can manage the health and wellbeing of the whole family, by consolidating their medical history and data in one secure place.



## 518

APP DOWNLOADS BETWEEN MARCH-JUNE 2021

### MENTAL HEALTH HELP THROUGH PSYCH2U

Members can speak with a PSYCH2U expert online to directly access a range of services including treatment for anxiety, depression and stress. For added support and assurance, members can choose to see the same health professional each time they use the service.



## 297

HCF MEMBERS SUPPORTED WITH PSYCHOLOGY TELEHEALTH CONSULTS

### HEALTHY FAMILIES FOR LIFE

Developed in partnership with Prima Health Solutions and Ethos Health, the *Healthy Families for Life* program is designed to encourage kids to develop positive eating habits for growth and development, reduce the risk of chronic conditions in their future, and help parents role model healthy eating behaviours. Since launch we've already had 83 members use the resources.



### DIGITAL OPTIONS FOR MENTAL WELLBEING

Our Healthy Minds by PSYCH2U program helped 129 eligible members with comprehensive mental health support and customised care through online, telehealth and chronic disease management programs. Offering consistency of care through the program, eligible members can build trust over time with the same mental health professional.

Members who need support in the early stages of their wellbeing journey can access cognitive behavioural therapy support through a chatbot, called Woebot, developed to help you boost your mood or through an online hub of interactive courses from This Way Up.

## CALM KID CENTRAL

Calm Kid Central is an exclusive online educational support program available to eligible HCF families with kids aged four to 11 years old who need help with big feelings and emotional challenges. The fun program supported 240 eligible families by offering kids tools to act bravely and confidently, behave in positive ways, develop good friendships, and manage tough life situations like the impact of COVID-19.

## COACH

The COACH Program is a six-month phone coaching program designed to help manage diabetes and heart-related health conditions for eligible members. Participants gain confidence in their recovery and the program supports them to identify gaps in their treatment plan and guides them on their journey to better health.

## HEALTHY WEIGHT FOR LIFE

Carrying extra weight can take a toll on our bodies – both physically and mentally. Our *Healthy Weight for Life* programs helped 1,790 eligible members who needed weight management support and were at risk of developing chronic disease or were already living with type 2 diabetes, chronic heart conditions or osteoarthritis.

## HELLO SUNDAY MORNING

Hello Sunday Morning's Daybreak app helps people understand the triggers causing them to drink alcohol. And our members got a higher level of access to Daybreak's clinical team compared with non-members, as well as extra help and resources.



**2,000**  
MEMBERS REGISTERED FOR  
THE DAYBREAK APP

## FREE SKIN CHECKS

We've partnered with Australia's leading melanoma detection service, MoleMap Australia. We're helping members take action early with a free 15-minute skin check at participating HCF branches performed by a MoleMap melanographer who'll forward the image to a dermatologist for diagnosis.

## Almost 1 in 6

LESIONS REVIEWED BY A DERMATOLOGIST  
IDENTIFIED AS CANCEROUS

## SLEEPWELLBABY

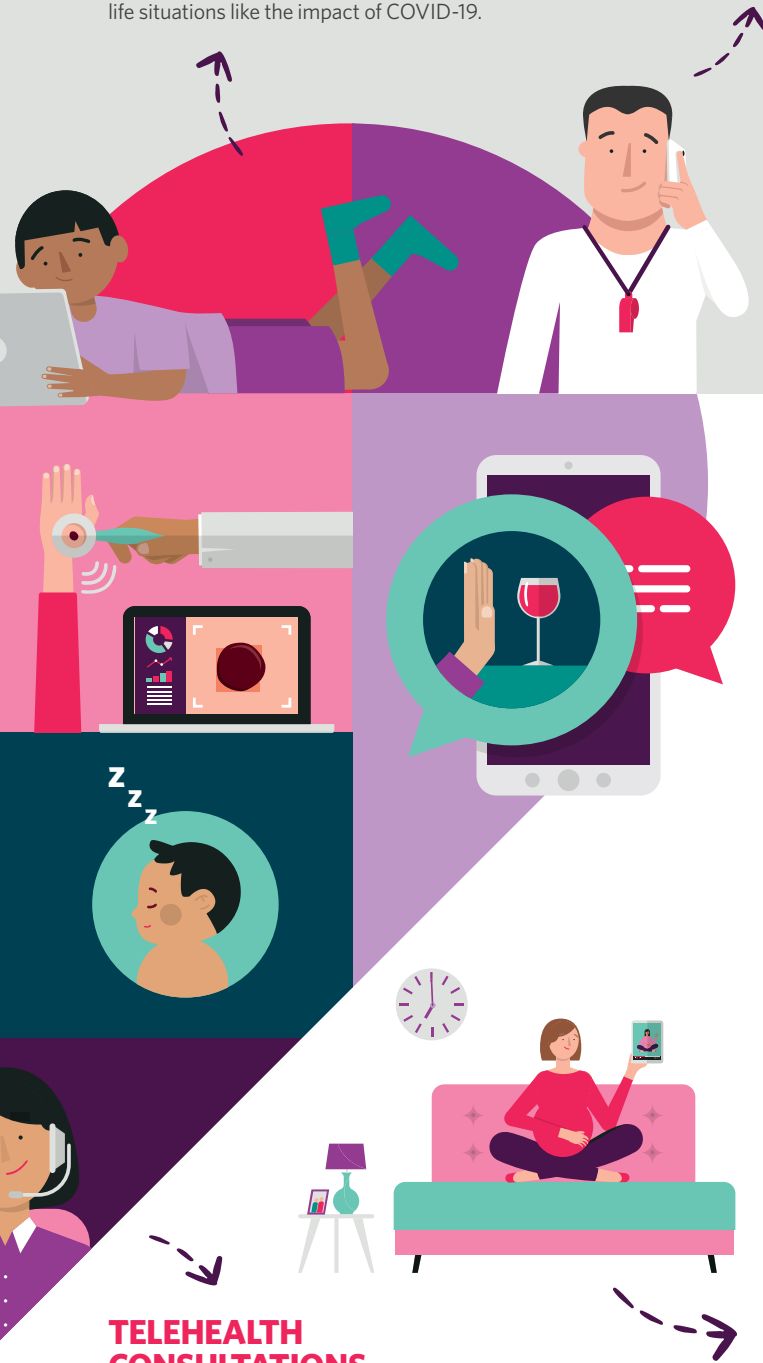
A collaboration between the 100-year-old not-for-profit child and family health organisation Tresillian, digital health company Sleepfit, and HCF, the SleepWellBaby app has been designed to provide parents with guidance on daily rhythms, sleep and settling tips, breastfeeding and nutrition advice for newborns to toddlers up to three years of age.

## BIRTH BEAT

Birth Beat is a 100% online childbirth education course delivered by a registered midwife and HCF-recognised childbirth educator. The program helps eligible members prepare for a safe and empowered birth experience and beyond.

## TELEHEALTH CONSULTATIONS

With the reduction in face-to-face services, our range of telehealth options meant eligible members could still claim on extras like dietetics, exercise physiology, occupational therapy, psychology, podiatry and physio from HCF-recognised providers, from the comfort of their home.



# A trusted partner IN HEALTH

Our members know that to HCF, they aren't just a number, they can expect a human touch. They know that in good times and bad they can count on us. We'll be there to guide them to the quality care that's right for them, at the right time.

## TREATMENTS AT HOME

To help eligible members return home from hospital faster, we chose to pay for them to receive essential treatments from HCF-contracted providers, including IV antibiotics, IV chemotherapy, and complex wound care, in their home. We also provided an at-home rehabilitation program after a hip or knee replacement through contracted providers, allowing eligible members to go home after surgery instead of being admitted to hospital for rehab.

**\$4.6m**  
PAID FOR MEMBERS' TREATMENT AT HOME

**1,800**  
MEMBERS TREATED AT HOME

**13,200**  
TREATMENTS GIVEN TO MEMBERS AT HOME INSTEAD OF GOING TO HOSPITAL



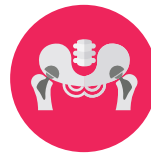
## PREPARING FOR HOSPITAL

Going to hospital can be a source of anxiety for our members. Our Preparing for Hospital tool gives peace of mind with information and explainer videos on 47 common procedures, like knee and hip replacements, IVF and cataracts. This resource helps members make informed decisions, ask the right questions, and find out what they need to know and do, before they head to hospital.



## STAND UP TO JOINT PAIN

This personalised online and telehealth pre-hab program developed by physiotherapists provides strategies to manage pain, build muscle strength and increase mobility for eligible members who are waiting on knee and hip replacement surgery.



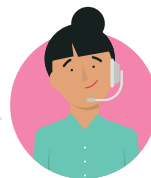
## NURSE HELPLINE

Our nurse helpline connected 457 members with experienced nurses for support and advice on a range of health questions and concerns, as well as helpful resources.



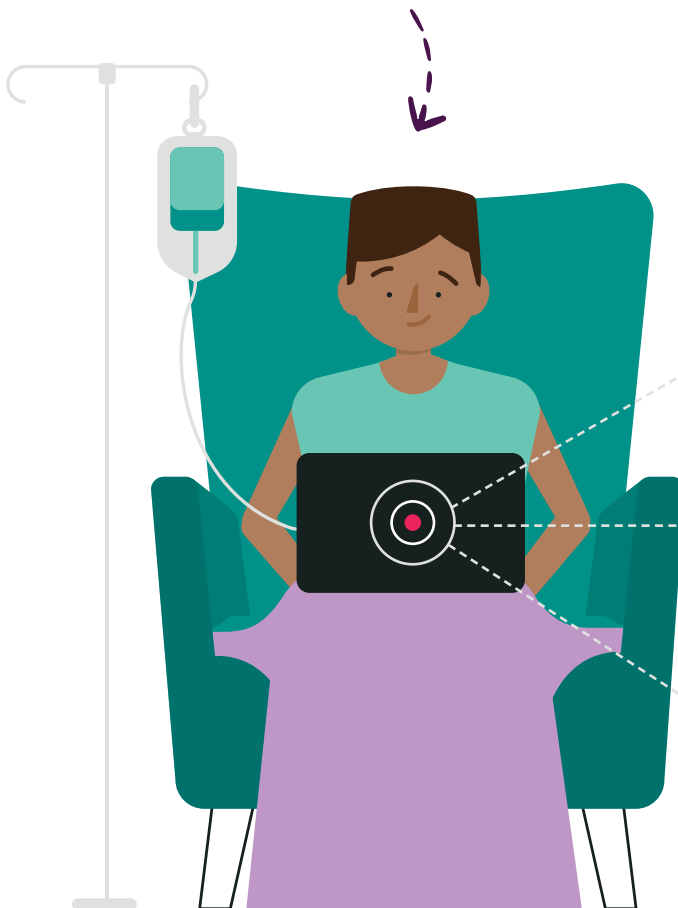
## SECOND OPINION SERVICE

We help eligible members get a free confidential second opinion on their health condition from a network of local, independent medical specialists, after eligible members have had an initial specialist consultation.



## GP2U

Through our partnership with GP2U members received 559 telehealth consultations for a range of services. For added support and assurance, members can choose to see the same GP each time they use the service.



## DENTAL AND EYECARE CENTRES

Affordable dental and eyecare are important to our members, and our seven combined Dental and Eyecare Centres and eight Dental Centres give them access to high-quality treatment with 100% back on a range of popular services. During COVID-19 lockdowns, our Dental and Eyecare Centres remained open for emergency exams and treatments, providing trusted, quality care when needed most.



We extended support to more members by opening a new Dental Centre in Campbelltown and refurbished our Dental and Eyecare Centres in Parramatta, Blacktown and Hurstville. We also maintained our ISO accreditation through commitment to best practice health and safety standards.

**553,200**  
GAP-FREE SERVICES PROVIDED AT HCF DENTAL OR EYECARE

**226,300**  
MEMBER VISITS TO AN HCF DENTAL OR EYECARE CENTRE

**289,300**  
MEMBER CALLS ANSWERED BY OUR HCF DENTAL TEAMS

**903**  
MEMBERS VISITED AN HCF DENTAL OR EYECARE CENTRE EACH DAY ON AVERAGE

## HERE FOR OUR MEMBERS

We're committed to meeting the changing needs of our members, giving them options to interact with us in the ways they prefer. While we've seen a significant increase in members choosing to do business with us online and over the phone, maintaining a strong branch network ensures we can continue to deliver the uncommon level of service we're known for.

We were also recognised by the Customer Service Institute of Australia for the ninth year in a row with first place for Service Excellence - Large Contact Centre in the Australian Service Excellence Awards.

**44**  
RETAIL CENTRES ACROSS THE COUNTRY

**3**  
CALL CENTRES



## STILL #1 IN MEMBER SATISFACTION

At HCF our members are at the heart of everything we do, which is why we measure ourselves on Customer Satisfaction - a metric that charts how well we deliver on what we promise to our members. In May 2021, we ranked number one, again, in customer satisfaction of the four major health insurers and the percentage of members who say they're 'very satisfied' with HCF has improved steadily.

 **203,400**  
HOURS SPENT ON THE PHONE WITH MEMBERS

 **1.3m**  
CALLS ANSWERED

 **131,500**  
EMAILS ANSWERED

## HAPPY TO HELP

Our award-winning call centres are based in Australia and our frontline teams go above and beyond to help our members navigate their cover and guide them to the programs and services that are right for them.



## REDESIGNED ONLINE EXPERIENCE

We're always looking for ways to help our members manage their membership. We're constantly improving our online member services portal and the My Membership app to make life a little easier.

**539,300**  
MOBILE APP CLAIMS

“Our aim is to go *above and beyond* for our members. We want them to be able to claim for the treatments that matter to them, and we want to make sure they're getting treatment that works.”

**Julie**  
Head of Ancillary Benefits

# More than just a HEALTH FUND

We're more than just a health fund – we offer a range of protection, all in one place. If it's protection for the unexpected costs of recovery or your fur baby's needs, we can help keep you covered. It means our member experiences are more connected and our conversations about their needs are holistic.

## RECOVER COVER\*, THAT'S UNCOMMON CARE

For 40 years we've been giving members an extra layer of protection through our life insurance offering. We know having an accident or falling ill can be some of life's unexpected stresses, but what can be even more unexpected and stressful are the costs to recover after you leave hospital. Our unique Recover Cover range can help cover the costs that come with recovery. Affordable and easy to claim, members receive a fast cash payment once we receive all the information we need, so they can recover their way. Recovery taken care of – that's uncommon.

**231,600**

RECOVER COVER POLICIES HELD  
BY OUR MEMBERS

**\$14.1m**

CLAIMS PAID TO MEMBERS

**89%**

OF RECOVER COVER CLAIMS PAID

**79%**

OF CLAIMS PAID WITHIN TWO WEEKS

**40+ years**

SUPPORTING MEMBERS WITH LIFE INSURANCE

\* Recover Cover products are issued by HCF Life Insurance Company Pty Ltd. ABN 37 001 831 250, AFSL 236 806 (HCF Life). HCF Life is a wholly owned subsidiary of The Hospitals Contribution Fund of Australia Limited, ABN 68 000 026 746, AFSL 241 414 (HCF). The premiums for the life insurance products are paid to HCF Life. HCF distributes these covers and receives commission from HCF Life for their sale of 40% of the first year's premium plus an additional commission of 80% of HCF Life's underwriting profit each year calculated as premiums less claims and expenses. HCF's staff receive an incentive depending on the annual premium of these products which they sell. This will not exceed 15% of the first year's premium.

We do not provide any advice based on any consideration of your objectives, financial situation or needs. Terms, conditions, limits, and exclusions apply. Before making a decision, please consider the relevant Product Disclosure Statement, Target Market Determination and Financial Services Guide available at [hcf.com.au/lifeinfo](https://www.hcf.com.au/lifeinfo)

“ My recovery was really important so I could get back to playing soccer and living my life – Bounceback Cover made getting back on the field a lot easier. It was a great feeling knowing I was covered for unexpected costs like booking an Uber and going to the physio a couple times a week. ”



**Jai**  
HCF Member

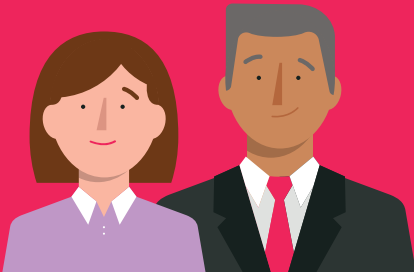




## CORPORATE PARTNERS

Our corporate partners receive a high level of personalised care and service at work and beyond.

Better wellness outcomes for all Australians is our core focus and we've delivered a range of tailored initiatives to improve the health of employees and stay ahead of their changing wellness needs.



# 16,900

NEW CORPORATE AND REFERRER POLICIES

# 588

CORPORATE PARTNERS

# 1,440

CORPORATE MEMBERS TOOK PART IN WELLBEING WEBINARS AND SURVEYS ACROSS 37 CLIENTS

## AWARD-WINNING COVER

Australia's biggest financial comparison site, Canstar, awarded us its National Award for Outstanding Value Health Insurance for the sixth year in a row (2016-2021).

We were also recognised for 15 state-based awards, more than any other fund:

- Hospital cover in NSW, NT, Qld, SA, WA & Tas
- Extras cover in NSW, NT, Tas and WA
- Hospital & Extras package in NSW, SA, NT, Tas and WA.



## HEALTH COVER FOR OVERSEAS VISITORS

For the last decade, we've given peace of mind to non-Australians visiting and working here and the confidence to access affordable health services when they need them.

Members with Overseas Visitor Health Cover (OVHC) were looked after during the COVID-19 pandemic, as we extended outpatient services to members on OVHC Basic cover and delayed a premium increase for Accident Only Basic cover.

# 3,300

OVHC MEMBERS



# 160+

LANGUAGES SPOKEN ON OUR OVHC 24/7 HELPLINE

## PET INSURANCE<sup>^</sup>

Our partner, PetSure, offered a range of COVID-19 support services to our members, including premium waivers, to help their pets remain covered during these difficult times.

# 12,500

PETS COVERED

## MOST POPULAR PETS COVERED

# #1

CANINE: CAVOODLE

# #1

FELINE: DOMESTIC SHORT HAIR

HCF  
THANK  
YOU

## EVERYDAY SAVINGS TO HELP MAKE A DIFFERENCE

As a not-for-profit health fund, we want members to save money wherever they can. To reward their trust, our loyalty program, HCF Thank You, gives eligible members access to offers and discounts to make life a little easier. Members have saved on everyday essentials like groceries and fuel as well as little luxuries for the whole family from some of Australia's leading retail brands. We continue to explore new ways to give back to our members to help them look after their health.

# \$1.7m

SAVED BY MEMBERS

# 143,000

REWARDS REDEEMED

# \$1,476

A YEAR COULD BE SAVED BY MEMBERS THROUGH HCF THANK YOU<sup>+</sup>

<sup>+</sup> Based on average household spend using discounted e-gift cards.

<sup>^</sup> Please note HCF Pet Insurance is a general insurance product and is not part of the health insurance business of The Hospitals Contribution Fund of Australia Limited ABN 68 000 026 746 AFSL 241414 (HCF). Please do not assume that pet insurance and health insurance are similar. HCF Pet Insurance is issued by The Hollard Insurance Company Pty Ltd AFSL 241436, distributed and promoted by HCF, and administered by Petsure (Australia) Pty Ltd AFSL 420183.

We do not provide any advice based on any consideration of your objectives, financial situation or needs. Terms, conditions, limits, and exclusions apply. Before making a decision, please consider the relevant Product Disclosure Statement, Target Market Determination and Financial Services Guide available at [hcf.com.au/petinsurance](http://hcf.com.au/petinsurance). If you purchase this insurance, HCF will receive a commission that is a percentage of the premium. Please contact us if you would like further details.



# Uncommon PEOPLE

At HCF, our purpose is to bring our human touch to healthcare, and this extends to the way we support and develop our people. We're creating a connected, inclusive culture where our people can grow and tap into their uncommon to achieve the best for themselves and our members.

## NEW WAYS OF WORKING

COVID-19 was the catalyst for us to develop new ways of working and adopt a more flexible hybrid working model. We empowered our people with the tools, resources and technology they needed to keep working from home, while keeping our members' data safe and secure. When we could come back into our offices, we offered flexible working options. Our Dental and Eyecare Centre teams continued to serve our members on a rotational basis, with clear measures in place to protect the health and safety of members and colleagues.



## CREATING A HEALTHY, CONNECTED WORKPLACE

With most of our people working remotely and facing new challenges, we continued our strong focus on maintaining a healthy and safe workplace. It was most important for us to provide the space for our people to stay connected, both in the office and at home.

To give our people practical tools and resources to take care of their overall wellbeing, we published regular 'Wellbeing Wednesday' communications, highlighting the importance of self-care, access to support services and healthy work practices including access to:

- Employee Assistance Provider for free and confidential counselling
- qualified psychologists and personalised support through our partner PSYCH2U
- subsidised product offerings
- ongoing guidance on lifestyle factors like nutrition, sleep, exercise, stress and mindfulness.

We also supported a range of initiatives to encourage ongoing conversations around mental health and promote an active lifestyle.



“ IN OUR CALL CENTRES WE ADOPTED A PHASED **HYBRID WORK MODEL** TO BALANCE THE NEEDS OF OUR PEOPLE AND MEMBERS. THE TEAM TOLD US HOW IMPORTANT OUR FACE-TO-FACE INTERACTIONS WERE, WITH CLOSE TO **85%** PREFERRING A SPLIT BETWEEN THE OFFICE AND HOME. WE MADE SURE WHOLE TEAMS COULD BE IN THE OFFICE TOGETHER ON THE SAME DAYS CREATING THE OPPORTUNITY FOR IN-PERSON COLLABORATION, TEAM HUDDLES AND ONGOING COACHING. ”

**Belinda**  
Head of Call Centre Operations

**73**

EMPLOYEES USED OUR EMPLOYEE ASSISTANCE PROVIDER

**96**

EMPLOYEES WERE SUPPORTED THROUGH HEALTHY MINDS BY PSYCH2U

**227**

EMPLOYEES PARTICIPATED IN THE 10,000 STEPS CHALLENGE

## EMPLOYEE ENGAGEMENT

We're strengthening our organisational culture and have seen a significant increase in our overall employee engagement and leadership scores, reflecting the continued support and flexibility we've shown to employees during the pandemic.

Our employee opinion survey results demonstrate we've improved in the last year.



↑4%

INCREASE IN LEADERSHIP EFFECTIVENESS

↑5%

INCREASE IN RISK AWARENESS

## PROUD OF OUR UNCOMMON DIFFERENCE

We believe in the power of a diverse and inclusive workplace, where everyone can bring their whole self to work. Diversity of thought helps challenge our thinking, through new perspectives and ideas that ultimately lead to better experiences for our members. Our four Diversity Employee Reference Groups are one of the ways we champion an open and inclusive culture:

- Gender equality
- Disability
- Thrive - LGBTIQ+
- Aboriginal and/or Torres Strait Islander.

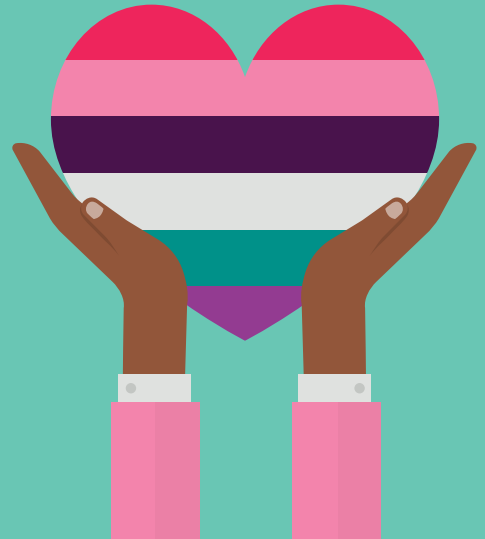
APPROXIMATELY

12%

OF HCF EMPLOYEES ARE CLINICALLY QUALIFIED

56%

OF OUR EXECUTIVE TEAM ARE WOMEN



## BUILDING A CULTURE OF LEARNING

We've invested in our leadership teams to ensure they're equipped to guide and support our people to reach their career goals. We're helping team members expand their skill sets and develop personally through LinkedIn Learning to build on areas like confidence, communication and resilience, as well as broadening their on-the-job experience through transfers, secondments or promotions.

22%

OF EMPLOYEES RECEIVED AN INTERNAL TRANSFER, SECONDMENT OR PROMOTION

11,500

ONLINE TRAINING MODULES COMPLETED

76

LEADERS COMPLETED LEADERSHIP AND MANAGEMENT TRAINING



“ I'm proud to be part of an organisation that **BELIEVES** in the power of **Teamwork** because we know that we have a better chance of reaching our **GOALS** together, **much** more than any one of us can alone.

”

**Keith**  
Learning & Leadership Development Manager

# Reshaping the future OF HEALTH

**We're flipping insurance on its head, finding flexible new ways to protect the health and wellness of Aussies. We're also helping to reshape the health system through innovative partnerships and our investment in improving healthcare delivery for all Australians.**

“ I THOUGHT I WOULD BE WAITING. BUT THEN I SAW THE PAYOUT IN MY BANK ACCOUNT AND THOUGHT WOW THAT WAS REALLY FAST! ”

**Jake, Flip member**

Activities: climbing, cycling & all-round adventure



## ON-DEMAND INJURY COVER



### FLIP: A NEW CATEGORY OF COVER

This year we launched Flip. It's how we're reimagining wellness protection – empowering adventurous Aussies to keep doing the things they love by giving them access to flexible, affordable injury insurance that can be turned off or on at any time. Australia's first form of on-demand life insurance, Flip offers uninsured Aussies a unique, alternative to health cover, whether you're looking for peace of mind for a week or just the weekend.

We want Flip to be at the forefront of active Aussies' minds as the platform to inspire, discover and enhance their adventure activities with quality protection that doesn't break the bank. It's cover designed to cut through the complexity, with no lock-in contracts, fast cash payments and cover for the common injuries most relevant to the young and active. As Australia's largest not-for-profit health fund backing Flip is another way we're pioneering new and innovative forms of protection that make quality care accessible to more Australians.

Flip advice is general in nature. We don't take into account your personal circumstances, so please consider how appropriate Flip is for you before deciding to buy. Learn more, and consider the PDS and TMD available at [getflip.com.au](https://getflip.com.au). You can also contact us at [help@getflip.com.au](mailto:help@getflip.com.au)

HCF Life Insurance Company Pty Ltd ABN 37 001 831 250, AFSL 236 806 (HCF Life) is the issuer of Flip Insurance. Flip Insurance Pty Ltd ABN 71 648 680 960, ARN 001288198 (Flip Insurance) is a wholly owned subsidiary and authorised representative of HCF Life. HCF Life is a wholly owned subsidiary of The Hospitals Contribution Fund of Australia Limited ABN 68 000 026 746, AFSL 241 414 (HCF), and acts on its own behalf.

Premiums for Flip cover are paid to HCF Life. HCF receives commission of 80% of HCF Life's underwriting profit each year calculated as premiums less claims and expenses. Flip Insurance may receive remuneration from HCF Life for the financial services it provides in relation to Flip cover. Flip Insurance and HCF Life employees receive a salary, paid by HCF Life, for the financial services they provide in relation to Flip cover. In addition, HCF, HCF Life and Flip Insurance employees may also receive an incentive depending on the total revenue and profitability of the products which they sell. The portion of this attributable to Flip products will not exceed 10% of HCF Life's premium revenue earned from Flip cover.

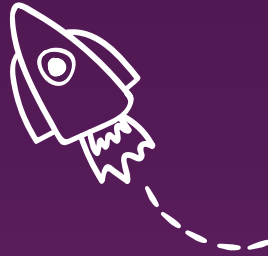


## CATALYST: INVESTING IN INNOVATION

For over 6 years our Catalyst program has given health-tech businesses the opportunity to receive mentorship from seasoned entrepreneurs to get their healthcare innovations off the ground. Since we launched Australia's first and longest-running corporate-supported health-tech accelerator program, we've provided mentoring, advice and funding to startups and scaleups across many areas, including mental health, telehealth and skin cancer.

# 55

STARTUPS & SCALEUPS SUPPORTED SINCE INCEPTION



## 2021 CATALYST SNAPSHOT



**AGORA** is the first social prescribing and psychosocial navigational platform that generates personalised referral recommendations for patients presenting with mental health concerns.



**HealthLaunch** connects patients with their healthcare providers through a single sign-on platform.



**Family HQ** is a family health app that provides central tracking of individuals' specific health information.



**Chology** is Australia's top telehealth psychological and educational testing service for school-aged children.



**Skin Check Champions** is launching the world's first targeted, AI-assisted national skin check program.

## HEALTH SERVICES RESEARCH

Celebrating 21 years of contributions to healthcare research, the HCF Research Foundation was established to drive research, enquiry and innovation in the delivery of healthcare for the benefit of all Australians.

The Foundation launched a new strategy this year and is embarking on a series of new projects, funding an extra nine research teams in 2020-21 to develop new models that encourage the right care in the right setting and promote the best outcomes for patients.

# \$22.5m

INVESTED IN HEALTH SERVICES RESEARCH SINCE INCEPTION

# \$1.3m

INVESTED IN FY2020-21

# 9

KEY HEALTH SERVICES RESEARCH PROJECTS FUNDED

## SELF-CARE ALLIANCE

We continued to provide thought leadership beyond the Foundation as a founding member of the Australian Self-Care Alliance, contributing to the watershed report, *Self-care for Health: A National Policy Blueprint*.



# Sharing what WE KNOW

We make it easier for members to take control of their health by giving them the tools for success. We also want to help our members understand the health system so they can get the best from their life and their cover and inspire them to make health a priority.

## FREE MEMBER HEALTH MAGAZINE

Knowledge is power when it comes to staying on top of, and making informed decisions about, health. Our *Health Agenda* magazine gives members insightful tips and actionable advice to boost physical and mental wellbeing and explores real-life stories of Uncommon Care from our members.

**78,000**

HEALTH AGENDA MAGAZINE READERS

**↑8%**

INCREASE IN HEALTH AGENDA MAGAZINE READERS

## HEALTH AGENDA ENEWSLETTER

Our monthly digital *Health Agenda* newsletter builds on the knowledge shared in our member magazine with the latest advice on healthy living, healthcare news and achieving a balanced lifestyle.

**563,800**

HEALTH AGENDA NEWSLETTER READERS

**↑6%**

INCREASE IN HEALTH AGENDA NEWSLETTER READERS

## ONLINE HEALTH HUB

To deliver on our ambition to demystify private health insurance and engage readers around issues that matter, our *Health Agenda* hub gives readers access to an online library of hundreds of articles answering the health questions we know Aussies are asking. We focused on topics relevant to members' current experience and areas where our health and wellbeing programs offer an extra layer of support, including adult and children's mental health and alcohol habits.

**↑19%**

GROWTH IN PAGE VIEWS ON OUR HEALTH AGENDA HUB





## BRAND SPONSORSHIP: THE PROJECT

Our brand sponsorship with Channel 10's *The Project* was another way we raised awareness around health topics that concern all Aussies. Partnering with Navigating Parenthood podcast host Jess Rowe, we addressed topics that included the challenges of parenting, looking after our minds and bodies, and managing our relationships with alcohol. The sponsorship also allowed us to demonstrate the value of health cover and the Uncommon Care we show our members through a range of tools and benefits to support their lifestyles and the issues they care about.

**39,000**  
NEW VISITS TO OUR WEBSITE

## NETBALL PARTNERSHIP

Through our partnership with Netball Australia, we empower Aussies of all ages to lead healthier lives both on and off the court. Despite the ongoing challenges of COVID-19, HCF and Netball have remained United by Uncommon Care, finding new and meaningful ways to provide value and connection to the netball community. We've only been able to do this because of all the people that make this possible - the Team Behind the Team. The coaches, managers, club volunteers and parents who go above and beyond each week to support the netball community.

“Teaching the girls about ‘team behind the team’ is a great opportunity to share the importance of team sport growing up. Netball for so many, is a really great place to learn how to be a good human, and Ballina Netball Association has been an important part of that for me.”

**Liz Ellis AO**  
Former Australia Diamond Captain & Coach of U10s at Ballina Netball Association



## NAVIGATING PARENTHOOD PODCAST - IMPERFECT PARENTS

In 2021 we proudly delivered season three of our Navigating Parenthood podcast - Imperfect Parents. Members and all Australians can listen to host Jess Rowe in discussion with parents and expert psychologist Lydia Black about the struggles and juggles of raising happy, healthy kids.

**8,080**

EPISODE LISTENS ACROSS THREE SEASONS

**808**

LISTENS OF OUR MOST POPULAR EPISODE - SINGLE MUM BY CHOICE: WHY I CHOSE A SPERM DONOR





 [hcf.com.au](https://www.hcf.com.au)

