

A Comprehensive Approach to Succeeding in Medical Tourism

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Todd Fitz
Principal | Director of Healthcare Consulting

Questions about HOK's services or the content of this presentation should be directed to:

Todd Fitz
Principal | Director of Healthcare Consulting

HOK
todd.fitz@hok.com
t +1 312 254 5322 m +1 646 387 7867 f +1 312 782 6727
60 East Van Buren, 14th Floor | Chicago, IL 60605 USA

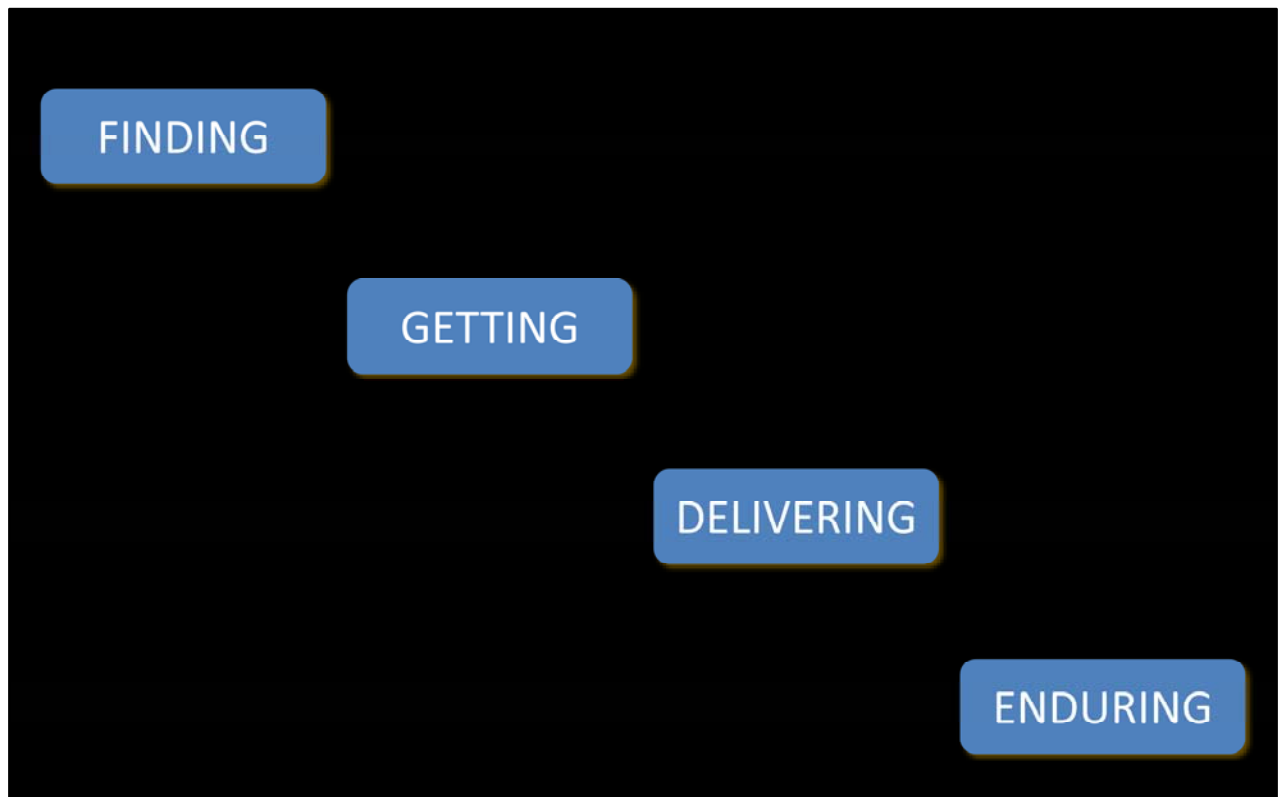
Bio

Todd is a Principal and the Director of Healthcare Consulting at HOK. In this role, he is responsible for developing and implementing HOK's global health care consulting strategy. In his 15+ years of health care experience, Todd has developed expertise in finance, strategy and operations and worked in a variety of settings, including academic medical centers, community hospitals, insurance organizations, government agencies, physician groups and medical device companies.

Todd's recent work includes technology assessment and planning for a national health system, clinical strategy and hospital concept development for a greenfield medical tourism hospital in SE Asia, program validation for Sweden's major teaching hospital, strategic master planning for a 140 acre health and wellness campus, and service line strategic planning for hospitals and health systems. His goal is to help clients effectively address a wide range of strategic, operational and financial challenges and opportunities in the context of a rapidly evolving health care market.

Prior to joining HOK, Todd was instrumental in the development of the healthcare consulting practices at Sg2 and Huron Consulting Group. These efforts involved product development, sales, project delivery and staff education and resulted in significant revenue and staff growth. Todd's prior experiences also include tenure at Cap Gemini Ernst & Young and the Rush System for Health.





Organizations that continually excel across these four key areas have shown an ability to create sustainable success – that is create a platform for growth, performance and branding.

Finding the patients = Identifying the market potential, your target markets and strategy

Getting the patients = Making sure those target patients make it to your organization (facilitation, contracting, logistics)

Delivering the care = right services, right amenities and high quality

Enduring = Adjusting to market conditions and maintaining a constant state of performance improvement

If you build it, they will come...



There was a movie from many years ago that repeated the phrase “if you build it they will come”

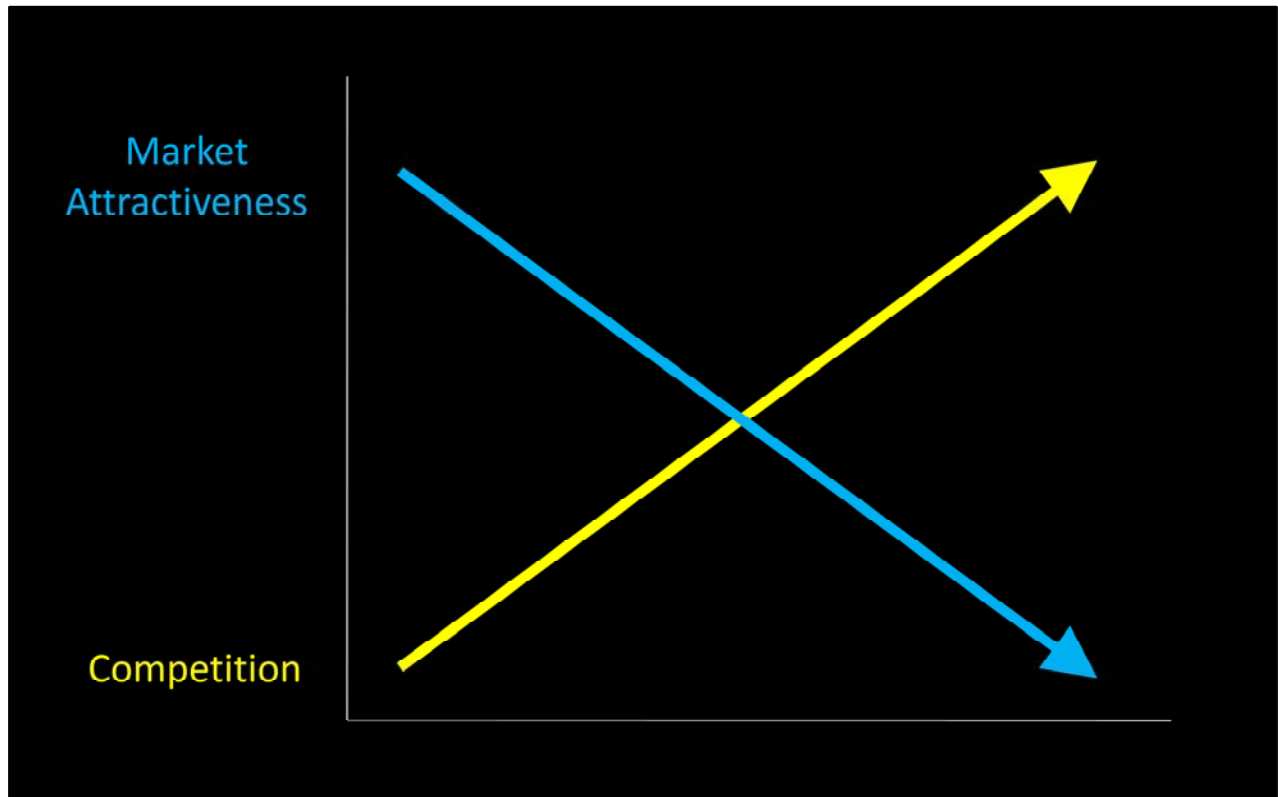
Contrary to popular belief, this is not the path to successful medical tourism projects

Medical tourism from the US could jump by a factor of ten in the next 10 years

Over 50 countries are pursuing medical tourism as an opportunity

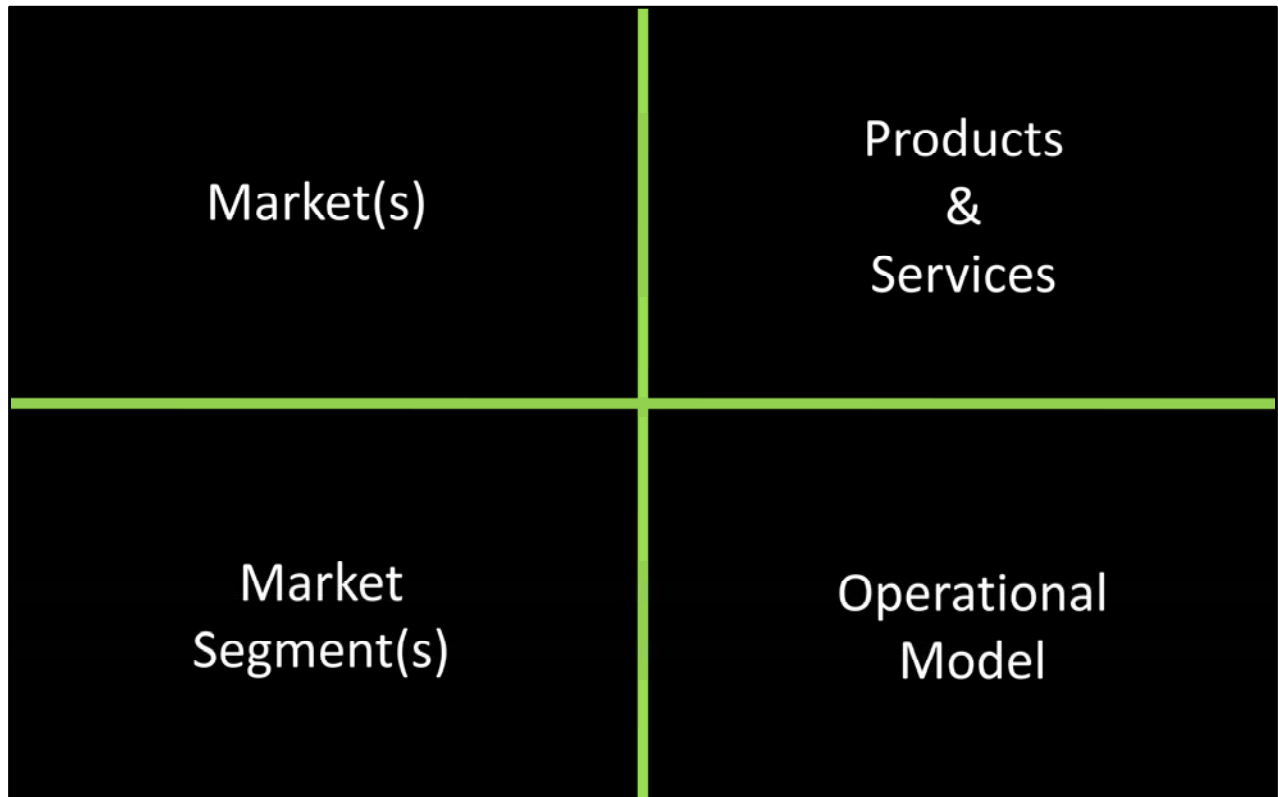
Over 2,000 people attended the last Medical Tourism Conference in Los Angeles

While demand is rising, so to is the interest of countries and providers around the world. Finding growth will take more than building an attractive facility filled with high technology (although that isn't a bad start)



As competition continues to increase, the ability to succeed is reduced. This is countered by:

1. Identifying new markets
2. Offering a differentiated product
3. Reducing competitors in market (e.g. government rationing)



Establishing a strong strategic vision will provide the foundation for aligning limited resources to achieving the organizational goals. What do you provide, who do you provide it to and how does your business model optimally support the effort?

What is Your 'Angle'?

We provide high-end, technologically advanced cancer services to our expat community

We provide ultra low-cost services to patients paying out-of-pocket

We provide comprehensive cosmetic procedures in a spa-like setting

We offer high-amenity obstetrics care in a home-like atmosphere

We offer high quality, leading outcome orthopedics services as a lower-cost alternative to private insurance members

Many organizations find success in carving out very specific market/service segments. This approach allows for differentiation in customers minds. However, the target segments and the execution strategy have to be strong enough to support the growth.

Daewoo Electronics, Daewoo International America and Woori America Bank Sign Medical Travel Benefit Contract with Patients Without Borders — 19 January 2010



Identifying who your customers are and focusing business development will further strengthen your effort.

Potential clients might include:

- Patients
- Insurers
- Employers (self insured)
- Referring physicians, particularly in primary care
- Governments
- Medical tourism facilitators
- etc.,

Over 2/3 use the Internet to gather Health Information

Home & News | Health A-Z | Drugs & Supplements | Healthy Living | Eating & Diet | Parenting & Pregnancy | Mental Health | Pet Health

March 08, 2010

WebMD
Better information. Better health.

Search

Other search tools: Symptoms | Doctors | Videos

Log in | Register

Health Conditions

- ADHD
- Allergies
- Anxiety Disorders
- Arthritis
- Asthma
- Back Pain
- Bipolar Disorder
- Breast Cancer
- Cancer
- Cholesterol
- Cold & Flu
- COPD
- Depression
- Diabetes
- Fibromyalgia
- Heart Disease
- Heartburn/GERD
- Hypertension
- Incontinence/OAB
- Migraines
- Osteoporosis
- Rheumatoid Arthritis

The Amazing Artichoke
This versatile veggie shows up in dips, sandwiches, even on pizza. And it's good for you too! Here's why.
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Want Flat Abs?
Here are the exercises to do.

Artichokes
Why this versatile veggie is good for you.

Breathlessness
Trouble breathing? Take this health check.

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Discussions | Tips | Resources | Experts
Get help. Give help. Exchange information with experts and others like you.
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Given a large and increasing portion of patients research health information online, coupled with the relative unknown nature of foreign providers, the organization's web presence needs to be first rate.

Beyond the presence, the ability to interact electronically is critical. In a recent study we did for a major US hospital in medical tourism. We queried 10 competitors via email posing as a patient to get information on procedures and cost. Several providers did not respond at all, and many that did provided only partial information. This is lost business in the real world.



PPAC SERVICES

- ▶ Doctor referral and appointment
- ▶ Emergency care
- ▶ Non-emergency care
- ▶ Air evacuation and repatriation (Worldwide)
- ▶ Flight arrangement and extension
- ▶ Hotel/ service apartment booking
- ▶ Airport transfer services by Ambulance/ limousine
- ▶ Advice on cost estimates
- ▶ Medical financial counseling
- ▶ Language interpretation assistance
- ▶ Visa application and extension
- ▶ Special F&B, religious arrangement
- ▶ Local sightseeing tours arrangement

OUR LOCATIONS

 Bangladesh	 Brunei	 Cambodia	 Canada	 China	 India	 Indonesia	 Malaysia
 Mongolia	 Myanmar	 Pakistan	 Philippines	 Russia	 Saudi Arabia	 Singapore	 Sri Lanka
 U.A.E.	 Ukraine	 Vietnam					

Some organizations have built very robust departments for facilitating the interactions and servicing of patients up to and after the hospital encounter. They have developed country specific approaches to account for cultural and market opportunities.



Finding and getting the patients to the door is only half the challenge. One particular aspect of care delivery that will continue to be challenging is the staffing – staff and physician shortages are increasing globally. This is compounded by the challenge of finding physicians that can deliver the level of quality and patient interaction necessary.



Healthcare is technology and capital intensive. Increasingly technology improvements are being funded out of operating returns. This increases the need for operational efficiency – you may not be the lowest cost provider in the world, but you need to be lowest cost possible to generate returns for reinvestment.

Royale Hayat Hospital Orchid Suite

130 sq. metres
Reception area
Guest room and bathroom
Kitchen
IDD Telephone
Baby Monitoring via TV
Baby Security



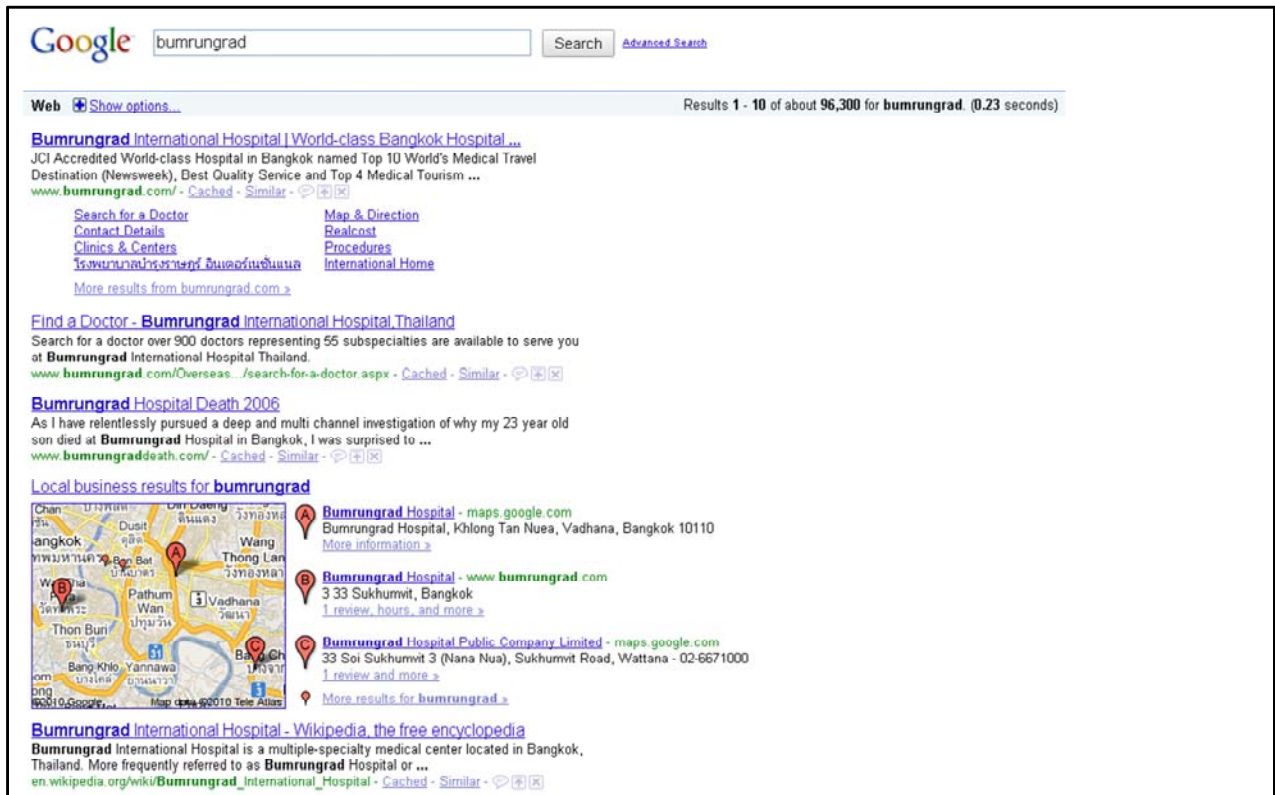
Patient environment – what is the right level given the target market? When does it become financially unsustainable.

Toyota says recall issue could end up costing it \$2 billion



Quality has to be first and foremost on the agenda. Not just organizational performance, but also individual physician performance. Patients, insurers and travel facilitators want to know the abilities of the specific individuals providing care. JCI accreditation is just the minimum requirement. What is your organization doing to measure, improve and track a wide range of quality metrics?

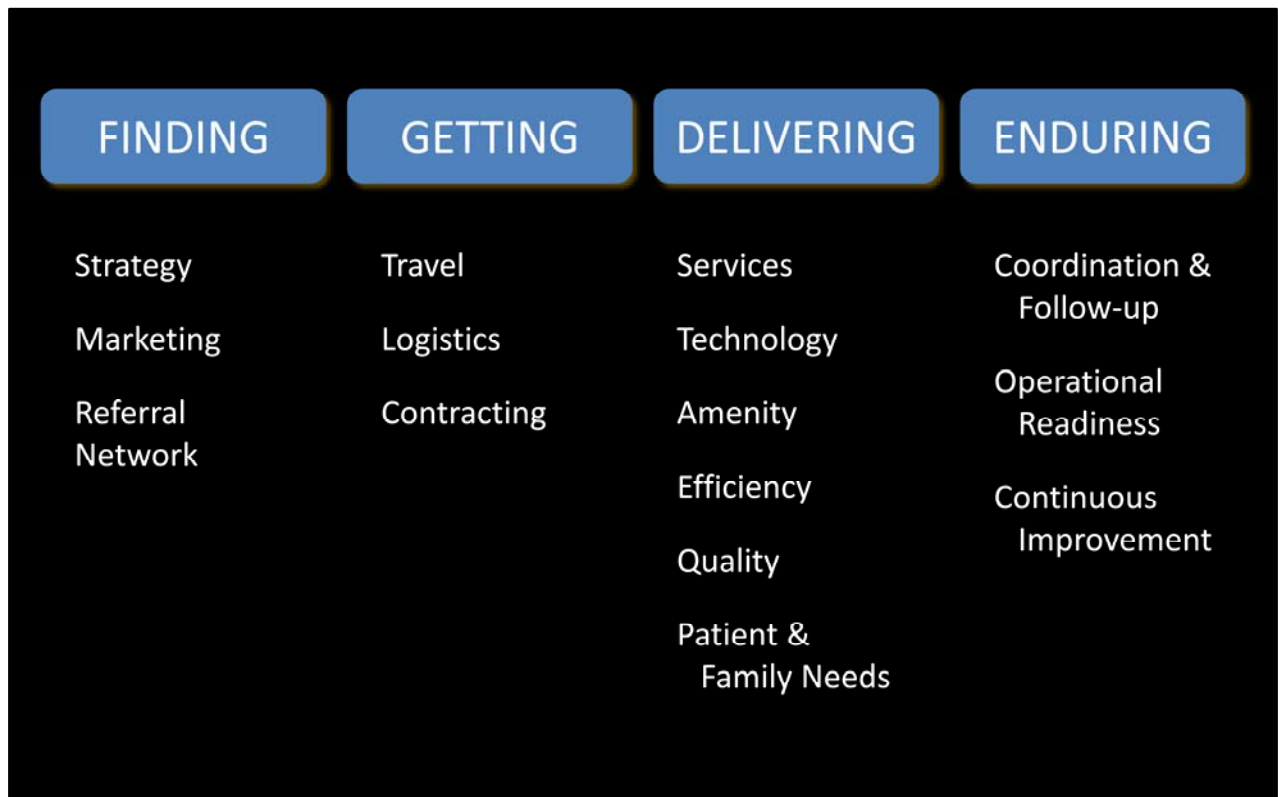
Case and point – Toyota built a brand around low cost and high quality. Failure to maintain this level of performance as evidenced with the recent recalls is estimated to cost the company more than \$2B



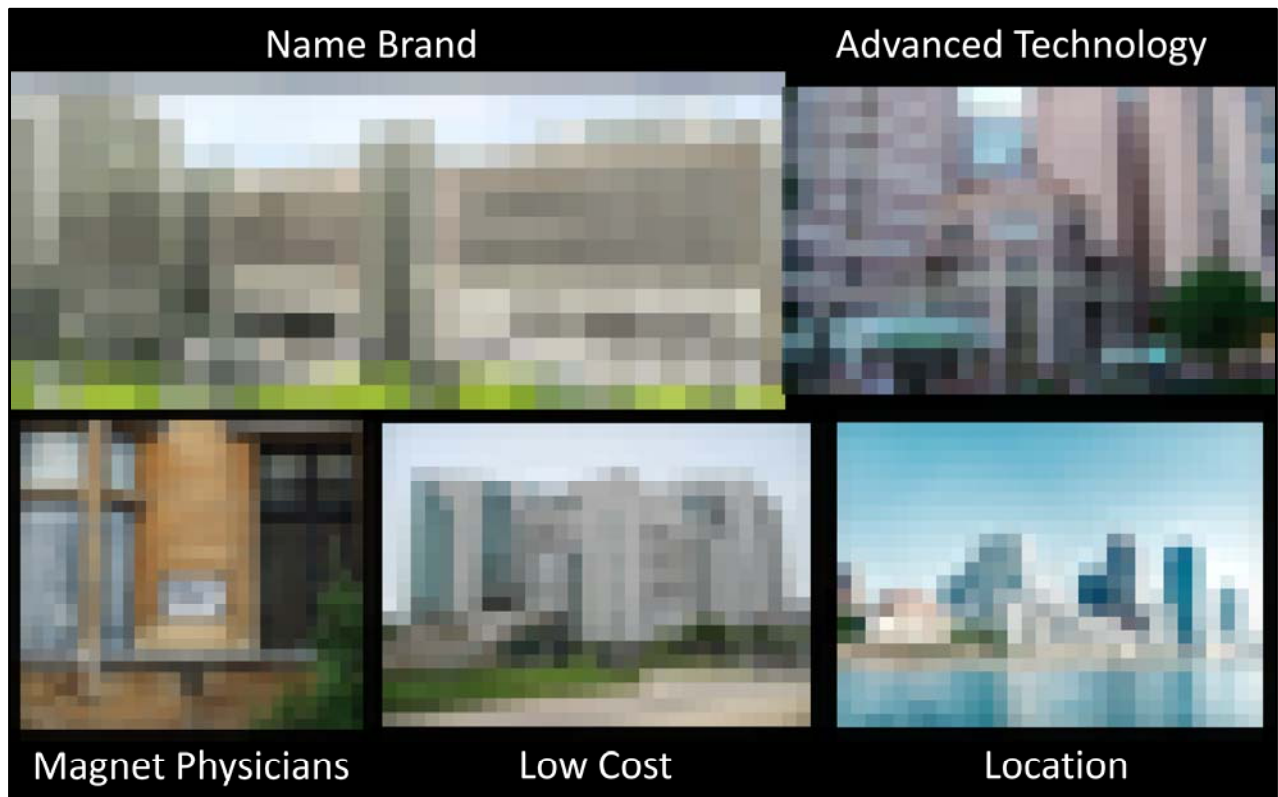
The risk and potential negative impact for healthcare providers is even more acute.

When searching on Google for Bumrungrad, one of the biggest and most respected medical tourism health systems in the world, the number three result is “Bumrungrad Hospital Death 2006”. Irrespective of the details of the case, potential clients can’t miss this when searching out a hospital provider. I can guarantee this has cost the organization patient volume.

(See earlier slide showing importance of internet to health information research by patients)

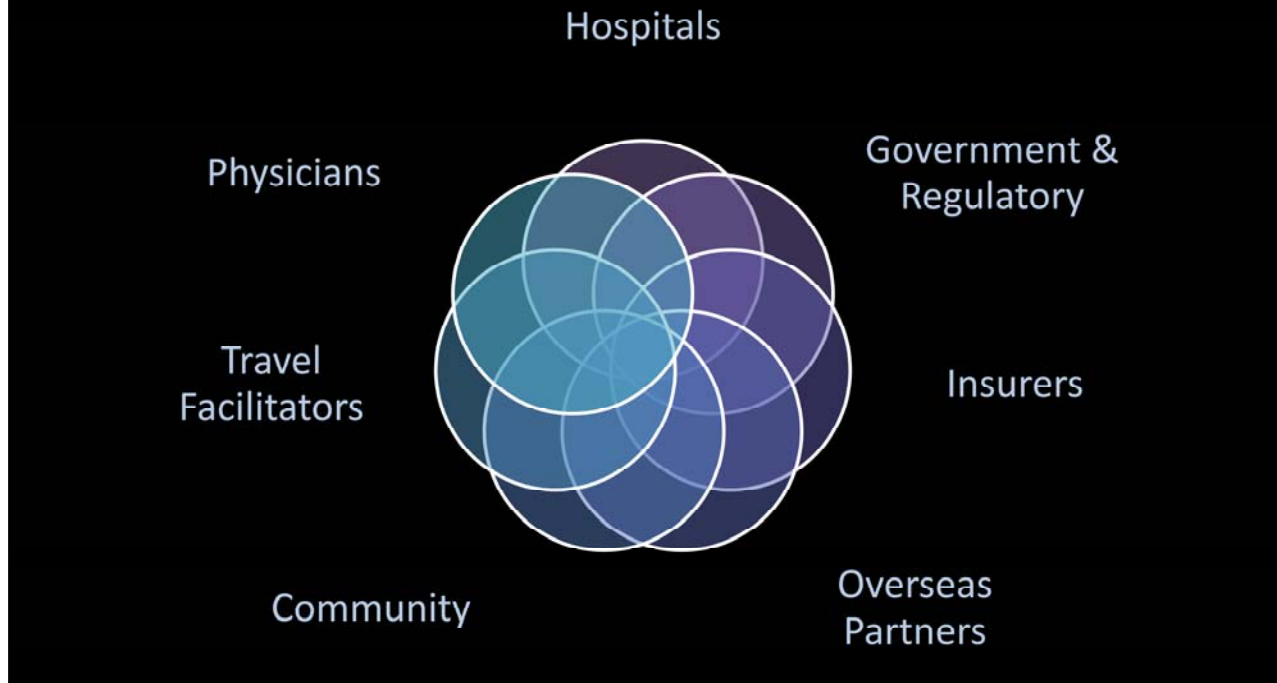


In this brief presentation, I have tried to present a case and an approach for a comprehensive process to succeeding in medical tourism. This approach is about more than delivering quality and low cost and is designed to create enduring organizations – that is organizations that can capitalize on the initial surge in medical tourism as well as succeed in the increasingly competitive and complex market.



When you look at organizations that have built strong brands in the medical tourism space, they have done so by pursuing a comprehensive approach. Yes, they do have particular aspects about their location, organization or strategy that differentiate them in different ways – but if they relied solely on these aspects they would not be as successful as they are today.

Collaboration Across Many Different Players is Critical



While this presentation has been directed more to the providers, successful efforts rely on many different stakeholders contributing in meaningful ways – from easing the movement of patients, resolving contractual issues and strengthening communication. Within the context of the comprehensive approach, there are opportunities to contribute and excel for all of these parties



“Healthcare design is that one form of architecture that allows you to contribute to the care of human kind, to the efficient allocation of society’s resources and to the quality of the built environment”



HOK is a global provider of planning, design and delivery solutions for healthcare environments. Our team includes specialists in strategic and operational modeling along with recognized experts in medical planning, research and healthcare design. HOK provides integrated solutions responding to new protocols of care and changing care delivery models.

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