

F R O S T & S U L L I V A N

2024 COMPANY OF THE YEAR

*IN THE MALAYSIAN
HOSPITAL INDUSTRY*

Subang Jaya
Medical Centre

F R O S T & S U L L I V A N

2024
BEST
PRACTICES
AWARD

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Subang Jaya Medical Centre excels in many of the criteria in the hospitals space.

AWARD CRITERIA	
<i>Visionary Innovation & Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Mega Trends	Customer Purchase Experience
Implementation of Best Practices	Customer Ownership Experience
Leadership Focus	Customer Service Experience
Financial Performance	Brand Equity

Visionary Scenarios Through Megatrends

Operational inefficiencies, workflow interruptions and shortage of skilled healthcare professionals, are some key challenges faced by the healthcare industry. To address this, Subang Jaya Medical Centre (SJMC) has set about patient monitoring technologies and enhanced efficiencies and workflows through investment in digital technologies and robotic platforms, which serves to retain and attract skilled healthcare professionals.

In 2023, SJMC introduced SeniorConnect, the first of its kind in Malaysia. This system offers remote patient

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- Bhaskar Vittal
Industry Principal

monitoring services tailored to the unique needs of senior patients that is particularly beneficial in urban settings, where it is common for working adults to face challenges in caring for their elderly relatives. SeniorConnect is part of Connected Care, a remote patient care ecosystem encompassing five areas of services: HomeConnect, TeleConnect, GPConnect, ICUConnect, and HospitalConnect.

Additionally, SJMC is focused on preventive and precision healthcare, which are key trends in the global healthcare industry. The hospital has introduced Genetic Wellness, a first-of-its-kind clinical-grade genetic testing program offered by a tertiary hospital. A single sample

provides more than 1,000 insights into patients' health conditions based on their unique genetic blueprint. Genetic Wellness provides individualized information on a wide range of conditions, including chronic, infectious, and metabolic diseases, allergies, and drug responses, allowing individuals to make informed choices for their overall wellbeing.

Furthermore, the prevalence of diabetes increased from 11.2% in 2011 to 13.4% in 2015 and reached 18.3% in 2019, according to Malaysia's National Health and Morbidity Survey (NHMS). This trend indicates that nearly one in every five adult Malaysians is diabetic. Recognizing this issue, SJMC harnessed continuous glucose monitoring (CGM) technology that provides real-time remote data access and management for diabetes patients. CGM allows diabetes patients to continuously monitor their blood glucose by wearing a sensor that relays data to a smartphone application to help patients maintain diabetes control.

SJMC also successfully conducted a clinical improvement project, titled "Reducing Early Morning In-Patient Hypoglycemia Incidence among In-Patient Adults with Type 2 Diabetes Mellitus in non-Critical Care Wards," which earned first prize in a poster competition at the Association of Private Hospitals, Malaysia (APHM) 2023 conference. In this research, it was found that patients adhering to the recommended snack regimen experienced zero hypoglycemic incidents. SJMC aims to enhance diabetes wellness with its multidisciplinary approach through revolutionary technology and in-depth research.

Brand Equity

SJMC is a private hospital with 443 licensed beds and over 150 outpatient clinics. Annually, it handles approximately 50,000 admissions and 550,000 outpatient visits. With a workforce of around 1,600 healthcare professionals, SJMC offers services across more than 260 medical specialties encompassing a diverse range of therapeutic areas.

"SJMC provides comprehensive and integrated care, implementing practices aimed at achieving the best possible outcomes for patients. A typical cancer patient journey at SJMC starts with awareness-building and screening programs, continuing with diagnosis, treatment, and aftercare, which includes support groups, educators, and counselors, all key elements in cancer care management. The hospital's person-centered approach to cancer care involves a team of oncologists and a wide range of treatment options, including surgical, interventional, and radiation oncology and nuclear medicine. These options are supported by imaging equipment, laboratories, and highly trained technicians."

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SJMC is a finalist flagship medical tourism hospital with several accreditations including the Joint Commission International (JCI) accreditation. The hospital provides patients a seamless transition throughout their health journey in Malaysia. Patient onboarding follows a process-oriented approach from the inquiry level, where patients receive detailed information on available services, specialist doctors, and treatment availability. SJMC's significant healthcare infrastructure, skilled and specialized doctors, and hospital accreditations have allowed it to build a strong reputation both locally and

internationally. This has resulted in high patient retention and strong referrals.

SJMC was selected as a finalist for the Malaysian Healthcare Travel Council (MHTC)'s prestigious Flagship Medical Tourism Hospital Programme for 2023 to 2025. This program is fully endorsed by the Malaysian Ministry of Health and focuses on three key pillars: medical excellence, service excellence, and international branding. Following a rigorous selection process, SJMC was shortlisted as one of the four finalists from among MHTC's 22 elite hospitals. SJMC is committed to increasing revenue from health travelers by 30% annually from the baseline year 2019, prior to the COVID-19 pandemic.

SJMC has achieved international recognition for its Cancer & Radiosurgery Centre (CRC), known for its person-centered care approach, where patients experience comprehensive and integrated cancer care services. Moreover, the hospital is accredited by the Australian Council on Healthcare Standards International (ACHSI) as the first Center of Excellence (CoE) for oncology services, becoming the first private medical center in Asia Pacific to achieve this milestone.

Leadership Focus

SJMC aspires to become the preferred destination for wellness and healthcare in Southeast Asia by 2025. The hospital management believes medical excellence, service excellence, and international branding will help them reach this goal.

The leadership team at SJMC is committed to achieving medical excellence by continuously improving patient treatment options, expanding day care surgical offerings, and prioritizing safety, faster recovery, and lower costs in line with the needs of the industry. To support this initiative, the hospital has invested significant resources to install the Mako SmartRobotics system, a robotic arm-assisted surgery machine designed to aid surgeons in orthopedic surgical procedures. SJMC is the first hospital in Malaysia to perform day care robotic-assisted total knee replacement and total hip replacement procedures using the Mako SmartRobotics system.

Additionally, the hospital has installed the da Vinci Xi surgical system to assist doctors in treating patients with urology and gynecology-related conditions. This system allows surgeons greater control with improved dexterity and range of motion. In turn, patients experience faster recovery time, shorter hospital stay and lesser scarring. In the latter half of 2024, SJMC plans to extend the use of the da Vinci Xi surgical system to treat colorectal cancer patients and perform general surgery.

As part of its medical excellence efforts, SJMC publishes research papers and content on various topics, including oncology, molecular pathology, and clinical and experimental medicine using data and information from their own records. Moreover, the hospital conducts clinical trials, particularly in cancer care, to offer patients improved treatment options.

Implementation of Best Practices

SJMC provides comprehensive and integrated care, implementing practices aimed at achieving the best possible outcomes for patients. A typical cancer patient journey at SJMC starts with awareness-building and screening programs, continuing with diagnosis, treatment, and aftercare, which includes support groups, educators, and counselors, all key elements in cancer care management. The hospital's person-centered approach to cancer care involves a team of healthcare professionals from oncologists,

haematologists and paediatric haematologists, and a wide range of treatment options, including surgical, interventional, and radiation oncology and nuclear medicine. These options are supported by imaging equipment, laboratories, and highly trained technicians.

The hospital's approach to cancer treatment incorporates Synchrony technology integrated with the Radixact system, providing an innovative treatment option for patients with moving lung and prostate tumors. This technology enables delivering accurate radiation dosage while minimizing exposure to healthy tissues. Since the installation of Radixact X9 with Synchrony in July 2022, the hospital has treated more than 20 patients with prostate and lung cancers.

SJMC uses the artificial intelligence (AI)-powered Synchrony technology for precise tumors targeting. This AI-driven technology enables doctors and technicians to synchronize the movement of radiation beams with the tumor's motion. This allows seamless and continuous delivery of radiation during the patient's natural breathing patterns while the stereotactic body radiotherapy (SBRT) reduces healthy tissue damage risks and improves the patient experience throughout the cancer treatment process.

Financial Performance

SJMC revenue grew by more than 15% between 2022 and 2023, a significant growth for a tertiary hospital. The hospital also improved its public relations (PR) value from RM600,000 monthly (based on 6 months of data) in 2022 to RM4.2 million monthly (based on 12 months of data) in 2023.

This strong performance is a result of SJMC's operational and medical excellence, growing and expanding expertise in clinical areas such as oncology and orthopedics, and focus on day care surgeries. SJMC expects that its performance will remain strong in the next few years, driven by further investments in digital solutions aimed at improving clinical expertise, operational efficiencies, and patient experience.

Customer Service Experience

SJMC focuses on delivering seamless and efficient customer experiences to patients and caregivers through digital tools. In 2023, SJMC introduced the One Queue System at its Health Screening Center, enabling a seamless patient journey within the hospital. This digital platform enhances operational efficiency for the hospital while improving the patient experience. Patients receive real-time updates on their status through a smartphone application throughout the care continuum, especially in the diagnostics department. SJMC is currently implementing this technology across multiple touchpoints within the hospital.

SJMC has installed automated dispenser cabinets to enhance patient medication safety. This helps nurses provide accurate drug dosage to patients and reduces medication and inventory control errors. The automated dispenser cabinet system is integrated with the hospital's information system to improve operational efficiencies in their pharmacy units.

Finally, SJMC has shown significant improvement in patient experience organically, as reflected in its Google review rating, which improved from 3.9 stars in February 2022 to 4.5 stars in December 2023.

Conclusion

SJMC is investing in digital technologies and equipment to enhance the patient journey, improve clinical outcomes, and provide healthcare professionals with the best tools to achieve their medical excellence goals. The hospital is moving in the right direction aligning with global trends by using AI and robotic systems for precision surgeries and increasing day care procedures.

With its strong overall performance, Subang Jaya Medical Centre earns Frost & Sullivan's 2024 Malaysian Best Hospital Company of the Year Award for the fourth consecutive year in the hospitals industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Award is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Award Analysis

For the Company of the Year Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed by a robust solution development process

Visionary Scenarios Through Mega Trends:

Long-range, macro-level scenarios are incorporated into the innovation strategy through the use of Mega Trends, thereby enabling first-to-market solutions and new growth opportunities

Leadership Focus: Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate a consistent and repeatable level of success

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

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Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

