

SUBANG JAYA MEDICAL CENTRE RECEIVES THE 2023 COMPANY OF THE YEAR AWARD

Identified as best in class in the Malaysian hospital industry

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 hospital 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

Uses Digital Technology to Address Unmet Needs

In the healthcare delivery business for over 38 years, Subang Jaya Medical Centre (SJMC) always patient-first, clinical excellence, and operational and service efficiencies at the center of its business value. As such, SJMC actively adopts digital technology to increase efficiencies across the entire hospital workflow. This makes SJMC the leading hospital in the Malaysian private healthcare industry in adopting digital solutions for both clinical and operational management.

SJMC was the first hospital in Malaysia to implement a complete electronic medical record system in 2016. This shows that SJMC viewed technology as a game changer ahead of its competition. Continued technological investments allowed SJMC to mitigate some core issues during the COVID-19 pandemic, such as making the healthcare workforce available for patient care rather than maintaining records. It invested in the hospital management dashboard and porter management systems to enhance operational efficiencies and workforce management, enabling positive patient experiences.

One of the few hospitals in Malaysia to use robotic technology to provide healthcare, SJMC uses it to drive precision surgeries in orthopedics. It has completed over 100 joint replacement procedures using robotic technology, with positive feedback from doctors. The hospital plans to invest more in robotic technology and is in the process of onboarding some of the surgeons in the cutting-edge Da Vinci Xi system and as early as Q3, 2023 the hospital will start performing surgeries.

SJMC continues to invest in digital technologies. It is carrying out a pilot study to provide remote monitoring for diabetes patients and will be one of the few hospitals in Malaysia that will be able to do so. The hospital is also in plans to roll out the first of its kind end-to-end digital healthcare ecosystem that aims to support patients and their caregivers remotely by the third quarter of 2023.

Leadership Focus is on an Integrated and Holistic Approach to Patient Care

SJMC's leadership team focuses on critical elements such as patient retention and services, the purposeful use of technology across the value chain, and gaining leadership in treating acute diseases such as cancer.

Supported by excellent clinical outcomes, SJMC's oncology program is one of the highest-rated in Malaysia. Its patient outcomes are among the highest internationally for breast cancer and

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*– Bhaskar Vittal,
Industry Principal*

nasopharyngeal carcinoma patients. The hospital has an 80%–90% success rate in curing lymphoblastic leukemia. Most of the hospital's success in the oncology program is attributable to highly trained doctors to use the most advanced and sophisticated medical equipment. SJMC has significantly invested in purchasing medical equipment, such as image-guided radiation therapy, intensity-modulated radiation therapy, and intraoperative radiation therapy. The hospital has expertise

in more than 50 care areas, including pediatric oncology, vascular interventional radiology, molecular diagnostics, and nuclear medicine.

This year, SJMC is embarking on the first-of-its-kind Centre of Excellence accreditation plans by the Australian Council of Healthcare Standards (ACHS) for 2 of its specialty areas for Cancer & Radiosurgery Centre and Orthopaedic Centre. This will stamp the hospital's clinical excellence in niche specialties and ensure a high patient care standard.

Has Brand Equity Among Patients and the Healthcare Community

Please add 'SJMC believe is giving back and contributing to community health at large. As such, SJMC's philanthropic efforts for the community include providing mammography screening programs to identify potential breast cancer cases at an early stage. This not only saves lives but also increases the quality of life post-early successful treatment. This year, SJMC championed for early screening to prevent cervical cancer through Do-It-Yourself HPV screenings for various local communities, in partnership with local council bodies.

In 2022–2023, SJMC collaborated with Global Surgery Initiative, a corporate social responsibility (CSR) program with the Ministry of Health Malaysia (MoH) and the Malaysian Society of Anaesthesiologists (MSA). The goal was to bridge the gaps in providing safe and affordable surgical and anesthesia care in underserved areas in Malaysia. In March this year, through this initiative, SJMC's medical team which consists of surgeons, anesthesiologists and nurses supported in performing 34 successful surgeries in Sarawak within a week. The World Health Organization (WHO) recognizes this Global Surgery Initiative.

SJMC has received numerous accreditations within the healthcare community for maintaining high care and patient safety standards. Using technology at every healthcare delivery step makes most of the high

standards possible. The Malaysian Society for Quality in Health has accredited SJMC six times concurrently, and the Joint Commission International (JCI) accredited SJMC in Nov 2022 for a second cycle. SJMC is one of the 12 private hospitals in Malaysia to have received accreditation from JCI. The Malaysian Healthcare Travel Council (MHTC) put SJMC through a rigorous process, benchmarking it against other hospitals in the country and shortlisting SJMC as among the seven hospitals to provide services to international patients. As of March 2023, SJMC is one of the four finalists in MHTC's Flagship Medical Tourism Hospital Programme 2022–2025 and the hospital aims to position Malaysia as a regional healthcare hub for medical tourists.

Implements Best Practices Across the Care Continuum

SJMC applies best practices learned from one specialty therapy area in others to gain a leadership position. For instance, SJMC is a leader in the number of orthopedic procedures performed and oncology treatments. SJMC implements the best practices learned from these therapy areas, such as robotic

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technology, to gain a significant market share in treating the spine, heart conditions, and vascular interventional radiology. This has improved operational efficiencies in reducing the length of patient stay at the hospital as well as workforce satisfaction and retention.

SJMC plans to improve patient experience through facility refurbishment and modernization and meet evolving market demands. In addition, it seeks to implement a virtual hospital, which will integrate digital and smart health solutions, to make SJMC one of the few hospitals in Malaysia that champions digital transformation in patient

care and empowering community health. SJMC aims to be the hospital of choice for the healthcare needs of local patients and international medical tourism patients.

Believes in Excellence in Customer Service

SJMC has long and short-term visions for providing excellent services to patients. While the short-term goal is achieving 30% patient growth in ASEAN between 2023 and 2024 through expertise and brand recognition, the long-term goals revolve around patient service excellence. For the latter, SJMC strategizes to add more therapy areas to its clinical expertise and incorporate a data-driven approach. The focus is on looking at clinical and performance indicators to ensure patients receive the right treatment. Another strategic area for the hospital is to enable positive patient experiences by strengthening guidelines at various patient touchpoints.

Demonstrates Strong Financial Performance

SJMC revenues grew more than 8% between FY 2022 and FY 2021, driven by the easing of COVID-19 measures, growth in elective procedures, and opening of borders, leading to medical tourism. The hospital's operating EBITDA grew by over 10% for the same period. SJMC's revenue and bottom-line numbers are high compared to other hospitals of similar size in Malaysia. Frost & Sullivan believes SJMC's robust performance is due to its long history of providing clinical and service excellence and expertise in

certain areas, such as oncology and orthopaedics. SJMC expects its financial performance to remain strong for the next few years, driven by more investments in digital solutions for improving clinical expertise, operational efficiencies, and patient experience.

Conclusion

Supported by its strong financial performance, brand equity, treatment in multidisciplinary specialties especially in oncology and orthopaedics, and the adoption of digital solutions across the care continuum, SJMC provides positive patient outcomes and experiences, which will be necessary to drive the hospital and industry forward.

With its strong overall performance, SJMC earns Frost & Sullivan's 2023 Malaysian Hospital Company of the Year Award.

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

