



Bangkok Dusit Medical Services

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**Dow Jones
Sustainability Indices**

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Cross-Border Hospital Management and Implementation of International Healthcare Quality Standards

**Asia Association of Chinese Healthcare Management Forum | Taiwan |
November 13, 2025**

Presented by: Dr. Narintara Boonjongcharoen
*Chief Executive Officer Group4, BDMS and
Hospital Director, Bangkok Hospital Chiang Mai*

FACT 1

3 Year

Mongolia

I worked in Mongolia for 3 year as an Executive Director of the UB-Songdo Hospital, July 2014- June 2017, supported by Lite Med and UNISON Taiwan.

2014 - 2017



4 +Year

Cambodia

In Cambodia for 4 plus years (July 2017- November 2021), supported by Lite Med and Urology Association of Asia based in Taiwan

FACT 2

BDMS group is the biggest for profit hospital network, listed in SET

- Quality JCI accredited.
- Financial transparency

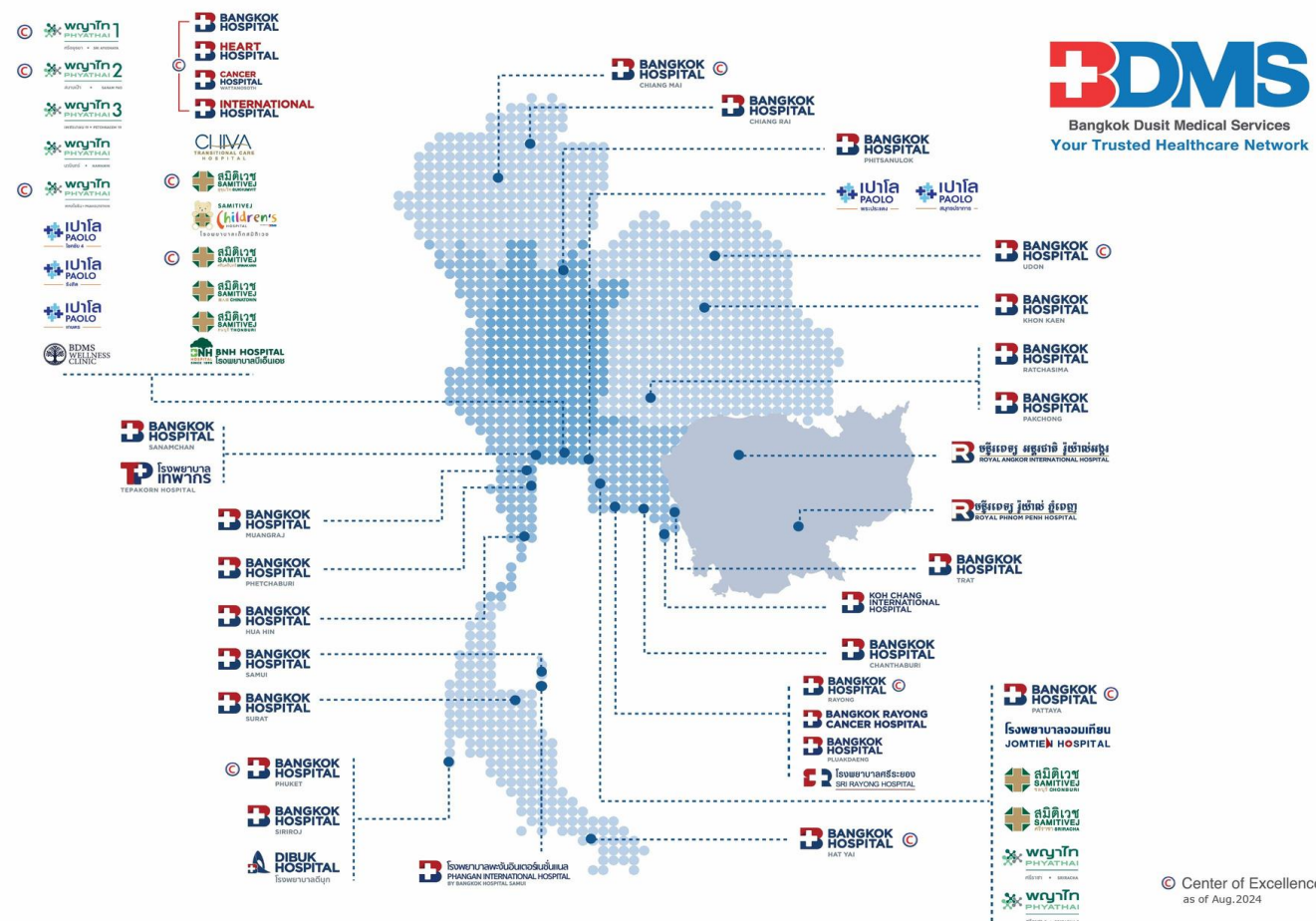
BDMS

Thailand's Largest Private Hospital Operator

58 hospitals
with 8 non-hospitals
& 3 BDMS Wellness
throughout
Thailand

consisting of beds

8,700



FACT 3 : ESG (Environmental , Social and Governance)



Bangkok Dusit Medical Services Public Company Limited
Health Care Providers & Services

Top 1%

S&P Global Corporate Sustainability Assessment (CSA) Score 2023

S&P Global CSA Score 2023: 72/100
Score date: February 7, 2024
The S&P Global Corporate Sustainability Assessment (CSA) Score is the S&P Global ESG Score without the inclusion of any modelling approaches.
Position and scores are industry specific and reflect exclusion screening criteria.
Learn more at <https://www.spglobal.com/esg/csa/yearbook/methodology/>

S&P Global **Sustainable1**



BDMS Bangkok Dusit Medical Services
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BDMS ครองอันดับหนึ่ง ผู้นำในดัชนี DJSI ปี 2023

(DJSI World และ DJSI Emerging Markets)
ในกลุ่มบริการทางการแพทย์

ด้วยปณิธาน
“ผู้นำการบริการด้านสุขภาพ
ยกระดับความเป็นอยู่ที่ดี
บนวิถีแห่งความยั่งยืน”

ปี 2023 ได้รับการจัดอันดับ
TOP 1
ในกลุ่มบริการทางการแพทย์
จาก 161 บริษัททั่วโลก

แพทย์หญิงปัทมกรณ์ ปราสาททองโอสถ
กรรมการผู้จัดการใหญ่
บริษัท กรุงเทพดุสิตเวชการ จำกัด (มหาชน)

มิติสิ่งแวดล้อม	มิติสังคม	มิติเศรษฐกิจ
มุ่งสู่ Net Zero 2050 โครงการส่งเสริมการใช้พลังงานสะอาด Solar Roof ใน 21 โรงพยาบาล ลดปริมาณก๊าซเรือนกระจก 5,667 tons CO ₂ / year GREEN 2024 18 สรุปผลลัพธ์ โครงการด้านสิ่งแวดล้อม Energy Saving 3,550,660 kWh Waste Recycling 18,218 ton Water Reduction 38,900 m ³ Decarbonization 1,815 ton CO ₂	ตอบแทนคุณค่าสู่สังคม CPR อบรมการช่วยชีวิตขั้นพื้นฐาน 931 ครั้ง จำนวน 61,172 ราย โครงการผ่าตัดเปลี่ยนอวัยวะ เปลี่ยนเป็นอวัยวะเทียม จำนวน 170 ราย โครงการมอบทุนการศึกษา ให้แก่นักศึกษาและเยาวชนต่าง จำนวน 102 ทุน โครงการอบรมแพทย์ ยกระดับมาตรฐาน การผ่าตัดเปลี่ยนอวัยวะ แบบไม่เปิดแผลขนาดใหญ่ 180 ราย ใน 170 โรงพยาบาล	มิติเศรษฐกิจ ส่งมอบคุณภาพ ขับเคลื่อนนวัตกรรม นวัตกรรมทางการแพทย์ และสร้างการเติบโตทางธุรกิจ อย่างต่อเนื่อง โครงการมอบทุนการศึกษา การผ่าตัดเปลี่ยนอวัยวะ ด้วยเทคโนโลยีใหม่ แบบไม่เปิดแผลขนาดใหญ่ 800 ราย มีอัตราการรอด มากกว่า 95% โครงการ BDMS Awards เชิญคู่ Smart Hospital และสร้างวัฒนธรรมนวัตกรรม องค์การขึ้น จำนวน 657 โครงการ การส่งมอบบริการด้านสุขภาพ ผู้ป่วยในโรงพยาบาล (ICD) 93.81% ผู้ป่วยนอก 92.26% ผู้ป่วยฉุกเฉิน 92.98%

BANGKOK HOSPITAL **สมิติเวช** **BH HOSPITAL** **พญาไท** **เปาโล** **ROYAL BANGKOK HOSPITAL** **BDMS**

Thailand as a country is Relatively Young

- Sukhothai (อาณาจักรสุโขทัย) : **1238 CE**
 - **Dated Back 787 Year**
- Ayutthaya (อาณาจักรอยุธยา): **1350 CE** /Bangkok : **1782 CE**
- A Chinese chronicle mentions a polity called 程良 (Chéng Liáng) — likely located in present-day northern Thailand — in the year **1001 CE** (in the Song dynasty).
- The name 暹羅 (Xiānlúo) or 暹 (Xiān) appears in Chinese and Vietnamese sources from **1149 CE onwards** in the lower Chao Phraya basin region.
- More concretely: A tributary mission from a polity identified as Xian (暹) was sent to the Yuan court in **1292 CE**.
- So, to answer your question: **the first recognitions in Chinese sources date to around 1001 CE**, with more regular diplomatic/tribute contacts by the late 12th/13th centuries.

Opening Vision : Healthcare Knows No Borders: BDMS Group 4 Cross-Border Excellence

“ Healthcare knows no borders when quality becomes our shared language.”

BDMS Group 4: Thailand, Myanmar, Laos, Cambodia and South China linkage

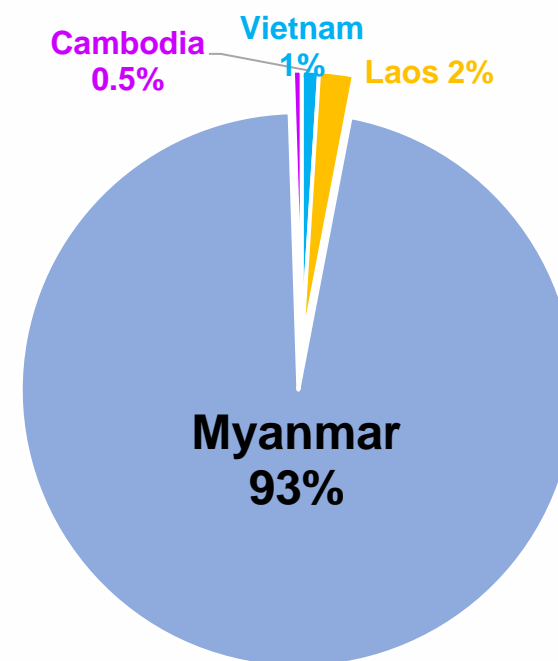
BDMS: ASEAN's largest private hospital network

Purpose: Bridging quality standards × cross-border operations

Global Context of Cross-Border Healthcare

- Aging, declining birth rates, and medical migration
- Rising demand for tertiary care across borders
- Thailand as ASEAN medical hub (40% international patients) and Deregulations
- Challenge: Harmonizing standards, data, and trust

CLMV (Cambodia , Laos, Myanmar ,Vietnam)



3 Main Groups of Chinese Residents in Chiang Mai

Retirees and families seeking a peaceful life

Remote workers and online entrepreneurs

Students and cultural enthusiasts

Relaxed lifestyle and pleasant environment

- Chiang Mai offers a slower pace, beautiful nature, friendly locals, and a peaceful atmosphere.
- In Chinese social media, people often say things like “Go to Chiang Mai to retire” (去清迈养老).

Lower cost of living

- Rent, food, and general living expenses are much cheaper than in large Chinese cities.
- Some choose to retire or work remotely from Chiang Mai for this reason — same income, lower expenses.

Safety and quality of life

Chiang Mai is known for being one of the safest cities in Southeast Asia. The locals are kind, the culture is peaceful, and healthcare services are excellent and affordable. Many Chinese families feel comfortable and welcomed there

Why Chinese People Move to Chiang Mai, Thailand

Digital nomad and remote-work hub

- Chiang Mai is world-famous as a **digital nomad city**, affordable lifestyle, creative community.
- Many young Chinese professionals, freelancers, or content creators relocate there to work online

Personal and spiritual reasons

People move for cultural or spiritual reasons — learning Thai language, Buddhism, or meditation . Others say living in Chiang Mai feels more meaningful and balanced than life in China’s big cities.

Investment and business opportunities

- Some Chinese move to Chiang Mai to buy property or start small businesses, such as cafés, restaurants, or homestays.
- A growing “Chinese economic community” is emerging in Chiang Mai, especially in real estate and tourism.



Chiang Mai : A Regional Healthcare Leader

Chiang Mai excels in healthcare, ranking 3rd globally among cities in Numbeo's 2025 Health Care Index, with a score of 85.0 . This underscores Chiang Mai's status as a premier destination for medical services in the region.

Rank	City	Health Care Index	Health Care Exp. Index
1	Kaohsiung, Taiwan	88.6	163.6
2	Taipei, Taiwan	86.7	159.4
3	Chiang Mai, Thailand	85.0	156.0
4	Makati, Philippines	85.0	156.6
5	Seoul, South Korea	83.0	152.0
6	Tokyo, Japan	79.2	144.2
7	Bursa, Turkey	78.0	141.5
8	Bangkok, Thailand	77.2	140.7
9	Qingdao, Shandong, China	76.7	138.9
10	Pattaya, Thailand	74.4	136.3

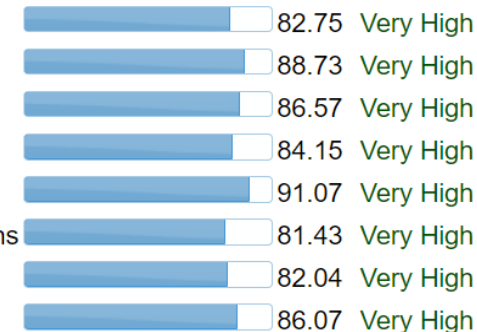


Health Care in Chiang Mai, Thailand

Component of health care surveyed

Skill and competency of medical staff
Speed in completing examinations and reports
Equipment for modern diagnosis and treatment
Accuracy and completeness in filling out reports
Friendliness and courtesy of the staff
Satisfaction with responsiveness (waitings) in medical institutions
Satisfaction with cost to you
Convenience of location for you

Satisfaction %



Contributors: 71

Last update: November 2024

These data are based on perceptions of visitors of this website in the past 5 years.



<https://www.numbeo.com/health-care/ranking.jsp>

*Our health care survey has been completed by 48,629 people across 4,409 cities worldwide.

Best Hospital in Chiang Mai for Expats

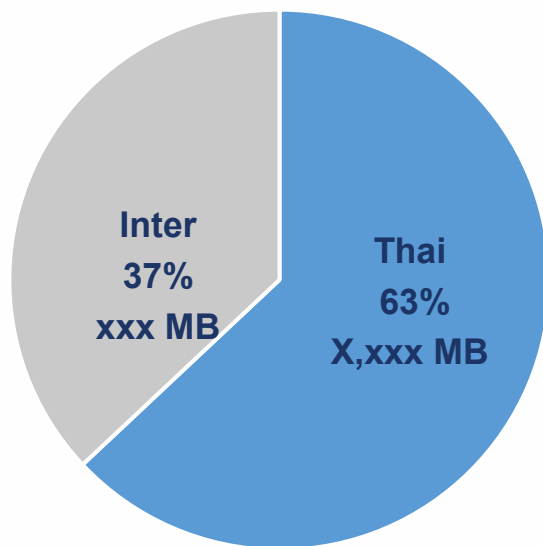
1. Bangkok Hospital Chiang Mai (Most advance, Expensive)
2. Chiang Mai Ram Hospital (Popular for expats)
3. Sriphat Medical Center (Affordable, linked to CMU)



Bangkok Hospital Chiang Mai Patients Proportion Thai VS International

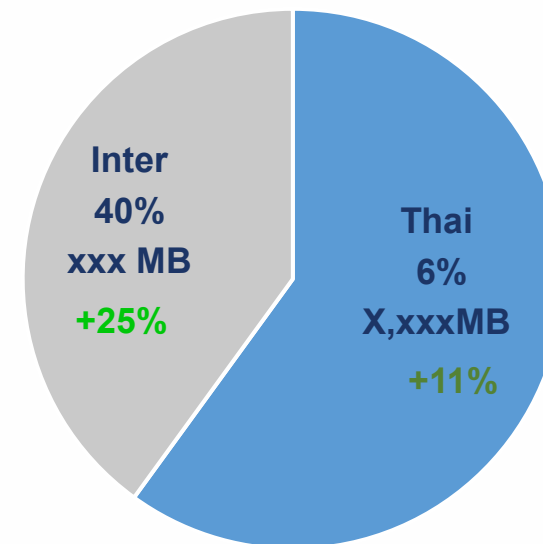
International patients has been tremendous increased **+16%** vs YTD LY

Revenue YTD Oct 2024 : x,xxx MB



■ Thai ■ Inter

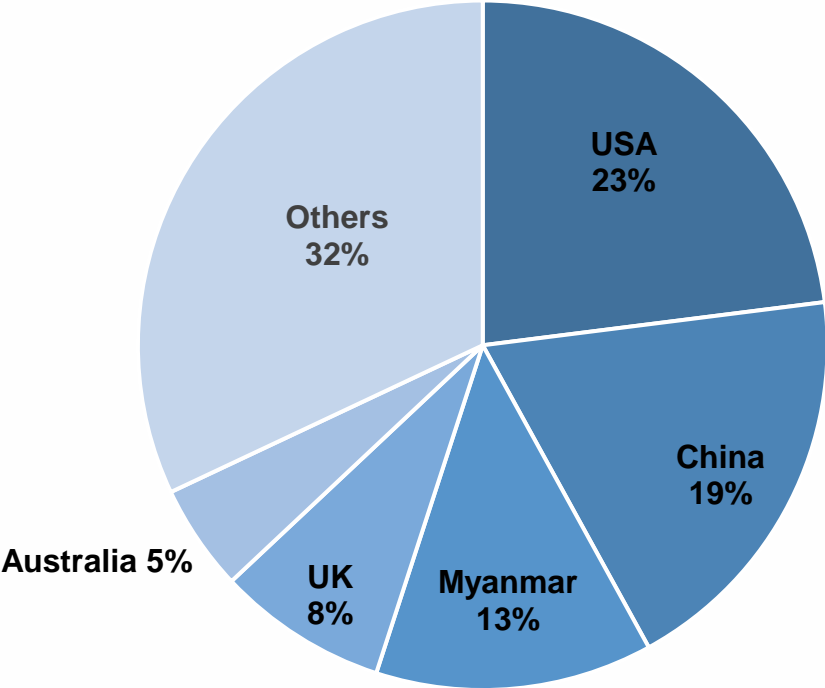
Revenue YTD Oct 2025 : x,xxx MB



■ Thai ■ Inter

YTD as of 31 Oct 2025

Bangkok Hospital Chiang Mai International Patients Proportion by Top 5 Nationality YTD as of 31 Oct 2025



Nationality	Revenue (THB)	% Growth	H.N	% Growth
American	xxx MB	+20 %	15,362	+19 %
Chinese	xxx MB	+20 %	19,809	+8 %
Myanmar	xxx MB	+46 %	7,838	+54 %
British	xx MB	+15 %	4,313	+22 %
Australian	xx MB	+90 %	2022	+32 %

From Competition to Collaboration

Global Chinese Hospital Alliance Vision:

- Platform for exchange
- Shared quality standards
- Professional mobility
- Joint innovation & responsibility

"Cross-border health is about shared values."

Cross-Border Hospital Management Defined



Multi-jurisdiction operations
legal, financial, clinical governance



Cultural and language adaptation



Tele-coordination and digital integration



Compliance with MOH, JCI & others

BDMS Group 4 Case Study

Footprint

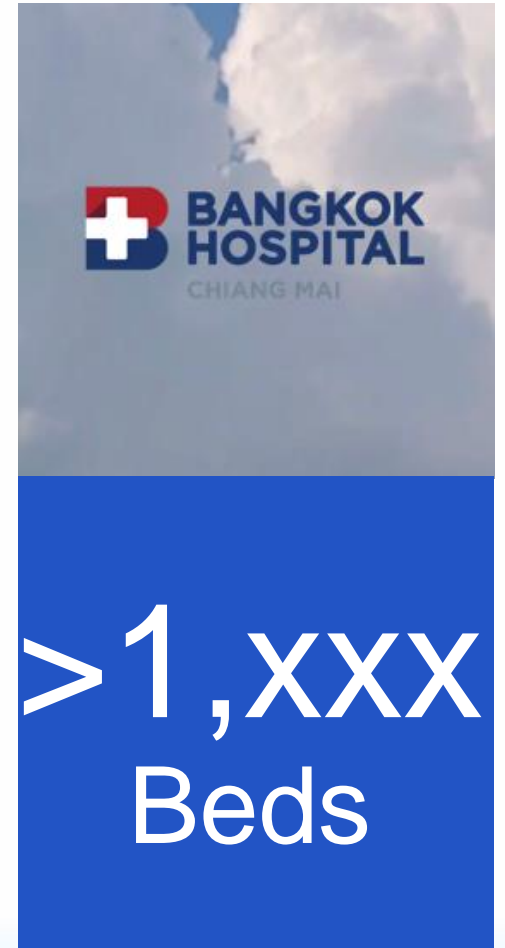
Northern & Northeastern Thailand South China + Myanmar + Laos +Cambodia

Hub-and-Spoke Model

Hub-and-Spoke model linking Chiang Mai, Chiang Rai, Khon Kaen, Pitsanulok,, Yangoon, Vientiane, Phnom Penh and South China

Framework

Unified 'Value-Based Healthcare & JCI Standard' framework





Governance and Leadership Across Border

Governance Structure

- Unified governance and ESG oversight
- CEO–CFO coordination mechanisms
- One Policy, Many Cultures' principle
- Case: BCM & BKH Fire Risk and Clinical Quality Alignment

Quality Framework: International Standards in Local Context

- JCI up to 8th Edition as backbone
- Localization:
 - Multilingual policies (EN–TH–CN–MM)
 - Cultural competence training
 - Electronic incident reporting

“Local custom must never dilute global standards.”

Digital Transformation as a Bridge



Smart Hospital strategy (align with forum theme)



Cross-border EHR & Tele-consult networks



AI-supported clinical audit for JCI metrics



Data security & patient privacy governance



Capacity Building & Talent Exchange



Training

BDMS
International
Training for Laos &
Cambodia
clinicians .

Leadership Program

Ulrich , Kotter

Quality Management Fellowship

JCI Singapore.

Next – Gen ASEAN Healthcare Leaders

Challenges and Lessons Learned

Regulatory Fragmentation & Licensure Barriers

1

Language & Trust Gaps

2

Financial Alignment (Insurance, TRICARE/FMP)

3

Overcoming via Mutual Recognition & Shared Protocols

4

1. ASEAN Cross-Border Referral Corridor



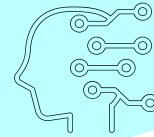
2. Virtual Command Center for Quality & Risk Monitoring



3. CoE Joint Accreditation Network with partners



4. AI & Genomics integration across multisite care



Strategic Roadmap 2025–2030

BDMS Impact Metrics

10%

**Mortality
Reduction**

via standardized (Bangkok Hospital Chiang Mai
protocols

200

**Lives saved
annually**

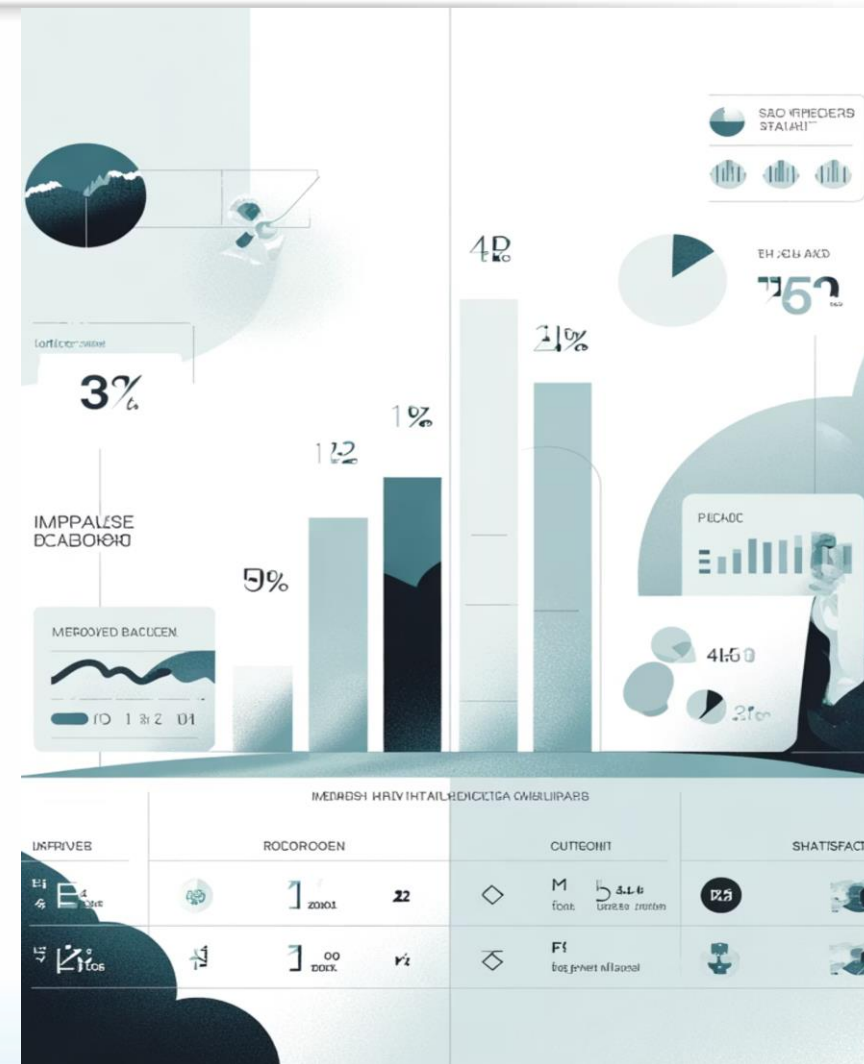
>90%

**Patient
satisfaction**

(CoE patient CSI)

Additional Outcomes

- Lower Re-Admission & Sentinel Events.



Future of Cross-Border Healthcare Alliances

Shared research

AI, Telemedicine, Elderly Care

Multi-center clinical trials

within Alliance

"Beyond borders — Toward a shared standard of care."

Call to Action & Closing Quote



The Global Chinese Hospital
Alliance



Commit to common standards
& peer review



Empower next-gen leaders

***"Excellence in healthcare is a
shared journey across nations."***

Thank You

Q&A

- Contact: narintara.bo@bdms.co.th

Environmental Dimension

Net Zero Emission by 2050
Renewable Energy Support (Solar cell)
in 21 hospitals
reduced 5,667 tons CO₂ / year

BDMS GREEN HEALTHCARE 2024

18 Environmental Projects

 **Energy Saving**
3,550,660 kWh

 **Waste Recycling**
16,218 ton

 **Water Reduction**
38,900 m³

 **Decarbonization**
1,815 ton CO₂

Social Dimension Contributing the Value to Society

 **CPR** **BDMS Basic Life Support**
931 courses 61,172 participants

Knee Replacement Initiative
170 cases



Nurse Scholarships
for 102 undergraduate students

Medical training project to increase innovation efficiency "Direct Anterior Approach Hip Replacement (DAA) Medical Training
with 180 physicians in 170 hospitals



Governance Dimension Deliver Quality and Innovation



Innovation continuity to increase business opportunity

Direct Anterior Approach Hip Replacement (DAA) Innovation Technique
to increase 5 times of patient care accessibility (800 patients)



BDMS Awards
containing 657 innovation projects to enhance innovation culture and drive to smart hospital

Provide Valued Healthcare Services

Customer Satisfaction Index
93.81%

Continue Having Treatment
92.26%

Customer Recommendation
92.98%





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www.BDMS.co.th

