

Medical Tourism

ISSUE 26

Rising Stars *in Medical Tourism*

SPECIAL COUNTRY
SPOTLIGHT ON

Japan



Japan as a
Medical Tourism
Destination

Pg 10



We Don't Need
No Education

Pg 69

SPECIAL COUNTRY
SPOTLIGHT ON

Puerto Rico



Puerto Rico-
An Emerging Leader

Pg 22

Mexicali, Mexico's Premier Medical Destination.



Mexicali, capital of the state of Baja California, one of the safest border cities in all Mexico, is strategically located on the border with the US, two hours east of San Diego and one hour west of Yuma, Arizona.

With first class hospitals, first rate medical infrastructure, innovative services and highly certified doctors in all fields, Mexicali is quickly becoming one of Mexico's premier medical destinations and your best option for healthcare south of the US border.

- High quality services at affordable prices.
- Medical Lane to expedite your return back to the US.
- Less than 2 hours from major US airports.
- Highly bilingual city famous for its hospitality.
- Medical transport services to major US cities.

We invite you to consider Mexicali as your first choice medical destination in Mexico

Mexicali will be hosting the International Summit on Medical Tourism Business in October 2013, we would like to invite you to attend the event that is growing into the biggest medical tourism forum in Latin America.

Mexicali
Something for everyone



1 888 324 7323
www.seemexicali.com

facebook.com/Mexicali.BC
twitter @MexicaliTurismo



THE PLACE YOU THOUGHT YOU KNEW
DISCOVER MORE AT visitmexico.com

A Voice for Medical Tourism

Every industry needs a voice, a voice to protect and support its efforts. The Medical Tourism Association® (MTA) has been the voice of the industry for years, working with the global media to get thousands of articles published on medical tourism, dealing with both the negative and positive articles and even advocating for patients that have had a bad medical tourism experience. At the end of the day, it's about awareness, supporting patients, positive outcomes and protecting the industry, while focusing on the most valuable healthcare within the patient's reach.

One aspect the MTA is limited to pursue is lobbying U.S. Congress. That's why we have partnered with the global law firm, Squire Sanders to establish the first non-profit lobbying group, the International Healthcare Consumers Coalition (IHCC). This group will advocate for the support of reimbursement of Medicare costs incurred by Americans living or retired overseas. The group will provide a voice to healthcare providers, insurance companies, overseas governments and hospitals that would benefit from Americans having the choice to receive their Medicare services in the countries they reside in (or those nearby), versus being forced to travel back to the United States.

With millions of Americans living overseas, it doesn't make sense for them to be forced to leave their home and family to receive treatment in the U.S., especially if they would prefer to have it locally. Since some countries have lower healthcare costs compared to the U.S., this could potentially save the government billions of dollars in healthcare expenses.

The IHCC will lobby the United States Congress in Washington D.C. in both the Senate and the House demonstrating the positive effects of Medicare reimbursement, as long as it is done in hospitals that provide high quality care and international patient services. The IHCC will also focus on the issues surrounding quality, safety and fraud issues which are pertinent to the reimbursement of care overseas and something that must be addressed before Congress adopts this concept.

This is not just about lobbying the U.S. Congress for Medicare reimbursement. Part of this lobbying initiative will be to advocate and "protect" the industry. This protection is needed because there are hospitals marketing their services to American patients that do not have the quality standards necessary for positive outcomes. Even with all the positive stories, all it would take is one negative story and the U.S. Congress or a local government could move forward with a law or legislation that would limit the growth of medical tourism. A big part of any lobbying initiative is to have the face time with the influential people in Congress to ensure the other side of the story is heard. This will be critical to the growth of medical tourism in the United States and the IHCC has been formed specifically to make sure the interests of the industry will always be protected.

Hospitals, physicians, governments and others will be able to join the lobbying initiative and actually participate in the trip to Washington D.C. to meet with Senators and Congressmen to advance these interests.

In addition to the IHCC, we have also launched the Global Healthcare Consumers Coalition (GHCC), a non-profit lobbying

group to support the initiatives of U.S. hospitals in their interest in attracting international patients. This lobbying group will advocate for U.S. hospitals, international insurers and employers that have clients in the U.S. or that want to send patients to the U.S. for care. Advocating for the issue of healthcare visas and governmental support will be critical to assist U.S. hospitals in exporting their services overseas.

These lobbying groups are currently in the application process of a 501(c) (4) designation by the Internal Revenue Service. The funds received into this will be managed by a law firm and used solely for the purpose of advocating and protecting the interests of the industry. For those interested in learning more, the 5th World Medical Tourism & Global Healthcare Congress will host a meeting on Oct 24th, 2012 at 12 p.m. to 1:00 p.m.

We wanted to share our medical tourism lobbying initiative in hopes of inspiring cities and governments in different parts of the world to create their own lobbying group and initiatives for their specific medical tourism locality. Whether it is a healthcare cluster or healthcare group lobbying the local or national government, laws and programs should be put in place so the interests of that city, region or country will be always be represented. This can make the difference between a government being favorable to a medical tourism initiative, apathetic or even negative. As new elections take place and new governments form across the globe, there needs to be that constant voice advocating for your own local and national initiatives. New governments and elected officials need to be educated on the importance of supporting this sector and the positive impact medical tourism has on the local economy, population and healthcare sector. As an industry we need to share best practices, join forces and advocate together. ■



Renée-Marie Stephano is the President of the Medical Tourism Association®. Ms. Stephano is also the Editor-in-Chief of the Medical Tourism Magazine, Health Tourism Magazine and Healthcare Development Magazine.

Having a background in international marketing and relations, health law and litigation, she provides a valuable service to the Medical Tourism Association® in these fields. Ms. Stephano speaks regularly at international healthcare conferences on the Legal Issues Surrounding Medical Tourism and in the United States to employer groups, insurance groups and physician associations. Renée-Marie consults international government ministries, private sector organizations and NGO's about the growth of the global healthcare industry and accreditation, providing marketing assistance to promote their quality of care. She works with governments and healthcare clusters in the development of their Medical Tourism Initiatives. Ms. Stephano recently co-authored three books: "Developing an International Patient Center: A Guide to Creating the Best Patient Experience", the book "The Medical Tourism Facilitator: A Best Practices Guide to Healthcare Facilitation for International Patients" and the book: "Medical Tourism ~ An International Healthcare Guide For Insurers, Employers and Governments." Ms. Stephano can be reached at Renee@MedicalTourismAssociation.com



MEDICAL TOURISM

M A G A Z I N E
Your Guide to Overseas Medicine

EDITOR-IN-CHIEF & PUBLISHER *Renée-Marie Stephano, Esq.*

ASSOCIATE EDITORS *Jonathan S. Edelheit
Olivia Goodwin*

ONLINE MAGAZINE EDITOR *Olivia Goodwin*

REGULAR AUTHORS *Renée-Marie Stephano, Esq.
Jonathan S. Edelheit
Bill Cook
Olivia Goodwin*

CONTRIBUTING AUTHORS *Daniel Pyne
Daniela Abratt
Apoorv Surkunte
Arvind Choudhary
Ashish Bhatia
Marc Fetscherin
Dr. Tobias Heilmann
Dr. Prem
Dr. Ufuk Abacioglu
Dr. Alejandro Badia
Scott Diering
Tracy Mabry
Jesus Esparragoza
Rafael Gonzalez
Atsushi Takei
Puerto Rico Tourism Company
Metro Pavia Health System*

ART DIRECTOR *Renée-Marie Stephano, Esq.*

ART DEPARTMENT *Dinier Quirós*

MAIN OFFICES *8845 North Military Trail, Suite 200
West Palm Beach, FL 33410
USA
Tel: 561-791-2000
Fax: 866-756-0811*

*info@MedicalTourismMagazine.com
www.MedicalTourismMagazine.com*

REGIONAL OFFICES *San Jose, Costa Rica
Buenos Aires, Argentina
Istanbul, Turkey
Seoul, Korea
Tel Aviv, Israel
Porto Alegre, Brazil
Recife, Brazil
Athens, Greece
New York, USA
Barcelona, Spain
Alma Ata, Kazakhstan
Beijing, China
Caribbean*

FOLLOW US ON:



www.linkedin.com/e/vgh/2003829/



www.twitter.com/medtour



www.medicaltourismcity.com

COPYRIGHT © 2012 BY MEDICAL TOURISM ASSOCIATION®
ALL RIGHTS RESERVED. REPRODUCTION IN WHOLE OR IN PART
WITHOUT PERMISSION IS PROHIBITED.

Medical Tourism

AT A GLANCE



Editorial

A Voice for Medical Tourism

3 Every industry needs a voice, a voice to protect and support its efforts. The Medical Tourism Association® (MTA) has been the voice of the industry for years, working with the global media to get thousands of articles published on medical tourism, dealing with both the negative and positive articles and even advocating for patients that have had a bad medical tourism experience.

Features

“We Don’t Need No Education” How Untrained Staff Can Negatively Impact the Patient Experience and your Bottom Line

69 Dialing the phone number on her screen, Naomi felt a surge of excitement as her mind raced with possibilities. Looks of wonder from her family, compliments from co-workers; actually enjoying the thought of passing in front of a mirror, and best of all, her health would improve and she could finally spend time outdoors with her two kids. She had been morbidly obese for nearly four years – ever since the birth of her second child – and dozens of failed diets later had left her frustrated and depressed. Recently she had considered bariatric surgery but did not have insurance coverage or the funds to cover the cost - that is, until a friend mentioned “medical tourism” and gave her the name of an overseas hospital.
BY BILL COOK

The Medicare Conundrum

18 Medicare was established in 1965 under Title XVIII of the Social Security Act to provide health insurance to individuals age 65 and older and individuals under 65 with certain disabilities. As of 2010, 47 million people rely on Medicare for their health insurance coverage: 39 million people age 65 and over and 8 million people under age 65 with disabilities. Medicare benefit outlays stand at around \$504 billion in 2010.
BY APOORV SURKUNTE

Executive Physical: Stop Problems Before They Start

103 In today’s world it’s difficult to stay healthy. With busy schedules, it can be difficult to have an opportunity to go to the gym or even exercise. With a busy schedule it’s difficult to make time for a healthy meal. Our personal lives are consumed with our families and because of technology, now our work schedules are sometimes 24 hours a day, with people being able to be accessed anytime, anywhere through emails and text messaging. Executives today really never get a break and because of that, sometimes they don’t have time to really stop, take a breath and make sure they are healthy.
BY RENÉE-MARIE STEPHANO

Conference Integration and Where Your Industry Fits In

14 For three years now the World Medical Tourism & Global Healthcare Congress (WMT & GHC) has been partially integrated with the Employer Healthcare & Benefits Congress (EHBC). This integration has allowed networking between the two industries. Now in its 5th year of the WMT & GHC, there will be full integration with the EHBC. With the recent passing of the healthcare reform law, more U.S. employers, insurers, consultants and other EHBC attendees are looking to overseas healthcare options to maintain and lower their costs, and with the full integration of these events they will be able to network with top international hospitals, Ministers of Health, government officials and medical tourism companies from the WMT & GHC that could possibly offer them the partnership they are looking for.
BY MEDICAL TOURISM MAGAZINE

Country Spotlights

Japan as a Medical Tourism Destination

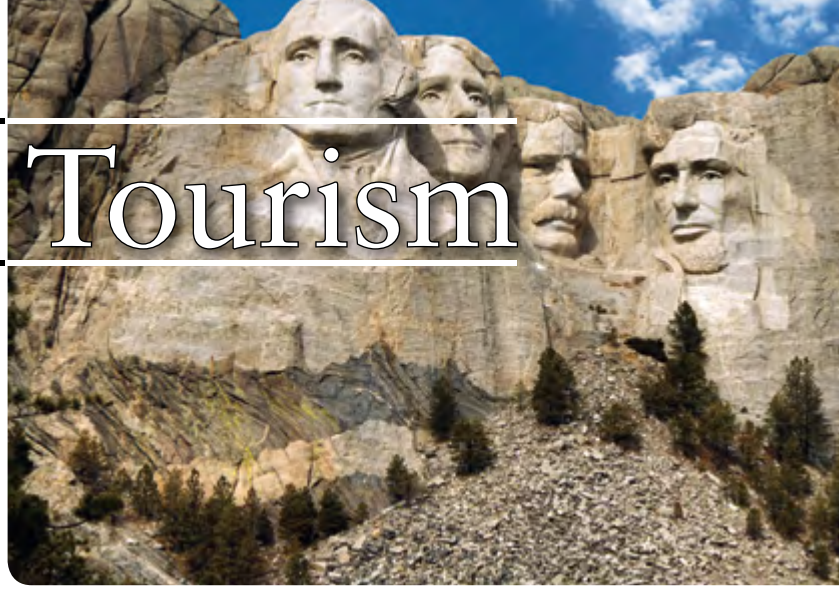
10 Japan is a “hidden gem” for a medical tourism destination. The country does not only boast high-tech healthcare resulting in one of the best health outcomes, but also prides itself in providing services at low costs. Japan started to accept foreign patients in the last few years, and now several thousand patients from Russia and China are estimated to visit Japan.
BY ATSUSHI TAKEI

Puerto Rico- Proximity Makes it a Perfect Fit for Medical Travel

22 When traveling to a medical facility away from home patients look for three qualities - ease of travel, value and high quality of services, and a safe leisure tourism haven. Puerto Rico offers all three.
BY PUERTO RICO TOURISM COMPANY

Medical Tourism

AT A GLANCE



Medical Tourism in Metro Pavia Health System

23 With a network of thirteen hospitals, Metro Pavia Health System (MPHS) is the largest hospital and clinic network provider in Puerto Rico and the Caribbean, and the hub for travelers' healthcare necessities. Our hospitals are fully accredited by the Joint Commission (JCAHO), certified by the Center for Medicare and Medicaid (CMS) and members in good standing of the American Hospitals Association. Our physicians are U.S. Board Certified and fluent in the English language.

BY METRO PAVIA HEALTH SYSTEM

Puerto Rico's Beaches are Home to a Variety of Water Sports

24 Puerto Rico, home of the most beautiful beaches in the world, has hundreds of miles of coastline that harbor an endless selection for beach connoisseurs and sports enthusiasts. Beaches come in every size and color, from the pure white dunes of Isabela to the black volcanic sands near Punta Santiago. The variety of coastline offers visitors the opportunity to partake in a variety of water sports, from jet skiing on rough waters to parasailing on peaceful tides.

BY PUERTO RICO TOURISM COMPANY

Puerto Rico- There is More to the Island than Beautiful Beaches and San Juan

27 Puerto Rico provides the ideal getaway for travelers seeking "beaches plus." On the Island, visitors will find diverse geography and a wealth of activities, accommodations and restaurants. Whether visitors are looking for a relaxing island escape, golf or scuba vacation, an adventure trip amidst tropical rainforests or a getaway rich in history and culture, the island of Puerto Rico offers all these experiences and more.

BY PUERTO RICO TOURISM COMPANY

Luxury in Puerto Rico: A Guide for a Lavish Island Visit

31 Puerto Rico has always been known for its beautiful white beaches and vibrant nightlife, yet the Island has even more to offer discerning travelers seeking an exceptional vacation. Between the Island's unique golf courses, plush spas and multi-culturally infused cuisine, Puerto Rico defines luxury.

BY PUERTO RICO TOURISM COMPANY

News & Insights

Difficulties in Australian Healthcare May Present a New Opportunity

45 Cosmetic dental surgery and exotic rehab/resorts are a small piece of the potential Australians play in the future of medical tourism. By the year 2020, 18.3 percent of the population of Australia will be over the age of 65. The Australian public healthcare system, known as Medicare, is loved by many Australians but does not cover all the procedures the elderly might need such as dentistry, hearing aids, vision, and cosmetic surgery.

BY MEDICAL TOURISM MAGAZINE

Measuring the Brand Image of a Place

58 In today's global economy, places such as villages, municipalities, counties, provinces, states or even countries compete against each other for the limited pool of people and natural and financial resources. Place branding has been defined as the practice of using branding and marketing techniques to the economic, social, political and cultural developments of a place. Place branding research is still in its infancy and it has only been within the last two decades that an increasing number of academics as well as practitioners have focused on this important and relevant topic.

BY DR. MARC FETSCHERIN
AND DR. TOBIAS HEILMANN

Novalis Radiosurgery Guided TRUEBEAM STx: New Technology for Better Treatment

37 Beginning with radium and kilovoltage X-rays, technological developments have made radiotherapy an essential component of therapy. There have been significant developments in the field of radiotherapy in the last decades. These developments have made improvements in the precision in delivery of cancer treatment and the treatment experience for the patient.

BY DR. UFUK ABACIOGLU

The Social Role and Economic Significance of the Health Travel Trade- Q & A with Congress Speaker

34 At the upcoming World Medical Tourism & Global Healthcare Congress Professor David Reisman will be presenting on two topics, the first is on cross-border investment and the second is on the ethics of medical travel. He is currently a professor of economics at the Nanyang Technological University, Singapore and professor emeritus of economics at the University of Surrey, England. He studied at the London School of Economics where he began developing his interest in social policies.

BY MEDICAL TOURISM MAGAZINE

Sports Medicine in Medical Tourism

48 While this has a wide range of connotations, generally sports medicine in the realm of medical tourism usually refers to injured or impaired athletes traveling to obtain the best surgical treatment that will enable them to return to their sport. Sports medicine can also encompass areas of physiologic or metabolic management to optimize athlete's performance, but generally this is something that only elite athletes would travel for and this type of medical care requires long-term management.

BY ALEJANDRO BADIA

Medical Tourism

AT A GLANCE

The Problems Oncology Clinical Trials are Facing

100 One of the hardest things for any patient to face is being told by their doctor that they have cancer. The patient feels the entire gauntlet of emotions; they will feel scared, angry, depressed and alone. They are faced with a tough challenge ahead of them: chemotherapy, or radiation, or even a combination of the two. Their bodies will become weak; they will lose their hair, their weight, their appetite. They do not know what will happen in the future with the medical treatments that we are all familiar with, let alone some new drug or treatment that is still in the trial phase; why risk it?

BY MEDICAL TOURISM MAGAZINE

Quality of Clinical Care vs. Quality of Interpersonal Interaction

93 Love Your Patients! Improve patient satisfaction with essential behaviors that enrich the lives of patients and professionals. The article below is a story from a woman whose fiancée has had a difficult hospital course. In fact, at the time she wrote to us, he was still hospitalized. This article is an example of quality care and the personal touch that results in a good patient experience, and why it is important to “love your patient.”

BY SCOTT DIERING

Istanbul's Newest Hospital will Open this Year

73 Liv Hospital Ulus, located in the center of Istanbul; Ulus – Beşiktaş, is set to open at the end of 2012. This hospital will be the start of a new brand for the Medical Park Hospitals Group in Turkey, and will have the capability to treat 350,000 patients a year. The main specialty, amongst many, will be Oncology. Not only will this hospital provide top-notch treatment to those in need, its design is something special; the architecture was inspired by how the organism is structured.

BY MEDICAL TOURISM MAGAZINE

Clear Medical Tourism Facilitator Contracts Benefit All Parties

65 The growing international marketplace for healthcare services includes an element of facilitation to bring patients, experienced professionals, and state of the art medical facilities together. Medical tourism facilitators frequently play a key and necessary role in addressing the many details and arrangements that are critical for a successful medical tourism experience. Clear written agreements addressing the terms of services and relationships are beneficial to all parties involved. A few of the many subjects that could be addressed in written agreements for medical tourism facilitation services are discussed below.

BY TRACY MABRY

Global Health Reforms and its Importance

86 Economic downturn, lack of human resources, increase in affluent disorders, ageing population, fragmented healthcare system, commercialization of healthcare and growing healthcare frauds are some of the key factors of increasing global healthcare crises, which have pressurized the health policy makers across the globe to reform healthcare systems.

BY DR. PREM

Regenerative Medicine and Chronic Obstructive Pulmonary Disease

77 Regenerative medicine is the future of medical practices worldwide. A report from the U.S. Department of Health and Human Services entitled “2020: A New Vision—A Future for Regenerative Medicine” it discusses that regenerative medicine will be the forefront of 21st-century healthcare. In general, physicians, scientists and others expect that the use of regenerative medicine will enable the repair of injured tissues and damaged organs and a better quality of life for those suffering from debilitating disorders.

BY DR. JESUS ESPARRAGOZA
AND PH.D. RAFAEL GONZALEZ

What the U.S. Can Learn From Other Nations Healthcare Systems

106 Most of other developed nation's healthcare system covers all its citizens, the U.S. system, which leaves almost 15 percent of the population without health insurance, is the most unfair. The key difference is that foreign health insurance plans exist only to pay people's medical bills, not to make a profit. The United States is the only developed country that lets insurance companies profit from basic health coverage. In terms of finance, U.S. healthcare's towering expenses force 700,000 Americans into bankruptcy each year because of medical bills.

BY ARVIND CHOUDHARY AND ASHISH BHATIA

Economics

IHH Healthcare IPO is 3rd Largest this Year Because of Medical Tourism

83 At a time when the world economy is in a downturn, there has been an amazing amount of Initial Public Offerings (IPOs) this year. The social media site Facebook had its IPO on May 18, which was the largest ever for an Internet corporation: \$104 billion was made at its peak market capitalization and was the largest IPO of the year. Felda Global Ventures Holdings was the second largest IPO this year, a palm oil company from Malaysia.

BY MEDICAL TOURISM MAGAZINE

Indonesia's Failing Healthcare Industry, and How Medical Tourism Can Help

90 Indonesia is facing a large scale problem with their healthcare industry, which could cost the nation up to \$50 billion to get the infrastructure up to standards by 2020. The problems with the Indonesian healthcare sector are many, not enough supplies, disparity between rich and poor and often discrimination against the poor and not enough government money to initiate growth. The government is aware of the problems and is trying to develop a creative way to fix them, the medical tourism and pharmaceutical market reform may be the proper tools to do it.

BY MEDICAL TOURISM MAGAZINE

Medical Tourism

AT A GLANCE



Medical Tourism Potential

Bahrain Leads the Way for Medical Tourism in the GCC

62 The small nation is in the Persian Gulf, and is made of 33 islands the largest of which is Bahrain Island. Recently, Bahrain like many of the Gulf Cooperation Council (GCC) nations are trying to develop and bill themselves as medical tourism destinations in order to draw in more tourists, and to develop their own local medical industries. Bahrain happens to be an example of a GCC nation who realizes the potential medical tourism offers them in terms of tourism, development, and economics.

BY MEDICAL TOURISM MAGAZINE

Jamaica Seeks to Develop as a Medical Tourism Destination

81 Jamaica is currently coming up with creative ways to improve the nation's economy. Recently, the Jamaica International Financial Services Authority (JIFSA) was established to try and bring in more foreign investments. Specifically, Jamaica is trying to enter the \$7 billion offshore financial services industry, an industry mostly associated with the Cayman Islands. The entrance into this new industry could bring as many as 15,000 new jobs into the new sector and with it as much as \$300 million to the government.

BY MEDICAL TOURISM MAGAZINE

The Dominican Republic for Health, Wellness and Luxury

53 The Dominican Republic has the beauty, location, medical personnel and the price is right for attracting international patients. And now, they have an international patient department located in Hospital General de la Plaza de la Salud. Due to the proximity to the U.S. and Canada, hospitals in the Dominican Republic are accustomed to treating these foreign patients. The price is considerably lower for patients from these destinations compared to their home country.

BY RENÉE-MARIE STEPHANO

Malaysia – Expanding its Health Systems

114 Malaysia has its eyes set on medical tourism. With hopes of building its economy, the country is looking to expand its medical services and increase cooperation between its public and private sectors. The idea is that healthcare will become more specialized and will attract more foreigners seeking high quality and affordable medical treatments.

BY MEDICAL TOURISM MAGAZINE

Mexico- Making Changes for the Future

110 On July 1st 2012, Mexican voters went to the polls to elect a new president to replace President Felipe Calderón. The primary issues were the drug cartels, and the violence that is plaguing the nation. An estimated 77,738,494 Mexicans voted, making the voter turnout rate 63.1 percent. The election was a three-way race between Partido Acción Nacional (PAN) candidate Josefina Vázquez Mota, Partido de la Revolución Democrática (PRD) candidate Andrés Manuel López Obrador, and finally Partido Revolucionario Institucional (PRI) candidate Enrique Peña Nieto.

BY MEDICAL TOURISM MAGAZINE

Southeast Asian Healthcare Market, Greater Risks Lead to Greater Rewards

96 For a long time whenever someone mentioned the phrase medical tourism, people would think of Thailand. The Thai dominance of the industry was so strong because the major hospital Bumrungrad International (BH) was among the first to promote itself internationally as a medical tourist destination. This was before most people had even heard of medical tourism. Soon BH was in competition with Bangkok Dusit Medical Services (BGH), another Thai hospital catering to international patients. Recently BGH has invested in BH, making the competition less intense and today both hospitals are roughly the same size, same quality, and same expertise. But now they are being threatened by other hospitals in the nation and abroad.

BY MEDICAL TOURISM MAGAZINE

Curaçao - Using the Island's Natural Beauty to Heal

40 The Caribbean is known for cruises and relaxing "beachy" getaways; the island of Curaçao provides all the fun –in-the-sun activities vacationers are looking for, along with activities for nature lovers and great restaurants and nightlife. This secluded getaway already attracts a large number of tourists each year, and now the government, tourism officials and those in the healthcare industry are realizing the even greater potential they have by attracting a different target market: the medical tourist. I was able to visit Curaçao for the Medical Tourism Nouveau Niche for Healthcare and Hospitality Workshop on August 6th which was hosted by The Ministry of Economic Development for Curaçao.

BY RENÉE-MARIE STEPHANO

The Impact of Healthcare Reform on the Medical Tourism Industry

98 There are a lot of differing opinions on whether healthcare reform in the United States will have a positive or negative effect on medical tourism. It clearly has no effect on inbound medical travel to the U.S., as this segment continues to grow. The Patient Protection and Affordable Care Act (PPACA) has some real positives. It eliminates pre-existing condition clauses, makes health insurance guarantee issue and tries to eliminate big gaps in what different individuals have to pay for health insurance. But the reality is, it doesn't lower healthcare costs or insurance costs.

BY JONATHAN EDELHEIT

沖縄



Invitation to Okinawa Medical Tourism

Okinawa Prefecture is located at the southwest end of the Japanese archipelago.

Japan's only island Prefecture, Okinawa includes a sweep of 160 islands, large and small, across, 1,000 kilometers of Ocean east-west and 400 kilometers north-south.

The ocean around Okinawa is so clear you can see the bottom from the surface.

The famed coral reefs and various marine animals living around the coral reefs create a beautiful dreamlike world in Okinawa's transparent ocean.

Japan is known to have the longest life expectancy in the world. The reason for the longevity is rich natural environment, diet, and mental climate are deeply related as factors in support of longevity.

Okinawa offers a unique destination for medical tourists.



Okinawa Prefecture Internet Address
Okinawa Tourism Info Internet Address

<http://www.pref.okinawa.jp/english/>
<http://www.okinawastory.jp/en/>



Japan as a Medical Tourism Destination

By ATSUSHI TAKEI

Japan is a “hidden gem” for a medical tourism destination. The country does not only boast high-tech healthcare resulting in one of the best health outcomes, but also prides itself in providing services at low costs. Japan started to accept foreign patients in the last few years, and now several thousand patients from Russia and China are estimated to visit Japan.

Japan enjoys the best health status in the world; the country has the longest life expectancy and the lowest infant mortality rate. It is often misunderstood that the healthy diet is the determinant of the Japanese health status; however, eating sushi is not the only reason why the average Japanese person lives up to 83 years old. The country's low-cost and high-quality healthcare service is actually the base of the nation's longevity. Japan introduced universal health coverage in 1961, promising access to healthcare for every single citizen. Since then, healthcare infrastructure increased rapidly, and it now has 1.5 times more acute hospital beds per capita compared to Germany or to Korea and more MRI machines than any other country. This well-designed infrastructure has contributed to early detection and diagnosis of diseases, thus improving the health status of Japanese people. For example, the five-year survival rate of colorectal cancer is 71 percent in Japan, which is significantly higher than the 48 percent in the United States.

On the other hand, the healthcare costs were controlled carefully by the government through the Unified Fee Schedule, and now just at the average of OECD (developed) countries (9.5 percent per GDP in 2009). Japan's healthcare expenditure per capita is 30 percent lower than Germany and 63 percent lower than the United States on a purchasing power parity basis.

The good news is that Japan's healthcare is no longer a myth to foreigners. Some top-level hospitals are opening their

“...the five-year survival rate of colorectal cancer is 71 percent in Japan, which is significantly higher than the 48 percent in the United States.”

doors to foreign patients. The government is promoting their medical services to foreign patients that have medical needs and is preparing to certify hospitals that are ready to accept foreigners in a safe and comfortable environment. There are coordinators that have rich experience in supporting foreign patients with various services including visa application, translation, interpretation and logistics.

Japan's strength in medical treatment

Japan's medical treatment has a competitive advantage in several fields. The most globally recognized area is minimally invasive medicine.

“ Today, Japan has the second most proton/heavy ion radiotherapy facilities in the world after the United States. ”

For example, Japanese doctors can operate by creating a small surgical wound by using endoscopy, so the patients can recover faster after the surgery, and they will face fewer risks of infection or complication. Japan's advantage is supported by both skillful doctors and high-technology. Most of the teaching doctors have either studied or practiced overseas. Japanese firms have over 70 percent market share in the endoscopy market.

Besides endoscopic surgery, Japan made major advancements in the field of cancer treatment, especially in proton/heavy ion radiotherapy. Proton/heavy ion radiotherapy can minimize the side-effects of ordinary radio therapy, thus is effective to early stage cancer that was inaccessible by surgery.

Both soft skills and hard technologies are the base of Japan's advantage in the healthcare services. Since these

advanced medicines are commonly practiced in some hospitals, the outcomes are stable and the prices tend to be lower than neighboring countries.

Myths and the truth of Japanese healthcare

There were three obstacles that have kept foreign patients away from Japan. First is the common belief that Japanese healthcare is extremely expensive. This is not true. Even after considering the appreciated Japanese Yen, Japan's healthcare cost is almost equal to that of Germany. The second misunderstanding is that it is difficult to obtain a visa to visit Japan. Thanks to the deregulation, the visa application process became faster and easier. There is even a visa specifically designed for medical tourism.

The last myth is that it is impossible to communicate in Japan due to its high language barrier. It may be true that not every Japanese hospital has foreign-language speaking doctors, however, there are well-trained “coordinators/facilitators” that provide language, guiding and hospital matching services. With the aid of the coordinators/facilitators, patients can relax in a suite in a university hospital, order many kinds of ethnic food and plan a post-treatment spa service in the hot spring near Mt. Fuji. Why not consult a Japanese doctor for your next medical vacation? ■

About the Author



Atsushi Takei is the Deputy Director of Medical Tourism Promotion Office, Japan Tourism Agency and Ministry of Land, Infrastructure, Transport and Tourism, since April 2011.



JAPAN TOURISM AGENCY

Coordinating Committee for Promotion of Medical Tourism in Japan



The Japanese enjoy the best health status in the world; the country has the longest life expectancy.

Utilizing its own strength, Japan started to accept foreign patients in the last few years.

Now, “**Coordinating Committee for Promotion of Medical Tourism**” has been launched by the Japan Tourism Agency for the promotions of medical tourism in Japan. It consists of key medical tourism players from public and private sectors.

Please feel free to contact us when you try to find a new partner for medical tourism in Japan!

- **Web Site**

<http://medical-tourism.jnto.go.jp/en>

- **E-mail**

Medical_Tourism@mlit.go.jp

- **Member**

- Medical Institutions
- Medical Tourism Coordinators and Travel Agencies
- Local Governments
- Interpreter
- Other medical tourism related companies



Japan. Endless Discovery.

COMING 2013



WORLD MEDICAL TOURISM &
GLOBAL HEALTHCARE CONGRESS

CAESARS PALACE LAS VEGAS - NOV 2 - 6TH 2013



Info at 561.791.2000 or
www.MedicalTourismCongress.com

MEDICAL TOURISM ASSOCIATION[®]



Conference Integration

and Where Your Industry Fits In

By MEDICAL TOURISM MAGAZINE

For three years now the World Medical Tourism & Global Healthcare Congress (WMT & GHC) has been partially integrated with the Employer Healthcare & Benefits Congress (EHBC). This integration has allowed networking between the two industries. Now in its 5th year of the WMT & GHC, there will be full integration with the EHBC. With the recent passing of the healthcare reform law, more U.S. employers, insurers, consultants and other EHBC attendees are looking to overseas healthcare options to maintain and lower their costs, and with the full integration of these events they will be able to network with top international hospitals, Ministers of Health, government officials and medical tourism companies from the WMT & GHC that could possibly offer them the partnership they are looking for.

This year, with the full integration attendees will be able to share the exhibit hall, networking cocktail receptions and other special events. Another noteworthy change is that the networking software for the conferences will be one for all attendees; they are now able to request one to one meetings with each other.

The EHBC is made up of the following 4 integrated conferences: Corporate Wellness, Voluntary Benefits, Self Funding and Healthcare Reform. Each of these conferences will bring attendees from the following industries:

- U.S. Employers (Human Resources/Benefits Executives, Wellness Managers)
- Multinational Employers (Global Benefits Directors, Global Wellness Managers)
- Agents, Brokers, Consultants
- Global Benefits Providers
- TPA's MGU's and PBM's

- Health and Wellness Providers
- Voluntary Benefits Providers
- U.S. and International Health Insurance Companies
- U.S. Health Insurance Administrator
- Technology/Software Companies
- Marketing Organizations
- Consulting Companies

“ One of the main challenges that organizations face when trying to develop new business relationships is identifying the real decision-makers and knowing how and where to reach them. ”

One of the main challenges that organizations face when trying to develop new business relationships is identifying the real decision-makers and knowing how and where to reach them. With the integrated conferences there will be multiple opportunities for your organization to reach its target audience. One of the opportunities will be the executive summits which will bring in ministers of health, tourism and economy, government officials and senior executives all from different countries and different industries.

The executive summits at the conference will be:

- **3rd Ministerial Summit** - Ministers of health, tourism, economic development and government officials, which are looking to outsource healthcare overseas, will discuss common challenges and share best practices.
- **Caribbean & Island Minister of Health Summit** - Ministers from the Caribbean will discuss healthcare and other regional issues.
- **Medical Director Summit** - A collaborative platform for medical directors from the top U.S. and international hospitals and insurance companies.

How does each industry from the EHBC fit into medical tourism?

Healthcare reform

Health insurance companies and employers put their medical tourism plans on hold once the healthcare reform law was enacted in 2010. They've been waiting for a final decision on the Patient Protection and Affordable Care Act (PPACA) before moving forward with alternative healthcare options. Over the past six months, insurers and employers began getting more comfortable with the PPACA, and now that it's been officially upheld by the U.S. Supreme Court, the medical tourism industry will become an attractive option for employers and insurers looking for innovative ways to lower their healthcare costs.

"This should have a very positive impact on employers and insurers moving forward with implementing medical tourism, now that they understand that healthcare reform law has been upheld by the Supreme Court...the burden is now on insurers and employers, since the law does not truly address the issue of rising healthcare and insurance costs," said Jonathan Edelheit, CEO of the Medical Tourism Association® and editor-in-chief of Healthcare Reform Magazine.

This conference will provide the opportunity to become an expert in the reformed strategies to manage healthcare for your clients and employees. The integration of conferences will allow international attendees of the WMT&GHC to network with about 1,000 U.S. employers and insurance companies from the EHBC, to devise future collaborations as a way to offset costs (in the U.S.) and increase healthcare revenues (globally).

Corporate wellness

Nowadays, work for many has become their second home – a home where employees often undergo stress and pressure. Corporate wellness is a strategy that has been adopted by many businesses as a way to cater to an employee's health needs with facilities, programs and lifestyle initiatives that aim to create a healthier employee who will in turn be a better performer – a mutual benefit for the individual and the company.

Many companies offer executive physicals to their major executives and these programs are expanding and are being implemented into Corporate Wellness Programs. These physicals



will educate the patient on every detail of their health, and in many cases point out a health problem or potential health problem they never knew existed. Companies offer this because it will cost a lot less for this physical than it would to have a CEO out of the office for months because of a health issue that could have been prevented.

Part of the corporate wellness initiative is ensuring employees and their families receive the best treatment possible, which will increase the chance of employees returning to work sooner. Domestic Medical Tourism fits under the Corporate Wellness Model. Two public examples of domestic medical travel are the partnerships between Lowe's Companies and Cleveland Clinic and PepsiCo¹ and John's Hopkins. PepsiCo's self-funded medical plan will now waive deductibles and coinsurance for employees and dependents that elect to have cardiac or complex joint replacement surgery performed at John's Hopkins Medicine in Baltimore, and in turn the hospital is offering a bundled rate to patients, which saves PepsiCo money. With this deal the employees get treatment from a top rated hospital, the employer saves money in the long run, and the patient recovers faster with less complications. It's a win-win for everyone.

“Many U.S. corporations simply aren't investing enough in educating and building trust and confidence in the international options with their employees.”

The MTA has launched a joint initiative in Executive Wellness and Domestic Medical Travel with the Corporate Health and Wellness Association. This initiative will bring together employers, insurers and hospitals to form joint partnerships and collaborate in these areas.

Voluntary benefits

Voluntary employee benefits – insurance products that an employee may choose to purchase through their company at rates that are lower than they could get on their own – are slowly starting to see the benefit of packaging them with medical tourism. Currently, as a result of the U.S. economic crisis, the switch from core benefits to voluntary benefits is a growing

trend that is helping employers to save money by shifting costs to employees and allowing employees to pay for certain benefits, such as cancer plans, critical illness, dental, vision, and limited medical plans. Many of these plans are complementary to medical tourism as they are not comprehensive. Critical illness and cancer plans are a perfect fit, paying out specified cash benefits upon the diagnosis of, for example, 10 critical illnesses or upon diagnosis of cancer. Many of these plans can pay out \$10,000 or \$20,000. In U.S., Canada and similarly developed countries this payment will only cover a fraction of the benefit, but if you allow the patient to take the benefit overseas it could cover the entire condition.

Self-funding

Self-funded corporate medical plans, where the employer assumes the financial risk for providing healthcare benefits to its employees are growing and are expected to have significant growth under healthcare reform. Self-funding means that instead of obtaining company medical coverage from an insurance carrier an employer chooses a plan of benefits and then claims liability in the risk of medical claims up to a certain level, which is when a reinsurance or stop loss insurance carrier assumes the responsibility. Usually managed by a third party administrator (TPA), reinsurance or stop loss insurance (also known as specific or individual excess risk insurance) kicks in when the cost of a claim reaches a specific deductible.

So, where does medical tourism fit into this picture? If a person within the health plan needs a medical procedure,

perhaps a coronary bypass that could cost USD \$100,000, under a self-funded medical plan if the employee travels for the procedure the employer saves \$90,000. Even with incentives that have been offered by employers as early as 2004, such as waiving deductibles, coinsurance, percent of savings and other incentives, employers would still potentially save 60 to 70 percent.

Since self-funded plans have more liberalities and fewer restrictions than fully insured plans under healthcare reform, we will see these grow, and as they grow, we will see more implement medical tourism, as employers can see the direct savings immediately. Already, most employers and insurance agents/brokers are aware of medical tourism in the U.S. and each year, more and more implement them. The challenge for this market segment is the proper education of employees and raising consumer awareness and confidence in the international healthcare options. Many U.S. corporations simply are not investing enough in educating and building trust and confidence in the international options with their employees. ■

Sources

ⁱ <http://www.medicaltourismmag.com/article/pepsico-makes-a-deal-to-send-employees-to-johns-hopkins-for-specialized-surgeries.html>

“...the medical tourism industry will become an attractive option for employers and insurers looking for innovative ways to lower their healthcare costs.”



YOU AND YOUR PATIENTS HAVE A BETTER CHOICE: COLOMBIA.



Visit us at the Colombian pavilion (**Booth 35**) to learn more about Colombia's high quality medical services and available opportunities. For more information please contact: miami@proexport.com.co

www.proexport.com.co

CHOOSE **COLOMBIA**



Ministry of Trade,
Industry and Tourism
Republic of Colombia

Libertad y Orden





The Medicare Conundrum

By APOORV SURKUNTE

Medicare was established in 1965 under Title XVIII of the Social Security Act to provide health insurance to individuals age 65 and older and individuals under 65 with certain disabilities. As of 2010, 47 million people rely on Medicare for their health insurance coverage: 39 million people age 65 and over and 8 million people under age 65 with disabilities. Medicare benefit outlays stand at around \$504 billion in 2010.

The Medicare program is divided into four parts, each covering different benefits. Part A covers inpatient hospital services. Part B helps pay for physician, outpatient, home health, and preventive services. Part C, also known as the Medicare Advantage program, allows beneficiaries to enroll in a private plan for healthcare. Part D, the outpatient prescription drug benefit, was established by the Medicare Modernization Act of 2003 (MMA) and provides the prescription drug coverage to enrollees. About 75 percent of Medicare recipients receive coverage from government-run programs and 25 percent receive coverage from Medicare Advantage.

For decades, seniors have been looking forward to Medicare programs to address their healthcare needs. However, high rates of growth in national health expenditures are increasingly posing serious challenges to the financing of Medicare. Medicare programs have been facing challenges in terms of rising healthcare costs, payment methods that could be more effective at bringing down costs, and delivery mechanisms.

This article focuses on a specific problem that may jeopardize Medicare programs in years to come. Medicare programs have entered the rough water starting in 2011. Over the years, an entire generation starting to retire in 2011 would pose difficult questions to the very existence of the Medicare program in its present form. There is serious concern that Medicare may become insolvent for a considerable number of baby boomers when they reach 65 years of age who have paid into the system while working.

The post-World War II baby boomers generation — approximately 79 million infants born between 1946 and 1964 - will start reaching age 65 starting in 2011 and continue to cross the 65 age mark over next 20 years. The baby boomer

“As of 2010, 47 million people rely on Medicare for their health insurance coverage.”

generation accounts for 26 percent of the total U.S. population and the number of beneficiaries is expected to increase by 3 percent annually.

The government expects Medicare beneficiaries' count to touch 80 million by 2030. Currently there are 3.5 people of working age supporting every retiree. The number of workers supporting retirees will decrease to 2.3 by 2030.

“ Medicare programs are expected to cost \$929 billion by 2020, from \$504 billion in 2010. ”

At the same time, healthcare costs are projected to outpace inflation. Medical advances are extending lives which would further strain the program's finances. Medicare programs are expected to cost \$929 billion by 2020, from \$504 billion in 2010. Spending on the program is projected to expand from 3.6 percent of GDP in 2009 to 6.4 percent in 2030. Medicare's current fee-for-service model has created inefficiencies and will lead to financial challenges. Medicare's unfunded liability runs as high as \$38 trillion over the next 75 years. By 2024, the program runs the risk of being entirely bankrupt.

A study by economists Eugene Steurle and Stephanie Rennane of the Urban Institute show an average couple with combined annual incomes totaling \$89,000 who retire in 2011 would have paid \$114,000 in Medicare taxes, however the value of healthcare received by that same couple would be more than three times higher than what they paid in at about \$355,000.

The U.S. healthcare system will also need more primary care doctors, nurses, gerontologists, nursing home workers, and physical and occupational therapists to provide healthcare services to retiring population but these medical professionals are in short supply.

The prospect of funding the healthcare needs of the growing senior population that is living longer and costing more is bound to put more pressure on the U.S. government; which may have to reduce Medicare benefits, increase cost sharing, increase Medicare taxes or raise the qualifying age for

Medicare benefits as Medicare programs becomes financially unsustainable.

With the healthcare reform bill, President Obama has introduced measures to increase efficiency and reduce fraud in Medicare, reduce federal payments to Medicare Advantage plans and establish a new Independent Payment Advisory Board to recommend ways to reduce Medicare spending and include several payment reforms. This bill is also introducing delivery system reforms which include a pilot program related to post-acute care, value-based purchasing for providers and the establishment of Accountable Care Organizations (ACOs).

However, the federal government would need to do more than just these measures to counter increasing costs owing to the baby boomers population turning 65.

Providing quality care to an aging population while keeping the program financially stable for future generations remains the key challenge U.S. policymakers are facing. Medicare is going to be one of the major issues during the forthcoming presidential elections.

To save the Medicare system, Americans may end up working for longer, put up with a system which may reduce their health benefits and the benefits of affluent seniors may be trimmed. There are difficult choices to be made, and the sooner the government makes these choices, the better it will be for future generations of Americans, who may end up paying greater amounts of their income in taxes to keep the Medicare system afloat. ■

About the Author



Apoorv Surkunte works as a manager with the leading IT services and consulting firm in the area of Healthcare IT. Apoorv has over 7 years of experience in U.S. Healthcare IT. His areas of interest include health reforms, healthcare innovations and ICD-10 implementation. Apoorv is certified a Fellow, Academy of Healthcare Management (FAHM) and a project management professional (PMP). He may be reached at: Apoorv.reddy@gmail.com

Health Care Reform?



New Lobbying Group Launched to Support Medicare Reimbursement Overseas

The Medical Tourism Association® (MTA) and International Healthcare Research Center (IHRC) have partnered to launch a non-profit lobbying group, International Healthcare Consumer Coalition (IHCC) designed to support the reimbursement of Medicare costs incurred by Americans living overseas.

The U.S. healthcare system already suffers from a shortage of doctors, and with baby boomers flooding the market (by 2030, 1 in 5 Americans will be age 65 or older) it is sure to increase; the government cannot financially or practically afford to bring more people into an already overcrowded, understaffed marketplace.

“This new coalition serves to help protect Americans, by ensuring they receive access to quality healthcare from foreign hospitals and doctors, while living or traveling abroad. Squire Sanders is proud to work/join forces with the IHCC to achieve this important goal,” said Scott Edelstein, Partner at Squire Sanders about their new agreement with the IHCC.

The partnership between the MTA and the IHRC is designed to ease the burden on the U.S. healthcare system by allowing Medicare-eligible Americans living abroad to receive their Medicare treatment overseas rather than paying to travel to the U.S. for similar care. The group will give a voice to healthcare providers, insurance companies, overseas governments and hospitals that would benefit from a revamped structure that allowed Americans to receive their Medicare services in the countries they reside in (or those nearby).

Additionally, Medicare recipients will benefit by avoiding the prohibitive costs that result from having to travel from their foreign homes to the U.S. One of the newly formed group’s priorities is to conduct research to determine the potential cost savings of having medical treatment of a quality similar to that in the U.S. available in countries all over the world.

“Millions of Americans live and retire overseas,” said Renée-Marie Stephano, president of the Medical Tourism Association®. “If these overseas Americans are given the choice, it could save Medicare millions of dollars.”

The group is currently in the application process of a 501(c) (4) designation by the Internal Revenue Service. Section 501(c) (4) of the Internal Revenue Code provides for the exemption for educational and scientific organizations which are not organized for profit and no part of the net earnings of which inures to the benefit of any private shareholder or individual. The MTA and IHRC will be meeting in person Oct. 24 from 12:00-1:00 p.m at the 5th Annual World Medical Tourism & Global Healthcare Congress, held on the beach in Ft. Lauderdale/Miami. ■



International Patient Services® Certification & Training Program



Maximize
Patient
Experience

Implement
Lean
Methods

Improving
Efficiency

Cultural
Sensitivity

Post
Surgical
Aftercare
Protocols

Transparency
in Quality
of Care

Risk
Management
Protocols

Patient
Management
Protocols

Tourism
Protocols

Marketing
Practices

Build a Stronger Brand for your Healthcare Business

For more information contact 001.561.791.2000 or Certify@MedicalTourismAssociation.com
www.MedicalTourismAssociation.com



Puerto Rico

Proximity Makes it a Perfect Fit for Medical Travel

By PUERTO RICO TOURISM COMPANY

When traveling to a medical facility away from home patients look for three qualities - ease of travel, value and high quality of services, and a safe leisure tourism haven. Puerto Rico offers all three.

Puerto Rico is the United States territory in the Caribbean and as such there is no language barrier, no passport or visa requirements, no immigration or customs to clear, no need for currency exchange, and medical facilities must comply with the U.S. infrastructure standards and be staffed by board certified physicians. The Luis Muñoz Marín International Airport, in the capital city of San Juan is only hours away from the U.S. mainland, offering around 400 weekly flights to major cities. The island is also the main travel hub in the Caribbean with over 600 weekly flights, in addition to over 25 weekly flights to six international destinations.

Puerto Rico's hospitals and medical facilities are required to comply with high standards of excellence, equivalent to the ones of U.S. institutions. At present there are over 70 hospital facilities, some that have partnerships with hotels such as the Howard Johnson Hotel at the Cardio Vascular Hospital of the Puerto Rico Medical Center and the San Miguel Plaza Hotel right by the HIMA- San Pablo at Bayamón city. Many other facilities like the Ashford Presbyterian Community Hospital and the Pavía Hospital are located in or close by the hotel district in the San Juan Metro area. There are also six approved projects that integrate hotel and hospital facilities.

As a world-class leisure tourism destination Puerto Rico offers patients the option of combining their medical trip with pleasure. Among the wide range of amenities found all over the island are its historic Spanish and Caribbean culture, tropical and natural attractions, relaxing beaches, culinary variety, spas, shopping variety, theater functions, casinos, and nightlife and musical activities. Whether visitors are looking for a relaxing island location amidst tropical rainforests or a getaway rich in history and culture, the island of Puerto Rico offers all these experiences and more. Medical care in Puerto Rico is also 40 to 70 percent more affordable than in most locations on the U.S. mainland.

In an effort to provide a comprehensive, one-stop location for booking travel to Puerto Rico and educate consumers about the travel experience, the Puerto Rico Tourism Company (PRTC) has launched an on-line reservation system offering in-depth information for lodging and flight options specifically for the island. Accessible on PRTC's official website, www.seepuertorico.com visitors will enjoy detailed knowledge and real-time confirmations, information and service not usually available on web sites of third-party resellers.

The system provides:

- Real-time rates and availability for properties in the system; no waiting to confirm availability or a reservation
- Hotel overview, rate descriptions, and images from the properties directly, so consumers can avoid inflated rates and added service fees
- A simple and user-friendly format allowing travelers to spend less time booking their trip and more time enjoying their visit

The online reservation system and information included on the www.seepuertorico.com website, provides travelers the opportunity to discover interesting and inviting sites beyond what surrounds San Juan's well-known attractions. They introduce visitors to the diverse geography and wealth of activities, accommodations and restaurants throughout the Island. The site also includes sections on travel tips, key facts about the island, upcoming events, a toll free number 1-800-866-7827, and it gives users the option to chat with an agent about travel plan options for their stay in Puerto Rico. ■

Medical Tourism in Metro Pavia Health System

By METRO PAVIA HEALTH SYSTEM

With a network of thirteen hospitals, Metro Pavia Health System (MPHS) is the largest hospital and clinic network provider in Puerto Rico and the Caribbean, and the hub for travelers' healthcare necessities.

Our hospitals are fully accredited by the Joint Commission (JCAHO), certified by the Center for Medicare and Medicaid (CMS) and members in good standing of the American Hospitals Association. Our physicians are U.S. Board Certified and fluent in the English language.

Hospital Pavia Santurce

For more than eight decades, Pavia Hospital has remained steadfast on its mission to make use of advanced technology, promote professional development and research, and provide the best facilities to ensure optimum treatment for patients.

- It has the largest and most modern Emergency Room in San Juan
- Houses the only chest pain center in the Caribbean
- Leading private hospital for cardiovascular procedures and neurosurgery

Hospital Pavia Hato Rey

This hospital holds second place in the highest number of maternity deliveries in San Juan. The Women's Care Center provides ultrasound screening services with the most advanced digital equipment. Specialized in general and orthopedic surgeries.

Hospital Metropolitano de San Juan

It is the only private hospital that specializes in providing the most advanced radiation therapy treatment for cancer in Puerto Rico and the Caribbean. The hospital has highly qualified hematology and oncology physicians complemented by a team of experienced professionals. Services include:

- Radio-Surgery
- Brachytherapy
- Intensity Modulated Radiation Therapy (IMRT)
- Image Guided Radiotherapy (IGRT)

Hospital San Francisco

This hospital has more than 200 physicians on its medical faculty, organized into three departments: pediatrics, surgery and internal medicine. Pediatrics specialties include cardiology, gastroenterology, pulmonologist, endocrinology, among others.

Metropolitan Hospital of Miami

The Metropolitan Hospital of Miami is dedicated to providing specialized healthcare services with a remarkable prestige in the areas of neurosurgery, orthopedic surgery, cosmetic plastic surgery, urologic surgery and gynecology surgery. ■

For additional information on our services, call now: 1-866-368-6060





Puerto Rico's Beaches are Home to a Variety of Water Sports

By PUERTO RICO TOURISM COMPANY

Puerto Rico, home of the most beautiful beaches in the world, has hundreds of miles of coastline that harbor an endless selection for beach connoisseurs and sports enthusiasts. Beaches come in every size and color, from the pure white dunes of Isabela to the black volcanic sands near Punta Santiago. The variety of coastline offers visitors the opportunity to partake in a variety of water sports, from jet skiing on rough waters to parasailing on peaceful tides.

Isla Verde is a series of beaches that stretch for miles in front of luxury resorts and posh high-rise residential apartments, setting the beautiful backdrop for San Juan. A tranquil place during the week, Isla Verde really comes alive on weekends when beach lovers stream in to party, play, swim and sun. While most visitors soak up the sun reading, napping, or taking a stroll along the surf line, the more adventurous go parasailing, bodysurfing, water skiing and jet skiing.

A short trek to the east of San Juan is Luquillo, one of the island's most popular beaches. It is a beach where families can relax knowing that lifeguards are on duty and the offshore reefs keep the waters calm. This beach is also a diver's paradise as the average ocean temperature is 81°F and underwater visibility averages from 60 to 75 feet perfect for exploring the underwater wonders.

In the Northeast, near the town of Fajardo, locals and tourists are drawn to Seven Seas Beach, a cozy stretch of shoreline featuring fine white sands. A great place to snorkel,

the shallow sea bottom is teeming with tropical fish, coral formations and an abundance of other sea life. Offshore reefs help keep the waves away and strong winds make it an ideal spot for sailing and windsurfing.

Continuing east, nine miles off the main islands eastern coast, visitors can find the island of Culebra, which offers a paradise of beaches so perfect they are almost impossible to believe. The crowning jewel is Flamenco Beach, named one of the Best Beaches in America and Best Escape Beach by the Travel Channel. A magnificent mile of pure white coral sand

“...the average ocean temperature is 81°F and underwater visibility averages from 60 to 75 feet, perfect for exploring the underwater wonders.”

framed by Culebra's arid, sun-toasted hills, it is protected as a Marine Wildlife Reserve by the Department of Natural and Environmental Resources. Flamenco is only one of many unspoiled, pristine beaches on Culebra where you can enjoy blissful solitude as you swim in the blue green waters or explore some of the most stunning coral reef formations in the Caribbean.

The west coast offers equally amazing beaches, such as Rincón Bay on the westernmost tip of the island. Rincón straddles the rough Atlantic and the gentle Caribbean, so its six beaches provide the best of both worlds. Since 1968 when it was the site of the World Surfing Championships the town has gained a reputation as the surfing capital of the Caribbean. A generation of international surfers has challenged the fast and furious offshore waves; so many have settled in the village that it has developed an expatriate subculture.

In addition to surfing, Puerto Rico's countless beaches and year-round warm weather offer sports enthusiasts a wealth of outdoor activities that take place in, on, or around the water. You can experience windsurfing, sailing, snorkeling, scuba diving, kayaking on the Tanamá River or the Caribbean Sea, body surfing down a rushing mountain stream, or fishing the deep seas or the rivers, lakes and bays. Whatever your favorite water sport is, you can do it better in, on or near the tropical waters of Puerto Rico.

Fishing can be enjoyed year round, and is best from October to early March when dorado, mahi-mahi, wahoo, white marlin and yellowfin are in season. The north side of Puerto Rico is known as "Blue Marlin Alley" because of the large number of migrating fish that pass near its shores, especially in the summer. Charters are available from harbors in San Juan, Fajardo, Humacao and Mayaguez.

Although relatively new to Puerto Rico, kayaking and canoeing are marvelous ways to sightsee or bird watch on the island's many man-made lakes, or on its countless coastal inlets, coves and bays. Some of the most popular sites for ocean kayaking are along the coasts of the island municipalities of Vieques and Culebra, Ballenas Bay bordering the Guánica Tropical Dry Forest in the southwest, and the small east coast islets and cays off Fajardo.

“ Whatever your favorite water sport is, you can do it better in, on or near the tropical waters of Puerto Rico. ”

For visitors who want to take their water adventures below the surface, Puerto Rico is known for an abundance of diving sites that afford 60 to 75 feet visibility near the shores and up to 100 feet offshore. The northeastern areas Aguadilla and Isabela have the most impressive shore diving. Overall, the most exciting dives are made near Desecheo Island off Rincón, near Mona Island, 50 miles west of Mayaguez, and off Culebra and Vieques.

For snorkeling, the shallow reefs near San Juan, Dorado, Mayaguez and Humacao are perfect. The rich marine life below the surface is swarming with coral formations and tropical fish. The pristine waters offer full visibility and divers can enjoy the warm waters averaging 80°F.

For more information about beaches and water sports in Puerto Rico visit the Puerto Rico Tourism Company website at sepuertorico.com. ■



PUERTO RICO



WE DO EXPLORING BETTER

Explore Old San Juan and La Fortaleza, the oldest continuously occupied governor's mansion in the New World. Then, shop along the picturesque cobblestone streets where, centuries before, conquistadors on horseback once rode.

If you're really into exploring, Puerto Rico has so much more. We have over 300 sun-drenched beaches to choose from, you can even enjoy one of the few bioluminescent bays left on Earth.

For over 500 years, people have come to Puerto Rico and the Caribbean to discover, explore, and create memories.

It's about time you discovered why...



For booking details
see your travel professional or visit

seepuertorico.com





Puerto Rico

There is More to the Island than Beautiful Beaches and San Juan

By PUERTO RICO TOURISM COMPANY

Puerto Rico provides the ideal getaway for travelers seeking “beaches plus.” On the Island, visitors will find diverse geography and a wealth of activities, accommodations and restaurants. Whether visitors are looking for a relaxing island escape, golf or scuba vacation, an adventure trip amidst tropical rainforests or a getaway rich in history and culture, the island of Puerto Rico offers all these experiences and more.

San Juan Metro Area

San Juan, the capital of Puerto Rico and the gateway to the Caribbean, offers a myriad of attractions to travelers, including the charming commercial and residential district of Old San Juan, world-class beachfront hotels in Condado and Isla Verde, casinos, exclusive shopping, museums, fine restaurants and trendy nightclubs.

Among the most recognizable landmarks in Puerto Rico is El Morro, the fortification visibly protecting the Bay of San Juan. Along with Fort San Cristóbal, both protected Old San Juan from invaders for hundreds of years. In Old San Juan there is a seven-square-block area over 500 years old with a bustling center dotted with ancient churches, plazas, historic sites, trendy restaurants, hip boutiques, galleries and Fortune 500 companies. The defensive fortifications of San Juan, including La Fortaleza, are a United Nations-designated World Heritage site. Within them lies the Catedral de San Juan, a rare example of medieval architecture in the New World and Ponce de Leon’s final resting place. Other historic sites not to be missed include: Paseo La Princesa, the San Juan Gate, Cuartel de Ballajá, and Plaza de Armas.

While San Juan is at the heart of Puerto Rico and boasts an old-world flavor with a unique mix of culture and architecture not found in any other Caribbean city, there are four other diverse regions that also exemplify the true soul of the island: Porta Atlántico (North) Central, East, Porta Caribe (South), and Porta del Sol (West). From the El Yunque tropical rainforest in the East, to the quaint beach town of Boquerón in the West, Puerto Rico offers a diverse cultural landscape and activities that appeal to all types of travelers.

Porta Atlántico / Central Region

The Northern region of Puerto Rico, known as Porta Atlántico, is renowned for its magnificent beaches, first-rate golf and impressive natural wonders. Heading west from San

“The defensive fortifications of San Juan, including La Fortaleza, are a United Nations-designated World Heritage site.”

Juan is Dorado, the island's oldest resort town. Six white-sand beaches, hotels and casinos comprise this popular vacation spot. Golfers from around the globe visit Dorado for the four celebrated courses, all designed by Robert Trent Jones.

Nature buffs and sports enthusiasts won't want to miss the rare black sand beaches and the pineapple plantations of the small coastal town of Barceloneta as they head westward through Northern Puerto Rico. The Cambalache Forest offers challenging mountain bike trails, as well as four miles of winding hiking trails and camping facilities. Visitors to Arecibo can visit the world's largest full-dish radio telescope at the Arecibo Observatory and can participate in hands-on exhibits and tour the telescope site, featured in the James Bond movie Goldeneye, and other films such as Contact.

For visitors looking to get close to the water, but not necessarily submerged in it, Puerto Rico offers deep-sea fishing year-round. Fishing is best from October to early March when dorado, mahi-mahi, wahoo, white marlin and yellow fin tuna are in season. The north side of Puerto Rico is known as "Blue Marlin Alley" because of the large number of migrating fish that pass near its shores, especially in the summer. Charters are available from harbors in San Juan, Fajardo, Humacao and Mayagüez.

Lastly, a trip through Northern Puerto Rico wouldn't be complete without a visit to the Rio Camuy Cave Park, the third-largest cave system and underground river in the world. The entire family will enjoy this adventure, as visitors descend into a 200-foot deep sinkhole and view lush tropical vegetation,

then walk through the majestic Clara Cave, full of stalagmites and natural formations millions of years old.

The Central region of Puerto Rico is scattered with the Cordillera Central Mountain Range, as well as some of the most secluded, yet culturally rich, towns of Puerto Rico. With a mixture of Spanish, Taíno Indian and African cultures, Central Puerto Rico is a historical melting pot of customs and architecture.

Toro Verde Nature Adventure is an outdoor park offering adventure for the whole family. The park includes four canopy tours with zip line rides, platforms, and hanging bridges including the world's second longest zip line ride at nearly 4,700 feet. The park also includes a mountain bike ride designed by world champion rider Marla Streb.

The Rio Abajo Forest in Utuado is the perfect destination for hiking aficionados, and features an extensive network of hiking and mountain climbing trails. On the weekends, travelers can take a ferry over Dos Bocas Lake in Utuado and dine over the waterfront in one of the area's exceptional restaurants.

For a second day of mountain hiking, the Toro Negro Forest Reserve in Villalba is a fantastic excursion filled with winding trails and amazing scenery. The 7,000-acre park offers a spectacular view from the highest point of the Cordillera Central range.

East

The most traveled of Puerto Rico's regions; the Eastern area offers some of the most breathtaking scenery and invigorating attractions on the island. Your journey eastward begins with a trip to the town of Rio Grande, the home of El Yunque, one of the most spectacular rainforests in the world and the only rainforest in the U.S. National Forest System. Part of the Caribbean National Forest, this natural wonder is home to 240 species of tropical trees, exotic flowers and wildlife. A must-see for travelers of every age, El Yunque provides opportunities to learn about the history of the forest at the El Portal Tropical Forest Center and then hike amongst the flora and fauna on El Yunque's many trails.

From El Yunque, travelers can easily journey to Luquillo Beach, Puerto Rico's beautiful and family-friendly coastline area comprised of white, powdery sand. Swimmers can snorkel and skin dive amongst colorful tropical fish and amazing living coral reefs, while beachgoers bask in the sun and relax underneath coconut palms. Luquillo Beach features ample facilities, including lockers, showers, wheelchair-accessible services, picnic areas and authentic local refreshments.

With its crystal-clear water and prolific sea life, Fajardo is one of the best places in the Eastern region for sailing, snorkeling and diving. A longtime fishing town, Fajardo competes with Porta del Sol for some of the best seafood restaurants in Puerto Rico. After a delectable seafood lunch, travelers can end their day at Las Cabezas de San Juan, a unique 316-acre nature preserve on the northeast tip of the island. A restored 19th-century Spanish colonial lighthouse is the focal point of the site, providing amazing views of the Atlantic and the mangroves, lagoons, cliffs and cays throughout the preserve.

The Islands of Vieques and Culebra, known as the Spanish Virgin Islands, are just off the coast of Eastern Puerto Rico, and are hotspots among Puerto Rican locals, as well as travel gurus and celebrities from around the world. Within the past few years, Vieques has experienced steady growth, and several trendy inns and restaurants have developed near the shore. Most visitors travel to Vieques for its fabulous pristine beaches, including Sun Bay, Navío and Half Moon, and its azure waters,



ideal for snorkeling and diving. One of the most fascinating attractions on Vieques is Mosquito Bay, gorgeous by day and positively radiant by night due to bioluminescent organisms that cause the water to literally glow at night when it's splashed in the moonlight. Other bioluminescent bays can be found at Las Croabas in Fajardo and La Parguera in Lajas.

For travelers looking for even more seclusion from the real world, Culebra offers tranquil beaches and incredible wildlife. The Culebra National Wildlife Refuge is called "Ultima Virgen" (Last Virgin) because of its proximity to the Virgin Islands; the underwater vistas and unexplored reefs are a diver's paradise. Among its many "best of" honors, Flamenco Beach has the prestige of being voted as one of The Travel Channel's best beaches in the world.

Porta Caribe

Ponce, the "Pearl of Southern Puerto Rico" and the second largest city on the island, is known for its fusion of cultures and neoclassical architecture. Visitors will detect a Colonial ambiance, with Ponce's many beautiful plazas, colonial mansions and ornate churches.

Adventure seekers should explore the Island of Caja de Muertos ("Coffin Island") and its Blue Flag certified Playa Pelicanos which is only a short boat ride away from Ponce. Transfers are available only on weekends. There, divers take advantage of one of Puerto Rico's most unspoiled and spectacular underwater experiences in the Caribbean.

Porta del Sol

This region of Puerto Rico is a world-class dive destination due to the incredible Marine Wall, located approximately one mile off-shore, providing spectacular dramatic under water vistas and bushes of distinctive black coral. This extraordinary Marine Wall has a series of slopes and sheer drop-offs that start at 30 feet to 120 feet before disappearing into a 2,000-foot drop, well beyond diver depths. For snorkeling, beaches near Ponce such as La Parguera offer fantastic reefs right off shore. There is no need for a boat with excellent visibility and amazing coral reefs only yards away from the shoreline.

Surfers from all over the world travel to Rincón for some of the most challenging waves in the world. In winter, visitors can watch surfing competitions and visit the newly-renovated Rincon Lighthouse and Park, a prime location for whale watching, as humpback whales swim close to the shore.

As the third largest city in Puerto Rico, Mayagüez's small-city urban atmosphere serves as a great destination for families. Mayagüez offers shopping and restaurants with traditional Puerto Rican fare, and boasts Puerto Rico's only zoo. The city was selected as host city for the 2010 Central American and Caribbean games during summer season. Heading south down the coast, travelers can unwind in the beach area of Boquerón in the town of Cabo Rojo. Boquerón provides one of the best secluded public beaches on the island. After an afternoon of kayaking or windsurfing, visitors can watch the brilliantly colored sunsets on Boquerón beach.

San Germán, or the "City of Hills" as it was once known, is Puerto Rico's second oldest city. By far the most popular attraction in the area is Iglesia Porta Coeli, one of the oldest (and smallest) churches in the New World, which was built by friars in 1606. Today, visitors can take a tour of the church, which has been converted into a state-owned museum featuring a small but prestigious collection of historical artifacts.

Guánica is a must-see in the Western region, with its gorgeous bays and beaches that dot the coastline. The town's

biggest attraction, however, is the Guánica Dry Forest Reserve, a unique, dry woodland that has been designated a World Biosphere Reserve. Visitors can hike through the lush forest trails and view more than 700 types of plants and 135 types of birds.

Nature buffs and campers should consider a visit to Mona Island, known as the Galápagos of the Caribbean, just off the shore of Mayagüez. As there are no inhabitants on this island, no facilities, and no lodging, Mona Island is ideal for overnight extreme-style camping trips, hiking or diving in crystal clear waters.

How To Plan Your Trip

For more information and details about accommodations, attractions and activities Puerto Rico has to offer visit the Puerto Rico Tourism Company website at www.seepuertorico.com ■



She just wanted to walk again.

We helped her fly.

ORTHOPEDICS



Quality health care close to home, for 50-70% less.

We're HIMAHEALTH. An affordable, quality alternative to domestic health care, promoting total wellness for your employees. With U.S. board-certified physicians, technologically advanced facilities and procedures, no passport requirements, all just a short flight to Puerto Rico. The transition to our program is seamless. The savings are substantial. And the care we provide makes all the difference in the world. Visit HIMAHEALTH.com, call 877.577.5773 or send email to: concierge@himahealth.com

CARDIOLOGY | ORTHOPEDICS | NEUROLOGY | ONCOLOGY



HIMAHEALTH

PUERTO RICO

Luxury in Puerto Rico: A Guide for a Lavish Island Visit

By PUERTO RICO TOURISM COMPANY

Puerto Rico has always been known for its beautiful white beaches and vibrant nightlife, yet the Island has even more to offer discerning travelers seeking an exceptional vacation. Between the Island's unique golf courses, plush spas and multi-culturally infused cuisine, Puerto Rico defines luxury.

Luxurious lodging

Travelers looking for a glamorous San Juan getaway should consider the Ritz Carlton San Juan Hotel, Spa & Casino, which pairs dazzling nightlife with great restaurants and amazing suites. Visitors can take advantage of the exclusive casino, the state-of-the-art Caribbean spa or dine at the hip Sushi Bar. Nearby La Concha Marriott Renaissance Resort, located minutes away from the pristine beaches of Isla Verde, greets guests with its contemporary design theme, soothingly lit rooms and white minimalist décor.

The W Vieques stands out as a quintessential location for relaxation, fun and dining. Located on the beaches of Vieques and within a short drive of the charming fishing village of Esperanza and the Bahía de la Chiva beach, The W offers fantastic views of the Atlantic and nearby Culebra. The W's traditionally modern décor is tempered by a rustic charm, and the property's 157 rooms start at a generously-sized 550 square feet. A "don't miss" is Sorce, featuring ocean views

and presenting a selection of dishes influenced by Puerto Rican heritage.

For those seeking a unique boutique hotel experience, consider Hotel El Convento, a prime example of a small, luxury hotel. A Carmelite convent built three centuries ago, Hotel El Convento has been renovated with modern amenities, but still retains its colonial charm with features such as marble chessboard floors and mahogany furniture.

For the more adventurous traveler, resort hotels such as the St. Regis Bahia Beach Resort and the Waldorf Astoria El Conquistador Resort and Las Casitas along Puerto Rico's magnificent Eastern coast offer every activity under the sun, from golf to snorkeling to windsurfing. These resorts boast world-class spas, sparkling pools and relaxing beaches.

On the western coast in Rincón, the Horned Dorset Primavera Hotel, which caters only to guests aged 18 and older exemplifies what this part of Puerto Rico is all about. Hidden

on a secluded beach, the Horned Dorset promotes the art of relaxation with no phones, televisions or radios in the guest rooms.

Premium golf

With more than 20 courses, Puerto Rico boasts the finest golf in the Caribbean. This starts with The Trump International Golf Club in Río Grande, site of the 2012 PGA tournament Puerto Rico Open. Located in golf-rich Río Grande, the Tom Kite-designed, 36-hole club features four unique nines with water views at every turn.

Bahía Beach Resort and Golf Club, designed by Robert Trent Jones, Jr. and located at the St. Regis Bahía Beach Resort, preserves the natural integrity of the original site. In fact, every aspect of the golf course was guided by Audubon International to ensure minimum impact on the environment, making it the first in Puerto Rico to become a Certified Gold Audubon International Signature Sanctuary. Bahía, an 18-hole course totaling 6,979 yards, offers amazing seaside views and tee sets for pros and beginners.

The Arthur Hills Golf Course at El Conquistador Resort features a scenic, 6,662-yard course whose distinctive undulation provides breathtaking vistas to enhance the round. Located in Fajardo, it is easy to see why - this track simultaneously overlooks the Atlantic Ocean, Caribbean Sea and El Yunque Rainforest.

To the West lies Royal Isabela, an 18-hole track (opening January 2012) en route to “Worldwide Top 100” status according to Fairways and Greens. Located within the 1,800 acre Costa Isabela community, this private course (restricted to residents, villa and hotel guests) intersects European-links design with a Caribbean atmosphere.

Indulgent spas

Equipped with the most advanced facilities, staff and services and surrounded by a tropical paradise, Puerto Rico’s spas treat guests to experiences found nowhere else. If visiting San Juan, consider booking an appointment at The Spa at The Ritz-Carlton San Juan Hotel and Casino. Signature therapies include Café con Leche, an exfoliation using Puerto Rican coffee; Borinquen Body Polish, which uses a tropical fruit extract to remove dead skin from the body; and the Cleopatra, a hydrotherapy milk-bath maximizing the effect of fatty acids, amino acids and vitamins.

Located east of San Juan in nearby Fajardo, The Golden Door Spa at Waldorf Astoria El Conquistador Resort was voted the top Caribbean Spa by readers of Caribbean Travel & Life and the Best Spa for Treatments by Condé Nast Traveler. The Caribbean’s largest spa, the Golden Door has 25 treatment rooms and a staff-to-guest ratio of 4-to-1. Golden Door offers services such as Terra del Yunque, a mud application using medicinal herbs and locally grown plants; a Rainforest Facial, using organic products; and Baño de Oro, a full body masque, moisturizing massage and hydrotherapy.

At Mandara Spa at Río Mar Beach Resort & Spa, therapists and aestheticians bestow their expert touch to resonate and restore. It specializes in Balinese-inspired services such as massage and aromatherapy. Visitors should try the spa’s signature treatment – a four-hand massage with two therapists working in synchronicity and serene silence.

Remède Spa at the St. Regis Resort, Bahía Beach, offers an exclusive selection of treatments designed with indigenous and cultural influence using organic native ingredients such as coconut and sugar cane. In the tradition of “Fiestas



Patronales,” each service is inspired by Puerto Rico’s Queen Loiza and celebrates the Island’s African, Taino Indian and Spanish heritage.

For South Coast visitors, the Bodyderm Spa at the Copamarina Beach Resort concentrates on massages and full body treatments. Specialties include an anti-cellulite application and an Aroma Steam Capsule, a 15-minute European therapy that combines the physical and mental benefits of steam and aromatherapy.

Rich history

It has been said that Old San Juan has more museums per square foot than anywhere on Earth. The city itself is often considered a life-size museum of colonial architecture due to the number of buildings that have been declared National Historic Sites. At the San Juan Museum of Art and History, once a marketplace in 1855, visitors will find exhibits of traditional Puerto Rican art that showcase the island’s rich history. The Museum of the Americas, housed at the Cuartel de Ballajá, old military barracks built in the 1850’s, offers the finest collection of popular and folk art of Latin America. For those interested in Caribbean art and architecture, San Juan’s Museo de Arte is a must-see; the museum houses a collection that spans the art history of the Island.

Ponce is home to Plaza Las Delicias, which contains old fountains, well-kept gardens and the Cathedral of Our Lady Guadalupe. The Ponce Museum of Art, designed by Edward Durell Stone, (mastermind behind New York’s Museum of Modern Art), will captivate art lovers with more than 1,000 paintings and 400 sculptures of the most elegant European works in the Caribbean. Five minutes outside Ponce is the Serrallés Castle, a mansion built in 1930 for Ponce’s wealthiest family and owners of the Don Q rum distillery. Visitors take a step back in time as they view antiques from long ago.

Finally, a must-see in Caguas is the Caguas Botanical and Cultural Garden. Its 60 acres of landscaped gardens include among other things, the remains of a 19th century sugar plantation as well as waterfall features, a small museum and

a small are called the Garden of Conscience, dedicated to endangered endemic species.

Delectable cuisine

A fusion of European, Afro-Caribbean and Latin American cultures has produced one of the most palate-tempting cuisines in the world. In San Juan's latest urban locale, SoFo (south of Fortaleza Street), restaurants range from the French provincial Trois Cent Onze, to the ever-popular Parrot Club, where the chic clientele revels in Latin fusion dishes and luscious martinis. Another Nuevo Latino favorite is Aguaviva. This trendy retreat features a myriad of eclectic seafood entrees.

Diners who want some of the best fine dining the Island has to offer could head to Pikayo at the Conrad Condado Plaza, owned by run by chef Wilo Benet. Also in Condado, Iron Chef Roberto Trevino owns Casa Lola specializing in "criollo" cuisine and Budatai, an elegant restaurant that serves Asian dishes with Caribbean flare. Food lovers can enjoy course-after-course of mouth-watering delights at these prestigious Island restaurants, with dishes that include lobster risotto and veal carpaccio using only all-natural, local ingredients.

For those seeking further name recognition, consider the fine dining at Laurel, where Chef Mario Pagán showcases his "Nuevo Caribe Cuisine." Pagán, a finalist on Food Network's The Next Iron Chef, makes a point of incorporating the plethora of local, fresh ingredients, including aged cheeses. Queen snappers, and butter avocados. Located in Santurce, Pagan's creation joins exquisite food with breathtaking art.

Chef Damián Hernández's modern interpretations of local cuisine classics can be enjoyed against the backdrop of South Beach-inspired minimalist décor in shades of black, white, and orange, at the Verdanza Hotel Eighty20 Bistro. Those who want to see and be seen in San Juan make a point to dine at the new Augusto's restaurant. Chef Ariel Rodríguez's menu, international with French and Caribbean influences is a most see for any person who desires the best of the best.

Extravagant shopping

With a multitude of offerings guests may be accustomed to in the United States such as Armani, Ann Taylor and Lacoste, combined with local boutiques and designers, Puerto Rico is the home for shopping in the Caribbean.

In San Juan, guests can spend the day at Plaza Las Americas, the Caribbean's largest indoor mall. Commonly referred to as Plaza, this shopping paradise located in the neighborhood of Hato Rey is home to more than 250 stores, open seven days a week.

If seeking a boutique experience, guests who love "Hollywood casual" should head to Lisa Capalli, a local business that specializes in producing its own designs as well as promoting other Puerto Rican designers. Lisa Capalli has two locations – Old San Juan and downtown San Juan. For more information, visit <http://www.lisacappalli.net/>.

Elsewhere, another boutique, Valija Gitana, showcases "boho chic" styles. Featured in magazines such as Cosmopolitan, this boutique chain of 10 stores specializes in international fashion. It also uses 100 percent biodegradable plastics and donates handsomely to the area.

Other high-end shopping destinations include the boutiques of David Antonio, Stella Nolasco, Glamour by Carlos Antonio, Oui Boutique, and La Femme Boutique. For more information, visit: <http://www.seepuertorico.com>. ■



“With more than 20 courses, Puerto Rico boasts the finest golf in the Caribbean.”



David Reisman, Professor of Economics at the Nanyang Technological University, Singapore

**Q & A-
with
Congress
Speaker:**

The Social Role and Economic Significance of the Health Travel Trade

By MEDICAL TOURISM MAGAZINE

At the upcoming World Medical Tourism & Global Healthcare Congress Professor David Reisman will be presenting on two topics, the first is on cross-border investment and the second is on the ethics of medical travel. He is currently a professor of economics at the Nanyang Technological University, Singapore and professor emeritus of economics at the University of Surrey, England. He studied at the London School of Economics where he began developing his interest in social policies.

“The international movement of inputs and outputs in the healthcare field was something that followed naturally from my research on the balance between market and state in the satisfaction of basic needs,” said Reisman.

Reisman is also author of the books titled *Health Tourism: Social Welfare Through International Trade* and *Health Care and Public Policy*. In the interview below he discusses how his books and expertise fit into the realm of health tourism which helps to illustrate why he was chosen to be one of the esteemed speakers at the Congress!

How did you get involved in health tourism and what is your current role in this field?

I wrote *Health Care and Public Policy* because I felt it was important to spell out in what way medical treatment is an economic trade table and in what way it is not. Some people say that the demand for health is a need, not a want, that consumers cannot choose rationally because of supplier-induced demand, that information-asymmetry makes it essential for the government to regulate and sometimes even to provide.

In my book, I tried to separate the truth from the myth and the mystique. Subsequently, in *Health Tourism: Social Welfare Through International Trade*, I sought to extend the argument from one country to all countries. We import tomatoes and textiles. Why should tonsils and adenoids be any different? That, at any rate, was the question. I am still trying to find the answer.

In terms of your book Health Tourism: Social Welfare Through International Trade, what do you mean by “social welfare?”

Welfare is one of those “weasel” words that mean different things to different people. Some use it in the sense of ‘welfare state;’ they say that the outsourcing of British patients from the National Health Service to Indian hospitals in Chennai and Delhi is proof that Britain cares because public finance goes further and British wait times are less. Others use welfare in the sense of ‘well-being;’ they welcome the freedom to choose, provided that it is voluntary and informed, because the patients can select from a wider range of services, including those that they could not possibly have afforded in their own country. I use ‘welfare’ to mean both National Health welfare and free-market welfare. The objectives need not be all that far apart.

Governments, unless they are very bad governments, sincerely want to make sick people well. The bargain struck between doctors and patients is more of the same. The debate is not about the definition of welfare but about how to attain it. International trade in health-related services is one option. There are others.

Could you briefly describe the content of your book?

The book is a multidisciplinary account of the way in which lower costs, shorter waiting-times, a different menu of services, the chance to combine recreational tourism with a check-up or an operation all come together to make medical travel a growth industry. The book concludes that medical travel has great potential to create jobs and wealth while giving sick people high-quality care at an affordable price. The argument is supported with examples and case-studies, mainly from Asia. The overview is there but so is the analysis. The book, like all academic studies, tries to situate health travel in a broader social and economic context.

Is your book intended for academics and industry moguls or more for consumers of the industry?

It is intended for academics, medical professionals, insurance executives, travel facilitators, civil servants, political leaders, hospital administrators, curious patients, members of the public – for everyone, in a nutshell, who is interested in the internationalisation of the medical experience. It does not require any prior knowledge of the social sciences or any of the medical disciplines.

What is the most important message you want people to take away with them after reading this book?

Mainly, they will learn how the pieces of the puzzle fit together and where to situate themselves on the emerging healthcare map. My book does not tell them how to do

business; they know that already. What it tells them is the social role and the economic significance of the health travel trade. It will not teach readers any new techniques, but it will open new doors. That is the single most important thing I want people to take away from the book and from my presentations at the conference.

Why did you agree to present at the World Medical Tourism & Global Healthcare Congress?

The conference provides an excellent opportunity for academics to exchange ideas with practitioners. Academics have the paradigms, the heuristics and, of course, the schemata. Practitioners have a wealth of grassroots experience and real-world knowledge of what makes the thing work. It is two sides of a single coin.

Does your book tie in to your upcoming presentations at the conference?

Absolutely. My presentations will be on multinational investment, cross-national problem-solving and the ethics of marketing medicine for profit. These were core topics in my book.

Can you describe what your topic is about and why you chose to discuss it? Why is this topic important for people within the industry to understand?

I will be giving two papers. The first is on cross-border investment. People in the industry, like all other people, will be interested to know how capital, and not just consumers, form part of the new trade in health-related services. The second is on the ethics of medical travel. Jobs are created, and jobs are destroyed. Some patients gain access, and others lose out. The paper says that health tourism is not an unmixed blessing but that on balance, the advantages will almost certainly outweigh the dangers. ■

“Welfare is one of those “weasel” words that mean different things to different people. ”



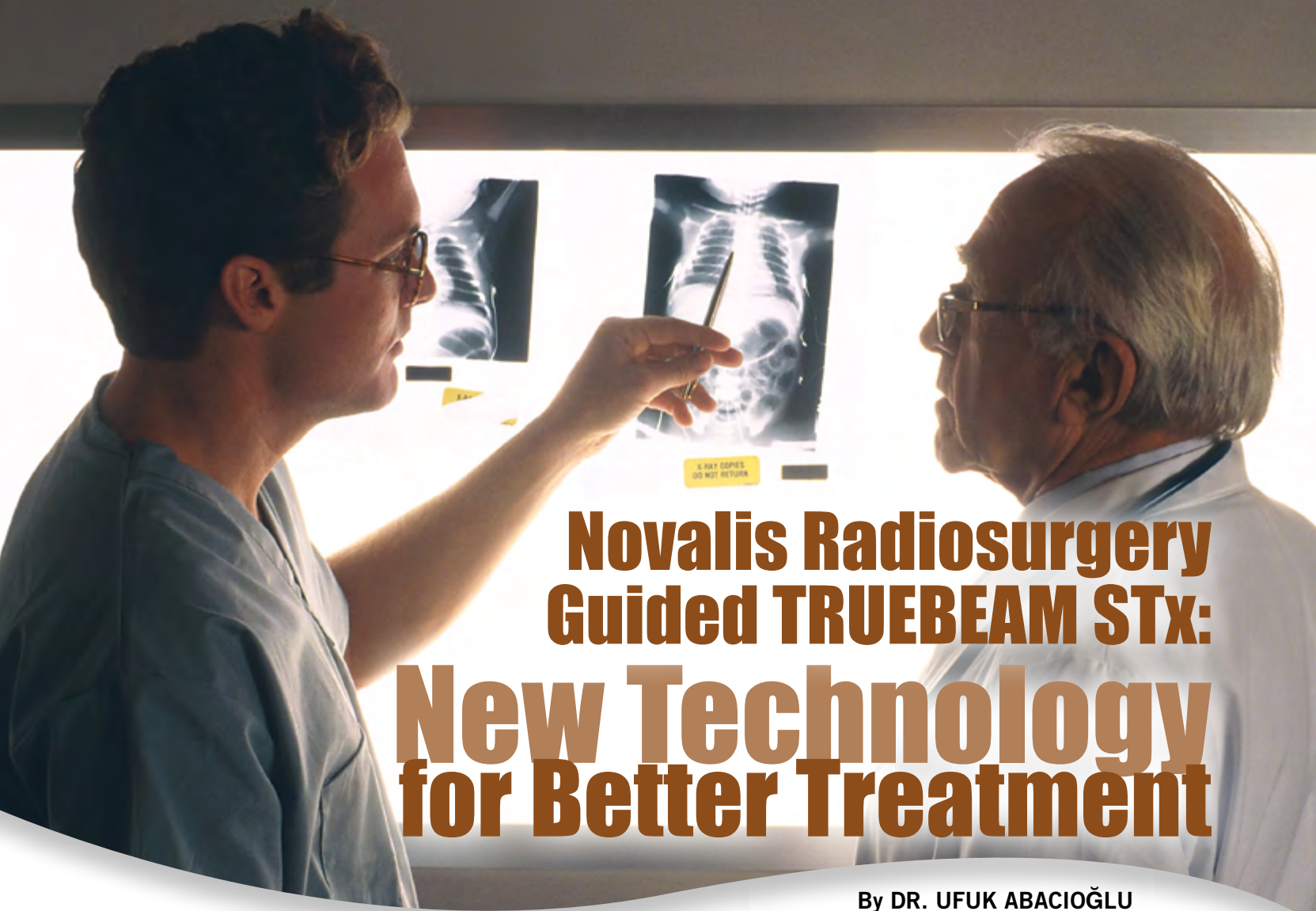
GLOBAL LEGAL REACH FOR THE MEDICAL TOURISM INDUSTRY

Squire Sanders has the global breadth and industry depth to represent you in any medical tourism matter. With our highly recognized healthcare, life sciences and international dispute resolution practices, and a long and proud tradition in the hospitality and leisure industry, we have experience in the diverse legal areas medical tourism clients require. Drawing on our global footprint and expertise, we can advise on corporate, finance and real estate issues, as well as associated insurance and regulatory aspects that arise in Asia, Europe, the Middle East, the Caribbean, Latin America and the United States.

Visit us at **Booth #3** at the **2012 World Medical Tourism & Global Healthcare Congress**, or contact **Scott Edelstein** at scott.edelstein@squiresanders.com or +1 202 626 6602.

SQUIRE 
SANDERS





Novalis Radiosurgery Guided TRUEBEAM STx: New Technology for Better Treatment

By DR. UFUK ABACIOĞLU

Beginning with radium and kilovoltage X-rays, technological developments have made radiotherapy an essential component of therapy. There have been significant developments in the field of radiotherapy in the last decades. These developments have made improvements in the precision in delivery of cancer treatment and the treatment experience for the patient.

As a local and organ-preserving method, radiation oncology as a discipline is changing its paradigm to more sophisticated, precise treatments rather than large field irradiations. A radiation beam is more like a scalpel in the era of hypofractionated and ablative doses. It becomes increasingly possible to escalate the fractional and total doses without increasing toxicity; toxicity may even decrease. While early clinical results with these new technologies are very satisfactory, evidence-based long term results are anticipated.

Radiation oncology is an important part of the standard of care for many tumours. Recent technological advances have enhanced our targeting accuracy, thereby reducing unnecessary, so far normal tissue doses. New technologies have also provided the possibility to shorten the fractional and overall treatment times, which is an improvement regarding patient comfort and quality of life. Integration of systemic and targeted therapies with novel radiotherapy technologies is investigated for their synergistic interactions.

One of the latest technologies available is Novalis Radiosurgery guided TrueBeam STx which allows us to perform IMRT (Intensity Modulated Radiotherapy), SRS (Stereotactic

Radiosurgery), Hypofractionated Radiotherapy and IGRT (Image Guided Radiotherapy) on the same platform. This provides further refinement of precise treatments like high dose single fraction treatments for cranial and extracranial targets.

TrueBeam linear accelerator is the latest technology developed by the U.S. company Varian Medical Systems, Inc., which is the world's leader in manufacturing radiotherapy, radiosurgery, proton therapy and brachytherapy equipment. The first clinical treatment in the world that used this technology was performed in March 2010.

Novalis Radiosurgery guided TrueBeam STx, is the last generation, groundbreaking radiation oncology technology in

“ New technologies have also provided the possibility to shorten the overall treatment time, which is an improvement regarding patient quality of life. ”

cancer treatment. The system uses a completely re-engineered control system and a multitude of technical innovations to dynamically synchronize imaging, patient positioning, motion management, and treatment delivery. Novalis Radiosurgery guided TrueBeam STx device is superior to other radiotherapy devices, because it can perform radiotherapy and radiosurgery on the same platform. Since dose rate can be increased up to eight fold compared to other linear accelerators, it can perform RapidArc more rapidly. Its difference from all other technologies is that it can give a higher dose in a shorter time by its ability to increase to high dose and thus provide high performance treatment processes, reducing the duration and number of sessions with this feature. Some complex radiosurgery and stereotactic radiotherapy treatments may necessitate the patient to lie on the treatment couch for up to 1-2 hours. With TrueBeam, the regular time slot of conventional radiotherapy which is 15 minutes is usually the time needed including positioning, image guidance, positional correction and treatment. So a precise treatment may also be very comfortable for the patient. This is possible with the unflattened beam which can have a dose rate up to four times more than other linear accelerators. With the limited margins it is also possible to increase the dose per fraction, which further enables the clinician to decrease the overall treatment time. Recent studies are trying to disseminate this strategy to many different cancers in the body.

“ With the limited margins the dose per fraction is increased, further enabling the clinician to decrease the treatment time. ”

One of its most important differences is that it can perform irradiation better hitting the targeted treatment focus by its ability to take high-resolution images. Novalis Radiosurgery guided TrueBeam STx radiotherapy can be used for treatment of all cancer types requiring radiotherapy. However, it especially makes a big difference in treatment of cancers in the brain, lung, breast, prostate and spinal region. In addition, Novalis Radiosurgery guided TrueBeam STx system provides “Gated” RapidArc technology that considers tumor movement and compensates it by synchronizing dosing and imaging spinning continuously around the patient.

Effects on medical tourism in Turkey

Truebeam technology is very new for the Turkish medical tourism industry and the Neolife Medical Center is the first to bring this unique technology to Turkey. Day by day, it is becoming more and more well-known by healthcare professionals and patients in Turkey and surrounding countries. We have started to increase the number of foreign patients that choose to get service at Neolife after installation of the TrueBeam device to our center.

Monthly we receive over 30 international patients from other countries just for TrueBeam. Most of them are from Balkan countries such as Bulgaria, Romania, Moldova, Macedonia, Albania and Kosovo. We also receive many patients from Ukraine, Iraq, Azerbaijan, Georgia and some Arabic Countries.

Up to now, the ratio of patients that are covered by insurance is 4-5 percent because the countries mentioned above do not have a developed private insurance industry. But, 95 percent of patients from European countries that are being treated with TrueBeam are covered by their insurance and most of the time 80 percent of their medical expenses are covered. ■



“ Monthly we receive over 30 international patients from other countries just for TrueBeam. ”

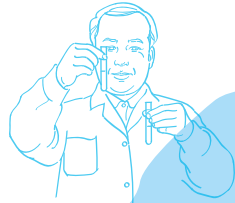


Dr. Abacioğlu is currently the Head of the Department of Radiation Oncology at Neolife Medical Center in Istanbul Turkey and one of the first clinical users of Novalis Radiosurgery Guided TrueBeam STx in the world.

He obtained his medical degree in 1993 from the University of Istanbul. He specialized in Radiation Oncology at the Istanbul University, Cerrahpasa Medical Faculty between 1993-1997. He worked and taught at the Marmara University between 1998-2011. He was the Chair of Radiation Oncology Department between 2005-2011. He authored or co-authored 70 peer-reviewed articles, 190 meeting abstracts, and 5 book chapters. He has 55 invited speakerships. He has conducted or has been involved in more than 40 national and international studies.



Taiwan Bringing You Health and Beauty



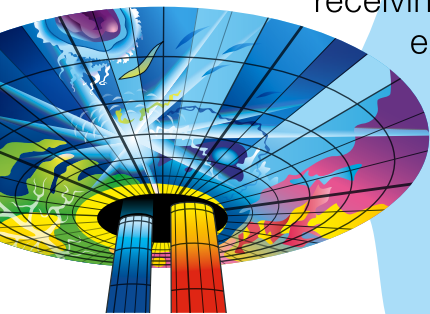
•••> Taiwan, a beautiful island with high mountains, forests, beaches, oceans, and famous cuisine, features convenient transportation and shopping. It is, without a doubt, the best travel destination.



In recent years, more and more people have chosen to engage in health activities that promote both mental and physical health during their travels to Taiwan. In addition to relaxation of the mind, tourists can also enjoy cost-effective, high-quality medical services by utilizing the professional medical resources and experienced medical professionals in Taiwan.

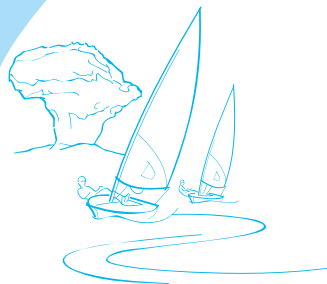
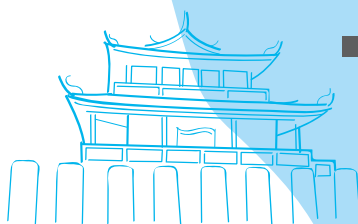


•••> The advanced medical technologies and high-quality medical services available in Taiwan are recognized internationally. With a five-star medical environment, Taiwan's medical tours have been receiving positive reviews from tourists. We invite you to Taiwan to experience our health examination and medical cosmetic services. It will be an experience that not only improves your health, but also helps you bring home souvenirs of beauty and confidence. Please come and enjoy our services that can bring physical, mental, and spiritual fulfillment!



■ In 2009, Paul Krugman, winner of the Nobel Prize in Economics, publicly praised the health insurance system in Taiwan as the best in the world.

■ A total of 14 hospitals in Taiwan have been accredited by Joint Commission International (JCI), a global leader in international accreditation for health care quality and patient safety. These 14 hospitals are located all over Taiwan to provide convenient and timely services.



IPHONE



ANDROID



Taiwan External Trade Development Council



台灣國際醫療網
www.medicaltravel.org.tw



Curaçao -

Using the Island's Natural Beauty to Heal

By RENÉE-MARIE STEPHANO

The Caribbean is known for cruises and relaxing “beachy” getaways; the island of Curaçao provides all the fun-in-the-sun activities vacationers are looking for, along with activities for nature lovers and great restaurants and nightlife. This secluded getaway already attracts a large number of tourists each year, and now the government, tourism officials and those in the healthcare industry are realizing the even greater potential they have by attracting a different target market: the medical tourist. I was able to visit Curaçao for the Medical Tourism Nouveau Niche for Healthcare and Hospitality Workshop on August 6th which was hosted by The Ministry of Economic Development for Curaçao. The focus of this workshop was on forming a public-private Medical Tourism Cluster, which will be instrumental in developing the medical tourism industry strategy for the country.

Tourism

According to the Curaçao Tourist Board, between January and May 2012, the island saw 170,742 visitors, which is a 9 percent increase from the previous year. They also noted that the number of cruise visitors increased by 13 percent in the first quarter of 2012ⁱ. Whether these visitors are arriving by boat or plane, they will find an endless amount of activities to enjoy. Curaçao boosts their history and active tourism attractions. For a bit of history, tourists can visit the Hato Caves, which has drawings at least 1,500 years old. For a more active vacation, visitors can take a hike in the Christoffel National Park, or go diving in one of the 40 different dive locations, including Newport and Directors Bay, where my colleague had a great diving experience with Ocean Encounters Curaçaoⁱⁱ. He did a wall dive and saw Moray Eels, many types of tropical fish and even a Caribbean squid that started changing colors! For something a little less active, you can go shopping and dining in

the capital city, Willemstad which is one of the Caribbean's few UNESCO World Heritage cities. This city has sherbet-colored buildings that feature the Dutch colonial style architecture. Also, a variety of languages are spoken in Curaçao. Their heritage is both European and African – representing more than 50 nationalities. They speak Dutch, Spanish, and English – as well as a local language, Papiamentu, a Creole dialectⁱⁱⁱ.

Curaçao's beautiful landscape prepares your mind to be relaxed. If hiking and diving sounds too active, there are 17

“ The government, tourism officials and those in the healthcare industry are realizing the even greater potential they have by attracting a different target market: the medical tourist. ”

different beaches to enjoy. The beaches are not the only place where you can find inner peace. Curaçao is a great place to visit for wellness of the body and mind. There are several spa and wellness centers featuring a variety of aesthetic treatments, massages, and bath soaks in hot spring waters. Additionally, there are centers for spiritual meditation and yoga. With a growing number of companies offering wellness programs to their employees, Curaçao may be the perfect location to send an overworked CEO for some peace of mind, and with the proximity to the U.S. and easy access, it seems like a great fit!

Medical tourism

Curaçao has been very successful in attracting and maintaining tourists each year, but like most places there is always the desire to grow. In addition to offering a variety of tourist attractions, Curaçao actually does have some great quality healthcare facilities. Part of the medical tourism strategy will be to feature these facilities as part of the healthcare cluster. The Minister of Economic Development, Honourable Nasser El Hakim, is working towards ensuring that Curaçao is positioned as the preferred medical tourism destination in the Caribbean. The workshop on August 6th was held in collaboration with the Medical Tourism Association® (MTA), to prepare Curaçao for what they need to claim the title of the tourist hub of medical care. I served as keynote speaker of the event and was accompanied by Jonathan Edelheit, CEO of the MTA. We gave presentations on the following topics: The Insurance Perspective -Who are the Players and What is the Game, and Hospitality & Travel - New Opportunities for Tourism -Curaçao's Roadmap: Destination Branding and Marketing. There are a number of benefits Curaçao can reap by investing in medical tourism, including: developing more sustainable employment opportunities for medical experts, nurses, technicians and people working in the tourism sector all of which will increase the quality of public healthcare resulting in a different type and larger number of visitors that will increase revenues.

While visiting the island for the workshop, I was able to tour some of the incredible healthcare centers. While Curaçao may not be able to boast the numbers of physicians able to perform the most advanced surgeries, they have figured out a way to use the beauty of the island to develop some high-quality treatment options for specialized conditions. The facilities they feature would be appealing to anyone in need of treatment.

The Pain Clinic and Medical Center Pos Cabai offers some of the latest technology for pain management. The procedures offered here are something a traveling patient could undergo and still be able to enjoy the beauty and fun the island has to offer. The following technology is used at this facility^{iv}:

- Dual energy X-ray absorptiometry (DXA, previously DEXA) is a means of measuring bone mineral density (BMD). Two X-ray beams with differing energy levels are aimed at the patient's bones. When soft tissue absorption is subtracted out, the BMD can be determined from the absorption of each beam by bone.
- Digital Infrared Thermal Imaging (DITI) - Medical DITI is a noninvasive diagnostic technique that allows the examiner to visualize and quantify changes in skin surface temperature. An infrared scanning device is used to convert infrared radiation emitted from the skin surface into electrical impulses that are visualized in color on a monitor. The spectrums of colors indicate an increase or decrease in the amount of infrared radiation being emitted from the body surface. Since there is a high degree of thermal symmetry in the normal body, subtle abnormal temperature asymmetry's can be easily identified.



From left to right- Dr.Sirving Keli, Director of Health, Curaçao Ministry of Health, Environment and Nature, Zulaika Mook, Director of Ministry of Economic Development, Honourable Nasser El Hakim Minister of Economic Development of Curaçao and Renée-Marie Stephano, President of the MTA.



From left to right- Honourable Nasser El Hakim Minister of Economic Development of Curaçao, Renée-Marie Stephano, President of the MTA and Ghatim Kabbara, CEO of Tourism of Curaçao.



Jonathan Edelheit, CEO of the MTA

The next place I toured was the **Jellinek Retreat**^v which has 100 years of experience in offering care to those with addiction problems, burnout, or depression. With all the years of experience, this retreat has been able to master their own style of treatment, which is a customized holistic approach based on the individual needs of the patient encompassing evidence-based medical and therapeutic treatment modalities. The treatment team consists of internists, nurses, physicians, psychiatrists and psychotherapists. The retreat is in the resort 'Lodge Kura Hulanda', located on the cliffs of the northwestern edge of Curaçao. The resort offers privacy and luxury to those trying to recover; it also gives them the chance to enjoy the beauty of the island. It features amenities such as: swimming pools, restaurants, fitness centers and a diving school. For family members that want to visit, lodging is provided for them. Again, with the proper tools already in place, this retreat provides the opportunity for patients to escape the lifestyle to which they are accustomed and find some tranquility in the natural beauty of this island. This provides the perfect setup for patients from around the world, and perhaps it would make the process a little easier for visiting family members.

One of the most impressive concepts I was able to experience was at the **Curaçao Dolphin Therapy & Research Center**. The concept is that connecting and interacting with dolphins stimulates and rewards patients to make progress. A dolphin can capture your attention, set you at ease and offers unique ways to motivate you. An example: a therapist asks a child with motor difficulties to lift its arm up. As soon as it does, the dolphin reacts, and so can motivate the child to repeat the exercise. That way the child quickly and easily gains control of a new situation and builds self-confidence. The facility has noticed that after a two-week program, their patients show significant improvements that had seemed impossible while at home^{vi}. Each year they see around 400 patients from around the world. Their patients consist of people of 3 years of age and older with special needs like Autism, Asperger and Down Syndrome, or psychological conditions like depression and burnout. They have psychologists, physical, speech and occupational therapists and four bottlenose dolphins that

conduct these two-week programs in four different languages: English, Dutch, German and Spanish.

The recent workshop was one of the first initiatives to develop the medical tourism sector in Curaçao. As a way to further develop the industry, Minister Hakim will also be involved with the Caribbean Ministerial Summit that will be held at the 5th World Medical Tourism & Global Healthcare Congress. This Summit will be focusing on the development of infrastructure for inbound medical tourism to islands, and Minister Hakim will also be addressing the group on collaborative efforts to reduce healthcare expenditures, engage the local population in healthy behavior and reduce rising health conditions and expense of local population traveling out of the country for healthcare. This Summit will focus on collaboration and providing a new roadmap forward for Island Nations in their healthcare infrastructure. ■

¹ <http://www.curaçao.com/Corporate/Statistics/Monthly-Statistics/Visitor-Statistics>

² <http://www.oceanencounters.com/>

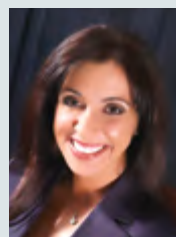
³ <http://www.curaçao.com/en>

⁴ <http://www.curaçaoainclinic.com/index.html>

⁵ <http://www.jellinekretreat.nl/en>

⁶ <http://curaçoadolphintherapy.com/en/about/the-concept>

About the Authors:



Renée-Marie Stephano is the President of the Medical Tourism Association®. Ms. Stephano is also the Editor-in-Chief of the Medical Tourism Magazine, Health Tourism Magazine and Healthcare Development Magazine. Having a background in international marketing and relations, health law and litigation, she provides a valuable service to the Medical Tourism Association® in these fields. She may be reached at Renee@MedicalTourismAssociation.com

“ **The Minister of Economic Development is working towards ensuring that Curaçao is positioned as the preferred medical tourism destination in the Caribbean.** ”



Clinica Delgado was conceived as a new, iconic Acute Care Medical Center with a focus on several specialties, including Oncology, OB/GYN and Cardiovascular Services. The skill level of the medical staff is unparalleled by any global measure. The objective was to create a high-standard hospital facility as an option for Peruvians who would otherwise have gone abroad for that level quality of care (stem outbound medical tourism) and to draw a broad South American audience to this facility (create inbound medical tourism).



GRESHAM
SMITH AND
PARTNERS

CLINICA DELGADO is located in the urban core of Lima, Peru, adjacent to an active archeological site. The design inspiration is drawn from the intriguing world renowned history and geography of the Machu Picchu rock formation combined with the ever advancing medical technology of the day. The client sought to create an iconic landmark in the community that would support their efforts toward becoming the preferred healthcare brand in South America.

The design developed an architectural vocabulary of dynamic translucent faceted, floating forms and battered stone formations. The building skin is made up of a curtain wall system that combines transparent and fritted glass. This enables the exterior wall to be fully transparent while screening a high percentage of direct sunlight. The striking glass skin serves as a metaphor for new technologies in medicine, while being formed and shaped into the spirit of the mountain form of Machu Picchu.

The main entry is through a central four-level atrium which is designed to reflect a large fractured opening lined in stone. This space is an organizing feature between inpatient and outpatient services that is surrounded by family waiting and opens at the top with a large skylight. Native woods, battered stone walls and undulating planes define the lobbies and corridors. A waterfall feature along the stone-surfaced wall and a suspended stairway become focal points within the atrium. The suspended stairway enables circulation and connectivity to all public areas of the building. This then leads to a roof top garden used for dining and other community functions and events. The roof garden is lined with stone walls covered with layers of plants creating the ambiance of an Inca ruin.

The design focused on creating a staff, patient and family experience that blends cultural familiarities with the latest medical advances. The 10-story patient tower experience is an extension of the design that originates in the atrium and corridors. Patient rooms are finished in natural materials and beds are located in a manner which orient the patient to natural light and create access to views of the adjacent archeological site and surrounding community.

Clinica Delgado goes above and beyond the notion of providing for clinical needs and emphasizes the role and impact a healthcare facility has on the healing process and overall patient experience.

Gresham, Smith and Partners (GS&P) is one of the United States' leading architecture and engineering design firms. GS&P translates their experience in planning and designing nearly 5 billion square feet of healthcare space into an optimized practice to serve Clients. The firm aligns their healthcare strategists, planners, researchers, architects and engineers with Client's local resources to achieve the proper balance of strategy, innovation, functionality and aesthetics.

GS&P's international healthcare practice includes an extensive portfolio of projects in Asia, the Middle East, Europe, Africa, Central and South America and the Caribbean. The firm's strength lies in an ability to translate and seamlessly blend western healthcare concepts with local practices and cultures, while elevating healthcare services delivery quality standards to ensure Joint Commission International certification.

Successful healthcare planning and design also means recognizing unique opportunities in each new geographic location to provide innovative ideas. With a modern suite of services, GS&P has helped create institutions that have profoundly impacted the patient experience, provided staff satisfaction and overall improved quality of care delivery.



Difficulties in Australian Healthcare May Present a New Opportunity

By MEDICAL TOURISM MAGAZINE

In the idyllic north of Thailand, close to the city of Chiang Mai near the border of Burma, is a small drug rehabilitation clinic known as "The Cabin." Over the past year the clinic has become increasingly popular with Australians who are seeking to overcome their addictions. Of the 240 people who come here annually a third of them are Australian natives, or big name celebrities. Recently Peter Doherty, a British musician and co-frontman of the band The Libertines arrived to The Cabin to try and kick his heroin and cocaine addictions. Among the activities he will take part in are Elephant riding, yoga, cognitive behavioral therapy, and the 12-step program. The clinic acts as much as a resort as it does a drug rehabilitation clinic. This clinic is preferred not just for the picturesque scenery, but because of its remoteness. Many celebrities and other high profile figures can come here and remain anonymous without fear of the relentless eyes of the paparazzi.

This is all part of a growing trend of Australians taking their medical needs beyond their own borders. Thousands of Australians visit the Philippines for dentistry work such as crowns, veneers, cosmetic dental makeovers, and dental implants. They come here to enjoy the beautiful beaches and scenery, and to take in the exotic food; all while receiving great dental work from anywhere between 40 percent to 75 percent of the price they would pay in Australia. Having crown work done in the Philippines costs around \$300-\$400 (Aus.). A dentist in Manila performing a dental cosmetic makeover will charge \$7,000 to \$20,000 (Aus.), while a dentist in Sydney will charge \$45,000 to \$75,000 (Aus.), with the price savings from Manila; one could buy a new car!

Cosmetic dental surgery and exotic rehab/resorts are a small piece of the potential Australians play in the future of medical tourism. By the year 2020, 18.3 percent of the population of

Australia will be over the age of 65. The Australian public healthcare system, known as Medicare, is loved by many Australians but does not cover all the procedures the elderly might need such as dentistry, hearing aids, vision, and cosmetic surgery. The number of Australians leaving to meet their dental needs, as mentioned above, is growing for obvious reasons. It

“ In Manila a dental cosmetic makeover ranges from \$7,000 to \$20,000 (Aus.), while in Sydney the range is \$45,000 to \$75,000 (Aus.), with the price savings from Manila; one could buy a new car! ”

becomes clear that to those who are trying to start a medical tourism industry in their home nation, or to expand an existing one, a new market is opening up for elderly Australians who will need hearing aids or corrective eye surgery, procedures which are not covered by Medicare. They must either pay out of pocket the high prices domestically, or go to another country to get it done at a lower cost, while taking in the sights of another nation they have always wanted to visit.

“ By the year 2020, 18.3 percent of the population of Australia will be over the age of 65. ”

This emerging Australian market does not consist entirely of the elderly or of the rich seeking an exotic retreat; it is also made up of the sick that have little where else to go. Some of the cutting-edge medical technology is simply not present in Australia, or it is not approved by the Therapeutic Goods Administration (TGA). The TGA is a regulatory body which approves medical procedures, treatments, and devices both produced domestically or imported from another nation. The TGA serves under the Department of Health and Ageing (DoHA). The Australian government recognizes that, sadly, sometimes Australian medical facilities do not have the equipment needed for rarer diseases or do not have the most advanced forms of treatment, so in order to counter this, they have established the Medical Treatment Overseas (MTO) Program. The MTO Program has saved many lives including that of five-year-old Audrey Anderson, who was sent to the United States to undergo a new form of treatment for brain

cancer called Proton Therapy, which is safer than traditional radiation therapy.

The MTO Program is regulated by strict guidelines; the treatment in question must not be available in Australia “in time to benefit the applicant,” has to be “significantly life-extending and potentially curative”, there must be a “real prospect of success,” and must be “accepted by the Australian medical profession as a standard form of treatment for the applicant’s condition.” Though these guidelines may seem obtrusive, and severely constricting, the market is still there for patients from Australia who have no alternative but to leave their country to seek the medical help they severely need. This may be a small niche, but an immensely important one for the people whose lives are at risk without it. If the conditions are met, then the Australian government will provide the financial support needed for these procedures to be done, so for people seeking to move into this sector of medical tourism need not do it for purely altruistic purposes.

The potential for medical tourists from Australia will continue to grow over the years. It could come from the poor elderly who cannot afford the hearing aid they need or the eye surgery to make their lives easier, it could be the five-year-old girl who needs a procedure not available in Sydney, or it could even be the wealthy celebrity looking for a quiet retreat to get clean. These are just some of the examples of the potential markets for medical tourists from Australia. The Australian Pharmaceutical Benefits Scheme (PBS), which subsidizes prescription drugs, is growing very large very quickly. This growth coupled with the growth of the need for Medicare will put major pressure on the government to fix the issues or to find alternative solutions. Until then Australians may be leaving their home to seek the care that they need. ■



ACCESS TO ADVANCED MEDICAL TECHNOLOGY. NOW EASIER THAN EVER.



The advanced technology that has been keeping South Florida healthier for over 55 years is now available to your patients. We've opened our doors to other countries, breaking down the borders that shouldn't exist in advanced healthcare.

At Holy Cross Hospital, our multicultural staff features doctors and nurses providing top quality healthcare while making patients feel at home. Our International Services team provides guidance to patients and their families throughout their travel, accommodations and recovery.

Our goal is to deliver the most advanced treatment along with the greatest ease in reaching it – from anywhere in the world.

 **Holy Cross**
Hospital
International Services
Our mission is you.

At Holy Cross Hospital, our mission is you.
Learn more about our International Services at
HolyCrossInternationalServices.com
or call (866) 262-8621.

Visit us at Booth #32.



Sports Medicine in Medical Tourism

By ALEJANDRO BADIA

Sports medicine is defined as the branch of medicine concerned with the treatment of injuries or illness resulting from athletic activities. While this has a wide range of connotations, generally sports medicine in the realm of medical tourism usually refers to injured or impaired athletes traveling to obtain the best surgical treatment that will enable them to return to their sport. Sports medicine can also encompass areas of physiologic or metabolic management to optimize athlete's performance, but generally this is something that only elite athletes would travel for and this type of medical care requires long-term management.

The branch of orthopedic surgery termed “sports medicine” generally refers to a surgical subspecialist who treats the majority of athletic injuries with the use of arthroscopic or minimally invasive surgery. This requires inserting fiberoptic instrumentation in the joint and identifying the injured structure that, in this case, is hampering athletic performance or was directly injured as a result of a traumatic injury during a sport. While this may be indicated for the pathology, athletic injuries can fall within the area of spine surgery, foot and ankle or hand/wrist. Due to their specific needs, both elite and weekend warrior athletes will often seek the best practitioner to perform this surgery.

This really embodies the concept of medical tourism because impaired athletes often use different information resources to identify the most qualified specialist to take care of their sports injury. This is logically the case because most athletes are passionate about their sport, and their main goal is the fastest and most optimal recovery possible. To do this

they need to seek out the best specialist. While cost may be a factor, athletes at all levels will make great sacrifices in order to be able to return to their athletic endeavor. Therefore, sports medicine often embodies the ideal indication for the practice of medical tourism.

While the injured athlete is often willing to travel specifically for medical evaluation and treatment, these patients typically require significant after care, which will consist not only of physical or occupational therapy, but also working with an athletic trainer and coach to return them to their pre-morbid

“Ongoing communication between the treating surgeon and the rehabilitation team is critical to an optimal result.”

level of athletic skill and ability. Ongoing communication between the treating surgeon and the rehabilitation team is critical to an optimal result. This is a procedure-specific concept, as orthopedic surgery has become extremely specialized and so the athlete will need to find, not only the appropriate type of orthopedic subspecialist, but also the person who treats this specific type of injury or performs a particular surgical intervention.

For example, James Andrews, a renowned sports medicine surgeon in Alabama and Florida, frequently sees athletes who require reconstruction of the critical medial collateral ligament of the elbow, the part of the body that enables them to pitch a baseball, throw a football or hurl a javelin. Dr. Pinczewski from Sydney, Australia is world-renowned for mainly performing anterior cruciate ligament reconstruction on athletes. Soccer players from Europe or South America may travel way down under just to have this one specific surgery.

International Society for Sport Traumatology of the Hand

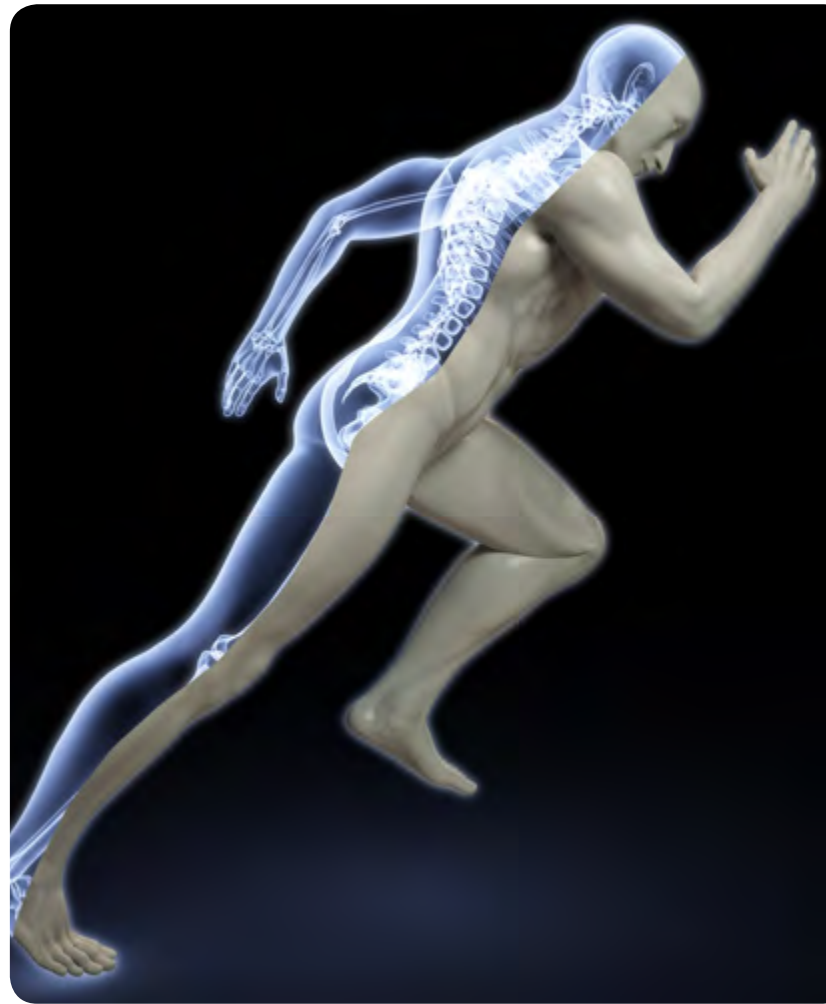
In my specialty, surgery of the hand and upper extremities, the need for sports specific injury management led to the creation of the International Society for Sport Traumatology of the Hand (ISSPORTH). This society was founded in Europe and now has members from more than 50 countries in six continents. While the United States is actually underrepresented, I am the current worldwide president, and my goal is not only to educate other medical colleagues about the importance of hand surgery involvement in those specific sports injuries, but also to educate athletes and trainers alike about the importance of having hand surgeons involved in their treatment.

“ This society was founded in Europe and now has members from more than 50 countries in six continents. ”

Furthermore, ISSPORTH embodies the concept of medical tourism because we are actually encouraging athletes to seek out the appropriate specialist so that they can have the surgery performed in the location of their tournament and then return to their home country to continue training. In order to reach such a goal, ISSPORTH created an iPhone app that allows a coach, trainer or athlete to easily find the nearest ISSPORTH member hand surgeon in order to treat their specific problem. For example, I have been treating professional tennis players for upper limb injuries for many years, often seeing them during the Sony Ericsson tournament where their trainers schedule a consultation and players frequently return to have wrist or elbow surgery with me in Miami. A simple click on their smartphone will dial my office number, send an email or bring up a map of our center. This can easily be done from anywhere, like if they are competing in Latvia, Brazil or South Africa where they will be seeking the closest appropriate hand specialist.

Sports medicine – for all skill levels

While sports medicine is often thought of for elite athletes, such as professional or Olympic competitors, sports medicine in its broadest sense actually entails treatment of the everyday competitor who happens to be passionate about golf, tennis, or any multitude of sporting endeavors. When either degenerative problems, overuse syndromes or even acute injury impairs players' ability to compete in their sports activity, they will often seek the best practitioner they can find to return them to their sport. In many cases, the everyday athlete possesses



the financial means to afford travel, as patients with less financial resources are not typically members of golf clubs or tennis academies in their home country. Because the ability to dedicate time to a sporting activity generally requires the financial means, these are the very same patients that will often travel to great lengths to seek appropriate care. Therefore, sports medicine is actually an ideal avenue to promote the overall concept of medical tourism. Once that patient travels to have a wrist arthroscopy, he or she may decide to travel again in the future to have coronary bypass surgery or an elective hernia operation.

The treatment of high caliber athletes can often inspire less competitive athletes to seek the same quality of care. We all remember the slogan idolizing Michael Jordan, namely, “Be Like Mike.” In other words, we not only want to wear the athletes' chosen sneaker brand, but we also may want to be treated in the same world-renowned clinic or by the same famous sports medicine surgeon. Recently, I had the opportunity to evaluate and then perform arthroscopic shoulder surgery on Karen Meakins, a world-class female squash player from Barbados who has been a Caribbean champion and a silver medalist in world masters championship. The patient was referred to me by another orthopedic surgeon because in her country, arthroscopic surgery of the shoulder is still in its infancy. It was clear that this patient needed a rotator cuff repair, but her goal was not only to be able to achieve the optimal result, but to do this in record time – she had her eye on the Barbados National Championship occurring within six months of the time of her planned surgery. This athlete not only had an excellent outcome, but she also successfully defended her title to win her 13th Barbados national title. This case, as well as operating on the shoulders of a world-class MMA fighter, an Olympic swimmer and a rugby player, has ultimately led arthroscopic

shoulder surgery to surpass endoscopic carpal tunnel release as the most common procedure I perform on the international patient. I fully attribute this to the stark visibility that sports injuries provide the public in understanding what recovery is possible after an orthopedic ambulatory procedure. It inspires confidence.

Coordinating with the international facilitator

The traveling athlete does require particular attention in facilitating their care abroad. Early discussion of treatment options, often with the coach or trainer, must be done before they make the commitment to travel. This requires evaluation of studies, such as radiographs, MRIs and nerve studies, as well as meticulous review of the current treatment regimen without being critical, as collaboration with local health professionals is vital to achieving the desired result in return to play. An international patient coordinator or facilitator is particularly helpful in assembling this data, scheduling the travel and local stay, even finding athletic or gym facilities so that the athlete can maintain their conditioning level.

In our center, all of the diagnostic equipment, including fluoroscopy, MRI imaging and electrodiagnostic instruments are available onsite to utilize on the very first consultation. Most importantly, the surgical team is safe and experienced, with a cardiac anesthesiologist leading the unit and performing virtually all surgeries under regional block anesthesia, followed by indwelling pain pump catheters, allowing a virtually pain-free post-operative course. The surgical center is onsite as well as the rehab unit, as close communication with the physiotherapist is particularly crucial in guiding the athlete through the recovery process.

Conclusion

It is clear that sports medicine is a topic that captures the interest and imagination of the lay public, particularly in those of us passionate about sports, whether watching them or participating in them at any level. Consequently, an injured athlete may travel a great distance to seek the appropriate care. The advancement of medical tourism can certainly benefit from this simple fact. ■

About the Author



Alejandro Badia M.D. F.A.C.S. is a hand and upper extremity surgeon at Badia Hand to Shoulder Center in Doral, Florida. Dr. Badia studied physiology at Cornell University and obtained his medical degree at NYU, where he also trained in orthopedics. A hand fellowship at Alleghany General Hospital in Pittsburgh was followed by an AO trauma fellowship in Freiburg, Germany. In 2008, he completed the Badia Hand to Shoulder Center, a fully integrated clinical facility for the upper limb also encompassing the Surgery Center at Doral, Integra Rehabilitation and an MRI imaging facility. More recently, Dr. Badia inaugurated OrthoNOW, the first immediate orthopedic care center in south Florida which is staffed by surgeons from the International Orthopedic Group (IOG), a group of surgeons from lower extremity, upper limb and spine subspecialties who also treat elective orthopedic problems in international patients. He can be reached via www.drbadia.com, a patient education portal and website for hand surgeon academic exchange, or via (305) 227-HAND at the Badia Hand to Shoulder Center or at OrthoNOW, (305) 537-7272.



“ The treatment of high caliber athletes can often inspire less competitive athletes to seek the same quality of care. ”



**WHEN IT COMES
TO RETHINKING HEALTHCARE**
we make housecalls.



We've helped countless organizations in the healthcare field discover a new way to think about the patient experience – or as we like to say, to D'Think the patient experience. Now it's your turn. We're *Disney Institute*,

and we use Disney insights to create custom solutions that transform and inspire organizations. Are you ready to create a reputation for exceeding patient expectations? Are you ready to D'Think?

Visit booth 20 at the World Medical Tourism & Global Healthcare Congress.

DisneyInstitute.com or 321.939.4600





HGPS
INTERNATIONAL

TOP
Specialists,
24 Hours,
365 Days

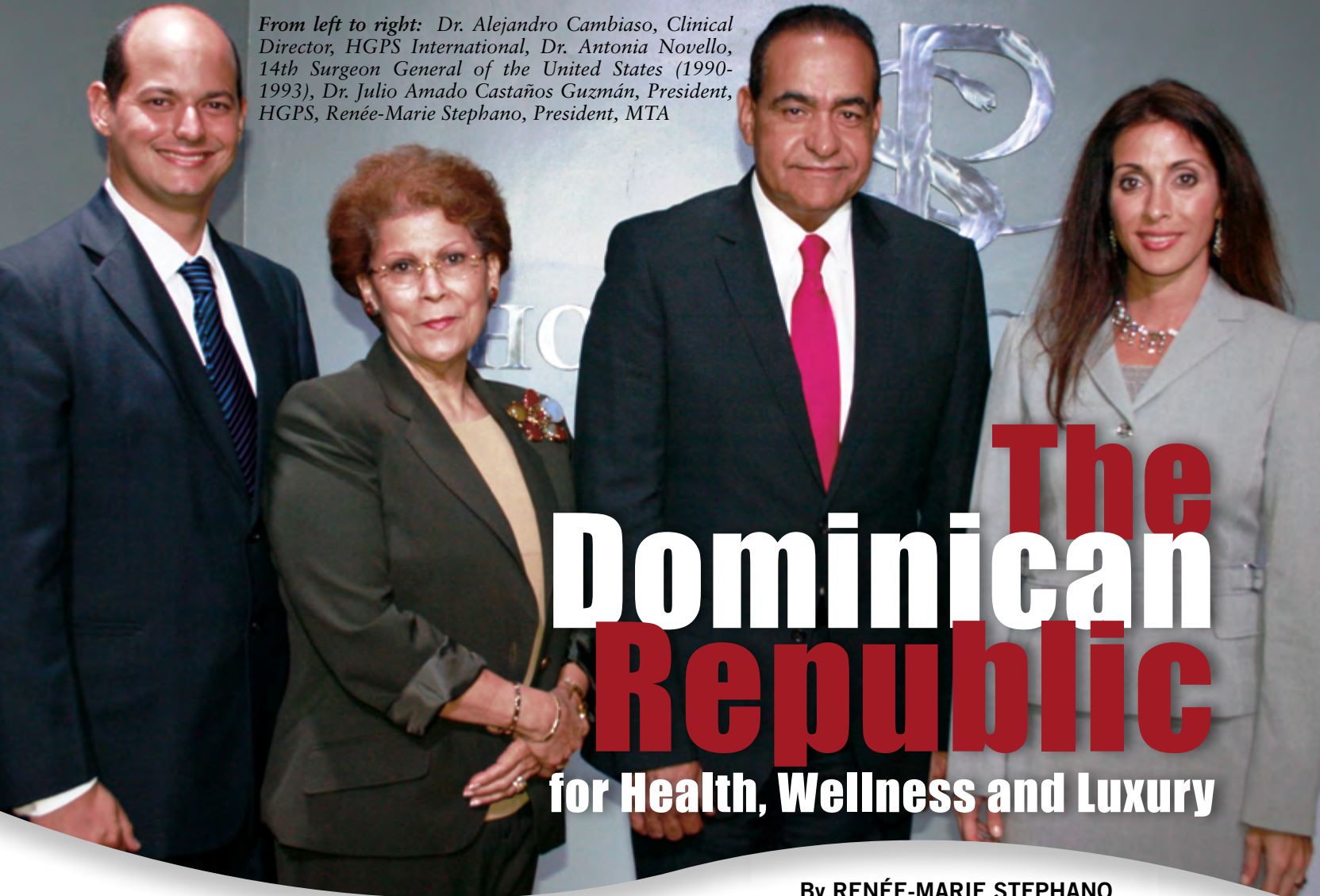
Taking Care of
YOU.



HOSPITAL GENERAL
DE LA PLAZA DE LA SALUD

international@hgps.org.do
www.hgps.org.do/international
Tel. 809.565.7477

From left to right: Dr. Alejandro Cambiaso, Clinical Director, HGPS International, Dr. Antonia Novello, 14th Surgeon General of the United States (1990-1993), Dr. Julio Amado Castaños Guzmán, President, HGPS, Renée-Marie Stephano, President, MTA



The Dominican Republic

for Health, Wellness and Luxury

By RENÉE-MARIE STEPHANO

The Dominican Republic has the beauty, location, medical personnel and the price is right for attracting international patients. And now, they have an international patient department located in Hospital General de la Plaza de la Salud. Due to the proximity to the U.S. and Canada, hospitals in the Dominican Republic are accustomed to treating these foreign patients. The price is considerably lower for patients from these destinations compared to their home country. The price combined with the luxurious resorts and beautiful landscapes makes it the perfect destination for health, wellness and tourism.

The Dominican Republic is set up for success in medical tourism. They already have the tourist numbers, multiple international airports, Economic Free Trade Zones, a large export economy and specialties in cardiology, cosmetic, dentistry, cardiology, wellness and spa/recovery. The key areas they need to focus on to become a medical tourism destination are:

- Training and certification of hotels and resort staff
- Training and certification of tour operators
- Centralization of a system for communication with patients
- Immigration support and better visa access
- Investment
- Streamlined process that will create the country image

On a recent trip to the Dominican Republic I had the pleasure of attending El Hospital General de la Plaza de la Salud (HGPS) event where I gave a presentation titled Global

Healthcare- New Trends, Drivers and Target Markets. During my presentation I was able to share with the attendees different programs that the Medical Tourism Association® offers which will be able to assist them with improving each aspect of medical tourism in the Dominican Republic I went into specific detail about the importance of certification for hospitals that have a large international patient flow. It is not enough to just hire a translator, really giving the patient an unforgettable experience is when a hospital could really start to flourish. There is no better marketing tool than a direct patient testimonial!

In addition to my presentation there were several other interesting speakers including; Dr. Julio A. Castanos, chairman

“ They receive more than 125,000 patients annually, domestic and international that choose this hospital for the specialized care and services. ”

of the board for HGPS, Mary Miller, administrative manager, International Department, Dashira Martinez, public relations manager, and Desiree Diez, project manager for HGPS.

HGPS

HGPS is recognized as one of the top hospitals in the Dominican Republic for the past 15 years. They receive more than 125,000 patients annually, domestic and international that choose this hospital for the specialized care and services. Some of their main services are:

- Preventative health
- Surgical services
- Oncology
- Nephrology
- Women's health
- Joint replacement/Orthopedics
- Adult and Pediatric Critical Care
- Transplant
- Plastic surgery

HGPS is affiliated with the country's top medical school, La Universidad Iberoamericana and they develop relationships with international partners as a way to educate new medical professionals and to further develop the skills of their current staff.

Every year, thousands of individuals from all over the world travel to the Dominican Republic for vacation and healthcare. HGPS recognized this as a growing market and decided it was time to really start focusing on this to keep the numbers going up. And for the patients they are already treating, they wanted to be able to improve their experience and have the tools in place to properly handle future international patients. This conference marked the opening of the HGPS International Patient Services department. This department includes the following services:

- Medical and hospital services
- Currency and financial matters
- Travel and accommodation coordination
- Language assistance
- Concierge services

From the moment the patient contacts the hospital their care team ensures their medical needs, individual preferences and cultural expectations so the patient will feel safe and secure.

Historical healthcare - Hospital Central Romana

While I was in the Dominican Republic I was able to take a tour of the Hospital Central Romana which was originally built in 1917, but new additions have been added since then, the most recent in 2011. This hospital is interesting because in 1916 it was built for the workers from the sugarcane plantation. It started operating with one doctor, two nurses and two separate areas; one for the workers and one for the executives that ran the plantation. The original policy of offering healthcare to all workers is still in effect today.

The next phase of the hospital was built in 1969 and was the first hospital in Romana to have air conditioning. Now, the third phase of the hospital that opened in 2011 will serve the 25,000 plantation workers and anyone else in need of



treatment. The hospital will operate with 84 beds, private suites, four new operating rooms, two intensive care units, a burn unit, obstetrics and gynecology department with two operating rooms, a neonatal intensive care unit and a helipad on the roof. The new design was developed by the architect Malcolm Cottin and Silvia Sanchez from the Cleveland Clinic. The hospital is prepared to receive 150,000 patients annually and is working towards accreditation.

Beyond healthcare

If you are in the Dominican Republic as a medical tourist, I would suggest extending your trip beyond the procedure or even make the request to recover in one of the Dominican Republic's most luxurious resorts. Studies show that the majority of medical tourists travel with a companion. As a thank you to the person you decide to bring along, treat them to a few nights

at Casa de Campo, I guarantee they will forget they ever came to the Dominican Republic for a medical procedure. I was fortunate enough to take a tour of both incredible hospitals, present at the conference and then spend one night at this remarkable resort.

“ The hospital started operating with one doctor, two nurses and two separate areas; one for the workers and one for the executives that ran the plantation. ”

Casa de Campo is located on the southeastern coast of the Dominican Republic, 50 miles east of Santo Domingo. The resort offers many amenities you would expect from a Caribbean getaway; golf, spas, beaches, and tennis. What is unique about Casa de Campo is its shooting center and hunting grounds. The shooting center is located on a 240 acre facility within the resort, and an additional 20,000 acres outside of it. The shooting center, created in 1986 offers the hunting of quail, duck, pheasant, and partridge.

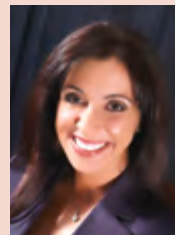
Casa de Campo is also a golf retreat with three golf courses designed by Pete Dye. The premier of the three is the “Teeth of the Dog,” course which has been ranked the top golf course in the Caribbean, and offers a view of the ocean. The “Dye Fore” course also has a waterside view, while the third “Links” course is inland. Other sports activities include 13 clay tennis courts.

The “Cygalle Healing Spa” located in the resort, offers the usual massages, but has specialized massages for the golfers, or tennis players which are partially done with the balls used in the sport the athlete is trying to recover from. If body treatments and massages are not your method of finding inner peace, then

the water sanctuary and relaxation garden offered could help. Yoga and meditation classes are available as well.

All of the activities mentioned above would work for the companion, and some would work for the patient based on the procedure they have undergone. But, the beautiful lodging amenities would work for both. There is an option to stay in the elite hotel rooms, elite suite or a private villa. The hotel rooms have recently undergone a \$40 million renovation and are decorated in mahogany and local art. The next step up is the “elite suite” which includes all of the hotel amenities but with a living/dining area. Finally are the private villas, which have a full living room, kitchen, and dining room; multiple bedroom with a king bed in the master bedroom. Other specials for the villas include daily maid and concierge service, and two golf carts. There are also six restaurants, and seven bars and lounges. For shopping needs, there is a replica 16th century Mediterranean village featuring boutiques, art galleries, and artesian workshops, as well as a 5000 seat Grecian amphitheater where live concerts are held. The landscape, pools and overall atmosphere of this resort is beautiful and relaxing, and the excellent customer service would make recovering here seamless and enjoyable. ■

About the Authors:

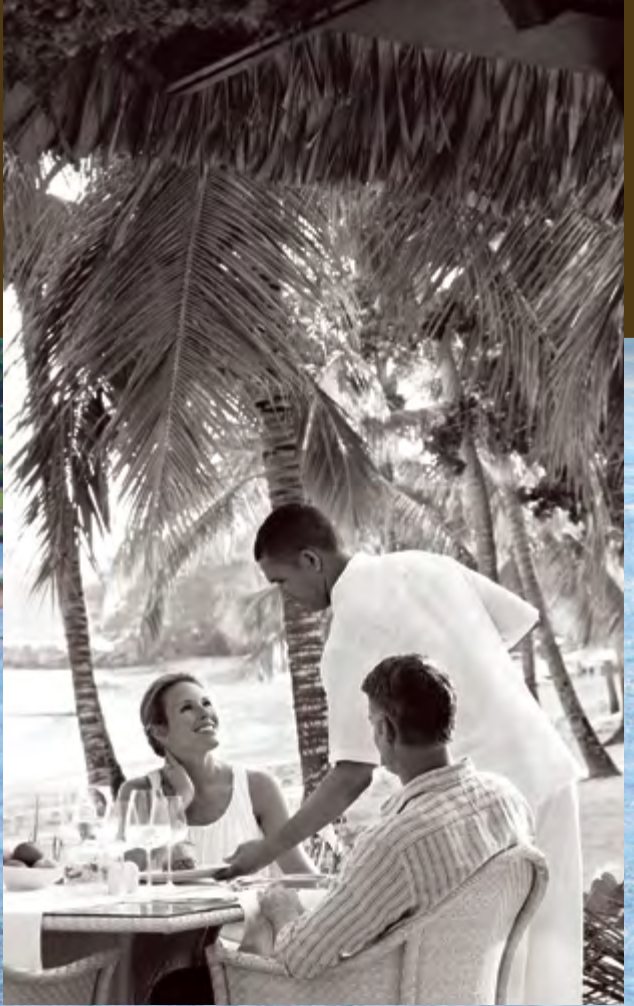


Renée-Marie Stephano is the President of the Medical Tourism Association®. Ms. Stephano is also the Editor-in-Chief of the Medical Tourism Magazine, Health Tourism Magazine and Healthcare Development Magazine. Having a background in international marketing and relations, health law and litigation, she provides a valuable service to the Medical Tourism Association® in these fields. She may be reached at Renee@MedicalTourismAssociation.com

“ As a thank you to the person you decide to bring along, treat them to a few nights at Casa de Campo, I guarantee they will forget they ever came to the Dominican Republic for a medical procedure. ”



ESSENTIAL LUXURY
ENDLESS OPTIONS



Only one destination offers an array of event sites, ballrooms, and restaurants, 7,000 acres of tropical grounds, 63 holes of championship golf, a world class spa, dozens of activities and an event staff eager to make your group feel like the only people in the world. Come make the Caribbean's Most Complete Resort yours.

MAKE CASA DE CAMPO YOURS.



THE LEADING HOTELS
OF THE WORLD®



GROUP
PERKS

RATES STARTING FROM

\$255 Per Person,
Per Night

ALL-INCLUSIVE DOUBLE OCCUPANCY
Valid Through December 20, 2012

 **CASAdeCAMPO**
THE CARIBBEAN'S MOST COMPLETE RESORT
LA ROMANA, DOMINICAN REPUBLIC

1.800.336.5520 • 809.523.8733 | GROUPS@PWMONLINE.COM
WWW.CASADECAMPO.COM.DO



MEDICAL *Tourism*.COM

Your Passport to a World of Options



**The Largest Patient Education Platform in the World
Exclusively Featuring MTA Members & Certified Organizations**



Measuring the Brand Image of a Place

By DR. MARC FETSCHERIN
and DR. TOBIAS HEILMANN

In today's global economy, places such as villages, municipalities, counties, provinces, states or even countries compete against each other for the limited pool of people and natural and financial resources. Place branding has been defined as the practice of using branding and marketing techniques to the economic, social, political and cultural developments of a place. Place branding research is still in its infancy and it has only been within the last two decades that an increasing number of academics as well as practitioners have focused on this important topic. An attractive place brand has a positive impact on inbound tourism, attracting foreign direct investments (FDI), and increasing immigration, all of which contribute to an increase in the gross domestic product (GDP) and the overall economic growth of a place.

According to the OECD report from 2010 (p. 78), “inbound tourism accounts for 30 percent of service exports, up to 11 percent of GDP and 12 percent of employment at country level”. These positive direct (e.g., service exports, income from lodging, restaurants, food) and indirect effects (e.g., decrease in unemployment, increase in tax revenues) illustrate the importance and relevance of place branding. Measuring and managing a place brand, such as a tourist destination, becomes a key strategic tool for places, their competitiveness and their sustainable development.

This article presents a new framework and measurement scale for which the various stakeholders of a place can use to assess the brand image of a place. We use the personality metaphor to describe the brand image of a place. This is based on two main principles. First, this is analogous to the “naive psychology” or “folk psychology” in which people use personality characteristics to describe other people. In the

same line of arguments, Aaker (1997) developed the brand personality scale for products and services. We use the same logic to conceptualize the “personality” of a place but we use the term “personality” in a different way in the context of brands for products or places (consumer behavior) than in the context of people (psychology). Second, people seem to have a need to anthropomorphize objects or places to enhance their interactions with the nonmaterial world. There is also extensive empirical support that using the personality metaphor to describe brands is a viable metaphor for understanding consumers’ perception of brand images.

“ Our scale can be used for any type of place such as municipalities, cities, regions, provinces or states... ”

Measurement Scale Development Process

1. specify the domain of the construct;
2. generate a sample of items from the literature, survey and expert groups;
3. collect initial data;
4. purify the measure and assess reliability;
5. collect new data;
6. assess reliability;
7. assess construct validity; and
8. develop norms.

cf. Churchill (1979).

Due to the given economic relevance of place branding to sustainable development of a place, specific valid and reliable measures are necessary in order to assess the distinct brand image the place has in the minds of the people. We followed a very rigorous theoretical, methodological and statistical 8-step process (see box) to develop our measurement scale. In collaboration with the marketing research company *campaignfit ltd*, a total of 8,606 respondents participated in our multilingual studies on 26 states in Switzerland, resulting in a reliable and valid scale consisting of 9 dimensions which provide meaningful differences between the image of a place. Our scale consists of the following 9 dimensions: parochialism, snobbishness, urbanity, safeness, prominence, uniqueness, autonomy, manageability, and family friendliness. The following figures provide two examples of two states or “cantons” of Switzerland: Zurich and Geneva. The full details for each of the 26 states of Switzerland can be accessed on the following websites www.kantonsimage.ch and the English language version <http://www.kantonsimage.ch/en>. Our scale can be used for any type of place such as municipalities, cities, regions, provinces or states, depending on the objective and need of the study.



© www.campaignfit.ch



© www.campaignfit.ch

There are a number of valuable practical implications. Marketing and place branding professionals and organizations should understand the concept of the brand image of a place for several reasons. First, people do perceive significant differences in place personalities or place brand images. Second, the distinctive dimensions of our measurement scale is a valuable measurement tool for various stakeholders of a place such as governments (municipal, county, region or state-level), urban strategists, development agencies, non-governmental organizations and tourism agencies. It enables them on one hand to understand how their places are perceived as expressed by personality traits and on the other hand it allows them to assess whether the consumer perception is in line with their intended place identity and place branding strategy. This then helps them to address discrepancies or to create a distinct and unique place brand and communicate it to the various target segments. Finally, our scale is the first tool of its kind to make such an assessment possible. As we have a multi-dimensional construct, our scale enables place marketers to study and measure the brand image of a place at either the macro level in respect to the overall brand image of a place or on the micro level along the 9 dimensions of the brand image of a place. ■

References

Aaker, J. L. (1997). *Dimensions of brand personality*. *Journal of Marketing Research*, 34, 347-356.

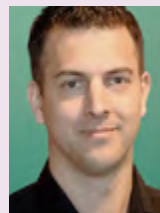
Churchill, G. A. (1979). *A paradigm for developing better measures of marketing constructs*. *Journal of Marketing Research*, 16, 64-73.

OECD (2010). *OECD Tourism Trends and Policies Report*. Retrieved from http://www.oecd.org/document/47/0,3746,de_34968570_34968855_40173167_1_1_1_1,00.html

About the Authors



Dr. Marc Fetscherin is an Associate Professor of International Business and Marketing and a Cornell Distinguished Faculty at Rollins College, United States. He is also a Fellow at Harvard University (Asia Programs). His expertise is in International Marketing with a focus on Branding. Specifically he focuses on topics such as global brand management, corporate branding, human brands, brand equity, brand image, brand personality, consumer brand relationships, and destination branding such as city and nation branding.



Dr. Tobias Heilmann is CEO of *campaignfit ltd.* (www.campaignfit.ch), Switzerland, a consulting company specialized on place branding. Based on scientific tools, Dr. Heilmann and his team measures place brand personality, develops and implements strategies for places (municipal, county, region or state-level). These strategies are typically in the areas of place image, place identity, economic competitiveness, place promotion, tourism and place attraction. Dr. Heilmann received his Ph.D. in Business Psychology from the University of Zurich, Switzerland. He holds a master degree in Organizational Psychology from the University of Tübingen, Germany. He is also lecturing consumer psychology at the University of Zurich and the Swiss Federal Institute of Technology Zurich.

Medical Tourism Magazine

The Medical Tourism Association® Destination Guides empower healthcare consumers with knowledge about high quality healthcare options outside of their borders, and provide step-by-step guidelines for planning their medical trip.

- Get patient referrals! This guide reaches buyers, facilitators, international insurers and physicians responsible for referring thousands of patients a year.
- Reach out to consumers through www.MedicalTourism.com (ranked #1 on searches for medical tourism).
- Access an international distribution channel at international insurance and healthcare conferences.
- Show insurance companies and employers that your region is a top medical tourism destination.
- Highlight your Hospital with full color photos and healthcare specialty features.
- Get constant business-to-business and business-to-consumer promotion by the MTA.



MEDICAL TOURISM ASSOCIATION®

www.MedicalTourismAssociation.com

info@MedicalTourismAssociation.com | USA 001.561.791.2000

© 2012 Copyright Medical Tourism Association®

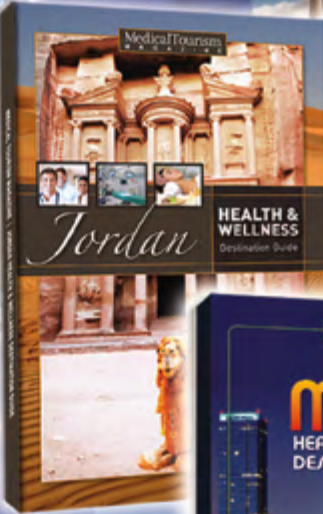


Destination Guide Series

Put your destination on the map!



Las Vegas
Destination Guide



Jordan
Destination Guide



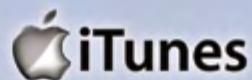
MedicalTourism.com



Miami Destination Guide



The Destination Guide
is available on...



Bahrain

Leads the Way for Medical Tourism in the GCC

By MEDICAL TOURISM MAGAZINE

Bahrain has been in the news recently, due to the protests which have occurred there and all across the Arab world known as the "Arab Spring." The protests were not successful. If it were not for the "Arab Spring" few of us would have heard of the nation. Bahrain is ruled by His Royal Highness Hamad bin Isa bin Salman Al Khalifa who has been king since 2002. The small nation is in the Persian Gulf, and is made of 33 islands the largest of which is Bahrain Island. Recently, Bahrain like many of the Gulf Cooperation Council (GCC) nations are trying to develop and bill themselves as medical tourism destinations in order to draw in more tourists, and to develop their own local medical industries. Bahrain happens to be an example of a GCC nation who realizes the potential medical tourism offers them in terms of tourism, development, and economics.

As Captain Mahmood Al Mahmood, a member of the Bahraini parliament said "The concept of medical tourism in general is not available in the Gulf, so people in the region are turning to western and other Arab countries for treatment in specialized hospitals that provide substantial services. It is a matter to be addressed as a priority of Bahrain's Economic and Tourism development strategy as this sector is growing steadily." Tourism has recently become a part of the economy of Bahrain, with 7 million visitors in 2009, and restaurants and hotels alone accounting for 3.2 percent of the total Gross Domestic Product (GDP) of the same year. These numbers were down from the year before. The main bulk of Bahrain's economy is petroleum production and processing which is 70 percent of the governments and 11 percent of the total GDP, which is less than the other GCC nations dependence on petroleum. Bahrain is diversifying their economic industries, they are the leading producer of aluminum, which is their second largest export after petroleum, they are also moving into financial services and Islamic Banking. These industries helped Bahrain become the fastest growing financial

center in 2008 according to Global Financial Centers Index in London.

In order to bring the tourism numbers back up, Bahrain is aiming to establish a medical tourism sector which is unavailable in the entire Persian Gulf region. Captain Mahmood Al Mahmood proposed that land be set aside for healthcare projects. He has also put forward the idea of adding international branches to many of the existing hospitals. By doing this he hopes to bring more money into one of the fastest growing economies in the Arab world, as well as creating new jobs in a new sector for the country's youth.

“Frost & Sullivan expect the total of GCC medical expenditures to triple by 2018.”

The small nation only has a handful of hospitals spaced out neatly across the 257 square miles of the country, with more being built right now. This number is perfect for the small population, roughly 1.25 million people. There is ample space for the locals who receive free or heavily subsidized healthcare, and the small population keeps waiting times down. The problem with the Bahraini healthcare system is that they spend less on healthcare per capita than its European counterparts, spending \$792 per capita where as Germany spends \$2,817. The hospital bed density is 1.9 beds per 1000 people. Bahrain is also understaffed, with 1.442 physicians per 1000 patients. The trends here in Bahrain also carry into the other GCC nations, who face similar problems.

“ The concept of medical tourism in general is not available in the Gulf; people are turning to western and other Arab countries for treatment. ”

On the whole however, Bahrain is one of the healthiest countries in the GCC, infant mortality is down, and average life-expectancy is up. As of now, only 2.6 percent of the population is over the age of 65 and 77 percent are between the ages of 15-64, with the median age being 30. This population will keep aging putting more strain on the system.

The actions of Bahrain are part of a larger trend across the GCC of building a medical tourism destination to increase tourism and the local healthcare industry. Frost & Sullivan expect the total of GCC medical expenditures to triple by 2018, from \$46.12 billion to \$133.19 billion. Most GCC nations have government run healthcare making growth difficult because of the other expenses these governments have. Nations like the United Arab Emirates (UAE) and Saudi Arabia have recently embraced public-private partnerships (PPPs). These PPPs have saved the governments around 25 percent of healthcare costs.

These savings will fuel much needed growth. The rising population in the region combined with the increase of lifestyle diseases creates a disease burden the regions may not be able to handle. The disease burden and the medical tourism industry will generate the need for 90,690 more hospital beds by 2018 according to Frost & Sullivan. The region is already understaffed, so more doctors and nurses will be needed in order to care for all of the new patients.

The recent unrest in the region is a hindrance to all tourism into the area, and medical tourism is no exception. But from this unrest is a chance for Bahrain and the rest of the GCC to reinvent themselves. During the troubled times they can build the hospitals, and train the doctors they need to create a medical tourism industry in the area. Once the dust settles from the political upheaval people will want to visit the region, to see these new democracies, and if these nations play their cards right medical tourism will flourish as well. ■

“ The disease burden and the medical tourism industry will generate the need for 90,690 more hospital beds by 2018. ”



Almater Hospital: The Cure for the Common Hospital

Article by: Patrick Goodness,
The Goodness Company:
Medical Tourism Marketing



Every day, thousands of Americans cross the border into Mexico, seeking affordable, high quality healthcare. Many of these international patients take advantage of excellent medical care at savings of 50% to 80% over U.S. prices at world class hospitals located just 2 hours from San Diego, California in the vibrant border city of Mexicali, Mexico.

Mexicali is a desert oasis of affordable healthcare. Here the air is warm and dry, the healthcare is exceptional and the affordable medical prices encourage thousands of Americans and Canadians to cross the border to access the unbeatable value of healthcare in Mexicali.

Among Mexicali hospitals, Almater Hospital stands out as a leader in providing international patient care. Almater Hospital has been quietly attending to the needs of American and Canadian patients for more than 20 years. Every month, hundreds of American and Canadian patients choose Almater for a level of personal, attentive healthcare that is uncommon even among the best US hospitals.

What makes Almater Hospital uncommonly good?

At Almater, it's clear that they approach patient care from the patient's perspective. The healthcare professionals at Almater put themselves in their patient's shoes and work to provide warm, personalized medical attention, custom tailored to the patients' individual needs. Quality healthcare is about paying attention to the details, and working to provide every patient with the care they need, in an environment that feels a bit like home.

At Almater, everything they do is focused on the patient. As an international patient, the Almater international patient coordinator will be with you every step of the way to ensure that you feel comfortable and cared for during your entire stay. The bilingual staff attends to patients with great warmth,

making every patient feel truly welcome. Even though Almater boasts the latest state of the art medical technology, the facilities and patient rooms feel more like a boutique hotel than a cutting edge hospital. And, at Almater Hospital, the meals are so good they get rave reviews from patients! Locals

and visitors alike often dine at the Almater cafeteria instead of local restaurants!

Discover why thousands of American and Canadian patients have come to believe that Almater Hospital is the cure for the common hospital.

ALMATER HOSPITAL AT A GLANCE:

- 60 Individual Rooms
- 4 Operating Rooms
(Ask about our cutting edge technology!)
- 92 Physicians & Specialists
- Radiology Department: *(Helicoidal 64D CAT SCAN, 1.5 T Magnetic Resonance 1.5T, ultrasound)*
- Endoscopy Department
- Pediatric and Adult ICU
- Complete Emergency & Trauma Center
- Full Pharmacy

SERVICES:

- General Surgery
- Orthopedic Surgery
- Bariatric (Weight Loss) Surgery
- Cardiovascular (Heart) Surgery
- Chest Pain Clinic
- OB/GYN (Women's Services)
- Plastic & Cosmetic Surgery
- Neurosurgery
- Catheterization Lab Services
- Radiology Services

Plan Your Mexicali Medical Vacation Today!

INTERNATIONAL PATIENT COORDINATOR: DIANA COTA

Toll-free: 1(888) 581-1019 or direct in U.S. (760) 890-7871 • Mexico: 011 52 (686) 523-8000
email: dianacota@almater.com • www.Almater.com



Contract

Clear Medical Tourism Facilitator Contracts Benefit All Parties

By TRACY J. MABRY

The growing international marketplace for healthcare services includes an element of facilitation to bring patients, experienced professionals, and state of the art medical facilities together. Medical tourism facilitators frequently play a key and necessary role in addressing the many details and arrangements that are critical for a successful medical tourism experience. Clear written agreements addressing the terms of services and relationships are beneficial to all parties involved. A few of the many subjects that could be addressed in written agreements for medical tourism facilitation services are discussed below.

The broad scope of medical tourism facilitation services

The term “medical tourism facilitator” refers to companies and individuals that provide a varying range and combination of services that facilitate medical tourism arrangements between a “medical tourist”—a patient willing to undertake travel for medical treatment or procedures, and the providers of such medical services. Medical tourism facilitation services may include internet marketing, research, placement, contract negotiation, health plan benefit and payment coordination, facilitation of medical records transfers, provider/patient liaison, travel arrangement services—including hotel accommodations, ground transfers or air ambulance services, recovery facility placement, in-country transportation and translator services, after care placement and monitoring, and medical case management services.

There does not appear to be any “one size fits all” package of medical tourism facilitation services. In addition to services mentioned above there are surely examples of other services facilitators provide directly, or make arrangements for as a concierge. The nature of such facilitation services can vary widely, and it is advisable for medical tourism facilitators and those that are frequently working with such facilitators

to develop written agreements which clearly address the duties and expectations of the parties concerning the services being provided under any arrangement, including the limitations of the responsibilities of the parties, and how any disputes will be resolved should they arise.

Which parties should have written agreements?

Medical tourism facilitators may have relationships with multiple types of parties in the course of providing such a broad range of services. Best practices for businesses (and for consumers of medical services as well) generally suggest that terms and conditions of relationships be documented in a written agreement, which should serve to clearly define the rights, duties and expectations of the parties, and serve as a guiding document if problems do arise. Medical tourism

“ There does not appear to be any “one size fits all” package of medical tourism facilitation services. ”

facilitators should develop and have their own written contracts available to present to destination facilities, insurers/plan sponsors, and to patients. The nature of each such relationship will dictate the issues and concerns that should be addressed. For example, when serving a potential medical patient considering travel for a medical procedure, services may include handling of sensitive personal health and financial information. Whereas the governing laws of a jurisdiction may recognize that such patient is acting in their personal capacity, as a consumer of services, additional burdens of disclosure may be placed upon facilitators because they are in the business of providing services to a consumer that does not regularly deal in the trade.

Whereas patient-facilitator relationships are frequently focused upon planning a one-time experience for the patient, relationships between certain facilitators and destination facilities and providers of medical care may involve repeat service encounters. In some cases, a facilitator will be under contract to provide services for the benefit of such destination provider entities relevant to an existing course of dealing, or at least with the expectation of repeated referrals and placement of patients for services through the facilitator. In other cases, where the parties may not have an established relationship, a facilitator should nevertheless establish some written terms for their service relationship with a facility before placing a potential referral. Facilitators will want to agree upon material terms of a new relationship, to define the placement-related services and expectations of the parties, and to be assured that facilitator service fees for such efforts are paid.

“ Written agreements that are in substance no more than agreements to pay finder’s fees for referral of patients may be deemed to violate such laws. ”

Notwithstanding that experienced facilitators should have their own contracts; medical tourism destination facilities should also establish their own contract terms and forms for use with medical tourism facilitators and patients, which they will likely find preferable to using rather than reviewing multiple medical tourism facilitator agreements and terms piecemeal. Standard contract terms should address not only the specific services expected to be provided by the facilitator, but also those services the destination provider’s staff or the patient will be responsible for. The respective division of duties might address the transfer and securing of relevant patient medical records, the facilitator’s role in patient intake, securing of payment and informed consent of patients, coordination and communication regarding transfer details, and responsibility for making travel, accommodation, and any after care arrangements. Other subjects of interest may include conditions precedent to the payment of the facilitator’s fees, and defining the scope and limitation of authority of the facilitator to make representations or enter into binding agreements on behalf of the destination facility.

Common subject matter for medical tourism facilitator contracts

While the breadth of terms and disclosures that might be included in medical tourism facilitator agreements is much broader than can be fully addressed in this article, the subjects below are among some common provisions that should be considered for inclusion in all medical tourism facilitation service contracts:



Payment of facilitator service fees

It is recommended that any patient being served by a medical tourism facilitator be asked to agree to certain basic written terms and to acknowledge disclosures, including those which define the nature of the relationship between the facilitator and the patient, the nature of the relationship between the facilitator and a destination facility, and to agree and acknowledge awareness of who pays the facilitator’s fees, particularly if it is any party other than the patient. Whereas international patient centers often pay fees to facilitators when patients are placed for procedures, the patient needs evidence to their awareness of such, as it could be deemed a material omission by the facilitator if the patient is not aware that a financial relationship and incentive exists for a facilitator to place the patient with a specific provider. Split-fee arrangements may exist under certain circumstances where the patient and provider destination facility each respectively pay some fees for certain services—such as the destination facility—for services related to referral and patient intake, and the patient—for other ancillary service arrangements. Full disclosure to patients of economic incentives to facilitators and “transparency” of facilitator fee arrangements has been identified by the Medical Tourism Association® as a best practice in its program standards for certification of medical tourism facilitators.

Medical tourism facilitators and destination facility providers may also wish to consult with knowledgeable legal counsel in those jurisdictions (such as in the U.S. and many of its states) where laws exist to prohibit activities which are deemed illegal “patient brokering”, for which violations can result in significant civil and criminal penalties. Such laws prohibit or significantly restrict the payment or offer to pay, and the solicitation or receipt of payment of fees in exchange for the referral of patients for the provision of medical items and services. Written agreements that are in substance no more than agreements to pay finder’s fees for referral of patients may be deemed to violate such laws.

Disclosure and allocation of risks

Facilitators should have drafted language available in each case which delineates responsibility for various risks, and which establishes waiver, limitation of liability, or indemnification of the facilitator should claims arise or problems occur beyond those areas that a facilitator might not reasonably be expected to be able to control. Facilitators should make written disclosure to patients that the development of blood clots manifesting as deep vein thrombosis (DVT) or pulmonary emboli (PE) are foreseeable and potentially life-threatening risks of medical tourism procedures where air travel is involved. Facilitators should seek written patient acknowledgment and waiver of any liability for claims that might arise relevant to such travel, and should encourage patients to consult with their local physician before undertaking such travel.

Agreements with patients and with destination medical providers should clearly express allocation of the various treatment-related risks to the providers, and at a minimum agreements should release and indemnify the medical tourism facilitator from such claims if medical complications arise, so that the facilitator does not leave themselves open to suit or liability claims for lack of a specific agreement. Provider documentation of patients' informed consent, which should include the provider's disclosure of material risks and benefits which may foreseeably result from the particular medical procedures being performed, is also important to protect the facilitator from any liability claims.

“Some events that are well beyond the control of the facilitator might be excluded altogether from any claims, consistent with provisions commonly found in other agreements in commerce.”

While all parties want the medical tourism experience to be a smooth and positive one, events often arise or do not proceed as planned and may suggest that some room for flexibility and modification of plans be built into arrangements by facilitators. Management of the expectations of the parties involved and the experience and ability to anticipate matters which can arise and require alteration of plans may be valuable service skills for medical tourism facilitators. However, medical tourism facilitators should not be expected to act as insurers of the success of the entire medical tourism experience against all harm or any disruption. Accordingly, allocation of risks and limitation of liability arising from non-medical events are also important for medical tourism facilitators to address in their written agreements with patients and with providers of ancillary services.

Waiver, limitation of liability, and indemnification

A number of subjects may be appropriate for waiver, limitation of liability, or indemnification provisions, depending upon the parties to the agreement. For example, as stated above, indemnification language may be appropriate in the facilitator-provider agreement, establishing a provider's agreement to indemnify and hold harmless a facilitator against patient claims should medical complications or quality of care errors by providers or facilities occur. The facilitator-patient agreement would address such risk allocation through waiver by the patient and an agreement to indemnify and hold harmless the facilitator from any claims arising from medical care provided.

Notwithstanding that a facilitator's business reputation may rise and fall with their skills in anticipating and managing

problems when they happen, facilitators may nevertheless desire to establish written patient waivers of any economic damages claimed to arise or result from events not proceeding as planned or anticipated. Limitation of liability language in patient agreements, and in agreements with third parties as appropriate, limiting liability of facilitators to the refund of fees paid for facilitator services are perhaps the best way to manage the potential financial exposure of the facilitator to the unforeseen.

Some events that are well beyond the control of the facilitator might be excluded altogether from any claims, consistent with provisions commonly found in other agreements in commerce. Examples may include problems with transportation or hotel accommodations, such as facility utility disruption, transportation strikes, or so-called “Acts of God”, such as bad weather events, floods, or the like, to the extent such problems disrupt travel or accommodation services. Facilitator's agreements with ancillary service providers might in turn request indemnification of the facilitator by such ancillary service providers for patient claims arising from the ancillary services. Facilitators may also be able to contractually require that certain ancillary service providers carry liability insurance.

Dispute resolution

Dispute resolution provisions in any of the facilitator agreements should clearly specify the parties' agreement regarding the choice of the law which will govern their agreement and any disputes arising out of such agreement, as well as the venue for dispute resolution, and the mechanism for resolving any disputes. An example of such provisions might be an agreement by the parties that any dispute arising from the agreement of the parties would be submitted to an agreed upon arbitration body, for an arbitration proceeding to be held in a specified place and in accordance with the rules of the agreed upon arbitration body, applying the agreed upon law which governs the agreement.

In summary, medical tourism facilitators and each of the parties they serve or engage to provide services in a medical tourism experience can certainly benefit by having clear written agreements defining the rights, duties, and responsibilities of the parties involved. Written agreements are beneficial to the parties for those services which are the specific duties and province of the medical tourism facilitator and for those items or services which are more within the province and control of the other parties involved. Toward that end, good written agreements should clearly establish agreement and acknowledgement of the terms and disclosures material to the relationship of the parties, such as those which describe and govern services, duties, and expectations; terms of payment; the allocation of risks, extent of responsibility, and the limitation of potential liability for damages; and a mechanism for resolution of disputes which specifies the parties' agreement concerning the laws and procedures which will govern. ■

About the Author



Tracy J. Mabry, Esq., is a practicing health law attorney with his law practice based in the Orlando, Florida office of the international law firm of Greenberg Traurig P.A., which is a member of the Medical Tourism Association®. Mr. Mabry is in his 27th year of law practice, is licensed to practice in the states of Texas and Florida, and is recognized by the Florida Bar Board of Legal Specialization as a Board Certified Specialist in Health Law. The views stated in the article above are the author's own personal views, and are not necessarily the views of the law firm of Greenberg Traurig, P.A.

MTA CERTIFICATIONS

RAISE YOUR BAR GET CERTIFIED

The **Medical Tourism Association**[®] offers several **Certification Programs** that are aimed at establishing protocols and best practices in providing care to traveling patients, streamlining the patient management process and ensuring a continuum of care for the best patient experience. The programs are focused on providing transparency, education and communication to the patient.

CERTIFICATION PROGRAMS:

- Certified International Patient Specialist[®]
- Certified Medical Travel Specialist[®]
- Certified Medical Hospitality Specialist[®]
- Certified Medical Tourism Specialist[®]

To Get Certified, attend a certification training course and complete the written exam. Certification renewal is available every two years upon completion of the required continuing education courses offered online.

Contact us for detailed information on all of our Certification Programs at: info@MedicalTourismAssociation.com or call 001.561.791.2000

© Copyright 2012 Medical Tourism Association[®]. All rights reserved.



“We Don’t Need No Education”

How Untrained Staff Can Negatively Impact the Patient Experience and your Bottom Line

By BILL COOK

Dialing the phone number on her screen, Naomi felt a surge of excitement as her mind raced with possibilities. Looks of wonder from her family, compliments from co-workers; actually enjoying the thought of passing in front of a mirror, and best of all, her health would improve and she could finally spend time outdoors with her two kids. She had been morbidly obese for nearly four years – ever since the birth of her second child – and dozens of failed diets later had left her frustrated and depressed. Recently she had considered bariatric surgery but did not have insurance coverage or the funds to cover the cost - that is, until a friend mentioned “medical tourism” and gave her the name of an overseas hospital.

“Buenos días, este es el Hospital del Atlantico, como le puedo servir?” “Hmmm, do you speak English?” “Un momento por favor.” Beep...beep...beep. “Departamento de Radiología” “Yes, I’m trying to find someone who speaks English” “One momento please.” Beep...beep...beep. “Servicio de enfermería” “Do you speak English?” “Marta, usted habla inglés? (muffled voice) “No, mandelo a admisión.” Beep...beep...beep. “Admisión para servirle” “Does anyone speak English here??? I need to talk to someone about your bariatric surgery program.” “Yes, I speak a litel Engles... wut do you need?” “Bariatric surgery...I hear you have very good outcomes.” “Si...eh...yes we do dis procedure...ahh...the doctor is not here now, cud you coll back anoder time?” Errr...yes, but can’t you give me an email or a more direct number?” “Sorry, cud you repeat again?” “Can you give me an email to contact?” “Oh, yes..yes....you can call info@hospitaldelatlantico.com...den dey will replay back to you.” Uhh...okay...do you know how long they will take to reply?” “No, but dey usually replay bery on time.” “Well, I may look somewhere else then.” “Excellent! Gudbye, and tank you for choosing Hospital del Atlantico for your medical needs.”

While this scenario may make you chuckle, it is no laughing matter for frustrated patients seeking medical care abroad,

or for the many hospitals losing patients, revenue - and their reputation - due to a lack of training and awareness about international patient needs.

The importance of the patient experience

The success of your international program hinges on the patient experience, it’s that simple. In a recent article in this magazine I defined the patient experience as: The patient’s perceptions and related feelings caused by the one-off and cumulative effect of interactions (both direct and indirect) with a hospital’s employees, services, products, customers and systems. In other words, any interaction a patient has with your hospital forms part of the “patient experience.”

Studies have shown that, for a patient, the effectiveness of the interaction with the health providers and coordinators—

“Three out of four consumers say they have spent more with an organization because of a history of positive customer service experiences.”

the experience—is equally important as the accuracy of the diagnosis, treatment and procedure.¹

Think about that for a moment. What kind of experience have you created for your international patients?

- Is your staff culturally competent?
- Who's picking patients up at the airport?
- What type of accommodations are you recommending?
- Are your staff pre-loading patients with the right information?
- Are they looking after the needs of the companion?
- Do your doctors and nurses understand the particular needs and expectations of international patients?
- Are their language barriers across any of the patient touch points?
- Are you obtaining feedback and acting on it?

Any one of these details can have a huge impact on the patient experience. Great patient experiences don't just happen out of the blue! They are the result of planning, training, and putting a structure in place that allows them to thrive. Too many hospitals these days are talking the talk but not walking the walk. "Yes, we want to attract international patients." "Of course we have a medical tourism program." But when you ask what steps they are taking to increase their international patient flow it's hard to get a straight answer.

The effect the patient experience has on your bottom line

Happy patients breed new patients, new patients breed newer patients and so on, increasing brand awareness, building your reputation and ultimately growing your bottom line.

According to a 2012 survey by Echo Research, three out of four consumers say they have spent more with an organization because of a history of positive customer service experiences.

More importantly, the survey showed that on average, consumers tell 15 people about their good experiences and nearly half of consumers tell someone about their good customer service experiences all of the time.²

You may be thinking: Sure, that's what surveys always say, but in the real world these stats rarely translate into real-life patients. Consider this: If you can bring in just four additional international patients a month during the year you can generate approximately \$336,000 USD* (assuming \$7,000 avg. per procedure) in additional revenue. With the addition of word of mouth advertising and effective marketing you can increase your revenue exponentially. At 50 patients a month you can increase your hospital's revenue to approximately 4.2 million per year.

Let me also give you a real world example of the power of word of mouth advertising (one of many).

A few months ago we assisted a U.S. patient who came for metabolic surgery (a procedure similar to a gastric bypass that often resolves the symptoms of type 2 diabetes). Jim (not his real name) had been in contact with our team for a couple weeks

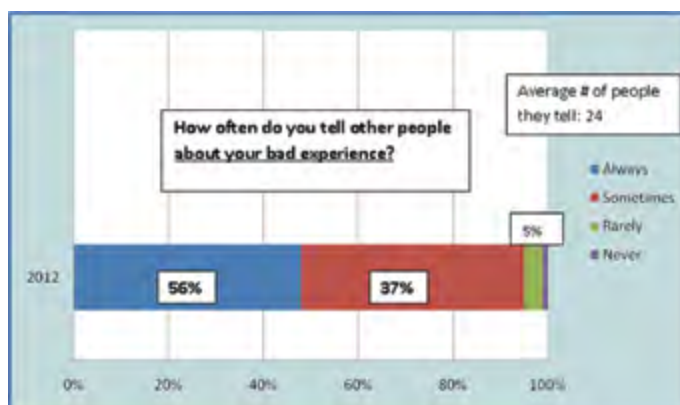
¹ The Missing Key: Enhancing Care by Understanding Patients' Emotions" by Bob Stuart, MD and Bob Bichler, RN. <http://jucom.com/read/casereport.php?casereport=25>. Accessed 05/26/2012

² 2012 Global Customer Service Barometer. Prepared by Echo Research for American Express. http://about.americanexpress.com/news/docs/2012x/AXP_2012GCSB_US.pdf

but had still not committed to the procedure. So we put him in touch with a couple of past patients who had undergone the same procedure and the day after talking to them he called and confirmed the dates for his surgery. A few weeks later he was in Costa Rica recuperating from a very successful surgery. Before he departed he expressed to us how happy he was with the results of the procedure, but how utterly amazed he was with the professionalism and warmth of the people who attended to and anticipated his every need. He told us how he felt genuinely cared for and not just a number on a computer screen. Within six weeks of his departure he had already referred two more patients to us. Happiness, my friend, is contagious; it spreads like germs on a doorknob! (Oops, wrong metaphor.)

Poor service leads to lost sales

Unfortunately, the opposite is also true. The same Echo Research survey revealed that, on average, 24 consumers tell others about their bad experiences and 56 percent of consumers talk to people about them all the time.³



According to these statistics, if just one international patient (or prospective patient) a month is having a poor experience, then there are at least 288 people a year who are hearing negative things about your hospital. In the real world, though, some of these people will post negative experiences on blogs or other social media and a percentage of them will tell others and so on. This can exponentially increase negative exposure to thousands of people – some of them are potential patients who will not choose you for their healthcare needs simply because twelve patients had a poor experience at your hospital.

Say you are losing just three patients a month due to bad patient experiences. At the end of the year you will have left approximately \$250,000 USD (assuming \$7,000 revenue per patient) on the table. Multiply this by five years and you get a real idea of the potential revenue you are losing.

Lost Patients*	Avg. Revenue per procedure	Total lost revenue per year	Total lost revenue over 5 years
3 per month	\$7,000	\$252,000	\$1,260,000

Investing in your staff

I'll let you in on a little secret. One of the most important steps you can take to improve the patient experience is to train your staff. Doctors study for years in order to diagnose and treat patients. Nurses undergo intensive training and certification. Even a hospital's cleaning staff follows certain protocols to perform their job well. But when it comes to international patient services, we often try to wing it. I've heard this one many times: "Juan from marketing can handle international

³ 2012 Global Customer Service Barometer. Prepared by Echo Research for American Express. http://about.americanexpress.com/news/docs/2012x/AXP_2012GCSB_US.pdf

patient requests...or we can move Susan from admissions, she speaks Spanish pretty well.”

If there is one thing I have learned over the years, it's that patients (particularly overseas patients) do not connect emotionally with your ultra-modern facilities, cutting-edge technology or the fact that one of your doctors has performed 2,000 flawless hip surgeries. These are important elements no doubt, but in the end they're gravy. The real reason they'll choose your hospital (in the vast majority of cases) is because they like and trust the person or persons with whom they are communicating with on a daily basis. In my experience this is typically the patient coordinator (a.k.a. case manager) or the primary physician.

Don't underestimate the impact your staff has on the success of your international program, both positive and negative.

To ensure that it is the former, your staff should be trained to:

- Anticipate international patient needs and expectations
- Understand the necessary services, both clinical and non-clinical expected by patients
- Use proper communication and sales techniques
- Practice cultural and emotional sensibility
- Manage facilitator, insurance and agency relationships
- Implement risk management protocols when accepting and attending patients
- Properly handle patient complaints
- Properly manage the continuum of care process

Doctors, nurses and frontline staff should also be aware of their unique roles in improving the patient experience. Management must possess the knowledge to implement a care path specifically designed for international patients.

An empathetic patient coordinator, doctor or nurse that understands a patient's cultural background, listens, connects emotionally, and knows what to say and how to say it, is worth his or her weight in gold. Put them in a hospital system with appropriate protocols and services for international patient care and you have all the ingredients for a successful international program. ■

About the Author



Bill Cook is a Medical Tourism Training Instructor – International Patient Services Certification Program for the Medical Tourism Association®. He is an internationally recognized expert on medical tourism and international patient services, having built one of Latin America's most successful international patient programs by focusing front and center on providing an outstanding international patient experience.

During the past six years Bill and his team:

- *Managed offshore medical care for nearly 2,500 patients treated at Costa Rica's three JCI accredited facilities*
- *Created and managed Hospital Clinica Biblica's international patient department, positioning Hospital Clinica Biblica as one of the world's premier medical tourism destinations*

He has coauthored four books: "Developing an International Patient Center," "The Medical Tourism Facilitator," "The Las Vegas Health and Wellness Guide" and "The Jordan Health and Wellness Guide" together with Renee Marie Stephano, president of the Medical Tourism Association®.

“...he felt genuinely cared for and not just a number on a computer screen...within six weeks of his departure he had already referred two more patients to us. ”



COMING TO LAS VEGAS
NOVEMBER 2 - 6TH 2013



4TH GLOBAL BENEFITS
CONFERENCE LAS VEGAS NOV 2-6TH 2013

CAESARS
PALACE
LAS VEGAS



The 4th Global Benefits Conference will focus on bringing together employers, international insurance companies and foreign governments involved in purchasing and providing global benefits, expatriate benefits and travel insurance to their employees and members. The conference will feature industry experts sharing best practices and successful case studies.

CONFERENCE HIGHLIGHTS

- Integrated with the World Medical Tourism & Global Healthcare Congress and the Employer Healthcare & Benefits Congress
- The Employer VIP Pass will pay to bring in buyers of healthcare from all over the world
- Global Benefits Leadership Awards will be given to professionals that have contributed to the growth of international benefits for employees, expatriates and individuals living, working or traveling globally

4TH GLOBAL BENEFITS
CONFERENCE LAS VEGAS NOV 2-6TH 2013

Info at U.S. 001.561.204.6567
www.GlobalBenefitsConference.com
info@GlobalBenefitsConference.com
© Copyright 2012 Medical Tourism Association. All rights reserved.

6TH WORLD MEDICAL TOURISM &
GLOBAL HEALTHCARE CONGRESS
CAESARS PALACE LAS VEGAS - NOV 2 - 6TH 2013

Istanbul's Newest Hospital will open this Year

By MEDICAL TOURISM MAGAZINE

Liv Hospital Ulus, located in the center of Istanbul; Ulus – Beşiktaş, is set to open at the end of 2012. This hospital will be the start of a new brand for the Medical Park Hospitals Group in Turkey, and will have the capability to treat 350,000 patients a year. The main specialty, amongst many, will be oncology. Not only will this hospital provide top-notch treatment to those in need, its design is something special; the architecture was inspired by how the organism is structured.

Medical Park Hospitals Group in Turkey, a group of private hospitals developed in 1995, provides service in various cities in Turkey with 13 hospitals, two hospital complexes, two medical centers and 8000 employees¹. Four of the hospitals in this group have JCI accreditation, Liv Hospital is in the process of acquiring this also, and expects to be accredited by mid 2013.

Below Gökhan Yuğrucu, Manager of International Marketing and Group Operations of Medical Park Hospitals Group, discussed the outlook of the hospital, specialties and the importance of “Personalized Medicine” offered to patients.

How many patients is Liv Hospital expecting to attract?

The capacity of patients is over 350,000 patients in a year with the 44 different special clinics. Liv Hospital is capable to perform over 10,000 surgeries within its eight operating theatres and nearly 10,000 cardiac angiographies in a catheter lab. Liv Hospital Ulus is ready to take care of almost 15,000 radiation oncology patients and 5,000 chemotherapy patients in a year.

What is the main specialty of the hospital?

The main idea is “Personalized Medicine”. If we want to emphasize main clinical functions, Liv Hospital Ulus is going

to focus on oncology – in a multidisciplinary approach with all aspects including surgery, radiotherapy and chemotherapy, stem-cell research and implementation, regenerative medicine, genetic research center, neurosurgery, cardiac care & vascular diseases, orthopedics and sports medicine.

Three Tesla MRI, PET-CT and Breast PET-CT, intraoperative radiotherapy and LINAC with TruBeam will help our specialists to give the best medical care to our patients with the support of experienced nursing staff.

Liv Hospital Ulus will have laboratories with GMP standards in order to perform clinical stem-cell implementations first in Turkey.

As regenerative medicine strives to figure out the root cause of the specific illness and treat accordingly this will help Liv Hospital to implement the main idea, “Personalized Medicine” in clinical practice.

“ The capacity of patients is over 350,000 patients in a year with the 44 different special clinics. ”

Neurosurgery, cardiovascular surgery and orthopedics departments will be performing with the best technological infrastructure available in private hands, which are among the leaders in clinical practice and highly reputable physicians.

With the assistance of “robotic surgery” our experienced surgeons will be performing minimally invasive surgery in many different areas. The patients will take the advantages of minimally invasive surgery; which are shorter hospital stays, less pain as well as fewer scars.

Genetic Research Center will be the support system in order to treat firstly oncology patients as well as all other patients in accordance with our plan of “Personalized Medicine”.

What is the target market? How will the hospital target these patients?

The target market for Liv Hospital Ulus is going to be the people who care about themselves firstly, regarding our philosophy; “Personalized Medicine.” It is going to be the first address for patients who are suffering from complex medical situations and in need of multidisciplinary treatments. Also the state of the art medical technology will accompany esteemed physicians with extensive academic backgrounds.

Will this hospital have an international patient department?

The International Patient Department is going to open with a team of 10 people to start with; this team will help international patients feel comfortable and like they are in their home country.

Do you expect this hospital to see a large number of international patients?

Liv Hospital will be a magnet for international patients, approximately 350 million people living in the neighboring

countries, as well as domestic patients looking over the medical staff and state of the art technology combined with perfectionism and teamwork of dedicated staff.

How many world class surgeons are employed there?

Almost all of the surgeons who will be practicing in Liv Hospital have an academic background. Most of them have been engaged in valuable U.S. medical institutions as well as Turkey’s outstanding university hospitals.

What percentage of the staff will be bilingual and what is the primary language spoken, other than their native language?

Regarding their academic background all of our physicians are bilingual, where the main language is English. In addition to this, the International Patient Services Department will help our medical staff in taking care of patients coming from nearby countries such as Russia, Romania, Iraq, UAE, etc.

How do you expect this hospital to affect medical tourism in Turkey?

Liv Hospitality will attract the international patients with innovative implementations to patient care, not to just medical practice. Experienced physicians will be working in a multidisciplinary manner which will be perfect for patient care. The combination of a compassionate approach and innovation will create an outstanding patient experience in Liv Hospital. ■

Sources

¹ <http://www.medicalparkinternational.com/presidents-message>

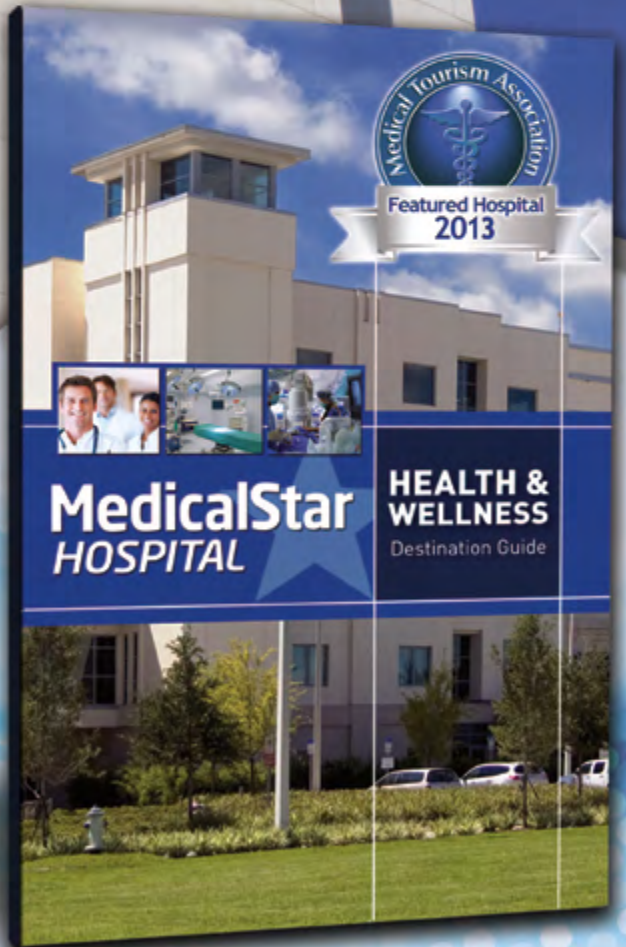


Medical Tourism Magazine Hospital Destination Guide®

Part of the Health & Wellness Destination Guide™ Series



Featured Hospital
2013



Create a global brand for your hospital & increase your patient volume



Featured Hospital
2013

Have your hospital featured by the leading source for healthcare consumers

Why Your Hospital Needs This Guide

- Brand your hospital internationally
- Increase patient flow
- Position your hospital as a leading medical tourism destination

Created for consumers,
insurance companies
and employers

Hospital Destination Guide Features

- Approximately 40-50 page digital brochure (optional print version available)
- Full color photographic spread of the hospital; including patient rooms and imagery of the complete patient experience
- Includes the hospital's history, achievements, quality and medical professionals' experience
- Medical procedures offered by facility

Hospital Destination Guide Content

- What the patient needs to know about traveling for medical tourism
- Destination information for the city or country that the hospital is located in
- How patients need to plan their trip



Targeted Distribution Channels

MedicalTourism.com – The leading portal for healthcare consumers

Print and online version of Medical Tourism Magazine

Medical Tourism Association® website

Featured hospital logo which links to your website

eBooks-  iTunes  amazon.com  kindle and more...



For more information contact us at: U.S. 001.561.791.2000
info@MedicalTourismAssociation.com • www.MedicalTourismAssociation.com

© 2012 Medical Tourism Association®. All rights reserved.



Regenerative Medicine and Chronic Obstructive Pulmonary Disease

By DR. JESÚS ESPARRAGOZA
and PH.D. RAFAEL GONZÁLEZ

Regenerative medicine is the future of medical practices worldwide. A report from the U.S. Department of Health and Human Services entitled “2020: A New Vision— A Future for Regenerative Medicine” discusses that regenerative medicine will be the forefront of 21st-century healthcareⁱ. In general, physicians, scientists and others expect that the use of regenerative medicine will enable the repair of injured tissues and damaged organs and a better quality of life for those suffering from debilitating disorders. Due to several advances in the field of regenerative medicine and stem cells, the U.S. National Institutes of Health and National Academies recognize regenerative medicine as one of the most promising components of modern medical practice.^{ii,iii}

Today, advances such as bone marrow transplants for hematological disorders being the standard of care^v to bioengineered stem cell platforms for tissue replacement and the production of autologous (from one self) pluripotent stem cells for diagnosis, treatment and therapies is what make regenerative medicine fascinating^v. It is presumed that in the near future stem cells will be able to replace organs. Although stem cells are presently not a cure for many diseases, they may be beneficial in improving the quality of life for those suffering from incurable conditions.

Stem cell treatments are based on the principle of rejuvenation-replacement-regeneration—what is called the R3 effect^{vi, vii}. In brief, new cells from the same organ/donor (rejuvenation), the transplant of cells (replacement) and ultimately the growth of new tissue (regeneration) contribute to homeostasis in order to improve health or quality of life.

This paradigm has been demonstrated through thousands of patients involved in stem cell clinical studies throughout the world on diseases such as acute myocardial infarction to chronic obstructive pulmonary disease (COPD).

It is estimated that there are over 200 million people worldwide affected with COPD and more than 3 million deaths annually^{viii}. Moreover, within the past decades the prevalence of

“ Stem cells are presently not a cure for many diseases, they may be beneficial in improving the quality of life for those suffering from incurable conditions. ”

the disease is on the rise for both men and woman due in part to increased tobacco use. COPD is one of the principal causes of morbidity in the world with an estimated 80 million people having signs of moderate to severe COPD. Most importantly it presents a direct and indirect economic burden on those affected by the disease. Presently, there is no cure for COPD with treatments only designed to alleviate symptoms and stop the progression of the illness.

There are various studies demonstrating the use of stem cells for pulmonary disease^{ix,x}. For example, in animal models of pulmonary fibrosis it has been demonstrated that stem cells control the progression of disease and reduce pulmonary fibrosis. In addition, other pulmonary disease experimental models have demonstrated that stem cells reduce inflammation and most importantly mortality^{xi}. In 2009, Osiris (NASDAQ: OSIR) based out of the U.S. commenced clinical studies using stem cells for COPD. These studies are now in phase II clinical trials with the latest results demonstrating a reduction in inflammation in COPD subjects.

Two cutting-edge regenerative medicine companies, DaVinci Biosciences, LLC (Costa Mesa, CA) and CellTeam Biotechnology (Guadalajara, MX) have been collaborating for several years to develop stem cell treatments for COPD. DaVinci Biosciences is a scientific research based company which provides CellTeam with stem cell technology and cell culture expertise. Several years ago, CellTeam Biotechnology initiated the application of stem cells (regenerative therapies) and is approved by the Comision Federal para la Protection de Riesgos Sanitarios (COFEPRIS)—FDA equivalent for Mexico. We are approved to transplant autologous stem cells isolated from bone marrow (hematopoietic stem cells). The cells are isolated from the iliac crest (hip), purified and transplanted hours later while the patient waits. The patient normally is sent home the same day (outpatient) following vigorous testing.

“ It is estimated that there are over 200 million people worldwide affected with COPD and more than 3 million deaths annually. ”

In collaboration with DaVinci Biosciences, CellTeam is using a different type of stem cell that has shown promise in various studies. These stem cells which are called mesenchymal stem cells (MSCs) are also isolated from the hip but require a purification and expansion step in a clean/sterile room environment. MSCs require approximately 3-4 weeks to purify, expand and test prior to being transplanted intravenously.

In the field of regenerative medicine, MSCs have been on the forefront for years with more than 17,000 scientific publications. There are hundreds of clinical trials throughout the world using MSCs. Recently, the Korean FDA approved the use of MSCs for acute myocardial infarct. What makes these cells unique and on the forefront of regenerative medicine are its endogenous properties. MSCs have angiogenic properties. This means they can produce new vasculature within our body. In the case of many diseases this can help to provide new blood flow to damaged tissue. This allows the cells to help repair heart, brain and other organs. In the heart, brain and lungs correct blood flow is vital to maintaining health. In addition, the cells release growth factors. These growth factors can aid in the repair of damaged tissue. For example, in diabetes these cells may help damaged cells of the pancreas to produce new insulin and in the case of COPD it may reduce and/or inhibit fibrosis formation in the lungs^{xii}.



Based upon previous scientific findings and our experience with stem cells, CellTeam in collaboration with DaVinci Biosciences are now investigating the use of MSCs for treating COPD. The study will be designed to measure specific parameters found in patients affected with COPD at various time points following our present method of stem cell transplantation and MSCs transplantation. We will measure parameters such as oxygen use, exercise tolerance and the GOLD staging system (disease stages I- IV). Our hopes are to find an alternative standard of care that may be beneficial for those suffering from this debilitating disease.

In summary, autologous stem cells are very promising for several different diseases. It has been demonstrated that stem cells may be an alternative treatment for COPD. CellTeam Biotechnology and DaVinci Biosciences are addressing the use of stem cells for COPD in defined clinical studies with the goal of improving the quality of life for those affected with this debilitating disease. ■

References

- ⁱ U.S. Department of Health and Human Services. 2020: A New Vision—A Future for Regenerative Medicine. Available at: <http://www.hhs.gov/reference/FutureofRegenerativeMedicine.pdf>. Accessed April 8, 2010.
- ⁱⁱ National Institutes of Health. Stem Cell Information. Available at: <http://stemcells.nih.gov/info/>. Accessed April 8, 2010.
- ⁱⁱⁱ National Academies. Stem Cells at the National Academies. Available at: <http://dels.nas.edu/bls/stemcells/basics.shtml>. Accessed April 8, 2010.
- ^{iv} Copelan E. Hematopoietic stem-cell transplantation. *N Engl J Med* 2006;354:1813–26
- ^v Daley GQ, Scadden DT. Prospects for stem cell-based therapy. *Cell* 2008; 132:544 – 8.
- ^{vi} Nelson TJ, Behfar A, Terzic A. Strategies for therapeutic repair: The “R3” regenerative medicine paradigm. *Clin Transl Sci* 2008;1:168 –71.
- ^{vii} Terzic-Nelson Regenerative Medicine: Advancing Health Care 2020J. *Am. Coll. Cardiol.* 2010;55:2254-2257. <http://content.onlinejacc.org/cgi/content/full/55/20/2254>

^{viii} Hackett T, Knight D, Sin D. Potential role of stem cells in management of COPD. *Int J COPD* 2010;5 81-89.

^{ix} Hackett T, Knight D, Sin D. Potential role of stem cells in management of COPD. *Int J COPD* 2010;5 81-89.

^x Ribeiro-Paes J., Bilaqui A., Greco O., Ruiz M., Marcelino M., et al. Unicentric study of cell therapy in chronic obstructive pulmonary disease/pulmonary emphysema. *Int J COPD* 2011;6 63-71.

^{xi} Hackett T, Knight D, Sin D. Potential role of stem cells in management of COPD. *Int J COPD* 2010;5 81-89.

^{xii} Ribeiro-Paes J., Bilaqui A., Greco O., Ruiz M., Marcelino M., et al. Unicentric study of cell therapy in chronic obstructive pulmonary disease/pulmonary emphysema. *Int J COPD* 2011;6 63-71- Hackett T, Knight D, Sin D. Potential role of stem cells in management of COPD. *Int J COPD* 2010;5 81-89.

About the Authors

Dr. Jesús Esparragoza is a Cardiologist, FACC Fellow of American College of Cardiology, Medical Director, CellTeam Biotechnology. Coordinator at San Javier Hospital, Guadalajara Mexico and San Javier Marina Hospital, Puerto Vallarta Mexico. He may be reached at jesus@cellteam.com.mx www.cellteam.com.mx

Ph.D. Rafael González Vice President of Research and Development, Da Vinci Biosciences, Costa Mesa Ca. He may be reached at rgonzalez@dvbiosciences.com www.cellteam.com.mx

Be Local Everywhere

+646 213 2774

+33 1 78 40 14 39

1 800 404 9177

Never miss an important call again
 Get a local number from thousands of cities or a toll free in over 80 countries and let your customers, prospects, and affiliates contact you fast and easy from anywhere in the world.

Free RollOver Minutes

Signup at the WMT&GHC'12 and receive 6 months of Free RollOver Minutes - Booth #49

GlobalCallForwarding

Smart Phone Numbers for Smart Businesses

1-888-908-6171

www.globalcallforwarding.com

EXCELLENCE IN TREATMENT OF INTERNATIONAL PATIENTS IN BRAZIL

Hospital Sírio-Libanês is known for its excellence in medical services for patients from Brazil and other countries. We have a highly qualified clinical staff, advanced technology and humanized treatment in more than 60 medical specialties, such as oncology, orthopedics and cardiology.



Our structure offers services such as a bilingual multidisciplinary team, airticket purchase and reservations for hotels, transportation and interpreters, ease in scheduling diagnostic tests, a lending service of notebooks, journals and magazines of the patient's choice, as well as made to order meals with translated menus. Over the last year, Hospital Sírio-Libanês received more than 3 thousand international patients.

Hospital Sírio-Libanês invests in ongoing improvement of medical and research practices in partnerships with the most respected international institutions.

By the year 2016, the expansion project will have duplicated its capacity for treatment, without forgetting the principles that guide its actions and that are already renowned in Brazil and the world.

International Affairs: (55 11) 3155-0985
Heliport: SDSL 23°33s26 - 0463916W
www.hospitalsiriolibanes.com.br



**HOSPITAL
SÍRIO-LIBANÊS**



Jamaica

Seeks to Develop as a Medical Tourism Destination

By MEDICAL TOURISM MAGAZINE

Jamaica is currently coming up with creative ways to improve the nation's economy. Recently, the Jamaica International Financial Services Authority (JIFSA) was established to try and bring in more foreign investments. Specifically, Jamaica is trying to enter the \$7 billion offshore financial services industry, an industry mostly associated with the Cayman Islands. In an article by the Jamaican Observer, Anthony Hylton, Jamaica's Investment Minister stated "The establishment of this industry presents an excellent opportunity for Jamaica to be recognized as an international business center." The entrance into this new industry could bring as many as 15,000 new jobs into the new sector and with it as much as \$300 million to the government.

Along with expanding the financial sector of the economy, Jamaica is moving to expand their tourism industry into the medical and wellness tourism sectors as well. Jamaica is already a large tourist destination, so expanding would not be difficult. They already possess the infrastructure necessary to support large scale tourism, with many resorts and hotels. Many of these destinations, like the vacation rental destination Silver Sands Villas offer their guests spa services from the renter's villa or apartment.

The plan of expanding into medical tourism is two-fold. The first is to continue to grow the important tourism market of the island. The second is to bring desperately needed foreign direct investment in the form of state-of-the-art medical facilities. "The growth of this form of tourism would lead to the development of new resorts that are conducive to recuperation and rejuvenation, present new possibilities for the employment of highly skilled and specialized health professionals locally, and recapture those health professionals who have migrated," said former Tourism Minister Edmund Bartlett. Grupo Hospiten, a hospital group with 12 hospitals in the Dominican Republic, Puerto Rico, Mexico, and Spain, is considering the construction of a 200-bed hospital in Montego Bay at the price of \$20 million.

CTA Economic and Export Analysts presented a report at the Health and Tourism Workshop in Kingston which concluded that the healthcare sector in Jamaica is not prepared to handle the inbound medical tourism, yet. Jamaica must attract more foreign investment in order to build the medical infrastructure that will be needed. Jamaica already has the airports and resorts needed, but not the actual hospital space. The report went on to say that the first step for Jamaica to establish their desired medical tourism industry is "to agree on and set a clear government policy clarifying and defining the roles and responsibilities for medical tourism agencies and health ministries. The legislation regarding medical liability insurance will need to be reviewed, along with the above-mentioned investments in medical tourism facilities."

“We must work together. This country does not belong to the government or to the private sector — it belongs to all of us,” said Jamaican Finance Minister.”

Public-private partnerships (PPPs) are a proposal to build the needed medical infrastructure. The benefits of PPPs are that both the public and private sectors benefit from the partnerships. The private sector gets to expand and grow with limited risk, while the public sector gets benefits from the added hospitals to the region and the jobs the expanded industry will bring. Hylton said it best when he said “we must work together. This country does not belong to the government or to the private sector -- it belongs to all of us.”

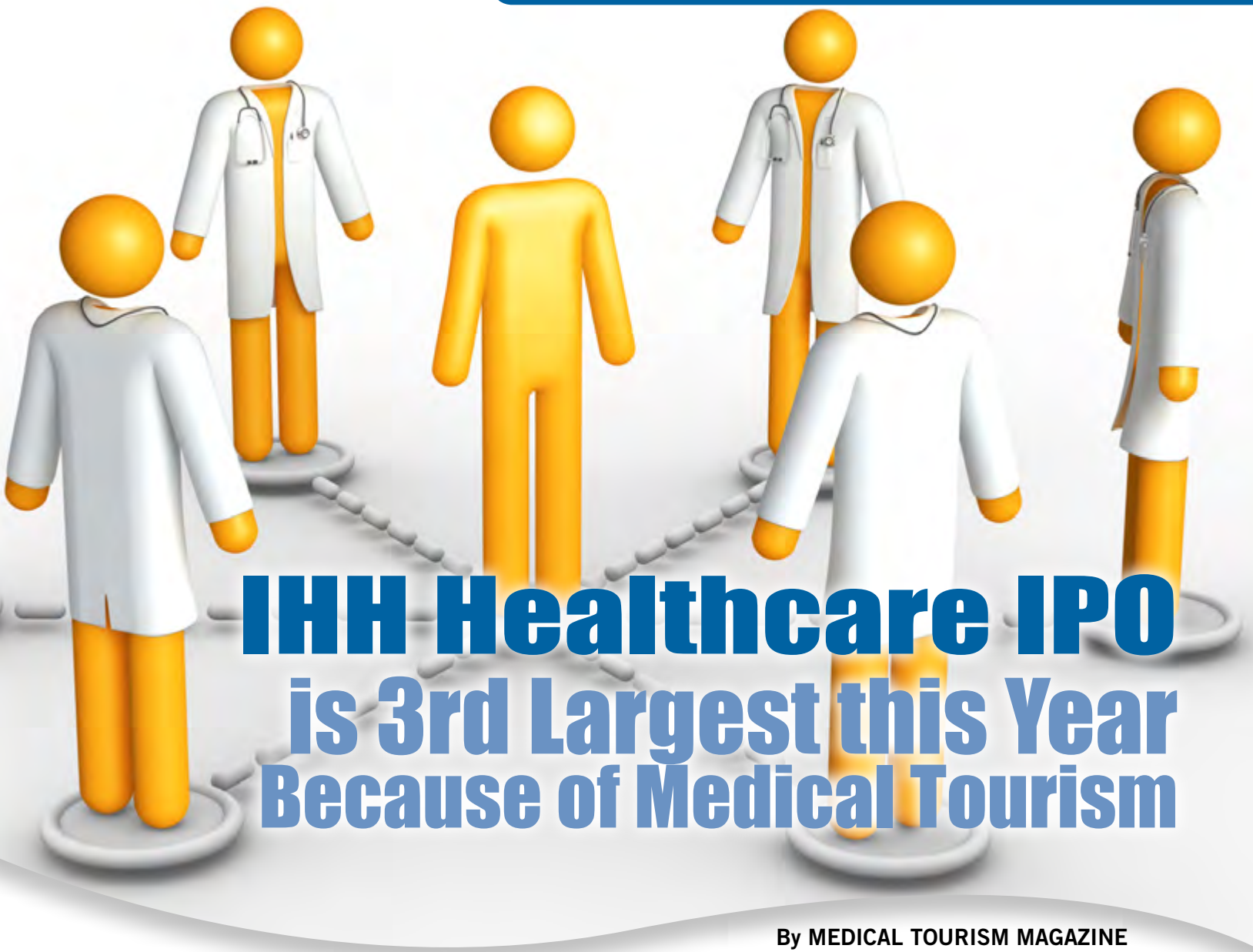
Jamaica does have some competitive advantages in terms of medical tourism. The close proximity to the United States is a major boon for the industry, many medical tourists do not like to travel far; and with the recent ruling on healthcare reform in the U.S., many more Americans may see medical tourism as a faster, less costly alternative to domestic healthcare. A medical tourism destination this close to the U.S. will only benefit from the current reforms. This does not mention the aging population of the U.S. who will need medical attention as well. The beautiful sandy beaches of Jamaica are also beneficial to the industry, “if you are not critically ill, it must be a good thing to be able to go to a place for treatment where you can have a vacation at the same time,” says Reginald Budhain, a Jamaican government official. A third benefit is the low cost per capita of Jamaican healthcare, which is around 20 to 30 times less than that of the U.S. Finally, the expertise and reputation of Jamaican nurses will help, “the reputation of the Jamaican doctor and the Jamaican nurse working in the U.S., Canada and the UK is legendary,” as the Jamaican Health Minister Hon. Dr. Fenton Ferguson said.

“ If you are not critically ill, it must be a good thing to be able to go to a place for treatment where you can have a vacation at the same time, said Reginald Budhain, Government Official. ”

The idea of expanding into medical tourism is being taken very seriously by the Jamaican government. The Prime Minister at the time Bruce Golding created a government special task force through Jamaica Trade and Invest to examine Jamaica’s potential for medical tourism. The task force is chaired by the Tourism Ministry and will be in charge of developing the policy and regulatory framework. JAMPRO, the Jamaican investment and promotion agency has also gotten technical assistance from the Commonwealth Secretariat to create a “road-map” detailing the growth of the medical and wellness tourism to aid in the entry into the industry, and the expansion of the services industry in general. The money expected to come into Jamaica as a result of medical tourism is large. It is observed that the average medical tourist spends as much as \$5,000 a week, which is more than double what an average tourist to Jamaica, spends in a week.

The two pronged plan of Jamaica’s economic expansion is expected to improve the welfare of Jamaicans, and improve the country’s global image. Both sides of the expansion, the financial and tourism sectors are also synergistic. The people who have their money in Jamaican financial institutions will visit Jamaica often to talk to the people who are in charge of their money. While they are there, the investors will visit the resorts, hotels, restaurants, beaches, and if things work out, the hospitals. Medical tourists will further boost the economy, and contribute to the growing financial market. Jamaica understands the benefits that medical tourism can bring to a nation’s economic development, especially when the development is combined with other areas of expansion. ■





IHH Healthcare IPO is 3rd Largest this Year Because of Medical Tourism

By MEDICAL TOURISM MAGAZINE

At a time when the world economy is in a downturn, there has been an amazing amount of Initial Public Offerings (IPOs) this year. The social media site Facebook had its IPO on May 18, which was the largest ever for an Internet corporation: \$104 billion was made at its peak market capitalization and was the largest IPO of the year. Felda Global Ventures Holdings was the second largest IPO this year, a palm oil company from Malaysia.

Another Malaysian company, IHH Healthcare Berhad is set to become the third largest IPO this year. IHH is controlled by Khazanah Nasional Berhad, which owns hospitals in eight countries, including Malaysia, China, India, Vietnam, Brunei, Macedonia, Singapore, and Hong Kong. It is the second largest hospital operator in the world by market value, behind United States operator HCA Holdings. Managing director of IHH Dr. Lim Cheok Peng attributes some of the success of the company to its focus on international patients.

IHH Healthcare is a large operation; currently, it has over 4,900 beds in 30 hospitals and clinics. In the works are an additional 3,300 hospital beds and 17 additional hospitals by the end of 2016. This will put 47 hospitals and over 8,000 beds in the hands of IHH Healthcare. In the financial year (FY) ending Dec. 31, 2011, the group posted a pro-forma revenue of RM5.2 billion (\$1.64 billion) and Earnings before interest, taxes, depreciation and amortization (EBITDA) of RM1.02 billion (\$321.36 million), with a total net profit of RM132

million (\$41.59 million). It is these figures that make investing in IHH Healthcare such a promising idea. The IPO of RM6.3 billion (\$2 billion) at RM2.80 (roughly \$0.89) per share is the third largest IPO this year. JF Apex Securities estimated the fair value of the company at 3.00RM (\$0.94) per share, and ECM Libra has a hold call on IHH stock at RM2.94 per share. This is attributed to its focus on international patients who bring in a lot of money for the corporation.

Peng reports that 38 percent of IHH Healthcare is from Turkey, 36 percent from Singapore and 25 percent from Malaysia. He points out that being in eight separate countries mitigates the risk the firm faces, which further increases the attractiveness of investing in the company. The company does

“ IHH Healthcare... currently it has over 4,900 beds in 30 hospitals and clinics. ”

not go only to other countries to diversify its holdings, but in these other countries it is a powerhouse, with 43.9 percent of market share on Singapore in FY11, according to JF Apex Securities. In Malaysia it has 15.1 percent market share and 5.2 percent in Turkey.

The firm is currently trying to get a larger share in Singapore, so it is opening a 333-bed hospital there. Right now its only presence in Singapore is the 58 clinics they have. Ultimately, Dr. Peng said, foreigners account for 40 to 45 percent of total revenue and 30 to 35 percent of total patients of IHH patient's volume in Singapore alone. In Malaysia, 5 percent of patient volume is foreign and 6 percent is from Turkey, with 10 percent of total revenue each. The bulk of patients in all of these locations was from Indonesia. Patients from Libya, Iraq and the Balkans are on the rise as well.

“ Dr. Lim CheokPeng, attributes some of the success of the company to its focus on international patients. ”

The company's shares went public on July 25th. Even amid weak economic times, the IPO did well in Malaysian and Singaporean markets. The offers opened simultaneously in both markets at 9.6 percent premium over the offer price of RM2.80. The shares reached a high of RM3.19 but ended the day at RM3.09. In Singapore the stocks rose to S\$1.245 and ended at S\$1.225. Almost 309.3 million shares were traded, making it the most active firm that day. IHH raised an estimated \$2 billion through the IPO, according to the Wall Street Journal.

IHH Healthcare has realized the benefits that medical tourism can have for a healthcare group. International patients bring in more money to hospitals, and when spread out over multiple regions or countries, they can help keep the corporation stable and attractive to investors. The foreign patients also boost the economy of the surrounding area, as they don't just stay in the hospital; they spend money in the restaurants, shops and hotels. The international patients are a large boon to the company's business. The money they bring in does not only line the pockets of the investors and board of directors, but it also goes back to the system so the hospitals IHH oversees can offer the services they give to the foreign patients and to their domestic patients as well. The international patient model allows IHH to raise the total level of healthcare in whichever area they are in.

This IPO shows the benefits that medical tourism can bring. It benefits everyone involved. The patients get the healthcare they want at a price they can afford, the locals get added business and improved healthcare facilities, the hospitals get more money and better equipment, and the investors get sound investment in a company that will continue to grow. The added benefit of this is that all of this is happening in multiple countries simultaneously. In a time when the entire world economy is struggling, medical tourism is a creative way to spur much needed growth. ■

Sources:

- <http://biz.thestar.com.my/news/story.asp?file=/2012/7/24/business/11716663&sec=business>
- http://www.btimes.com.my/Current_News/BTIMES/articles/20120726005727/Article/index_html
- http://online.wsj.com/article/SB10001424052702303740704577522234112166296.html?mod=wsj_streaming_stream

YOU BRING THE SCIENCE WE'LL BRING THE BUSINESS



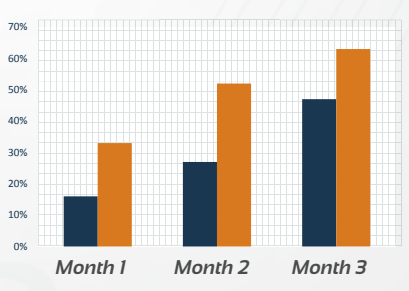
LEARN HOW WE INTEGRATE BEST PRACTICES IN BUSINESS AND MEDICINE TO GROW YOUR ORGANIZATION

- ▲ Business strategy and execution
- ▲ Full-scale management services
- ▲ Multi-channel marketing
 - Direct to consumer marketing
 - Business to business marketing
- ▲ Sales and patient coordination
 - Direct to consumer
 - Direct to business

“ In my experience as the founder of Freedom Health, I have come across some very impressive healthcare management strategies and companies. None of these companies can match the skill, experience and results that Advanced Healthcare Partners produces. **”**

-Sidd Pagidipati, Founder, Freedom Health

CLIENT REVENUE GROWTH AFTER AHP ENGAGEMENT



CLIENT A CASE STUDY
Average 3 month growth: 52%

CLIENT B CASE STUDY
Average 3 month growth: 84%

Build Your Business Network Online and in Person

**The Networking Platform is
Customized Exclusively for
Conference Attendees**



**Use the networking
software to connect and
schedule meetings in advance
to maximize your time at the event.
The platform will allow you to:**

- Create your profile and manage your professional brand
- Search for attendees you want to meet through profiles, bios and photos
- Personalize your conference agenda, and find out who else will be attending the same sessions
- Send messages to request one-on-one meetings
- Network on the go through the congress mobile app (iPhone / Blackberry / Android)
- Use the platform before and during the event

REGISTER NOW AT:

5th World Medical Tourism
& Global Healthcare Congress
www.MedicalTourismCongress.com

3rd GLOBAL BENEFITS
CONFERENCE - SOUTH FLORIDA 2012
www.GlobalBenefitsConference.com

eh 4th Annual
Employer Healthcare & Benefits
CONGRESS.COM
www.EmployerHealthcareCongress.com



Global Health Reforms and its Importance

By DR. PREM

Economic downturn, lack of human resources, increase in affluent disorders, ageing population, fragmented healthcare system, commercialization of healthcare and growing healthcare frauds are some of the key factors of increasing global healthcare crises, which have pressurized the health policy makers across the globe to reform healthcare systems.

On other hand, with growing trends, healthcare reforms have become more important than ever before whether it is a developed or developing world, every nation has some flaws in their healthcare system which requires reform.

Will recent Supreme Court approval on Obama's healthcare reform bill encourage governments across the globe to initiate reform on a national level? This article dives deep into understanding trends, possibilities and challenges of healthcare reform on a global level.

Trends driving healthcare reforms

When recession hit the world a few years ago, it was believed that healthcare and pharmaceutical industries were amongst those few industries, which remained unaffected or the least affected by it and reported positive growth when others struggled to survive. However, shrinking government budget and increasing healthcare costs have put a significant strain on governments across the globe.

The reforms that take place in health systems across the world vary depending upon various trends within the nation.

They are driven by economy of the country, average per capita income spent on healthcare costs and expenditure, functioning of insurance industry within the nation, government support to the healthcare sector, research and development etc.

As witnessed by the large variety of different healthcare systems across the world, there are several different pathways that a country could take while making reforms. For example, the physicians in Germany have more bargaining power through professional organizations (i.e. physician associations). This ability to negotiate has an impact on reform efforts. Germany makes use of sickness funds, which citizens are obliged to join but are able to opt out if they come into a very high income bracket. The Netherlands used a similar system but the financial threshold for opting out was lower.

“ In the U.S. and the EU, it is estimated that as much as 10 percent of all healthcare transactions and expenditures may be fraudulent. ”

The Swiss use more of a privately based health insurance system where citizens are risk-rated by age and sex, among other factors. The U.S. government provided healthcare to just over 25 percent of its citizens through various agencies, but otherwise did not employ a system. The developing countries face innumerable challenges in accessibility and affordability of healthcare and thus the reforms are driven by the fact that affordable healthcare must be made available to the common man.

While developing countries face numerous challenges to streamline their health system, the developed nations are facing the challenge to reduce the rising healthcare cost. In developing nations, regulatory reform is emerging as people are demanding quality healthcare at a reasonable and sustainable cost. Government and health leaders are looking for cutting-edge solutions that do not repeat the mistakes of mature systems, which focused on outcome, keeping aside the rising costs. Thus, the proposed reforms are concentrating on reducing the cost of healthcare, along with improving outcomes. The reforms are also driven by technology that is eroding traditional models. The technology transfer is happening across all the levels globally. Reforms are taking place in the insurance sector as well.

One key component to healthcare reform is the reduction of healthcare fraud. In the U.S. and the EU, it is estimated that as much as 10 percent of all healthcare transactions and expenditures may be fraudulent. Recognizing a need to improve the healthcare system and to provide health insurance to the maximum number of people the U.S. government passed the healthcare reform bill.

The impact of Patient Protection and Affordable Care Act

In March 2011, the Patient Protection and Affordable Care Act was enacted by President Barack Obama, this act, released in phases over four years; creates a comprehensive system of mandated health insurance with reforms designed to eliminate some of the regulations insurance companies have in providing coverage.

“ It {healthcare reform} has brought a lot of cheer among offshore healthcare providers, especially for the nations, which provide outsourcing services. ”

The move has delighted the people in U.S., as under the legislation, health insurance in U.S. will be extended to all its nationals, new taxes will be imposed on the wealthy and all non-complying insurance practices will be outlawed. It is expected that the reform bill would expand the coverage to 32 million currently uninsured Americans. This revolutionary reform in the U.S. is expected to have a significant impact on other nations as well. It has brought a lot of cheer among offshore healthcare providers, especially for the nations, which provide outsourcing services.

India for example, sees a huge opportunity in the U.S. market in the future. Indian offshore healthcare providers expect to receive significant orders from various healthcare institutions from the U.S. For small and medium enterprises, this could be heartening news. The gain will be gradual, but as more Americans are covered under some sort of health insurance, the administrative burden would increase and Indian offshore healthcare providers will benefit immensely. Most of the opportunities lie in medical coding, medical billing, medical



claims review, claims follow up, collection management, and other backend services. This in turn would also lead to increase in employment opportunities.

Need to focus beyond affordability

The biggest obstacle in the healthcare sector is a lack of access to effective and appropriate medicines. Lack of access to medications is the common denominator in all the nations of the world, regardless of whether their healthcare systems are public or private. Healthcare reform must begin with reform in the way in which medicines are created and accordingly priced, which requires a series of improvements at Research & Development (R&D) level.

Thus, along with curbing the healthcare fraud occurrences and making healthcare affordable, R&D is another important segment where the focus of most of the policy makers should be on. If one plans to research and develop new products or services, the information for the same should be readily available or accessible for free and one should be eligible to apply for financial support - an R&D grant - or for R&D tax credits. Researchers should be encouraged by the government and private sectors alike for developing continuous innovations in the field of medical science.

The reforms should support the advancements in science at all the levels. Today, advances are being driven by genetics, the area that is transforming the medical sector and innovations. This new science will be the core of healthcare that is more personalized, predictive and preventative, enabling the focus to shift from treatment of diseases toward an emphasis on prevention, wellness and health.

The reforms should also focus on development and up-gradation of technology and infrastructure, without it any healthcare system would fail to deliver required results.

Impact of reforms

In a developed economy, healthcare reform is needed firstly because healthcare costs are skyrocketing. In 2011, the average cost for a family of four increased by 7.3 percent to \$19,393 in U.S. That's nearly double the cost compared to nine years ago. As per the estimates, by 2030, payroll taxes will only cover 38 percent of Medicare costs. The rest will contribute to the federal budget deficit.

The reform is further needed to improve the quality of care. It has been estimated that chronic diseases cause 70 percent of all U.S. deaths, and affect 45 percent of all the Americans. As the population ages, the incidence of these diseases will grow rapidly. Each year, the cost of treatment totals \$1.7 trillion, representing 75 percent of all healthcare revenue spent. This cost can be lowered through disease prevention and wellness programs.

Also, 25 percent of Americans have little or no health insurance to cover their costs. Not only is this bad for them, it's also bad for the economy. Reforms in healthcare are also needed to stem the economic costs of healthcare fraud.

In developing nations, reforms can develop and should be on the basis of learning of the strengths and needs of individual nations. For example, in India, the population is getting increasingly health conscious. They need to be properly directed towards maintaining their health in the same way they direct their career and financial plans. Also, 65 percent of the Indian population lives in rural areas while only two percent qualified medical doctors are available in these areas. Indian healthcare today is urban centric. It needs to be reformed through providing good medical facilities in rural areas and also increasing the number of doctors, nurses, paramedical staff etc. The Indian healthcare system should start from preventive care through nutrition. Reforms must provide impetus to lift the population, which is at the bottom of the pyramid.

Conclusion

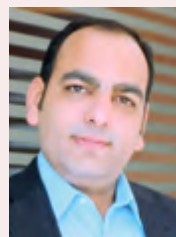
The global healthcare system is witnessing significant problems arising from a shift in diseases, an increase of non-communicable and chronic disorders, growth in aging population, a fragmented healthcare system, commercialization of healthcare and increases in the cost of care while countries are facing a shrinking healthcare budget allocation. To overcome

all these challenges, the authorities need to respond in a more proactive way. If the current system can't provide a solution to tackle such challenges, governments need to launch healthcare reform on a national level, and international authorities need to launch global healthcare reform.

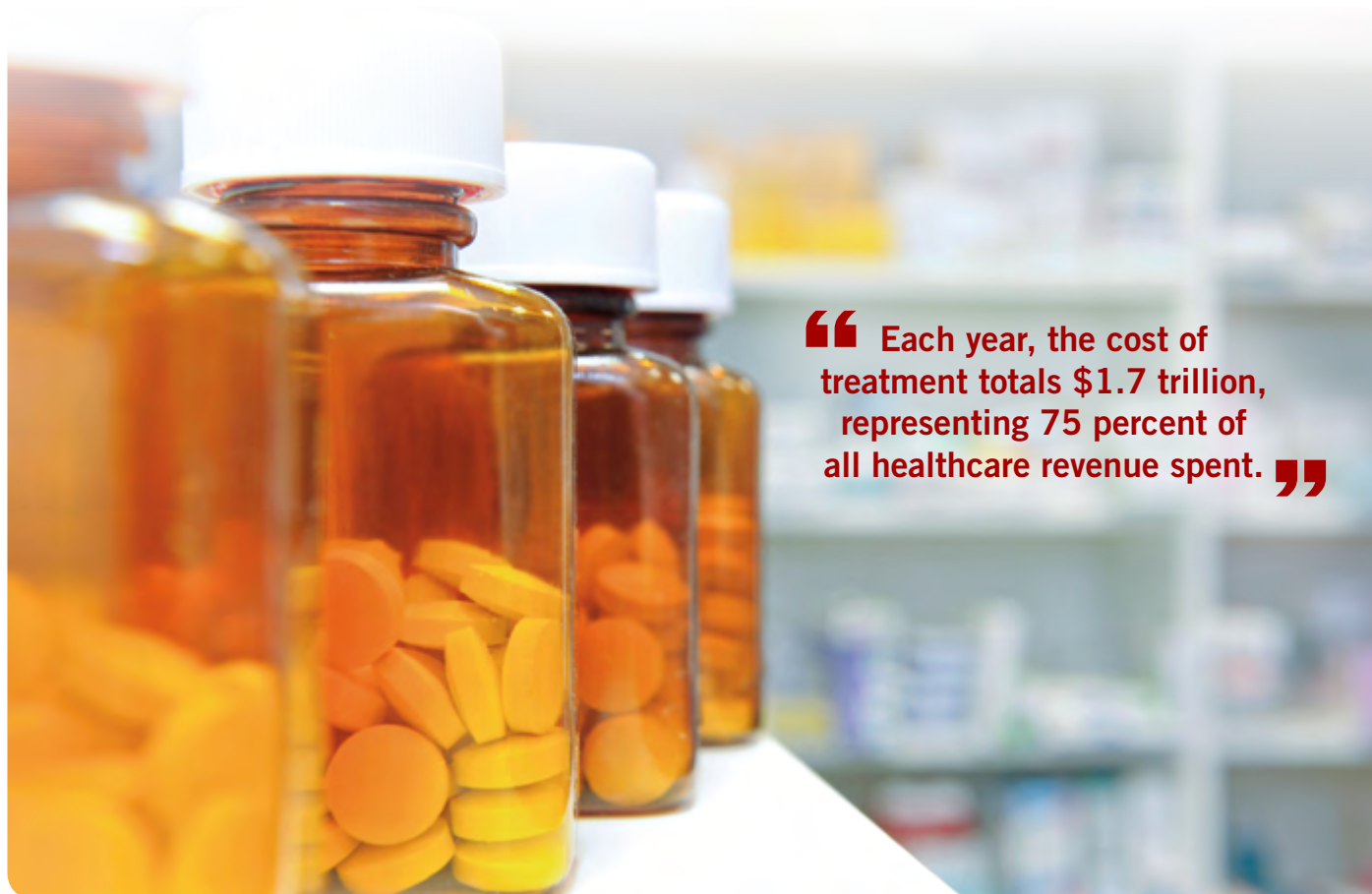
While reforms in developed nations focus on reducing costs, fighting chronic disorders and increasing number of people under insurance coverage; the developing nations need to reform their healthcare system through policies, medical infrastructure and technology, education and realization of the right nutrition for lifestyle management. Reforms would also be driven by the fact that nations across the world are fighting fraud in health insurance. Acute and lifestyle diseases over time are also expected to be at the reactive end of the reforms soon.

To conclude, health systems worldwide need to work to develop a patient-centric health economy that is consumer-driven, as seen in other industries. Consumerism will transform how healthcare is directed, delivered and financed in the coming years. ■

About the Author:



Dr. Prem has authored various guidebooks and is a world renowned chartered consultant, writer and speaker. He has traveled to more than 30 countries, and has consulted on more than one hundred healthcare organizations, including governments and large private companies and healthcare event organizations. Currently, Dr. Prem is providing independent consultancy services and trainings to various governments, large healthcare organizations and investors. He may be reached through his website DrPrem.com



“ Each year, the cost of treatment totals \$1.7 trillion, representing 75 percent of all healthcare revenue spent. ”



Available on...

amazon.com

iTunes

Kindle

Nook

www.MedicalTourismAssociation.com

Medical Tourism Education:

- Healthcare Consumer Marketing
- The Medical Tourism Facilitator
- Developing an International Patient Center
- Medical Tourism For Employers & Insurers

Health & Wellness Destination Guides:

- Miami Destination Guide
- Jordan Destination Guide
- Las Vegas Destination Guide



Indonesia's Failing Healthcare Industry and How Medical Tourism Can Help

By MEDICAL TOURISM MAGAZINE

Indonesia is facing a large scale problem with their healthcare industry, which could cost the nation up to \$50 billion to get the infrastructure up to standards by 2020. The problems with the Indonesian healthcare sector are many, not enough supplies, disparity between rich and poor and often discrimination against the poor and not enough government money to initiate growth. The government is aware of the problems and is trying to develop a creative way to fix them, the medical tourism and pharmaceutical market reform may be the proper tools to do it.

The lack of necessary medical equipment, supplies, doctors, and beds are some of the main concerns with the Indonesian healthcare industry. There is one hospital bed per 1,000 people in Indonesia, well below the world average of 3.6 per 1000 people. There are also only 25 doctors per 100,000 people. Indonesian hospitals are also full of antiquated and obsolete equipment. These problems place the healthcare rating of Indonesia at the bottom of its ASEAN (Association of Southeast Asian Nations) peers.

The issues plaguing the Indonesian healthcare market cause the rich Indonesians to spend as much as \$600 million to travel to Singapore, Malaysia, and Australia for their medical treatment. Sixty nine percent of all medical tourists in Malaysia are from Indonesia, according to Rhenu Bhuller, vice-president of healthcare for Frost & Sullivan Asia Pacific. This causes quite a disparity between the rich and the poor, the rich leave to receive healthcare, and their money does not stay in the local healthcare industry so it stays downtrodden and poor and only the poor to average income people of Indonesia go to these failing hospitals. On some occasions, the hospitals

turn away people who cannot afford to pay. According to the Jakarta Legal Aid Institute (LBH), this was the case for Rusdin Zakaria. Rusdin was complaining about shortness of breath and was taken to the ICU of Prikeasih Hospital in South Jakarta, where he was charged 7 million rupiah (\$800) down payment which he and his family could not afford. He was transferred to Fatmawati General Hospital, which would charge them less; he died before reaching the second hospital. Nurkholis Hidayat, the director of LBH reported the family was afraid to report the incident to the media, for fear of further discrimination.

Although people leaving Indonesia for medical treatment is a part of the problem, medical tourism can also be a part of the

“ There is one hospital bed per 1,000 people in Indonesia, well below the world average of 3.6 per 1000 people. ”

solution. Indonesia has allowed foreigners to have 100 percent equity in private hospitals since 1992, and 1,300 hospitals have opened since then. By allowing foreign competitors into the healthcare market, the government hopes to spur improvement in state hospitals in terms of equipment and quality of service. The competition should drive prices down as well. These foreign hospitals will bring with them a better quality and quantity of doctors, which is what the country needs. Indonesia is still a long way from having the infrastructure they need to host foreign medical tourists, but with foreign competition it will make the improvements they need to have in place happen faster.

“ Rusdin Zakaria... complaining about shortness of breath... was charged 7 million rupiah down payment he could not afford; he died before reaching the second hospital. ”

A creative solution would be for the Indonesian government who offers healthcare for the poor and pays around 75 percent of the total healthcare costs could instead pay for the nation's poor to go to the hospitals the rich go to. The overseas hospitals

offer a superior level of healthcare for around the same amount and often less money than what is offered in Indonesia. The government would spend less on healthcare, money they could use to reinvest into the state hospitals, all while giving the entire population a superior level of healthcare.

Another issue Indonesia faces is the remoteness in which some of the population lives. This is especially difficult for the Indonesians who need prescription medications. The country manager and chairman of the Asia Pharmaceutical Regulatory Industry Association (APRIA) John Hoeft notes the improvement in the access to the medications. This change was made by improving distribution of its products through scientific means and efficient operating costs. The government is also onboard with this goal, they hope to have universal health coverage in place by 2014 and part of this mandates an increase in the availability and quality of services. The market is growing in Indonesia because of these advances. Ethical Pharma Market data from the first quarter put the value at 26 trillion rupiah (\$2.756 billion), up 12 percent from last year.

The reforms in the pharmaceutical market are a good first step on the long road to a complete overhaul of the Indonesian healthcare system. It will be an especially long road for the poor of Indonesia, who are suffering the most from the broken system. Through creative ideas and foreign competition Indonesia should be able get on the right track and give the entire population the healthcare they deserve. ■



Healthcare Feasibility Studies and Focus Groups

Ensure Your Project is Sustainable

The Medical Tourism Association® will get you on the right track to:

- Identifying your Target Markets
- Evaluating your Target Market's Competitive Advantage
- Prioritizing your Markets
- Developing a SWOT Analysis
- Implementing Market Research and Surveys
- Providing Recommendations for Investment and Development



Designed for organizations developing:

- Healthcare City, Medical Zone, or Free Healthcare Zone
- Hospital or Healthcare Facility
- International Patient Center or Department
- Government Medical Tourism Initiative
- Hospital Medical Travel Initiative

Contact the Medical Tourism Association® to find out what you are missing!

info@MedicalTourismAssociation.com
or call 561-791-2000

© Copyright 2012 Medical Tourism Association®.
All rights reserved.





Quality of Clinical Care vs. Quality of Interpersonal Interaction

By SCOTT DIERING

Love Your Patients! Improve patient satisfaction with essential behaviors that enrich the lives of patients and professionals. The article below is a story from a woman whose fiancée has had a difficult hospital course. In fact, at the time she wrote to us, he was still hospitalized. This article is an example of quality care and the personal touch that results in a good patient experience and why it is important to “love your patient.”

My fiancé underwent a radical prostatectomy on June 26, 2006, and his surgery was lengthy due to the aggressive and high grade nature of the tumor. There have since been multiple unanticipated complications, leading to an additional surgery as well as multiple procedures. The projected hospital stay was 5-7 days, and we are now on day 29.

Throughout all of this, Dr. Blackwelder has provided exacting care, attentiveness and compassion. He has been at the bedside during early mornings, late nights, weekends and holidays. He consistently returns calls and responds to pages from nursing staff within minutes.

Dr. Blackwelder has gone “above and beyond” in ensuring that we understood each arising circumstance and course of treatment, as well as involving us in the decision making. He has made himself personally available to us. I have spent many hours at the hospital. Dr. Blackwelder has been completely approachable, providing explanations and information to me, as well as allowing me to ask questions. He is never abrupt and is consistently kind and patient in giving his time. He has inspired confidence and made this ordeal bearable. He has earned my

admiration. Dr. Blackwelder is genuine. The consequences of the complications would have been disastrous if not for his attention to detail, immediate availability and commitment to patient care. We feel blessed to have been under his care throughout these trials and tribulations.

Complications

Do you think our writer would have had the same response to the complications and prolonged hospital course if Dr. Blackwelder had been aloof or unapproachable or (gulp!) arrogant?

Usually, complications are a cause for upset and hostile families. But this physician bucks the trend. How does Dr.

“ Patients and families judge, rate and score the quality of our clinical skills based on the quality of our interpersonal skills. ”

Blackwelder earn high praise and commendations in such a minefield?

He's a great provider; not only for his clinical skills, but because of the way he works with the patient (and family). He scores maximum style points. This letter was written by a grateful family member. Not grateful for a bunch of complications, but grateful for a caring provider.

Actions speak louder than words.

Here are some of her words which jumped out at me:

"attentiveness"

"compassion"

"at the bedside"

"He consistently returns calls"

"ensuring that we understood"

"involving us in the decision making"

"completely approachable"

"providing explanations"

"allowing me to ask questions."

"He is never abrupt"

"is consistently kind and patient"

"He has inspired confidence"

"Dr. Blackwelder is genuine"

"commitment to patient care"

And, among these examples of stellar behavior, the action words stand out. "Ensuring," "involving," "providing," "allowing," etc prove that earning patient satisfaction is a dynamic, deliberate constellation of proactive behaviors.

Now, you might say, what kind of life does Dr. Blackwelder have, being available to his patients all the time? I'll bet it's a great life, doing as good a job as he is doing. And, since he is putting a few extra minutes in with each patient each day, he does not spend time in depositions or courtrooms later.

Great interpersonal skills are a key part of great clinical skills

The quality of our clinical care is of paramount importance, and should never be compromised. However, our patients'

perception of quality of care is not necessarily in terms of outcomes and results. Our patients' experience a gestalt*, a big picture. How we behave with them is a crucial part of that big picture.

I believe that our patients see primarily our actions. They do not discern the quality of their care as separate nor distinct from our interactions.

“ ‘Good’ is not just a measurement of clinical skills or outcomes. Good is in the eye of the beholder. ”

Patients and families judge, rate and score the quality of our clinical skills based on the quality of our interpersonal skills.

So, while you go about your clinical day, ask yourself, "What does it mean to you to be a "good doctor" or a "good nurse?"

To me, it's not just about the quality of care. It's about how that care is ministered.

"Good" is not just a measurement of clinical skills or outcomes. Good is in the eye of the beholder. ■

About the Author:



Dr. Scott Louis Diering is a practicing emergency medicine physician, who also gives lectures and workshops on patient satisfaction. He founded Love Your Patients!, Inc. to make the world a better place. He currently lives and works in western Maryland. Previously, Dr. Diering worked in Scottsbluff, Nebraska, where he was hospital media spokesperson, wrote and hosted the hospital's TV segments, and was county Medical Society president. Before attending medical school at Wake Forest University School of Medicine, Dr. Diering practiced as a clinical psychologist. He earned his Master's Degree in clinical psychology from the University of North Carolina at Greensboro.





ADVANCED TECHNOLOGY



WORLD-CLASS EXCELLENCE



YOUR HOME AWAY FROM HOME IN SOUTH FLORIDA



BROWARD HEALTH[®]
INTERNATIONAL

Available 24 hours a day, seven days a week. For global physician referrals, coordination of medical appointments or other medical inquiries contact: BHInternational@BrowardHealth.org

Inside the USA and Canada 1.855.BHABROAD (242.2762) • Internationally (954) 767-5230

BrowardHealthInternational.com



By MEDICAL TOURISM MAGAZINE

For a long time whenever someone mentioned the phrase medical tourism, people would think of Thailand. The Thai dominance of the industry was so strong because the major hospital Bumrungrad International (BH) was among the first to promote itself internationally as a medical tourist destination. This was before most people had even heard of medical tourism. Soon BH was in competition with Bangkok Dusit Medical Services (BGH), another Thai hospital catering to international patients. Recently BGH has invested in BH, making the competition less intense and today both hospitals are roughly the same size, same quality, and same expertise. But now they are being threatened by other hospitals in the nation and abroad. Their current method of staying put and letting patients come to them will no longer work.

The main competition is from Fortis Healthcare, an umbrella corporation with more than 75 hospitals all across India and partners all across the globe. Their model is to have many hospitals in many locations, to make it easier for their patients to come to them. It is clear why this new model is beating the old one used by BH and BGH, Fortis is simply able to reach more patients than the others, more locations means more patients in various markets. Fortis has recently teamed up with GE to create CritiNext, a program that will allow doctors to monitor 200 patient signs remotely, so the patient does not need to be moved, helping the critically ill and the people in remote villages.

It is BH and BGH's refusal to adopt new ideas like this, that is holding them back. While new groups like Fortis are leaping ahead in competitiveness by putting themselves on the cutting edge, the old vanguard is sticking to old methods that worked years ago. The trouble is that the times are changing quickly and innovation and risks are needed to stay ahead. The fear of taking risks is a natural one, but one that must be overcome so progress can flourish, if not then they will be left behind in a changing, dynamic world.

This is best exemplified by the fragmentation of the Singapore healthcare market. The large hospitals are venturing into small specialty areas and small boutique hospitals as noted

by Rhennu Bhuller, vice-president of Frost and Sullivan's Asia-Pacific healthcare. They are able to take these risks because they already have the large basis to support themselves, the brand recognition helps as well. These small sectors are growing quickly, with 3,681 small establishments in 2007; and 4090 by 2010. Simultaneously the large establishments with 100 employees more was numbered at 51 in 2008, but fell to just 40 in 2009.

These are some of the options available to BH and BGH. "The market is competitive and a large one size fits all approach may not be the best approach for all. Moving into specialty areas can be used to differentiate the hospital, as well as meet niche market needs," said Bhuller. In order to meet the changing needs of the medical tourism markets, these major Thai hospitals must take the risks necessary to venture out of the tried and true methods, which are bringing diminishing yields, into the new method of opening many smaller clinics. The hospitals do not need to close their already established centers. By opening the smaller boutique hospitals along with their already existing ones, they can apply this brand-name to the small ones. This serves the dual purpose of getting more beds, more availability for patients and expands the brand name. By engaging in these practices they can not only offer better service to their international patients, but can offer expanded services to the domestic Thai patients as well. ■



WORLD MEDICAL TOURISM & GLOBAL HEALTHCARE CONGRESS

CAESARS PALACE LAS VEGAS - NOV 2 - 6TH 2013

CAESARS
PALACE
LAS VEGAS

SAVE THE DATE

NOVEMBER
02-06TH 2013

WWW.MEDICALTOURISMCONGRESS.COM



MEDICAL TOURISM ASSOCIATION[®]



The Impact of Healthcare Reform

on the Medical Tourism Industry

By JONATHAN EDELHEIT

There are a lot of differing opinions on whether healthcare reform in the United States will have a positive or negative effect on medical tourism. It clearly has no effect on inbound medical travel to the U.S., as this segment continues to grow. The Patient Protection and Affordable Care Act (PPACA) has some real positives. It eliminates pre-existing condition clauses, makes health insurance guarantee issue and tries to eliminate big gaps in what different individuals have to pay for health insurance. But the reality is, it doesn't lower healthcare costs or insurance costs. It didn't effect any meaningful change in reforming, tort reform (medical malpractice), the cost of medical supplies, equipment and medication, or the lowering of hospital and healthcare costs. It did mandate the profits insurance companies can make, but with costs continuing to rise, in the next decade insurers will make more than they did prior to healthcare reform. Costs will increase because of the weak individual mandate (penalty) that starts in 2014 for people who don't buy insurance. Paying a \$95 fine for the year is a drop in a bucket for people who are paying \$500 to \$1,000 a month for coverage. The individual mandate was designed to force everyone, both healthy and sick, young and old into health insurance, spreading the risk and creating a proper "pool" of insured.

Just recently an IRS official stated that they won't enforce the fine. This potentially eliminates any incentive for young and healthy people to be forced to buy into health insurance. Instead they can wait until they are sick to buy insurance, potentially causing the elderly and sick to be the main population in the health insurance pool which causes what is called "adverse risk."

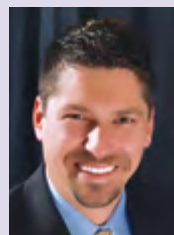
The theme now in the U.S., is that healthcare reform is forcing "innovation." That insurance companies and employers are going to be truly forced for the first time to dig deep within themselves and come up with innovative solutions to lower costs. I personally believe that medical tourism, whether domestic or international, is at the top of that innovation list. And guess what? Most insurance agents and human resource professionals I talk to agree. Be patient, wait and see.

If you'd like to learn more about healthcare reform, please feel free to download and read the White Paper the MTA released and I co-authored, on July 9, 2012, "U.S. Healthcare Reform's Effect on the U.S. Medical Tourism Marketplace." It's available at MedicalTourismAssociation.com, as well as the

Online Webinar I conducted on the same topic. If you listen to the webinar and read the white paper you will truly get an understanding of healthcare reform's effect on medical tourism, and then you can make your own informed decision.

The U.S. is definitely up for some challenging years ahead. ■

About the Author



Jonathan Edelheit is CEO of the Medical Tourism Association® and assistant editor of the Medical Tourism Magazine. With a long history in the US health insurance industry, including running a national healthcare administrator, Mr. Edelheit was the first person in the US to implement medical tourism into health insurance plans. Mr. Edelheit is also editor of several leading US health insurance magazines and organizes one of the largest US healthcare conferences in the US for employers and health insurance companies, the Employer Healthcare Congress. Mr. Edelheit can be reached at: Jon@MedicalTourismAssociation.com

4TH GLOBAL MINISTERIAL SUMMIT ON MEDICAL TOURISM AT CAESARS PALACE, LAS VEGAS NOV 2-6 2013

The Summit will be held during the 6th World Medical Tourism & Global Healthcare Congress at Caesars Palace in Las Vegas.

Network with Ministers of Health, Tourism and Economy, Trade Commissioners and Health Attachés from all over the world. Topics will include: innovation in management of healthcare, reduction of healthcare costs, management of non-communicable diseases, legal healthcare issues, ROI and country brand development, among other topics.

**CAESARS
PALACE**
LAS VEGAS



**WORLD MEDICAL TOURISM &
GLOBAL HEALTHCARE CONGRESS**

CAESARS PALACE LAS VEGAS - NOV 2 - 6TH 2013

For info contact us at U.S. 001.561.791.2000 or
info@MedicalTourismAssociation.com

WWW.MEDICALTOURISMCONGRESS.COM



MEDICAL TOURISM ASSOCIATION[®]



The Problems Oncology Clinical Trials are Facing

By MEDICAL TOURISM MAGAZINE

One of the hardest things for any patient to face is being told by their doctor that they have cancer. The patient feels the entire gauntlet of emotions; they will feel scared, angry, depressed and alone. They are faced with a tough challenge ahead of them: chemotherapy, or radiation, or even a combination of the two. Their bodies will become weak; they will lose their hair, their weight, their appetite. They do not know what will happen in the future with the medical treatments that we are all familiar with, let alone some new drug or treatment that is still in the trial phase; why risk it?

It is this line of thinking that is causing many problems for doctors conducting clinical trials for cancer research. They are just not receiving enough patients to make useful studies. It is estimated that only 2 to 4 percent of patients diagnosed with cancer take part in clinical trials, as was discussed at the recent Clinical Operations in Oncology Trials conference which was held July 18 and 19 in Boston, Massachusetts.

The reason behind these low participation rates is not just fear of the unknown. The scientific process is an exacting and rigorous process requiring the placement of patients in different groups, namely a control group, which is given a placebo, and a treatment group. This must be done randomly and without the doctor nor the patient knowing which group the patient is in. This is a large cause of trepidation for the patient for many reasons. The first of which is the fear of being placed in the placebo group, meaning they will not receive the treatment they need. Why risk not receiving any treatment in a clinical trial when they can be guaranteed treatment if they stick to the commonly held practices?

The second reason is the overall lack of transparency within the clinical trial process, particularly not knowing if they are

receiving treatment or what the experiment is testing specifically. The third barrier coupled with the fear of the unknown and that is the fear of any unidentified, dangerous side-effects. The fourth and final obstacle to participation is the reluctance to receive treatment from an unknown clinical doctor rather than the patient's primary care physician, a doctor the patient has known for a while and has a rapport with.

In the recent Clinical Operations in Oncology Trials conference, the delegates discussed the issue of smaller patient pools for clinical trials. There are other issues beside the obvious problem of having fewer trials for new cancer drugs because of less people. With fewer people, the ones who are willing to take part in these trials are fought over by the different groups conducting these trials. The competition becomes bitter and these trial clinics need to be aware where their competitors are conducting their trials to avoid targeting the same area,

“ It is estimated that only 2 to 4 percent of patients diagnosed with cancer take part in clinical trials. ”

to keep their own trials free from people participating in both studies, which would cloud the results. Another consideration is the approval and entrance into the market of new drugs and treatments, which cause patients who were open to the idea of a clinical trial to change their mind in favor of the fancy new drug.

One of the proposed ways of combating this down-turn is through education, not only for patients but for doctors as well. This education for doctors is critical because in most treatment of cancer patients, the decisions are made by joint patient-physician decision-making. One group that seeks to educate physicians is Dava Oncology. Dava hosts workshops for doctors, which last three to four hours. The workshops begin by the attendees presenting the demographics of their location, which includes information like “standards of care, referral patterns and accrual potential to their peers,” as stated on the company’s website. The attendees then are asked to present case studies. These Accrual Workshops are an effort to help the doctors understand the field better and ultimately to help create better drugs to fight cancer.

“ The competition becomes bitter ... clinics need to be aware where their competitors are conducting trials to avoid targeting the same area. ”

The patient side of education cannot be ignored however. It is, after all, the fears of the patients which are causing the low numbers and education on the subject will help. The Clinical Operations in Oncology Trials conference discussed in length the idea of using social media as a means to educate the populace about clinical oncology trials. By using websites like Facebook and Twitter, the delegates hope to give patients better quality information about these trials. This is a sound strategy to take because it provides the maximum amount of exposure and information at a minimum cost. The only trouble with a social media approach is that it will have a difficult time reaching and targeting older people, who are less likely to use these social media sites. There is also little guidance from the FDA in terms of advertising on social media. In 2009, the FDA held hearings on the efficacy of social media where it issued draft guidance on “responding to unsolicited requests for off-label information about prescription drugs and medical devices.” Thus the sponsors and Contract Research Organizations (CROs) are reluctant to implement this kind of strategy, one poorly phrased sentence or a typo could ultimately lead to charges of coercion which is a risk no one wants to take.

Although there is a lot of fear for patients who are fighting cancer, these fears are limiting the research that can be done to help in their fight against it. No one wants to be the proverbial guinea pig, but these patients are needed to help doctors better understand how cancer works and how to fight it, which hopefully will someday turn into a method to cure it. By educating both doctors and patients about how clinical trials work and their importance, one day the number of patients participating in these clinical trials may improve and will eventually enable those suffering from cancer to get the help they need. This will be the day that clinical trials will no longer be needed, but until then we must continue to use every avenue possible to get as much information as we can. ■

Sources:

<http://www.davaonc.com/accrual-workshops>
Oncology Clinical Trials Plagued by Low Enrollment –GlobalData



Friday, October 26th, 11:00 a.m. – 11:50 a.m.

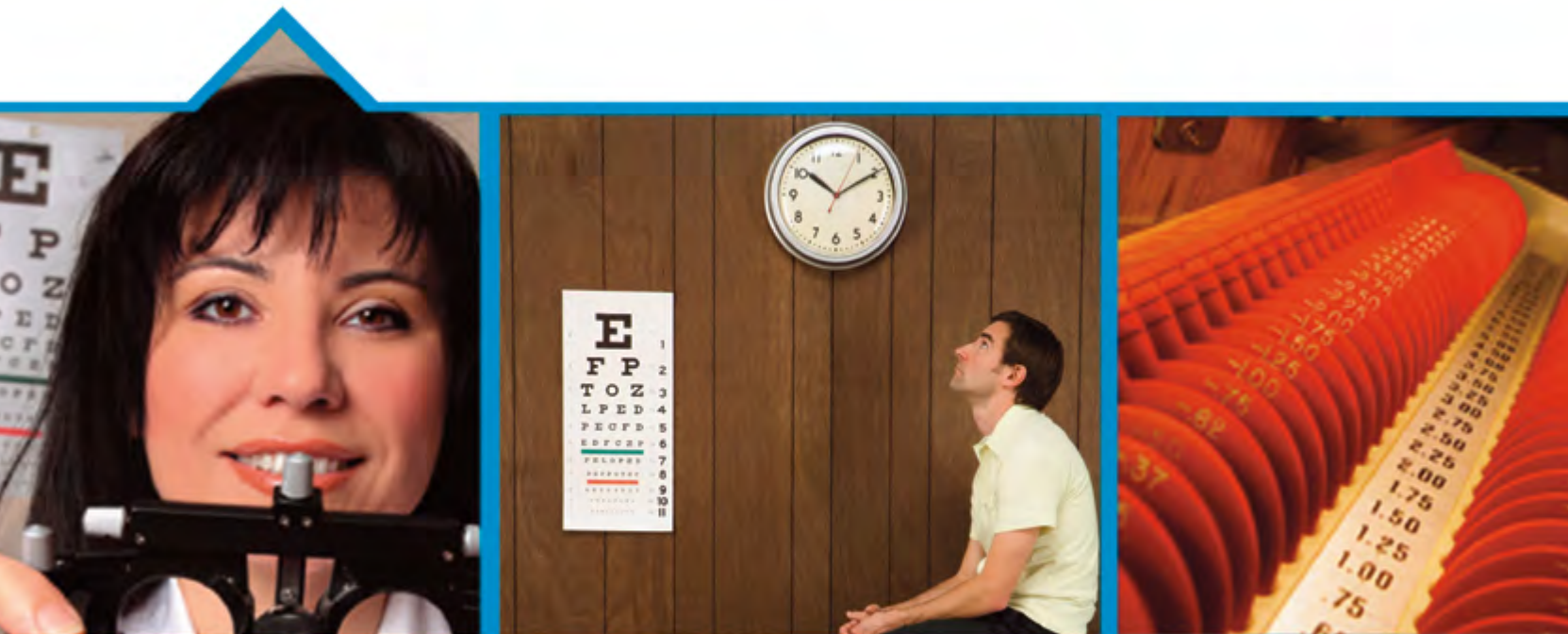
4th Annual Employer Healthcare & Benefits Congress

Come See Us!

- This session will demonstrate the importance of integrating eye health and vision care in health plan benefit packages and including doctors of optometry in integrated care models and health plan provider networks.
- Vision problems are the second most prevalent health issue in the United States.
- Optometrists provide a full array of primary eye care services and facilitate continuous, integrated care through appropriate referrals and ongoing care management.
- In many instances, optometrists provide early detection of chronic diseases that may not have been diagnosed and treated, resulting in significant costs savings and improved health outcomes.
- Eye health and vision care are essential, primary care services that should be an integral component of all health plans.

Visit us in the Exhibit Hall in booth #144!

Let us show you how we see the vision benefit!





Executive Physical: Stop Problems Before They Start

By RENÉE-MARIE STEPHANO

In today's world it's difficult to stay healthy. With busy schedules, it can be difficult to have an opportunity to go to the gym or even exercise. With a busy schedule it's difficult to make time for a healthy meal. Our personal lives are consumed with our families and because of technology, now our work schedules are sometimes 24 hours a day, with people being able to be accessed anytime, anywhere through emails and text messaging. Executives today really never get a break and because of that, sometimes they don't have time to really stop, take a breath and make sure they are healthy.

I am just as guilty of that as anyone. I typically work a minimum of six days a week and many times seven. I travel all over the world on a consistent basis, with meetings starting sometimes as early as 7 a.m. and ending after midnight. I finally decided it was time to make sure I was healthy so I took a look at how my busy schedule affected my health. So, when traveling to Las Vegas a few months ago for site tours of hotels for our 2013 Medical Tourism Congress, The Las Vegas Convention & Visitors Authority (LVCVA) set apart a few hours in our busy site tour schedule to undergo executive physicals. This was my first and I was excited to see what Las Vegas had to offer in the area of wellness. I can't think of a better place, as one of the top tourism destinations in the U.S. and the world, and the opportunity for visitors coming to Vegas whether for tourism or conventions, to mix their trip with an executive wellness checkup.

Executive physicals are something I believe every person should have, whether they are an executive or not. Executive physicals are tailored to fit each individual's needs and every patient walks away with a complete and total health evaluation

including a comprehensive diagnostic report card, which will provide guidelines and educational information to modify or mitigate any potential health risks. Executive physicals can detect health issues individuals just don't know about such as; cancer, tumors, diabetes, heart problems and a number of other things. If caught early enough the patient could start being treated and possibly decrease the need for more extensive care.

The price can range from \$1,500-\$6,000 per executive physical. Our executive physical took place at the K|E Centers for Advanced Medicine located in Las Vegas, Nevada. Our evaluation was coordinated before we even arrived, and the executive physicals were performed in a spa-like setting.

“ Executive physicals are something, I believe every person should have, whether they are an executive or not. ”

What did I get to experience during my physical?

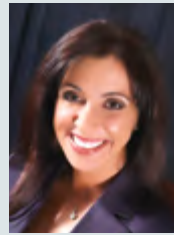
- Physical exam (routine vital signs)
- Review of patient medical history
- Family history medical review
- Lab assessments
- Urinalysis
- Occult blood test (colon cancer)
- Complete blood count
- Chest x-ray (lung cancer or disease)
- Lipid panel (HDL/LDL cholesterol)
- Thyroid stimulating hormone
- Cardiac C-reactive protein
- Vitamin D 25-Hydroxy
- Prostate-specific antigen (for men)
- Hearing test
- Vision test
- EKG
- Exercise tolerance test (stress test)
- Carotid artery ITM ultrasound
- Screening ultrasound for Abdominal Aortic Aneurysm
- Screening for PAD by Ankle-Brachial Index
- Body fat assessment
- Pulmonary function test
- Skin evaluation
- Nutrition review with dietician
- Customized nutrition recommendations

- Guide to supplements
- Fitness consultation
- Customized exercise program based on individual goals
- Stress management evaluation
- Summary conference with physician

Interestingly, many large companies are offering this to their executives because it makes financial sense. An executive who is out of the office on medical leave can cost companies significantly in lost productivity and time. In one study conducted a few years ago, by the University of Michigan Management Research Center, the findings showed that executives who underwent physical exams had 20 percent fewer health claims and lost 45 percent fewer workdays than those who did not.

I personally would recommend an executive physical to anyone. It really gives you guidance on an overview of your complete health, both body and mind and it helps you understand what areas you are doing well in and what areas you need to improve. I am happy to say I excelled at the cardiac stress test. The peace of mind of going through the executive physical really made a difference; I know if I did have a serious medical condition it would have been caught earlier through an executive physical. I definitely want to thank the LVCVA and congratulate them on their great support and growth of the health and wellness sector in Las Vegas and Nevada. ■

About the Authors:



Renée-Marie Stephano is the President of the Medical Tourism Association®. Ms. Stephano is also the Editor-in-Chief of the Medical Tourism Magazine, Health Tourism Magazine and Healthcare Development Magazine. Having a background in international marketing and relations, health law and litigation, she provides a valuable service to the Medical Tourism Association® in these fields. She may be reached at Renee@MedicalTourismAssociation.com



FREE HEALTHCARE **Zones**

Maximize This Potential

The Medical Tourism Association's® program will provide guidance to governments on creating a sustainable model for Free Healthcare Zones

Challenges:

- Define a road map, figuring how to bring in the business
- Find the right partners that will invest and build in these zones
- Insure success for organizations within the medical zone

MTA's Guidance:

- Infrastructure and design
- Location and partners
- The right facilities to build for healthcare, education and other industries

Benefits of a Free Healthcare Zone:

- Foster economic development & investment in healthcare infrastructure
- Establish world class medical clusters of hospitals, life sciences and medical research and education
- Foster international standards and excellence
- Serve patients locally, regionally and internationally

For more information contact Renée Marie Stephano at:
Renee@MedicalTourismAssociation.com
or call 001.561.791.2000

© Copyright 2012 Medical Tourism Association®. All rights reserved.





What the U.S. Can Learn from other Nations' Healthcare Systems

By **ARVIND CHOUDHARY**
and **ASHISH BHATIA**

Martin Luther King Jr. stated in one of his speeches, "Of all the forms of inequality, injustice in healthcare is the most shocking and inhumane." Most of other developed nation's healthcare system covers all its citizens, the U.S. system, which leaves almost 15 percent of the population without health insurance, is the most unfair. The key difference is that foreign health insurance plans exist only to pay people's medical bills, not to make a profit. The United States is the only developed country that lets insurance companies profit from basic health coverage. In terms of finance, U.S. healthcare's towering expenses force 700,000 Americans into bankruptcy each year because of medical bills. The U.S. ends up spending 16 percent of its GDP on healthcare and results are a far cry from being even satisfactory. Any healthcare system cannot be called the best unless it provides good care to all at a reasonable cost.

Behold the American healthcare system. The United States does have some of the best medical technology, best medical research, and best-trained doctors in the world. Most Americans, even those critical of the healthcare system as a whole, report that they are satisfied with the care they personally receive. America produces most of the world's prescription drugs and Nobel laureates in medicine. Technological innovation is a hallmark of U.S. medicine. Anyone in the United States with adequate insurance or the ability to pay has access to the latest clinically effective technology with little or no waiting time. It also attracts patients from around the world in search of the best treatments money can buy.

So, does that mean the United States has the best healthcare system in the world?

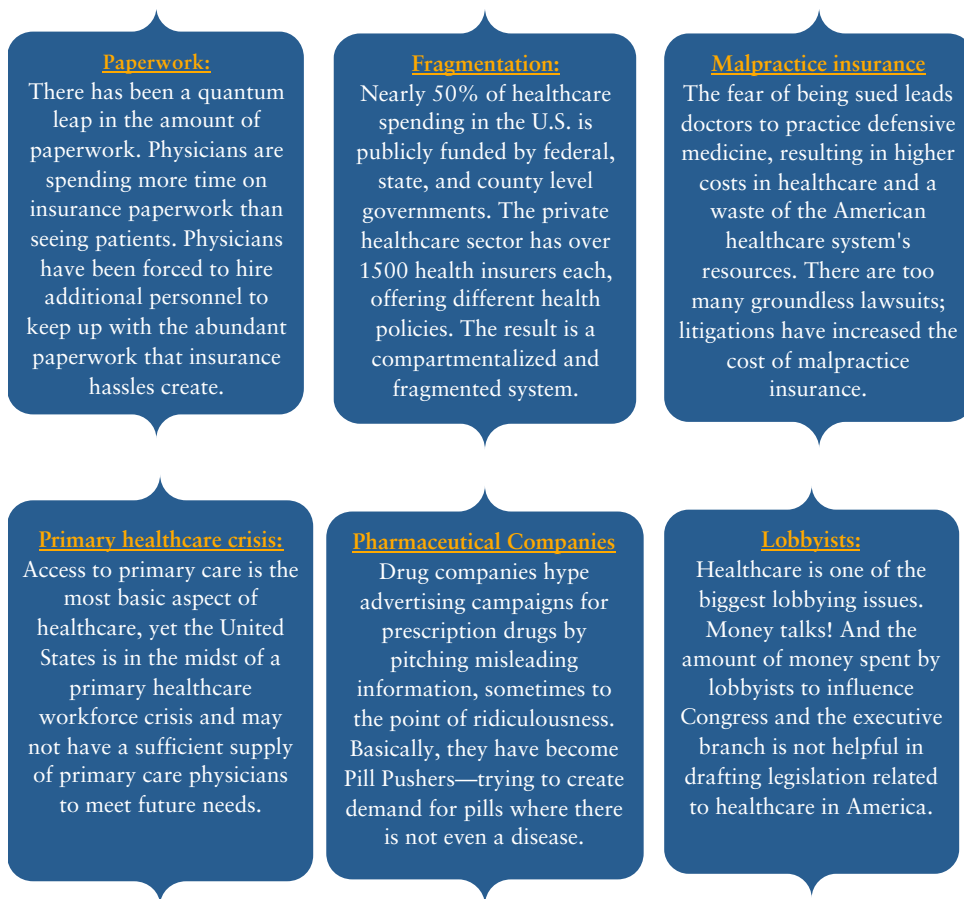
Although many individuals in the United States receive exemplary healthcare, international comparisons on most key indicators of the public's health have shown that the United

States has poorer health outcomes in the aggregate than many other industrialized countries. The United States of America is number one in obesity, 37 in infant mortality rate, and tied at 54 with Fiji for fairness in healthcare. Other wealthy nations like Japan, Australia, Canada, and rich European nations spend between 8 to 11 percent of their GDP on healthcare compared to 16 percent in U.S. and enjoy superior service and universal coverage.

“ Other wealthy nations like Japan, Australia and Canada spend between 8 to 11% of their GDP on healthcare compared to 16% in U.S. and enjoy superior service and universal coverage. ”



There are some inherent practices and factors which make U.S. healthcare the way it is today.



Then, there are issues like ineffective checks on overutilization of health technologies and less penetration of electronic medical records (EMR). Physicians, hospitals, and patients are free to order or utilize healthcare technology regardless of whether it is clinically effective or cost-effective. The United States lags seriously in the implementation of EMR systems in office practice. Compared with primary care doctors in other countries, U.S. physicians are among the least likely to have extensive clinical information systems.

The fundamental premise of solving the American healthcare crisis is that most American decision makers are in a state of denial. Many of them consistently claim that the United States has the greatest healthcare system in the world and they vehemently rule out the options as socialized medicine; the solution lies not in changing the entire way of functioning rather just taking good things from whichever countries the U.S. can.

To start with, the quality and accessibility of healthcare in the United States could be improved by adopting reimbursement programs like those in other countries that provide substantial rewards based on performance on quality metrics and care coordination rather than solely on the volume of services provided. Effective physician payment systems include adequate payment for primary care services, incentives for quality improvement and reporting (Belgium and the United Kingdom), recognizing geographic or local payment differences (Canada, Denmark, Germany and the United Kingdom), and incentives for care coordination (Denmark and the Netherlands).

The Netherlands has something called a risk equalization fund, so if one insurance plan gets sicker people, they get extra payments from that fund and if one plan gets healthier patients, they contribute to that fund. In Germany and Switzerland, if an insurance company ends the year with a profit -- they call it a surplus -- they have to redistribute that to other companies that lost money that year. The plans have a motivation to provide good care, even for very sick people rather than trying to avoid them, which often happens in the U.S.

The German system uses a premium support approach. Beneficiaries and the government share the cost of health insurance, but the individual's share is capped as a percentage of his or her income. Any excess increase of healthcare costs relative to the CPI or to GDP is borne by the government. Cost sharing with co-payment schedules is based on income, so that low-income individuals pay no or nominal amounts (Belgium, France, Japan, New Zealand, and Switzerland), can help restrain costs while assuring that poorer individuals can access services.

The Netherlands has strong insurance systems with good primary care. Incentives to encourage personal responsibility for health like Australia, Belgium, Japan, New Zealand, Switzerland, and Taiwan, can lead to healthy behaviors, improved health outcomes and responsible utilization of healthcare.

Experts offer numerous theories as possible solutions. One that appears to be gaining support is a single-payer system, a universal form of government-provided healthcare, similar to Canada and certain Western European nations. Advocates of

this approach believe it will resolve the problems of cost, access and fairness. Other solutions include expanding Medicare to the entire population. Some favor price controls and imposing strict budgets. Others believe that free market competition is the way to go.

France has 61 million people, 14 payers, and administrative costs of 4 percent only compared to close to 15%-20% in the U.S. They achieve lower administrative costs by standardizing coverage and insurance transactions; providing coverage through publicly funded programs rather than private insurance. The French save costs through more aggressive government bargaining with hospitals, doctors, and pharmaceutical companies. Medical malpractice is another area where would-be U.S. cost cutters might learn from French experience. France uses an approach pioneered in Scandinavia, under which cases of alleged malpractice are decided by special review boards that operate outside the court system.

Extensive use of medical technology is essential in testing, treatment, procedures, and operations on a patient. The cost of this technology is becoming almost prohibitive in the American healthcare system. Overseas, strict cost controls actually drive innovation. In the United States, an MRI scan of the neck region costs about \$1,500. In Japan, the identical scan costs \$98. Under the pressure of cost controls, Japanese researchers found ways to perform the same diagnostic technique for one-fifteenth the American price. Scan makers like Hitachi and Toshiba were required to produce cheaper machines that could do the same basically, not exactly, but basically the same diagnosis at a much lower level.

A common thread exists among the popular solutions offered: to create a better healthcare system. No single silver bullet will transform the U.S. healthcare system, but a series of coordinated policy changes has the potential to substantially bend the curve of projected healthcare spending. Making the U.S. healthcare system work better will require multiple, well-coordinated reforms across a broad front, including many areas that the PPACA does not even attempt to come to grips with. ■

About the Authors



Arvind Choudhary has over five years of experience in Healthcare IT field and works with one of the leading U.S. healthcare companies. He works primarily on social media, CDHP, and smart applications for healthcare. He can be contacted at: arv.choudhary@gmail.com



Ashish Bhatia has over 16 years of experience in IT and works as Senior Delivery Manager with one of the leading U.S. healthcare companies. He can be contacted at: b_aashish@yahoo.com



Medical Tourism City

GLOBAL HEALTHCARE COMMUNITY

Grow your business relationships online!



Medical Tourism Association[®] Exclusive Social Network

**Medical Tourism Networking Platform,
Join Today for Future Possibilities!**

- Medical Tourism City facilitates an open forum for professionals involved in medical tourism and global healthcare.
- Over **2,000 members** from 150 countries.
- Users range from insurance companies, health insurance agents, medical tourism facilitators, hospitals, doctors, governments, consultants and other industry players.

www.MedicalTourismCity.com



Mexico- Making Changes for the Future

By MEDICAL TOURISM MAGAZINE

On July 1st 2012, Mexican voters went to the polls to elect a new president to replace President Felipe Calderón. The primary issues were the drug cartels, and the violence that is plaguing the nation. An estimated 77,738,494 Mexicans voted, making the voter turnout rate 63.1 percent. The election was a three-way race between Partido Acción Nacional (PAN) candidate Josefina Vázquez Mota, Partido de la Revolución Democrática (PRD) candidate Andrés Manuel López Obrador, and finally Partido Revolucionario Institucional (PRI) candidate Enrique Peña Nieto. After much controversy, the winner was determined to be PRI candidate Enrique Peña Nieto, returning the PRI to power after 12 years, before they were in power for 70 years.

However as of the time of writing this article charges are being filed against Peña Nieto by former candidate Obrador claiming that Nieto bought votes and did not follow laws putting caps on the amount of money candidates can spend during an election. Whatever the outcome will be of the charges, the new president will not take office until December 1st. The controversy still haunts the election, but regardless of the final outcome, all candidates pledged to try and end the violence from drug cartels besetting the borders.

Since Felipe Calderón took office in 2006, 60,000 people have been killed in drug-related violence. Calderón measured his success against the cartels by the numbers of kingpins he has taken down and the kilos of drugs he has destroyed. Peña Nieto is also going to measure his success by the numbers, not

the numbers of drugs they destroy, but by seeing if the numbers of people killed by these cartels decreases.

The method Peña Nieto will take to deal with the cartels will most likely be to shift from the offensive position the Mexican government currently holds to a defensive one, despite the claims that we will continue to fight. He is pledging to continue to fight because failure to do so is political suicide. What this means is that instead of using the police and the military to hunt

“ Since Felipe Calderón took office in 2006, 60,000 people have been killed in drug-related violence. ”

down and attack the cartels, they will instead be used to protect the population from the violence. This will break the cycle of attack and counter-attack, reducing violence and allowing the cartels to focus on each other. This will return the nation to the status-quo before the PRI lost power. It was during the time that the PAN was in charge when the government went from turning a blind eye to the cartels, to open confrontation with them. This gave Peña Nieto the ability to say that when the PRI was in charge there was no violence, and that returning the PRI to power will return the peace.

There is no way to measure the time it will take to see a decrease in the violence.

“Defining a timeline, is like saying, when the consumer stops using drugs around the world, particularly in the U.S., which is the major market for consuming these products,” said Luis Eduardo Ros, former CEO of the Mexico City Tourism Board, Global Director for Tourism for the Republic of Mexico and former Secretary of Tourism for the State of Veracruz.

“The drug cartels and organized crime are entrenched in these regions, on one side by the hardening of the U.S. authorities not to miss anything and on the other hand, decided by the frontal attack that Mexican authorities have carried out against these unlawful acts,” said Ros. “By coordinating the authorities of Mexico and the United States and with intelligent actions, of national security etc., we can think such violence may be reduced visibly and above all have it felt along the borders of both countries,” Ros added.

Tourism in Mexico

With the current levels of violence in the U.S.-Mexican border towns, travel and tourism into Mexico has become troublesome, but is still a consistent market. Tourism is \$12 billion industry for Mexico and important for the economy. New airports are being opened across the country, like one in San Miguel de Allende and two in Southern Baja, California. The Mexican Tourism Board has been running advertisements with smiling people having fun, trying to put a positive light on Mexico, trying to draw tourists in.

“ Even with the levels of violence, tourism numbers have increased....the year of 2011 closed with 22.67 million international tourists. ”

Even with the levels of violence, tourism numbers have increased. Ros stated that, Mexico has seen a consecutive growth in foreign visitors. Last December, international tourists traveling by air increased 13 percent, indicated by SECTUR supported by information of the Bank of Mexico and the Integral System of Operation Migration.

The year of 2011 closed with 22.67 million international tourists, a historic figure since 1980, the year Banxico began measuring the numbers. This represents an increase of 2 percent and 5.7 percent in relation to 2010 and 2009, Ros sited.

While the international numbers have increased, there has been a decrease in tourists from the U.S. According to the U.S. Department of Commerce, the number of Americans traveling by air to other countries has fallen 4.1 percent.

“Due to the arrival of fewer tourists from the north, hoteliers from the border are currently promoting joint actions to



strengthen border tourism, with participation from institutions that we have at our disposal, government organizations have informed us that they will help any way they can,” said Ros.

Ros shared some of the initiatives being put into place:

- The creation of a contingency fund to strengthen a promotion campaign in the South of United States, which starts in September, weeks before the season of American visitors begins.
- It has been requested to increase 20 to 360 km border territory between the international dividing line in the North of the country and the parallel line of 20 kilometers toward the interior of the country. (About 51 million tourists cross the border, and return the same day.)

“I believe that a lot of progress has been made on the issue of violence. Mexico is not a warlike country, but it has forced all Mexicans to be aware of this issue, but I think it is very interesting that Mexicans haven’t lost their values, joy or the ability to welcome visitors to the country. So it will always be worthwhile to visit Mexico.”

With officials working to decrease the violence in Mexico, and the tourism sector working to attract more visitors, all of this fits into the realm of medical tourism.

Medical tourism

The proximity of Mexico to the United States makes it an ideal location for medical tourists from the north. Many medical tourists like to stay as close to home as possible, so

Mexico is in an excellent position for this. The proximity also reduces the costs of medical tourism; it is cheaper to leave the country for some medical treatments even factoring in the cost of flying overseas; it is cheaper still to take a flight to Mexico, or even to drive.

“In 2011 about two million Americans left their country in search of healthcare, of which approximately 5.0 percent, i.e., 100 thousand patients travelled to Mexico for various treatments,” said Ros.

Mexico already has some basic infrastructure for medical tourism specifically to make it easier for medical tourists. There is a designated lane for cars carrying U.S. citizens into Mexico without waiting in long lines to cross, which opened April 30, 2012. The new lane takes the wait time to cross the border from two hours to 20 minutes. Some of the facilitators who help the medical tourism industry in Mexico offer van rides across the border, so the patient does not need to undertake the drive by themselves. The most notable bus route runs from Las Vegas to Mexicali, but this lane is modeled after another which takes patients from San Diego to Tijuana. This helps the many under and uninsured who cannot afford the costs of medical care in the United States. This is also good for many of the Mexican born people who live and work in the U.S., but would like to be treated in their native country. Being surrounded by your family and being treated by people who speak your native language and who know your customs would certainly help in the healing and recovery process.

“In 2011, Mexico health tourism grew 25 percent compared to 2010, and Baja California was the state that benefitted the most with close to a \$90 million economic benefit, with figures I quote from Health Digital Systems,” explained Ros.

With the realization of growth in the sector, Ros said, there are associations in cities such as Monterrey and Tijuana, where hospitals, pharmacies, laboratories and other healthcare providers are agreeing among themselves along with the tourism and hotel sector to offer their services.

Some insurance companies in Southern California are even extending their coverage into Mexico, encouraging the customers to seek the more valuable alternative. This shows the potential for everyone involved in the medical tourism industry on the border to be happy. The local doctors are happy because they are getting paid, the local businesses are happy because of the influx of patients spending money in their town, the newspapers are happy because of new advertisers from south of the border, and above all the patients are happy because they are getting the medical attention they need at prices they can afford.

Whatever becomes of the controversy surrounding the recent elections, the violence is sure to decrease. While no one can guarantee that the violence will end, the people are quickly reaching the limit to what they will put up with. The people remain optimistic that this is how the violence will end. ■

“ In 2011, Mexico health tourism grew 25 percent compared to 2010, and Baja California was state that benefitted the most with close to a \$90 million economic benefit. ”



A STEP ABOVE THE REST... JOIN THE MTA



Expand Your Network

Increase Brand Visibility

Educate Your Organization

Strengthen Your Reputation

Access Global Patient Referrals

Contact us for detailed information on all of our membership options:

001.561.791.2000 • www.MedicalTourismAssociation.com • info@MedicalTourismAssociation.com

© Copyright 2012 Medical Tourism Association. All rights reserved.

Malaysia

Expanding its Health Systems



By MEDICAL TOURISM MAGAZINE

Malaysia has its eyes set on medical tourism. With hopes of building its economy, the country is looking to expand its medical services and increase cooperation between its public and private sectors. The idea is that healthcare will become more specialized and will attract more foreigners seeking high quality and affordable medical treatments.

The current setup

Malaysia spends about 4.7 percent of its gross domestic product (GDP) on healthcare, according to the Malaysian Prime Ministers Department's Performance Management and Delivery Unit (PEMANDU). The government pays a significant portion of the country's total health expenditures, which are much higher than that of many of its neighboring countries but much lower than developed countries. The healthcare industry also hopes to generate MYR35 billion (US\$11 billion) incremental gross national income contributions and MYR50 billion (US\$15.7 billion) by the year 2020.

In addition, a report from the Malaysia Medical Tourism Outlook 2012 stated that the country has one of the most developed healthcare infrastructures in the region based on its services, English-speaking staff, foreign-trained specialists, number of medical schools and stringent government regulations on the standards of healthcare delivery systems.

Integrating the private sector

Malaysia has a dual healthcare system, the public sector – which is subsidized by the government – and the private sector. The Ministry of Health Malaysia (MOH) has a longstanding

commitment to providing universal access to high quality healthcare, which is offered through a nationwide network of clinics and hospitals at affordable rates. The private sector, however, is predominantly in urban areas.

According to PEMANDU, public healthcare does include a full range of services, but lately the focus has been shifting toward prevention, disease control and rehabilitation, rather than curative services. So, the MOH recently created a public-private partnership (PPP) in order to increase participation of the private sector within the general healthcare system. Because the private sector plays a large economic role in the country, certain medical services will be “outsourced” and offered as part of the public health system.

In 2011, Malaysia established about 220 private hospitals, according to Rhenu Bhuller, vice president of Healthcare Frost

“ This growth is driven by the Malaysian population seeking higher and better quality private healthcare. ”

& Sullivan Asia Pacific. In an interview with BizHive Weekly, she said that the market size of the private healthcare sector is almost MYR8 billion (US\$2.5 billion), an increase of MYR2 billion (US\$628.8 million) in 2010.

“This growth is driven by the Malaysian population seeking higher and better quality private healthcare, which has, for example shorter waiting times,” she said.

This growth, she explained, is also from an influx of Singaporeans using their health insurance funds at registered Malaysian hospitals and of Indonesians coming for cheaper services at the country’s private hospitals.

Because the vast majority of private hospitals are in urban areas in West Malaysia, private healthcare providers are interested in expanding their reach to a wider geographical area. This will help better circulate their services and perpetuate the goals of the PPP.

Expanding economic growth

The government has made healthcare a priority for development in the Economic Transformation Programme (ETP) with the idea that it will help convert the country into a higher income economy.

“Expansion of the private healthcare market and the ability to market Malaysian private healthcare services beyond Indonesia and Singapore are going to be crucial factors in achieving these goals,” Bhuller said.

The extension of the private healthcare sector with services like imaging and medical diagnostics will support the stretched services of the public sector, she explained, therefore increasing their accessibility to people in more remote locations.

“Providers here need to focus specialty or differentiation through holistic healthcare on specialty services,” she said. “There are still opportunities in underserved towns for smaller day private outpatient clinics, as well as opportunities to promote Malaysian private healthcare services to patients such as from Australia or North Asia.”

In addition, the availability of insurance plus the increasing awareness of the value of health insurance has created a higher usage of private health services. As of March 2012, there

were 27 registered medical insurance providers in Malaysia, nine of which also provide life insurance policies. In 2010, the written premium for general medical insurance was estimated at MYR643.5 million (US\$200.4 million) and was forecast to grow to MYR1.5 billion (US\$490.7 million) by 2016.

Organizers of the ETP also expect that the training of additional physicians and medical technicians will facilitate further growth. According to PEMANDU, healthcare industries in Malaysia would double their human capital count to 340,000 by the year 2020.

In terms of medical tourism, the importation of foreign doctors and the addition of staff will improve the doctor-to-patient ratio and thus increase access to medical tourists. However, the MOH and Malaysian Medical Association have yet to discuss the current regulations in place which restrict the entrance of foreign physicians. But still, the MOH wants to capitalize on the country’s affordable treatments and combined packages of hospitality with resort stays, in order to attract foreigners seeking less costly, high quality treatment. Also, tourists should be drawn to the country’s eight medical facilities with accreditation by Joint Commission International.

Conclusion

Malaysia still has far to go in its healthcare development. In continuing to build on its infrastructure, the country needs to distinguish itself from emerging markets like Korea and Taiwan and established strongholds like Singapore. It also needs to find areas of specialty that it can foster and promote. According to the Malaysia Healthcare Travel Council, the country specializes in cancer treatment and pain management, cardiology and cardiothoracic surgery, fertility treatment, general screening and wellness, orthopedics and rehabilitative medicine.

Expanding its medical tourism base in addition to the partnership between the public and private healthcare systems will help Malaysia’s economy to grow.

“This is also a way in which private healthcare services access can be expanded throughout the population and subsequently ease the strain on public healthcare services,” Bhuller said, “as the strongest and most sustainable healthcare systems are those where there is a good balance between public and private usage.” ■



COMING 2013

5th Employer Healthcare & Benefits Congress

Caesars Palace Las Vegas, November 2 - 6TH 2013



Info at 561.790.1176 or www.EmployerHealthcareCongress.com

World Medical Tourism Congress Takes on a New Look for Florida Congress

West Palm Beach, United States, August, 22nd 2012 – The World Medical Tourism Congress announces the launch of the new and improved website www.MedicalTourismCongress.com as part of its mission to provide the best educational platform in the medical tourism industry. The new website customizes the experience for every industry player by offering a navigation path specific to their area of expertise. Individuals will be able to visit the new website and learn how their industry fits into the realm of medical tourism.

“The release of the specialized website is part of our efforts to put as much information about the industry right at your fingertips and in one location. It creates a more robust experience for those attending the congress to learn as much they can prior to the event so that they can maximize their learning, networking and sharing experience,” said Renée-Marie Stephano, president of the Medical Tourism Association®.

The new website offers customized information to the following industries:

- International healthcare providers
- Employers & insurance companies
- Government organizations
- Medical tourism facilitators
- Travel agents
- Global benefits professionals
- Healthcare development
- Medical technology companies
- Academia
- Wellness
- Hospitality industry

Navigators of the site can find their industry specific benefits to attend the annual congress, the most updated agenda which includes innovative topics and case studies, CME's, the list of expert speakers and other event highlights such as the 3rd Global Ministerial Summit, Caribbean & Island Ministerial Summit and the Medical Director Summit which will take place during the Congress.

“The goal is simplicity, the new design will eliminate searching through every page for the right answer, the information you need would be right in front of you,” said Stephano. “This new website will prepare industries for the Congress and educate them for the future,” she added.

About the World Medical Tourism Congress

The conference is the dedicated annual event of the Medical Tourism Association®, the nonprofit trade association in the medical tourism industry, <http://www.medicaltourismassociation.com> and media partner Medical Tourism Magazine, <http://www.medicaltourismmag.com> the only dedicated magazine for the medical tourism and global healthcare industry, and by Medical Tourism City, <http://www.medicaltourismcity.com>, a social network for the medical tourism and global healthcare industry

The 5th World Medical Tourism and Global Healthcare Congress, which will take place on the beach in Ft. Lauderdale/ Miami October 24-26th will also feature the Global Benefits Conference, <http://www.globalbenefitsconference.com>, focusing on international employers and insurance companies and it will be fully integrated for the first time with the Employer Healthcare & Benefits Congress, www.employerhealthcarecongress.com which is one of the largest insurance conferences in the United States. ■



Welcome to
FLORIDA

Medical Tourism Certification Launched for Insurance and HR Professionals, Medical Tourism Facilitators and Travel Agents

The Medical Tourism Association® (MTA) has launched two certifications and professional designations for insurance and HR professionals, medical tourism facilitators and travel agents.

Certified Medical Tourism Specialist™ will be the designation for insurance and HR professionals as well as medical tourism facilitators and Certified Medical Travel Specialist™ will be the designation for travel agents. Over the last four years, the MTA worked with industry stakeholders and leaders through workshops and focus groups to establish best practices and protocols for handling international patients. The certifications will allow these professionals to take away from their courses the tools necessary to develop strong health and wellness travel programs, and further their understanding of the requisites for implementation and sustainable growth of this niche market opportunity.

Renée-Marie Stephano, president of the Medical Tourism Association®, stated, “Due to the increasing number of requests from these specific industries looking for specialized education, the Association has provided a solution which allows these professionals to set themselves apart from others on a platform of best practices as they enter this niche market.”

“The certification program will give them the tools to create a roadmap and turn medical tourism from a concept into an action plan that can actually be implemented and managed with ease. This program will increase the number of insurance and HR professionals, medical tourism facilitators and agents that will become educated which will raise awareness and adoption of medical tourism across the globe,” Ms. Stephano added.

Benefits of Becoming a Certified Medical Tourism Specialist™:

- Demonstrates to employers, insurers and peers that you possess the training and knowledge to successfully implement and manage an international and domestic medical tourism program
- Learn to implement medical tourism into a self funded or fully insured plan
- Sets you apart from the competition and shows colleagues your specialized expertise and commitment to the industry
- Shows that you are up to date with best practices in implementation, communication & engagement
- Opportunities for job promotion and career enhancement

Benefits of Becoming a Certified Medical Travel Specialist™:

- Educate individual and corporate clients on health and wellness travel
- Add a niche business model, focused on medical, dental and wellness travel, to their portfolio
- Market health & wellness travel
- Implement health & wellness travel as an approved corporate expense
- Create a new source of revenue

In order to receive either of the two certifications, program participants must:

- Finish 8 hours of training/classes (this can be done either in person or online)
- Meet educational and professional experience requirements
- Pass a comprehensive 100+ question exam

In order to remain certified, Specialists™ must complete five hours of continuing education credits for the three years following certification to stay apprised of the best practices and standards in the industry.

The first certification courses will be offered Saturday, October 27 in Fort Lauderdale/Miami, Florida, USA, immediately following the MTA's 5th Annual World Medical Tourism and Global Healthcare Congress. After December 1st, 2012 the certification courses will be available online for anyone in the world to participate. For more information or to sign up for certification you can go to <http://www.MedicalTourismCongress.com>. The cost of the program is \$1,500 for two years and it includes two years of MTA individual membership. ■



Global Center of Excellence Medical Network Launched by Global Benefits Association

The Global Benefits Association has announced the launch of a global network of hospitals consisting of centers of excellence to be made available to multinational employers and international insurance companies.

David Bryan, President of the Global Benefits Association, stated “One of the challenges multinational employers and insurers have experienced as they expand across borders is identifying centers of excellence and building a quality hospital network for their employees or insured. It can be a daunting and almost impossible task for some multinationals or insurers to build this in house. They have turned to the Global Benefits Association to take the lead with this as an industry wide project and solution.”

“When a multinational employer or insurer has a catastrophic medical case, it is not easy for them to identify the proper center of excellence, ensure that pricing provided is transparent and the service provided to the patient is at the “international standards.” The current international networks being provided to multinational employers currently include all tiers of hospitals, not just centers of excellence, making it very difficult for the employer or insurer to choose where to refer the patient, and making it even more difficult for the patient to identify the hospital they should receive care from. The GBA’s Global Medical Network will provide this solution.”

The Global Medical Centers of Excellence Network will be provided at no cost to multinational employers and insurance companies, allowing a transparent cost and pass-through approach. This will make the Global Medical Network the first international center of excellence network to initiate this approach.

This Network will provide group buying power for multinational employers and insurers. Rather than negotiating with healthcare providers on an individual basis, the GBA will negotiate on behalf of the multinational employers and insurers, and pass along the negotiated savings to them. With healthcare costs rising, GBA is committed to transparency in pricing for it’s members.

David Bryan also stated, “The Global Medical Network is an innovative project that will provide a solution to a much needed problem of access to quality care. Multinational employers will be able to reduce their expenses by not only eliminating the need to develop their own medical network, but also saving from the cost of having to rent a global network. GBA is committed to developing more group buying solutions for multinationals and insurers in other areas of employee benefits.”

The GBA has partnered with the Medical Tourism Association® to help identify Centers of Excellence and determine which hospitals have been accredited and certified, in both quality and international patient services. The joint efforts of the partnership will ensure nothing but the best outcomes for employees or insured utilizing the network. Only top tier hospitals will be allowed to participate in the network.

Renée-Marie Stephano, President of the Medical Tourism Association®, responded, “It is important for healthcare consumers to have access to quality healthcare. We are pleased to collaborate with the Global Benefits Association on this project as aligned with our tenets of transparency in quality, communication and education.”

The Global Medical Centers of Excellence Network started contracting with hospitals in June.

About the Global Benefits Association

Headquartered in the United States with offices around the world, The Global Benefits Association (GBA) is the non-profit trade association for the Global Benefits and Expatriate Industry with it’s sole and primary focus being on health insurance, employee benefits and other insurance benefits that are delivered on an international basis and across borders. The Purpose of the Global Benefits Association is to provide a single authoritative voice for multinational employers and insurers and to allow industry participants to collaborate, share best practices and network. ■



Medical Director Summit at 2012 World Medical Tourism & Global Healthcare Congress

The Medical Director Summit will take place during the 5th World Medical Tourism & Global Healthcare Congress (WMT & GHC), October 24-26th at the Westin Diplomat Resort & Spa in Hollywood, Florida.

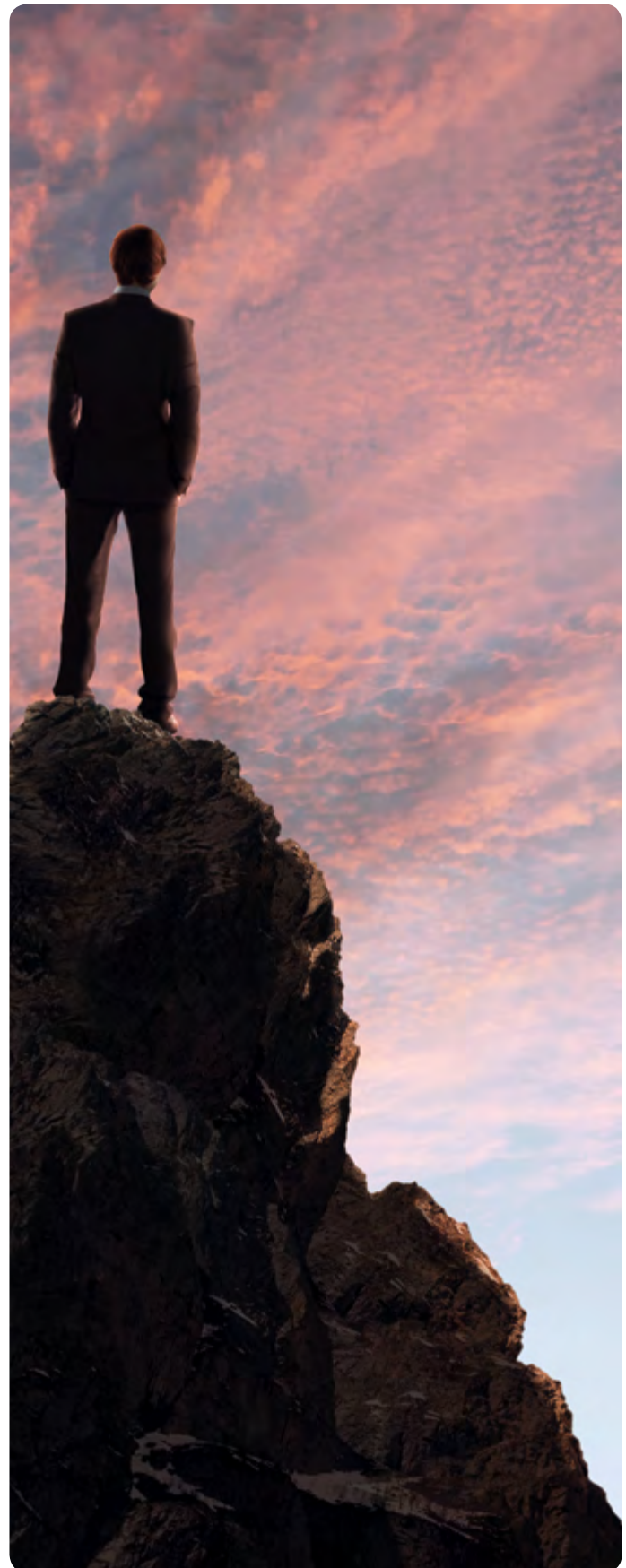
This executive summit will bring together medical directors of the top hospitals and insurance companies from around the world, to collaborate and network regarding the challenges in providing quality healthcare and insurance to local and international patients. The invitation-only summit is designed for medical directors to discuss programs with their peers regionally and in other countries as well as to learn from successful case studies. The roundtable meeting will facilitate conversations to strategically improve an organization's planning.

Among our confirmed participants for the Medical Director Summit are Dean Thomas McAfee, MD interim chief executive officer of UC San Diego Health System and dean of Clinical Affairs for UC San Diego Health Sciences, Tanya Andonova director medical services of Bulgaria Health PLC, (health insurance company) as well as Dr. Martin Marianowicz medical director from Jägerwinkel Private Clinic, Bad Wiessee (Munich/Germany) who has pioneered orthopedic pain therapy and minimally invasive spine and disc treatment, and is considered one of Europe's most renowned back specialists.

The Medical Director Summit is one of seven coordinated executive summits hosted by the 5th Annual WMT & GHC. These Executive Summits will gather senior healthcare, insurance and benefits executives. For information on the additional roundtable meetings, and to request an invitation to attend, please visit: <http://www.medicaltourismcongress.com/medical-director-summit/>.

The 5th World Medical Tourism & Global Healthcare Congress is the largest medical tourism event in the world, open to leaders and beginners in this diverse industry. The Congress is designed to allow key industry players to capture a share of the billions of dollars already being invested, as well as to increase their market share in this emerging and revenue-generating industry that is virtually untapped.

This established Congress welcomes approximately to 2,000 attendees and up to 140 exhibitors sponsors from over 90 different countries. Attendees may network with the leading health insurance companies, employers, hospitals, medical tourism facilitators, tourism boards, governments and healthcare providers from around the world. Registering for this event will provide access to the networking software which allows attendees to schedule one-on-one networking meetings with other conference attendees months before the event. <http://medicaltourismcongress.com/en/registration.html> ■



U.S. Healthcare Reform Alive: Medical Tourism Destined to Thrive

Health insurance providers and employers put their medical tourism plans on hold once the law was enacted in 2010. They've been waiting for a final decision on PPACA before moving forward with alternative healthcare options. Over the past six months, insurers and employers began getting more comfortable with the PPACA, and now that it's been officially validated, the medical tourism industry will become an attractive option for employers and insurers looking for innovative ways to lower their healthcare costs.

"This should have a very positive impact on employers and insurers moving forward with implementing medical tourism, now that they understand that healthcare reform law has been approved by the Supreme Court...the burden is now on insurers and employers, since the law does not address the issue of increased costs," said Jonathan Edelheit, CEO of the Medical Tourism Association® and editor-in-chief of Healthcare Reform Magazine. "This will present a great opportunity for international attendees at the World Medical Tourism and Global Healthcare Congress (WMT&GHC), held Oct. 24-26th in South Florida, to learn about healthcare reform and network with over 1,000 U.S. attendees from top U.S. insurance companies and employers.

Healthcare reform is positive for the medical tourism industry, as it will drive employers and uninsured U.S. citizens to seek healthcare abroad to avoid both the rising domestic costs of healthcare and the already-problematic supply and

demand issues present in the U.S. healthcare system. This change is positive for both international and domestic medical tourism. Healthcare reform should have no effect on inbound medical tourism to the U.S., an industry that will continue to grow.

Mr. Edelheit hosted a Webinar on July 2nd that focused on healthcare reform's effects on medical tourism, including but not limited to:

- Guaranteed issue of insurance with no preexisting clause
- The individual mandate
- Narrowing of the rate correlation and how it will increase costs for young adults
- Penalties for refusing to purchase health insurance
- Major changes that will take effect in 2014, and why employers and insurers need to start planning for them now

If you missed the webinar you can view it at no cost by visiting: <http://www.medicaltourismassociation.com/en/medicaltourismwebinars.html>.

It's difficult to understand entirely how everyone, namely insurers and employers, will be affected by PPACA. The WMT&GHC will host several educational sessions led by industry experts providing their best practices and future strategies to deal with PPACA's effects and still provide quality healthcare for their clients and employees. This conference will provide the opportunity to become an expert in the reformed strategies to manage healthcare for your clients and employees. The event is integrated with the Employer Healthcare & Benefits Congress, providing the opportunity for international attendees of the WMT&GHC to network with about 1,000 U.S. employers and insurance companies to devise future collaborations as a way to offset costs (in the U.S.) and increase healthcare revenues (globally). ■



Medical Tourism Leadership Awards to be Announced at 5th World Medical Tourism Congress

The Medical Tourism Association® (MTA), in its effort and commitment to recognize the best companies in the industry, will award a select group of leaders in the medical tourism industry during the 5th World Medical Tourism & Global Healthcare Congress

This prestigious award recognizes leaders in the industry for providing an exemplary program or innovation consistent with the vision of the MTA to advance medical tourism and initiate education by engaging others as well as advocating for high quality healthcare at affordable prices. This award is for the leaders that play an important role in advancements in healthcare delivery globally.

Winners of this award will gain recognition and respect from others in this industry. Some of the benefits the MTA will provide to the award winners include:

- Recognition as an industry leader at the World Medical Tourism and Global Healthcare Congress
- Featured in the Post Congress issue of the Medical Tourism Magazine as an international healthcare leader
- Award winners will be publicized in conference materials and will be given a ribbon for their name badge increasing networking possibilities with other attendees

<http://awards.medicaltourismcongress.com/>

The nomination process for the awards has already started and the application for nomination will be open until October 1, 2012. Companies are encouraged to submit nominations at <http://www.medicaltourismcongress.com/leadership-award/>. This site also provides complete information about the award categories, award process, FAQ's and other relevant information.

Nominees will be reviewed and narrowed down to three for each category by a committee of the association. The votes received will be 10 percent of the judging criteria. The award must be accepted by the person receiving it at the conference. Therefore, all nominees must confirm attendance to the conference in order to be considered for the awards. The nominees were notified on October 3rd, but the voting will continue until October 19th. The decision will be made by the respected judging panel and the awards will be announced and given to the selected best on October 25th.

The categories in which awards will be given include Medical Tourism Person of the Year Award; Innovation in Medical Tourism Award; International Firsts Award; Individual Leadership Award; Employer Leadership Award for Medical Tourism; Government Organization Leadership Award; Hospital Leadership Award; Insurance Leadership Award; Excellence in Medical Tourism Facilitation Award; Accreditation / Quality Leadership Award; Travel Agency Leadership Award; Hotel/Hospitality Leadership Award; Health & Wellness Leadership Award; Dental Tourism Leadership Award; and Specialty Center Leadership Award. ■



HOSPITALS

Almater Hospital SA de CV
 Fco. I Madero No 1060
 Mexicali, BC
 Mexico 2110
 City: Mexicali, BC
 Country: Mexico
 Phone: 686-523-8000
 Fax: 686-553-5235
 Website: www.almater.com

American Hospital Dubai
 P.O. Box 5566 Dubai - UAE
 Dubai
 UAE
 Phone: 971-4-336 7777
 Fax: 971-4-309 6325
 Website: www.ahdubai.com

Baptist Hospital South Florida
 8940 N. Kendall Drive Suite 601E
 Miami Florida 33176
 City: Florida
 Country: United States
 Phone: 7865964643
 Fax: 7865963648
 Website: www.baptisthealth.net

Beijing United Hospitals & Clinics
 #2 Jiang Tai Road, Chaoyang District
 Beijing, 100015 PRC
 Beijing, China
 Phone: 59277085
 Fax: 59277200
 Website: www.ufh.com.cn

Bumrungrad Hospital
 33 Sukhumvit 3 (Soi Nana Nua), Wattana
 Bangkok, 10110 Thailand
 City: Bangkok
 Country: Thailand
 Phone: +662 667 1000
 Fax: +662 667 2525
 Website: http://www.bumrungrad.com

Conclina C.A. Hospital Metropolitano
 Avenida Mariana De Jesus S/N y Nicolas Arteta
 Quito Pichincha
 Ecuador
 City: Quito
 Country: Ecuador
 Phone: 593 2 3998000
 Fax: 593 2 2269247
 Website: www.hospitalmetropolitano.org

Fundacion Cardiovascular De Colombia
 Calle 155A #23-50
 Bucaramanga, Santander
 Colombia
 City: Bucaramanga
 Country: Colombia
 Phone: 6399646
 Fax : 6399292
 Website: http://www.fcv.org

FV Hospital - Far East Medical Vietnam Limited
 6 Nguyen Luong Bang,
 Saigon South (Phu My Hung)
 District 7, Ho Chi Minh City
 VIETNAM
 Telephone: (84-8) 411-3333
 Fax: (84-8) 411-3334
 Website: www.fvhospital.com

International Patient Services
 Telephone: (84-8) 411-3420
 Website: http://international.fvhospital.com

G.M.C Hospital and Research Centre
 P.O. Box 4184
 Ajman, United Arab Emirates
 City: Ajman
 Country: United Arab Emirates
 Phone: 97167463333
 Fax: 9716746444
 Website: www.gmchospital.com

Holy Cross Hospital
 4725 N Federal Highway
 Fort Lauderdale, Fl
 33308
 City: Fort Lauderdale, Florida
 Country: USA
 Phone: 954-771-8000
 Fax: 954-492-5741
 Website: http://www.holy-cross.com

Hospital Alemao Oswaldo Cruz
 Rua Joao Juliao, 331 Paraiso
 Sao Paulo, 01323 903
 Brazil
 Telephone: 5511 3549 1000
 Fax: 5511 3287 8177
 Website: www.hospitalalemao.org.br

Hospital Metropolitano Vivian Pellas
 Km 9 3/4 Carretera a Masaya,
 250 mts al oeste Managua
 Nicaragua
 Phone: 505-884-1208
 Website: www.metropolitano.com.ni

Hospital Punta Pacifica
 Boulevard Pacifica and Via Punta Darien,
 Panama City
 0831-01593, Panama
 Telephone: (507) 204-8024
 Fax: (507) 204-8010
 Website: www.hospitalpuntapacifica.com

Jordan Hospital
 Queen Noor Street
 Amman 11190
 Jordan
 Telephone: + 962 6560 8080
 Fax: +962 6560 7575
 Website: www.jordan-hospital.com

Medica Sur S.A.B. de C.V
 Puente de Piedra #150
 Col. Toriello Guerra Del Tlalpan
 Mexico City, Mexico 14050
 City: Mexico City
 Country: Mexico
 Phone: 52 55 5424 6896
 Website: http://www.medicaltourismmexico.com.mx

Moolchand Healthcare Group
 Lajpat Nagar III
 New Delhi, 110024
 India
 Telephone: 911142000000
 Website: www.moolchandhealthcare.com

Taipei Medical University Hospital
 252 Wuxing Street, Taipei 11031, Taiwan
 Tel: +886-2-2737-2181 ext. 3336
 Fax: +886-2-2737-4257
 Website: www.tmu.org.tw

Taipei Medical University - Wan Fang Hospital
 111 Section 3, Hsing-Long Rd., Taipei 116,
 Taiwan
 Tel: +886-2-2930-7930 ext. 7766
 Fax: +886-2-8662-1135
 Website: www.taiwanhealthcare.com

Taipei Medical University - Shuang Ho Hospital
 291 Zhongjheng Rd., Zhonghe City, Taipei
 County 235, Taiwan
 Tel: +886-2-2249-0088 ext. 8807
 Fax: +886-2-2248-0900
 Website: http://eng.shh.org.tw

UC San Diego Health Systems
 200 W. Arbor Drive
 City: San Diego
 State/Providence: California
 Zip Code: 92103
 Country: USA
 Phone: 619-518-4431
 Website: http://www.health.ucsd.edu

SPECIALTY, COSMETIC, & DENTAL CLINICS

Barbados Fertility Centre Inc.
 Seaston House, Hastings
 Christ Church
 Barbados
 Telephone: 246-435-7467
 Fax: 246-436-7467
 Website: www.barbadosivf.org

BIOLOGIQUE Advanced Human Health Performance Center
 EPS A 377, PO BOX 025522
 Miami FL 33102
 City: Miami
 State/Providence: Florida
 Zip Code: 33102
 Country: United States
 Phone: 809 890 8989
 Website: http://www.biologique.do/

CELLTEAM
 City : Guadalajara
 Country : Mexico
 Phone : 52-3314549700
 Website : http://www.cellteam.com.mx/ingles/index.html

Centro Colombiano de Circugia Plastica
 97th street N° 23-37 9th floor
 City: Bogota
 Country: Colombia
 Phone: 571-611-5454
 Website: http://www.plasticayestetica.com/eng/home.php

Dr Li Dental Implant & Smile Center
 9200 Broadway, Suite 129
 San Antonio, Texas 78217
 City: San Antonio, Texas
 Country: USA
 Phone: 210-824-1880
 Website: http://www.drli-smile-implant.com

Integra Medical Center
 Juarez 239
 Nuo Progreso, Tamquilipas 88810
 Mexico
 Telephone: 899-937-0260
 Website: www.integramedicalcenter.com

Nucci Medical Clinic
 Address- 6322 Gunn Highway
 Tampa, Florida 33625
 USA
 City: Tampa
 State/Providence: Florida
 Zip Code: 33625
 Country: United States
 Phone: 813-864-3998
 Website: www.nuccimedical.com

Pedder Medical Center Limited
 15F Edificio Comercial Rodrigues, No. 599
 Avenida da Praia Grande
 City: Macau
 State/Providence:
 Zip Code: SAR
 Country: China
 Phone: 853-2832-2229

Regenerative Medicine Institute, Mexico
 Av Paseo De Los Heroes, # 10999-501
 Tijuana, BC Mexico
 22010
 City: Tijuana
 Country: Mexico
 Phone: (619) 421-0700
 Fax: 888-557-2797
 Website: www.regenerativemedicine.mx

San Patricio MRI & CT Center
 280 Marginal Kennedy
 Guaynabo, Puerto Rico
 00968
 Phone: 787-620-5757
 Fax: 787-620-5761
 Website: www.sanpatriciomri.com

MEDICAL TOURISM FACILITATORS

360 Global Health
 717 W Olympic Blvd
 Los Angeles, CA 90015
 Phone: 877-247-6757
 Website: http://www.360globalhealth.com/

Abundances (Globally Engaged):
 City: Washington
 State/Providence: District of Colombia
 Zip Code: 20007
 Country: United States
 Phone: 301-294-8047
 Website: www.Abundances.net

Adonis
 Ronakey Street, Dijlah & Furat Building,
 Apt #302
 City: Erbil
 State/Providence: Iskan
 Zip Code: 44001
 Country: Iraq
 Phone: 009647501480202
 Website: http://www.adonis-iq.com/

Ageless Wonders Panama / Panama Medical Tourism
Your Premium Health & Wellness Specialists
 73rd street San Francisco,
 Palma Real Bldg., No. 12A
 Panama City, Republic of Panama
 US (224) 353-7701
 Tel (507) 396-1640
 Website: http://www.agelesswonders-pma.com/

Angels Global Healthcare
 10-799 O'Brien Drive
 Peterborough Ontario K9J 6X7
 City: Ontario
 Country: Canada
 Phone: 7057435433
 Fax: 7057415147
 Website: www.angelsglobalhealthcare.com

Best Medical Care Abroad, LCC
 173 N. Main Street
 City : Williston
 Country : United States
 Phone : 1-800-625-8997
 Website : http://bestmedicalcareabroad.com/

China Health Today
3551 19th Avenue SW
Naples, Florida 34117
City: Naples
Country: USA
Phone: 866-768-1631
Fax: 239-244-8375
Website: www.chinahealthtoday.com

Diversified Surgical Management, LP
1015 North Carroll, #2000
Dallas, Texas 75204
City: Dallas
Country: USA
Phone: 214-843-0830
Fax: 214-853-4644
Website: http://www.dsmglobal.com/

Duda Agency
Podleska 9/69
Krakow, Poland
30-865
City: Krakow
Country: Poland
Phone: 48 781508194
Website: www.dudaagency.com

Gateway Health International
City: Calgary
Country: Canada
Phone: 1-877-461-7936
Website: http://www.gateway-health.com

Global Health Israel
32 Shaham St., P.O. Box 7790
Petah-Tikva
Israel
Telephone: 972 3 9232202
Fax: 972 3 9229750
Website: www.globalhealthisrael.com

globalassistMD
244 5th Avenue, Suite 200
City: New York
State/Providence: New York
Zip Code: 10001
Country: USA
Phone: 514-927-1748

Go Medical Tourism Inc.
2433 River Woods Dr. North
City: Canton
State/Providence: MI
Zip Code: 48188
Country: USA
Phone: 313-510-7938
Website: www.gomedicaltourism.com

Green4Care
24 Rue Louis Blanc
Paris, France
75010
City: Paris
Country: France
Fax: 01.55.26.94.95
Website: www.mymedicaltreatmentabroad.com

Healthcare in Flight
2218 Minsky Place
Lilily, oshawa, Ontario
Canada
City: Ontario
Country: Canada
Phone: 855-879-4325

Imed Expert
Rishonle Zion Street. Zadal 7 (Gan-II)
Country: Israel
Phone: (972) 52-464-3907
Fax: (972) 77-217-8788
Website: http://www.imedexpert.com/

KONGRESIST Travel Inc.
Cumhuriyet Cad. No. 179 D. 15, Harbiye
Istanbul, 34373
City: Istanbul
Country: Turkey
Phone: 902122312772
Website: www.kongresist.com

Med Tourism & Consulting
100 Carretera 842 Box 65
San Juan, Puerto Rico, 00926
City : San Juan
Country : Puerto Rico
Phone : 787-636-7952
Fax : 787-287-0670

Med Tours Latinamerica
9a Avenue Sur + 12 C.Ote. 22A
Colonia Utila
Santa Tecla, La Libertad
El Salvador, Central America
City: Santa Tecla, La Libertad
Country: El Salvador Central America
Phone: 503-2229-3000
Website: www.labcofasa.com

Med2Heal OHG
Warschauer Strube 5
Frankfurt, Hesse Germany 60327
City: Frankfurt
Country: Germany
Phone: 49.69677.01438
Fax: 49.69207.36469
Website: www.med2heal.com

Medical Retreat Abroad, LLC
6146 Whiskey Creek Drive
Suite 723
Fort Myers, FL 33919
City: Fort Myers
Country: United States
Phone: 800-460-4166
Website: www.medicalretreatabroad.com

Medical Tour Experts, Inc.
8379 W. Sunset Road Suite 105
Las Vegas, NV 89113-2204
City: Las Vegas
Country: United States
Phone: 1-702-650-0011
Fax: 702-650-2292
Website: www.mte101.com

Medical Tourism Co, LLC
7000 Independence Parkway, Suite 160,
PMN 149
Plano, Texas 75025-5741
USA
Telephone: 972-814-1614
Fax: 1-800-661-2126
Website: http://www.medicaltourismco.com

Medical Tourism Hungary, Ltd
Kengyel
Szentendre Hungary
2000
City: Szentendre
Country: Hungary
Phone: 3670 9454366

Medical Tours Costa Rica
Omega Medical Tour
City: San Jose
State/Providence: San Jose
Zip Code: 1304-1000
Country: Costa Rica
Phone: 506-2522-1414
Website: www.medicaltourscostarica.com

Medical Travel Europe
Daleka 11
Grodzisk Nazowiecki
Wojewodstwo Nazowieckie
Poland
05-825
City: Grodzisk Nazowiecki
Country: Poland
Phone: 48 602 638 564
Fax: 48 22 734 4034
Website: www.medicaltraveleurope.com

Medical Travel Riga
Maza Nometnu Street 10-1
Riga LV1002
Latvia
Phone: 37128652969
Website: www.medicaltravelriga.com

Medical Treatments Management
340 South Lemon Avenue #7012
Los Angeles, Ca. 91789
City: Los Angeles, Ca
Country: USA
Phone: 1-800-870-6059
Website: mtmweb.biz

MedicalTour International Co. Ltd.
2-3-9 Sawamura
Matsumoto, Nagano 390-0877
Japan
Telephone: 81263882810
Fax: 81263882322
Website: www.medical-tour.jp

MedicalTravel.com
City: Warszawa
Country: Poland
Phone: +40 503 073 486

Mediline
Ahi Evren Cad.,Ata Penter, No 1, Kat G2
Maslak, Istanbul 34398
Turkey
Phone: 905304035251
Website: www.medilineus.com

MediNav International Pty. Ltd.
18 St Vincents Crt
Minyana QLD Australia 4575
City: Minyana
Country: Australia
Phone: 61 408715697
Website: www.medinavinternational.com

MediTravel Solutions
P.O. Box 34116
San Antonio, Texas
78265-4116
City: San Antonio, Texas
Country: USA
Phone: 1-888-228-8972
Website: http://meditravelsolutions.com

Medpro Bavaria GmbH
Falkenbach 75 Freyung 94078
City: Freyung
Country: Germany
Phone: 498551913528
Fax: 498551913456
Website: www.medprobavaria.com

MedTravel Ecuador
Av. de los Shyris 2811 e Isla Floreana
Quito, Ecuador
City: Quito
Country: Ecuador
Phone: 593-2 2433307
Fax: 593-2 2445364
Website: www.medtravelecuador.com

MedVoy Inc.
1917 King Street
Denver Colorado 80204
USA
Telephone: 720-771-6760
Facsimile: +1-866-254-0108
Website: www.medvoy.com

Nirmal Hospitalities
Siddanth Villa, Plot No 54157,
Rsc 13, Goral II
480092
Mumbai, Maharastr India
City: Mumbai
Country: India
Phone: 91 098 333 70334
Fax: 91 22 28693823
Website: www.nirmalhospitalities.com

Nueterra
2331 Galiano St. 2nd Floor, Suite 119
City: Coral Gables
State/Providence: Florida
Zip Code: 33134
Country: USA
Phone: 305-336-3553
Website: http://www.nueterra.com/

Poltrona 1 Turismo Goiania
Rua 5, 380, Apt. 1303 – Ed Porto Feliz –
Setor Oeste
City: Goiania
Country: Brazil
Phone: +55 62 30937943

Safe Healthcare Abroad, LLC
8415 Pierce Drive
Buena Park, CA 90620
City: Buena Park, Ca.
Country: USA
Phone: (714) 931-1135

Spain Medical Services
c/ Menorca, 2 bl. 6-1A
Las Rozas, Madrid 28230
City: Madrid
Country: Spain
Phone: 34693902182
Website: www.spainmedicalservices.com

Surgical Trip, LLC
Thomas O'Hara
7491 North Federal Highway,
Suite C-5, #293
Boca Raton, FL 33487
Telephone: (800)513-8996
Website: www.SurgicalTrip.com

TLI Colombia
Cra 43a N. 18 Sur-135 of.917
Sao Paulo Plaza
City: Medellin
Country: Colombia
Phone: 574-444-0252
Fax: 574-313-4361
Website: http://www.tlicolombia.com/

Transmed Tourism LLC
7629 Wynndel Way
Elk Grove, CA 95758
Country: United States
Phone: 916-752-5539
Fax: 916-647-4876
Website: http://www.transmedtourism.com

Travel Healthy Group S.A.S.
CL 38 # 66A - 44
City : Medellin
Country : Colombia
Phone : (57) 301-349-2727
Website : www.travelhealthygroup.com

URUHEALTH (Health and Tourism in Uruguay)

Dr. Marcelo Rodriguez
Av. Ricaldoni 2452
Montevideo 11600
Uruguay
Telephone: (+598) 27114444
Fax: (+598) 27114444
Website: <http://www.uruhealth.com>

Veiovis

93 S. Jackson St. #28310
Seattle, WA 98104-2818
USA
Telephone: (671) 646-6012
Wbsite: www.veiovis.com

Veiovis

Country: Philippines
Website: www.veiovis.com

Veiovis

Country: Guam
Website: www.veiovis.com

WellMed Wellness and Medical Nicaragua

1010 Seminole Dr. # 605
City: Fort Lauderdale
State/Providence: Florida
Zip Code: 33304
Country: USA
Phone: 305-515-8292
Website: www.nicaraguawellmed.com

TRAVEL AGENCIES & HOSPITALITY**Celebrity Transportation Services, Inc.**

220 SW 9th Avenue #204
Hallandale, FL 33009
City: Hallandale, Florida
Country: USA
Phone: 954-328-6653
Website: www.ctsmiamilimo.com

KONGRESIST Travel Inc.

Cumhuriyet Caddesi 179
City: Istanbul Harbiye
Country: Turkey
Phone: +90-212-231-2772
Website: www.kongresist.com

Las Vegas Convention & Visitors Authority

3150 Paradise Road
Las Vegas, NV USA
89109
City: Las Vegas
Country: USA
Phone: 702 892 0711
Website: www.lvcva.com

Travel World International, Ltd.

Plot 3 Kimathi Avenue
Uganda Pan Africa Hse
PO Box 37017
Kampala, Uganda
City: Kampala
Country: Uganda
Phone: 256312261990
Website: www.travelugandasafaris.com

GOVERNMENT/ HEALTHCARE CLUSTER**BH Health Tour**

Rua Carangola 225
Belo Horizonte
Minas Gerais
Brazil 30350-240
City: Minas Gerais
Country: Brazil
Phone: 55 31 3228 8226
Fax: 55 31 3228 8390
Website: www.bhhealthtour.com

Cluster Servicios de Medicina y Odontologia - Medical and Dental Services Cluster

Calle 41 No. 55-80 Plaza Mayor- Entrada Norte-Piso 3
City: Medellin
Country: Colombia
Phone: 57 4 261 36 00, ext. 112
Fax: 57 4 513 77 57
Website: www.medellinhealthcity.com

Fondation Albertine Amissa Bongo Ondimba

88 Rue de Varennes
Paris, France 75006
City: Paris
Country: France
Phone: 33140622540

Hospital Villa de Serra

Rua Teixeira de Freitas, 336/1601
City: Belo Horizonte
Country: Brazil
Phone: 55 319 971 6678
Website: <http://hospitalviladaserra.org/>

Korea Health Industry Development Institute

187 Osongsaeng Mygong 2-Ro, Gangoe-Myeon
Cheongwon-Gun
Choong Cheong Buk Do
South Korea 363-700
City: Cheongwon-Gun
Country: South Korea
Phone: 82 43 713 8435
Fax: 82 43 713 8906
Website: <http://www.khidi.or.kr>

Korea International Medical Association

57-1 Noryangjin-dong, Dongjak-gu
Seoul 156-800
Republic of Korea
Telephone: +82-2-2194-7250
Fax: +82-2-2194-7380
Website: www.healthtour.co.kr

Medellín Cluster Servicios de Medicina y Odontologia

Medical and Dental Services Cluster
41 N 55-80 Plaza Mayor - Entrada Norte -- Piso 3
Medellin, Colombia 0000
Telephone: 57 4 261 3600 ext. 112
Fax: 57 4 513 77 57
Website: www.medellinhealthcity.com

Porto Alegre Healthcare Cluster

Travessa do Carmo St. 84 -
Rio Grande do Sul (RS)
Porto Alegre 90050-210
Brazil
Phone: 555132896717
Website: www.portoalegrehealthcare.org

Private Hospitals Association- Jordan

Dead Sea, Jordan
Phone: 011 962 6 5651869
Website: <http://www.phajordan.org/EN/PHA.aspx>

ProExport Colombian Government Trade Bureau

601 Brickell Key Dr
Ste 608
Miami, FL USA
33131
City: Miami
Country: USA
Phone: 305-374-3144
Fax : 305-372-9365
Website: <http://www.proexport.com.co>

Taiwan External Trade Development Council

10th Floor 333 Keelung Rd. Sec 1
Taipei, Taiwan 11012
City: Taipei
Country: Taiwan
Phone: 886 2 2725 5200 X 1934
Fax: 886 2 2757 7261
Website: <http://www.taitra.org.tw>

INDUSTRY ASSOCIATIONS & CHAMBERS**Asociacion Madrid Centro Medico**

C/ Rafael Calvo 42, Escalera Derecha, 4º Derecha 28010
City: Madrid
Country: Spain
Phone: +34646932308
Website: www.madridcentromedico.es

Medical Travel Commission

PO Box 18173
Asheville, NC
28814
City: Asheville, North Carolina
Country: USA
Phone: 828-691-3239
Website: www.medicaltravelcommission.com

CORPORATE MEMBERS**CORPORATE GOLD MEMBERS****Cardiac Care Europe a program by Clinical Liaison Sourcing AG**

16 Oberallmendstrasse, CH-6203 Zug,
Switzerland
City: Zug
Country: Switzerland
Phone: 41417660320
Website: www.cardiaccareeurope.com

Cytori

3020 Callan Road
San Diego, Ca
92121
City: San Diego, California
Country: USA
Phone: 858-458-0900
Website: <http://www.cytori.com>

DEIK Foreign Economic Relations Board

TOBB Plaza Harman Sak
No.10 Esentepe-Sisli
Istanbul Turkey
34394
City: Istanbul
Country: Turkey
Phone: 902123395084
Fax: 902122703092
Website: www.healthinturkey.com

"Golden Health" Health Care Services Company

"Golden Health" Health Care
Services Company
P.O. Box No. 5351
Abu Dhabi UAE
City: Abu Dhabi
Country: United Arab Emirates
Website: www.goldenhealth.ae

GreenbergTraurig

450 South Orange Avenue
Suite 650
Orlando, Florida
32801
City: Orlando, Florida
Country: USA
Phone: 407-254-2641
Fax: 407-650-8428
Website: <http://www.gtlaw.com>

Humana S.A.

AV. Atahualpa OE1-198 y Av. 10 de Agosto
City: Quito
Country: Ecuador
Phone: 593-2-398-7800

JHS Architecture

1812 Lincoln Street
Columbia, South Carolina 29201
United States
City : Columbia, South Carolina
Country : United States
Phone : 803-252-2400
Fax : 803-252-1630
Website : <http://www.jhs-architects.com/>

Konesens Research

389 Palm Coast Parkway SW, Ste. 4
Palm Coast, FL 32137
USA
Telephone: 1-866-533-9808
Fax: 1-888-533-4883
Website: www.konesens.com

ProCure Treatment Centers

192 Lexington Avenue, 4th Floor
New York, NY 10016
City: NY, NY
Country: USA
Phone: 212-584-0967
Fax: 212-584-0950
Website: www.procure.com

SurgeryOverseas.com

London
United Kingdom
Telephone: +44 845 056 8432
Website: surgeryoverseas.com

The Nairobi Hospital

P.O. Box 30026
Nairobi, 00100
Kenya
Telephone: 254 020 2846001
Fax: 254 020 2728003
Website: www.nairobihospital.org

CORPORATE MEMBERS**Advatech Healthcare PVT. Ltd.**

302 Mayfair Swarnadeep, 323 Purbalok
Kolkata, West Bengal India 20099
City: Kolkata, West Bengal
Country: India
Phone: +9193397668653
Website: <http://www.advatechhealth.com>

AllMedicalTourism.com

70A, Club Street,
069 443
Singapore
Telephone: +44 (0) 845 057 4039
Fax: +44 (0) 845 057 4039
Website: www.AllMedicalTourism.com

AIMIS Spine (American Institute of Minimal Invasive Spine Surgery)
Kolonakiou Ave 25,
Zavos Kolonakiou Center, Block A, Suite 201
Limassol, Cyprus
City: Limmassol
Country: Cyprus
Phone: 00357 25 873 387
Fax: 00357 25 320 370
Website: www.aimisspine.com

ASISER (Asisa Servicios Integrales De Salud, S.A.U)
Av. Manoteras 24, 2nd Floor
Madrid 28050
Spain
Telephone: 34917329666
Fax: 34917329769
Website: www.asiser.es

Catalan Tourist Board
Passeig de Gracia
105-3a-08008 Barcelona, Spain
City: Barcelona
Country: Spain
Phone: 34934849900
Fax: 34934849888
Website: www.gencat.cat/turistex_nou/home_ang.htm

China Health and Medical Tourism Association
RM803C, 8/F, Kiu Kin Mansion, No.566
Nathan Road
Mongkok Kowloon, Hong Kong, 999077
City : Hong Kong
Country : China
Phone : 00852-30717 838
Fax : 00852-30717 616
Website : http://www.ChinaHMTA.com

Circana Health Passport
8400 NW 33rd St Suite 300
Miami, Florida 33122
City: Miami
Country: USA
Phone: 866-512-2583
Fax: 305-437-7406
Website: http://www.circana.com

CGFNS International
3600 Market Street, Suite 400
Philadelphia, PA 19104-2651 USA
+1 (215) 387 6950
http://www.cgfns.org

CMN
150 Commerce Valley Drive West, 9th Floor
Thornhill, ON L3T 7Z3
Canada
Telephone: 905-669-4333
Fax: 905-669-2221
Website: www.cmn-global.com

Commission of Graduates of Foreign Nursing Schools International
3600 Market St., Suite 400
Philadelphia, PA 19104-2651 USA
Telephone: 215-222-8454
Fax: 215-495-0277
Website: www.cgfns.org

Cosmas Health, LLC
3619 South Avenue
Springfield, MO 65807
USA
Telephone: 417-894-3359
Website: www.cosmashealth.com

Costamed Clinics
Calle Primera Sur No 101
Cozumel, Mexico 77600
Telephone: (987)872-9400
Fax: (987)872-9400
Website: www.costamed.com.mx

Costa Rica Medical Tourism Inc
7013 South Tamiami Trail
Suite A
Sarasota, FL 34231
City: Sarasota, Florida
Country: USA
Phone: 941-388-7552
Fax: 941-388-7523
Website: http://www.costamicams.com

DentalCareBudapest.com
190. Szabadsag Street
2040 Budaors
Hungary
Telephone: 36 30 333 8888
Website: www.dentalcarebudapest.com

Executive Education Programs UCLA
10960 Wilshire Boulevard, Suite 1550
Los Angeles, California 90024
USA
Telephone: 310 267 5600
Fax: 310 312 1711
Website: http://emph.ucla.edu

Fairmont Specialty
5 Christopher Way
Eatontown 07724
USA
Telephone: 732-676-9886
Fax: 732-542-4082

Florida Med-Retreat
1303 N. Tamiami Trail
Sarasota, Florida 34236
City: Florida
Country: United States of America
Phone: 9419536949
Fax: 9419536867
Website: www.floridamedretreat.com

Free Health, LLC.
Telephone: 561-792-4418
Fax: 561-792-4428
Website: www.freehealth.com

Gateway Health International
401, 111-14th Avenue SE
City: Calgary
State/Providence:
Country: Canada
Phone: 877-461-7936
Website: www.gateway-health.com

Global Excel Management
73 Queen Street
Sherbrooke Quebec J1M 0C9
Canada
City : Sherbrooke
Country : Canada
Phone : 877-881-7411 ext 2248
Fax : 775-640-1605
Website : http://www.globalexcel.com/

Global Healthcare Concierge LTD
PO Box 2277
Sag Harbor, NY 11963
USA
Phone: 631-532-1868
Fax: 631-204-6667
Website: www.globalhealthcareconcierge.com

Global Surgery Providers, Inc.
284 South Main Street
Suite 1000
Alpharetta, Georgia 30188
USA
Telephone: 877-866-8558
Website: www.globalsurgerynetwork.com

Goodness Company - Medical Tourism Marketing
820 Baker Street
Wisconsin Rapids, WI
54494
City: Wisconsin Rapids
Country: USA
Phone: 715-254-0711
Website: www.goodnesscompany.com

Hawaii Medical Assurance Association (HMAA)
733 Bishop Street, Suite 1800
City: Honolulu
State/Providence: Hawaii
Country: USA
Phone: 808-791-7550
Fax: 808-791-7688
Website: http://www.hmaa.com/

HLV Health N Heal Pvt. Ltd.
K-13 A Green Park Extn
India 110016
City: New Delhi
Country: India
Phone: 911126180125
Fax: 911126180129
Website: www.healthnheal.com

Homewatch CareGivers
7100E. Belleview Ave., Suite 303
Greenwood Village, CO 80111
USA
Telephone: 303-758-5111
Fax: 303-758-1724
Website: www.homewatchcaregivers.com

International Board of Medicine and Surgery
P.O. Box 6009
Palm Harbor, FL 34684
USA
Telephone: 813-966-1431
Fax: 813-925-1932

Invest Barbados
Trident Financial Center
Hastings, Christ Church
Barbados, BB15156
Telephone: 246-626-2000
Fax: 246-626-2097
Website: www.investbarbados.org

Jack A. Hurwitz Insurance Services
322 Culver Blvd. #9
Playa Del Rey
Los Angeles, California
90293
City: Playa Del Rey, Los Angeles, Ca.
Country: USA
Phone: 310-823-5329
Fax : 310-306-8102
Website: www.jackhurwitz.com

Medi Czech
Lazarska 13/8
Prague Czech Republic
12000
City: Prague
Country: Czech Republic
Phone: 420 222 542949
Website: http://www.mediczech.com

MedicalTourism.com
SJO 6767, 2011 NW, 79th Avenue, Doral
Miami FL 33122
USA
Telephone: 305-600-5763
Fax: 305-397-2893
Website: www.medicaltourism.com

Medical Tour Experts, Inc.
340 South Lemon Avenue #7012
Los Angeles, Ca. 91789
USA
Phone: 1-800-870-6059
Website: mtmweb.biz

Medical Tourism Services Poland
Przeslawice 83
Koniusza, Poland 32-104
City: Koniusza
Country: Poland
Phone: 48600963866
Website: www.medical-services-poland.com

Medical Treatments Management
5940 S. Rainbow Blvd. Ste. 1001
Las Vegas, NV. 89118
United States
Phone: 1-866-206-4174
Fax: 702-650-2292
Website: www.mte101.com

Medichol PTY LTD.
443 The Panorama
Gold Coast, QLD
Australia 4213
Phone: +61 438 932 753
Fax: +61 7 5525 3654
Website: www.medichol.com

Medilink (Thailand) Co., Ltd.
404 Phaholyothin Road
Samsaennai, Phayathai,
Bangkok Thailand 10400
City: Bangkok
Country: Thailand
Phone: +662 619 2222
Fax: +662 619 2209
Website: www.medilink.co.th

MediNav International Pty. Ltd.
18 St Vincents Crt
Minyana QLD Australia 4575
City: Minyama
Country: Australia
Phone: 61 408715697
Website: www.medinavinternational.com

Med Tours Latinamerica
9a Avenue Sur + 12 C.Ote. 22A Colonia
Utila. Santa Tecla, La Libertad
El Salvador, Central America
City: Santa Tecla, La Libertad
Country: El Salvador Central America
Phone: 503-2229-3000
Website: www.labcofasa.com

MedTravel Ecuador
Av. de los Shyris 2811 e Isla Floreana
Quito, Ecuador
Telephone: 593-2 2433307
Fax: 593-2 2445364
Website: www.medtravelecuador.com

Mintz Levin Cohn Ferris Glovsky and Popeo
One Financial Center
Boston, MA 02081
USA
Telephone: (617) 348-1757

Obesity Solutions International
9516 Star Bird Court
Elk Grove, CA 95758
City: Elk Grove, CA
Country: USA
Website:
www.obesitysolutionsinternational.com

OneWorld Global Healthcare Solutions LLC
300 East Club Circle Boca Raton, FL 33487
USA
Telephone: 248-250-3221
Fax: 248-547-7769
Website:
www.oneworldglobalhealthcaresolutions.com

Orbicare, LLC
2731 Executive Park Drive Suite 7
Weston, Florida USA
33331
City: Weston
Country: USA
Phone: 954 217 1116
Fax: 954 217 1113
Website: www.orbicare.com

Poltrona 1 Turismo Goiania
RUA 5, 380 ED Porto Feliz
Apt 1303
Setor Oeste
Goiania, Gorias
Brazil 74110-110
City: Goiania
Country: Brazil
Phone: 55620937943
Fax : 556230937943
Website: www.brazilturismomedico.com.br

Passport Medical Inc.
#355 W Olympic Blvd.
Beverly Hills, CA 90212
Telephone: 800-721-4445
Fax: 866-716-4449
Website: www.passportmedical.com

Re:Group Inc.
213 West Liberty St. Suite 100
Ann Arbor, MI 48104
USA
Telephone: 734-327-6606
Fax: 734-327-6636
www.regroup.us

Rehabilitation Consultance
3882 North East 67 Terrace
City: Silver Springs
State/Providence: Florida
Zip Code: 34488
Country: USA

RSU Healthcare Company Limited
11th Floor RGU Tower
571 Surhumvit 31, Surhumvit Rd
Wattana Dist, 10110
Bangkok, Thailand
City: Bangkok
Country: Thailand
Phone: 66 2 610 0300
Fax: 66 2 259 7787
Website: www.RSUHealth.com

Sanivisit International LLC
City: Reston, Virginia
Country: USA
Phone: 1-877-836-3233
Fax: 1-703-910-3545

Southeastern Spine Center and Research Institute
5922 Cattlemen Lane Suite 201
Sarasota, Florida 34232
USA
Phone: 941-371-9773
Fax: 941-556-0341
Website: southeasternspinecenter.com

Squire Sanders LLP
1200 19th Street, NW
Suite 300
Washington, DC 20036
Phone: 1 202 626 6600
Website: www.squiresanders.com

Surgery Solutions Abroad
100 Pine Ln
Oak Ridge, 37830
USA
Telephone: 865-441-5432
Fax: 865-481-0194
Website: www.surgerysolutionsabroad.com

Tawafuq Medical
Thalia Street, Al Andlus District Jeddah
50602
Jeddah 21533
Saudi Arabia
City: Jeddah
Country: Saudi Arabai
Phone: 966 50 5665 849

UCLA School of Public Health EMPH Program
10960 Wilshire Blvd. Suite 1550
Los Angeles, California 90024
USA
Phone: 310-267-5600
Fax: 310-312-1711
Website: www.emph.ucla.edu/index.asp

Practicing Physicians

Donald Larsen, MD
City: Pasadena
State/Providence: California
Country: USA

Dr. Harvard Cooper
City: Freeport
State/Providence: Grand Bahama Island
Country: Bahamas

Luiz Hargreaves
Country: Brazil

Mario Alfonso Gonzalez Cepeda
City: Cancun
Country: Mexico

Meredith Warner, MD
City: Baton Rouge
State: Louisiana
Country: USA

Michael Carter
City: Smyrna
State/Providence: Georgia
Country: United States

Otto Ziegler
City: San Isidro
Country: Peru

Paul A. Cink, MD FACS
2315 West 57th Street
Sioux Falls, SD 57108

Nurse and Physician Assistant

Carlene Bainter, PA
City: Prescott
State: Arizona
Country: USA

Janet Miles-Maestas, PA-C
City: Hillsboro
State: Texas
Country: USA

Karen Brown, PA C
City: San Diego
State: California
Country: USA

Marcylye Combs
City: Texas
State/Providence: Denton
Zip Code: 76210
Country: USA

Melissa Kimble, RN
City: Bartlesville
State: Oklahoma
Country: USA

Noreen Dillion
City: Great Neck
State: New York
Country: USA

Pam Brammann, RN
City: Le Clair
State: Iowa
Country: USA

R. Monty Cary PA-C DGAAPA
City: North Las Vegas
State: Nevada
Country: USA

Spa and Wellness

Indra Farmacia Holistica Alternativa
Prol Chabacano no. 20
El Portico Corporate Office
Queretaro Mexico
76902
City: Queretaro
Country: Mexico
Phone: 52 442 411 8804
Website: www.indrafarmacias.com

Saujana Realty Corp
Room 203 Alpha Building, #77 Boni
Serrano Ave.
Cubao, Quezon City, Philippines
City: Quezon City
Country: Philippines
Phone: 632-310-3600
Fax : 632-310-5602 ■

The MTA seeks to ensure that all content and information published at this document and Web site is current and accurate. Please review your contact information to ensure the most up to date information is available to all viewers

Join the Medical Tourism Association[®]

www.MedicalTourismAssociation.com

