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# Topic 2: Health Care

## Discussion 1: International and Cross-Strait Medical Service Program

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Department of Health, Executive Yuan

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# Outline

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- **I. Inception and Introduction of the Program**
  - Trends of International Medical Service
  - SWOT Analysis of Taiwan's International Medical Service
- **II. Framework and Strategies for Promoting International and Cross-Strait Medical Service**
  - International and Cross-Strait Medical Service Framework
  - Implementation Plan
- **III. Performance in the Promotion of International and Cross-Strait Medical Service**
  - Service Record
  - Boosting International Image
  - Providing Guidance to Hospitals on Establishing International Patient Service Process
  - Providing Guidance to Hospitals on Setting up International Ward Section
  - Cross-Industry Strategic Alliance
- **IV. Outlook for International and Cross-Strait Medical Service**
- **V. Issues and Discussions**

# I. Inception and Introduction of the Program



# International Medical Service vs. Medical Travel

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## ■ International Medical Service

- People receive cross-border medical services out of their needs or the needs of their insurers to find lower cost and higher quality medical services.
- The DOH “**Medical Service Internationalization Flagship Program**” approved by the Executive Yuan on July 11, 2007 is a part of the international medical service program.

## ■ Medical Travel

- People would travel abroad for sightseeing while receiving health care services, such as cosmetic and dental procedures.

# Demands for International Medical Service

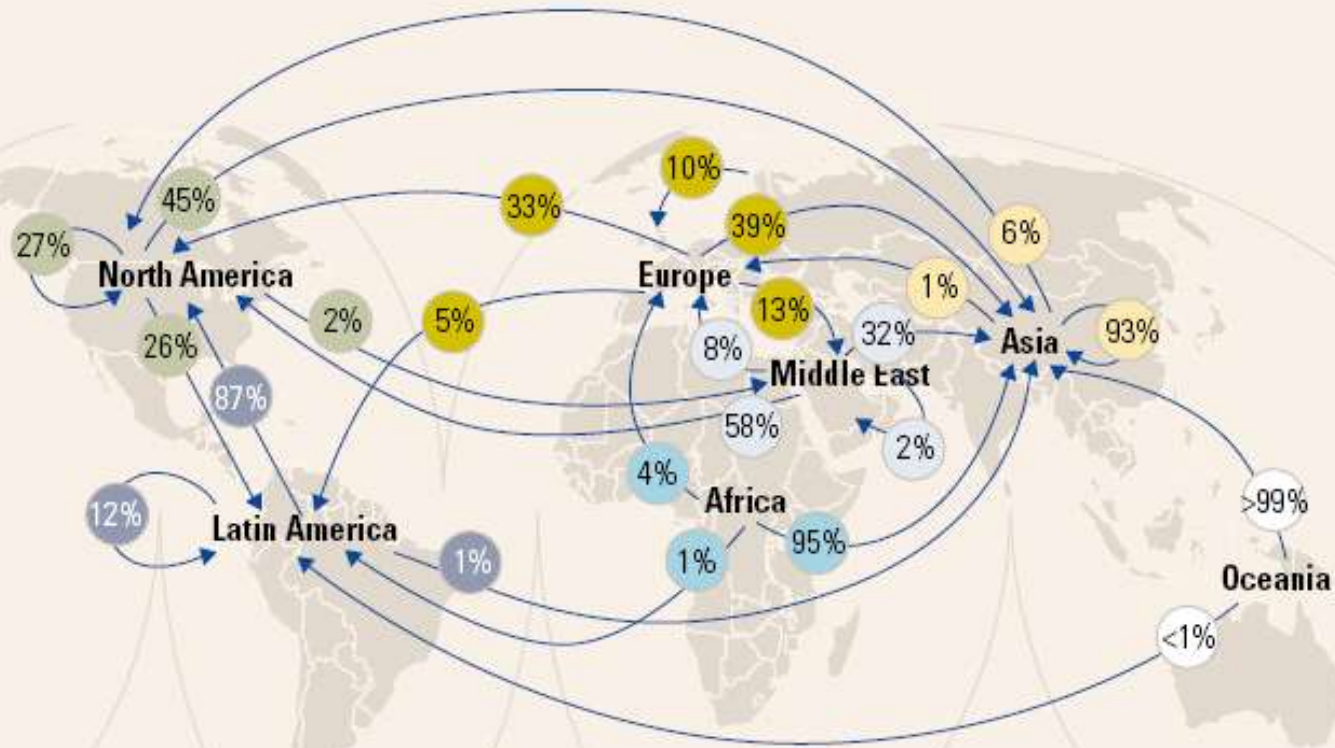
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- **The output of international medical service amounted to US\$20 billion in 2007, and is expected to grow up to US\$40 billion by 2010. (Patients Beyond Borders 2007. Josef Woodman).**
- **It is estimated that 150,000 Americans traveled abroad for medical service in 2006. The figure grew to 300,000 in 2007.**
- **As to American people ,main choices of country for medical services are: India, Thailand, Mexico, Costa Rica, and Singapore.**
- **The majority of medical services are: dental surgery, cardiac intervention, orthopedic surgery, plastic surgery, neurosurgery, infertility treatment, myopia surgery and cancer treatment.**
- **In 2005,there are 780,000 patients waited for surgery in Canada.**

# Hub of International Medical Service-Asia

The highest number of medical travelers travels to Asia than to anywhere else in the world

Medical travelers by point of origin



Asian countries actively developing international medical service: India, Singapore, Thailand and Malaysia.

Source: McKinsey.

# Common Features of Asian Countries in the Promotion of International Medical Service

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- **Strong government support resulting in competition among countries.**
  - **Low-cost and high-quality services.**
  - **Target geographically and culturally proximate markets first.**
  - **JCI or ISQua certified.**
  - **Package fees and transparent fee schedule.**
  - **Established standard service value chain.**
  - **Medical insurers playing an increasingly important role.**
  - **A referral platform or liaison office established.**
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# Inception of Taiwan's International Medical Service

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- **The DOH “Medical Service Internationalization Flagship Program”** was approved by the Executive Yuan on July 11th, 2007.
    - Program implementation period: 2007.7-2009.6
  - **The Platinum Health Care Upgrade Initiative** under the Six Emerging Industry Program has been approved by the Executive Yuan on September 8th, 2009.
    - Program implementation period: 2009-2012
    - The theme of International and Cross-Strait Medical Service is identified.
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# Current Status of Taiwan's Medical Service

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- **International caliber.**
- **Domestic medical service market is nearing saturation.**
- **There is surplus supply.**
- **The financial constraints of National Health insurance give little incentive for continual growth.**
- **The overall industry awaits strategic innovation.**



# SWOT Analysis of Taiwan's Medical Service

## Strength (S)

- Advanced medical technologies.
- Quality service and reasonable fees.
- Language similarity, no communication barrier.
- Well-defined medical services and fee schedule.
- Transport hub in Asia, easy access.

## Weakness (W)

- Service model and division of labor system not well established.
- Lacking a platform (networking and insurance) that integrates packaging, marketing and cross-industry collaboration (networking, insurance) and lacking communication of concepts.
- International collaboration (marketing channel) not well established.

## Opportunity (O)

- Increasing demands for elderly care.
- Taiwan's hospitals and travel industry are highly interested in developing international and China markets.
- Overseas Chinese market and white-collar Chinese.
- Vast opportunity in the global "international medical service" market.

## Threat (T)

- Thailand, Singapore and India have a head start.
- Product (brand) differentiation yet to be established.
- Cross-border medical treatment is prone to dispute due to language and cultural differences.

# Price strength – Reasonable Medical Expenses and Quality Medical Services

(In USD)

	Taiwan	USA	Korea	Singapore	China*
<b>Coronary bypass</b>	<b>\$15,918</b>	<b>\$70,000-133,000</b>	<b>\$31,750</b>	<b>\$19,246</b>	<b>\$2860-5720</b>
<b>Total knee replacement</b>	<b>\$5,623</b>	<b>\$30,000-53,000</b>	<b>\$11,800</b>	<b>\$9,600</b>	<b>\$3000-6000</b>
<b>Prostate operation</b>	<b>\$1,694</b>	<b>\$10,000-16,000</b>	<b>\$3,150</b>	<b>\$5,300</b>	<b>\$1500-3000</b>
<b>Gastric bypass</b>	<b>\$10,200</b>	<b>\$35,000-52,000</b>	<b>\$9,300</b>	<b>\$16,500</b>	<b>\$5850-7350</b>

**Note 1. The figures represent package cost, including examination, operation and doctor's fees, but excluding special materials**

**Note 2. Source of data: Compiled by Taiwan Task Force on Medical Travel (TTFMT)**

## 5-Year Cancer Survival Rate

(Unit: %)

Country (Year)	Lung cancer		Colorectal cancer		Breast cancer
	male	femal	male	femal	femal
Taiwan(2002-2006)	11	15	58	59	84
USA(1996-2004)	13	18	65	64	89
Australia(1998-2004)	11	14	61	62	88

*Taiwan's Liver and Kidney Transplantation Success Rates and Cancer Treatment Quality Are of International Caliber!*

## Organ Transplantation of 3-year Survival Rate

Organ	Taiwan	USA
Kidney	92	88-94
Heart	66	79
Liver	84	78-79
Lung	19	62
Heart + kidney	71	78

Note: 2001-2004 data

(Unit : %)

# Analysis of International Competitiveness

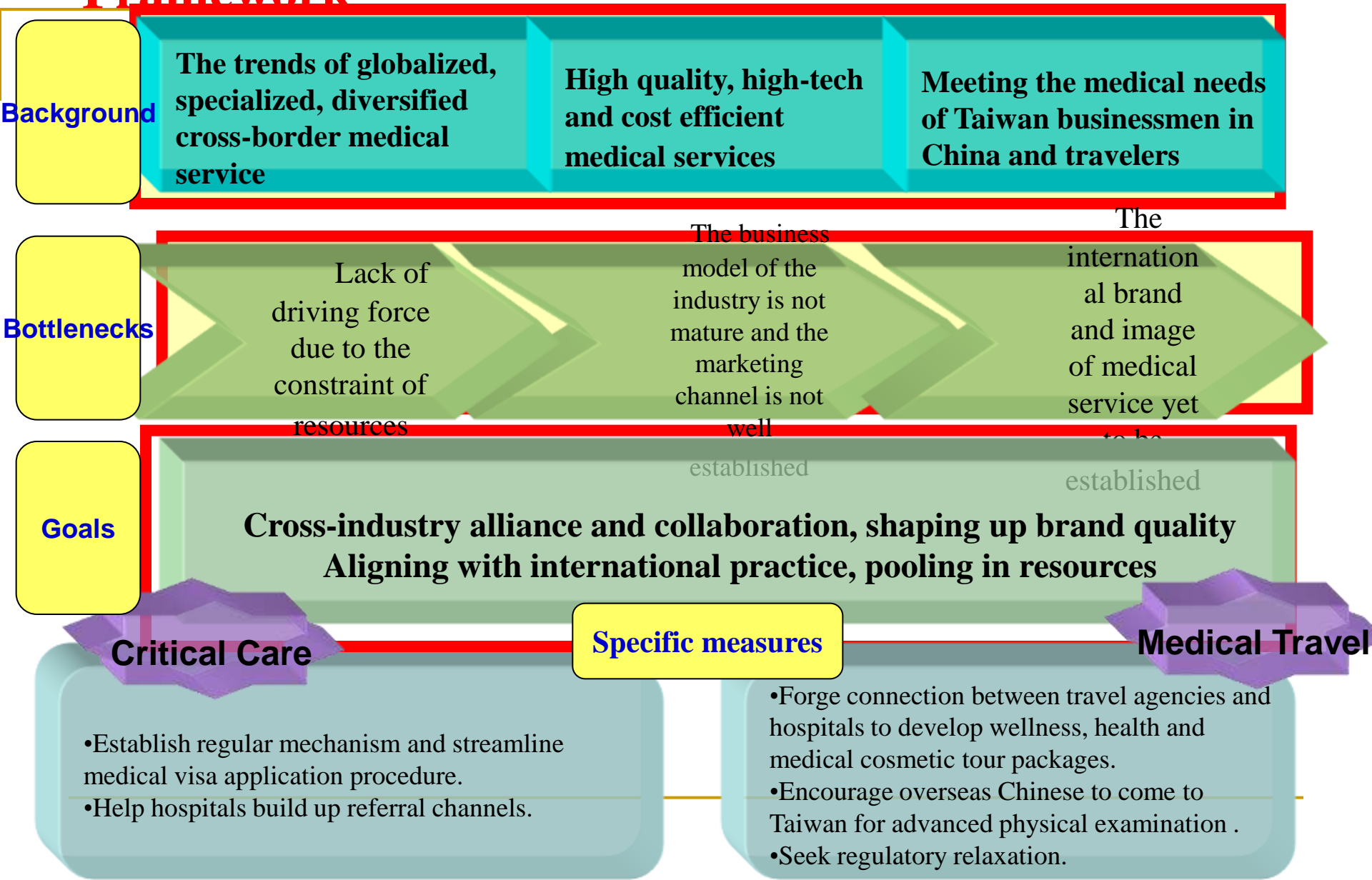
Country Item	Singapore	India	Thailand	Taiwan
<b>Position</b>	<ul style="list-style-type: none"> <li>• Global Medical Hub</li> </ul>	<ul style="list-style-type: none"> <li>• Global health destination &amp; outsourcing center</li> </ul>	<ul style="list-style-type: none"> <li>• Health Service Center in the Southeast Asia</li> <li>• Health Tourism Hub of Asia</li> </ul>	<ul style="list-style-type: none"> <li>• TAIWAN: Another better Destination for Medical Travel</li> <li>• LOGO: TRUST TAIWAN MEDICINE</li> </ul>
<b>Clientele</b>	<ul style="list-style-type: none"> <li>• Middle and high-income population in Asia, attract mainly Indian and Thai customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Customers come mainly from West Asia, South Asia, Africa, Middle East and Overseas Indians; 12% come from Southeast Asia and neighboring countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Attract mainly Middle East, Japanese, American and Australian customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Japan-30%, Hong Kong and Macao -14%, and USA -13%.</li> <li>• Tourist only: Japan -45%, and Hong Kong and Macao-25%.</li> </ul>
<b>Tourism industry - 2004</b>	<ul style="list-style-type: none"> <li>• 5,710,000 tourists. 人</li> <li>• Direct tourism income – US\$3.79 billion.</li> </ul>	<ul style="list-style-type: none"> <li>• 3,370,000 tourists.</li> <li>• Tourism income – US\$4.77 billion.</li> </ul>	<ul style="list-style-type: none"> <li>• 11,600,000 tourists.</li> <li>• Tourism income – US\$10 billion.</li> </ul>	<ul style="list-style-type: none"> <li>• 2,950,000 tourists.</li> <li>• Direct tourism income – US\$4 billion.</li> </ul>
<b>Quality of health care industry- 2009</b>	<ul style="list-style-type: none"> <li>• Ranked No. 1 in Asia and No. 6 in the world by WHO in 2002.</li> <li>• Ranked No. 3 in the world, behind USA and Australia only by Political at Economic Risk Consultancy in 2003.</li> <li>• 15 hospitals are JCI certified.(2008)</li> </ul>	<ul style="list-style-type: none"> <li>• Health care expenditure accounts for 8.8% of GDP</li> <li>• 13 hospitals are JCI certified(2009)</li> <li>• Inadequate infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• 7 hospitals are JCI certified.(2009)</li> <li>• Four hospital groups are ranked in Asia’s top 15.</li> </ul>	<ul style="list-style-type: none"> <li>• Health care expenditure accounts for 6.1% of GDP(2007)</li> <li>• 7 hospitals are JCI certified.</li> <li>• Global health ranking No. 2 in the world (EIU, 2000)</li> </ul>
<b>Government input</b>	<ul style="list-style-type: none"> <li>• US\$1 billion ( 0.9%GDP ) (government resources invested in health care industry) )</li> </ul>	<ul style="list-style-type: none"> <li>• US\$300 million (2003-2004, investment in related industries).</li> </ul>	<ul style="list-style-type: none"> <li>• The Ministry of Public Health proposed a five-year plan in 2004 to turn Thailand into the hub of Asia’s health services.</li> </ul>	<ul style="list-style-type: none"> <li>• Vision set for 2015 &lt; Three-Year Fast-Track Plan &gt; : Internationalization of medical services.</li> <li>• Goals: Customers come in, medical services reach out.</li> </ul>

**Sources of data: Compiled from New Realm of IT-Enabled Service Industry, Industrial Technology Research Institute (2006) (Taipei: MOEA Technical Project), and IMTJ (2007).**

## II. Promotional Framework and Implementation Strategies

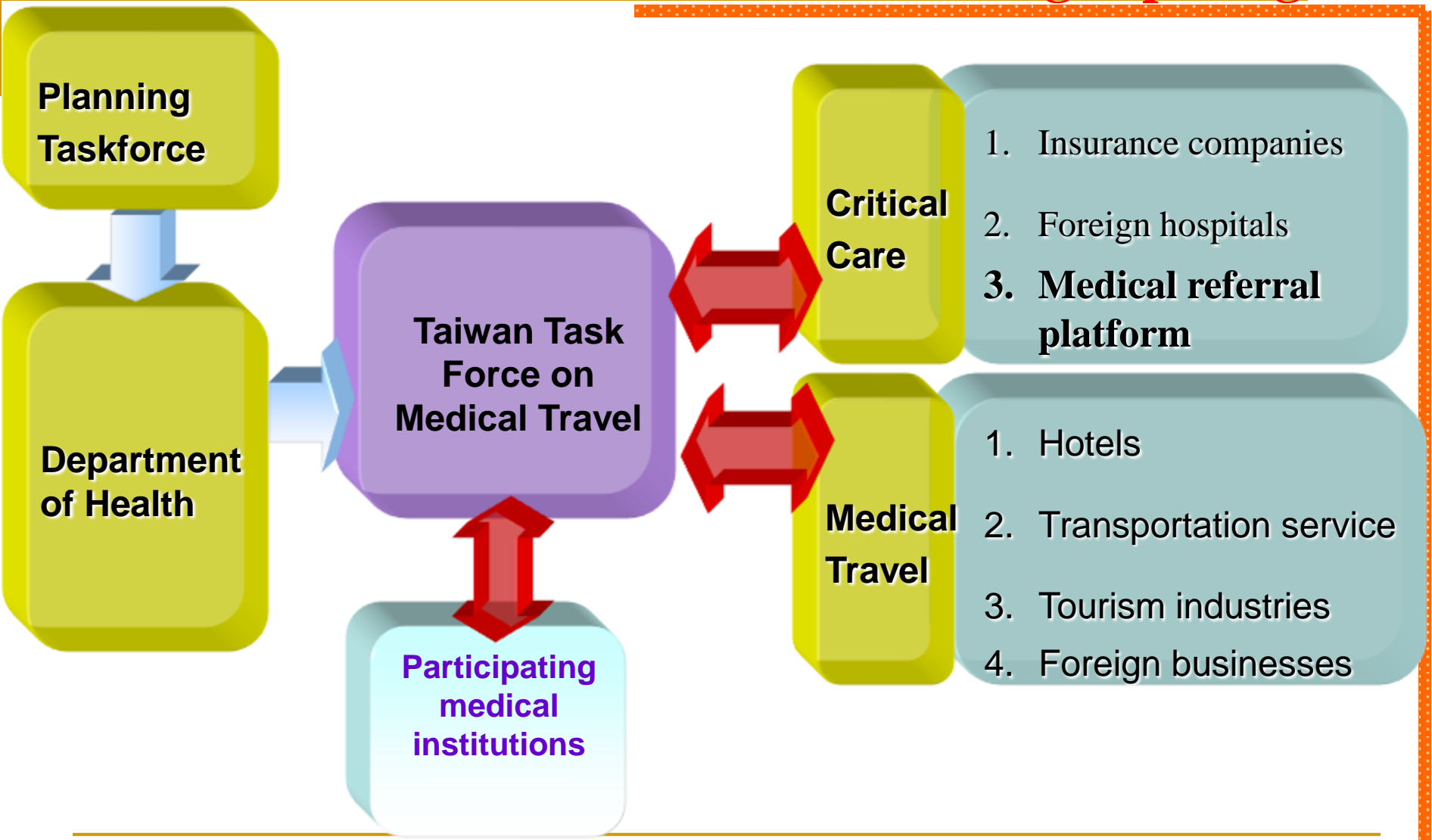


# A. International and Cross-Strait Medical Service Framework



# B. Implementation Plan

## Medical Service Internationalization Flagship Program



# Planning Taskforce for Internationalized Medical Service



**Planning Taskforce**

Strategic  
planning

Inter-agency  
cooperation

**CEPD**

**TB**

**GIO**

**MOEA**

**DOH**

**OCAC**

**MAC,  
NIA**

**MOFA, FSC**

**Streamlining  
procedure**

Foreigners: Simplify medical visa application procedure

Mainland Chinese: Normalize the process of Mainland Chinese coming to Taiwan for medical service

**Marketing  
and  
promotion**

Establish international brand

Establish referral channel

Build cross-industry collaboration model

# Internationalized Medical Service Project Management Center

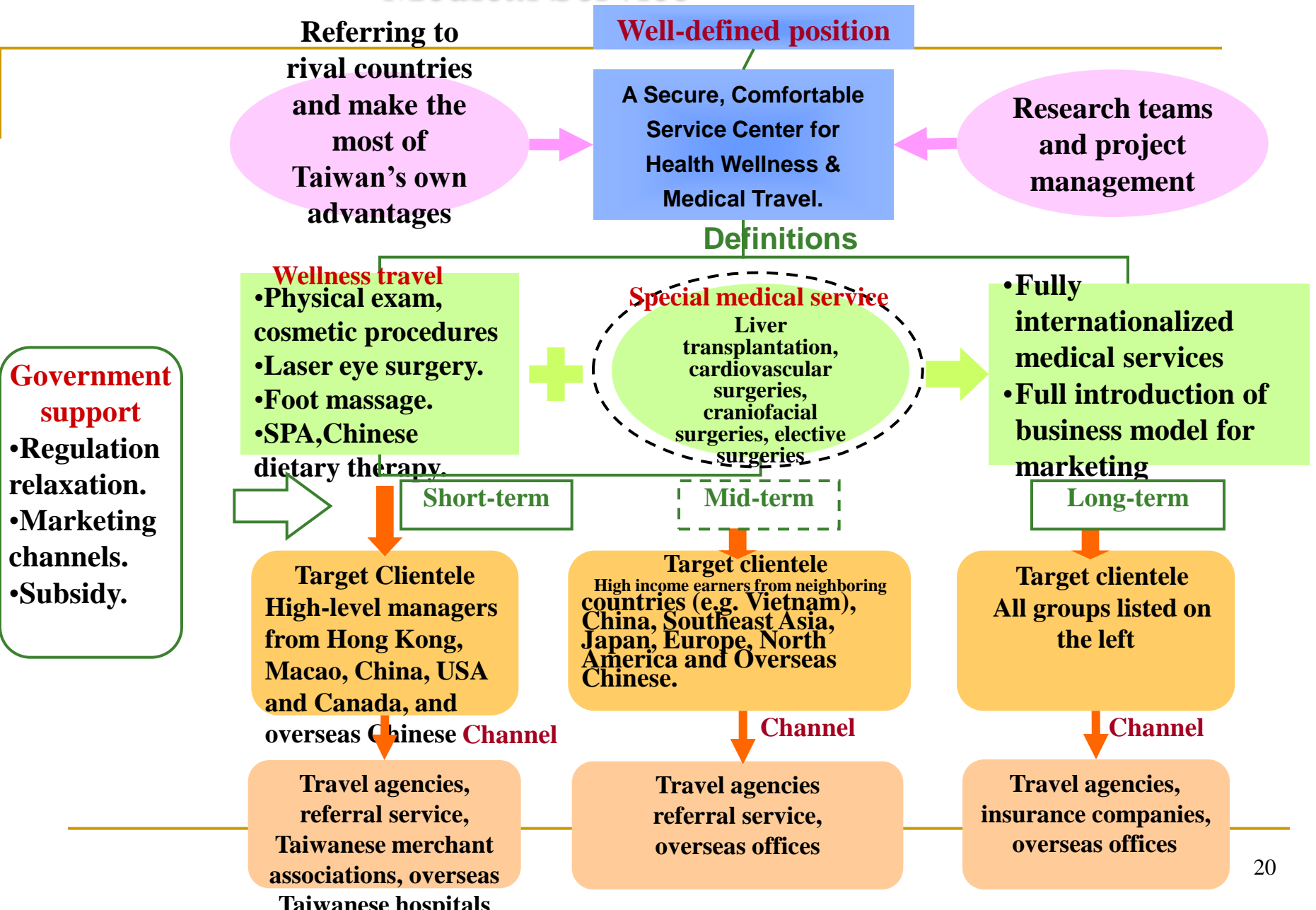
■ **Taiwan Nongovernmental Hospitals & Clinics Association established the Internationalized Medical Service Project Management Center on November 2, 2007 under the commission of DOH.**

■ **Responsibilities**

- **Creation of information platform.**
- **Information integration and circulation.**
- **Planning of international channels and marketing management.**
- **Advising medical care institutions on creating an environ of international medical service.**
- **Evaluation of project results and impact.**

Region	Participating medical institutions
Northern Taiwan	National Taiwan University Hospital, Chang Gung Memorial Hospital, Wanfang Hospital, Cathay General Hospital, Shin Kong Wu-Ho Su Memorial Hospital, Mackay Memorial Hospital, Taiwan Adventist Hospital, Taipei Medical University Hospital, Landseed Hospital, Tri-Service General Hospital, Cheng Hsin Hospital, Cardinal Tien Hospital, Chung Shan Hospital, and Nobel Eyes Clinic.
Central Taiwan	China Medical University Hospital, Changhua Christian Hospital, Tung's Taichung MetroHarbor Hospital, Chang Bing Show Chwan Hospital, Kuang Tien General Hospital, Yuan Rung General Hospital, and Yumin Hospital.
Southern Taiwan	National Cheng Kung University Hospital, Kaohsiung Medical University Hospital, Eda Hospital, Yuan's General Hospital, St. Martin De Porres Hospital, Dalin Tzu Chi General Hospital, and San-An Hospital.
Eastern Taiwan	Hualien Tzu Chi General Hospital, and Lotung Poh-Ai Hospital.

# Planned Operational Mode for International Medical Service



# III. Performance in the Promotion of International and Cross-Strait Medical Service



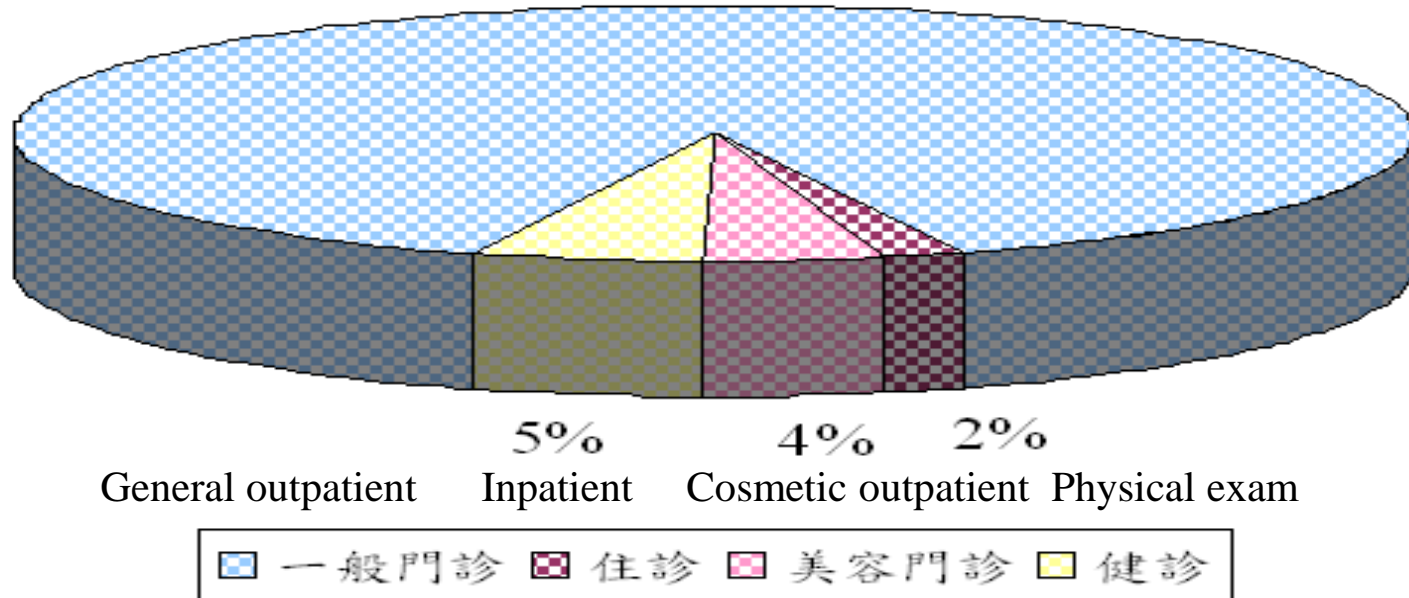
# A. Medical Service Performance Record Statistics of International Patients

(Unit: person-times)

	2008	January~ July, 2009
<b>Outpatient</b>	63,388	42,460
<b>In-patient</b>	1,102	970
<b>Cosmetic</b>	1,072	2,158
<b>Physical examination</b>	2,983	2,464
<b>Total</b>	68,545	48,052

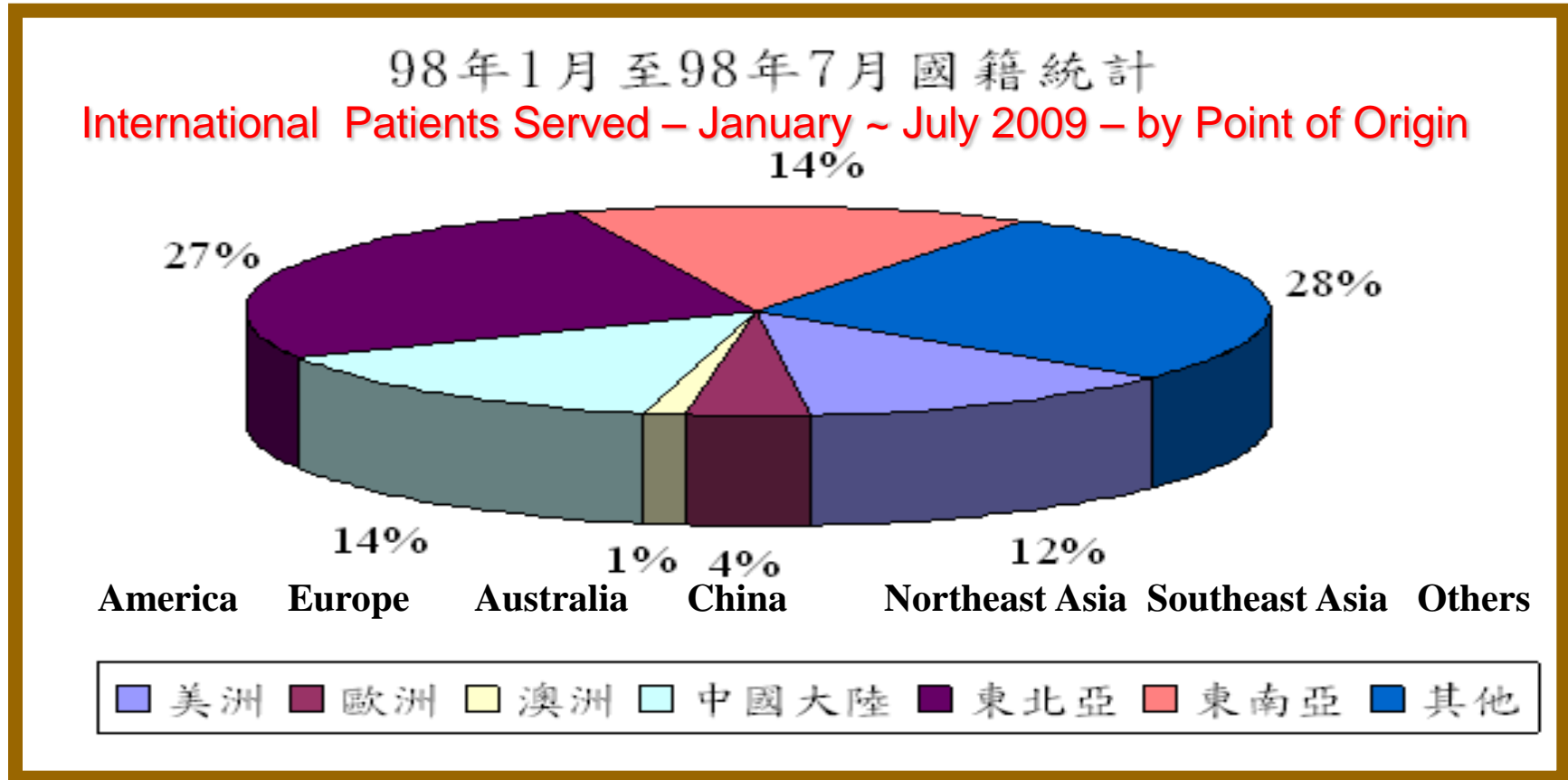
# International Patients Served

98年1月至7月國際病人服務統計量  
International Patients Served – January ~ July 2009  
89%



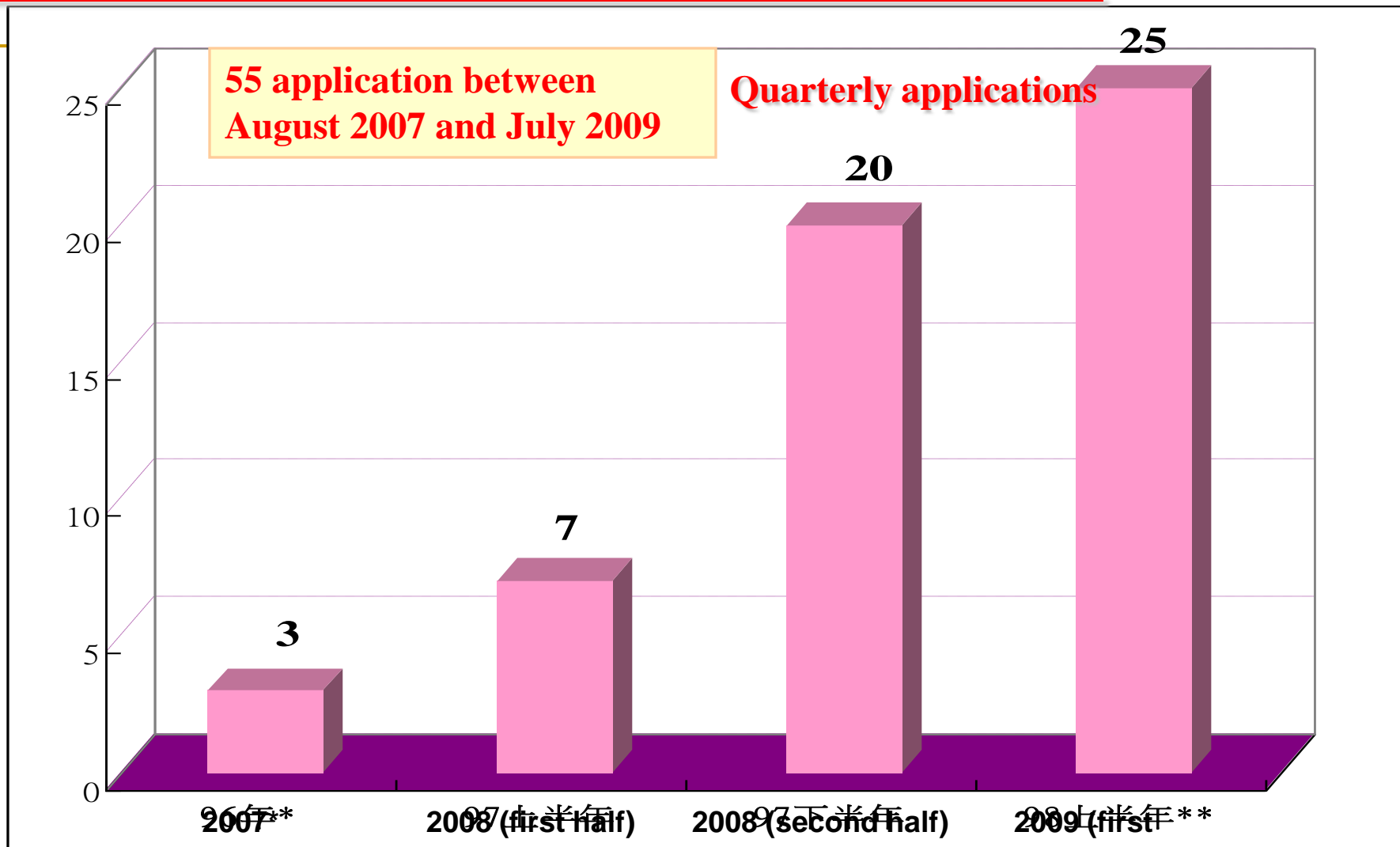
There were a total **48,052 medical travelers** who received outpatient (89%), physical exam (5%), cosmetic outpatient (4%) or inpatient (2%) services in Taiwan between **January and July 2009**.

# International Patients Served- by Point of Origin



**By point of origin, medical travelers who came to Taiwan for inpatient service between January and July 2009 were from Northeast Asia (27%), Southeast Asia (14%), China (14%), America (12%), Europe (4%), and Australia (1%).**

# Mainland Chinese Patients Served

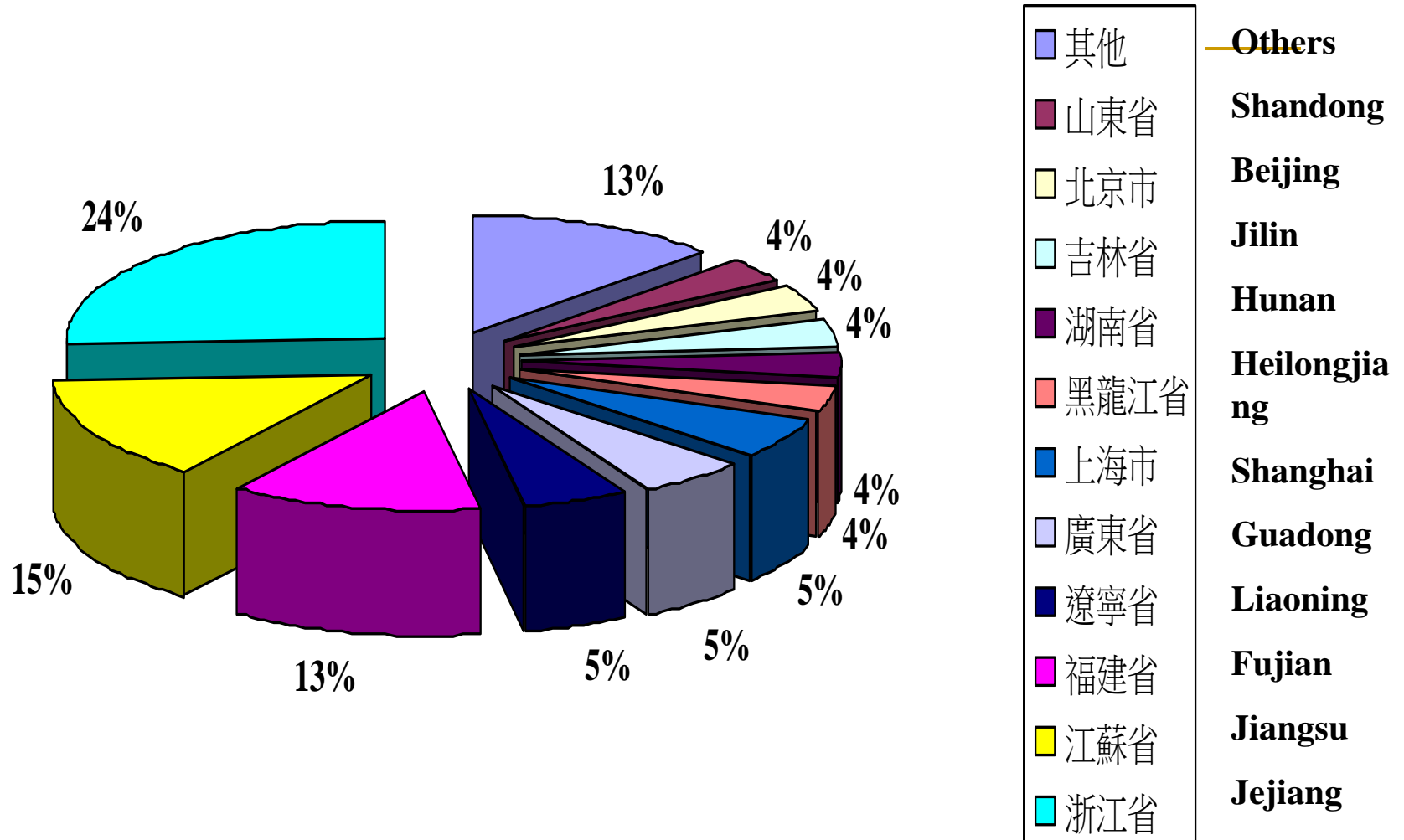


Note 1: This figure excludes return visit applications.

\*Note 2. The 2007 statistics covers the period of August ~ December, 2007.

\*\*Note 3. \*\*Note: The first half of 2009 covers January ~ July 2009.

# Mainland Chinese Patients Served – by Province/City



Note: “Others” include Tianjin, Sichuan, Jiangxi, Hebei, Hainan, Shanxi and Hubei, with one applicant each.

# Boosting International Image – Media Exposures

- Published the “Patients Beyond Borders Taiwan Edition.”
- A special report on “Taiwan’s Medical Services” published in Reader’s Digest.
- Advertising light box on “Taiwan’s Internationalized Medical Service” at Frankfurt Airport, Germany.
- The bimonthly publications of Tourism Bureau, “Travel in Taiwan,” promoted medical service in Taiwan.
- The Government Information Office helped bring about the reports on successful cases of liver transplantation and artificial reproduction in Taiwan on Macau Asia Satellite TV.



# Boosting International Image – Establishing A Central Portal -1

In four languages

Home | Make home page | Sitemap | Medical Services | Contact Us | Q & A | Register

Taiwan Time : 09:44 AM Oct,29, 2009 繁體中文 | 简体中文 | English | Tiếng Việt

**Taiwan Healthcare** | **About TTFMT** | **Hospital Networks** | **Taiwan Medical Tourism Information** | **Travel Information** | **Video Player** | **Patients' Comments**

**High-Tech Facilities**

Total Number of Medical Equipments in Taiwan & Number of Patients per year

Year	Item	CT	MRI	FET
2004	Quantity	308	102	--
	Person	978,265	327,337	--
2005	Quantity	323	113	22
	Person	981,805	316,922	--
2006	Quantity	327	126	27
	Person	1,029,200	341,681	19,242
2007	Quantity	338	136	29
	Person	1,300,740	383,505	26,896
2008	Quantity	323	142	34
	Person	1,208,921	426,688	28,334

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**Hot Issue** | **Vote** | **Survey** | **Forum**

- Medical Service Internationalization Brings More Overseas Patients **HOT**
- The Rising Trend of Medical Travel:Limitless Potential of NEW TAIWAN!(part 1) **HOT**
- The Rising Trend of Medical Travel:Limitless Potential of NEW TAIWAN!(part 2)
- Shanghai Health Service Show 2009

[More Detail](#)

**Medical Services**

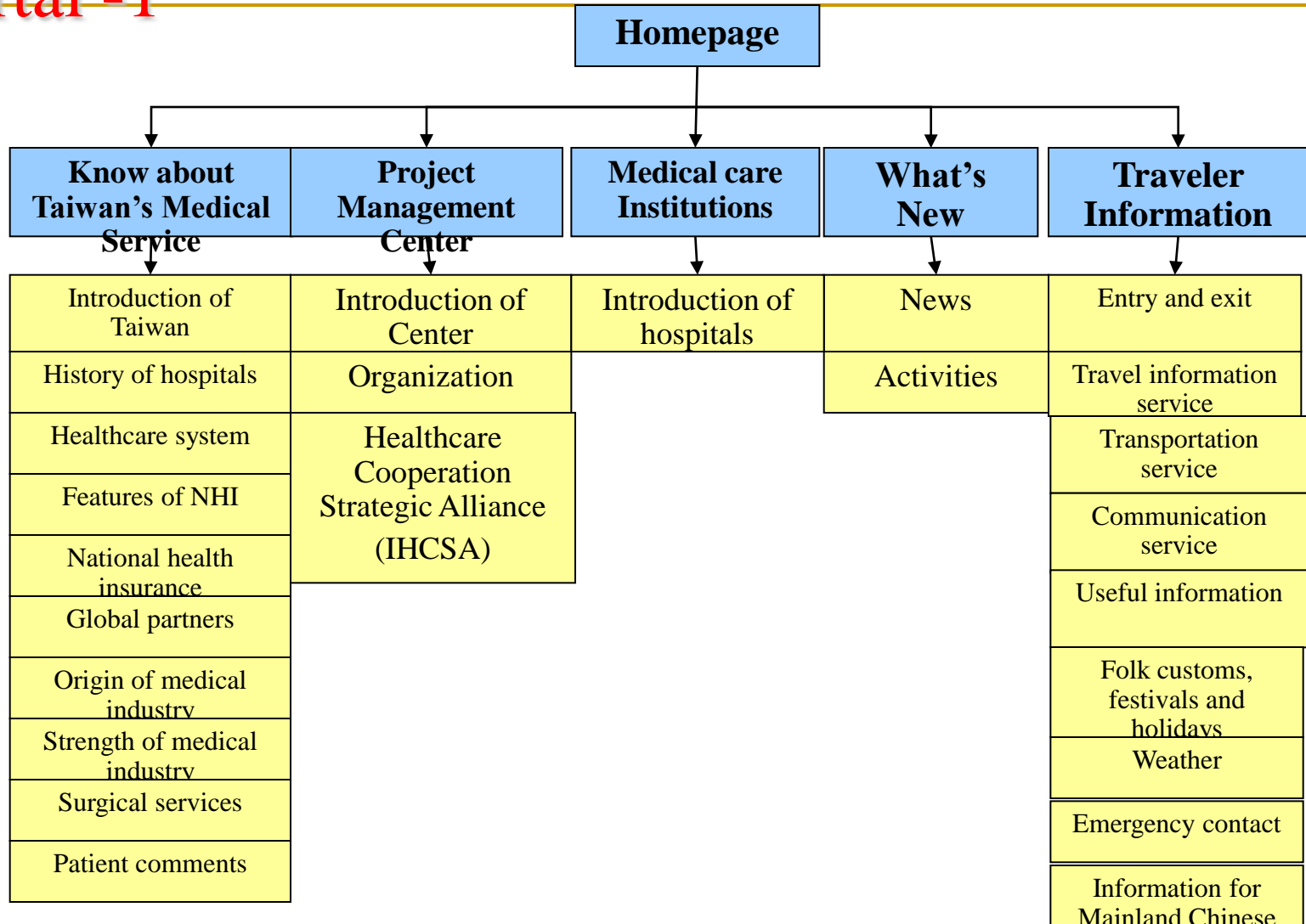
Hospital Search | Doctor Search

Taiwan's weather

**Latest Events** ...More

- NEW** Frozen embryo transfer (FET) allows the couples another opportunity... **NEW**
- NEW** Philipino boy go overseas for facial reconstruction **NEW**
- NEW** Taiwan External Trade Development Council extends more accesses to ...
- NEW** Thalassemia Cured with Sibling Cord Blood Transplant

# Boosting International Image – Establishing A Central Portal -1



# International Medical Service Website- Keyword Search

## Keyword search

[www.google.com.tw](http://www.google.com.tw): Medical Travel → No. 1

Health tourism → No. 1

Taiwan's international medical service → No. 2

[www.google.com](http://www.google.com): Medical Travel → No. 2

Health tourism → No. 1

Taiwan's international medical service → No. 2

[www.yahoo.com.tw](http://www.yahoo.com.tw): Medical Travel → No. 2

Medical tourism → No. 2

[www.yahoo.com](http://www.yahoo.com): Medical Travel → No. 8

Medical tourism → No. 2

## → Web traffic analysis:

Daily hits - 1000-2000

Countries visited – Taiwan is the first and USA is second.



# Providing Guidance to Hospitals on Establishing International Patient Service Process

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- **Plan and design professional training courses for the establishment of international medical service value chain and offer training programs.**
    - **SOP Plan the SOP for special medical and health tourism services.**
    - **Draft 15 brochures describing the works of all kinds of medical service personnel (English version).**
    - **Offer learning benchmarking activities. learning activities.**
  - **Prepare explanation and informed consent for invasive and non-invasive examination procedures (200 in English and 80 in Japanese).**
  - **Draft the standard operating procedure and rules for handling international medical disputes.**
  - **Conduct advisory visits**
    - **Browse health service websites and check foreign language phone services from time to time.**
    - **Visit the setup of international ward section, contact center and service processes of hospitals.**
-

# Standard Operating Procedure for Application by International Patients

## 1. International patient application workflow.

International patient's reservation & consultation.

1. Tel : \_\_\_\_\_ (number) /receptionist : \_\_\_\_\_.
2. Fax : \_\_\_\_\_ (number) /receiver : \_\_\_\_\_.
3. Email : \_\_\_\_\_ (mail address) /receiver : \_\_\_\_\_.

### 1. Patient's basic information.

Name : \_\_\_\_\_ Sex : \_\_\_\_\_  
 Nationality : \_\_\_\_\_ Age : \_\_\_\_\_  
 Phone number : \_\_\_\_\_ Language : \_\_\_\_\_  
 EMAIL : \_\_\_\_\_ Fax number : \_\_\_\_\_

### 2. Understand patient's require and medical department.

#### Arrival consultation :

1. Arrival information (flight time, airport pick-up, language, location, weather, time difference, currency, voltage, transportation/ accommodation in Taiwan).
2. Medical service info. ( Medical team, time of stay, operation time, the charging method).
3. Medical consultation (Doctors, Three-way communication).

#### Hospital internal operations :

1. Clinic department : \_\_\_\_\_.
2. Cost Analysis : \_\_\_\_\_.
3. Date and time : \_\_\_\_\_.
4. Doctor arranged : \_\_\_\_\_.
5. Personal assistant arranged : \_\_\_\_\_.

### Confirmation.

Charge d'affaires to Taiwan arrival Procedures.

#### Registration

#### Info preparation :

1. Passport
2. Visa
3. Other document \_\_\_\_\_.
4. Mainland China Application files

Assessment.

NO

YES

Explain reasons or put to referral.

Referral sheet.

completion.

Activity arrangements for patient's family.

Transportation arrangement

Accommodation arrangement.

Travel arrangement.

confirmation.

Date : (month, day, year).  
 \_\_\_\_\_  
 " \_\_\_\_\_

Airport pick-up.

NO

YES

Arrive the hospital or hotel by himself.

Airport pick-up receptionist :

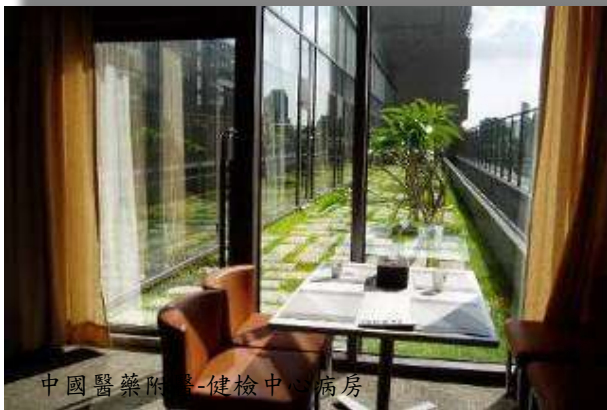
Contact info. : \_\_\_\_\_  
 Arrival date : \_\_\_\_\_ (month, day, year).  
 Airline : \_\_\_\_\_  
 Flight number : \_\_\_\_\_  
 Arrival time : \_\_\_\_\_  
 Pick-up location : \_\_\_\_\_  
 Number of arrivals :

NO

Receive medical service.

# Providing Guidance for Hospitals on Setting up International Ward Section

- Independent space for patients worldwide and bilingual markings
- Exotic decoration, layout and furnishing in the ward.
- Meals designed for patients worldwide.



# Cross-industry Strategic Alliance

Date	Alliance Partner	Description
03/20 09	<b>Guangzhou Xian Health Management Inc.</b> (4 directly owned stores and 600 plus franchise stores)	<ul style="list-style-type: none"> <li>▣Content of collaboration: The Project Management Center serves as a hinge between 10 participating hospitals and Guangzhou Xian Health Management Inc. to cooperate for medical services referral. The company indicates that it will refer more than <b>600,000 of their employees to Taiwan for health examination and medical cosmetic procedures</b> in the future. (News)</li> <li>▣The company has brought 31 people to Taiwan for physical exam in June 2009 and plans to bring at least another 35 people to Taiwan for examination in this November.</li> </ul>
06/20 09	<b>Taiwan Yaden Health Management Consulting Inc.</b>	<ul style="list-style-type: none"> <li>▣Content of collaboration: The Project Management Center signed a MOU contract with Taiwan Yaden Health Management Consulting Inc.; according to which, 30 participating hospitals under the Project Management Center will have the priority to the patients transferred from Mainland China.</li> </ul>

Date	Alliance Partner	Description
06/20 09	Canadian Allied Development Services International Inc.	<ul style="list-style-type: none"> <li>□Content of collaboration: The Project Management Center signed a MOU contract with Canadian Allied Development Services International Inc.</li> <li>□30 participating hospitals under the Project Management Center will have the priority to the the patients who seek for health examination transferred from Canada in the future.</li> </ul>
09/20 09	Formosa Health Business Company Ltd.	<ul style="list-style-type: none"> <li>□Content of collaboration: The Project Management Center helped 3 participating hospitals to enter referral service agreement with Formosa Health Business Company Ltd. In the future, <b>if there are Americans who are interested in coming to Taiwan for knee replacement surgery</b>, the company will give priority recommendation to those three hospitals.</li> </ul>
10/20 09	Asia-Pacific Overseas Medical Service Alliance	<ul style="list-style-type: none"> <li>□Content of collaboration: The Project Management Center serves as a hinge between 5 participating hospitals and Asia-Pacific Overseas Medical Service Alliance to sign a MOU contract. The alliance will refer <b>overseas Chinese in western U.S. to come to Taiwan for health exam and treatment in the future.</b></li> </ul>

# Alliance with Tourism Industry (a referral itinerary)

Day 1	Airport → hotel
Day 2	Morning- Visit hospital for arranged health examination
	Afternoon – Tour in Taipei City: National Palace Museum, Yuan-Shan Memorial Hall, CKS Memorial Hall, and Taiwan’s political and economic center 【Boai District】 (Dinner at Din Tai Fung)
Day 3	Morning - Yingge Ceramics Museum: Awarded ceramics works, Taiwan’s ceramics history, ceramic making process, pottery DIY or Yingge Old Street. Yingge Old Street a street lined with shops that sell pottery and porcelain art works, from vases for appreciation to meal plates. It is the great place for getting gifts and souvenirs. (Lunch: at the Yingge Ceramics Museum)
	Afternoon – Back to Taipei and shopping time (Shin Kong Mitsukoshi, New York, New York, Taipei 101); tourists can go up to Taipei 101 to enjoy the panoramic views and night scenes of the city.
Day 4	Morning: No activities arranged.
	Afternoon – Take train to Hualien and bus to Zhaofeng Farm (Dinner: Zhaofeng specialty dinner)
Day 5	Morning- Tour the farm.
	Afternoon – Take private bus to Taroko National Park to appreciate the magnificent and rare granite gorge views, Swallow's Mouth, Jhueilu Precipice, Tunnel of Nine Turns, The Bridge of the Kind Mother, and Eternal Spring Shrine and visit granite processing plant. Take train (Tzuchiang 1090 (17:31 / 19:40) back to Taipei. (Dinner: Tainan Sea Food)
Day 6	Take private bus to Taoyuan Airport → Depart Taiwan!

# IV. Outlook for International and Cross-Strait Medical Service



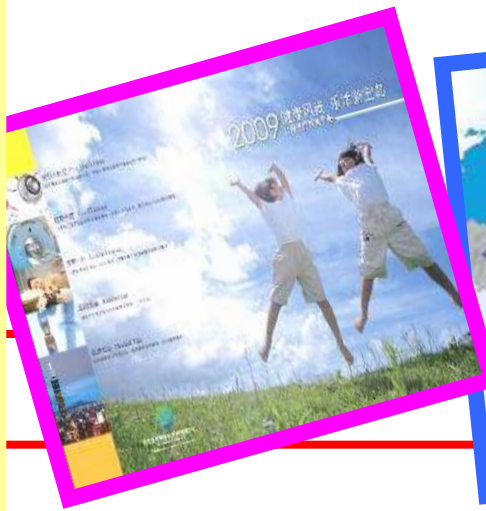
# Benefits Expected

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- **Be a member of the global village.**
- **Boost the international image of Taiwan**
  - **Quality of medical services, diplomatic relationships and tourism.**
- **Enhance Taiwan's medical service diplomacy.**
- **Give the domestic medical industry the impetus for continual progress.**
- **Strengthen the inter-agency collaboration mechanism.**
- **Drive the growth of relevant industries.**

# Future Prospect

- Converge international attention and build a new image “Made in Taiwan.”
- Encourage integration between medical service and other industries and promote private investment in health care industries related.
- Boost the national competitiveness.



# V. Issues and Discussions



# Issues and Discussions

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- How should the government position itself in the process of promoting medical services to the International and cross-strait medical services?
  - In seeking a new role, how does the health authority find the balance point in ensuring public health and fostering the health care industry?
  - How to open up the International and cross-strait medical services for our medical industry?
-

# Thank You!

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*Build the international brand of  
Taiwan's medical service  
Pamper the patients and make  
our medical services to reach out!*

