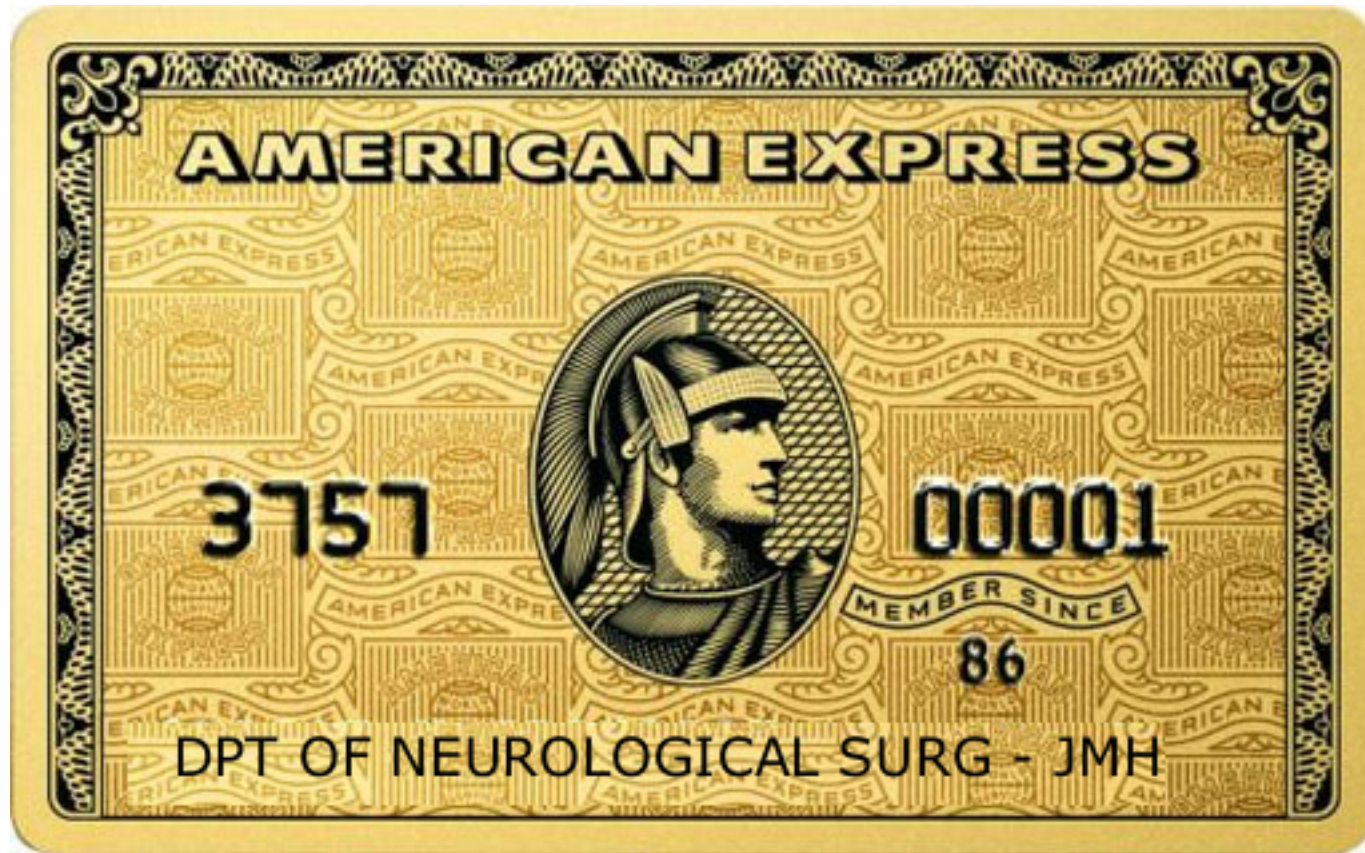




# INTERNATIONAL NEUROSURGERY

Aldo F. Berti, MD, FACS, FAAP

# Thanks to UMH/JMH



# Marketing

- ▶ **Indirect**

- ▶ **Direct**

# Traditional Ways of Indirect Marketing

- » Indirect marketing means you are delivering one-way messages to a target audience



# Traditional Ways of Indirect Marketing

- ▶ **Advertising**
  - Hire an Image Advisor
- ▶ **Direct mail, including e-mail**
  - Oriented to Physicians and Patients
- ▶ **A strong Web presence**
  - Oriented to Public and Patients
- ▶ **Good collateral materials**
  - Brochures, Patient Guides, Articles, Videos, Mini CDs & DVDs
  - Professional Promotional Materials
- ▶ **Organize Medical Events**
  - International Symposium, Courses
- ▶ **Public relations**
  - Marketing Department of your Hospital
  - Colleges and health workers, specially nurses.
- ▶ **Obtaining favorable media coverage**
  - TV, Radio & Newspapers interviews

# Traditional Ways of Indirect Marketing

- ▶ How to avoid the Negatives of Indirect Marketing
  - Inattention or disinterested:
    - Produce creative, interesting and attention-getting messages
  - **Passive Messages**
    - Training personnel to respond to questions or concerns with customized messages.
  - **Uncertain Results**
    - Very difficult to measure results!
  - **Costs commonly higher**
    - Use emails instead of regular mail
    - Use hospital resources (marketing, international and public relations departments)
    - Use labs resources (to finance medical events and presentations)
    - Use public relations to be invited by media reporters (TV, radio & newspapers)

# Determine who is your competition:

»» Top 10 hospitals in the world

Top ranking USA Institutions

Local Strong Institutions

Other neurosurgeons

# Health Systems ranked by the WHO (2013)

Ranking ↕	Country	Expenditure Per Capita ↕	Ranking ↕	Country	Expenditure Per Capita ↕
1	 France	4	21	 Belgium	15
2	 Italy	11	22	 Colombia	49
3	 San Marino	21	23	 Sweden	7
4	 Andorra	23	24	 Cyprus	39
5	 Malta	37	25	 Germany	3
6	 Singapore	38	26	 Saudi Arabia	63
7	 Spain	24	27	 United Arab Emirates	35
8	 Oman	62	28	 Israel	19
9	 Austria	6	29	 Morocco	99
10	 Japan	13	30	 Canada	10
11	 Norway	16	31	 Finland	18
12	 Portugal	27	32	 Australia	17
13	 Monaco	12	33	 Chile	44
14	 Greece	30	34	 Argentina	15
15	 Iceland	14	35	 Denmark	8
16	 Luxembourg	5	36	 Dominica	70
17	 Netherlands	9	37	 Costa Rica	50
18	 United Kingdom	26	38	 United States	1 *
19	 Ireland	25	39	 Slovenia	29
20	 Switzerland	2	40	 Cuba	118



# Medical Tourism

- ▶ **“Medical tourism” is the term commonly used to describe people traveling outside their home country for medical treatment.**
  - Traditionally, international medical travel involved patients from less-developed countries traveling to a medical center in a developed country for treatment that was not available in their home country.
  - **In the United States, the term “medical tourism” generally refers to people traveling to less-developed countries for medical care.**
  - Is a worldwide, multibillion-dollar phenomenon that is expected to grow substantially in the next 5–10 years.
- ▶ The most common categories of procedures that people pursue during medical tourism trips are:
  - cosmetic surgery
  - dentistry
  - cardiology (cardiac surgery)
  - orthopedic surgery

# Medical Tourism



- ▶ These are the top 10 countries in the world in Medical-Tourism destinations (according to Forbes)

1. **Australia**: cardio, neuro and orthopedic surgeries
2. **China**: advanced forms of stem-cell treatment
3. **Costa Rica**: dental procedures
4. **India**: all surgeries, from orthopedic to cardiology surgeries
5. **Israel**: emerging medical-tourism destination
6. **Japan**: extremely advance cancer treatment
7. **Korea**: orthopedic surgery and advanced cancer treatments
8. **Mexico**: dental procedures and hip replacements
9. **Singapore**: cardio and orthopedic treatments
10. **Thailand**: best hospitals



# Medical Tourism



- These are the top 10 hospitals in the world (according to the *Medical Travel Quality Alliance* organization)

1. Prince Court Medical Center, Kuala Lumpur, **Malaysia**
2. Asklepios Klinik Barmbek, Hamburg, **Germany**
3. Clemenceau Medical Center, Beirut, **Lebanon**
4. Fortis Hospital, Bangalore, **India**
5. Wooridul Spine Hospital, Seoul, **South Korea**
6. Bumrungrad International, Bangkok, **Thailand**
7. Anadolu Medical Center, Istanbul, **Turkey**
8. Bangkok Hospital Medical Center, Bangkok, **Thailand**
9. Gleneagles Hospital, **Singapore**
10. Asian Heart Institute, Mumbai, **India**



# Medical Tourism



## ► These are the top 10 hospitals in the world

Prince Court Medical Center, Kuala Lumpur, **Malaysia**



Asklepios Klinik Barmbek, Hamburg, **Germany**



Clemenceau Medical Center, Beirut, **Lebanon**



Fortis Hospital, Bangalore, **India**



Wooridul Spine Hospital, Seoul, **South Korea**



Bumrungrad International, Bangkok, **Thailand**



Anadolu Medical Center, Istanbul, **Turkey**



Bangkok Hospital Medical Center, Bangkok, **Thailand**



Gleneagles Hospital, **Singapore**



Asian Heart Institute, Mumbai, **India**





# Medical Tourism

- ▶ In 2013, Asia continues to be the top medical destination in medical travel.
  - Asian medical destinations continue to offer more and better medical procedures and care than most other medical destinations.
- ▶ **American hospitals**  **are generally not seen as open or caring of foreign patients or medical tourists as hospitals in Europe and elsewhere.**
  - Their priorities are directed at domestic patients.
  - Some renowned exceptions that attract international traveling patients for specific medical needs include the Mayo Clinic, Cleveland Clinic, Memorial Sloan-Kettering Cancer Center, and Johns Hopkins Hospital.
  - Cities as New York, Boston, Houston, Miami or Los Angeles, are the exception of natural flow.

# Medical Tourism

- ▶ The Asian medical tourism industry is growing at a double-digit growth rate:
  - It estimated that **Thailand**, **India**, and **Singapore** controlled more than 90% share in 2009.  
(Study report prepared by Research and Markets – Asian Medical Tourism Analysis 2008–2012)
  - **India** emerged as the front leader.
  - Market was estimated at **\$333 million in 2004** and reach **\$2.3 billion in 2012**.

(CII & McKinsey Study)



# Medical Tourism

- ▶ It was estimated that 1.12 million Americans traveled out of USA for medical treatment in 2009.

According to Center for Medical Tourism Research (2010)

- ▶ The key reasons includes:
  - Increase cost of health care in developed countries.
  - Availability of safe and quality care in developing nations with international accreditation from the JCI.
  - Saving of more than 50% in medical expenses.
    - For example:

Spinal Fusion	USA	Colombia	Costa Rica	India	Peru	Korea	Mexico	Singapore	Thailand
Surgery cost (US\$)	\$100,000	\$14,500	\$15,000	\$12,000	\$17,000	\$17,350	\$7,000	\$18,300	\$11,000
% Comparison to USA	100%	14.5%	15.0%	12.0%	17.0%	17.4%	7.0%	18.3%	11.0%

# USA as a destination

- ▶ Even though the United States is not the first destination worldwide, most of those patients in search of the best care are heading to USA, including:
  - **38% from Latin America**
  - 35% from the Middle East
  - 16% from Europe
  - 7% from Canada
- ▶ It's estimated that from all medical travelers:
  - **32% want better care** than is available in their home countries, (mostly those in the developing world)
  - **15% want quicker access** to medically necessary procedures.
  - 9% of medical travelers seeking medically necessary procedures at lower prices
  - 4% seeking low-cost discretionary procedures.



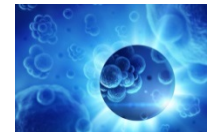
*Source: Forbes*





# Determine who is your competition

- ▶ Why America? Commonly seeking cutting-edge treatments on:
  - Cardiovascular (Cardiac Surgery)
  - Neurological (Neurosurgery)
  - Oncology
- ▶ The bulk of medical travelers head to U.S. medical facilities because
  - physicians from their native countries have trained in USA or currently work there, or
  - they follow the lead of friends or family.



And then, of course, there's **the United States' reputation when it comes to health care.**

*Source: Forbes*



# USA Healthcare Destination:

## ► **Top ranking USA Institutions** with International Medicine Services:

- **Philadelphia International Medicine**
  - Children's Hospital of Philadelphia
  - Temple University Hospital
  - University of Pennsylvania Medical Center
- **Cedars–Sinai Medical Center**
  - Heart Institute
  - Department of Neurosurgery
- **Cleveland Clinic**
  - Heart and Vascular Institute
  - Glickman Urological Institute
  - Digestive Disease Center



# Additional destinations

## ▶ **Top ranking USA Institutions** with International Medicine Services: (continue)

- **Johns Hopkins Medicine International**
  - Brady Urological Institute
  - Wilmer Eye Institute
  - Sidney Kimmel Comprehensive Cancer Center
  - Comprehensive Transplant Center
- **Mayo Clinic**
- **Texas Medical Center**
  - University of Texas M.D. Anderson Cancer Center
  - Texas Children's Hospital
  - The Institute for Rehabilitation and Research
- **New York–Presbyterian Hospital**
  - New York–Presbyterian/Columbia
  - New York–Presbyterian/Weill Cornell
- **Memorial Sloan–Kettering Cancer Center**



# Your strong Competitors

- ▶ Local strong institutions:

- Baptist Health System
- University of Miami vs. You  
*(They have local reps. allies, offices abroad, and deep pockets)*



- ▶ Other neurosurgeons:

- Local
- Foreign

- ▶ Insurance companies with international ties

- Best Doctors, BUPA, Danmark, Winthertur, etc.







# The 9/11 factor

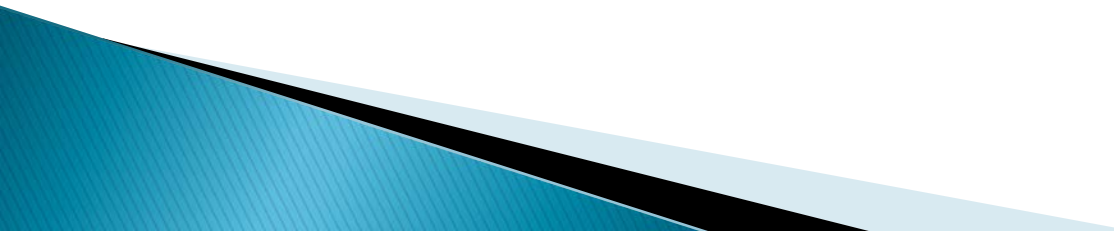
- ▶ But, while difficult to track, **the numbers appear to have bounced back and are now hitting new highs after taking a dip following 9/11.**
  - Before 9/11, a recognized specialist could send a letter by fax to most consulates to obtain U.S. **visas** for the patient and their fellows, and usually they were granted. Now, it is **almost impossible**.
  - Most top US medical institutions with international services reported a regular flow after 5 to 7 years
  - Markets definitely changed to other countries.
  - Many institutions actively participating in international health care to diversify and look for other markets.
  - **The weak dollar factor is changing as our currency strengthens.**



# Direct Marketing

- » Direct Marketing allows you to communicate straight to the customer

# Create your International Brand

- ▶ Define your identity
    - Subspecialties in Neurosurgery
    - Areas of Interest
  - ▶ Postulate your Vision and Mission (long-term)
    - Be careful with subject lines types, short and direct
  - ▶ Postulate your Goals (short-term)
    - Be specific, in agenda, lead the team & follow the budget
    - Strategies and Tactics
  - ▶ Create an Image
    - Be yourself
  - ▶ Create a Brand
    - Be true to the brand
- 

# Create your Network

## ▶ Physician Networks

- Affine specialties to Neurosurgery
  - Referrals (usually foreign)
  - Consultants (usually locals)

## ▶ Non-Physician Networks

- Health professionals
  - Nurses, Therapists, Instrument reps, etc.
- Established Patients
  - Testimonials from successfully operated patients

# Direct Marketing

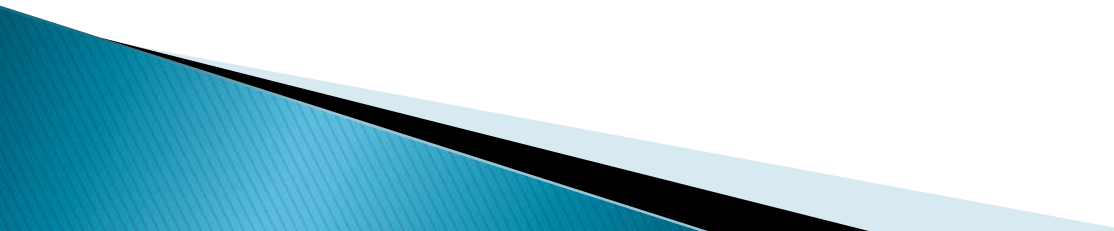
- ▶ Select your targets
- ▶ Establish Relationships with key physicians
  - Network of referrals
  - Network of consultants
- ▶ Cultivate friendship with key persons in the social groups you wish to approach



# Direct Marketing

- ▶ Direct mailing multi-channel campaigns: (e-mailing preferred)
    - Established patients (previously accepted to receive them)
    - Health professionals from the network
  - ▶ e-Detailing:
    - Web page
    - Social media
  - ▶ Write Articles: Media, Blog, Newsletter (periodic)
  - ▶ Organize Medical Events: (local and foreign)
    - Conferences
    - Symposiums
  - ▶ Participate in community and social events
  - ▶ Contact patients:
    - Successful surgeries, lost patients, etc. about their experiences
  - ▶ Hang sign in the waiting room about international services
  - ▶ Advertise with local and foreign media and society publications
- 

# Who pays you in USA?

- ▶ Virtually all health insurance companies, in Latin America and the Caribbean, have local payers in USA.
  - ▶ The reimbursement has been adapted to the lower paying contract the provider has signed.
  - ▶ Example: “O” is payer for “P” foreign insurance company and has contracts with local HMO’s that have contracted with you.
  - ▶ The reimbursement will be adjusted to the lowest payment agreed with your contracted HMO.
- 

**What should you do to  
promote your international  
practice?**

# International Physicians Education Socialize and meet friends



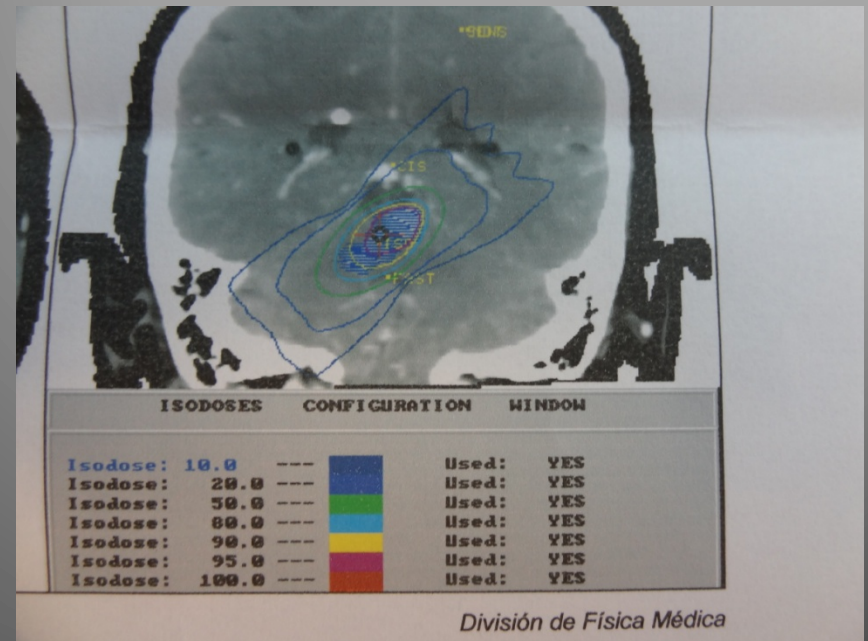
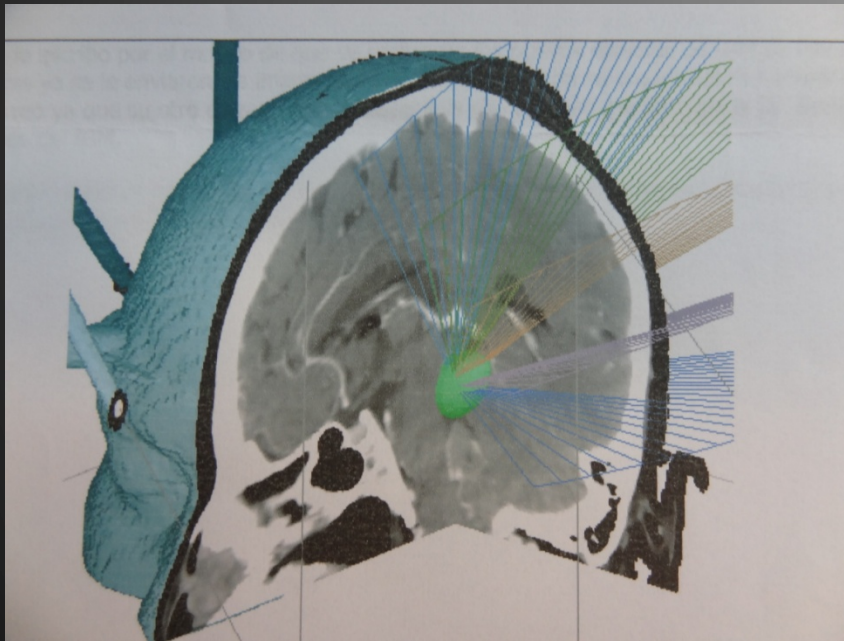


# Participation in Pro Bono Medical Campaigns





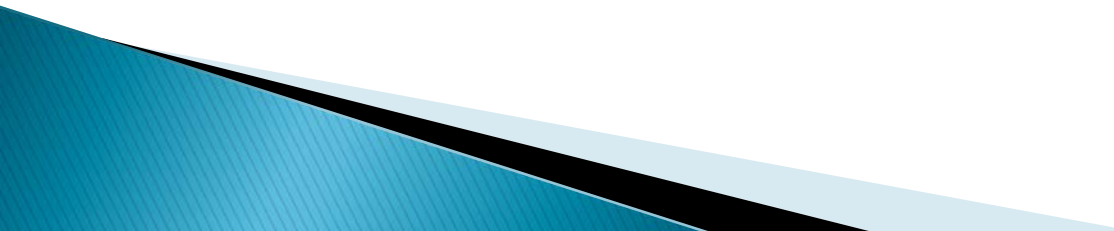
# Pioneered LINAC SRS in 2003 in Peru



# Gamma Knife in Peru in 2013



# Operate in Foreign Theaters

- ▶ Do a special case and advertise in local media.
  - ▶ Invite other specialists to the operating theater.
  - ▶ It may not be comfortable to do it since facilities may not be adequate, and you will be judged according to immediate results.
  - ▶ Any error will be fatal to your image.
  - ▶ **Success will provide you a good name forever.**
- 



# At Infanta Luisa Hospital Seville



Early morning surgery



Afternoon Bullfight

# Operating in Sevilla by Day





# Sevilla by Night





# At Princess Margaret Hospital Port of Spain, T & T



Performing pediatric neurosurgery

# St. Clair Medical Centre Trinidad





# At St. Claire Clinic

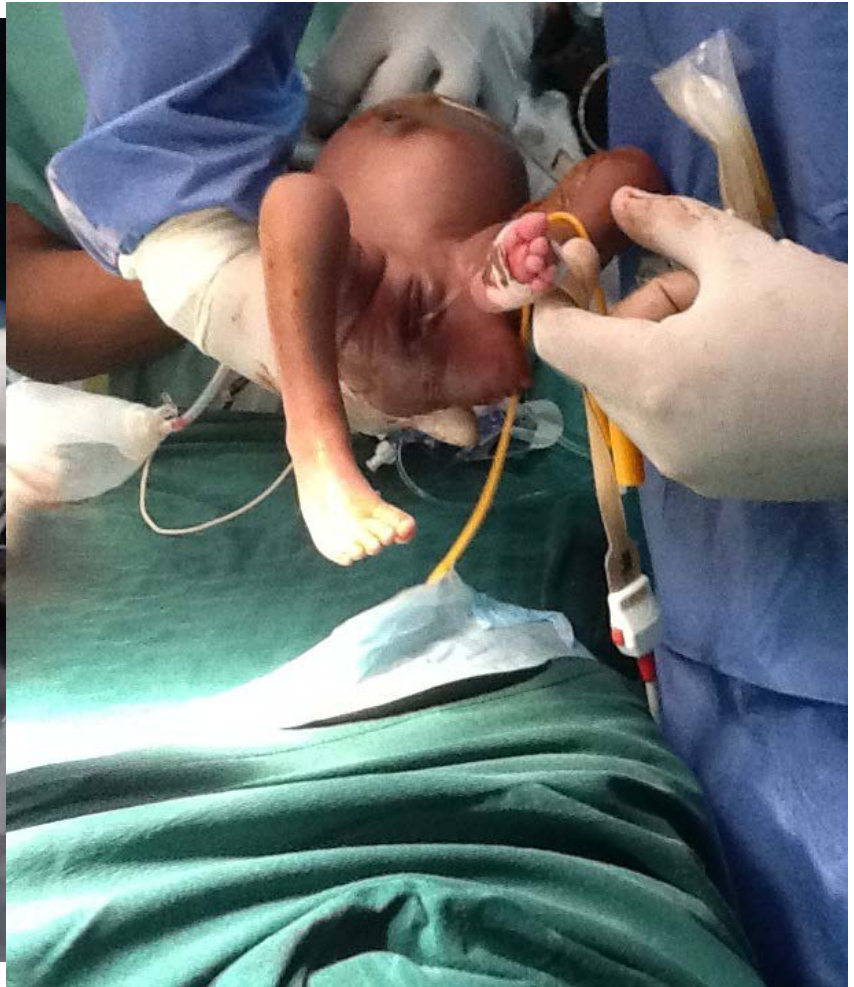


# Princess Margaret Hospital Bahamas





# Operated at Princess Margaret In Nassau, January 2012.



# Take Innovations Abroad Teaching Spinal Endoscopy





# HONDURAS MEDICAL CENTER



Front View of Hospital




With Neurosurgical team

# BL Kapur Cyberknife Center (New Delhi)



A BLK Joint Venture with  **INTERTERRA** and  **Roentgen Oncologic Solutions**

Call Our 24-Hour Helpline at  **1-800-208-5050**

[Hindi](#) [English](#) [Home](#) [Contact](#) [Site Map](#)



[Home](#) [For Patients](#) [For Doctors](#) [News](#) [Medical Research](#) [Our Doctors](#) [FAQ](#) [Ask the CyberKnife Team](#) [Contact](#)

The First Next Generation **CyberKnife VSI** in Asia



## For Patients

CyberKnife VSI offers Patients a painless non-invasive form of radiosurgery for the treatment of cancerous and non-cancerous tumors anywhere in the body, as well a treatment for vascular lesions and functional disorders.

-  [CyberKnife Treatments](#)
-  [Ask the CyberKnife Team](#)



## For Doctors

The CyberKnife Center offers Doctors with Patients who are potential CyberKnife VSI candidates free Internet "Virtual" Consultation and Diagnosis with the Institute's Board of Medical Advisors.

-  [Upload MRI/CT Images](#)
-  [Physician Consultations, Referrals, and Credentialing to Practice at the Institute](#)



## Tour the CyberKnife Center

The Doctors and Medical Staff of the BLK CyberKnife Center are among the most experienced in the world. Under their guidance the CyberKnife VSI offers new hope to patients and their families.

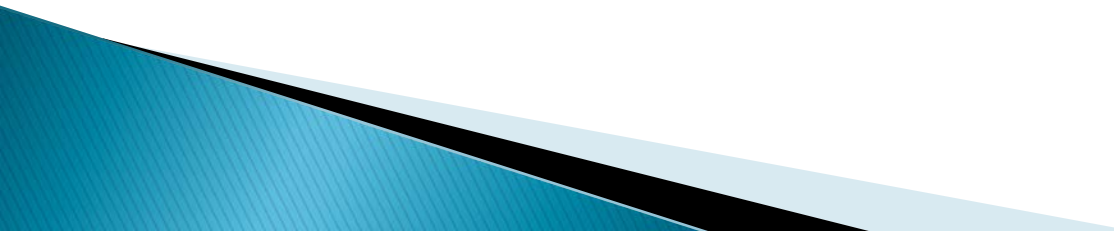
# INDIA RADIOSURGERY CENTERS

Interterra Medical India



Sahara Hospital , Lucknow  
To be Inaugurated Oct 2013

# TELEMEDICINE Since 1987

- ▶ TAMRI mid1980'S
  - ▶ Miami Medical Centers 1990'S
  - ▶ Scanning images
  - ▶ Satellite telephone conferences
  - ▶ Video transfer of images via telephone line
  - ▶ I performed the first Teleconference from Cedars to the Auditorium of the Military Hospital In Bogota, Colombia in 1988.
- 





text-based messages

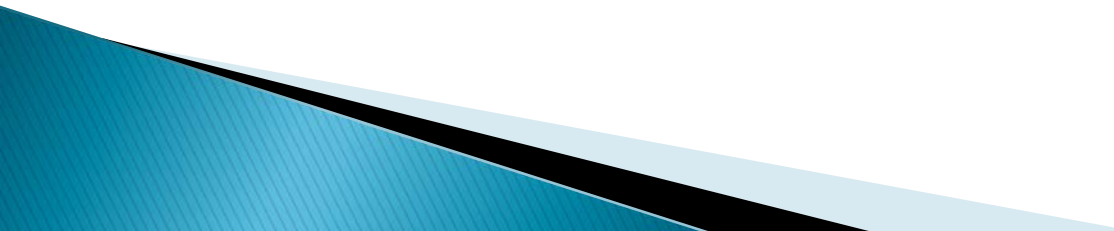


text and images graphics

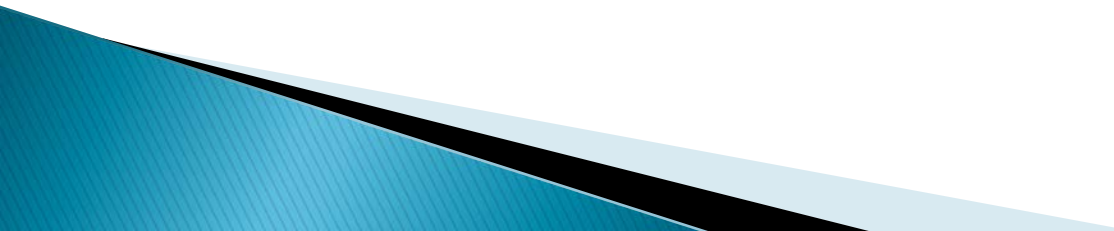
# From TELEX to FAX

First Physician in Florida to have a Telex Machine  
in 1984 until the Telefax appeared

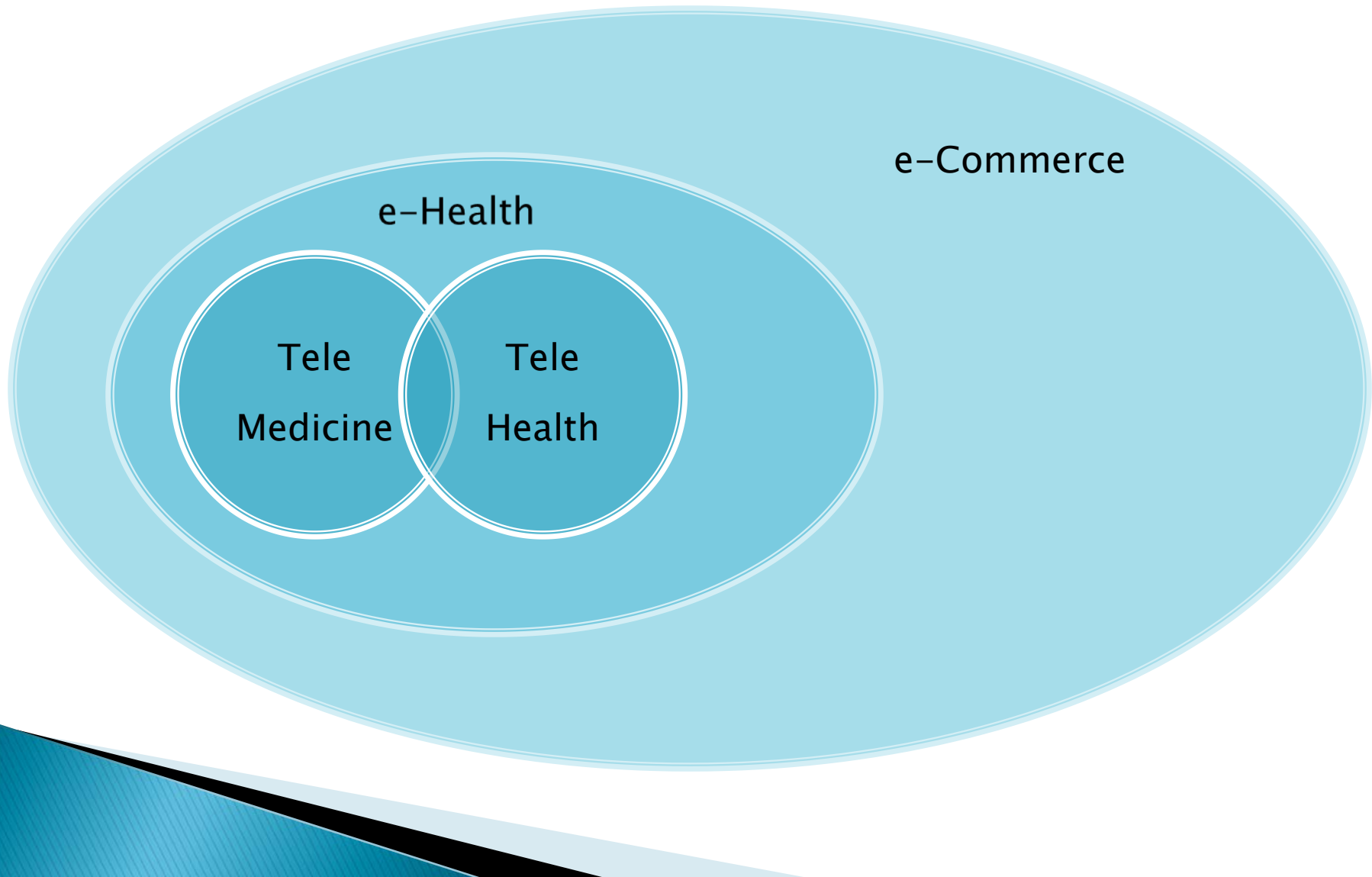
# Currently: Web Based Marketing

- ▶ First of all: **buy your name or someone else will.**
  - ▶ Identity theft has become predominant, epidemic, even in medicine.
  - ▶ Google your name and see.
  - ▶ It needs to be regulated.
- 

# Web Based Consultations

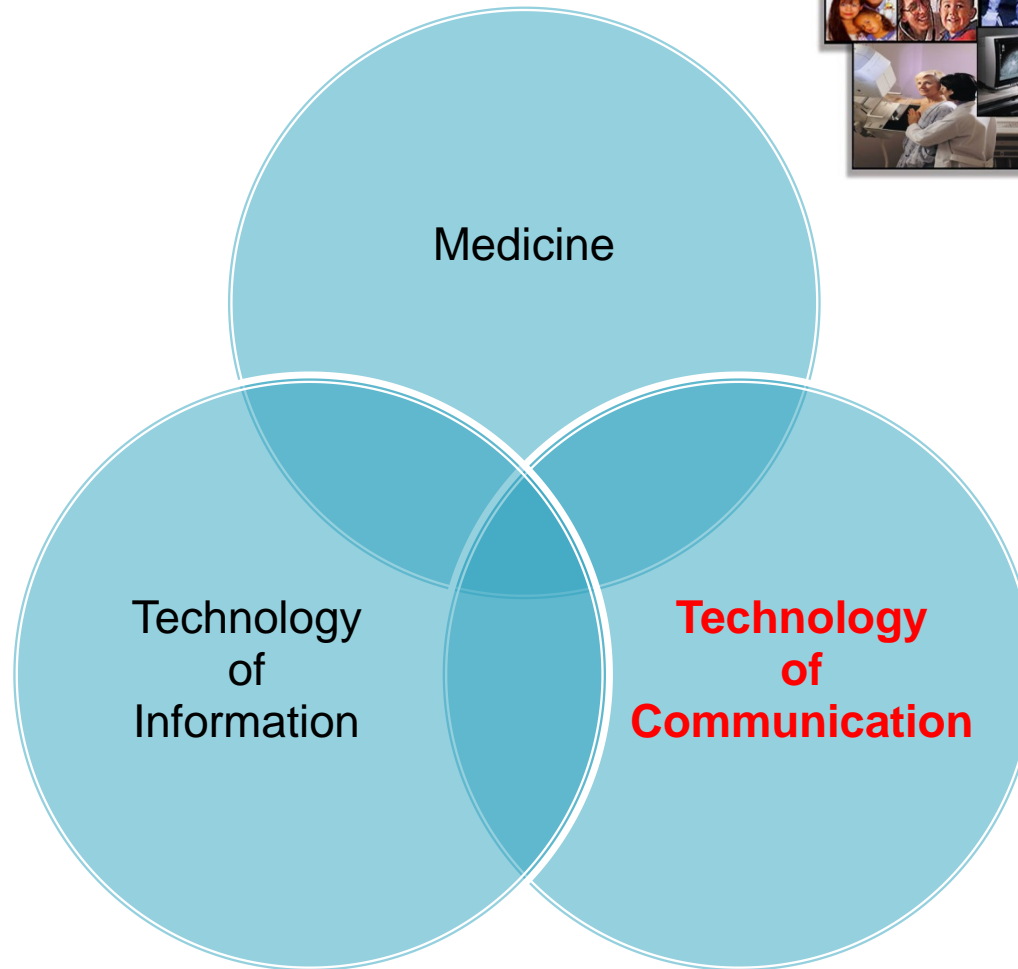
- ▶ Check with your Institution about issues with web given opinions and recommendations.
  - ▶ I have four specialized web pages where questions are asked daily.
  - ▶ Answer promptly the web based questions asked by patients abroad (non regulated).
  - ▶ Evaluate regulations for answering questions for local patients.
- 

# Tele-Medicine, Tele-Health & e-Health



# Telemedicine

## In a globalized economy





# Growing Medical Markets

» Latin–America

Caribbean

# Latin America is developing Fast

## Buenos Aires (# of cranes)



# Earth's City Lights



# Keys for Success

»» Physician–Patient Binomial

Telemedicine

Direct Marketing

Personal Touch



# International Physician

- ▶ Builds an International Patient Practice
    - Have a reputation build on his hometown
    - Have already a network of consultants
    - Speaks several languages
  - ▶ Is a Frequent traveler
    - Target regions and important cities
      - Create a network of international referrals
      - Create opportunities on all travels
      - Create business partnerships
      - Create offshore offices or institutions linked to main office
  - ▶ Organizes International Events
    - Symposiums, Discussion Panels, Courses
    - Select themes related to his expertise
- 

Miami-Lima

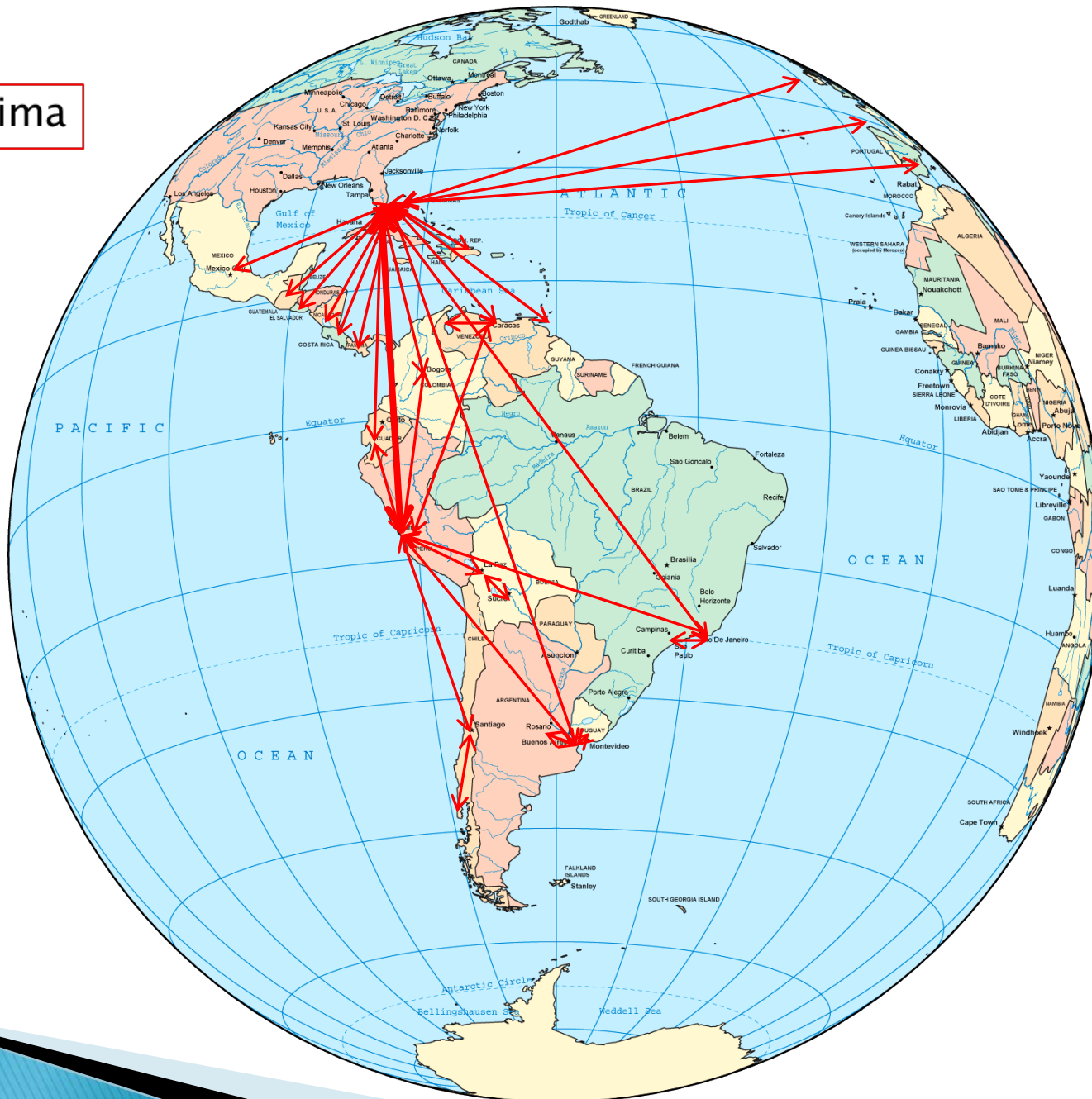
AXIS



## Miami-Lima

### MIAMI to:

- Managua
- Guayaquil
- Quito
- San Jose
- Guatemala
- Caracas
- Maracaibo
- Tegucigalpa
- San Salvador
- Kingston
- Santo Domingo
- Port of Spain
- La Paz
- Nassau
- Bogota
- Panama
- Mexico
- Port au Prince
- Buenos Aires
- Rio de Janeiro
- Sao Paulo



### MIAMI to:

- Madrid
- Sevilla
- Barcelona
- Roma
- Pisa
- Milan
- Paris
- London
- Berlin
- Prague
- Turin
- Stockholm
- Amsterdam
- Lisboa
- Delhi
- Mumbai
- Lucknow

### LIMA to:

- Guayaquil
- Quito
- La Paz
- Santa Cruz
- Santiago
- Valparaíso
- Buenos Aires
- Cordova
- Montevideo
- Caracas
- Rio de Janeiro
- Sao Paulo
- Bogota
- Cali
- Medellin

# International Neurosurgery Events organized since 1986

- ▶ 15 International Symposiums
  - 5 in Miami
  - 2 in Cuzco
  - 1 in Arequipa
  - 1 in Trujillo
  - 1 in Guayaquil
  - 1 in Quito
  - 1 in Santiago, Chile
  - 1 in Buenos Aires
  - 1 in Port of Spain
  - 1 in Nassau
- ▶ 5 International Courses
  - 5 in Miami
  - 1 Caribbean Cruise





# International Patient



- Time is more valued
- Personal touch
  - Welcome package
  - Comfort and reduce stress
- Care for details
  - Provide local mobile phone (prepaid)
  - Constant monitoring and follow-up



## Staff

- International Patient Coordinator
  - Multilingual
  - Telemedicine user
- Process Manual and Templates
- Planning & guide the process
- Contact persons
  - Hospitals, Diagnostic and Treatment centers
  - Pharmacy and medical equipment
  - Travel and lodging



# OVERALL RESULTS: International Patients

- ▶ More than 2,500 surgeries performed in Miami on international patients since 1981.
  - Average of 50 international cases per year
  - **Countries of origin:** Peru (37.4%), Nicaragua (13.4%), Ecuador (11.2%), Costa Rica (8.6%), Guatemala (4.9%), Venezuela (4.6%), Honduras (4.3%), El Salvador (3.5%), Jamaica (2.2%), Dominican Republic (1.9%), Trinidad & Tobago (1.6%), Bolivia (1.5%), Bahamas (1.2%), Mexico (1.0%), Haiti (0.8%), Panama (0.6%), Argentina (0.5%), Brazil (0.2%), Chile (0.2%), Spain (0.1%), Belize, Italy, Belgium, Singapore, India, Germany, Canada.
  - **Type of surgeries:** Spine (58%), Cranial (24%), Radiosurgery (17%), Peripheral nerves (1%)
  - **Type of payment:** Self pay (71%), International Insurance (19%), Foreign Armed Forces (8%), Private Third Party Payer (2%). At present 80% International Insurance.

# Two International Neurosurgery Offices

- ▶ **Miami Neurosurgical Center**
  - Located in Miami, USA.
  - Since 1981
  - Medical Office:
    - Consultations, Office Procedures, Surgeries, Radiosurgeries
- ▶ **Instituto de Neurocirugia, Neurologia & Rehabilitacion**
  - Located in Lima, Peru
  - Since 1994
  - **Receptor of Medical Tourism from North, South, Central America: and The Caribbean**
  - Institute:
    - Multidisciplinary: Neurosurgery, Neurology & Rehabilitation
  - Gamma-Knife del Pacifico
    - Radiosurgery



An aerial photograph of the ancient Inca city of Machu Picchu, nestled on a steep, forested mountain ridge. The city's stone terraces and buildings are visible, surrounded by lush greenery. In the background, jagged mountain peaks rise against a cloudy sky. A river is visible in the lower-left corner. The text "THANK YOU !" is overlaid in the center of the image.

THANK YOU !