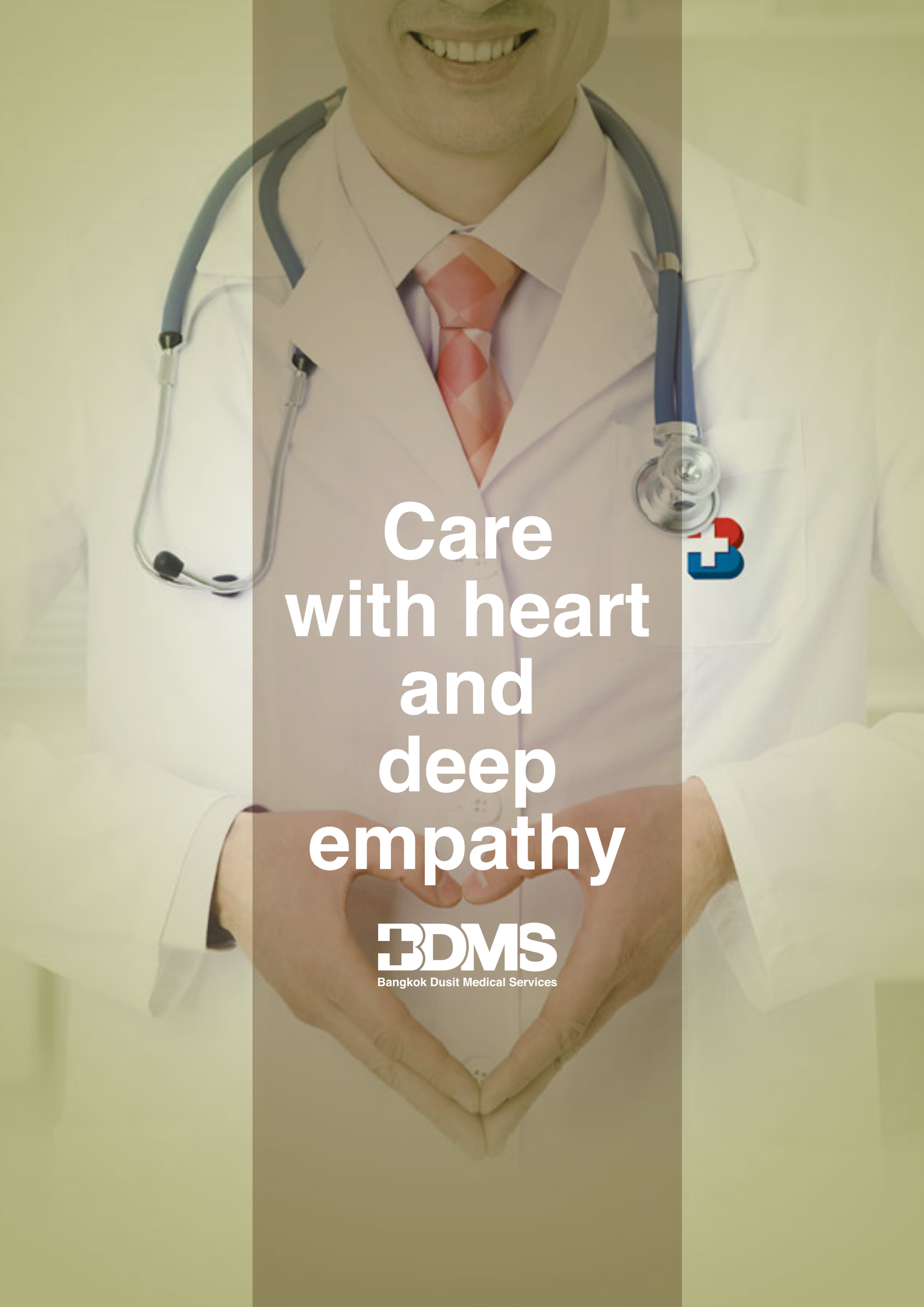


CSR Report 2014 | BANGKOK DUSIT MEDICAL SERVICES Public Company Limited

came



Care
with heart
and
deep
empathy

BDMS
Bangkok Dusit Medical Services

Message from the Chairman of the Board of Directors and the Executive Committee

(in Corporate Sustainability Report 2014)



With this intention in mind, various ongoing projects and activities have been organized by BDMS to build strong relationships with all stakeholders, under the concepts of sustainable development and social responsibility. Apart from our commitment to the shareholders, customers, partners, doctors, nurses, staff, government sector, and corporate governance center, the company is determined to carry on making contribution to society, offering help and support to the sick and the less fortunate through Bangkok Dusit Medical Services Public Company Limited and Vejduisit Foundation, which was founded in 1984. In the past 30 years, Vejduisit Foundation has contributed to the Thai society in terms of medical care and public health, by offering healthcare services to the disadvantage, providing medical equipment and supplies to public hospitals, supporting medical research, and offering medical supplies, devices and equipment to those in need.

Green Health Care & Share, a special campaign that we are proud of, is aimed to encourage donations of medical and healthcare equipment for disadvantaged patients, the elderly, and people with disabilities. In 2014, through the Green Health Care & Share campaign, a range of medical equipment has been donated to the disadvantage in Sukhothai, Ubon Ratchathani, Sisaket, Roi Et, Surin, Chumphon, Songkhla, Nakhon Si Thammarat, Chachoengsao, Nonthaburi, Pathum Thani and Bangkok, to name a few. Moreover, there are other projects in which we reach out to the less fortunate children and people with disabilities. Offering support to the

Foundation for Slum Child Care and Association of the Union of the Disabled of Thailand, 443 wheelchairs were specifically created for each individual's daily needs and given to Special Education Centers in Chonburi and Rayong as well as Department of Empowerment of Persons with Disabilities.

Furthermore, in terms of Corporate Governance, the company highly values ethical conduct and anti-corruption policies. In February 2014, the company's anti-corruption policy was announced, alongside the whistleblower policy that provides protection for the persons making reports and those helping them. These policies illustrate another dimension of the company's ongoing efforts to fulfill corporate social responsibilities.

Finally, I would like to extend my gratitude to all stakeholders who have been providing ongoing support to the development of BDMS in the past 43 years. On behalf of the Board of Directors, the Executive Committee and all of the staff, I hope that BDMS will keep growing alongside Thai society, under the concept of sustainable development.



Prasert Prasatthong-osoith, M.D.
Chairman of the Board of Directors and
the Executive Committee

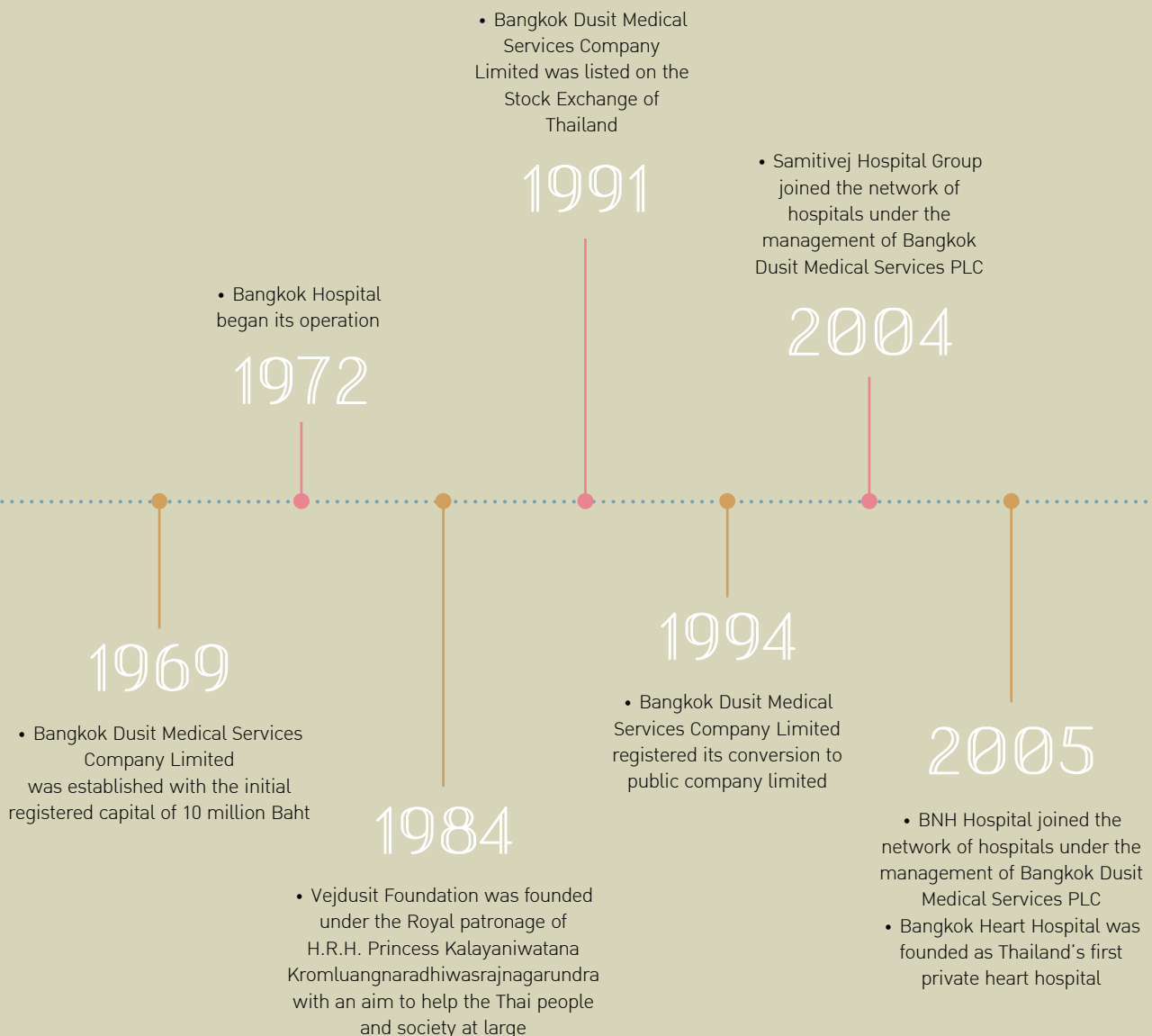


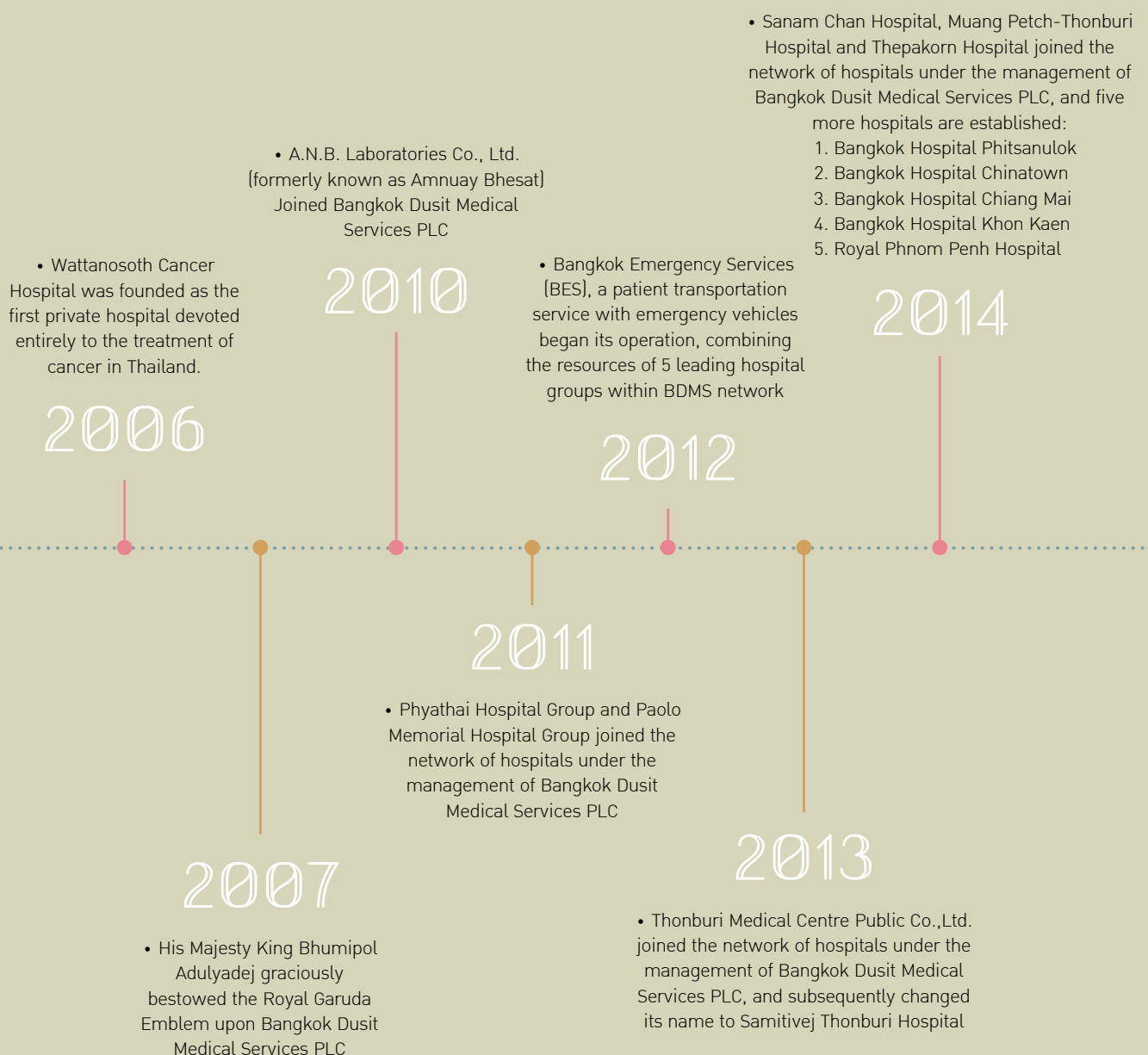
Introduction

Bangkok Dusit Medical Services PLC is Thailand's largest-network, medical service operator and is the leader of healthcare solutions providers with 37 medical institutions within its network. BDMS was established with an aim to deliver high quality healthcare services to the Thai public and society.

BDMS provides international-standard, high quality care with compassion and deep empathy, in accordance with code of ethical conduct and Thai hospitality.

MILESTONE





Content

p. 18

Anti-Corruption
Policy

p. 40

Corporate
Responsibility to
Customers



Ethical Business
Conduct

p. 8



Employee Well-being
and Respect for
Human Rights

p. 26



p. 58

Social and Community
Development

p. 74

CSR activities in 2014



Care for
the Environment

p. 52



Healthcare Service
Innovations

p. 68

A Message of the Heart

p. 80



01

Ethical Business Conduct

Ethical Business Conduct

Bangkok Dusit Medical Services Public Company Limited (BDMS) provides healthcare services both locally and internationally. While continually maintaining our high standard and international quality of medical care as the leader of healthcare solutions providers in Southeast Asia, we are also dedicated to deliver the best quality of services to customers.

BDMS is determined to conduct business with integrity; and clear evidence of our effort is our responsibility for errors occurred during the delivery of our healthcare services. The information about medication errors and flaws in the service delivery becomes valuable resources that we use to improve the overall patient experience, ranging from the service delivery system to the behaviours of healthcare professionals – doctors, nurses, and non-medical staff. This information has been obtained from our customers (details regarding our customers can be found in chapter 5 under the title “Corporate Responsibility for Consumers”), as well as our hospital personnel.



When BDMS initiated the new incident report policy in 2012, it is evident that most errors have been reported by the customers. As for the incidents reported from hospital staff, although small in quality, had been explored in detail through root cause analysis. The findings show that the staff:



1. Do not realize that the errors are problems that need to be solved.

2. Are worried that if the errors have been reported, whether the responsible person is s/he or other colleague, it could affect the relationship between co-workers, personal safety, or the job evaluation at the end of the year.

After such findings, in 2013 the Committee for Risk Management and Professional Standards in cooperation with the Committee for Customer Satisfaction Improvement began discussions on embedding the adverse event reporting into the organizational



culture. Thus, projects and workshops were initiated specifically in response to this. These include Good Doctor, Good Nurse, by the Medical Affairs Organization and the Nursing Staff Organization; Smart RM, by the Total Quality and Cost Improvement Division; Professional Development Project for security guards, janitors, and drivers, by QSRM Department, to name a few.



any employee wishing to report nonverbally can log in to the online reporting system “Occurrence Online”

Such projects developed by BDMS are aimed to promote the staff’s awareness of their roles and duties and willingness to take responsibility for their misconduct, as well as build motivation towards honest and ethical conduct. These have resulted in an increase in the number of adverse event reports in 2013 and 2014.

Furthermore, the company employees are able to talk to the management team directly, with regard to any issue or misconduct, or report any injustice or wrongdoing within the organization. Alternatively, any employee wishing to report nonverbally can log in to the online reporting system “Occurrence Online” readily available on every desktop in the hospital.

When an adverse event report enters Occurrence Online system, it will automatically be classified as one of the five levels, according to the severity of its consequences. Bangkok Dusit Medical Services Public Company Limited divides occurrences into five levels.

Manual Occurrence Report Online For Risk Manager , Head Dept Admin Occur Manual For Head

Category: Occurrence Date: 25/02/2015 BMC-EXCHAN

Dept: Blank Patient Safety Goal

HN Age

Date of Occurrence: 25/02/2015 Time

Hospital ID: BCH Place of Occurrence

Detail of Occurrence

Description of Occurrence

Inform By EmpID Tel Save Occurrence & Upload Attached File

Send email to (separate with ;) Confirm Send Mail Print

Attached File (ไม่เกิน 4MB) Choose File No file chosen Upload Attached File

Severity Outcome Level



- Occurrences that are harmless and do not affect the quality of service, or “No Quality Concern” can be divided into two levels, which are:

1. Level 0 - Near Missed Events

At this level, an instance of misconduct has taken place, but it has not yet affected other individuals. For example, a doctor may have prescribed aspirin to a patient who is aspirin-sensitive, but a pharmacist detects it before giving it to the patient, and report the incident via the system.

2. Level 1 - No Harm Events

An instance of misconduct has taken place at this level, but the consequence is harmless. For example, a doctor may have prescribed aspirin to an aspirin-sensitive patient. A patient has taken it, but there is no allergic reaction. A healthcare professional has been notified when the patient returns to the hospital, and reports the incident to prevent further medication errors.

- Occurrences with high risk impact, or “Adverse Events”, include four levels, which are:





1. Level 2 - Mild Adverse Events

Errors that create higher risk impact on the patients are considered level 2. For example, a patient with aspirin-sensitivity may have been mistakenly prescribed aspirin by a doctor. Subsequently, the patient has taken it, resulting in allergic reactions. However, the patient immediately receives allergy treatment and the symptoms are relieved.

For the occurrences in level 0 – level 2, Head of Department shall seek to solve the problem, while the Committee for Risk Management and Professional Standards provides support and consulting.

2. Level 3 - Moderate Adverse Events

These are errors with even higher risk impact, which are often life-threatening. For example, an aspirin-sensitive patient has been prescribed aspirin, takes it, resulting in severe allergic reactions, and needs to be hospitalized.

For all adverse events at this level, the Committee for Risk Management and Professional Standards will hold a meeting every week to explore the cases in detail and follow up very closely.

For the occurrences in level 4 – level 5, the Chief Executive Officers will be informed within one hour

3. Level 4 - Serious Adverse Events

Errors at this level create very high impact on individuals both physically and mentally. For example, a patient with aspirin-sensitivity may have been mistakenly prescribed aspirin by a doctor, which leads to severe allergic reactions. The patient then requires immediate treatment in the Critical Care Unit. The treatment, however, results in complications, and the patient needs to be hospitalized for a longer period of time or has to frequently return to the hospital for treatment.

4. Level 5 - Reputation Events

These include occurrences that create the highest level of negative impact for the organization, involving lawsuits or public disclosure of such errors, resulting in misunderstanding and bad reputation of medical professionals and hospital. For example, a patient's illness may have been cured, but during treatment, the doctor makes some unpleasant remarks to the patient, which deeply upsets him/her.





For the occurrences in level 4 – level 5, the Chief Executive Officers will be informed within one hour. An urgent meeting will be held by the Committee for Risk Management and Professional Standards, and a solution will be sought between the committee, CEOs, and the department directly involved with the event.

It is of utmost importance when conducting healthcare business to maintain the highest level of integrity, as well as high standard and international quality of medical care. Bangkok Dusit Medical Services Public Company Limited, therefore, strives to build the patients' trust and confidence towards our services, making sure that all patients receive the highest quality of healthcare, value-for-money, services, with fairness and integrity.



02

Anti-Corruption
Policy

Anti-Corruption Policy

Bangkok Dusit Medical Services PLC (BDMS) is determined to operate business with reliability and transparency, free from corruption at all levels, as announced in March 2014 (document 1 and 2).



BDMS
Bangkok Dusit Medical Services
พระเบ็ญนทร์ 0107537000025

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**ประกาศประธานคณะกรรมการ
บริษัท กรุงเทพดุสิตเวชการ จำกัด (มหาชน)
ที่ 1 / 2557
เรื่อง การใช้นโยบายการดูแลเรื่องการใช้ข้อมูลภายใน
และนโยบายการป้องกันและต่อต้านการทุจริตคอร์รัปชัน**

ตามที่ที่ประชุมคณะกรรมการบริษัท กรุงเทพดุสิตเวชการ จำกัด (มหาชน) ได้มีมติอนุมัติ "นโยบายการดูแลเรื่องการใช้ข้อมูลภายใน" และ "นโยบายการป้องกันและต่อต้านการทุจริตคอร์รัปชัน" ซึ่งถือเป็นส่วนหนึ่งของนโยบายการกำกับดูแลกิจการที่ดีของบริษัทฯ โดยมีวัตถุประสงค์เพื่อป้องกันการทำการรายการที่อาจก่อให้เกิดความขัดแย้งทางผลประโยชน์ รวมถึงเพื่อเป็นการสนับสนุนและส่งเสริมให้บริษัทฯ เป็นองค์กรที่น่าเชื่อถือ และมีความโปร่งใสในการปฏิบัติงาน

ดังนั้น จึงขอประกาศใช้ "นโยบายการดูแลเรื่องการใช้ข้อมูลภายใน" และ "นโยบายการป้องกันและต่อต้านการทุจริตคอร์รัปชัน" ซึ่งมีข้อความตามเอกสารแนบ และถือเป็นส่วนหนึ่งของประกาศฉบับนี้ เพื่อให้ ผู้บริหารและพนักงาน ของบริษัทฯ และบริษัทในเครือทั้งหมดทราบและถือปฏิบัติโดยทั่วกัน

ประกาศ ณ วันที่ 14 มีนาคม พ.ศ. 2557

นายแพทย์ 
(ปราเสริฐ ปราสาททองโอสถ)
ประธานคณะกรรมการ
บริษัท กรุงเทพดุสิตเวชการ จำกัด (มหาชน)

Thailand





PHYATHAI




Overseas





BDMS
Bangkok Dusit Medical Services
ทะเบียนเลขที่ 0107537000025

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นโยบายการดูแลเรื่องการให้ข้อมูลภายใน

บริษัท กรุงเทพดุสิตเวชการ จำกัด (มหาชน) (“บริษัท”) ได้กำหนดให้มีการดำเนินการต่าง ๆ เพื่อป้องกันการเปิดเผยและป้องกันการทำการที่อาจก่อให้เกิดความขัดแย้งทางผลประโยชน์ รวมถึงการใช้ข้อมูลภายใน โดยมีขอบซึ่งอาจส่งผลกระทบต่อการค้าเงินลงทุนของบริษัท ตลอดจนหลักทรัพย์หรือราคาหลักทรัพย์ของบริษัท และทำให้เกิดความไม่เท่าเทียมกันในการได้รับข่าวสารข้อมูลของบริษัท จนเป็นผลให้ผู้หนึ่งผู้ใดได้ประโยชน์อันเนื่องมาจากการใช้ข้อมูลภายในดังกล่าว โดยบริษัทได้วางแนวปฏิบัติไว้ดังต่อไปนี้

1. จัดทำจรรยาบรรณทางธุรกิจของบริษัท รวมถึงจรรยาบรรณของพนักงานที่ครอบคลุมเรื่องความขัดแย้งทางผลประโยชน์ การเปิดเผยข้อมูลและข่าวสาร การห้ามใช้ข้อมูลภายในหรือการให้ประโยชน์หรือเปิดเผยข้อมูลภายในเพื่อประโยชน์ส่วนตนหรือผู้อื่น รวมถึงนโยบายการกำกับดูแลกิจการที่ดี การปฏิบัติต่อผู้มีส่วนได้เสียว่าด้วยสิทธิของผู้ถือหุ้น และการเก็บรักษาความลับของผู้รับบริการ โดยมีการสื่อสารเผยแพร่หลักเกณฑ์ดังกล่าวแก่บุคคลที่เกี่ยวข้องเพื่อให้ทราบและถือปฏิบัติโดยทั่วไป

2. กำหนดระยะเวลาห้ามการซื้อขายหลักทรัพย์ของบริษัท (Quiet Period) ของกรรมการและผู้บริหาร¹ โดยกำหนดระยะเวลาห้ามการซื้อขายหลักทรัพย์ของบริษัท เป็นเวลา 14 วันก่อนการประกาศผลประกอบการ หรือประกาศงบการเงินรายไตรมาสและงบการเงินประจำปี โดยกำหนดไว้ใน “นโยบายการเปิดเผยข้อมูลและสารสนเทศของบริษัท”

3. ทำการเปิดเผยการถือครองหลักทรัพย์ของกรรมการและผู้บริหาร โดยกรรมการและผู้บริหาร มีหน้าที่จัดทำและรายงานการซื้อขายหลักทรัพย์ของบริษัทภายใน 1 เดือน นับจากวันรับตำแหน่งครั้งแรก และจัดทำภายใน 3 วันทำการ หลังจากที่มีการเปลี่ยนแปลงการถือครองหลักทรัพย์ดังกล่าวไปยังสำนักงานคณะกรรมการกำกับหลักทรัพย์และตลาดหลักทรัพย์ พร้อมทั้งแจ้งการถือครองหรือการเปลี่ยนแปลงดังกล่าวต่อเลขานุการบริษัท เพื่อให้เลขานุการบริษัททำหน้าที่รวบรวมรายงานการเปลี่ยนแปลงการถือครองหลักทรัพย์ของบริษัทดังกล่าว เพื่อบรรจุเป็นวาระเพื่อทราบในการประชุมกรรมการบริษัท ในครั้งต่อไป

4. การรายงานการมีส่วนได้เสีย บริษัทกำหนดให้กรรมการและผู้บริหาร จัดทำรายงานการมีส่วนได้เสียของตนและบุคคลที่มีความเกี่ยวข้องส่งให้เลขานุการบริษัท และให้มีการจัดทำรายงานดังกล่าวครั้งต่อไปเมื่อมีการเปลี่ยนแปลงข้อมูล ซึ่งเลขานุการบริษัทมีหน้าที่จัดเก็บข้อมูลและรายงานข้อมูลดังกล่าวไปยังประธานกรรมการ และแจ้งต่อที่ประชุมคณะกรรมการบริษัทเพื่อทราบ เพื่อให้เป็นไปตามพระราชบัญญัติหลักทรัพย์และตลาดหลักทรัพย์ พ.ศ. 2535 ซึ่งแก้ไขเพิ่มเติมโดยพระราชบัญญัติหลักทรัพย์และตลาดหลักทรัพย์ (ฉบับที่ 4) พ.ศ. 2551 และ/หรือประกาศของคณะกรรมการกำกับตลาดทุน

1. ผู้บริหาร หมายถึง ผู้บริหารตามนิยามของพระราชบัญญัติหลักทรัพย์และตลาดหลักทรัพย์ พ.ศ. 2535 ซึ่งแก้ไขเพิ่มเติมโดยพระราชบัญญัติหลักทรัพย์และตลาดหลักทรัพย์ (ฉบับที่ 4) พ.ศ. 2551 และ/หรือประกาศของคณะกรรมการกำกับตลาดทุน



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คณะกรรมการกำกับตลาดทุน ซึ่งบริษัทจะนำข้อมูลดังกล่าวไปใช้ในการควบคุมดูแลการทำธุรกรรมระหว่างบริษัทกับ
กรรมการ หรือ ผู้บริหาร และ/หรือ ผู้เกี่ยวข้องของบุคคลดังกล่าวเพื่อให้เป็นไปตามหลักเกณฑ์ของกฎหมายและ
หลักการกำกับดูแลกิจการที่ดี

5. มาตรการดำเนินการเมื่อพบว่ามีการใช้ข้อมูลภายในเพื่อประโยชน์ส่วนตน

- กรณีที่เป็นกรรมการบริษัท กรรมการท่านใดที่ได้รับการคัดเลือกจากหน่วยงานกำกับดูแลบริษัท จนเป็น
เหตุให้มีลักษณะที่แสดงถึงการขาดความเหมาะสมที่จะได้รับความไว้วางใจให้บริหารกิจการที่มีมหาชน
เป็นผู้ถือหุ้น ตามประกาศคณะกรรมการกำกับหลักทรัพย์และตลาดหลักทรัพย์ ที่ กจ.8/2553 เรื่องการ
กำหนดลักษณะขาดความน่าไว้วางใจของกรรมการและผู้บริหารของบริษัทในตลาดหลักทรัพย์ จะขาด
คุณสมบัติในการดำรงตำแหน่งกรรมการของบริษัทซึ่งเป็นไปตามกฎหมายที่เกี่ยวข้อง ตลอดจน
ข้อกำหนดและกฎเกณฑ์ตามประกาศของหน่วยงานที่กำกับดูแลบริษัทในฐานะที่เป็นกิจการจดทะเบียน
ในตลาดหลักทรัพย์ฯ

และแม้ว่ากรณีที่ใช้ข้อมูลภายในดังกล่าวมิได้มีผลร้ายแรงจนเป็นเหตุให้กรรมการรายดังกล่าวขาด
คุณสมบัติในการดำรงตำแหน่งกรรมการของบริษัทจดทะเบียนในตลาดหลักทรัพย์ฯ ก็ตาม
คณะกรรมการบริษัทจะพิจารณาดำเนินการเพื่อขอให้กรรมการดังกล่าวออกก่อนครบวาระ หรือกรณี
ที่กรรมการท่านดังกล่าวครบวาระ คณะกรรมการบริษัทจะไม่มีมติเสนอต่อวาระกรรมการท่านนั้นต่อที่
ประชุมผู้ถือหุ้น รวมถึงจะไม่มีการสนับสนุนหรือเสนอชื่อบุคคลดังกล่าวให้เข้าดำรงตำแหน่งกรรมการ
ของบริษัทและบริษัทในเครือ

- กรณีที่เป็นผู้บริหาร หรือพนักงานของบริษัทหรือบริษัทในเครือ จะต้องมีการตั้งคณะกรรมการสอบสวน
กลางเพื่อสอบสวนหาข้อเท็จจริงหรือกำหนดบทลงโทษที่เหมาะสม โดยหากสอบสวนแล้วมีความคิด
เห็น บริษัทหรือบริษัทในเครืออาจมีหนังสือคัดเตือน หรืออาจมีมติให้ผู้บริหารหรือพนักงานรายนั้นพัก
งาน ออกจากงาน หรือมีการโยกย้ายตำแหน่งหน้าที่ ที่ไม่สามารถใช้ประโยชน์จากข้อมูลภายในของ
บริษัท หรือเป็นตำแหน่งหน้าที่ที่มีได้เกี่ยวข้องกับตำแหน่งหน้าที่เดิม ทั้งนี้บทลงโทษดังกล่าวจะขึ้นกับ
เจตนาในการกระทำความผิด ความรู้และประสบการณ์ในสายอาชีพของผู้กระทำผิดในฐานะ
วิญญูชนที่พึงปฏิบัติ ความร้ายแรงของความเสียหายที่เกิดขึ้นและผลกระทบที่มีต่อบริษัท ทั้งนี้ต้อง
เป็นไปตามระเบียบข้อบังคับของบริษัทหรือบริษัทในเครือ กฎหมายที่เกี่ยวข้อง ตลอดจนข้อกำหนดและ
กฎเกณฑ์ตามประกาศของหน่วยงานที่กำกับดูแลบริษัทในฐานะที่เป็นกิจการจดทะเบียนในตลาด
หลักทรัพย์ฯ

หน้า 2 ของ 2



The Anti-Corruption Policy has since been implemented in the organization; managers and heads of department consider this code of conduct and make sure that the policy is strictly observed by all staff. In case of policy violation, disciplinary actions will be necessary, for example,



- In terms of human resources management, when a member of the staff violates company policies, head of department will report to the human resources department. A disciplinary action will then be given, according to the seriousness of the violation. Discipline may range from a verbal warning up to termination of employment.
- In terms of building construction and renovation, responsible party is obliged to clearly announce the construction procurement to promote transparency in the contracting and bidding process.
- In terms of medical services, all equipment and supplies in the hospital are obtained through a standardized bid procedure that is employed by all hospitals in the network.



- The purchasing team, in collaboration with representatives from all hospitals within the network, set up a system that is transparent and environmental-friendly, for example, in the sectors of service, general supply and construction, as clearly described in TOR in the bidding process. For an instance,

- An example of TOR of housekeeping provider at Samitivej Chonburi Hospital under the headings 3.3 and 3.6 states that:

3) Qualifications of the service provider

3.1 Bidders must be legal service providers in accordance with international law.

3.2 Bidders shall not be enlisted in the abandoners' list of the Thai Government Agencies and the State Enterprises

3.3 Bidders shall not be a jointly interested bidder with other bidders and/or Service Provider / Facilitator as from the date of N Health issuance of the bid invitation or shall not be a person who undertakes and acts as a "Obstruction of Fair Price Competition" in this bid invitation.

3.4 Bidders shall not be juristic persons who have the special privilege or immunity with which to refuse being taken to Thai court, or if they have, such privilege or immunity must be waived by the order of such Bidders' Government.

3.5 Bidders shall be Thai-nationality juristic persons providing the same type of service as the one in the bid invitation and must be in the form of single





Bangkok Dusit Medical Services PLC (BDMS) intends to undertake the Anti-corruption Progress Indicator assessment in the near future

contract with a minimum of 1,000,000.00 Baht budget, and must be a well-established firm or joint venture or partnership or consortium of firms working directly with Hospital, or other trusted state organizations. The service previously provided shall not be more than two years. 3.6 Bidders must display evidence of latest payment into the social security funds when submitting the bidding form.

- The TOR of the A4 paper procurement of N Health's bidding invitation states that the packaging must be made from at least 30% of recycled pulp or other material that has been certified "Green Label".
- In terms of engineering and construction procurement, new medical institution projects with 60 beds or more require Environmental Impact Assessment (EIA) which also takes into account the opinions of the local communities where the projects are located.

Bangkok Dusit Medical Services PLC (BDMS) intends to undertake the Anti-corruption Progress Indicator assessment in the near future. We aim to attain level 5 (Extended: indicating anti-corruption policy which extends to business partners, consultants, intermediaries and business representatives).



03

Employee Well-being
and Respect
for Human Rights

Employee Well-being and Respect for Human Rights

Bangkok Dusit Medical Services PLC (BDMS) manages a total of 37 hospitals, providing healthcare solutions all over Thailand, through a team of dedicated medical specialists. Our patients include those of Thai nationality as well as foreign nationals from around the world. Our employees, too, consists of Thai as well as international healthcare professionals. Therefore, BDMS is fully committed to support diversity and respect for human rights, through four main components, i.e. human rights, labor, environment, and anti-corruption¹



¹ Details of our anti-corruption policy are included in chapter two of this report

BDMS honors differences in personal beliefs and values of all employees. All staff is treated without discrimination on the basis of race, ethnicity, gender, religion, financial status, physical disability, illness, or any other grounds. The company respects differences in opinions, with regard to social values, economics, politics, environmental issues, as well as cultures and traditions.



Human rights policy has been woven into the company's action plans and operations, which are fully disclosed to all investors, contractors, business partners, and all other parties, including individual employees. The staff shall be treated equally, whether in terms of payment, benefits, vacation days, annual performance evaluation, or bonuses.



Job promotion is carefully determined and given to employees regardless of gender differences

Moreover, the company strictly follows the Thai immigration laws, and is fully against illegal employment of foreigners and underage workers.

Furthermore, each year, all employees will be evaluated by the Human Resources Department, by means of the Key Performance Indicator (KPI).

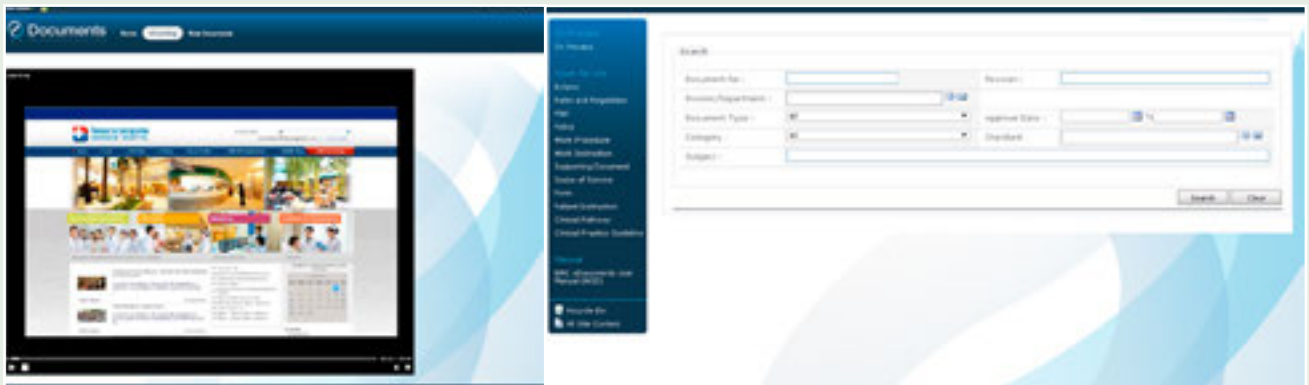
KPI is employed to assess each employee's performance and achievements, in relation to set goals. The result of which will be taken into consideration when it comes to job promotion and rotation, as well as individual development plan.

Job promotion is carefully determined and given to employees regardless of gender differences. This gender equality policy can be observed in the well-balanced number of male and female chief executive officers.

The company's employees and heads of department in collaboration with the Human Resources Department and Chief Executive Officers have all taken part in developing the KPI, using performance evaluation results from the past year to create a set of standard KPIs for the year that follows.

Apart from a firmly established rewards strategy that ensures fair compensation and benefits, and career progression and development opportunities, the company is committed to promote the employees' health and wellbeing, happiness in the workplace, a supportive environment, a sense of belonging and feeling at home at work, and a strong employer-employee relationship, through a series of projects and activities throughout the year, for example:

- The employees association was founded to encourage interactions between staff; Employee representative was elected to ensure transparent and direct communication between the management and the staff.
- A meeting between the CEOs and the staff of all levels is held every quarter to discuss company policies, direction and future plans, in an informal manner that allows all employees to raise questions and express their opinions.
- BMC Intranet, a virtual system developed for direct communication with the staff. Important data uploaded into the system, which can be reached by staff, include information about drugs and their proper use, doctor profiles, latest news from the Human Resources Department, details of training programs, employee rewards, for example.



- Training courses through e-learning are conducted to allow all employees to conveniently access training and development programs online. This has led to improvement in cost effectiveness and more learning opportunities. The training and development costs are reduced by 30 percent, while each employee saves 33.3% of the amount of time spent on training. This training scheme allows the employees to manage their time effectively and motivates them to continue developing their skills.



- Health and wellness programs for staff are fully established. They include an array of services, for example, an annual health check-up, and exercise classes at 17.30-18.30 every day.







- Annual color sports day is held in October to promote the staff's health and wellness, as well as, building strong connection among various groups of employees within the network of hospitals owned by BDMS.

- Karaoke competition is also held in October every year to encourage fun and healthy environment, as well as strong engagement among the staff of the hospitals within the network, while honoring talents and skills of our employees.







- The employees are invited to participate in the “Good deeds for your birthday” activity, which allows them to make merits together with other staff born in the same month. Activities range from building a first aid room in rural schools to visiting and giving presents to disabled children.





free tickets to
the BSO concert,
which is held
every 3 month

- Mental health promotion programs are offered to the staff and their families throughout the year. For example, free tickets to the Bangkok Symphony Orchestra concert, which is held every three months, are given to the employees and their friends and families.

Apart from the projects mentioned above, BDMS offers a vast variety of activities for their staff, because we strongly believe that the employees at all levels, whether they are doctors, nurses, security guards, cleaners, or drivers, are important and valuable part of our extended family.



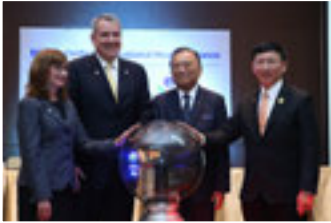




04

Corporate
Responsibility to
Customers

Corporate Responsibility to Customers



As mentioned in the previous chapters, Bangkok Dusit Medical Services PLC (BDMS) is Thailand's largest-network, medical service operator and is the leader of healthcare solutions providers. Our mission is to provide internationally accepted, efficient and ethical high quality care through a dedicated team of healthcare professionals, ranging from the Chief Executive Officers to general staff, who are fully committed to the four organizational core values. They are:

- B – Beyond Excellence
- D – Deep Empathy
- M – Moral Commitment
- S – Service with Thai Hospitality



Beyond Excellence

BDMS is strongly determined to deliver the best healthcare solutions to the public, through our services that surpass all expectations and latest medical technology and innovations.



Throughout the year 2014, BDMS has been improving the quality of service in all aspects of the hospitals within our network. Numerous agreements have been signed between the company and leading educational institutions in Thailand and abroad, such as the Faculty of Medicine, Srinakharinwirot University; Oregon Health & Science University, USA, The University of Texas MD Anderson Cancer Center USA. The Barbara Ann Karmanos Cancer Institute, Wayne State University School of Medicine, located in Detroit, Michigan, USA; and Pacific Rim Electrophysiology Research Institute at White Memorial Medical Center, Los Angeles, USA.



BDMS runs numerous projects and activities throughout the year to continuously create a body of knowledge, through new research and studies, leading to up-to-date medical innovations, while maintaining the highest level of safety and standards of medical care for all of our customers, ensuring their satisfaction and confidence in our healthcare professionals and services.



Accredited



Accredited



Apart from our team of medical specialists who are equipped with clinical expertise and academic achievement of international standards, BDMS has invested in the latest state-of-the-art technology, bringing the newest medical devices available to the Thai people. Furthermore, BDMS urges all hospitals in its network to undergo rigorous screening to ensure they meet international standards for healthcare services. Such accreditation includes Joint Commission International (JCI) and Hospital Accreditation (HA) of Thailand.

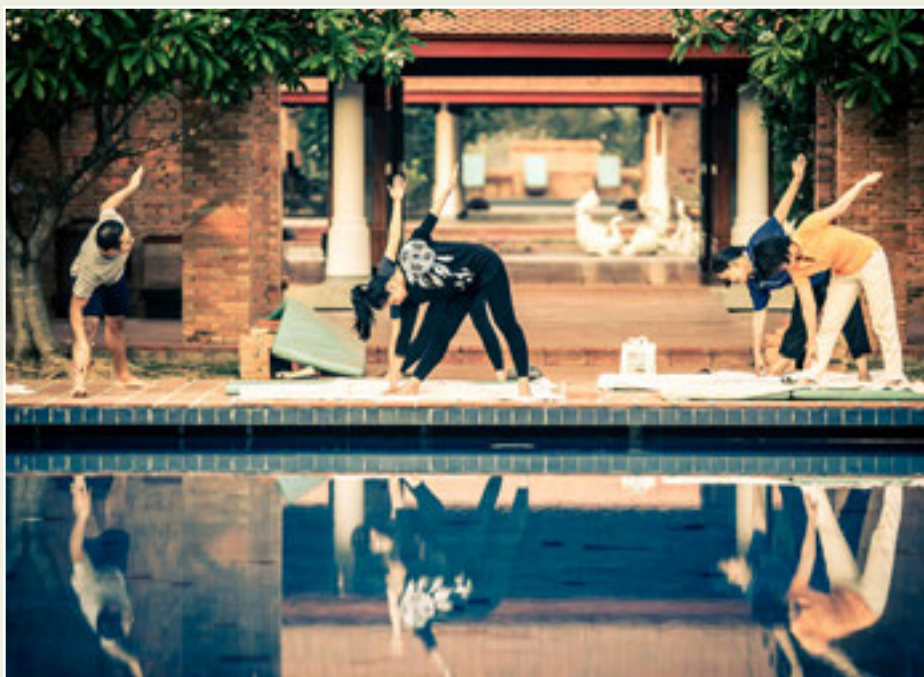
Deep Empathy

At the heart of healthcare services is empathy, which is the capacity to understand what another person is experiencing from within her/his frame of reference.

The results of the patients' perspectives of care survey, or HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems), conducted in 2013, show that BDMS customers consider the quality of care as one of the most important elements alongside the quality of medical treatments. More than half of the complaints received are related to the attentiveness of the hospital staff which reflect the customer expectations towards the quality of healthcare service that is uniquely different from those in other service industries.

Moreover, research in medical studies shows that the delivery of healthcare that is full of empathy towards patients contribute to the success of clinical treatments, supporting the healing process, and allowing the patients to recover from illness much sooner, thus reducing the duration of hospitalization. It also minimizes conflicts and the patients' dissatisfaction with the healthcare services.¹

Therefore, BDMS considers empathy as one of the core values, urging all staff to take care of the customers and their relatives with deep empathy. This concept of empathy is conveyed to all members of the staff through various activities, for example,



¹ The Importance of Empathy in Medical Practice and Some of Its Difficulties, Humane Medicine Health Care Journal, Volume 4 Number 1, 2004, Irene Switankowsky, Department of Philosophy, University of Waterloo, Waterloo, Ontario, Canada

- **Empathic Communication Camp for Physicians**, a three-day, two-night seminar for doctors within the BDMS network, aimed to equip medical professionals with empathic communication skills that will allow them to effectively respond to patients and family's needs, through workshops, role-playing, patient experience simulation, and group discussions.

Empathic Communication Camp for Physicians aimed to equip medical professionals with empathic communication skills





Heads of Department and those directly in contact with patients and their family



- **Verbal and Physical Empathic Communication for Heads of Department**, a course containing eight sessions that runs for four months, especially designed for Heads of Department and those directly in contact with patients and their family.
- **Empathic and Creative Thinking for Security Guards, Housekeepers and Valets**, a two-month course for non-medical staff whose work are directly related to patients and family's perceptions of the hospital visit and experience.





Empathy and Service Standards, basic principles of empathy for new employees



- **Empathy and Service Standards**, basic principles of empathy for new employees, emphasizing service that places the patients and their family at the center of the experience.



Empathy can be firmly planted in a healthcare institution only when everyone in the organization thoroughly understands the concept and is able to practice empathic communication with others. Throughout the year 2014, BDMS had been communicating the importance of empathy and empathic communication skills to staff of all levels. Furthermore, all activities mentioned above will continue for at least three years, so that empathy becomes part of organizational culture.



Empathy can be firmly planted in a healthcare institution only when everyone in the organization



Moral Commitment

Even though all members of the staff are determined to deliver the best healthcare solutions to the patients, an error might occur, or the patients may not be satisfied with the service provided. Therefore, responsibility for all of our actions is another important aspect of our service.

When an error occurs in the healthcare delivery system, whether it is related to the quality of treatment, or the way our staff delivers service, the company is fully responsible for all of the actions, and will seek the best possible solution that is fair to both customers and employees.

When an error occurs the company is fully responsible for all of the actions



BDMS receives a number of complaints through various means – questionnaires, call center, occurrence online, direct interaction with customers, and public social media messages (websites, Instagram, Facebook, for example).

All of the complaints are collected by the Total Quality and Cost Improvement Division, who will conduct an investigation. The incident will then be categorized according to the seriousness of its consequences (details of the five levels of occurrences are in chapter one), and dealt with in a timely manner. According to the statistics gathered over the past years, 88% of the occurrences are “Near Missed Events” and “No Harm Events” which are classified as level 0-1, while 12% of those require further actions from the hospital management team. After the Committee for Risk Management and Professional Standards and the Committee for Customer



Satisfaction Improvement were set up, there has been significant reduction in the number of complaints. However, since the end of 2013, when the changes to the Consumer Protection Law were introduced, the amount of customer complaints has risen, although not as many as before the two Committees were set up.

Thai Hospitality

While all of the medical institutions within the BDMS network offer healthcare services, through the use of high technology, innovative equipments, the customers will experience the service from our staff that is gentle, courteous, and respectful.

Thai hospitality, which can be perceived through sincere smiles, polite and considerate manner, and caring attitude, is very unique, and can make BDMS services stand out among the various medical institutions in Southeast Asia.



the quality of
treatments but
also the quality
of the service
that we provide

BDMS highly values “Thai hospitality” and blends this unique quality with international standard healthcare treatments and service with empathy to deliver the best healthcare solutions to patients and their families, who will not only be impressed with the quality of treatments but also the quality of the service that we provide.

Above all, we realise that when we combine high quality of diagnosis and treatments with service with empathy, patients will recover from illness sooner. They will also be more cooperative with the doctors, and feel more positive about their health, thus, resulting in a shorter hospital stay and a faster recovery for patients.



Essentially, all of the four core values that include service that surpasses all expectations, with the use of latest medical technology and innovations (Beyond excellence), the capacity to understand what the patient is experiencing from her/his point of view (Deep Empathy), moral and ethical responsibility (Moral commitment), and the unique Thai experience shaped by our staff (Service with Thai hospitality) have been carefully designed to ensure customers’ satisfaction with the healthcare service, whenever they choose to come to any hospital within the BDMS network.



05

Care for
the Environment

Care for the Environment



The healthcare solutions that Bangkok Dusit Medical Services PLC (BDMS) provides are related to the environment in various aspects, leading to potential impacts on ecosystems, neighbors, and the natural environment. Our main service is to treat medical conditions, and on many occasions, this involves infections and hazardous chemicals, so inevitably, infectious waste is generated every day. Therefore, it is our utmost concern to develop a system to handle waste while reducing negative impacts on the society.

Waste management policy

BDMS and all medical institutions within the network classify waste into 5 different types: disposable waste, recyclable waste, infectious waste, hazardous waste and radioactive waste. Regulations concerning waste managements are clearly communicated to all staff, so that everyone knows the protocol for management and handling of waste in the hospital, preventing the spread of potentially harmful waste into the environment. Moreover, the performance of the waste management contractor is reviewed and evaluated constantly.





this event also strengthens the relationship between the company and the neighboring community

Apart from the solid waste, BDMS also puts a lot of effort into wastewater treatment and the sewage system. The company has set up a unit to monitor the system that treats wastewater before releasing it to make sure that it does not pose risks to the environment and our neighbours.

Our hospital staff fully realizes the importance of waste management and takes part in the annual Big Cleaning Day, an event in which the hospital employees and the residents living in the neighborhood join forces to take care of the environment by cleaning the streets and gutters, trimming trees, picking up trash, and cleaning road signs in the vicinity of Bangkok Hospital Medical Center. Apart from creating environmental awareness among the staff and the hospital neighbors, this event also strengthens the relationship between the company and the neighboring community.



Environmental policy

Another campaign that BDMS is proud of is “Foam Free Hospital”. As we all know, polystyrene foam does not biodegrade for hundreds of years and is hazardous to the environment. BDMS realized the danger of this material and announced the “Foam Free Hospital” policy to discontinue the use of polystyrene foam, starting at Bangkok Hospital Medical Center, Bangkok Heart Hospital, and Wattanosoth Cancer Hospital.

BDMS has also urged all shops and restaurants in the neighborhood to limit the use of polystyrene foam packaging to reduce environmental impact. Both our staff and the shop owners have responded well to this campaign.

Energy saving policy

All of BDMS medical institutions are open 24 hours, 7 days a week, so high electric energy consumption is inevitable.

However, as we are facing scarcity of our non-renewable natural energy resources, the company has initiated several energy saving campaigns.



After the replacement of the air conditioning system, we have found that the energy consumption has decreased by 40%

Our most successful effort was to replace the air conditioning system to become more energy efficient. Beginning at Bangkok Hospital Medical Center, the company, in cooperation with Department of Alternative Energy Development and Efficiency, Ministry of Energy, has changed the air conditioning system from the split type to the district cooling which drastically reduces energy consumption, while maximizing the effectiveness of temperature and humidity control, as well as limiting the spread of germs. After the replacement of the air conditioning system, we have found that the energy consumption has decreased by 40% within four years (2011-2014).

BDMS will continue to create environmental awareness among the staff, and urge them help conserve energy, through various campaigns. For example, carpooling and cycling campaigns to reduce fuel consumption and air pollution.





06

Social and Community
Development

Social and Community Development

Bangkok Dusit Medical Services PLC (BDMS) was founded with a vision to provide healthcare services to the people and society at large. Apart from the customer-focused care offered to those visiting us, we also reach out to others in the society through various projects carefully planned and conducted by the Vejdusit Foundation, founded in 1984, under the Royal patronage of H.R.H. Princess Kalayaniwatana Kromluangnaradhiwasrajnagarundra.



Throughout the past years, Vejdusit Foundation has helped Thai society through a range of activities, such as providing basic medical care and health education to the general public. Examples of our activities are:



- Setting up a medical care unit to provide basic health check-up and consultation at Lumpini Park every Sunday morning. This ongoing project has been running for more than 17 years.



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- 62 CSR Report 2014

Green Health Project

- Green Health Care & Share
- Green Health @ School



2.Green Health @ School, a campaign focuses on the improvement of health among students in the communities where the hospitals operate. Schools' first aid rooms will get upgrades and receive a good supply of medicine and equipments. Nurses at these schools will also be equipped with first aid skills and medical knowledge, through our workshops and seminars.

Both of these campaigns are very well received by the public. In the near future, new campaigns will be launched to further provide support to the communities and society at large, in terms of health care.



- Offering health-related services to local authorities, for example, working with Huaikhwang District Office to regularly provide health check-up to the people within the district, and giving Cardiopulmonary Resuscitation (CPR) workshops to traffic police.





Dissemination of medical and public health bodies of knowledge

Since BDMS is one of the leaders of health care solutions, providing internationally accepted, innovative high quality care through a dedicated, professional healthcare team, the company recognizes itself as an important source of knowledge in terms of medicine and public health.

the company recognizes itself as an important source of knowledge in terms of medicine and public health





Bangkok Health Research Center (BHRC) was established by BDMS to become a leader in health research in Southeast Asia, and to facilitate health research activities of both clinical and pre-clinical stages for effective utilization of quality research results, through continuous strengthening of skills, technical as well as ethical competencies of staff in response to research and development requirements of Bangkok Hospital, network hospitals and local as well as international partners.



In 2014 Bangkok Health Research Center supported 36 research projects (26 R2R and 10 Clinical Trials). The Center has been certified as an AOCSC - – AO Clinical Study Center by the AO Foundation since August 2014, with the first project on Geriatrics Fracture Center, aiming to collect data from 22 subjects from 2015 to 2017.



The general public can gain access to health-related news and information that can be directly applied to daily life, by logging on to the website <http://www.bangkokhealth.com>.

Moreover, for medical professionals, the Bangkok Medical Journal, a peer-reviewed journal, is published twice a year by BDMS Foundation for Medical Education and Research, to serve as an educational instrument to enhance the practice of medicine. The Bangkok Medical Journal accepts original articles dealing with clinical and laboratory medicine, clinical research, basic science research, and clinical epidemiology. The journal is free of charge and can be read online at <http://www.bangkokmedicaljournal.com>. Currently, more than 2,000 medical professionals have subscribed to the journal.

more than 2,000
medical
professionals
have subscribed
to the journal





07

Healthcare Service
Innovations

Healthcare Service Innovations



All of the hospitals managed by Bangkok Dusit Medical Services PLC are leading medical institutions that offer advanced, international-standard, healthcare innovations, through a team of dedicated healthcare professionals. All of these institutions have achieved JCI or HA accreditation (details are in chapter 4, under the heading “Beyond Excellence”), so our customers can rest assured that they will receive the highest quality of medical care.

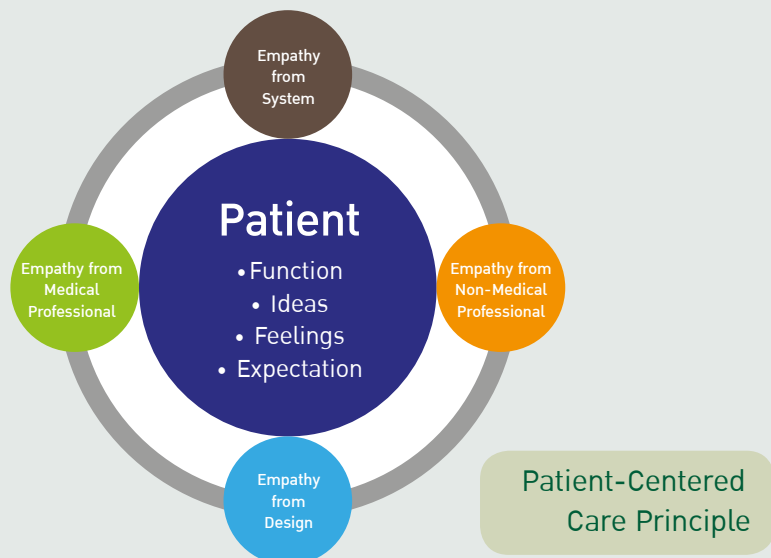
Apart from the quality of medical care, another equally important aspect of healthcare is deep empathy that connects our healthcare team to the patients, which lead to faster recovery and more effective response to treatments, resulting in a state of holistic wellness of the patients. Therefore, the company is fully committed to develop empathy among the staff at all levels, as well as design the service in all areas to express sincere compassion and empathy towards the patients and their relatives.

Empathy is social innovation that Bangkok Dusit Medical Services PLC is delighted to bring forward as it is an innovative concept that can be communicated directly to our customers and all of our stakeholders.

Empathy is a sensitive ability and willingness to understand the client’s thoughts, feelings, and struggles from the client’s point of view. [It is] this ability to see completely through the client’s eyes, to adopt his frame of reference.¹

Since empathy is considered an ability, it can be trained. And for those who already have a lot of this special quality, it can be further enhanced. Empathy is essential in all dimensions of the company’s healthcare services.

¹ “....’s sensitive ability and willingness to understand the client’s thoughts, feelings, and struggles from the client’s point of view. [It is] this ability to see completely through the client’s eyes, to adopt his frame of reference.” From A way of being by Carl Rogers (1980)



Empathy is essential in all dimensions of the company's healthcare services



To be able to truly deliver deep empathy to the patients and their family, the company has designed the services, so that all elements within them consist of empathy. For example:

- The services provided by non-medical professionals, such as security guards, housekeepers, patient escorts, and receptionists; all of the staff in this category is trained to be able to sincerely communicate empathy to the patients and their family. (Empathy from non-medical professionals)
- The services provided by medical professionals, such as doctors, dentists, and nurses; these specialists recognise the importance of empathy in healthcare and learn to be able to express empathy to the patients and their relatives. (Empathy from medical professionals) And to make sure that all of the medical professionals working at BDMS understand the concept of empathy, the





company has included this topic in all of the training programs throughout 2014. Moreover, all new employees are required to attend a practical seminar entitled Empathic Communication for three consecutive days for a total of 24 hours of training.

- All of the systems within the BDMS hospitals will be re-designed under the concept of empathy, so that a sense of trust and safety is fully created among our customers. We want to ensure that our customers are satisfied with the services that are filled with deep empathy. For example, when a patient with muscle pain visits the Rehabilitation Center at Bangkok Hospital, one of our staff will approach her/him right away to offer assistance. The patient, then, can receive a suitable treatment immediately without having to contact various counters by her/himself before actually receiving services like in the past. (Empathy from system)





Bangkok Mental Health Rehabilitation and Recovery Center

- The environment within the hospitals will be designed with the concept of empathy towards our patients and relatives in mind. For example, lightbulbs inside the patient rooms are replaced with new ones that create a feeling of ease and relaxation, chairs in the waiting areas of the Bone and Joint Center are re-designed to be more comfortable for patients with musculoskeletal pain relaxing zone like home in Bangkok Mental Health Rehabilitation and Recovery Center.

After the implementation of this innovative concept, BDMS has been collecting data to evaluate the effectiveness of our services with empathy, by means of The HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems), the employee engagement survey, and the customer complaint system. Subsequently, the results of this implementation will be assessed, and presented in an international academic conference.

Nevertheless, empathy is a social innovation that the company has only just put into action at the hospitals within the network; and changing mindsets and behaviors of the staff cannot be done in an instant, it requires cooperation and recognition of the significance of empathy from every part of the organization, from the executive committee to the facility manager.



BDMS will strive to bring forth the social innovation “empathy” through a range of projects and training activities in the next 3-5 years, as we strongly believe that empathy can promote health and wellness, physically and mentally, among our patients, their family and all of the company stakeholders.

CSR activities in 2014



BDMS
GAMES





EMPATHIC COMMUNICATION CAMP FOR PHYSICIANS







BIG CLEANING DAY



Activities of Vejdusit Foundation



A message from the heart of Bangkok Dusit Medical Services PLC

This Corporate Social Responsibility Report has been created to communicate the commitment of Bangkok Dusit Medical Services PLC to develop healthcare services, while making a positive contribution to society, as we are stepping into the 43th year in the healthcare industry.

Bangkok Dusit Medical Services PLC is determined to conduct the business with good governance, the highest standards of ethics and internationally accepted high quality care, and we always strongly believe in the mutually beneficial relationship between our organization and the society.

Therefore, Bangkok Dusit Medical Services PLC and all medical institutions within the network will strive to contribute to a better world through our range of activities in all dimensions, including society, economics, and environment.

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