

Hospital Priorities 2023

China Edition: Strategic Implications for Medtech Companies

August 2023

These materials are intended to supplement a discussion with L.E.K. Consulting.
The contents of the materials are confidential and subject to obligations of non-
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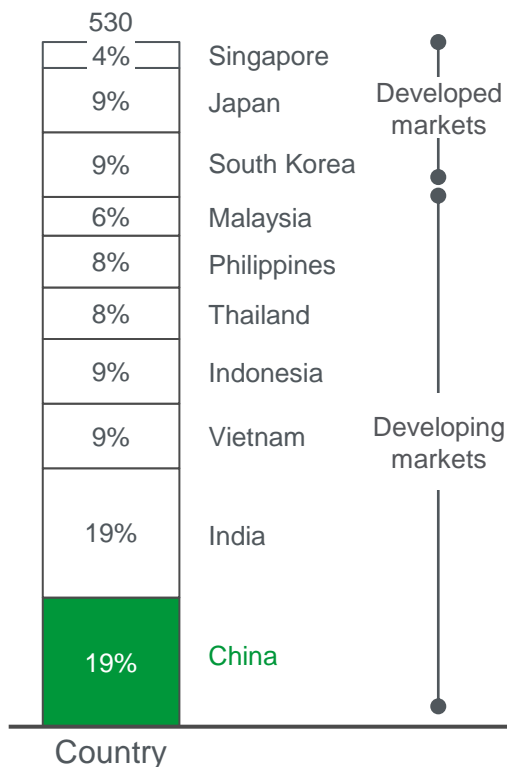


L.E.K. sponsors a unique analysis of hospital priorities in APAC; the 2023 study was executed during April-May, and engaged 100 hospital executives in China across public and private providers

L.E.K. APAC Hospital Priorities Survey respondent mix

L.E.K. 亚太地区医院调研参与者组成

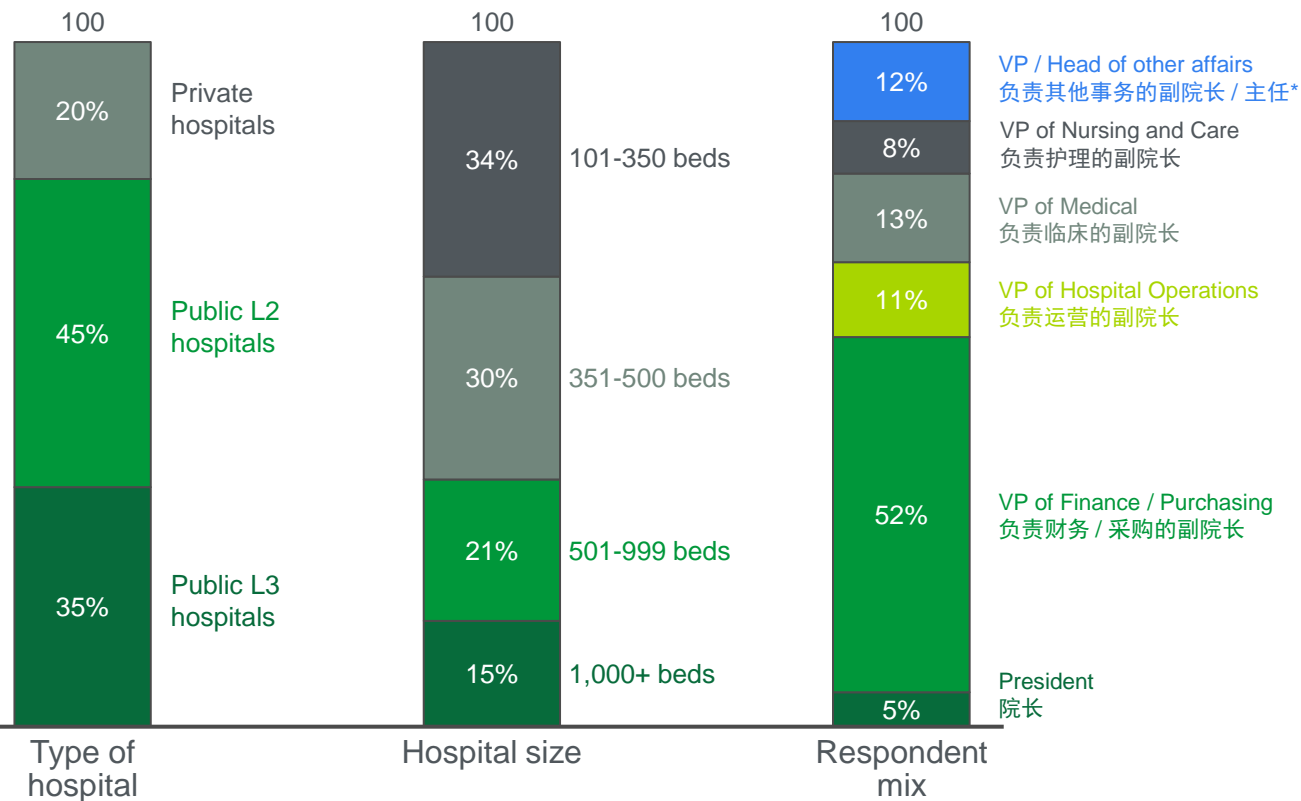
Percent of respondents



China respondent mix

中国调研参与者组成

Percent of respondents



Note: * Head of Pharmacy / Head of Equipment 药剂科主任 / 设备科主任, and VP of Other Affairs 负责其他事务的副院长

Source: L.E.K. 2023 APAC Hospital Priorities Survey conducted in April-May 2023 and data collected in June-July 2023

We explored four themes: Hospital operation recovery from COVID, manufacturing localization, VBP and DRG, and digitalization

Headlines from the 2023 Hospital Priorities Survey

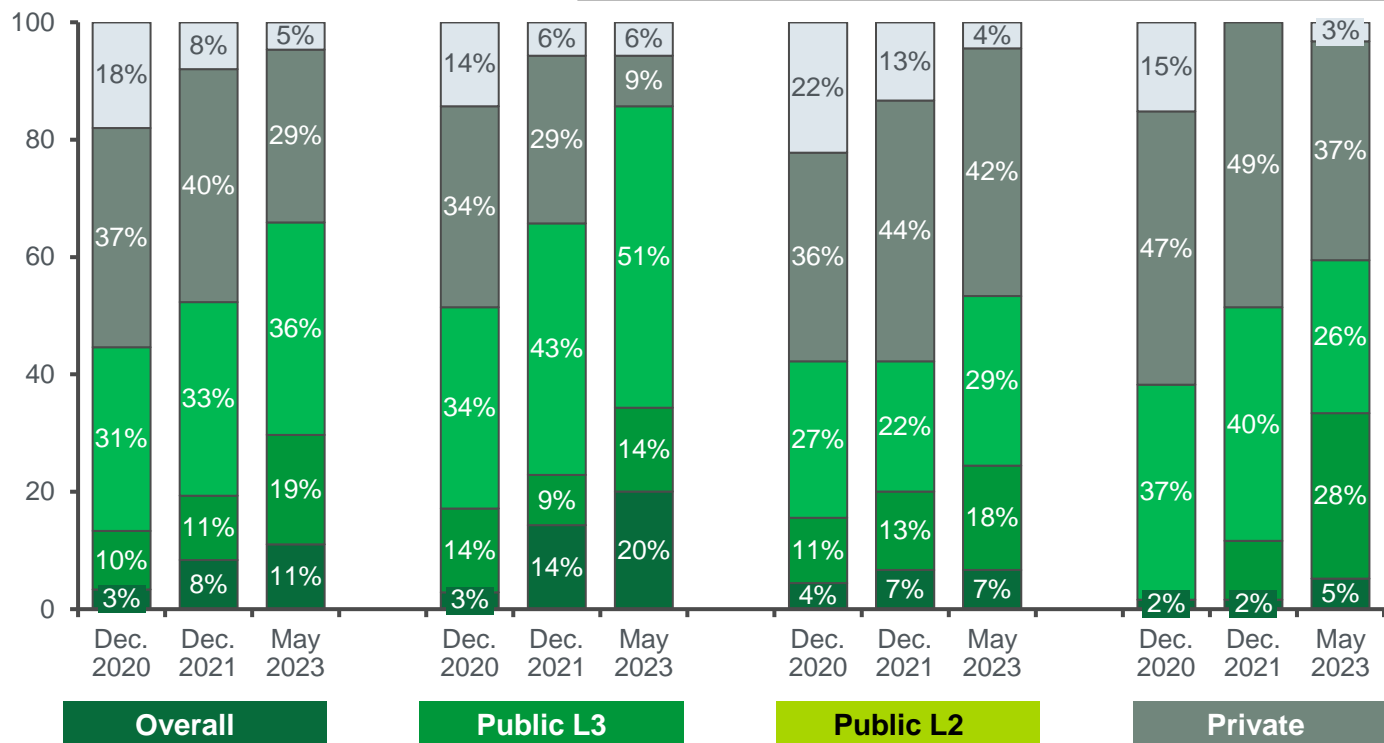
- 1 Hospital operations in China have substantially recovered from the COVID-19 pandemic as of May 2023; hospitals executives are confident of a positive budget outlook with an increased willingness to invest in medtech capital expenditure compared to the COVID period
- 2 The pressure for increased in-China manufacturing has continued to build through policy shift and user preference, with the reach of Order 551 extending beyond the equipment types directly listed in the public hospital system
- 3 There is consensus among hospital executives on the continued expansion of medtech VBP product coverage and increasing adoption of DRG in China
- 4 Digital engagement with medical device suppliers are well accepted across different hospital types. Digital tools to facilitate hospital process management are widely used in China, while solutions to support clinical decisions and patient long-term management still have room to grow

1 Using elective surgery volume as an indicator, operations across hospitals demonstrate considerable rebound from COVID-19 pandemic as of May 2023

Number of elective procedures per month performed/expected each year - China*

每月实际/预期择期手术量 - 中国

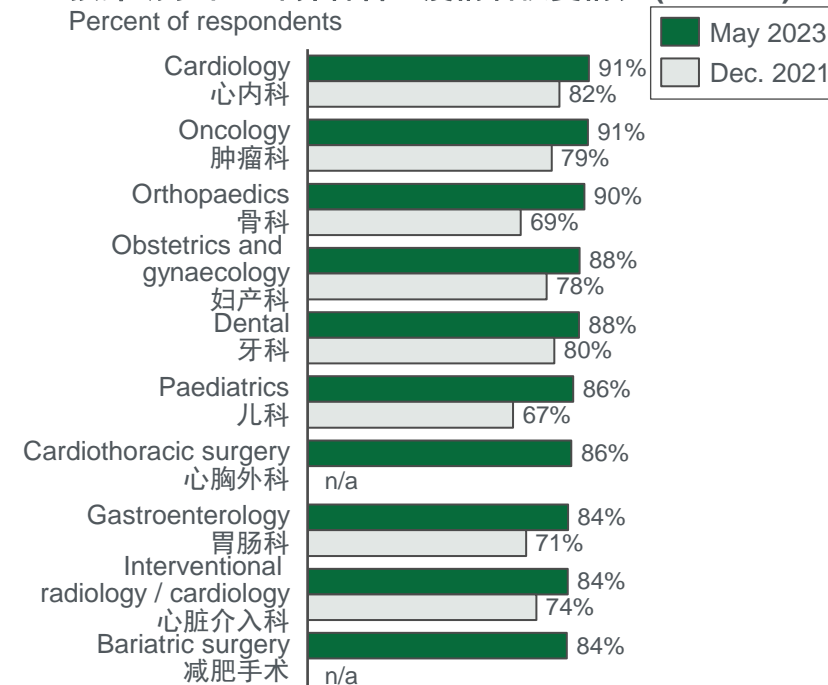
Percent of respondents



Departments recovered to pre-COVID-19 levels of operations in terms of number of elective procedures - China** (2022-23)

按择期手术量计算各科室疫情后恢复情况 (2022-23)

Percent of respondents



Note: *Question: How many elective surgeries did your hospital perform/do you expect your hospital to perform over the following time period (monthly figures 您的医院在以下时间段内做了多少例择期手术, 您预计您的医院未来将做多少例择期手术 (按照一个月统计)? **Question: Which departments are still below pre-COVID levels in terms of number of elective procedures performed? 下列哪些科室在实施择期手术的数量上仍然低于新冠疫情前的水平?

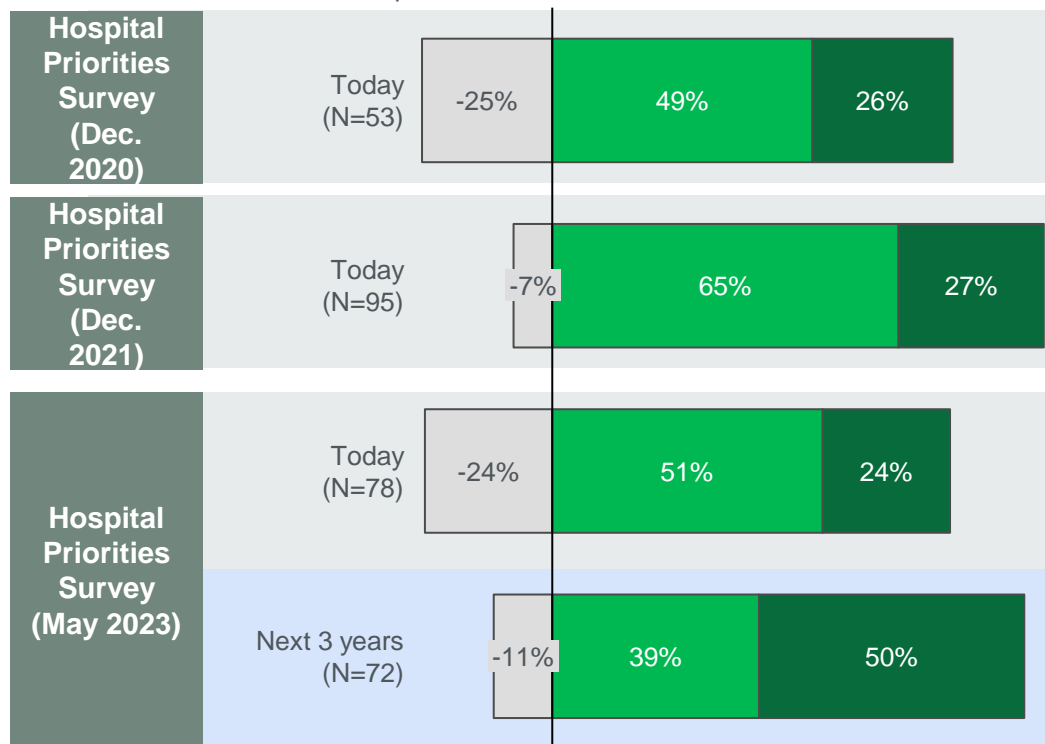
Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

1 Public hospitals are confident of a positive budget outlook in the next 3 years, despite the challenges this year due to the COVID-19 disruption in Q1

Public hospital budget outlook – China*

公立医院预算展望 – 中国

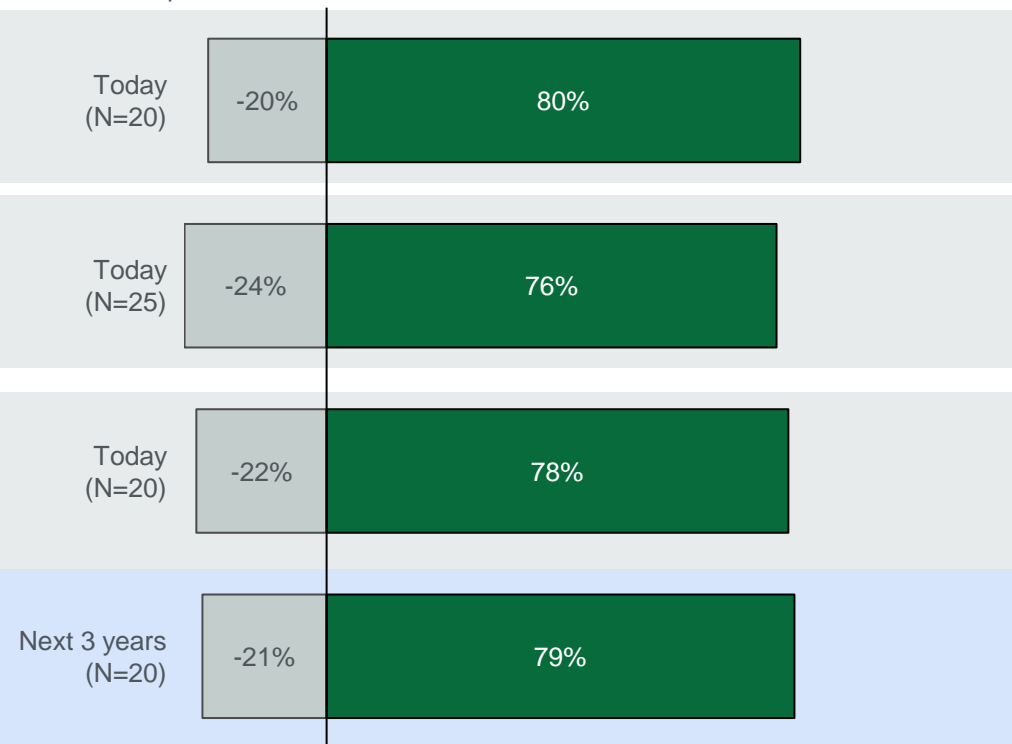
Percent of respondents



Private hospital profitability/EBITDA - China**

私立医院盈利能力 – 中国

Percent of respondents



Legend: Budget deficit (Grey), Balanced budget (Green), Budget surplus (Dark Green)

Legend: Negative profitability/EBITDA (Grey), Positive profitability/EBITDA (Dark Green)

Note: *Question: What is the level of budget surplus/deficit incurred by your hospital today? 在以下时间段您所在医院的预算盈余/赤字是多少? Responses with "I do not know/prefer not to disclose" have been excluded

**Question: What is the EBITDA margin/profitability level of your hospital? 您所在的医院现在的息税前利润 (EBITDA) 水平 (不计利息、税项、折旧及摊销) 如何? Responses with "I do not know/prefer not to disclose" have been excluded

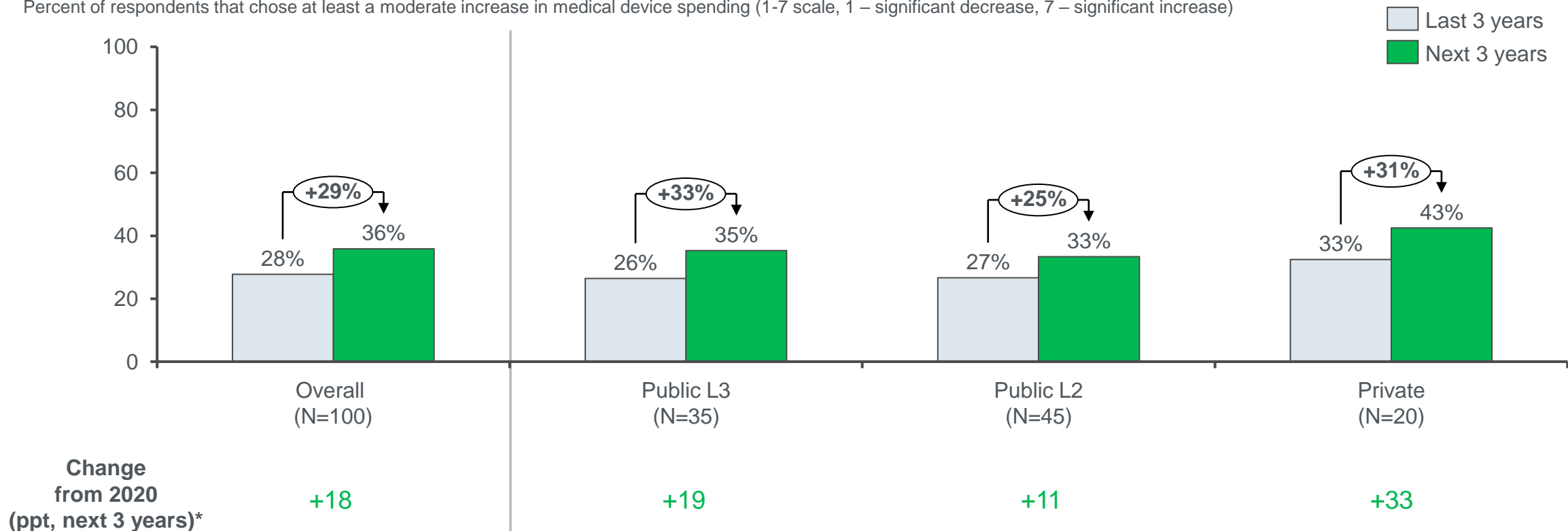
Source: L.E.K. 2021, 2022 and 2023 APAC Hospital Priorities Survey

1 Hospital executives expressed an increased willingness to invest in medtech capital expenditure compared to that of the COVID period

Change in hospital capital expenditure on medical devices/equipment*

医院在医疗器械/设备的投资变化

Percent of respondents that chose at least a moderate increase in medical device spending (1-7 scale, 1 – significant decrease, 7 – significant increase)



Note: *Question: How have your hospital's capital expenditure on medical devices / equipment changed over the last 3 years (CAGR)? How do you expect your hospital's capital expenditure on medical devices / equipment to change over the next 3 years (CAGR)? 您所在医院过去三年医疗器械/设备支出的年均增长变化如何? 您预计未来三年医疗器械/设备支出的年均增长变化如何?

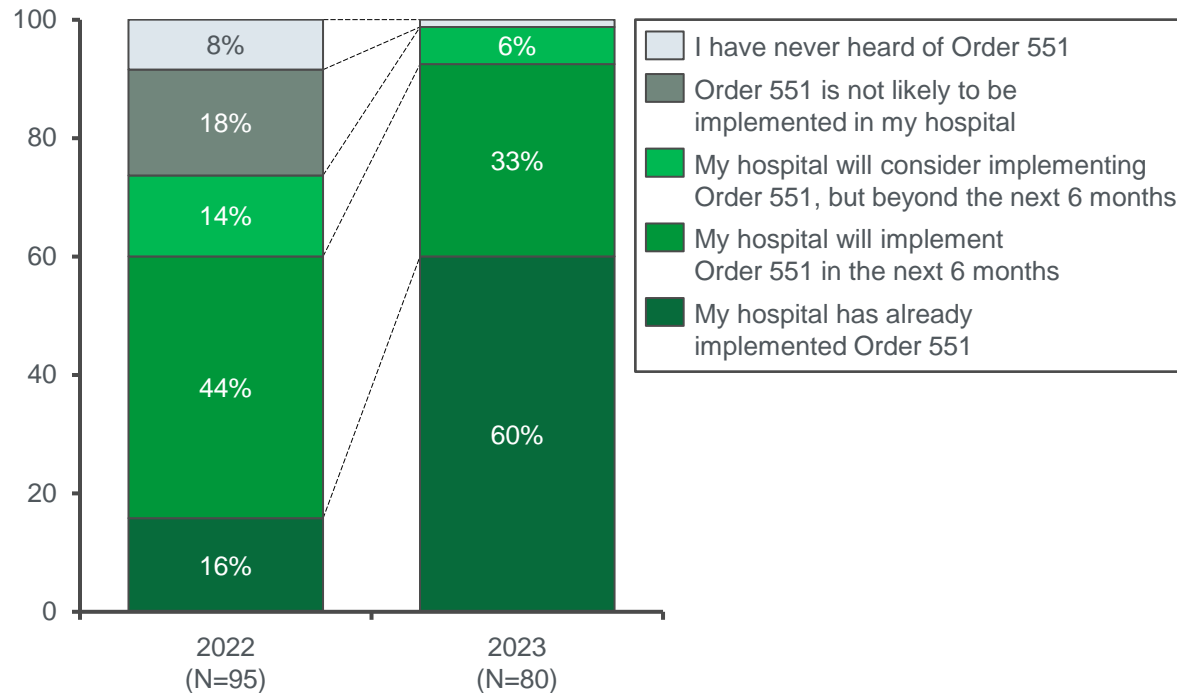
Source: L.E.K. 2021 and 2023 APAC Hospital Priorities Survey

2 Import-only MedTechs are facing growing market access challenges in public hospitals due to wide implementation of Order 551; the impact has extended beyond products listed in the Order

Hospital attitudes towards the implementation of Order 551 in China*

中国医院对于551号文实施的态度

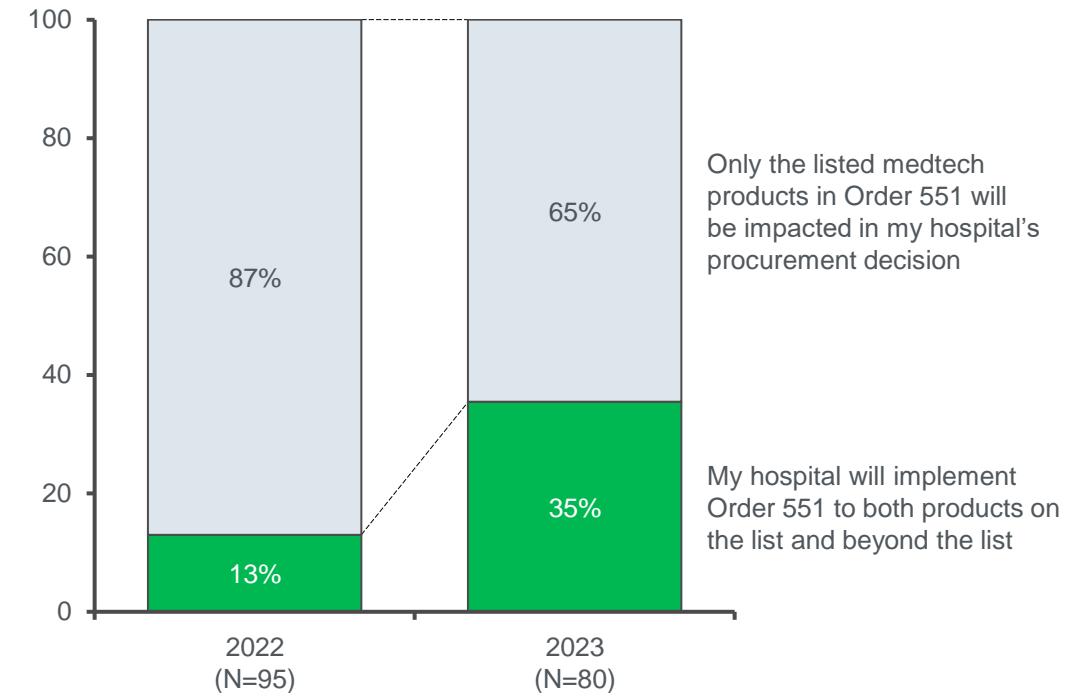
Percent of public hospital respondents



Medtech products that are impacted by Order 551 in China**

中国受551号文影响的医疗科技产品

Percent of public hospital respondents



Note: *Question: Which of the following statements best describes your hospital's attitude towards the implementation of Order 551? 以下哪项陈述最能说明您所在医院对于551文件的实施态度?

**Question: What is the scope of MedTech products that are impacted by Order 551? 受到551文件影响的医疗器械产品的范围有多大?

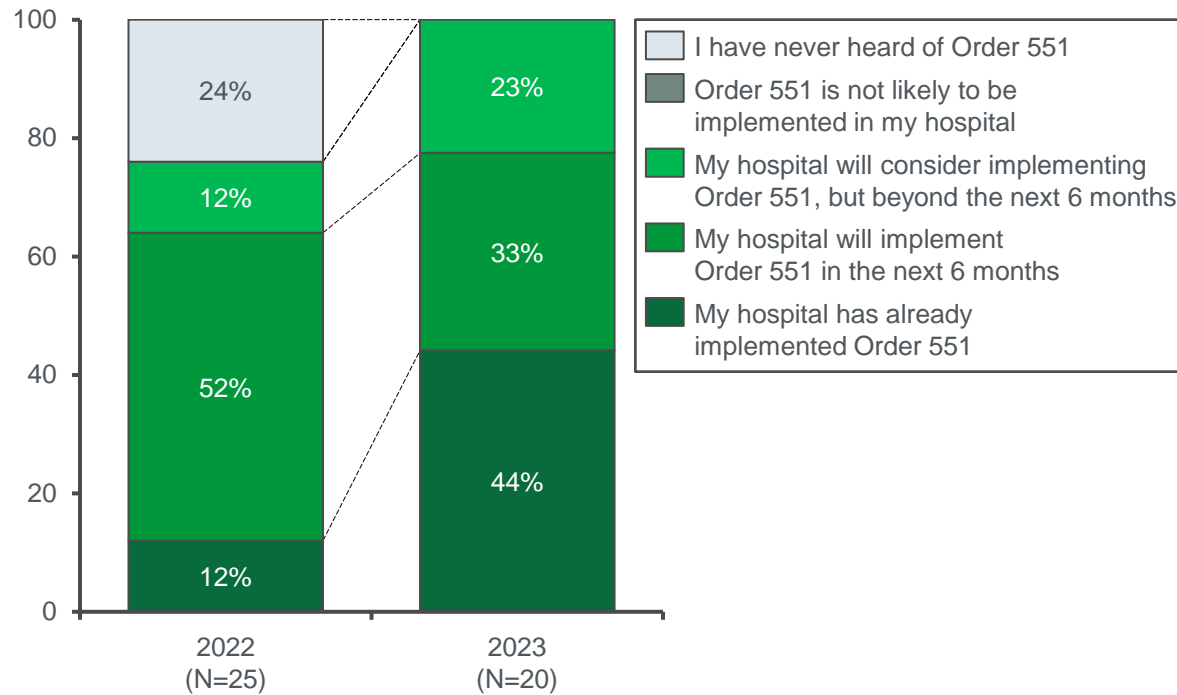
Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

2 The reach of Order 551 now extends to the private hospitals, though to a lesser extent compared to the public hospital system

Hospital attitudes towards the implementation of Order 551 in China*

中国医院对于551号文实施的态度

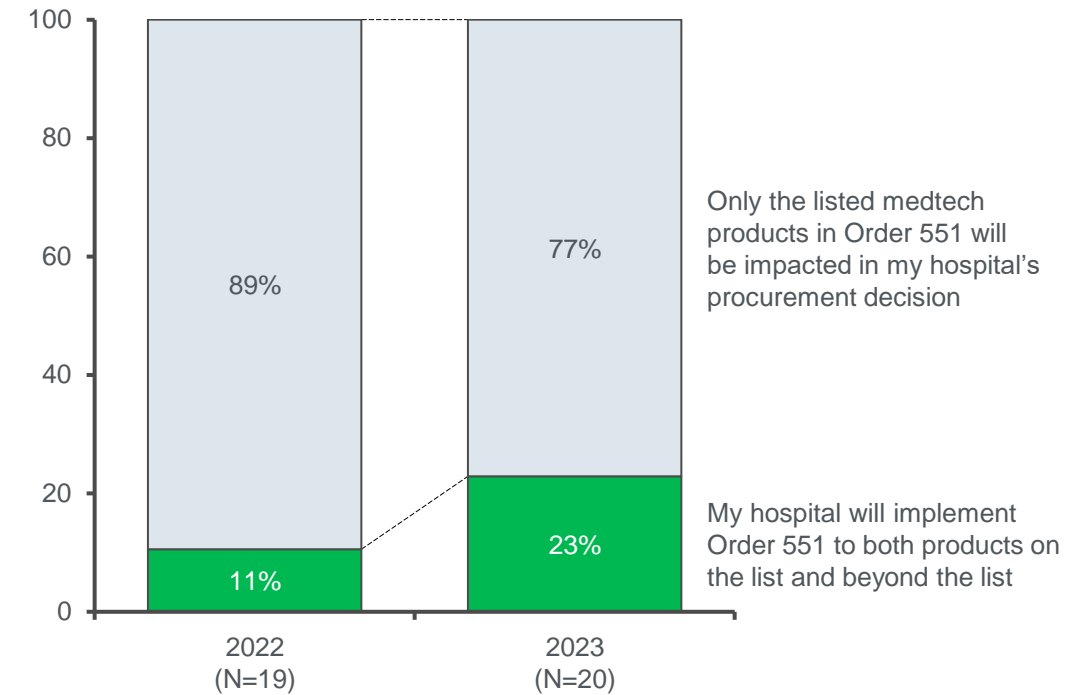
Percent of private hospital respondents



Medtech products that are impacted by Order 551 in China**

中国受551号文影响的医疗科技产品

Percent of private hospital respondents



Note: *Question: Which of the following statements best describes your hospital's attitude towards the implementation of Order 551? 以下哪项陈述最能说明您所在医院对于551文件的实施态度?

**Question: What is the scope of MedTech products that are impacted by Order 551? 受到551号文件影响的医疗器械产品的范围有多大?

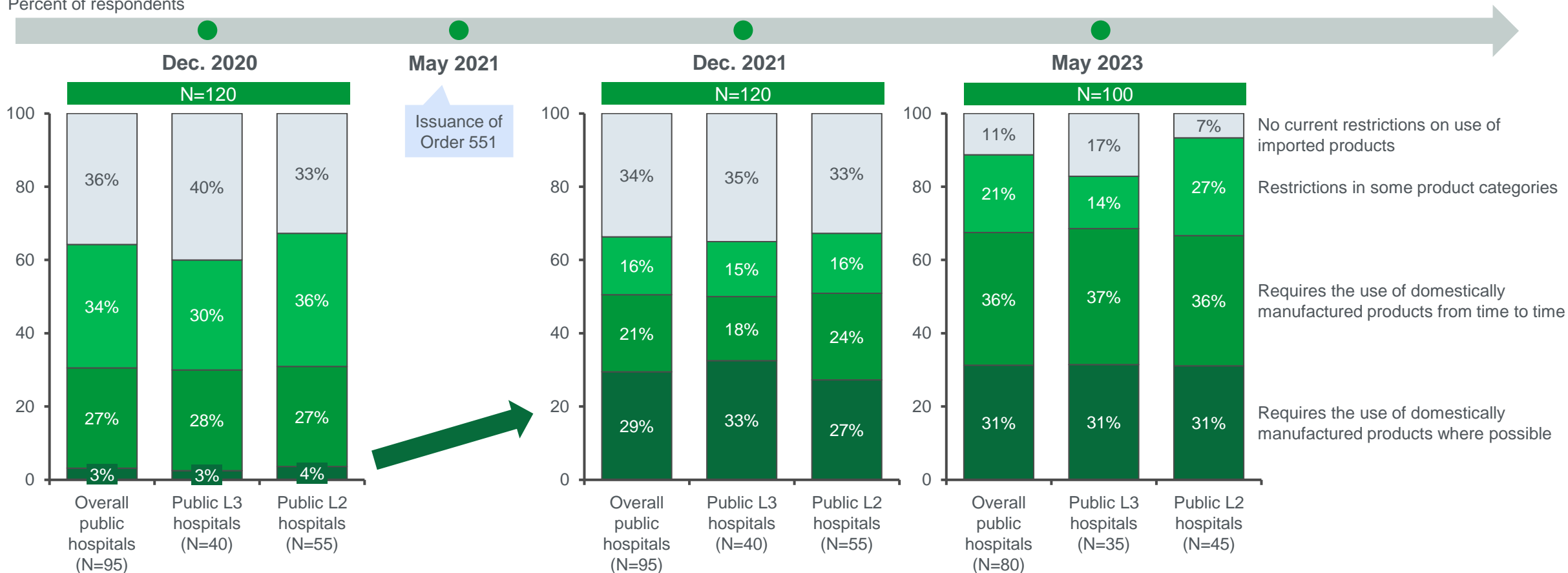
Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

2 The proportion of hospitals restricting use of imported MedTech “where possible” has increased 13-fold since Order 551; market opportunities for imports are more limited

Restrictions on the use of imported medical device products*

对于进口医疗器械使用的限制

Percent of respondents



Note: *Question: Which of the following statements best describes your hospital's attitude towards the use of imported MedTech/medical device products? 以下哪项陈述最能说明您所在医院对于进口医疗器械产品的态度?

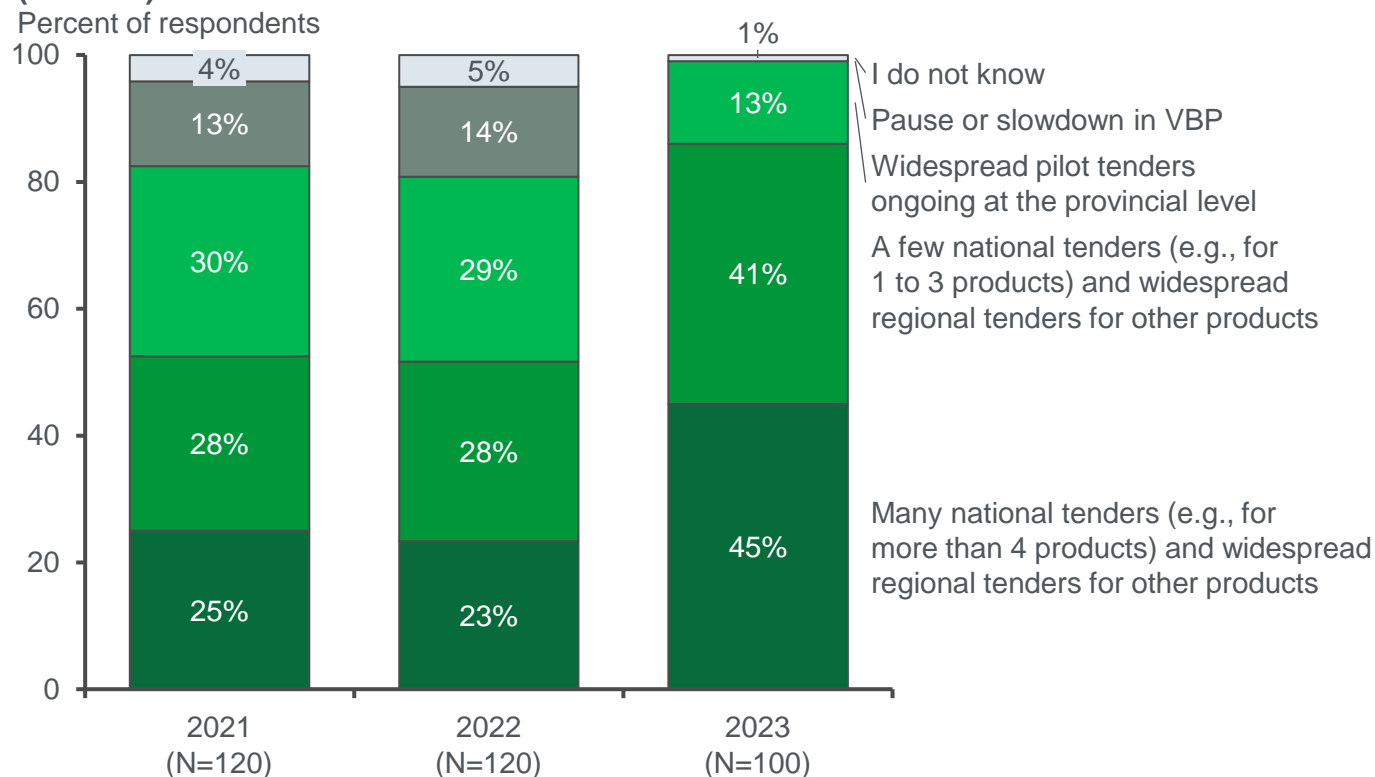
Wording for option provided was adjusted between 2021 and 2022 surveys

Source: L.E.K. 2021, 2022 and 2023 APAC Hospital Priorities Survey

3

Hospital executives have widely agreed that VBP will continue to be implemented extensively both nationally and provincially

Expected adoption of VBP in China*
中国带量采购的预期落地情况
(2021-23)



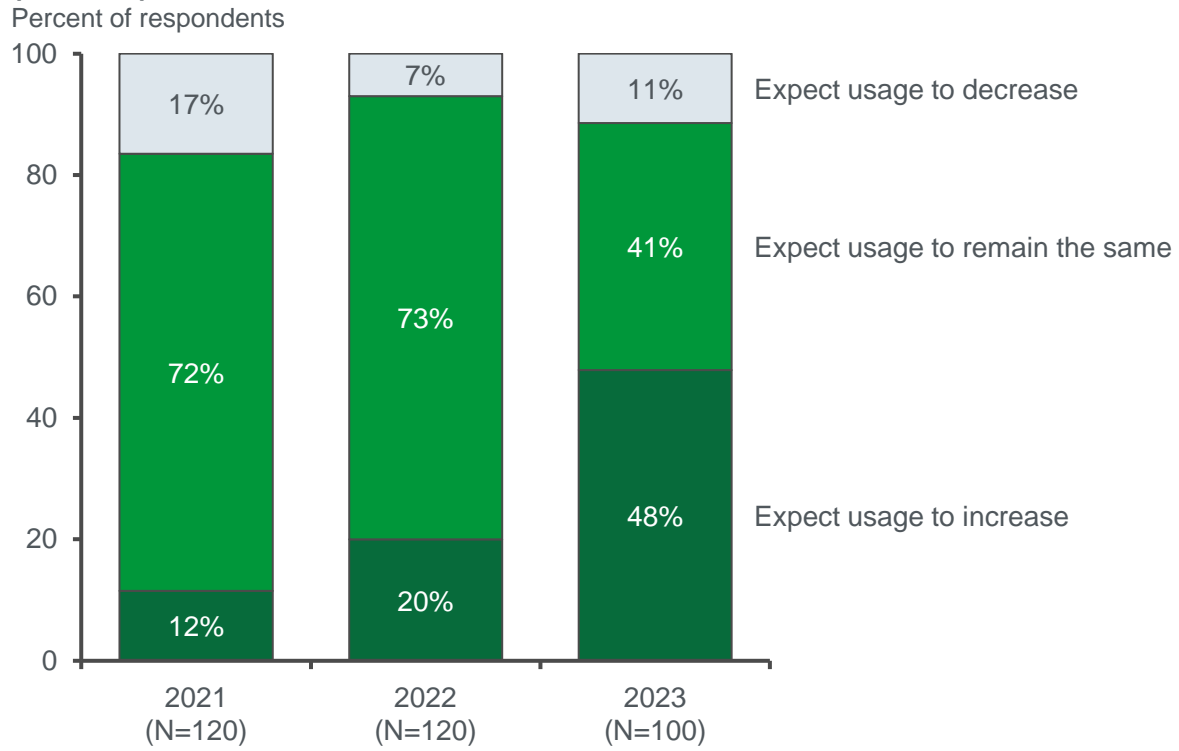
- Both private and public hospital management have reached a consensus regarding the occurrence of widespread provincial tenders throughout this year
- 45% of respondents foresee there will be more products going through national tenders this year, ~2x compared to last year, in which over 50% public hospitals expect higher number of products going through VBP tenders, indicating a higher expectation than private hospitals

Note: *Question: This question pertains to volume-based centralized procurement (VBP) of medical consumables. Currently certain products are being procured at the province level, and some are being procured at the national level (e.g., cardiac stents). What do you expect to be the status of VBP by the end of 2023? 这个问题涉及医疗耗材的带量采购。目前、部分产品是省级带量采购、另外还有一些产品是通过国家集中带量采购（例如：心脏支架）进行购买。到2023年底、您预计带量采购将会发展到什么程度；**Question: What portion of your hospital's spending on medical products is done through volume-based centralized procurement currently? How does this vary by type of product? 您所在医院的医疗产品支出中有多少通过带量采购完成？是否会因产品类型而异？

Source: L.E.K. 2021, 2022 and 2023 APAC Hospital Priority Survey

Hospitals expect increased utilization of case-based payment over the next three years, a more aggressive stance compared to last year

Hospital engagement with case-based payment (e.g., DRG) over the next three years**
未来3年医院对于单病种收费的参与情况 (2021-23)



- All of this year's respondents have expressed varying degrees of engagement with case-based payment in 2023
- Public hospitals have shown a high level of motivation in implementing the case-based payment system, with ~50% indicating their expectation of increasing adoption of this payment methodology
- As NHTA issued the “three-year action plan for DRG / DIP payment reform”, which requires a nationwide DRG and DIP implementation by 2025, hospitals are actively working towards annual targets
 - By 2025, the DRG and DIP implementation will cover 100% cities, 100% medical institutions and over 90% disease type with over 70% medical fund paid

Note: *Question: Please describe the extent to which your hospital is using case-based payment (e.g., DRG) today. 贵医院目前使用按病种付费模式（例如：按疾病诊断相关分组付费）的程度如何？您认为未来三年内会如何变化？ **Question: how you foresee case-based payment (e.g., DRG) to change in the next 3 years 您认为未来三年内按病种付费模式（例如：按疾病诊断相关分组付费）会如何变化？ Not included in 2020 survey

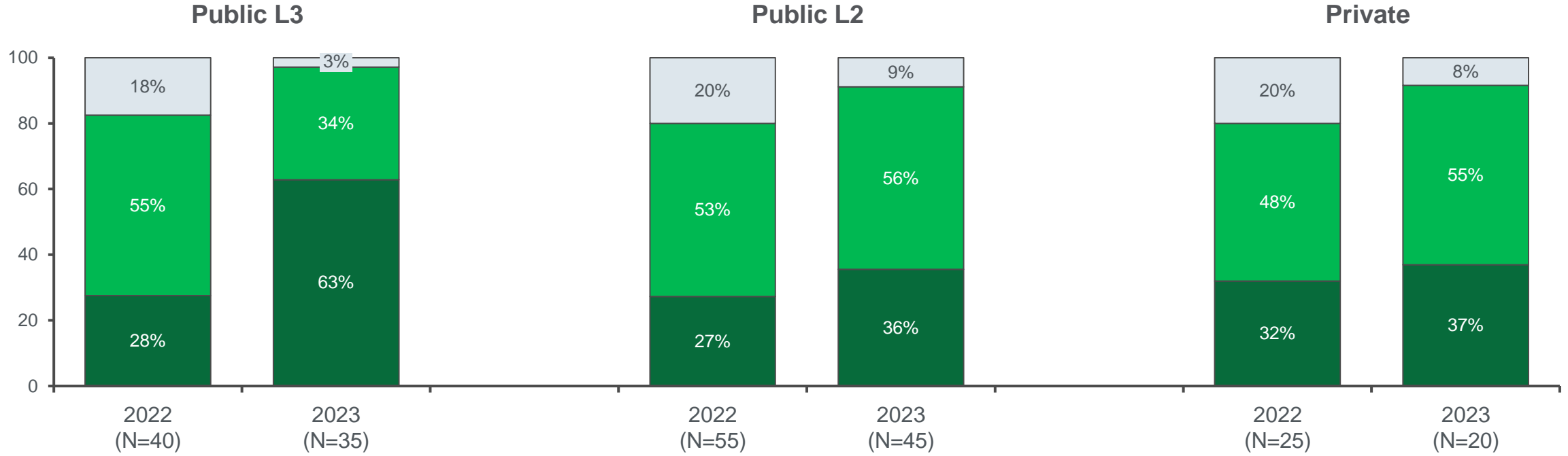
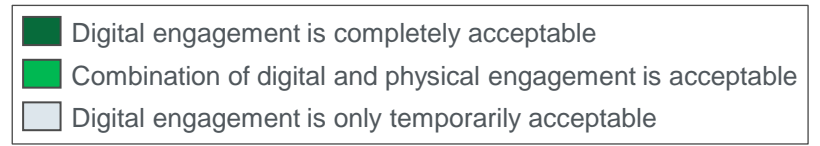
Source: L.E.K. 2020, 2021, 2022 and 2023 APAC Hospital Priorities Survey

4

Digital engagement with suppliers is gaining acceptance in various forms across all types of hospitals, with L3 hospitals showing a particularly high level of acceptability

Digital engagement with suppliers are well accepted across different hospital types

Acceptability of digital engagement with suppliers*
被访医院对供应商远程数字化交互的接受度
Percent of respondents



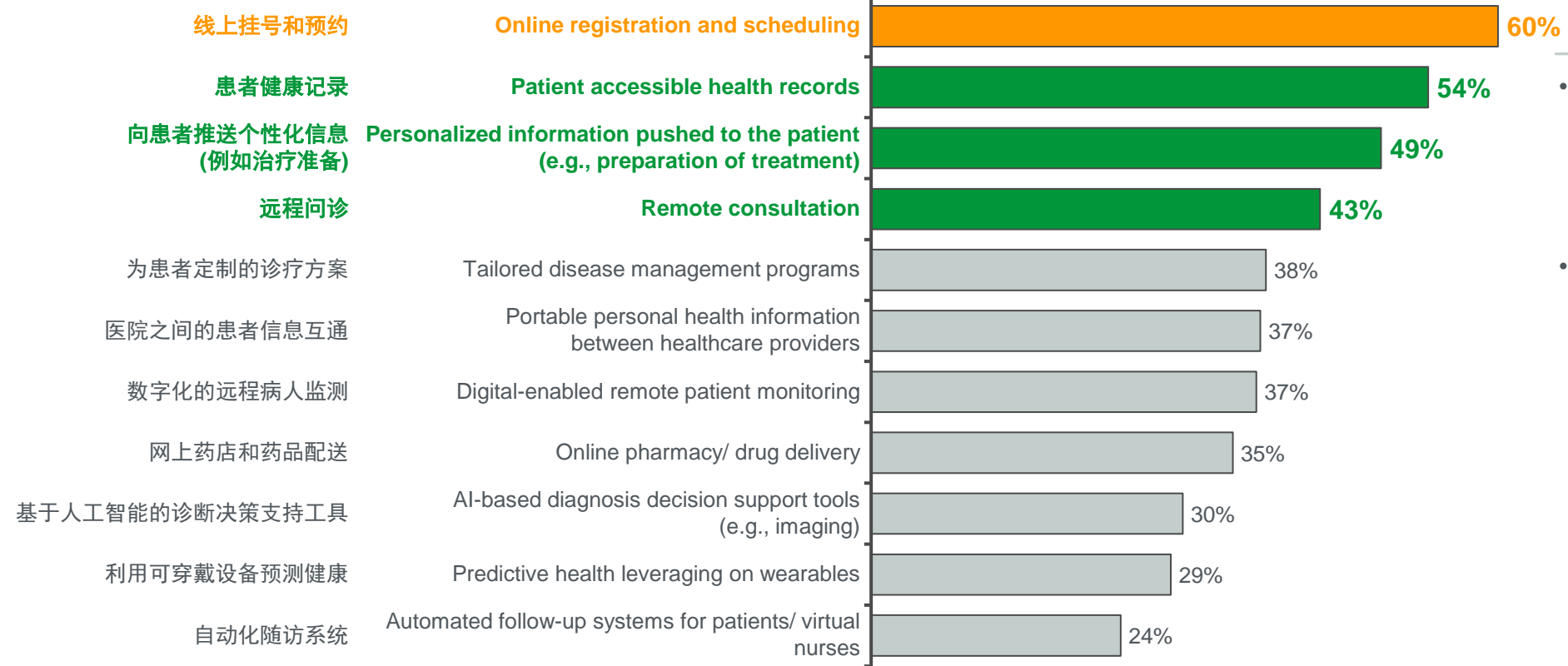
Note: *Question: How acceptable do you find digital engagement from suppliers vs. traditional physical interactions? 您认为与供应商线上交流比起传统线下交流可接受程度如何?
Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

Digital tools to facilitate hospital process management are widely used in China, while solutions to support clinical decisions and patient long-term management still have room to grow

Adoption of digital solutions*

数字化方案的应用情况

Percent of respondents "currently using" digital solutions



Key findings

- Started from 2010s, online appointment booking has now well-penetrated in all types of hospitals (60%)
- Digital tools that were widely used in response to the pandemic are now still heavily used by hospitals, such as patient-accessible health records (e.g., WeChat miniAPP to check testing result), personalized info, remote consultation (54-43%)

Note: *Question: Digitalisation of hospitals is gaining traction in many countries. What digital health solutions have you adopted/would you like to adopt? 医院的数字化在许多国家都得到了发展。您已经采用或者希望采用哪些数字医疗解决方案? Respondents who answered that the hospital is "currently using" each digital solution

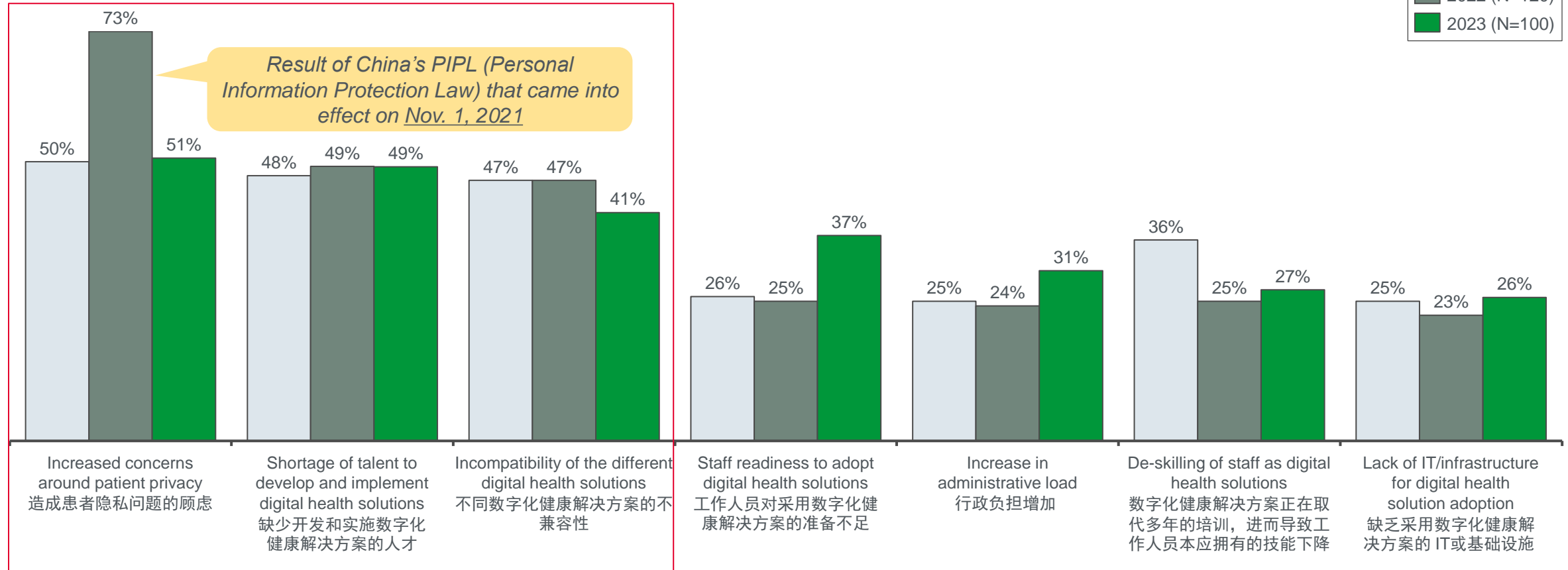
Source: L.E.K. 2023 APAC Hospital Priorities Survey

Leading concerns in prior years remain unresolved for most hospitals in their digital transformation

Top concerns for digital health adoption*

数字化解决方案应用的主要顾虑

Percent of respondents



Note: *Question: What are your concerns for digital health adoption? 您对采用数字化医疗有哪些担忧?

Source: The National People's Congress of the People's Republic of China, L.E.K. 2021, 2022 and 2023 APAC Hospital Priorities Survey



Appendix: Additional findings from Hospital Priorities Survey

Besides the response to the pandemic, China hospitals have shifted the focus to improving workflow efficiency and care management capability for the next 3 years

Strategic priorities over the next 3 years* - overall

未来3年的战略重点 – 总体

Percent of respondents that chose 6 and 7 (1-7 scale, 1 – least, 7 – most)

Total rank (2023)	Rank change from 2022	Strategic priorities	战略重点	2023 (N=100)
#1	↑9	Improving labor efficiency / workflow optimization	提高工作效率及工作流程优化	77%
#2	↑8	Recovering from financial impact of COVID-19	从新冠造成的财务影响中恢复过来	70%
#3	→	Improving healthcare staff safety	提高医护人员的安全防护	68%
#4	↑12	Emergency preparedness (i.e., for another wave of COVID or other pandemics)	应急准备 (即应对另一波新冠疫情或其他大流行病)	67%
#5	↑4	Offering clinicians access to new medical technologies / Offer cutting edge treatments	为临床医生提供获得新医疗技术或者尖端疗法	66%
#5	→	Investing in new IT infrastructure (e.g., HER/EMR, clinical solutions)	投资于新的 IT 基础设施 (例如电子病历和健康档案, 临床解决方案)	66%
#7	↓2	Investing in digital health capabilities (e.g., Telehealth, AI-assisted image analysis)	投资数字化医疗相关的能力 (如远程医疗、人工智能辅助进行图像分析)	64%
#8	↑5	Reducing length of stay, enabling patient discharge	缩短住院时间, 使患者能够更快出院	64%
#9	↑3	Working with other sites of alternative care to ensure patient receives the best care or lower costs	与其他可选择的诊疗场所合作, 以确保患者得到最佳诊疗或降低费用	63%
#10	↓6	Standardization of MedTech product usage with and across hospitals	院内或同一集团医院之间的医疗器械产品使用标准化	63%



Key findings

- Remain focus on **Pandemic response**
- Also, priority strategies to capability-building ones, including

Workflow efficiency

Care management capability

Note: *Question: How important are the following strategic priorities for your hospital over the next 3 years? 未来3年, 以下战略重点对您的医院有多重要? (Please rate the importance of each strategic priority on a scale of 1 to 7, where "1" means not at all important and "7" means very important); Only top 10 rankings in 2022 are shown here

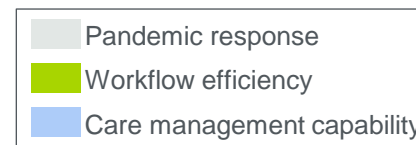
Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

Workflow optimization is a top priority for all hospitals, besides L3 hospitals focus on care efficiency, L2 hospitals prioritize physician capability, and private hospitals emphasize more on pandemic response

Strategic priorities over the next 3 years* - by hospital types

未来3年的战略重点 – 分医院类型

Percent of respondents that chose 6 and 7 (1-7 scale, 1 – least, 7 – most)



Total rank (2023)	Strategic priorities	战略重点	Public L3 (N=35)	Public L2 (N=45)	Private (N=20)
#1	Improving labor efficiency / workflow optimization	提高工作效率及工作流程优化	74%	78%	81%
#2	Recovering from financial impact of COVID-19	从新冠造成的财务影响中恢复过来	60%	73%	79%
#3	Improving healthcare staff safety	提高医护人员的安全防护	66%	67%	75%
#4	Emergency preparedness (i.e., for another wave of COVID or other pandemics)	应急准备 (即应对另一波新冠疫情或其他大流行病)	69%	60%	79%
#5	Offering clinicians access to new medical technologies / Offer cutting edge treatments	为临床医生提供获得新医疗技术或者尖端疗法	57%	71%	68%
#5	Investing in new IT infrastructure (e.g., HER/EMR, clinical solutions)	投资于新的 IT 基础设施 (例如电子病历和健康档案, 临床解决方案)	66%	67%	63%
#7	Investing in digital health capabilities (e.g., Telehealth, AI-assisted image analysis)	投资数字化医疗相关的能力 (如远程医疗、人工智能辅助进行图像分析)	63%	69%	56%
#8	Reducing length of stay, enabling patient discharge	缩短住院时间, 使患者能够更快出院	69%	60%	63%
#9	Working with other sites of alternative care to ensure patient receives the best care or lower costs	与其他可选择的诊疗场所合作, 以确保患者得到最佳诊疗或降低费用	63%	62%	67%
#10	Standardization of MedTech product usage with and across hospitals	院内或同一集团医院之间的医疗器械产品使用标准化	63%	64%	58%



Key findings

- All emphasize improving labor efficacy and optimizing workflow as NO.1 priority (74-81%)
- Private hospitals are still sensitive to the pandemic impact for this year (75%-79%)
- L2 hospital focus more on enabling more advanced care management capabilities (69-71%)
- L3 hospitals also place emphasis on measures to benefit more patients, including reducing the length of stay (69%) and investing in new IT tech (66%)

Note: *Question: How important are the following strategic priorities for your hospital over the next 3 years? 未来3年, 以下战略重点对您的医院有多重要? (Please rate the importance of each strategic priority on a scale of 1 to 7, where "1" means not at all important and "7" means very important); Only top 10 rankings in 2022 are shown here

Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

Hospitals indicate increasing and greater interest in spending items to improve physician capabilities and operation efficiency

Spending priorities over the next 3 years* - overall

未来3年的医院支出重点 – 总体

Percent of respondents that chose 6 and 7 (1-7 scale, 1 – reduce, 7 – increase)

Total rank (2023)	Spending priorities	优先支出	2023 (N=100)	PPT change from 2022
#1	Physician education tools and programs**	医生教育工具和计划	64%	N.A.
#2	Physician support systems (e.g., clinical decision support, medication management, clinical workflow management, etc.)	医生支持系统 (例如临床决策支持、药物管理、临床工作流程管理等)	62%	+8 ppt
#3	Expanding physician pool	扩大医生人才库	62%	+17 ppt
#4	Expansion/ improvement of existing facilities	扩建或改善现有设施	61%	+8 ppt
#5	Patient-facing digital solutions (e.g., information, booking, teleconsultations, remote monitoring, etc.)	面向患者的数字化解决方案 (例如信息、预约、远程咨询、远程监控等)	60%	+13 ppt
#6	Clinical support appliances (e.g., patient monitoring, ventilator)	临床支持设备 (例如患者监护仪、呼吸机)	60%	+20 ppt
#7	Development of new facilities	开发新设施	60%	+15 ppt
#8	Medical consumables (e.g., dressings, syringe, needle, catheter, surgical glove, forceps, sutures)	医疗耗材 (例如敷料、注射器、针头、导管、手术手套、镊子、缝合线)	58%	+13 ppt
Avg. for all spending options			57%	+11 ppt



Key findings

- Great spending interest in improving:

Physician capability

Operation efficiency

- Investment willingness increase across all spendings (+11ppt avg. compared to 2022)

Note: *Question: How do you expect your hospital's spending priorities on the following categories to change over the next 3 years? 在未来3年内, 您预计您的医院在以下类别的支出优先级会有什么变化?

**Listed as 'New and / or existing facilities' in 2022

Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

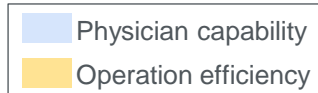
Public L3 hospitals emphasis improving treatment capability based on current infrastructure, while public L2 hospitals are more focus on healthcare capability and facility building

Spending priorities over the next 3 years* - by hospital types

未来3年的医院支出重点 – 分医院类别

Percent of respondents that chose 6 and 7 (1-7 scale, 1 – reduce, 7 – increase)

Total rank (2023)	Spending priorities	优先支出	Public L3 (N=35)	Public L2 (N=45)	Private (N=20)
#1	Physician education tools and programs**	医生教育工具和计划	60%	64%	70%
#2	Physician support systems (e.g., clinical decision support, medication management, clinical workflow management, etc.)	医生支持系统 (例如临床决策支持、药物管理、临床工作流程管理等)	57%	67%	60%
#3	Expanding physician pool	扩大医生人才库	57%	64%	65%
#4	Expansion/ improvement of existing facilities	扩建或改善现有设施	54%	62%	70%
#5	Patient-facing digital solutions (e.g., information, booking, teleconsultations, remote monitoring, etc.)	面向患者的数字化解决方案 (例如信息、预约、远程咨询、远程监控等)	60%	56%	72%
#6	Clinical support appliances (e.g., patient monitoring, ventilator)	临床支持设备 (例如患者监护仪、呼吸机)	49%	64%	68%
#7	Development of new facilities	开发新设施	51%	62%	68%
#8	Medical consumables (e.g., dressings, syringe, needle, catheter, surgical glove, forceps, sutures)	医疗耗材 (例如敷料、注射器、针头、导管、手术手套、镊子、缝合线)	66%	51%	62%
Avg. for Top 8 spending options			57%	61%	67%



Key findings

- Public L2 hospitals are willing to invest in healthcare capabilities (64-67%), which might be the result of government's encouragement on upgrading L2 to L3 (e.g., the 'A Thousand County hospital' 千县计划 plan)
- Public L3 hospitals indicate greater enthusiasm in increasing treatment capability (e.g., digital solutions 60% and consumables 66%), which can be based on existing infrastructure, with less willingness for additional large-scale investment (49-54%)
- Overall, L3 hospitals have a lower willingness to invest than L2 and private (~57% vs. 61-67%), partially due to L3's already well-established facilities and capability

Note: *Question: How do you expect your hospital's spending priorities on the following categories to change over the next 3 years? 在未来3年内, 您预计您的医院在以下类别的支出优先级会有什么变化?

**Listed as 'New and / or existing facilities' in 2022

Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

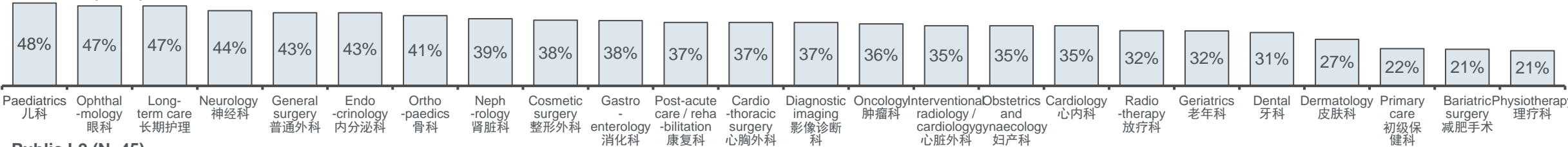
Public L3, public L2, and private have different propensity in specialty expansion

Specialties that hospitals are looking to expand*

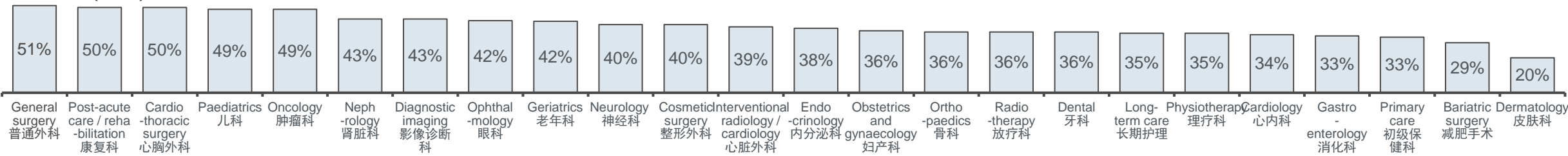
医院寻求拓展的专科

Percent of respondents that selected "Expand offering" in the next 3 years

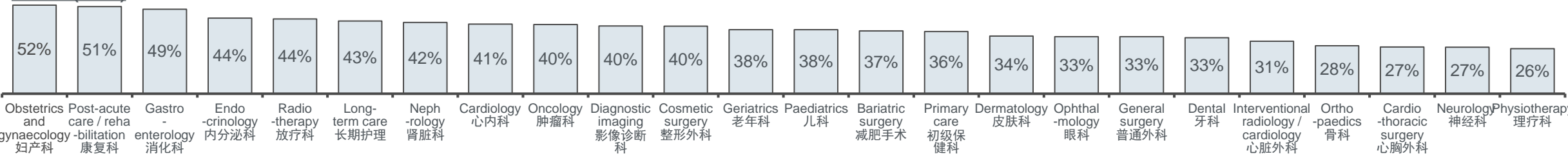
Public L3 (N=35)



Public L2 (N=45)



Private (N=20)



Note: *Question: Which clinical specialty is being offered in your hospital, what are the expected changes in offering in the next three years? 您在医院中以下每个临床专科的开设情况如何, 未来三年的预期变化是什么?

Source: L.E.K. 2023 APAC Hospital Priorities Survey

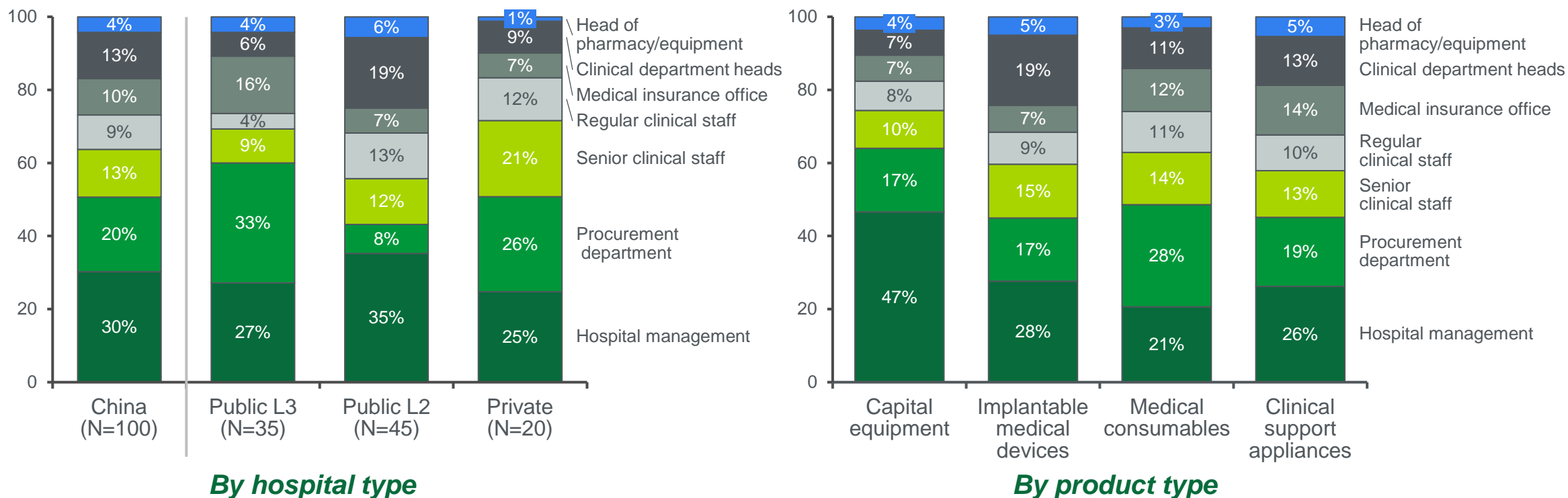
Hospital mgmt., procurement and senior physicians are often the key decision-makers; hospital mgmt. holds more influence over expensive purchases, especially capital equipment



Most influential position for **medical device purchasing decisions** overall, by hospital type*

医疗器械购买决策中最有影响力的职位，按医院类型

Percent of respondents that chose 1 (1-7 scale, 1 – most influential, 7 – least influential)



Note: *Question: Who has the most influence in purchasing decision for the following medical products today? 目前谁对于以下医疗产品的购买决策影响最大?
Source: L.E.K. 2023 APAC Hospital Priority Survey

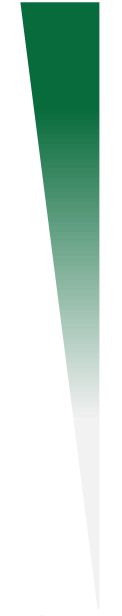
All types of hospitals in China perceive digital health solutions as aids to improve staff efficiency and capacity, and provide better patient care as well as increasing satisfaction

Value from digital health solution adoption*

数字化医疗解决方案带来的价值

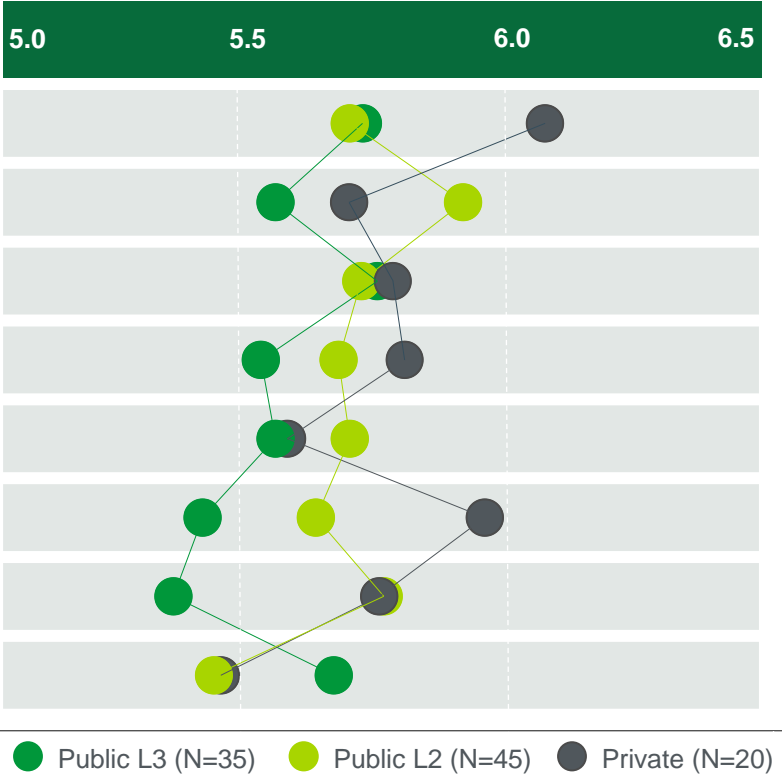
Weighted average ("1" – not likely, "7" – very likely)

More important



Less important

- Increase staff efficiency and capacity
提高工作人员的效率和能力
- Provide better patient care
提供更好的患者诊疗
- Increase patient satisfaction
提高患者的满意度
- Contribute to the transition to value-based care
促进向衡量医疗价值过渡
- Increase staff satisfaction
提高医务工作者的满意度
- Expand the hospital natural catchment area
扩大医院服务的覆盖范围
- Provide new revenue stream for hospital
为医院提供新的收入来源
- Reduce medical errors
减少医疗过失



Key implications

- The priority of "increasing staff efficiency and capacity" has **risen from the 5th position last year to become the top priority this year**. This aligns with hospitals' intentions to prioritize spending on digitalization tools to achieve their strategic goals
- Respondents have shown universally positive perspectives towards digital health solution adoption
- Public L3 hospitals have slightly lower rating across most segments because **L3 hospitals are typically more established** in staff efficiency, patient acquisition, quality of care, financials, and so on, thus have **less urgent pain points and needs** as compared to public L2 and private hospitals

Note: *Question: What value do you think digital health solutions will likely bring about for your hospital? ("1" – not likely, "7" – very likely) 您认为数字化医疗解决方案可能为您的医院带来什么价值?
Source: L.E.K. 2023 APAC Hospital Priorities Survey

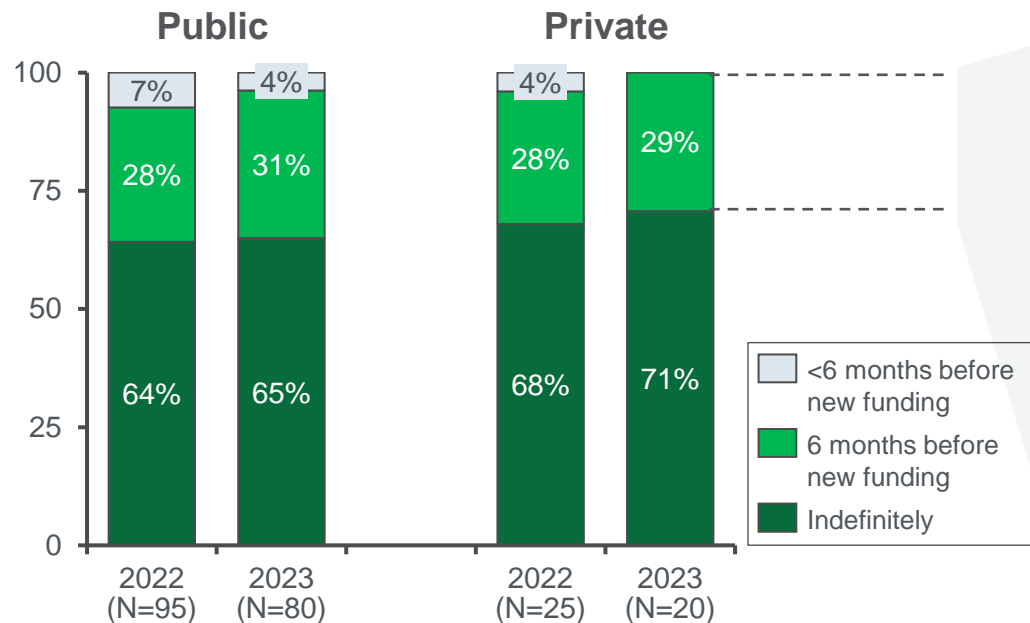
65-70% hospitals currently see their business as sustainable long-term, while the rest believe post-COVID patient confidence, cost reduction, and alleviation of COVID constraints will improve their sustainability

65-70% hospitals run sustainable business model, on par with 2022 situation

Business sustainability outlook (2022-23)*

业务可持续发展前景 (2022-23)

Percent of respondents

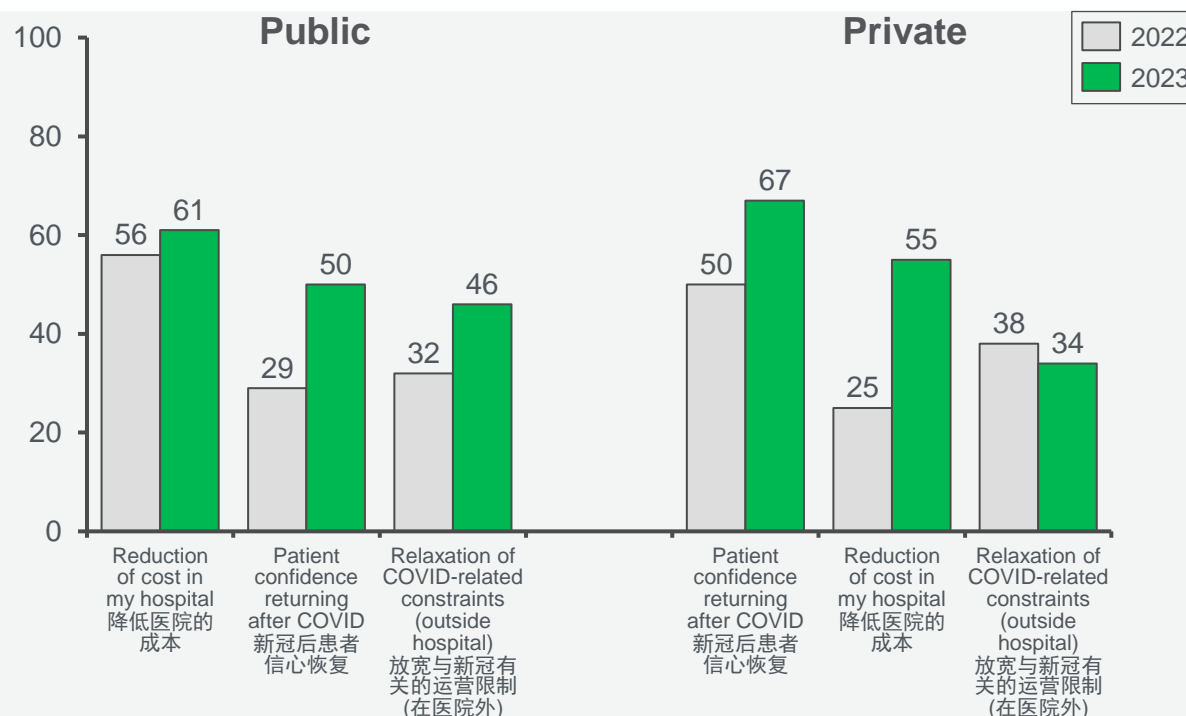


Cost reduction, improving patient confidence, and COVID situation alleviation act as key factors

Top 3 changes that will positively impact business sustainability (2023)**

对业务可持续发展有利的主要改变 (2023)

Percent of respondents



Note: *Question: 'At current rates of profitability, how long is the business sustainable for? 在目前的盈利水平状况下, 您的医院可以持续运营多久? **Question: 'What changes would have a positive impact on business sustainability?' (Question only for respondents who indicated a need for funding to sustain business moving forward). 您认为哪些变化会对企业的可持续性产生积极影响?

Source: L.E.K. 2022 and 2023 APAC Hospital Priorities Survey

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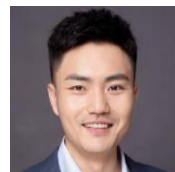
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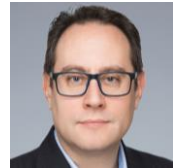
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