

Crisis Management during COVID-19

In 2020, COVID-19 impacted the business operations of existing and upcoming BDMS registered companies. Consequently, BDMS was required to expedite the education and establish measures to counter the impact, resulting from the pandemic. BDMS determines to display its efficiency and immediate response plan to lessen the impact, assist the stakeholders and establish a recovery plan to restore normal operations as soon as possible.

BDMS Immediate Response Plan to COVID-19

BDMS evaluated the operational impact at the beginning of COVID-19 and set out preventive measures to cope with the pandemic. The financial and human resource measure was as well established to ensure an immediate response plan with the details as follow:

Preventive measures to cope with the pandemic

Appoint the Committee to encounter the pandemic and organize an online meeting to ensure social distancing, set out the guidelines on monitoring and follow-up of measure for infected patients.

Review the response plan for the emerging disease and ensure the readiness on the quantity of the medicine, negative pressure room, isolation rooms and ventilator in the subsidiary hospitals in Thailand.

Adapt a leased shipping container into a clinic to provide swab tests for patients with suspected COVID-19 or Acute Respiratory Infection (ARI). Separate the patients with suspected COVID-19 or high-risk groups.

Ensure the cleanliness of the common touchpoints such as elevator switches, stair rails, sofa and toilets. Provide hand sanitizer at the service points in the hospital.

Foster social distancing such as limiting the number of passengers on the elevator and distancing the seats in the waiting areas.

Implement Healthy Bot to deliver meals to the patient during hospital quarantine and utilize the online communication device between the patients and their relatives.

Financial Management

Deduct and combine service areas such as limiting the areas for outpatients, adjusting the service areas and closing unused areas.

Revise the doctor's schedule according to the number of patients to ensure efficiency. Maintain existing standards such as 24-hour on-call doctors in case of emergency.

Efficiently manage the manpower and leave days. Reduce part-time employees and postpone the recruitment.

Negotiate with partners such as cleaning, security, valet parking and telephone services to deduct the fee according to the reduced amount of work.

Coordinate with the government sector to defer payment following the government policy such as fee exemption for lease areas in Suvarnabhumi Airport and traffic sign.

Defer budget spending except for patient safety or to bring in more revenue.

Employee Support

Disseminate the disease preventive measures, report the news about the disease and inform the guidelines for inpatient or suspected infected patient care to all doctors and employees.

Assist the doctors and the personnel working with the patients or risk of infection by providing a complimentary swab test and personal protective equipment (PPE) during the operations. Source the accommodations to reduce the risk of infection to the family members.

Provide a discounted fee for COVID-19 insurance to doctors and personnel working with the patients or in the high-risk environment.

Daily report any symptoms or fever through the My Space application to ensure good health and immediate disease detection.

Establish a hotline number 1030 to provide consultancy services regarding COVID-19, operated by Infection Control nurses (IC).

Assign the employee of no direct contact with the patients to work from home according to the government policy to reduce the risk of infection.

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Communication

Communicate with the stakeholders through social media such as Facebook or Podcast to provide information on preventive measures of the hospitals and discuss the change to the operations to build trust in the customers and shareholders while ensuring direct information the customers.

Adaptation

Adapt the business by providing the delivery service for medicine, vaccination and a blood test to the patients at home (Bangkok Hospital Delivery). Provide consultancy services through an online platform to facilitate the patients and establish related projects such as a discount on room or diagnostic fee.

Collaboration

Collaborate with Mövenpick BDMS Wellness Resort in Alternative State Quarantine (ASQ) and become a medical hub (Alternative Hospital Quarantine: AHQ) after the government policy on opening the border.

Mitigation Plan for BDMS Stakeholders during COVID-19

BDMS evaluates and manages the mitigation plan for the internal and external stakeholders with the details as follows:

Employees

Provide sufficient masks, hand sanitizers and other personal protective equipment.

Assign the checkpoints for those with suspected COVID-19 and limit access to the hospital.

Exercise social distancing such as limiting the number of passengers on the elevator, distancing the seats in the canteen and closing the gym and children's daycare.

Establish market areas and e-commerce and deliver the medicine to the patient's houses (B+Bike) to provide extra income to the employees.

Establish training courses on financial management during COVID-19 and enable requesting of financial aid through the Human Resource Department.

Provide the psychological services for consultancy and remedy for mental health problems and stress through the Friend Clinic by calling the hotline 2244.

<p>Suppliers</p>	<p>Customers</p>	
<p>Provide the training on the preventive measures to the contractors working in the hospitals.</p>	<p>Establish projects such as 100-Baht ambulance and discount on the rental fee and diagnostic fee with special medical equipment.</p>	<p>Implement Bangkok Hospital Delivery to reduce trips to the hospital, lessen the exposure to disease and facilitate the patients, including fee exemption for leased areas in the hospital for 3 months.</p>
<p>Shareholders</p>		<p>Community & Society</p>
<p>Establish the guidelines for the annual meeting attendance by limiting the participants and setting out measures such as checkpoint.</p>	<p>Limit the seating in the meeting room to reduce touchpoints and establish a communication system and support the shareholder to provide the power of attorney for the independent director to attend the meeting.</p>	<p>Provide knowledge on disease preventive measures in the hospitals and business adaptation plan through social media. Give away the fabric masks for the police and communities in the areas. Organize training on the disease preventive measures and equipment cleaning instructions for the hotel staff in the surrounding areas.</p>

Recovery Plan after COVID-19

BDMS estimates that the turnover and customers will return to normal about 1-2 years or after the COVID-19 vaccination. The recovery plan after COVID-19 is as follows:

<p>Revise target and short-term operational plan</p>	<p>Assign and prioritize</p>	<p>Understand and analyze the new normal</p>
<p>particularly in 2020 and 2021 such as increasing the customers in insurance services, occupational medicine and primary healthcare to become the medical hub and ensure expedited services to reduce visit time at the hospital.</p>	<p>the tasks which require improvement for immediate recoveries, such as efficient manpower management, skill development to ensure the customer’s utmost satisfaction, convenience, and reduced visit time of the patients in the hospital.</p>	<p>of the emerging industries resulting from the social distance. The hospitals will utilize the technology to manage and facilitate the customers to ensure less time spent in the hospitals and promote preventive healthcare such as vaccination and health promotion which is predicted to become a popular trend in the future.</p>