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## Challenges and opportunities in improving entrepreneurial capacity in Vietnam of the medical examination and treatment service industry

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### Abstract

People often say that the two most valuable assets of people in life are health and intelligence. In particular, health is an important factor that directly affects the survival and development of humanity. The need for health care is one of the most basic human needs. Therefore, the medical industry was born and is increasingly developing to provide drugs for health care and protection to best meet that increasing demand. The medical industry is always an industry that attracts a lot of attention from society. Playing an important, direct role in protecting human health both physically and mentally, the medical industry is constantly developing and maintaining its role in life. Nowadays, people tend to care more about their physical and mental health. Therefore, businesses and doctors are developing different types of patient health care as well as enhancing the value of health for everyone. In addition to the types of health care and treatment at private and state-owned centers and hospitals, many other types of services are now being developed to send people in need of medical treatment to countries with developed economies. Medicine is more developed like the US or European countries,... Through the topic "Challenges and opportunities in improving the startup capacity of businesses in Vietnam in the foreign medical service industry" we want to clarify the content we have learned. Through this topic, it also shows the positive and negative aspects of the field of medicine for society.

**Keywords:** entrepreneurial capacity, medical treatment, Vietnam

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### 1. Introduction

#### 1.1. General situation of Vietnam's economy after Covid-19

The impact of the Covid-19 pandemic has a huge impact on people as well as the development of all humanity. Not only other countries, but Vietnam is also heavily affected by the country's social problems. The impact of the COVID-19 pandemic on the Vietnamese economy has three main impacts: growth, investment and trade; disruption of important production value chains; Consumption decline has a major impact on services and tourism. The good news is that amid the pandemic challenge, Vietnam is one of the rare economies in the world with positive GDP growth (up 2.1% in 2020 and 2.58% in 2021). The Health sector and social assistance activities achieved the highest growth rate in the service sector with an increase of 42.75%; Finance and banking activities increased by 9.42%; Information and Communications industry increased by nearly 6%.

Vietnam is a young economy, possessing a golden population structure, so if the right policies are made, economic growth will quickly revive and recover. What needs to be considered is that the policy packages and solutions to promote economic recovery that have been and will be issued in the future must achieve high growth goals but well control inflation.

#### 1.2. Urgency

The recovery of the economy, education, healthcare, social security activities,... is extremely urgent. In the health sector, this is an industry that has encountered many difficulties in medical examination and treatment for patients with Covid-19 recently.

After those serious consequences, Vietnam's Health needs to change and build a sustainable plan in preparing for all conditions to respond to the Covid-19 pandemic in the future. In addition, other medical examination and treatment activities are also restored and balanced to help people receive medical examination and treatment safely and easily.

### 1.3. The goal of the subject

Identify factors affecting the quality of medical examination and treatment services.

Surveying patients' perceptions about factors affecting the quality of medical examination and treatment services

Suggest some recommendations to improve the quality of medical examination and treatment services

## 2. Theoretical Basis

### 2.1. Startup concepts and issues

General medical examination and treatment business conditions: Medical examination and treatment is a conditional business for any business, whether Vietnamese or foreign. Those are the conditions of facilities, the number of departments, the heads of specialized departments, the personnel in the departments and the ability to perform different types of experiments.

### Steps to make investment to establish a foreign-invested hospital

- Apply for investment policy to establish a hospital: if the hospital construction project involves changing land use purposes and the State allocates land, it must have Ocín Investment policy of the Provincial People's Committee where the hospital is established. If you are not in the category of projects that require an investment policy, you only need to apply for an Investment Registration Certificate.
- Apply for investment registration certificate to establish a hospital:

### Regarding granting authority: the authority to grant Investment Certificates is regulated

- The Management Board of industrial parks, export processing zones, high-tech zones, and economic zones issues Investment Registration Certificates for investment projects in industrial parks, export processing zones, high-tech zones, and economic zones. .
- The Department of Planning and Investment issues Investment Registration Certificates for investment projects outside industrial parks, export processing zones, high-tech zones, and economic zones.
- The Department of Planning and Investment where the investor locates or plans to locate its headquarters or executive office to implement the investment project shall issue an Investment Registration Certificate for the following investment projects:
  - Investment projects implemented in many provinces and centrally run cities;
  - Investment projects are implemented inside and outside industrial parks, export processing zones, high-tech parks and economic zones.

Hospital establishment services: Vietnamese law has strict regulations on investment activities in general and foreign investment activities in Vietnam in particular. If foreign investors do not understand Vietnamese investment laws,

they can easily violate the law and have to bear legal risks.

Register for intellectual property rights protection after establishing a hospital: businesses can register for intellectual property rights protection for their service brands. With this protection, businesses can prevent competitors from illegally using their trademarks, causing confusion for patients.

Investment incentives for investors when establishing a hospital: If a hospital is established in an area with particularly difficult socio-economic conditions, they will enjoy the following incentives:

- The corporate income tax rate is 10% for 15 years, tax exemption for a maximum of 4 years, a 50% reduction of tax payable for a maximum of no more than the next 9 years.
- Exemption from non-agricultural land use tax. If renting land and water surface from the State: exemption of land rent and water surface rent for the next 11 years during the period of exemption of land rent and water surface rent for the time and capital construction.

### 2.2. The nature of the economy is based on startups, opportunities and challenges

#### ▪ Opportunities for investors

On June 22, 2020, the Ministry of Health issued Decision No. 2628/QĐ-BYT approving the Project "Remote medical examination and treatment" for the period 2020 - 2025, aiming at the goal: "Every citizen is managed". management, consultation, medical examination, treatment, and professional support from doctors from commune to central levels; People can use quality medical services from higher levels right at lower level medical facilities.

The private sector is also quick to take advantage of the shift to digital healthcare services. Many startups jumped into this field in Vietnam before the COVID-19 outbreak. Some companies offer scheduling services that allow patients to make doctor appointments without going to the hospital, thereby reducing queuing time and the risk of infection. Patients can discuss and receive advice from medical professionals about health concerns.

According to a report by YCP Solidiance, private hospitals currently have relatively advanced and modern medical management systems compared to public hospitals for a number of reasons. With digitalization a competitive advantage, private hospitals have stepped up investment and upgrading of their digital infrastructure. These hospitals are equipped with products and services from leading information and technology companies such as Oracle or SAP with standardized systems. Therefore, implementing digital tools in private hospitals is less complicated than in public hospitals.

#### ▪ Challenge

The hospital network in Vietnam is widespread throughout the country. Most hospitals are well established but face some major challenges: most of Vietnam's public hospitals were built more than two decades ago. The floors of those hospitals are old and outdated, and need to be upgraded.

Vietnam has about 1,531 hospitals, mainly concentrated in large urban areas such as City. Ho Chi Minh, Hanoi and Da Nang. 1,318 public hospitals are managed according to a hierarchical system, classified into central, provincial, district or commune levels. However, overload often occurs in specialized hospitals or some famous leading hospitals in the industry. Therefore, the hospital system in Vietnam needs to

be upgraded in terms of facilities, equipment and services. Current health gaps create opportunities for foreign investors to enhance healthcare delivery and improve efficiency and service quality.

### There are still other challenges

Although the digital health sector in Vietnam is attractive, policy barriers and weak legal frameworks continue to pose a challenge for inexperienced foreign investors.

- The first is the habit of doctors, medical professionals and patients in using paper documents.
- Second, cumbersome and complex administrative processes slow down digital adoption, for example the use of electronic signatures in national health insurance payments.
- Third, medical IT systems still do not share patient data with each other, related to issues of information security and health records. Hospitals also use different solutions and software, so connecting data together will be a relatively big challenge.

### 2.3. Factors affecting the entrepreneurial capacity of businesses

- Investment capital and financial factors of the enterprise are not really strong and stable
- The Health sector has many competitive businesses such as private enterprises, foreign enterprises, State enterprises,...
- Lack of experience in operating and developing businesses
- State policies and regulations in the health sector still have some difficulties, putting pressure on businesses who want to invest and develop the industry.

### 2.4. Some important information about Vietnam's Health sector

**Health human resources:** In Vietnam, the number of medical training institutions and medical graduates has increased rapidly over the past two decades. The number of universities that train doctors has nearly doubled since 1997, from nine to the current total of 17. The number of new doctors graduating each year has nearly tripled in a decade, from 3,265 in 2006 to 9,118 in 2017.

**Concept of health insurance:** Health insurance is considered an important solution to reduce inequity in accessing and using medical services. Health insurance is based on the following principles:

- Pay in advance when you are not sick to receive service when you are sick.
- Richer people support poorer people because the contribution level is proportional to personal income (employees contribute 1% of income, employers contribute 2% of individual income). People with higher income have to pay more (compulsory) contributions, whereas people with low income have to pay relatively less.
- Benefit equally, depending on the severity of the disease. Regardless of who has played more or less before.

In many countries, especially European countries, health insurance is one of the tools to achieve health equity.

#### Hospital's fee

Hospital fees are essentially collected to pay for patients. Revenue to increase spending for patients through additional

costs for tests, procedures, hospital beds, consumables and especially the purchase of drugs and infusions. Collecting hospital fees is not intended to increase income for health officials. The current fee for most services is only 30% - 80% of actual expenditure. Because only a part of the actual cost is collected, it leads to subsidies for everyone who goes to the hospital, which is the downside of hospital fees. While rich people use hospitals 2-3 times more than poor people, especially provincial and central hospitals, it is inconceivable that the Government gives more subsidies to the rich group in the community. From here, the Government has decided to allow adjustment of hospital fee rates on the principle of correct collection, sufficient collection to cover expenses for rich groups and exemption and reduction of hospital fees for poor groups.

## 3. Research Methods

### 3.1. Data sources

In the health industry research method, finding information about data from official and reputable sources is extremely important. Therefore, in addition to presenting some theoretical content, our group also needs to find out information sources on forums and websites related to the group's topic. The information sources from which we took data are:

- World Health Organization: [www.who.int](http://www.who.int)
- National Assembly electronic information portal: <https://quochoi.vn/UserControls/Publishing/News/BinhLuan/pFormPrint.aspx?UrlListProcess=/content/tintuc/Lists/News&ItemID=44379>
- Electronic newspaper - Communist Party of Vietnam: <https://dangcongsan.vn/phat-huy-thanh-tuu-y-te-trong-cham-soc-suc-khoe-nhan-dan/tin-tuc/thi-school-y-te-so-viet-nam-thach-thuc-and-co-hoi-for-cac-dau-tu-569646.html>
- Health Vietnam: <https://healthvietnam.vn/thu-vien/tai-lieu-tieng-viet/to-chuc-quan-ly-y-te/mot-so-chinh-sach-lon-ve-y-te-cua-viet-nam-now>

### 3.2. Collection method

**Primary data collection method:** Primary data is data that is not yet available, collected for the first time, collected by the researcher himself. In fact, when secondary data does not meet research requirements, or cannot find suitable secondary data, researchers will have to collect primary data.

Steps to collect primary data:

- Identify the problem that needs research.
- Establish a research plan.
- Conduct data collection.
- Analyze collected data.
- Distribution of analysis results.

**Secondary data collection method:** Secondary data is data that is already available, not collected by ourselves or published, so it is easy to collect, costs less time and money in the collection process, but is important documents in marketing research as well as other social sciences.

#### Steps to collect secondary data

- Determine the data needed for the research
- Identify secondary data that can be collected from internal sources
- Identify secondary data that can be collected from external sources

- Conduct secondary data collection
- Conduct detailed research on data values
- Form data sources that need to be collected from original sources

### 3.3. Data analysis method

*Descriptive Analysis* : The descriptive analysis method is the starting point for any analytical process, and it aims to answer the question “what happened?” by sorting, manipulating and interpreting raw data from a variety of sources to turn it into valuable business insights.

*Exploratory analytics* : Once data is investigated, exploratory analytics allows you to find connections and generate hypotheses and solutions to specific problems. A typical application area for exploratory analytics is data mining. Some of the tasks performed with exploratory data analysis are finding errors, detecting data, mapping data structures, enumerating anomalies, and setting parameters.

*Diagnostic Analytics* : One of the most powerful types of data analysis. Diagnostic analytics is a method for asking your data: Why is this happening? Diagnostic analytics dig deep into your data to find valuable insights.

*Predictive analytics* : Predictive methods allow you to look at data to answer the question: what will happen? To do this, the predictive approach uses the results of the descriptive, exploratory, and diagnostic analytics mentioned earlier, in addition to machine learning (ML) and artificial intelligence (AI).

*Prescriptive analytics* : One of the most effective types of data analysis methods in research. Prescriptive analytics aims to answer the question “How will it happen?” and “What should be done next?”. Prescriptive analytics is a process that analyzes data and provides immediate recommendations on how to optimize business practices to match a variety of predicted outcomes.

### 3.4. Research Process

- Determine research topic.
- Identify research questions, hypotheses, and methods.
- Develop research outline and plan.
- Collect, process and analyze data.
- Write a report on research results.

## 4. Research Results and Discussion

### 4.1. Characteristics of the medical industry

Medicine is a difficult profession. At the hospital, outside of normal administrative working hours, medical officials must be on duty. It can be said that for the medical profession, there are not only days off, days off, and holidays, but only working days, on-duty days, and off-duty days. As a profession with a high risk of occupational diseases, doctors are in daily and continuous contact with patients carrying diseases such as viral hepatitis, diphtheria, tuberculosis, and HIV/AIDS, especially with workers. in specialties such as infectious diseases, tuberculosis, surgery, and departments with surgical interventions and procedures. The medical profession is a sensitive profession. Although silent, the medical profession is very sensitive to public opinion. Many contributions to improving the health of patients will be overshadowed only occasionally with unfortunate or force majeure incidents. Medicine is a lifelong learning profession and people are the most valuable asset. Illnesses change over time. Medicine is increasingly developing, requiring many highly skilled treatment methods.

Foreign medical examination and treatment services are a service industry whose customers are middle class and above. Because medical examination and treatment abroad will cost very high and expensive. However, the rate of patients choosing medical examination and treatment abroad is still very high.

For example: According to information from authorities, it is estimated that Vietnamese people spend about 2 billion USD each year to go abroad for medical examination and treatment.

However, going abroad for medical examination and treatment is not an easy matter for a patient to regularly re-examine, and it is also difficult for doctors to regularly monitor the patient's health for diagnosis. Carefully treat the patient's condition.

### 4.2. Current status of startup capacity in the medical industry compared to other sectors of the Vietnamese economy

The opportunity for development of foreign medical examination and treatment services is quite high because the most important thing for patients to choose to go abroad for medical treatment is because there are diseases that domestic medical level has not been able to solve.

In addition, when choosing medical examination and treatment services abroad, patients can combine medical care and travel during this time, they will also have access to health care services in a convenient way. fast. But a patient still wishes to go abroad for treatment. Currently, there are many affiliated companies to send patients abroad for treatment. Partly because patients still lose faith in the diagnosis and treatment of domestic medical care, or in some cases, one hospital says one thing, another hospital gives a different result.

The choice of medical examination and treatment abroad is because their facilities and machinery are really spacious and modern, compared to some hospitals in our country. And especially in foreign hospitals or medical centers, they are very clean because they focus on hygiene issues.

Going into professional activities, they have been very thoroughly trained, and they put all stages from receiving patients to organizing medical examination and treatment, monitoring after discharge, into the process to minimize error cases. They have a very complete system from examination, treatment, radiotherapy, physical therapy, psychological consultation,... so the treatment results are often maximally effective.

However, looking back at medical examination and treatment in the country, patients are also treated very enthusiastically. Doctors in Vietnam are also very determined, for example at Cho Ray hospital, where there are many very good doctors who are highly appreciated by doctors in developed countries. Therefore, patients can have medical examination and treatment in the country if they do not need or do not have enough conditions to use foreign medical examination and treatment services.

And currently, domestic hospitals also receive a lot of investment from the state in terms of facilities, prioritizing budget investment with mechanisms and policies to mobilize and effectively use resources to protect, care for and improve health. quality of medical services for the people. To best serve the people, increasing access to high-quality medical examination and treatment services in accordance with international practices.

### 4.3. Strengths (S) and weaknesses (W) in business start-up capacity in the medical industry

#### ▪ Strengths (S)

##### *Experience modern medical examination and treatment*

At foreign hospitals, each patient who comes for examination receives direct advice from professors and leading doctors about his or her health condition. This creates conditions for doctors to better understand the disease, so that with their extensive experience, it will not be difficult for them to provide appropriate treatment solutions for each person.

The quality of medical services is good, patients do not have to wait too long. After treatment, you can still update your health status with the doctors and they will provide timely support for you to take better care of your health, based on your medical records.

##### *Experience professional health care services*

In addition to the high ability to cure diseases, health care services are always emphasized and highly demanded in international hospitals. Because they always want to give patients the most comfortable experience during their stay and convalescence.

#### ▪ Weakness (W)

##### *The cost of examination and treatment is higher*

The cost of medical examination abroad is something everyone is concerned about when choosing this service. The cost is quite expensive, not everyone can afford to choose this form. Customers are often people with high incomes, the cost of a medical visit must include airfare, medical treatment depending on the level and service, which can range from a few thousand dollars to a few dozen dollars.

##### *The procedure is complicated and requires long travel*

Procedures for going abroad for medical treatment are also an issue that many people are concerned about. There are many problems when applying for a visa to go abroad for medical treatment. From the procedure of proving your health during the flight or applying for a visa to the country you want to visit, it also takes a lot of time.

Hesitation to move is a common problem for many people, especially those with illnesses and poor health. Furthermore, when flying to a foreign country, you also encounter jet lag as well as obstacles such as changing climate, not knowing the route.

##### *Risks when choosing an unreliable intermediary service*

Lack of service information is also a problem when using foreign medical examination and treatment services. Struggling to find medical examination and treatment information abroad can make us confused. It is difficult to find out accurate information at a foreign medical facility if we do not know anything about it. medical center, easily provide treatment plans and costs, and compare the pros and cons of the hospital to choose the most suitable location.

- And in the end, medical examination and treatment services abroad also have certain benefits and obstacles, but if you choose a reputable travel service combined with medical examination and treatment, the obstacles and risks will be resolved quickly. quickly, making medical examination and treatment abroad simpler than ever and completely within reach.

### 4.4. Challenges (T) and opportunities (O) in improving the startup capacity of businesses in the medical industry

- Opportunity (O): The potential of Vietnamese healthcare in general and digital healthcare can be seen through the

growth value of this industry with total healthcare spending of more than 17 billion USD in 2019, equivalent to 6,000 USD. 6% of GDP (estimated from market research firm Fitch Solutions). The company also forecasts that healthcare spending in 2022 will reach \$23 billion with a compound annual growth rate (CAGR) of about 10.7%. Patients with higher incomes are willing to pay for higher quality medical care. The current trend is that rare or difficult-to-treat human diseases are increasing. In addition, the Covid-19 epidemic situation has also shown a decreasing trend, so people have a need for examination and treatment of post-Covid diseases. pretty much. Therefore, in addition to domestic medical examination and treatment, medical examination and treatment services at large hospitals abroad also tend to increase.

- Challenge (T): Although the digital health sector in Vietnam is very attractive, policy barriers and legal frameworks are weak. The first is the habit of doctors, medical professionals and patients in using paper documents. Second, cumbersome and complex administrative processes slow down digital adoption, for example the use of electronic signatures in national health insurance payments. Third, medical IT systems still do not share patient data with each other, related to issues of information security and health records. Hospitals also use different solutions and software, so connecting data together will be a relatively big challenge. In fact, the digital health sector in Vietnam is currently not developing commensurate with its potential, attracting significantly less investment capital than related fields such as payment or e-commerce.

### 4.5. Solutions to improve the start-up capacity of businesses

In addition to changing and raising awareness of human resources, State policies also contribute to the promotion and desire to start a business among domestic and foreign businesses. Recently, the Government passed the amended Investment Law 2020 No. 61/2020/QH14 including 7 chapters and 77 Articles, effective from January 1, 2021, to encourage investment in 5 key areas including including medical. Projects in these fields will benefit from corporate income tax incentives, land rent exemptions and credit support. Overall, these solutions affirm the Vietnamese Government's commitment to creating a favorable business environment, attractive to investors, and to meet the needs of the growing healthcare sector. rapidly developing.

## 5. Conclusions and Recommendations

### 5.1. Conclude

The opening of foreign medical examination and treatment activities will reduce the burden on public health services, meet the needs of medical examination and treatment and provide jobs for many people.

In the implementation of the above contents, in-depth presentations on the issues of implementing legal regulations in the health sector

### 5.2. Suggestions and recommendations

#### 5.2.1. For State and Government agencies at all levels

Regarding the price of medical examination and treatment (Article 106), in the report on some major contents of the draft Law on Medical Examination and Treatment, Chairman

of the Social Committee Nguyen Thuy Anh said, accepting comments from National Assembly delegates. Congress, the draft Law stipulates that medical examination and treatment prices are determined based on the cost, fully accounting for all cost factors, consistent with the ability to pay and encouraging quality improvement and professional technical development.

Regarding the factors that constitute the price of medical examination and treatment services, there are two different types of opinions. The first type of opinion agrees with the provisions of the draft Law. The second type of opinion suggests specifying the connotations of the four factors constituting price.

Regarding the price of medical examination and treatment services provided by private facilities, there are two different types of opinions. The first type of opinion agrees with the provisions of the draft Law that the State does not regulate but lets private medical examination and treatment facilities decide for themselves. The second type of opinion suggests that the State needs to regulate the price framework for medical examination and treatment services at private medical examination and treatment facilities as is being done in some countries.

The State unified management of medical examination and treatment service prices, diversifying types of medical examination and treatment services.

### 5.2.2. For businesses in the medical industry

Focusing on discussing and contributing opinions on the contents set out by the Standing Vice Chairman of the National Assembly, experts said that it is necessary to agree on the view that the State plays a leading role in managing and developing medical examination and treatment activities. Healing. Priority is given to allocating budget for activities to develop primary and basic medical examination and treatment facilities and the out-of-hospital emergency system. Some opinions suggest additional funding priorities for investment in specialized medical facilities to develop high-tech diagnostics and treatment. Regarding quality assessment and certification of medical examination and treatment facilities, some opinions say that assigning organizations to evaluate and certify the quality of medical examination and treatment facilities must be granted a certificate. receive registration for business certification of conformity assessment services according to the provisions of law. Quality assessors must have appropriate assessment certificates according to the provisions of law.

This is a fair step forward in assessing the quality of medical facilities, however, it is necessary to specifically stipulate the role of the Department of Health and the Ministry of Health as the governing body of medical facilities in assessing the quality. quantity.

### 5.3. Sustainable solutions to improve the startup capacity of businesses in the medical industry

In Decision No. 2955/QĐ-BYT of the Ministry of Health approving the plan to promote the development and use of medical digital platforms, implementing the national digital transformation program to 2020, with a vision to 2030, The Ministry of Health determines to put people at the center and digitize people's health data on the basis of promoting the implementation of electronic medical records, digital medical images, and applications serving examination and treatment. diseases at medical examination and treatment facilities

nationwide and connect and share data between medical digital platforms; Taking the Electronic Health Record platform as a core component to promote and deploy other medical digital platforms as well as information systems and specialized medical applications, contributing to promoting industry digital transformation. medical. At the same time, decentralize localities in organizing, deploying and managing medical data.

Sharing about the effectiveness of information technology application in remote medical examination and treatment, Associate Professor, Dr. Luong Ngoc Khue, Vice Chairman of the National Medical Council, Director of the Department of Medical Examination and Treatment Administration for We know that since the beginning of 2020, right when the first patient appeared in the COVID-19 epidemic, the Department of Medical Examination and Treatment Administration established an Executive Management Center to support the diagnosis and treatment of COVID-19 patients to promote the diagnosis and treatment of COVID-19 patients. remote consultation, medical examination and treatment consultation. The center has the ability to connect to 23 key epidemic control points and more than 1,400 hospitals across the country.

Information technology businesses research and develop applications on the Web and Cloud platforms to reduce costs, shorten deployment time, and operate and maintain; Organize various types of service provision to create favorable conditions for medical examination and treatment facilities and reduce costs; Research and develop BigData and AI models to support clinical decision making (DSS)...

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