



becoming an increasingly important part of the healthcare CFO's financial toolkit, as healthcare organizations face global pressure to change despite the constraint of financial resources.

"With the healthcare industry facing pressures due to demographic change; shifting patient expectations; requirement to reform and the rising tide of healthcare technology trends and digitalization CFOs of healthcare organizations are prioritizing where valuable funds are directed. Smart financing techniques are increasingly critical in enabling organizations to acquire the new-generation, digitalized technology that is so fundamental in managing pressures to change" said Mr Sunil Kapoor, CEO, Siemens Financial Services (India).

Chief Financial Officers in healthcare organizations were interviewed by telephone in a qualitative research study between August and October 2015. The interviewees came from public and private healthcare institutions in the following countries: India, China, Finland, France, Germany, Norway, Poland, Russia, Spain, Sweden, Turkey, UK and USA.

Respondents were asked to give their views on the pressures to change faced by their institutions (their nature and severity), the role played by new-generation technology (particularly, but not exclusively, digitalized technology) in enabling effective change, and the use of a range of financing techniques to enable that technology acquisition.