



Role of physicians in hospital management in Poland

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- ▶ Physicians in Poland are heavily involved in management of health care institutions.

Physicians in Poland



- ▶ Registered – 130 000
- ▶ Working in healthcare institutions – 77 000
- ▶ Working in public h.c. institutions – 53 000
- ▶ Employed in hospitals – 44 000
- ▶ On contract with hospital – 16 000



Hospitals in Poland



- ▶ Total – 748
 - ▶ Public – 578
 - ▶ local government – 530
 - ▶ medical schools – 41
 - ▶ central administration - 19
 - ▶ Non-public – 170

- ▶ Number of beds – 175 000
 - ▶ non-public – 10 000

- ▶ Hospitalizations – 7 000 000/yr

Hospital management



- ▶ Director
 - ▶ Deputies:
 - ▶ medical
 - ▶ economical
 - ▶ technical
 - ▶ etc
 - ▶ Heads of Departments
- ▶ Public Council
 - ▶ *Law on healthcare institutions*
 - ▶ *MoH Ordinance on qualifications of healthcare managers*

Hospital management



- ▶ Majority of hospital directors are physicians.
- ▶ Professional non-physician managers constitute less than 20%.
- ▶ Only small fraction of physician-managers are physicians with no training in healthcare management.
- ▶ Sharing management with medical practice is common.

Finances



- ▶ 1509 healthcare institutions belonging to local government
- ▶ Total income per year (2007) – 5 bln. EUR
- ▶ Costs of staff – 2,5 bln. EUR (50%)
 - ▶ additional cost of workforce – 0,5 bln. EUR
- ▶ Debt – 2 bln. EUR



National Health Fund



- ▶ Total annual budget – 14 bln. EUR
 - ▶ health insurance tax – 13 bln. EUR
- ▶ Expenses:
 - ▶ hospitalizations – 5,7 bln. EUR
 - ▶ primary care – 1,7 bln. EUR
 - ▶ ambulatory specialist care – 1,2 bln. EUR
 - ▶ medicines – 2 bln. EUR
- ▶ Per capita/yr ~ 375 EUR (CZ ~ 750 EUR)

Healthcare expenses



- ▶ Total - ????? (public – 60%, private – 40%)
 - ▶ NHF – 13,5 bln. EUR
 - ▶ national budget – 1 bln. EUR
 - ▶ private (individual) – 5 bln. EUR
 - ▶ employers – 0,2 bln. EUR
- ▶ Total HC expenses – 6% of GDP
 - ▶ public - < 4% of GDP

Problems




- ▶ Successfull management of a hospital in Poland



- ▶ = MISSION IMPOSSIBLE

Problems



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- ▶ Insufficient budget of healthcare:
 - ▶ low salaries
 - ▶ staff has multiple jobs
 - ▶ limited investments

Problems



- ▶ Monopoly of NHF and no/very limited market instruments available.

Problems



- ▶ Miscalculated values of DRGs

Problems



- ▶ Strong pressures for increased salaries.

Problems



- ▶ Very strong political interference.

Problems



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- ▶ High-risk job
 - ▶ Moderate financial incentives

Problems



- ▶ Managers trying to function according to professional rules almost inevitably face growing deficit, and growing difficulties in everyday management.

Problems



- ▶ Managers trying to „make the ends meet” face problems with workforce and have to try to improve income by semi-official market-oriented schemes.



- ▶ Should physicians accept managerial posts in hospitals?



- ▶ YES (in present realities strictly economical management would endanger patients, and abuse workers).
- ▶ *but*
- ▶ Managerial education, and full-time commitment to the job should become a rule.