

Regional strategic hospital development plans as step forward to improve secondary health care in Ukraine

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Situation Analysis: Examples of oversized secondary health care structure that impact its utilization

Administrative unit	2007		
	Hospitalization cases per 100 people		
	Total	including	
		urban	rural
Chernihiv region	26.97	27.98	25.41
Cherkasy region	25.16	25.72	24.48
Luhansk region	24.86	25.25	22.34
Kirovohrad region	24.82	26.89	21.57
Dnipropetrovsk region	24.46	24.65	23.54
Khmelnysk region	23.95	23.45	24.51
Ivano-Frankivsk region	23.55	24.18	23.08
Kyiv region	23.46	23.20	23.86
Ternopil region	23.29	23.38	23.22

Source: MoH Ukraine

Administrative units	Population bed ratio per 10,000 persons		
	2005	2006	2007
Chernihiv region	110,5	111,6	112,6
Luhansk region	99,4	99,7	100
Dnipropetrovsk region	98,9	98,9	99,2
Kirovohrad region	93,4	94,6	95,2
L'viv region	93,1	93,3	92,3
Sumy region	88,6	90	91,1
Ternopil region	88,9	89,3	89,8
Ivano-Frankivsk region	89,4	89,3	89,6
Chernivtsi region	88,6	88,8	89,1



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Situation Analysis:

- ✓ Excessive number of hospitals which do not match the needs of the population
- ✓ Excessive (normative-driven) numbers of specialized beds and hospitals irrespective of actual need
- ✓ Little functional differentiation between hospitals for different levels of care (e.g. some general hospitals functioning as social care institutions or providing Primary Health Care services; some oblast hospitals offering tertiary as well as secondary level care, for relatively small catchment populations)
- ✓ Parallel systems of inpatient care (departmental, governmental)
- ✓ High admission rate at specialized hospitals
- ✓ Long periods of hospital stay (ALOS) in comparison with EU countries



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Regional strategic hospital development plan

Strategic goals:

- ✓ To ensure more efficient use of scarce resources and to decrease the duplication of structures and functions while improving quality of provision of secondary health care to the population.
- ✓ To respond to the constantly changing requirements resulting from changes in the age structure of population, the number of inpatients and continuous reduction of the average length of stay as an impact of medical development and progress.
- ✓ To establish the pre-conditions that enable hospitals to secure the supply for the population with effective working hospital units.
- ✓ To include public expenditure framework and finance plan that supports the restructuring process.



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Regional strategic hospital development plan

Strategic implementation:

- ✓ Reorganization of hospital as economic and autonomous providers that are responsible for the delivery of well performed secondary health care according to the demand of its population within reconfigured catchment areas.
- ✓ Specialization and co-operation or merging between individual hospitals using new types of task-sharing methods between individual hospitals or within inter-territorial hospital unions (obstetric/neonatology centers, specialized surgery centers, etc).
- ✓ Restructuring of hospital wards for long term care or social care or ambulatory care
- ✓ Increase of home-based and day bed inpatient facilities as alternatives to hospital inpatient care



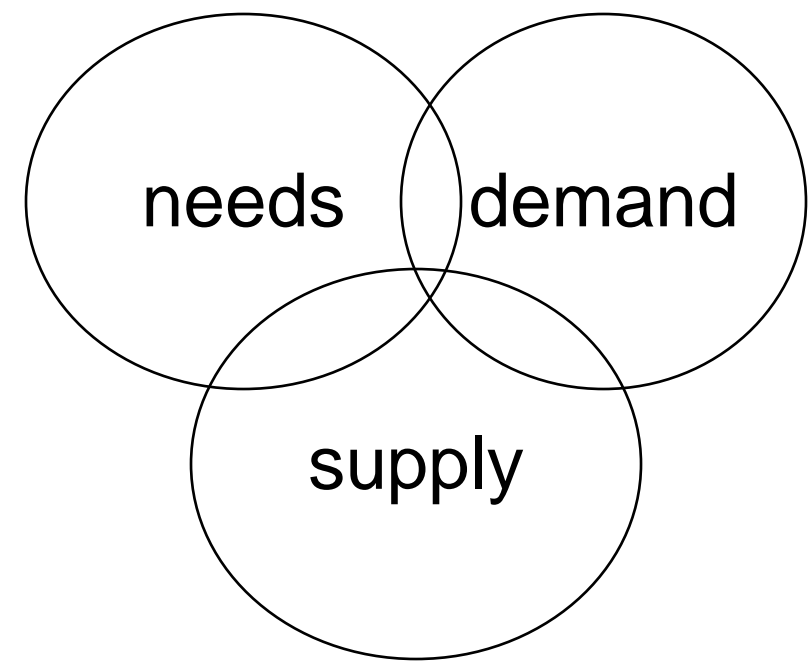
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Needs assessment

What are the “needs”?

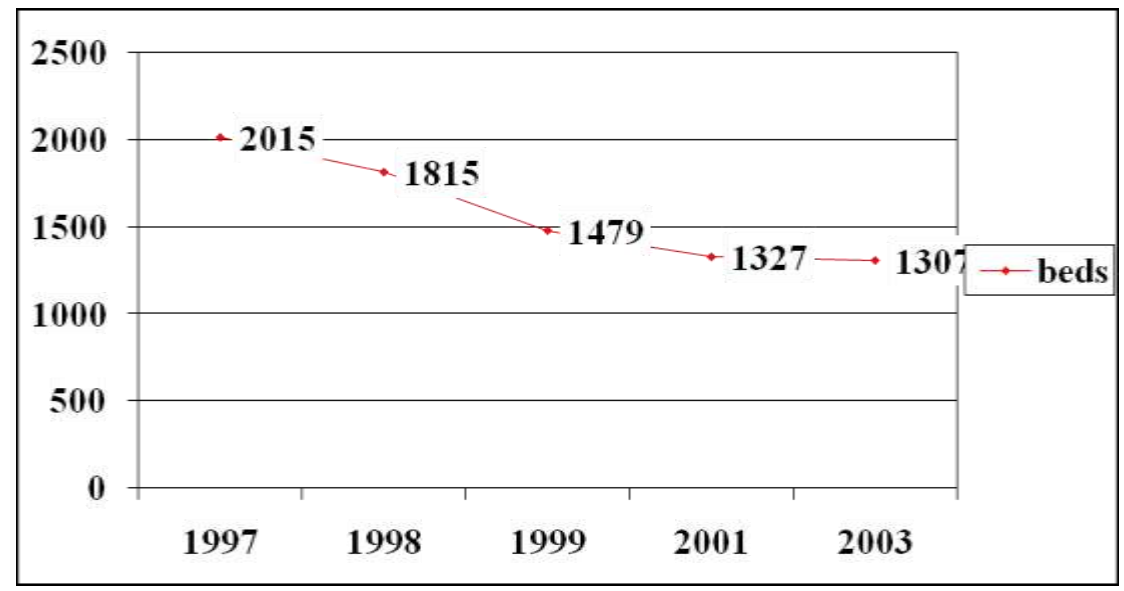
- wants of patients
- comparative needs
- epidemiological/evidence based needs
- normative professional needs
- other



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Needs assessment: dynamic aspect



Basic indicators:

- population number
- hospitalization rate
- average length of stay (ALOS)
- utilisation rates for inpatient beds



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The Hill and Burton Formula

as implementation tool for calculation of the bed demand:

Hospitalization rate, average length of stay and utilisation rate are usually used as prognosis values and influenced by political factors

planned number of inpatient beds = $\frac{\text{population} \times \text{frequency of hospitalisation per 1000 inhabitants} \times \text{length of stay} \times 100}{1000 \times 365 \times \text{bed utilisation percentage}}$

Потреба у ліжках для населення м.Полтави по формулі Хілла – Бюртона.

Відділення	Розрахунок	В наявності ліжок
Терапевтичні + Пульмонологічні	$\frac{243000 \times 32,2 \times 11,0 \times 100}{1000 \times 365 \times 97,0} = \frac{8607060000}{35405000} = 243,0$	262
Гінекологічні	$\frac{243000 \times 27,6 \times 7,3 \times 100}{1000 \times 365 \times 101,1} = \frac{4895964000}{36901500} = 132,7$	140
Неврологічні	$\frac{243000 \times 16,7 \times 11,2 \times 100}{1000 \times 365 \times 111,2} = \frac{4533256000}{40588000} = 111,74$	120
Всього ліжок	$\frac{286000 \times 160,1 \times 9,5 \times 100}{1000 \times 365 \times 98,2} = \frac{43636055500}{35843000} = 1217$	1307

Примітка.
Терапевтичні + пульмонологічні ліжка.
243000 – доросле населення.
32,2 – рівень госпіталізації на 1000 населення
11,0 – середній термін лікування на ліжку
330,0 – робота ліжка (97,0%)

Використання ліжкового фонду по м. Полтаві за 2007 рік

Профіль ліжок	Всього	Відсоткова частка %	На 10 тис. населення	Використання ліжок на 10 тис. населення %	Середній термін перебування	Оберт ліжка
Всього	1307	100	45,69	98,2	9,5	35,1
Терапевтичні	242	18,5	8,46	103,8	10,8	30,8
Гінекологічні	140	10,7	4,89	101,1	7,3	46,9
Неврологічні для дорослих	120	9,2	4,19	111,2	11,1	33,8



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Regional strategic hospital development plan

- ✓ The strategic hospital development plan is the most important tool for provision of healthcare service on the regional level that meets the demand of the population for hospital treatment
- ✓ Alongside with the basics and political aims hospital development planning represents the current picture of a coordinated approach to organize hospital network allocated by the needs and coordinating their different levels of general, multi-profile and specialized service ranges.
- ✓ Regional Hospital planning is a continuous process. Therefore a hospital development plan can never describe the final situation for hospital healthcare service coverage at the region.

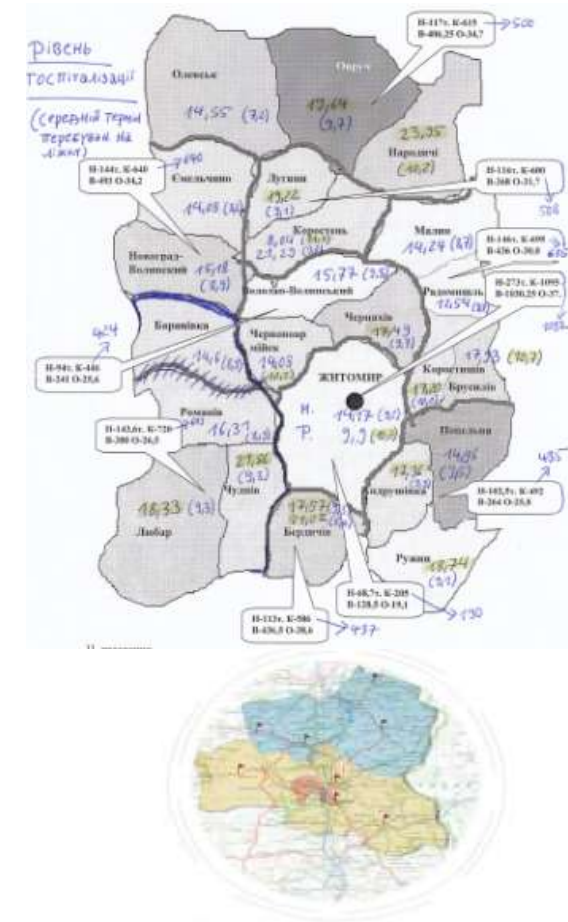


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Conclusion

- ✓ What are the lessons that can be learned?
- ✓ Hospital planning will always reflect the current political shape of a country and its ability of making clear and necessary decisions.
- ✓ Any bed demand planning formula will only lead into success if there is real political and administrative willingness to change.



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THANK YOU FOR YOUR ATTENTION!



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