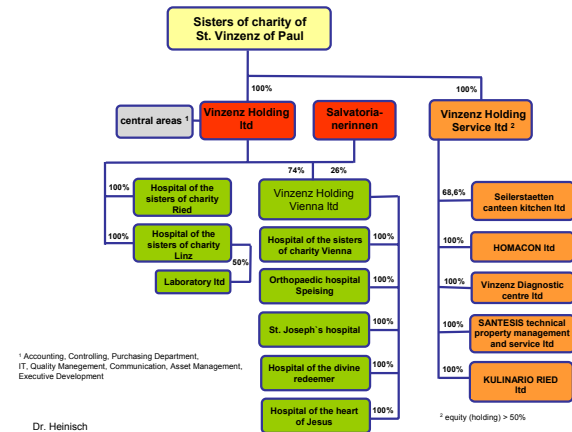


European Hospitals evolving into Centres of Excellence? Definition of Centers of Excellence

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Structural organization of the Vinzenz Holding



Dr. Heinisch

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Vinzenz Holding in figures (2006)

■ departments (wards) with in-patient bed capacity	64
■ medical institutes (with departmental directorship)	14
■ medical institutes (non departmental directorship)	12
■ systematized bed capacity	2.238
■ admission of patients	121.336
■ staff (2005)	4.687

➡ private, non-profit hospitals under public contract to provide services.

What are european centres of excellence?

- high number of cases?
- small complication rate?
- no waiting times?
- high productivity? short admission times?
- high profit?

Health care – highly attractive for private investors



corporate group	turn-over 2005	profit 2005	regions
Capio	11,3 billion SKr	0,70 billion SKr	S, Den, Fin, F, N, E, UK (>100 facilities)
Helios/ Fresenius	1,20 billion €	0,15 billion €	D (51 facilities)
SANA	0,76 billion €	0,04 billion €	D (57 facilities)
Rhön-Klinikum AG	1,40 billion €	0,12 billion €	D (45 facilities)
Ameos Holding	0,30 billion €	not available	D (20 facilities)
Asklepios Kliniken	1,10 billion €	not available	D (77 facilities)
MediClin AG	0,36 billion €	not available	D (30 facilities)

Center of Excellence University Clinic Freiburg



Lessons learned (University clinic Freiburg, F&W, 2/2006)

car-manufacturing

goal/objective:

- just-in-time-production
- short waiting times
- low error- and repair rate
- efficiency-optimized conveyor belt assembly work
- minimal transport
- optimized stock-keeping

running of hospital

goal/objective:

- curtailing treatment (process) to essential medical degree
- short residenceperiod before surgery (operation)
- minimal(ize) infectionrate and need for further surgery
- no double examinations
- minimal(ize) in-house relocation
- optimized bed management

Centers of Excellence – what really counts



- despite (the) high pressures of cost – and performance – european hospitals may never be allowed to turn into health factories.
- economical goals are important – but only to create the frame work for rendering the best service to people.
- hospitals are not about industrial services – they are about life. Our respect towards life is being manifested in the devoted care we offer.

Centers of Excellence – what really counts



- hospitals do not have customers – we treat patients: sick people in their need and with their information deficit will never feel as an equal partner. In dealing with their fears, and talking about their anxieties people will maintain their dignity.
- staff who is daily confronted with sickness and death will need a different quality in leadership.
- european centres of excellence: with competence **and** compassion.



VINZENZ GRUPPE | ^{AG}

Thank you very much for your attention.