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<td>Reply from Norway to the Questionnaire “Management and Budgetisation”</td>
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<td>Author</td>
<td>Dr Eikvar</td>
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The situation in your country: NORWAY

1. Status of the hospital doctors

Are doctors employees?

<table>
<thead>
<tr>
<th>YES</th>
<th>X</th>
<th>NO</th>
</tr>
</thead>
</table>

If YES, describe the terms of the contract (the fundamental parts).
- FULL TIME + EXTENDED WORKING HOURS
- ON CALL DUTIES AND COMPENSATIONS

Do hospital doctors have also an ambulatory activity?

<table>
<thead>
<tr>
<th>YES</th>
<th>X</th>
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VOLUNTARY, SPECIAL AGREEMENTS

If YES, privately, or as part of the accreditation contract?

privately contract X

What about private patients?

Or do they benefit from an agreement according to the fee for service principle?

<table>
<thead>
<tr>
<th>YES</th>
<th>X</th>
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FOR ~80 % OF THE SERVICE

If YES, what are the agreement conditions?

Or is there a combination of both depending on whether the patient is public or private or other criteria?

Other criteria: Medical Condition/Indication
Are hospital doctors associated to the elaboration of national public hospital budgets?

YES  X  NO

Or do only salaried doctors get involved and is the self-employed professional excluded?

YES  X  NO

If YES, in which way can doctors in self-employed practice get the possibility to express their opinion?
Through negotiations.

Are public hospital budgets submitted for approval to your professional association?

YES          NO  X

If YES, are your remarks taken into consideration?

YES          NO

If NO? Why?

2. The role of hospital doctors in the hospital economic policy.

Are doctors associated to the elaboration of regional hospital budgets?

YES          NO  X

If YES, does this mean that they are not at the national level?

YES          NO

Are the colleagues committed to this task salaried heads of departments?

YES          NO

Do they carry an outpatient medical practice beside it?

YES          NO

Or are they civil servants of the public health services of the state?

YES  X  NO
Can they be self-employed professionals with an accreditation contract?

YES  NO  X

Are these regional hospital budgets submitted for approval to your professional association?

YES  NO  X

If YES, are your remarks taken into consideration?

YES  NO

If NO? Why?

Are other health professionals associated to the establishment of the economic policy of the hospital?

YES  NO  X

If YES, who and to which extent?

3. Training

Is training financed exclusively by the ministry of social affairs and health?

YES  NO

or is the ministry for national education also involved?

YES  X  NO

Are the interlocutors from the government medical doctors?

YES  NO

If NO, what are their qualifications?

Is the budget for education separate from the operational budget of the hospital?

YES  X  NO

FOR THE BASIC TRAINING
If NO, is education taken into consideration in the establishment of the budget and how?

Is the hospital chief medical staff associated?

| YES | NO | X |

How?

In one case or the other are professional associations consulted in the establishment of the education budget?

| YES | NO | X |

4. Role of hospital doctors - heads of departments

Are doctors heads of departments participating in the establishment of the budget of the hospital where they practice?

| YES | NO | X |

*Not mandatory, but 80% of the Heads of dept today are doctors.*

Through the dean of the college?

| YES | NO | X |

Individually for each service?

| YES | X | NO |

Do self-employed professionals with an accreditation contract participate?

| YES | X | NO |

*Regional agreements*

Is the budget of each department imposed by the administrative direction of the hospital?

| YES | X | NO |

Are they responsible for the management of their department, e.g.
**Staff recruitment**

<table>
<thead>
<tr>
<th></th>
<th>Purchase of technical infrastructure</th>
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<tbody>
<tr>
<td><strong>YES</strong></td>
<td><strong>X</strong></td>
</tr>
</tbody>
</table>

Do they share the responsibility for the management of their department with the administration?

| **YES** | **X** | **NO** |

How?

*On Infrastructure.*

**5. Financing conditions**

Is the hospital financing based on fixed amount or on DRG?

<table>
<thead>
<tr>
<th><strong>Fixed amount</strong></th>
<th><strong>60 %</strong></th>
<th><strong>DRG</strong></th>
<th><strong>40 %</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YES</strong></td>
<td><strong>X</strong></td>
<td><strong>NO</strong></td>
<td><strong>YES</strong></td>
</tr>
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</table>

*(not ambulant services)*

Do doctors participate in the establishment of the classification of the patients?

| **YES** | **X** | **NO** |

Do they participate in the establishment of cost weights and the valuation of fixed amounts in monetary units?

| **YES** | **X** | **NO** |

Are the doctors involved heads of departments?

| **YES** | **X** | **NO** |

*But not mandatory*

Do they keep an individual practice in beside this task?

| **YES** | **X** | **NO** |

*As employees in small departments*

Or are they civil servants of the public health department of the state?

*In large departments*

Is the valuation of the fixed amounts nation wide or specified for each hospital?

| National | individual |
If the valuation is specified for each hospital, do the doctors-heads of department participate in the establishment of the valuation into monetary units?

| YES | X | NO |

Through the dean of the college?

| YES | NO | X |

Separately for each department?

| YES | NO | X |

Do self-employed professionals with an accreditation contract participate in the calculation?

| YES | NO | X |

How is dealt with an eventual deficit?

<table>
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<tr>
<th>Carried forward to the next year</th>
<th>Adaptation of the fixed amount/DRG of the next year</th>
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<td>YES</td>
<td>X</td>
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On a hospital level on a national level

In case of a deficit do doctors get penalized?

| YES | x | NO |

If YES, how? Future wage negotiations

Has the method of fixed amount or DRG modified medical practice?

| YES | X | NO |

Have hospital stays become shorter?

| YES | X | NO |

Did it lead to an indirect selection of patients?
Are complicated pathologies transferred to another specialised hospitals?

YES X NO

Does the financing of these specialised hospitals obey to the same fixed amounts rules?

YES X NO

BUT WITH A FIXED ADDITION FOR THE HIGHER COMPETENCE

If NO, how are they financed?

Are other health professionals associated to the financing modalities of your hospital unit or department?

YES X NO

If YES, who and in which respect?

Nurses

Economists