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

- 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

- 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.
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.