

# MedTransfer

- Knowledge
- Partnership
- Education
- Development



**Prof. Todorka Kostadinova**

- Department of economics and health care management
- Medical University of Varna



**Helmut Nawratil**

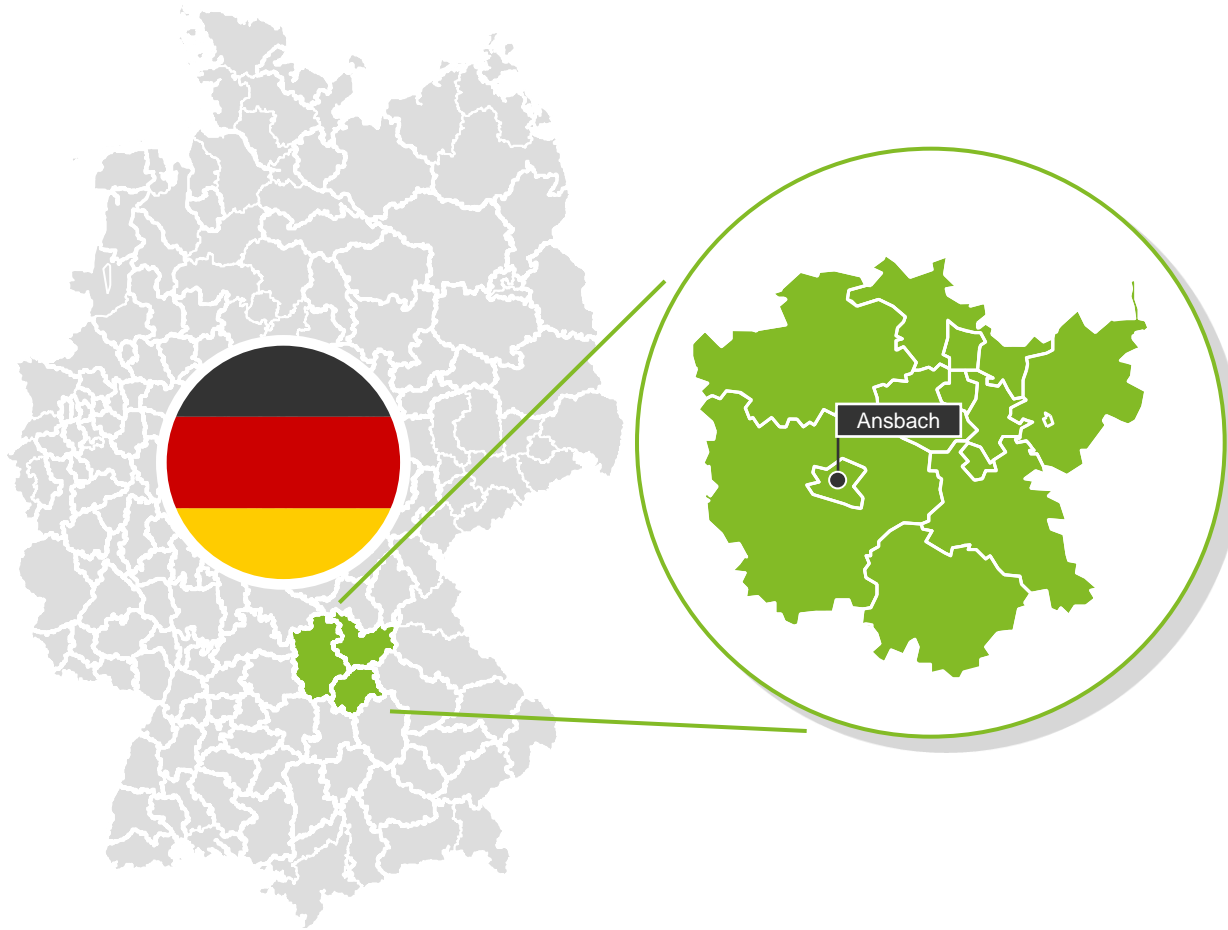
- Chairman, Bezirkskliniken Mittelfranken
- Chairman NHX-Health AG, Interimsmanagement Health Care



**Dr. Matthias Keilen**

- Chief medical officer, Bezirkskliniken Mittelfranken
- Assistant Chairman, Member of board of directors

# District of Central Franconia



**Inhabitants\***



**Purchasing Power/ inhab.\***



Psychiatry

Psycho-somatik

Neurology

**Mandatory service mission**



- Lovely countryside in an economically prospering region
- European Metropol Area (Erlangen – Nürnberg - Fürth)
- Economic Center of Northern-Bavaria for trade and services (Medical Valley, Siemens, Adidas, Puma, AEG, Scheffler, Conti,.....)

\*Quelle: IHK, Stand 2013

# Our care network in Central Franconia

As one of the region's largest clinical organizations, psychosomatic medicine, neurology and neurologic and geriatric rehabilitation. and one of the 20 biggest public hospitals in Germany we stand for high-quality care in psychiatry, psychotherapy

Our association includes:



► Regional clinical centre  
Ansbach



► Klinikum at the  
Europakanal  
Erlangen



► Frankenalb-Klinik  
Engelthal



► Replacement therapy  
centre SubstAnz  
Nuremberg



► Psych. day care unit  
and psych. outpatient  
clinic Fürth



► Psych. day care unit  
and psych. outpatient  
clinic Neustadt a. d.  
Aisch



► Psych. day care unit  
and psych. outpatient  
clinic Weißenburg

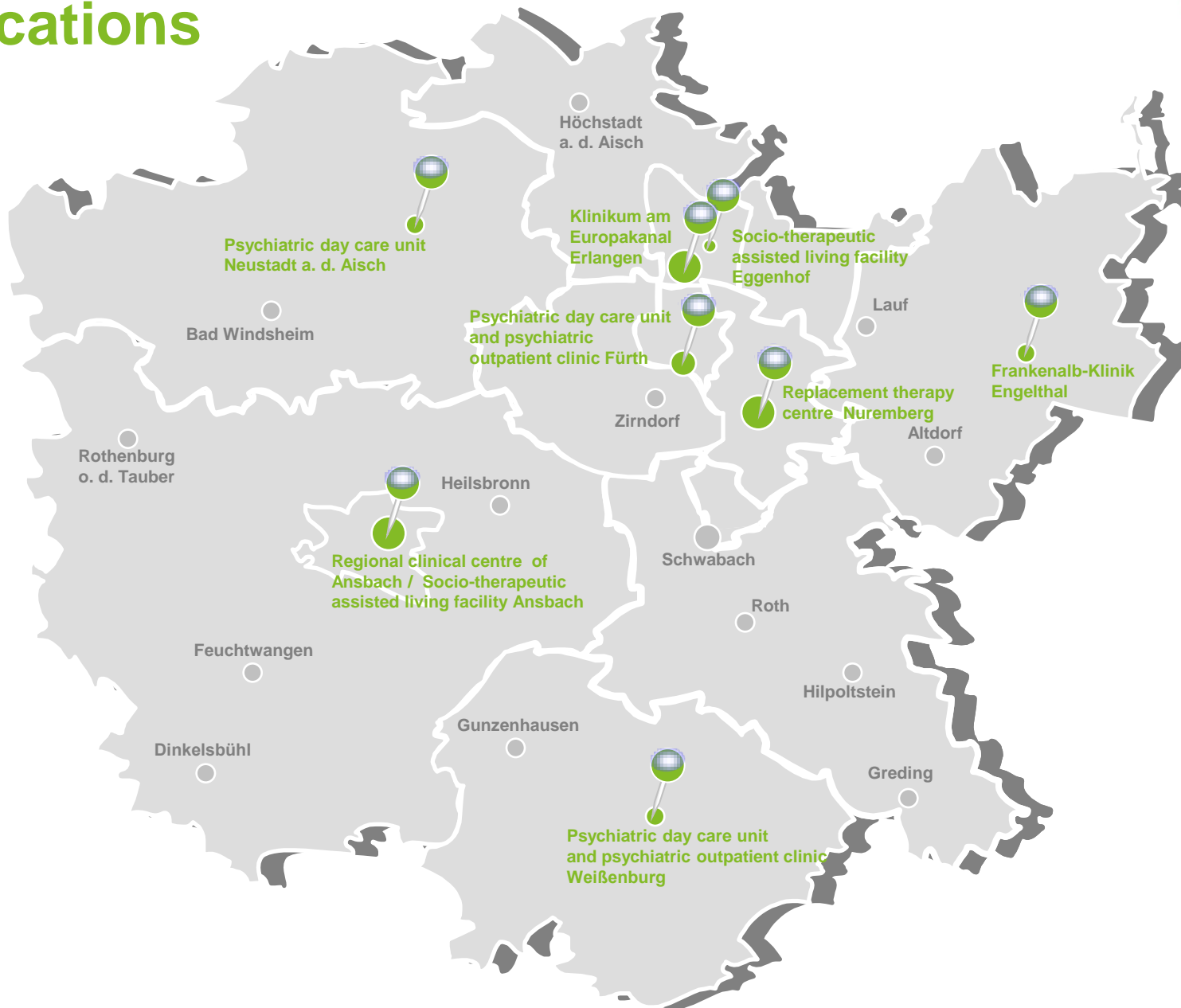


► Socio-therapeutic  
assisted living facility  
Ansbach



► Socio-therapeutic  
assisted living facility  
Eggenhof

# Our locations



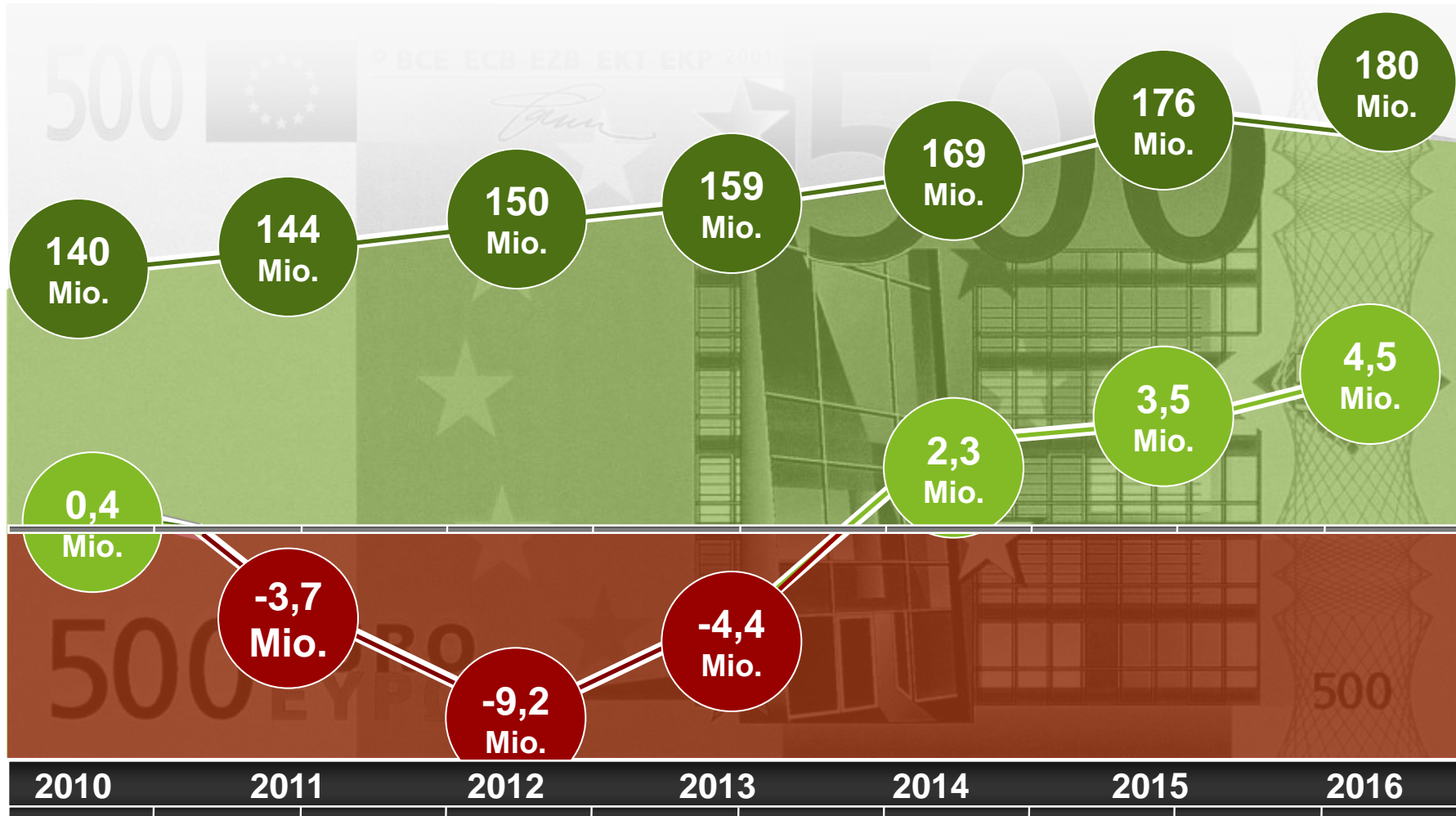
# Facts and figures


- ▶ 8 clinics and 2 assisted living facilities
- ▶ 1,700 beds and treatment places
- ▶ >18,000 inpatients / day-care patients per year
- ▶ >33,000 outpatients per year
- ▶ >3,000 employees
- ▶ ~55 new apprentices per year in health care and other professions



# Bezirkskliniken Mittelfranken

## Sales and EAT 2010 to 2016



 = EAT (earnings after taxes)

 = Umsatz

\*Wirtschaftsplanung 2016

# Sectors and Services

## Unique features of each site



### Klinikum am Europakanal Erlangen

#### Future site character:

- Basic psychiatric care
- Neurological excellence care
- Medicine and life on the same campus
- Science and research
- Inclusion and integration
- Encounters
- Geriatric medicine
- State-of-the-art compulsory treatment
- Green hospital



### Frankenalb-Klinik Engelthal

#### Future site character:

- Basic psychiatric care
- Medical wellness
- Private patients
- Hotel ambience
- Green hospital



### Bezirksklinikum Ansbach

#### Future site character:

- Basic psychiatric care
- **Psychiatric excellence care**
- **Science and research**
- **Education**
- **International excellence**
- Geriatric medicine
- State-of-the-art compulsory treatment
- Green hospital



# From Vision to Management

## The definite strategic Process



Company strategy

Vision / Mission

11 strategic objectives

Sector and Services

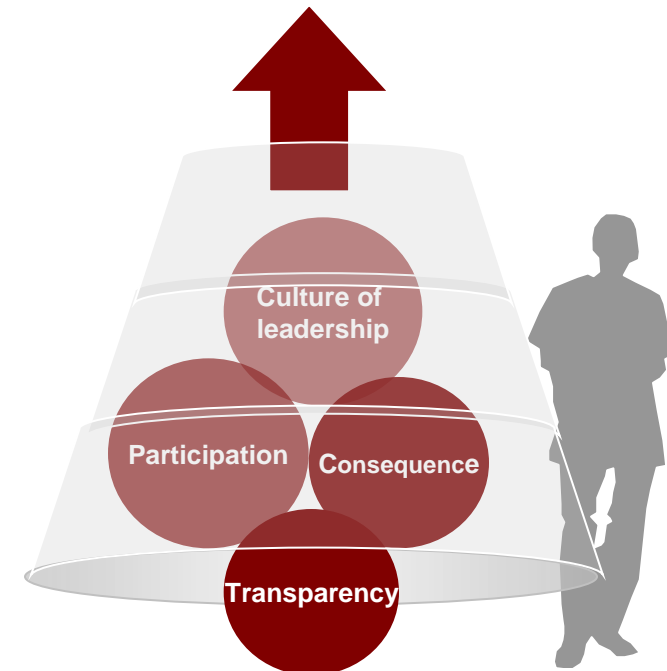
Employees and Motivation

Profitability and Quality

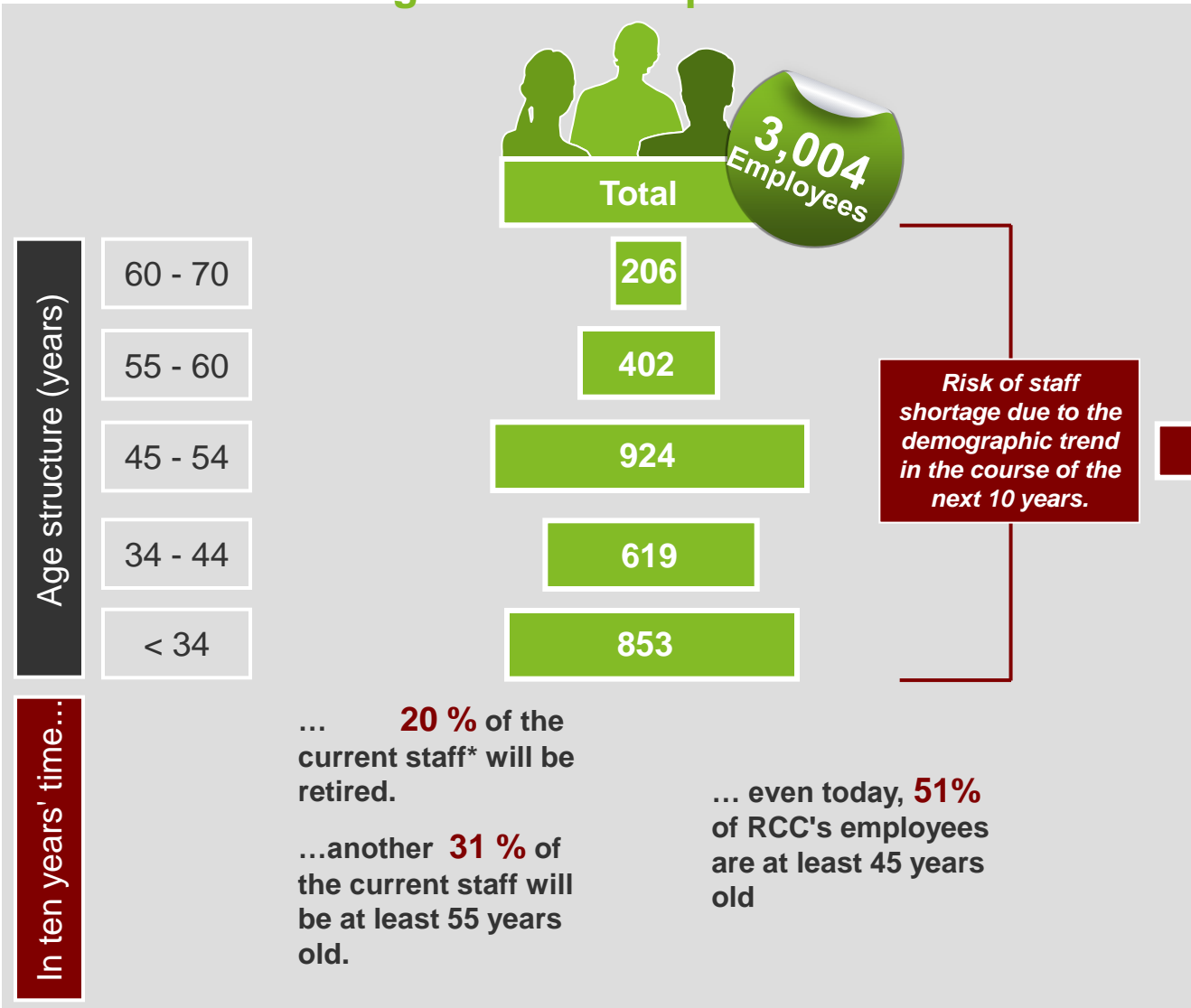
Structure

Processes and Management

Measures- and project plan / Strategic indicator system



# Analysis of the overall age structure at Bezirkskliniken Mittelfranken Skilled staff shortage and consequences for the future

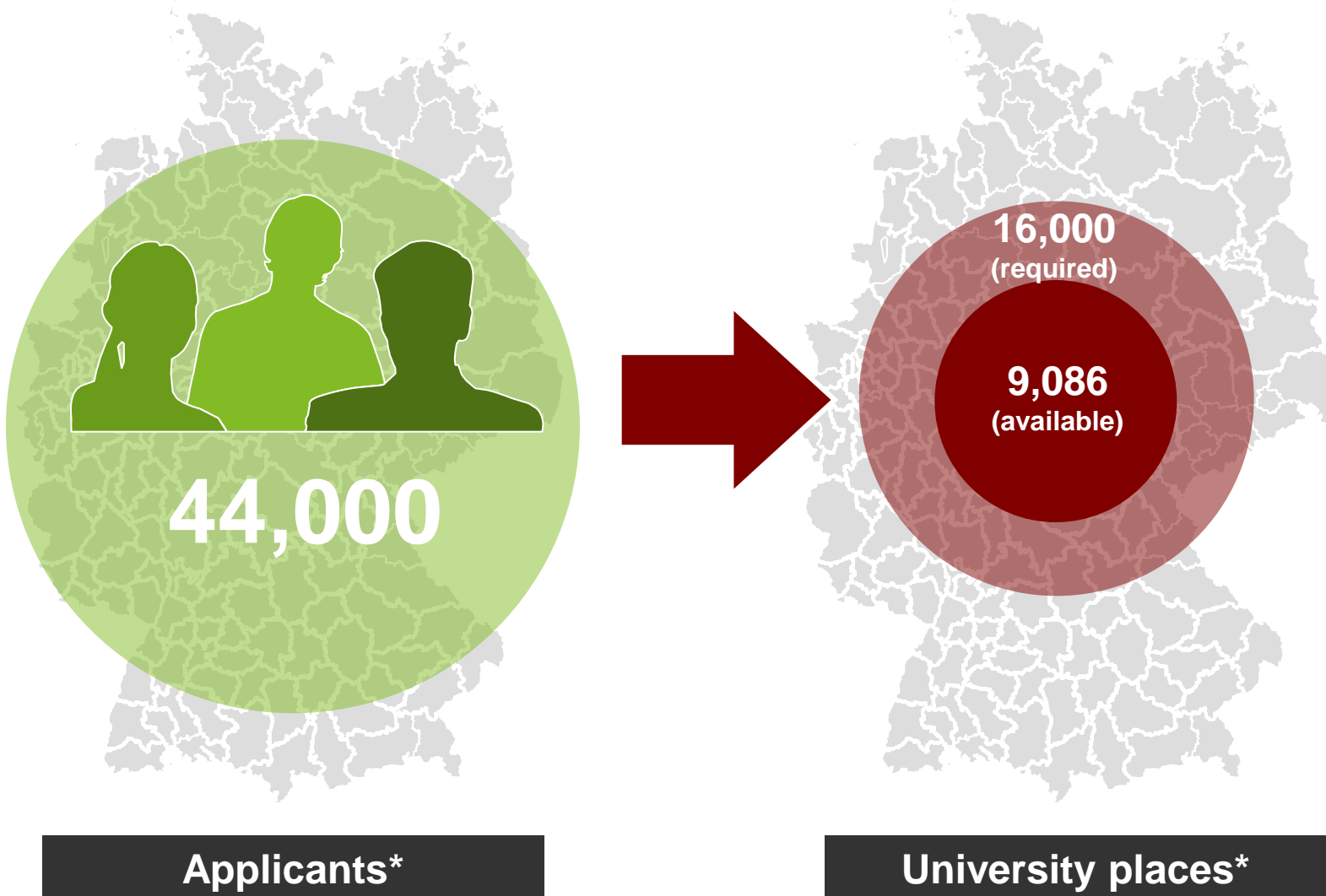


- Generation Y (born between 1977 and 1998) requires new management strategy
- Growing percentage of foreign medical specialists from increasingly distant countries
- At present, already **40%** foreign specialists in medical service
- Increasing intercultural challenges
- Up to **70%** female staff with the desire to work part time
- Necessary employer attractiveness contributes to unattractiveness of the local site
- Loss of attractiveness of the medical profession (image, standing)

\* Current staff in the age group 55-70 years.

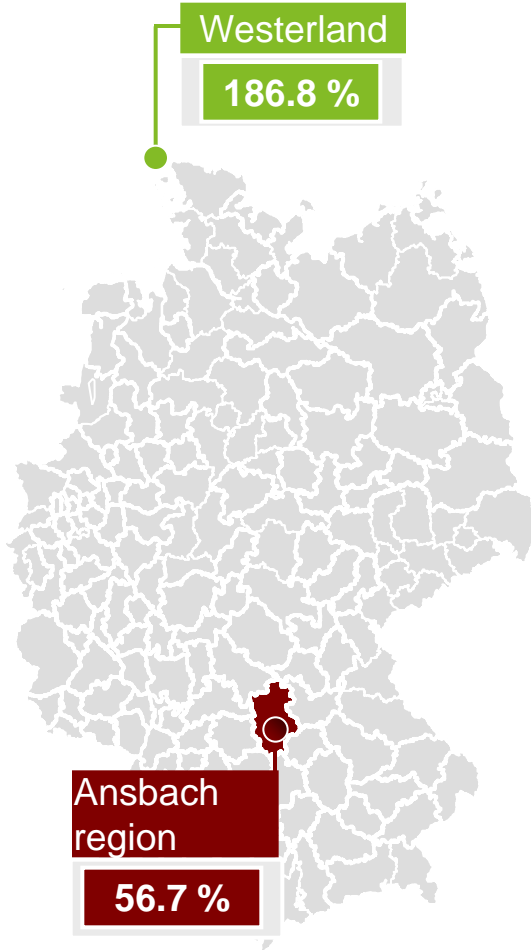
Source: Data as of 31/12/2014

# Skilled staff shortage in medical professions



\*Winter semester 2015 / source: WAZ

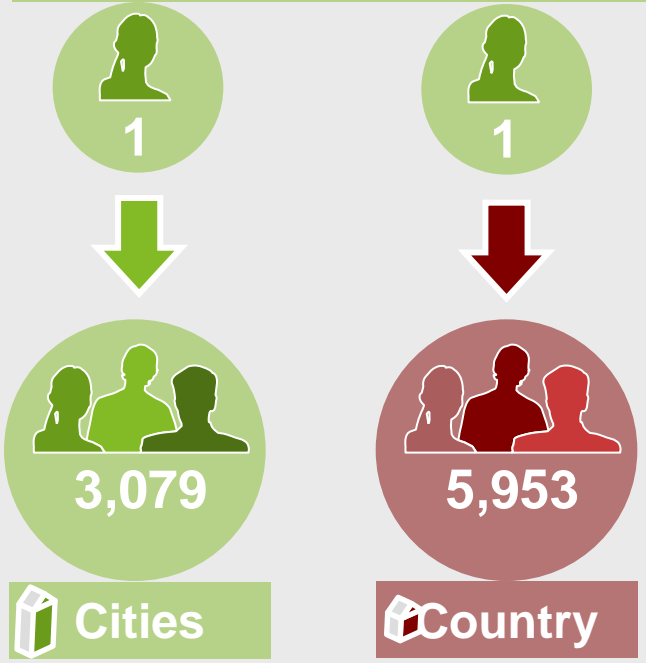
# Structures, differences and shortages of available medical care- situation in Germany



## Availability\*

\*Source: KV, 1<sup>st</sup> quarter 2014

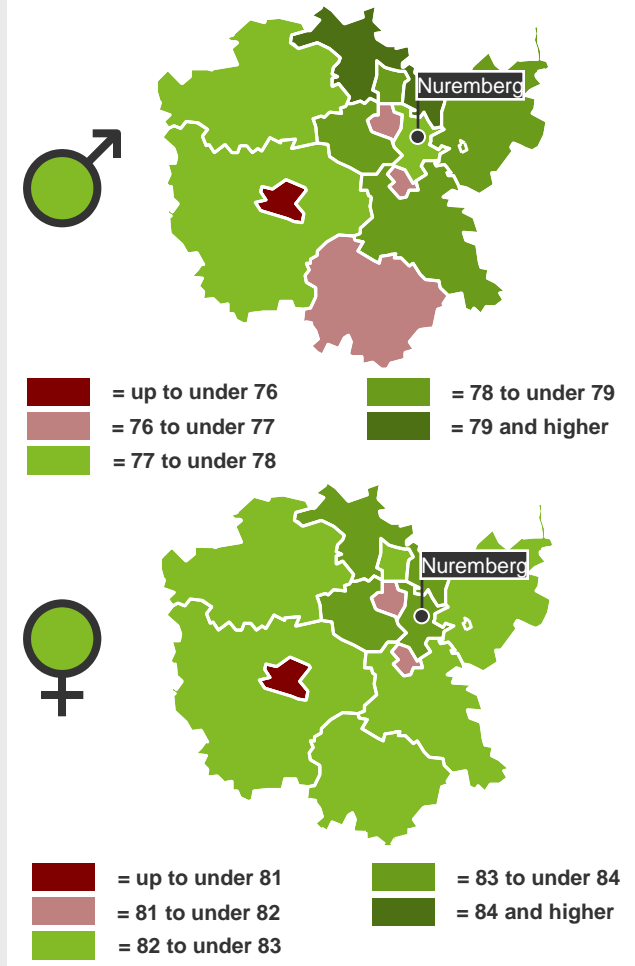
## Psychotherapists



Neurologists in the country are required to care for **127%** more patients than their colleagues in cities.

## Availability ratio\*

\*Source: Fact check Medical density / Bertelsmann Stiftung



## Life expectancy\*

\*Source: BBSR Bonn 2015 / New-borns 2010-2012

# Objectives

## Sector and Services / Employees and Motivation

Recruitment of skilled staff in medical professions

Countering staff shortage and lack of personnel due to demographic developments

Brand positioning

Excellence and flagship effect thanks to university cooperation

Excellence and flagship effect thanks to active presence in the health market

# Objectives

## Profitability and Quality

European networking, establishment of medical care structures

Implementation of the WHO's "Action Plan" on Mental Health 2013-2020

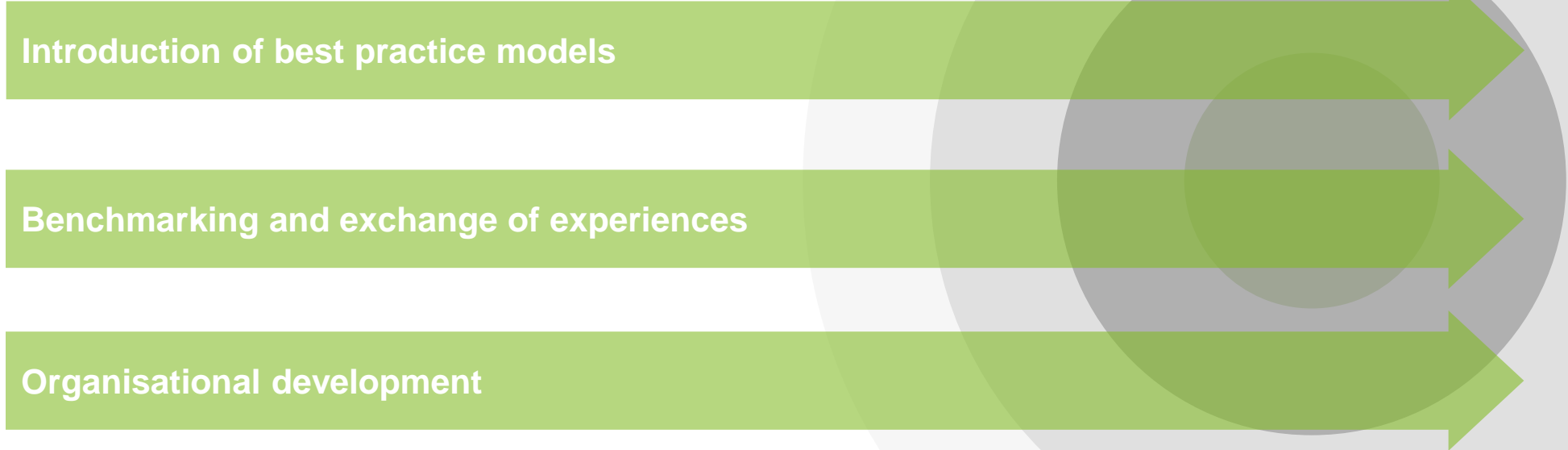
Rectification of "global misalignments": objective of the World Economic Forum  
14/10/2015 Luxemburg

Bilateral implementation of the "HOPE" project of the Verband Deutscher Krankenhaus-  
direktoren [*Association of German Hospital Directors*] 2015

Establishment of the concept "Value Based Organizations", European initiative

# Objectives

## Structure / Processes and Management



Introduction of best practice models

Benchmarking and exchange of experiences

Organisational development

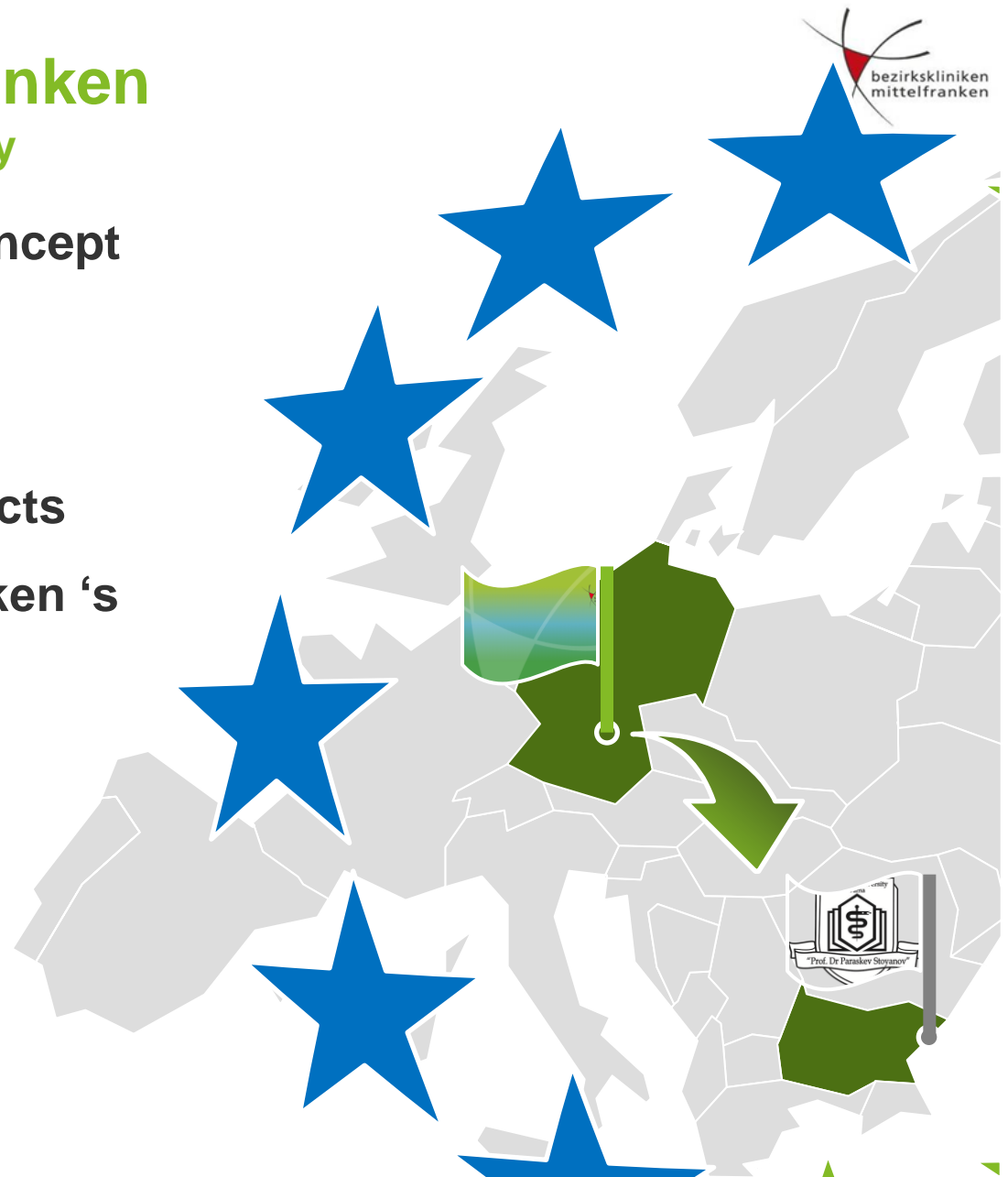
# Bezirkskliniken Mittelfranken

## Commitment to a European identity

- Promotion of a **European** concept
- Approval of a joint identity
- Inclusion of integrative aspects in Bezirkskliniken Mittelfranken 's organisation



**Cooperation with the Faculty of Medicine in Varna (Bulgaria)**





# Why Bulgaria?



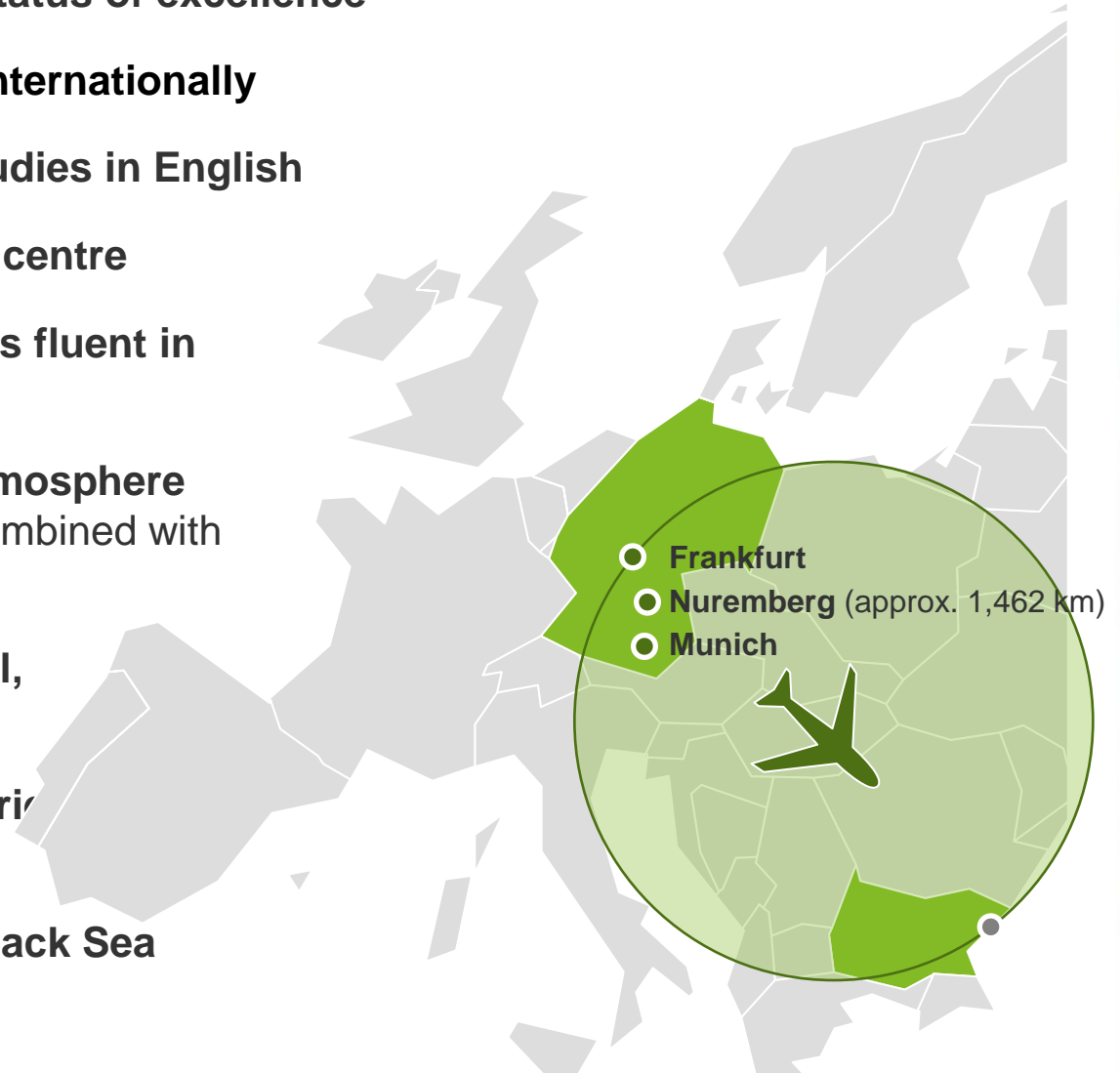
- **The cultural cooperation between Germany and Bulgaria has traditionally been good and close**
- **Migration ratio of 40 / 60 in the medical service of the Regional Clinical Centres of Central Franconia**
- **German is a common foreign language even in younger generations**
- **With more than 7,000 students, Bulgarians are one of the largest group of foreign students at German universities and colleges**
- **Intended form of cooperation is innovative**



# Why Varna?



- **University location with a European status of excellence**
- **Well-trained specialists: recognized internationally**
- **Regulated and verifiable access to studies in English**
- **English- and German-language study centre**
- **Majority of responsible medical staff is fluent in English and German**
- **Small study groups with beneficial atmosphere**  
(focus on consideration of personality combined with adherence to prescribed regulations)
- **No mandatory average grade / internal, targeted selection procedure**
- **5,000 medical students from 35 countries**  
- 500 students from Germany
- **Attractive university location at the Black Sea**



# Faculty of Medicine in Varna (1)



**Sveta Marina**

**Sveta Anna**

**Ophthalmology clinic**  
(Lect. Georgiev)

**Gynaecology  
and obstetrics**  
(Prof Dr Stamatov)

**Faculty of  
Medicine**



maximum academic medical care is  
provided

**32**

clinical departments

**3**

specialist centres

**3**

diagnostic centres



Largest, most state-of-the-art hospital in Bulgaria offering 1,700 beds, including 120 beds in the psychiatric ward

# Faculty of Medicine in Varna (2)



## General

- Approx. 1,700 employees
- Approx. 150,000 patients per year
- Medical education corresponds to all European standards
- One of the most prestigious universities in Bulgaria, internationally known for its good medical education

## Equipment

- State-of-the-art medical care system
- PET, CT, MRT
- KIS and PACS
- Nuclear medicine
- Cyclotron
- 3D anatomy room
- On-site digital library

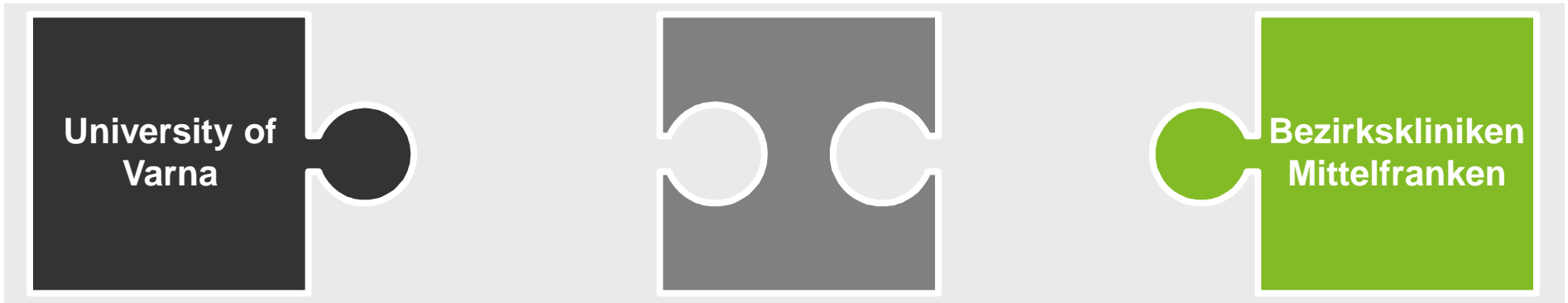
## Specialist fields

- Internal medicine
- Surgery
- Paediatrics
- Psychiatry
- Infectious diseases

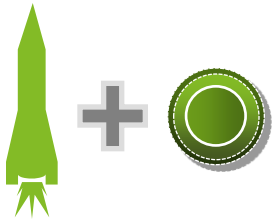
## Quality

The Medical University of Varna is Bulgaria's first University to be awarded the highest level of recognition of the European Foundation for Quality Management (EFQM).

# Why Cooperation – the „Franconian“ perspective

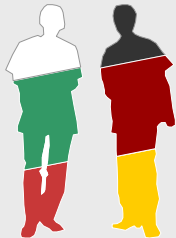


Sector and Services



Innovation and Branding

Profitability and Quality



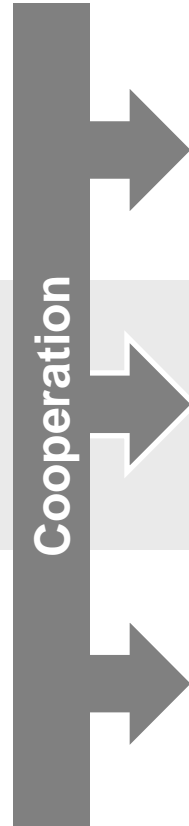
Securing future patient treatment with highly qualified professionals

Employees and Motivation

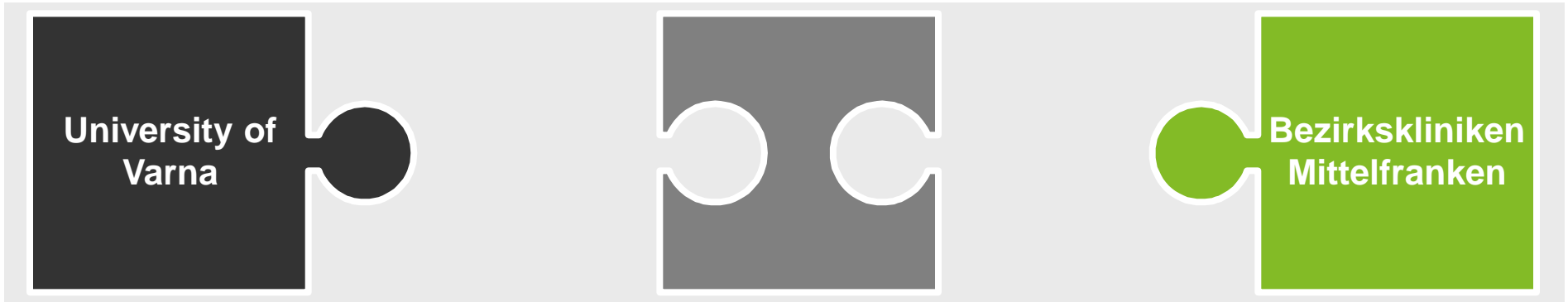


Crosscultural European Integration

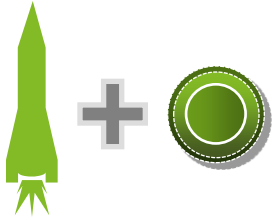
Cooperation



# Why Cooperation – the „Varna“ perspective

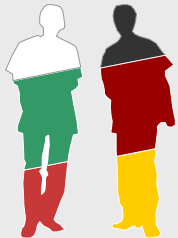


Sector and Services



**Innovation and Branding**

Profitability and Quality



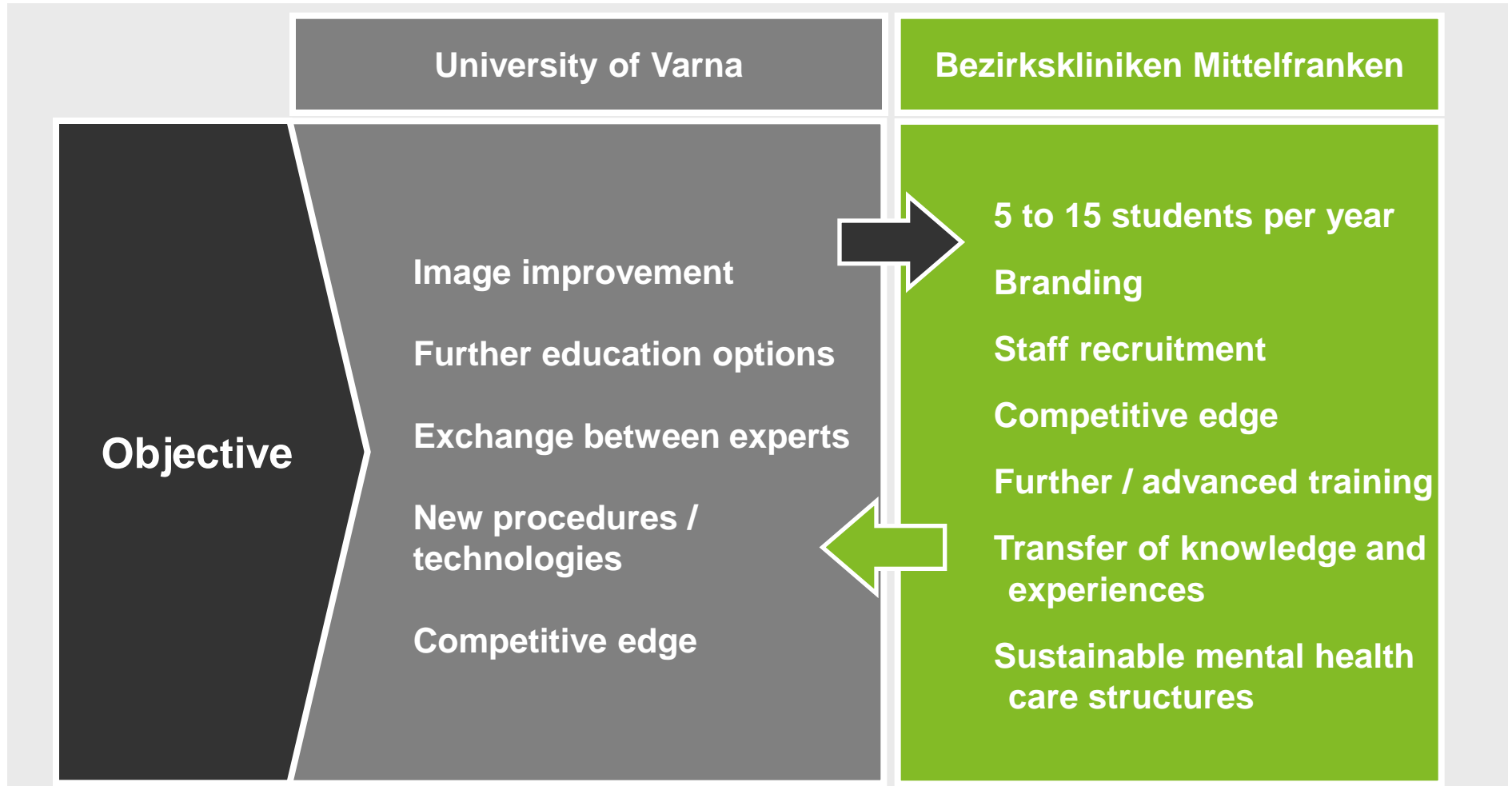
- Cooperation**
- **Securing future patient treatment with highly qualified professionals**
  - **Attractive study programme**

Employees and Motivation



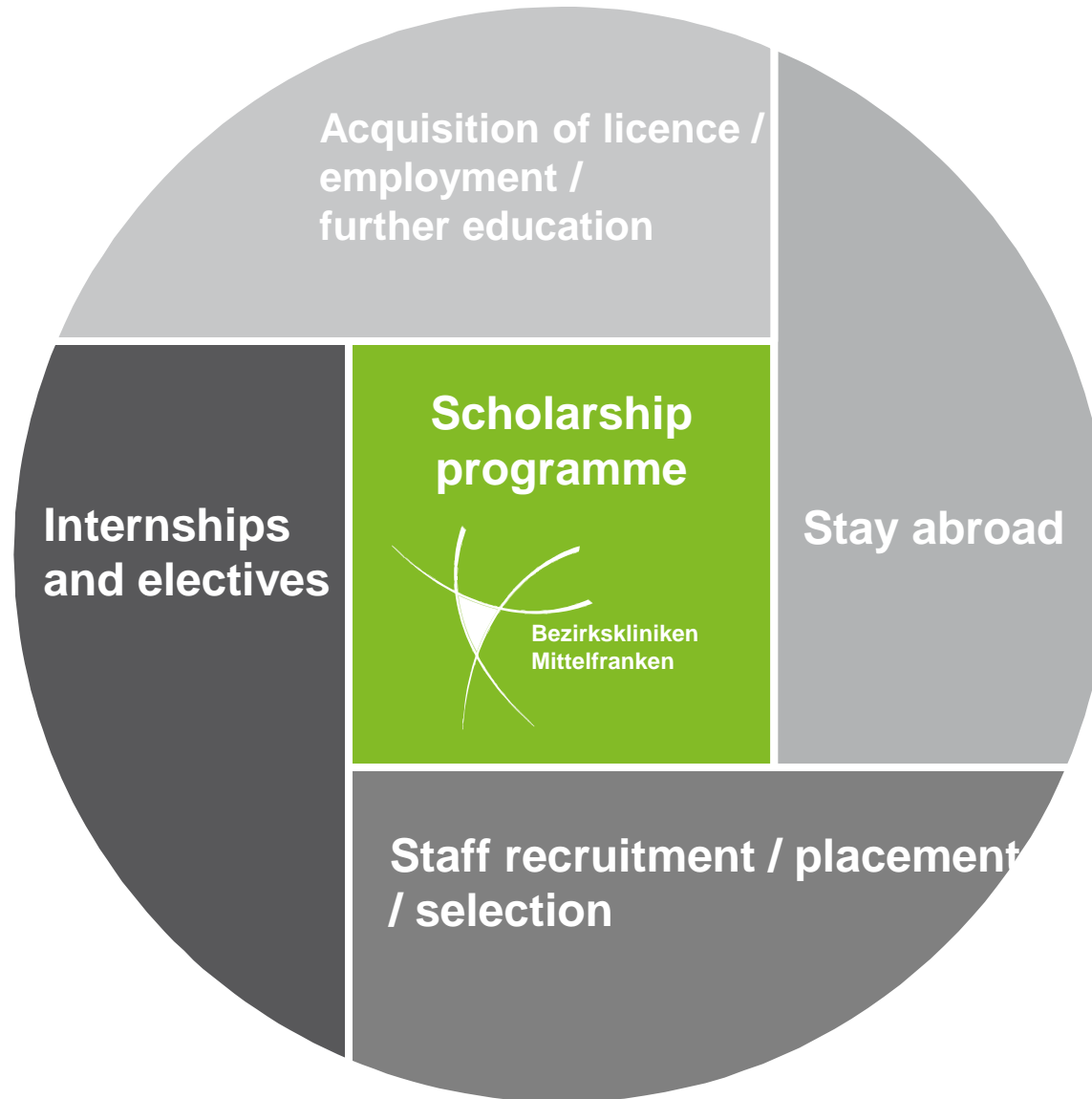
**Crosscultural European Integration**

# Cooperation value



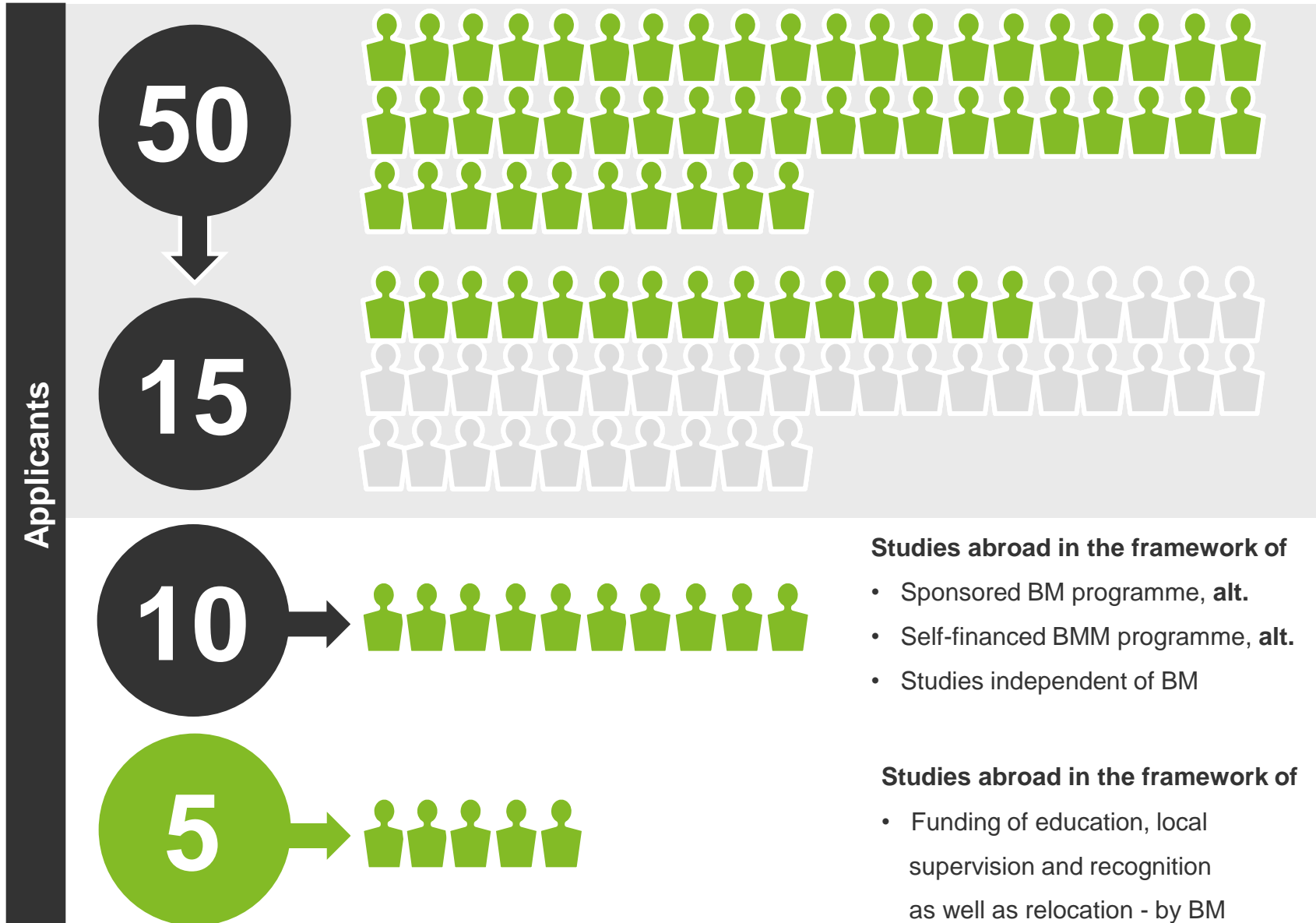
The Bezirkskliniken Mittelfranken are the German training institution for the Faculty of Medicine of Varna; status of an academic teaching hospital

# Key aspects

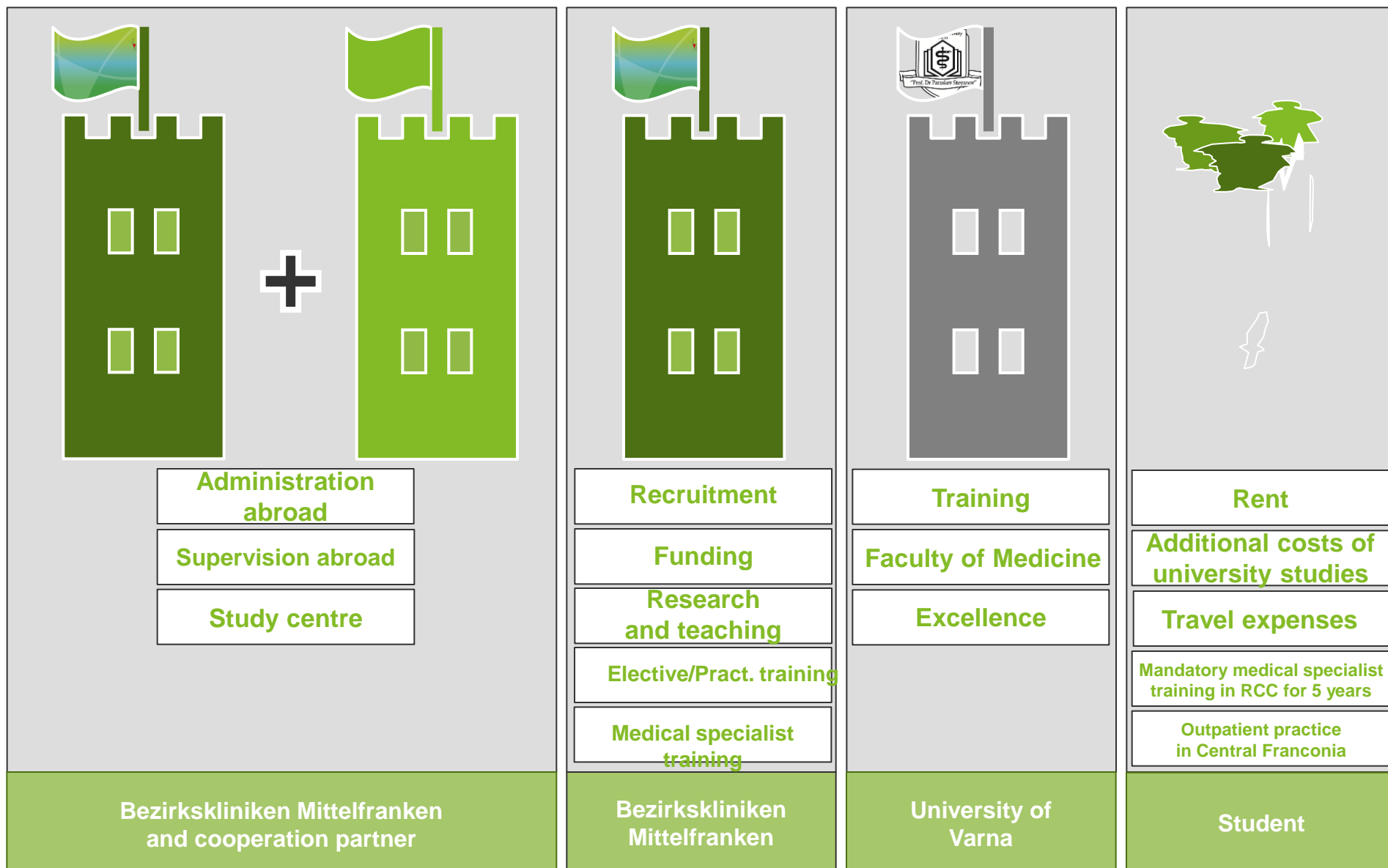




# Student recruitment process



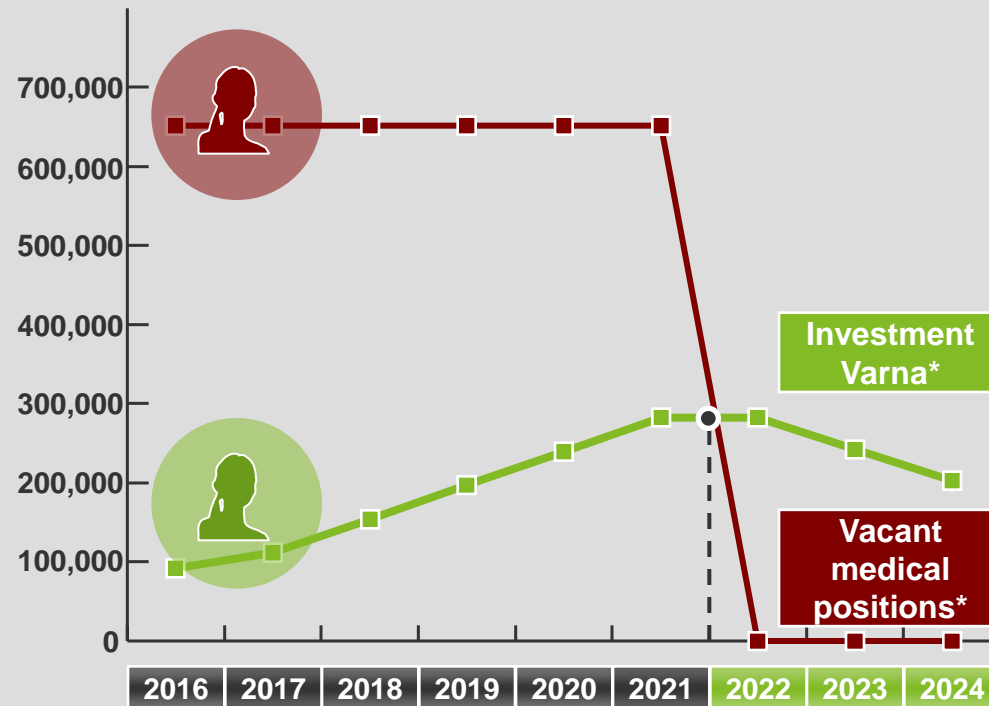
# Responsibilities



# Profitability



## Costs in EUR



\* costs for selection, studies, supervision and relocation

\* not considering costs for recruitment, selection, placement!

- Calculation based on five students / vacant medical positions
- All sponsored students will be available following completion of the studies
- Calculated loss of profit (for vacant medical position) less expenditures saved for personnel recruitment
- Pay-off from 2022

# Summary- Benefits for students



- **Professional career can be planned**
- **Funding of studies**
- **Employment is guaranteed**
- **Advanced specialist training**



# Summary- Advantages for the Bezirkskliniken Mittelfranken



- Reduction of recruitment costs as compared to competitors
- Securing quality and availability of skilled staff
- Competitive edge for the Bezirkskliniken Mittelfranken when competing for skilled staff
- Positive image
- Long-term staff planning and filling of vacant positions with suitable employees



# Summary - intercultural exchange



In international surroundings, German junior specialists become familiar with the culture and language of South-East Europe in order to transfer / use this knowledge as "intercultural coaches" in the Bezirkskliniken Mittelfranken following their return to Germany

- **Number of physicians remaining in the system**
- **Development of the medical service in the outpatient/day-care sector**
- **Development of the medical service in the inpatient sector**



# Branding



MEDICAL UNIVERSITY VARNA BEZIRKSKLINIKEN MITTELFRANKEN

# MedTransfer

Knowledge transfer ■ Partnership ■ Education ■ Developing Careers