

INTERNATIONAL HEALTH LEADERS MEETING

MADRID 2010

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Hospitales
Gestionados como
Empresas

Hospitais Transformados em Empresas

Análise do Impacto na Eficiência
Estudo Comparativo



Ana Paula Harfouche

The Health sector reform post-2002

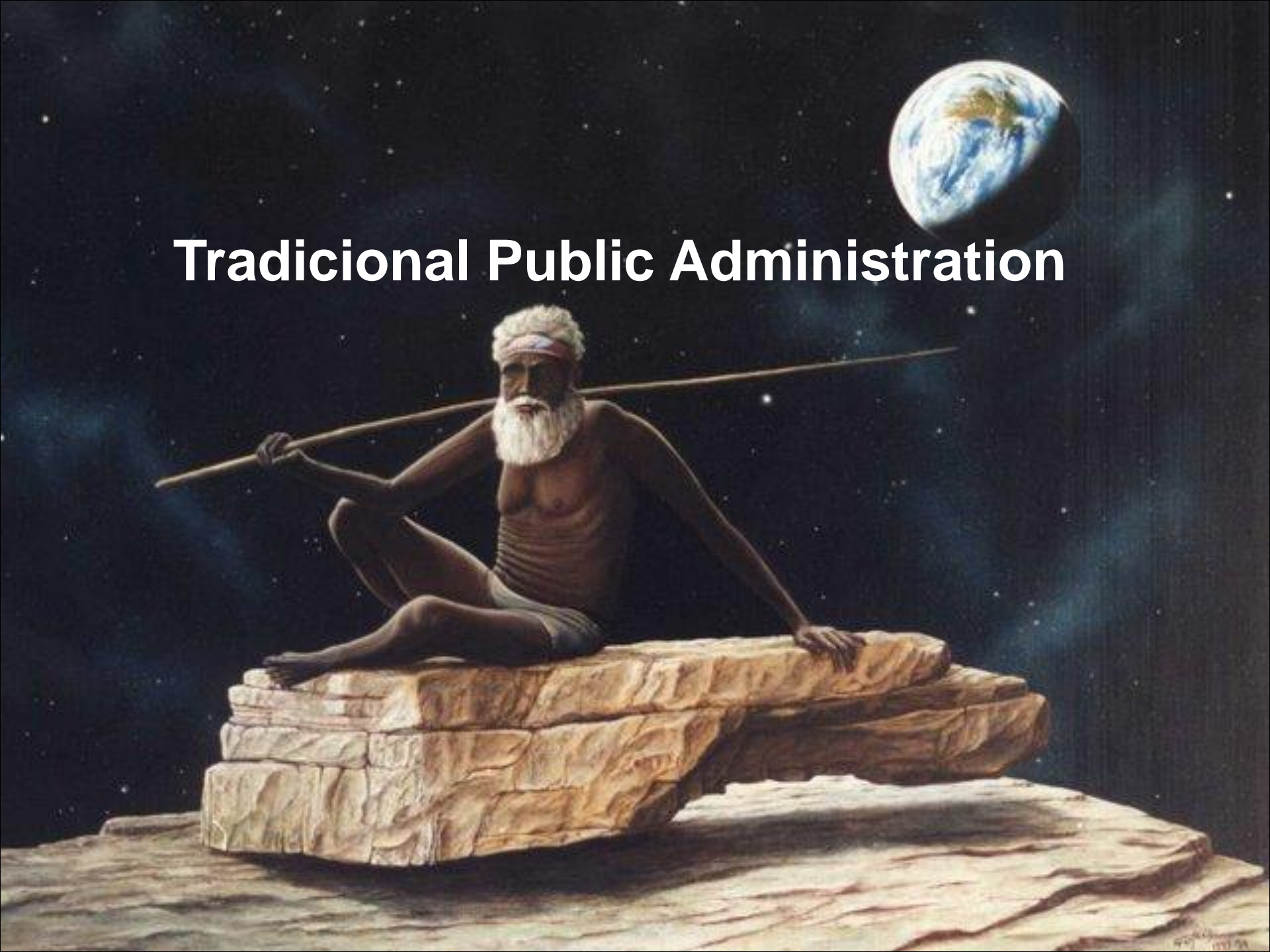
- **Transformation of hospitals into enterprises**
- **Technical Analysis of efficiency in a changing perspective**
- **Comparative study with the traditional model of management (non-enterprise hospitals)**



Framework

**Comparative Perspective: 3 types of
Public Administration**

Tradicional Public Administration



New Public Management

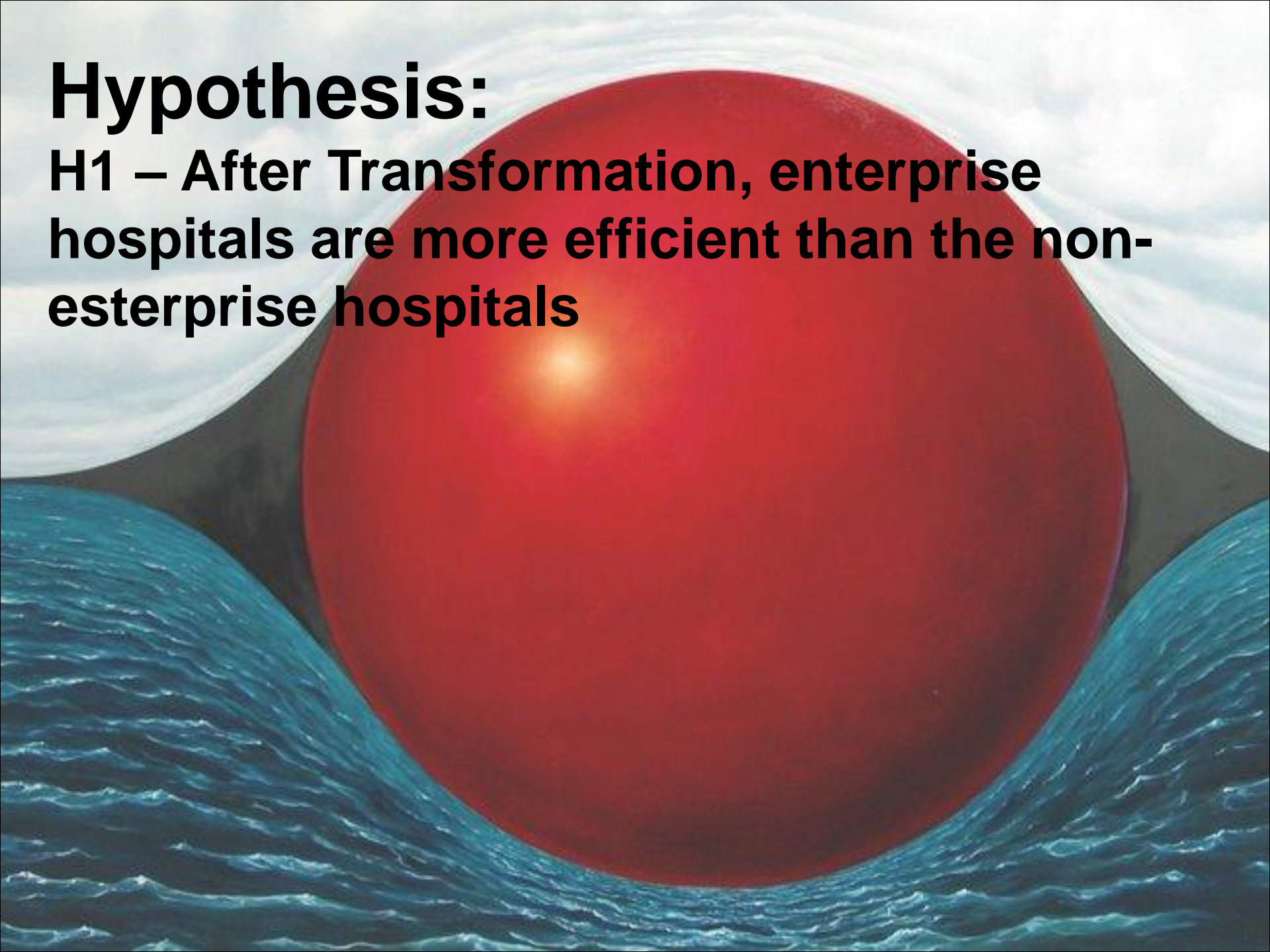




New Public Service

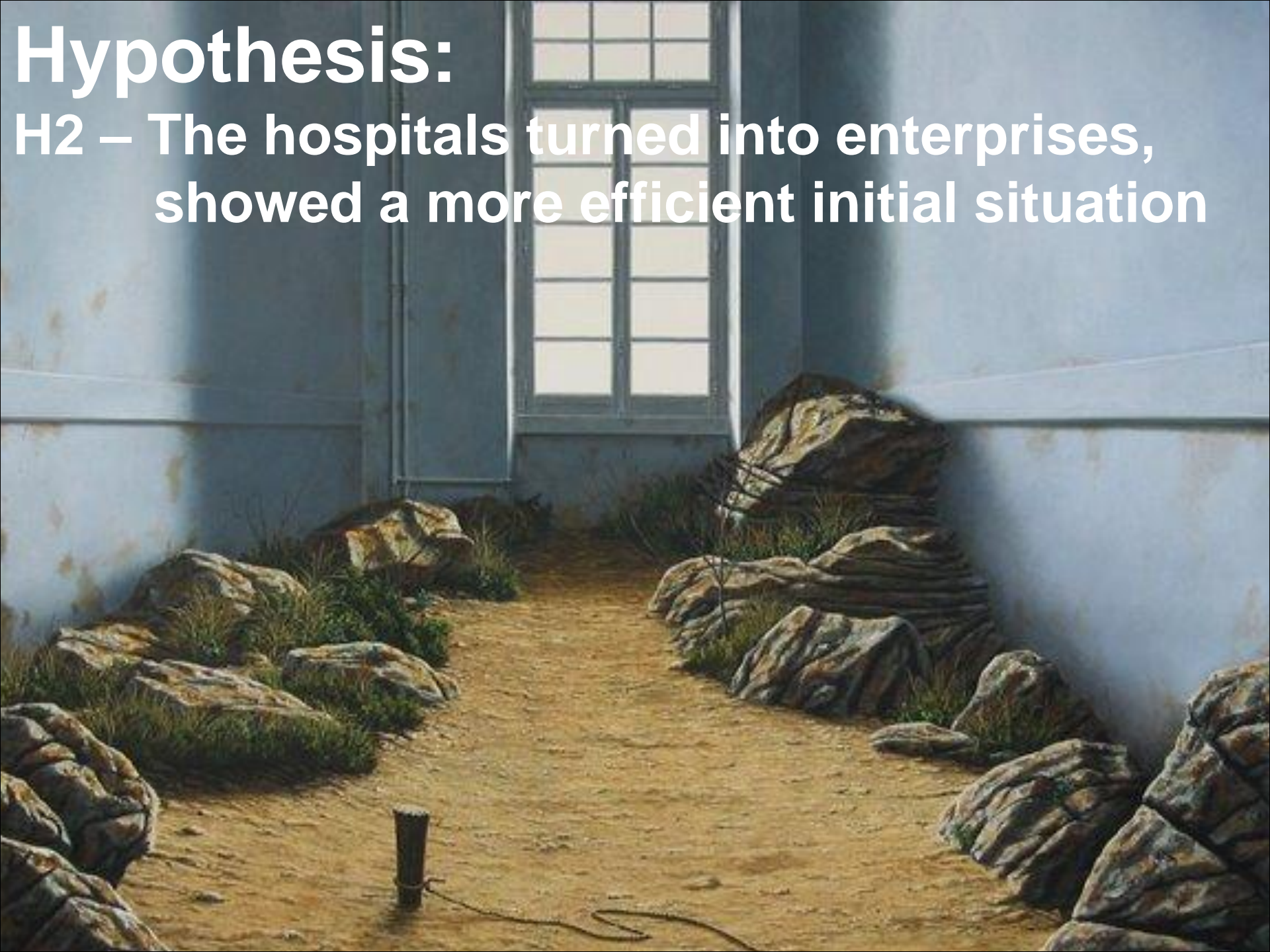
Hypothesis:

H1 – After Transformation, enterprise hospitals are more efficient than the non-enterprise hospitals



Hypothesis:

H2 – The hospitals turned into enterprises,
showed a more efficient initial situation



The background of the slide is a detailed painting of a coastal scene. In the upper portion, dark, jagged rocks are visible, with white foam from crashing waves. Below the rocks, the ocean is depicted with various shades of blue and green, showing the movement of the water. A large, prominent wave is breaking in the center-right, with a thick layer of white foam. The foreground shows a sandy beach with a dark, wet patch where the water has receded. The overall style is that of a classical oil painting, with visible brushstrokes and a rich color palette.

Hypothesis:

H3 – The hospitals turned into enterprises, show a growth rate of technical efficiency (in the years under review) higher than the non-enterprise hospitals

Methodology:

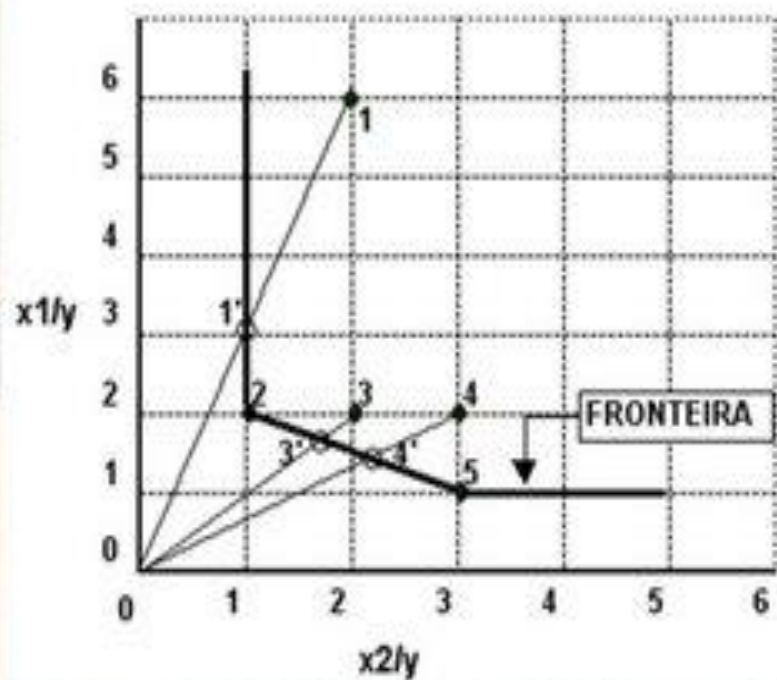
Development of an evaluative model of technical efficiency

Applicability to the Health Sector

DEA – Data Envelopment Analysis

Construction of mathematical models to evaluate the hospitals technical efficiency





A surrealist painting featuring a large, cracked brown egg as the central subject. The egg is positioned in the center of a room with white walls and floor, creating a sense of depth with strong shadows. In the background, a bright blue square opening is visible, framed by the egg's silhouette. The overall composition is geometric and minimalist.

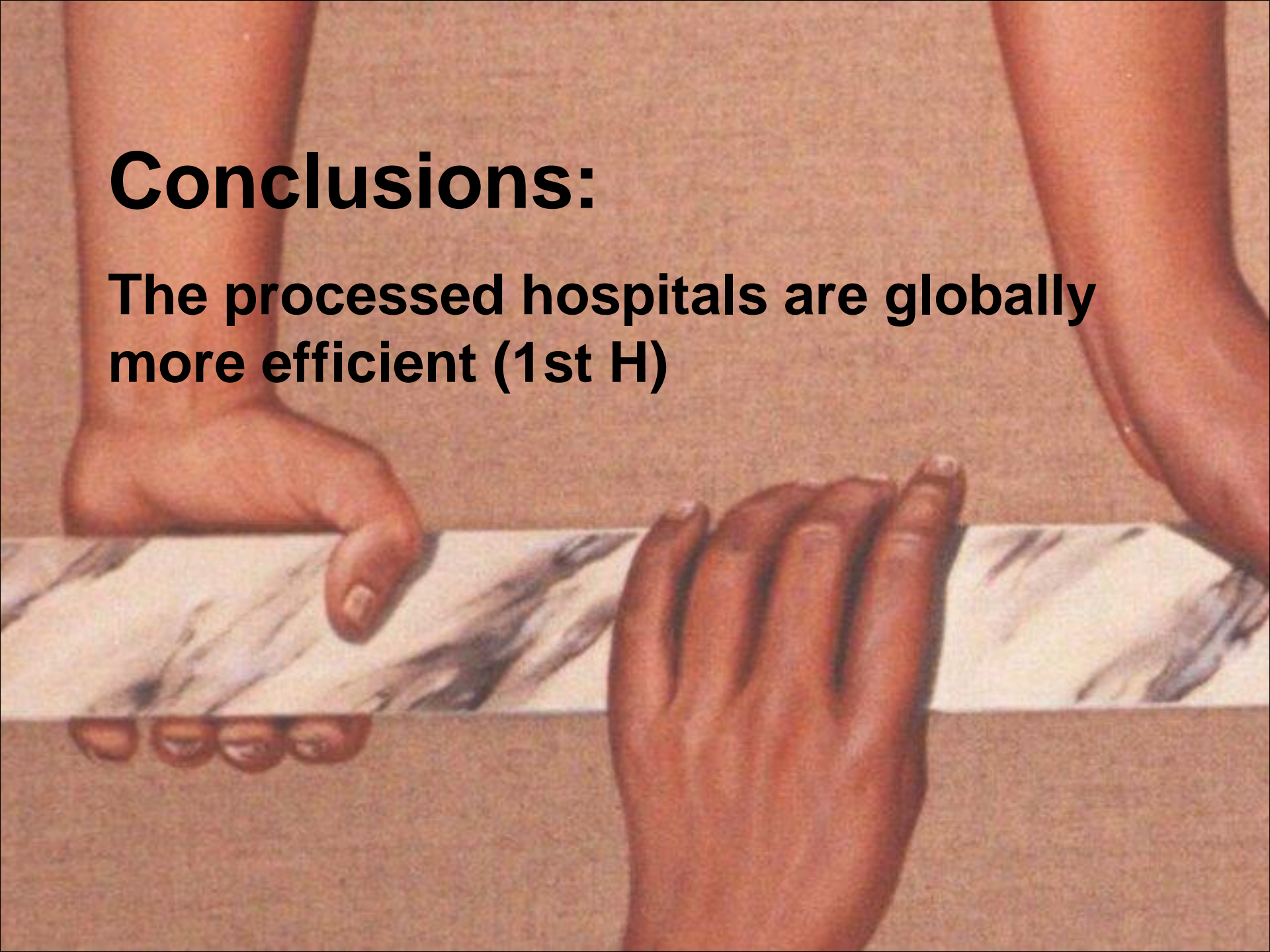
Methodology:

Inputs: Costs

**Outputs: Activity in the selected
areas – Inpatients / Outpatients /
Emergency**

Conclusions:

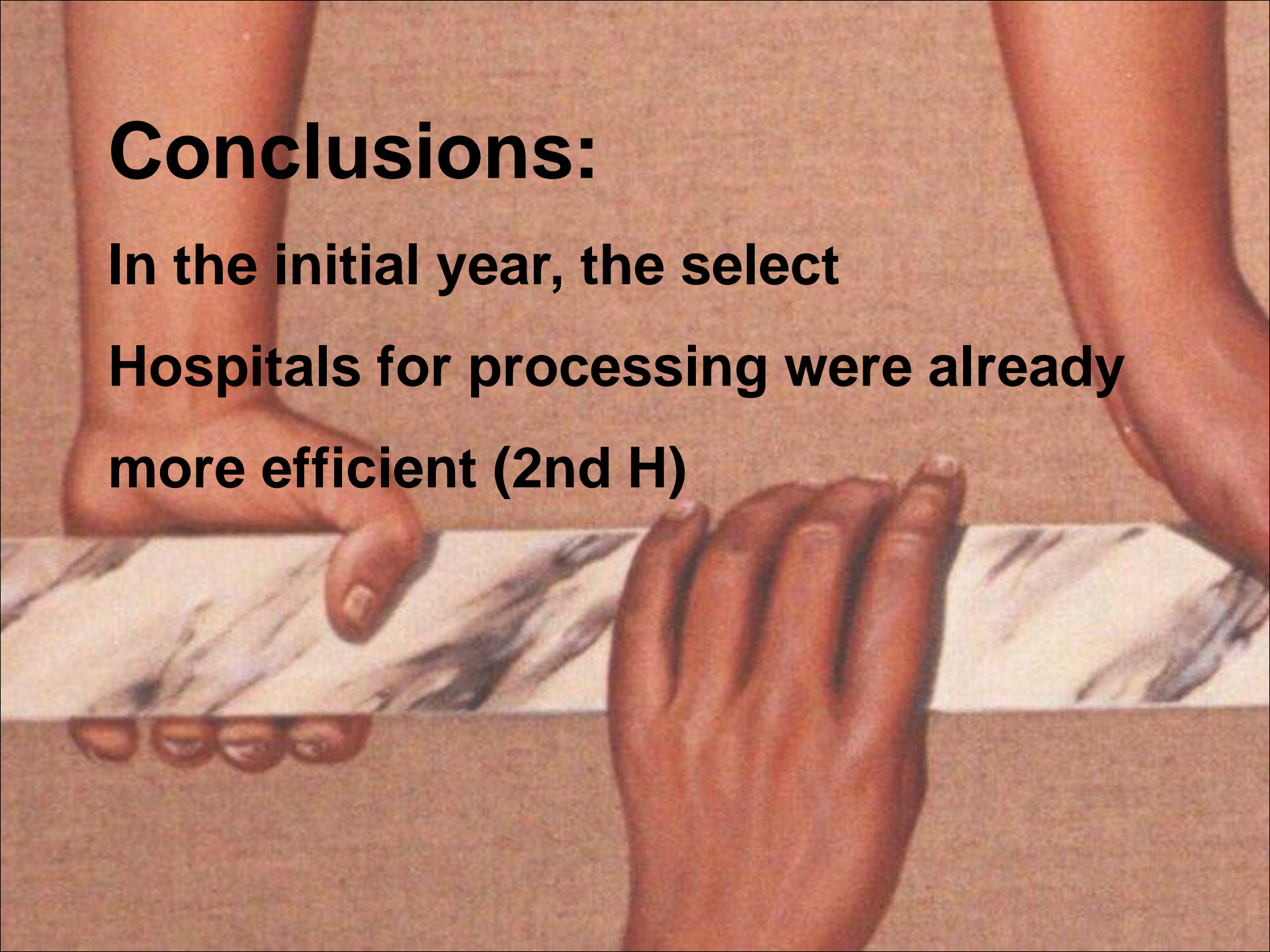
The processed hospitals are globally more efficient (1st H)



Conclusions:

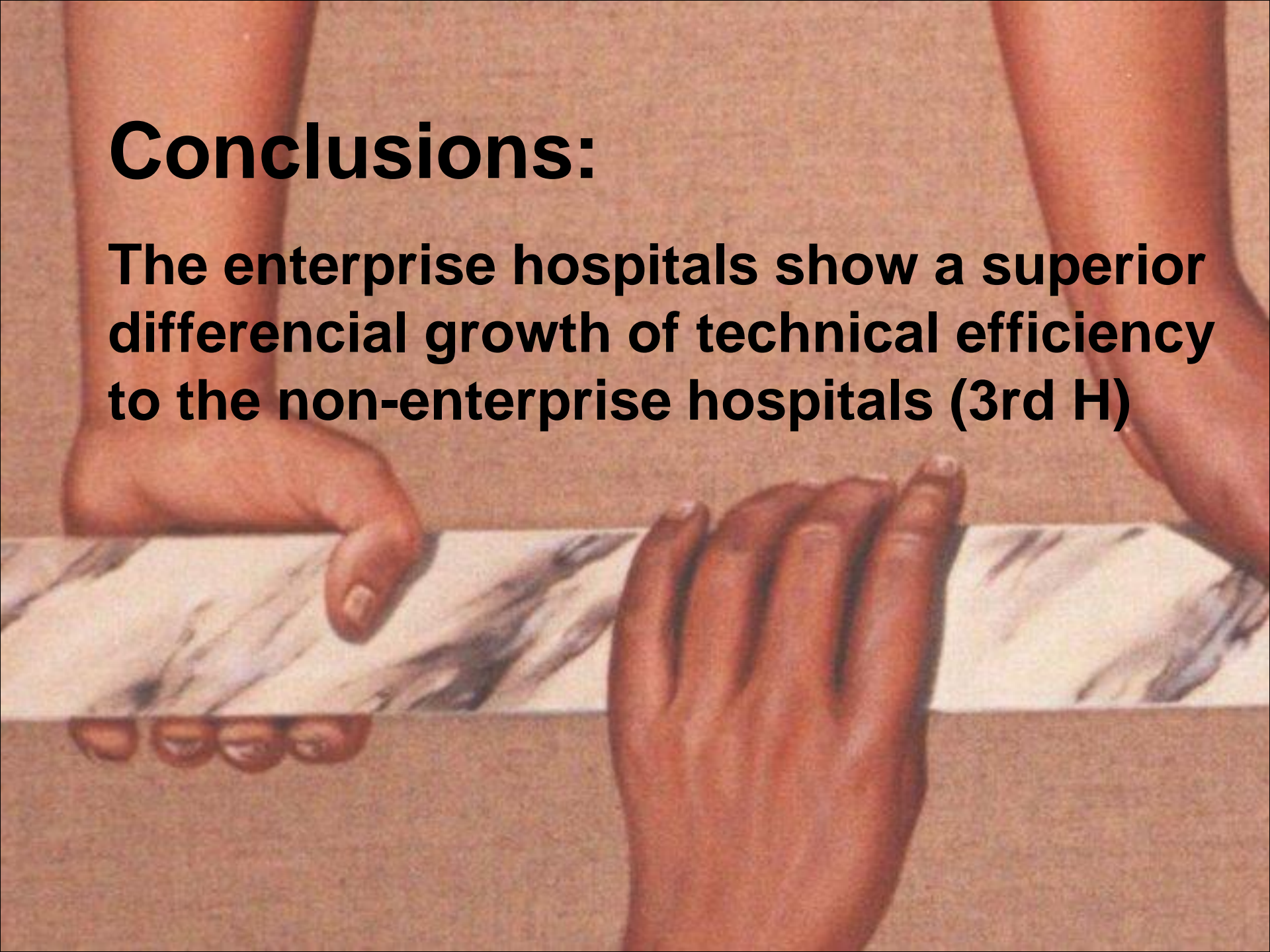
In the initial year, the select

**Hospitals for processing were already
more efficient (2nd H)**



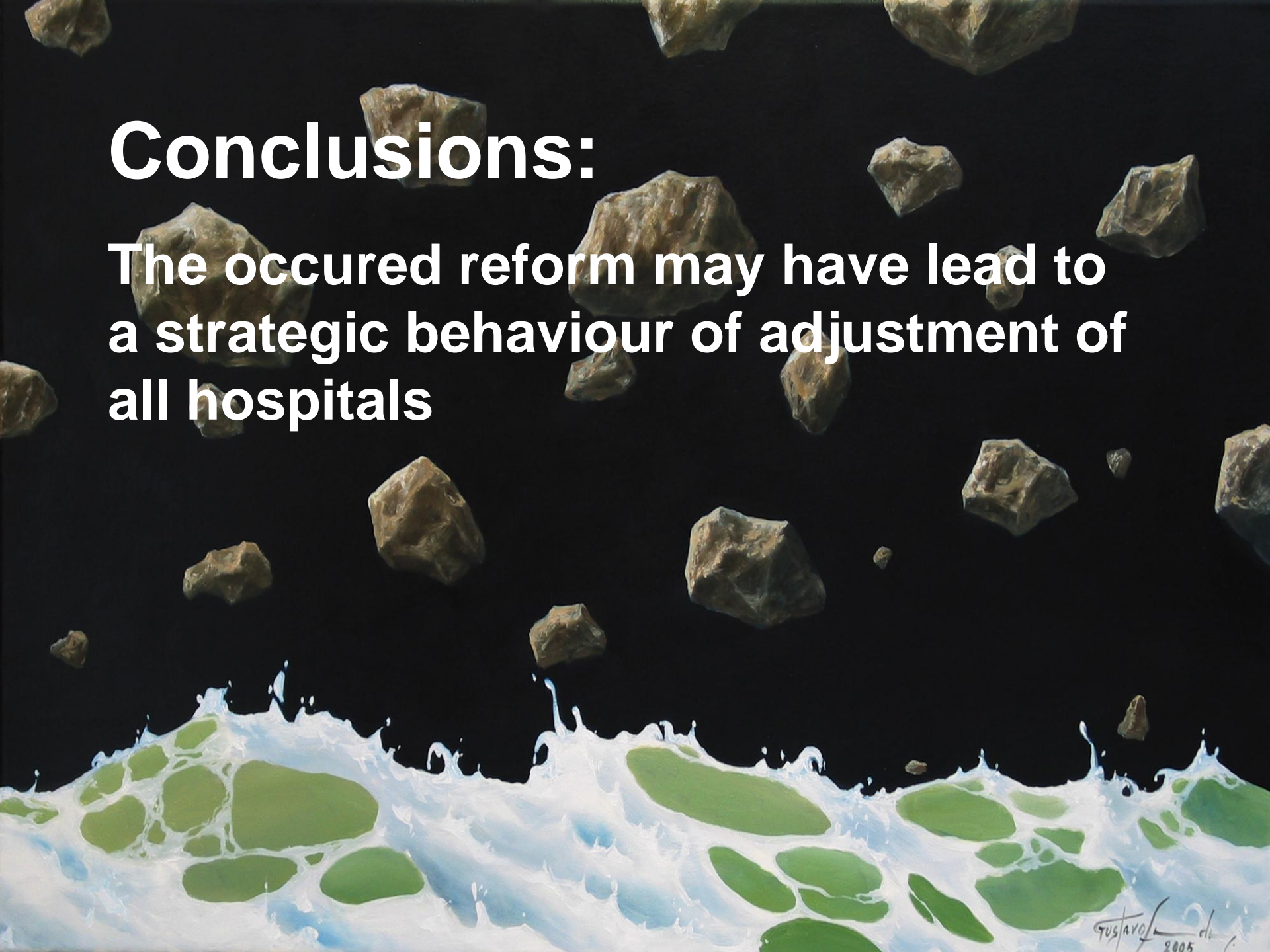
Conclusions:

The enterprise hospitals show a superior differential growth of technical efficiency to the non-enterprise hospitals (3rd H)



Conclusions:

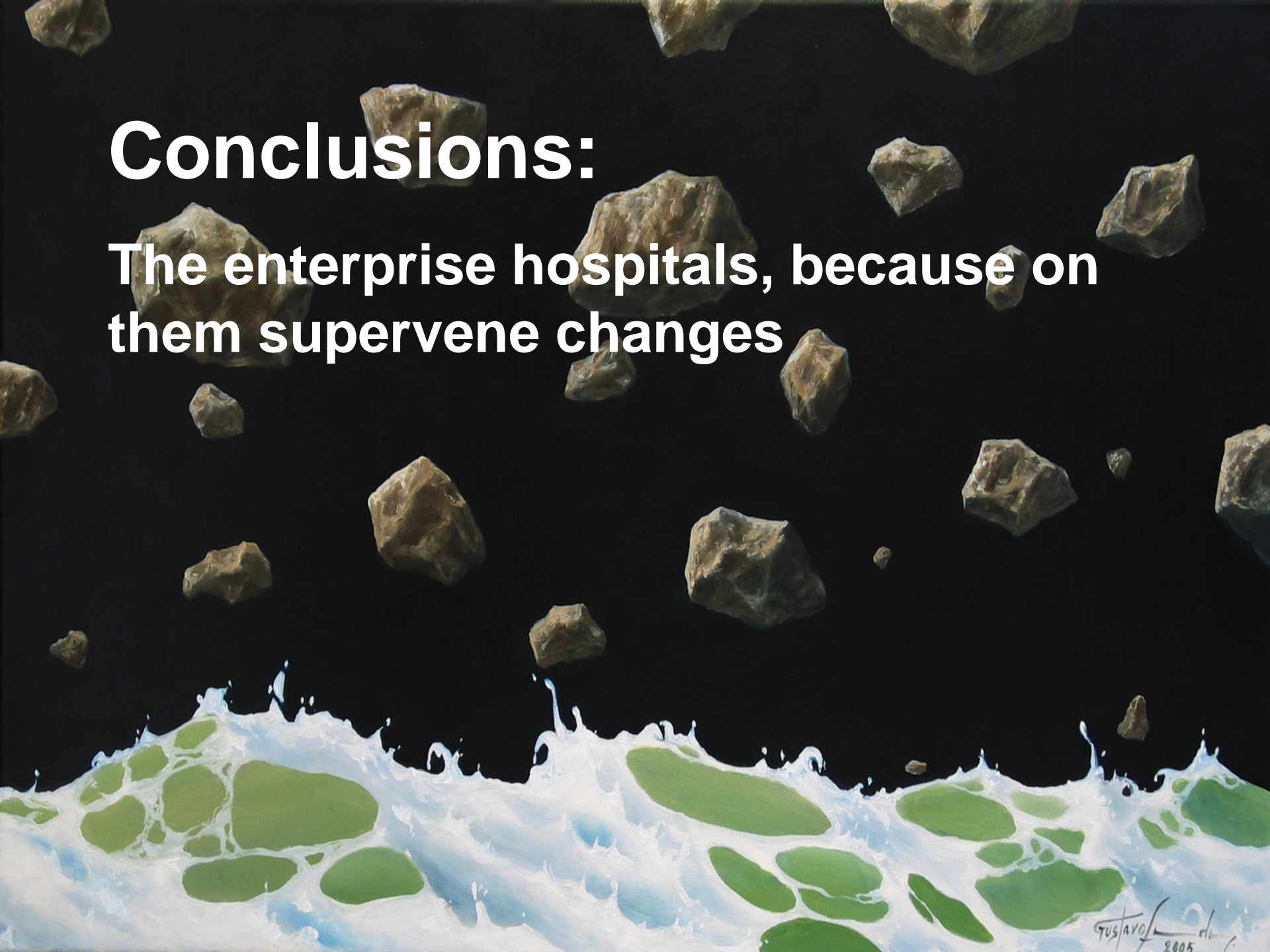
The occurred reform may have lead to a strategic behaviour of adjustment of all hospitals



GUSTAVO
2005

Conclusions:

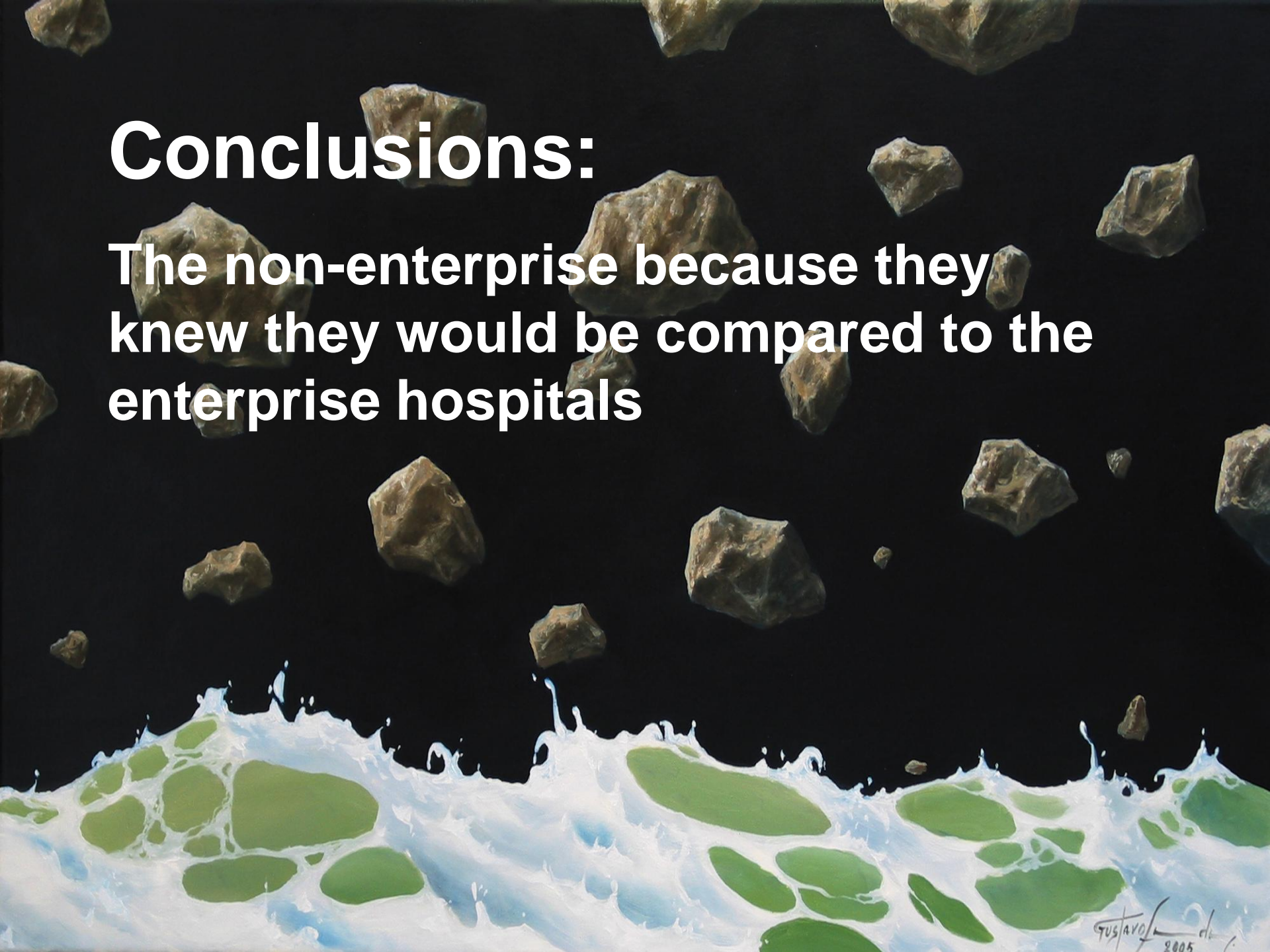
The enterprise hospitals, because on them supervene changes



GUSTAVO
2005

Conclusions:

The non-enterprise because they knew they would be compared to the enterprise hospitals

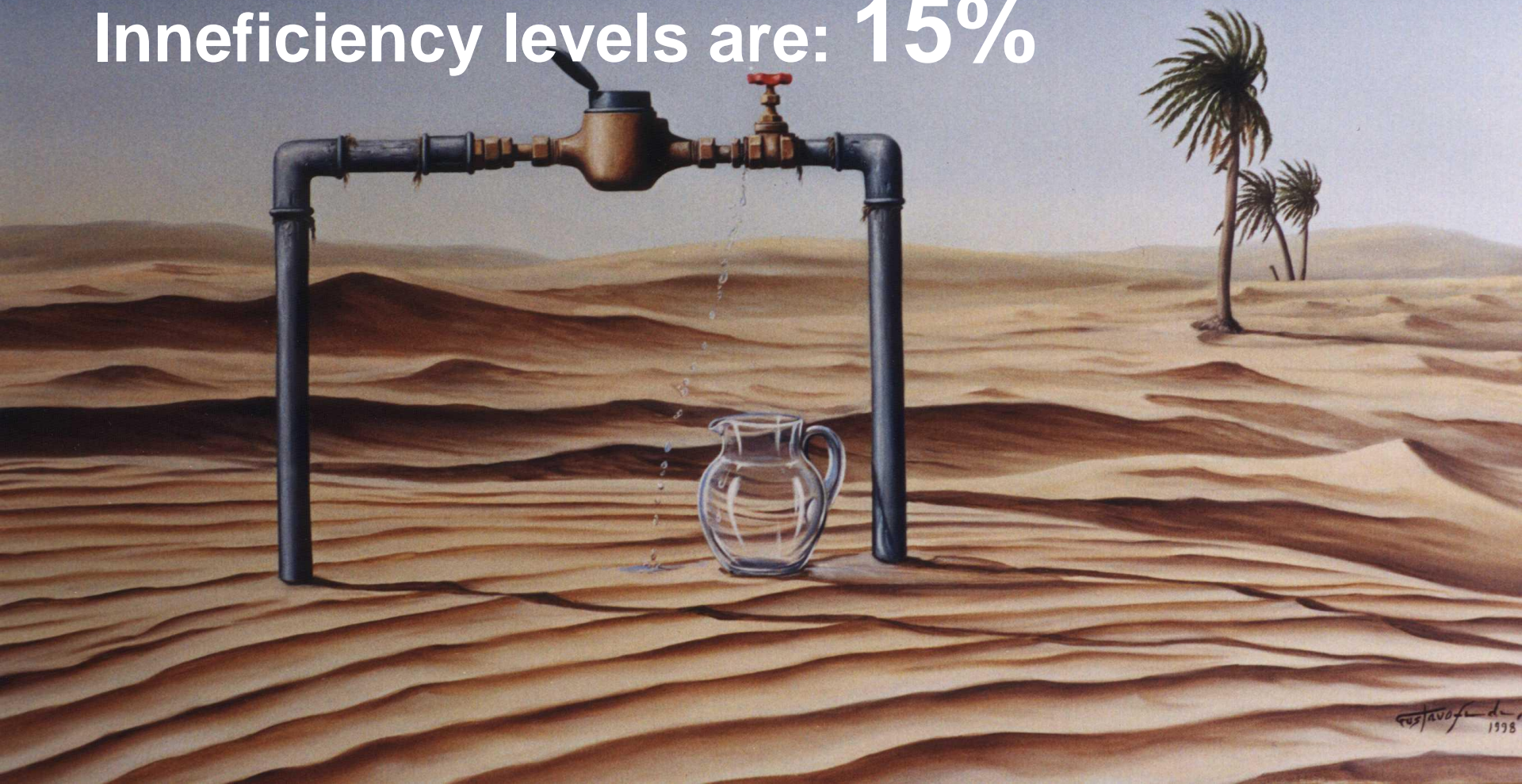


GUSTAVO
2005

Conclusions:

On average the established

Inneficiency levels are: 15%



Other Conclusions:

The rules of analytical accounting and costs imputation are probably not being applied in the same way in all hospitals



Grateful for your attention

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Paintings by Gustavo Fernandes
www.gustavofernandes.com