



# NATIONAL INSTITUTE OF HEALTH SERVICES MANAGEMENT

## ACTIVITY REPORT

2023



## **Content**

<b>CAPACITY DEVELOPMENT FOR HEALTHCARE MANAGEMENT.....</b>	<b>2</b>
<b>PROVISION AND ORGANIZATION OF TRAINING AND PROFESSIONAL DEVELOPMENT PROGRAMMES.....</b>	<b>6</b>
<b>PROJECTS AND RESEARCH ACTIVITIES.....</b>	<b>10</b>
<b>ANALYSES, STUDIES, AND TECHNICAL ASSISTANCE.....</b>	<b>19</b>
 <b>ANNEXES</b>	
<b>Annex 1 Publications in the year 2023.....</b>	<b>25</b>
<b>Annex 2 Scientific events attendance in 2023.....</b>	<b>29</b>

## CAPACITY DEVELOPMENT FOR HEALTHCARE MANAGEMENT



*The National Institute of Health Services Management (Institutul Național de Management al Serviciilor de Sănătate - INMSS)* was established based on Order No 14 of 13 July 2022 amending Law No 95/2006 on healthcare reform by reorganizing the National School of Public Health, Management and Professional Development,

Bucharest (NSPHMPDB) and it operates according to Government Decision No 1183 of 29 September 2022.

The National Institute of Health Services Management includes a *Centre of Excellence in Capacity Development for Health Services Management* and a *Centre for Human Resources, Assessment and Analysis of Health Services*, and it plays a part in implementing the Reform on Increased capacity for health management and human resources in health of the National Recovery and Resilience Plan (NRRP), funded through the European Union's Recovery and Resilience Facility, as well as in substantiating and implementing the policies of the Ministry of Health.

The preparation of the Centre of Excellence in Capacity Development for Health Services Management in view of fulfilling its mission was supported by the World Health Organization (WHO) as part of a technical assistance project offered to the Ministry of Health for implementing Component 12. Healthcare of the NRRP. Following prior analysis of the training programmes in health services management offered in Romania, the WHO team of experts provided six Training of Trainers modules, it facilitated five documentation visits for lecturers in the partner universities, and it provided 60 modules (course themes) to be adapted by the Romanian lecturers and inserted in their own training programmes in health services management



The six  
Training of  
Trainer modules  
had the following  
themes:



- Ethics and Integrity in Health Services Management

This course addressed fundamental ethics and integrity aspects in healthcare, going in-depth into the main ethical dilemmas occurring in the daily managerial activities in healthcare. The mode in which the managers navigated through the contradicting ethical expectations from the various stakeholders, as well as the prevention and ethical management of sexual harassment, of discrimination, and of collective harassment, were addressed. The responsible management of product or service failures was also discussed. Throughout the course, these questions were explored by analysing the case studies, in group discussions and in lectures with guest teachers.

- Public Health and Health Policies

The course critically examined the public health principles, it deconstructed healthcare systems and policies, and it conveyed advanced knowledge in the area of policy development and analysis. The programme facilitated nuanced discussions regarding public health economy, while perfecting the health promotion and prevention, and also discussing the theories on the change of behaviour. The participants improved their understanding and expertise in these essential facets of public health, through customized case studies and through teamwork with varying specialties.

- Innovation and Digital Transformation

This course went in-depth into the innovation concept in the context of healthcare. It continued to explore the digital technologies in healthcare, such as electronic health records (EHR), mobile health (mHealth), artificial intelligence (AI), and portable technology, as well as their potential to improve patient care and to improve efficiency. It also covered the complexity of data analysis in healthcare, the role of health informatics, of big data and of predictive analysis in transforming healthcare. The final segment of the course focused on patient-centred and patient-oriented innovation.

- Designing and delivering health care

In collaboration with the participants, the course aimed for a description, understanding, management, and improvement of health services provision in the country. The main subjects addressed were population health improvement, patient (and family) experience improvement, maintaining economic sustainability and providing a high-quality working environment for healthcare professionals and other workers. In addition to this general framework, the course explored various subjects, including technical excellence, process excellence, patient experience excellence, professional experience excellence and alignment of the operations to the strategy.

- Innovative teaching methods

This interactive course started from an assessment of the current content of the study programs used by the participants and from exploring the integration of alternative teaching methods. The course objectives consisted of guiding the participants when and where to apply such methodologies, fostering enthusiasm in implementing them, sharing essential principles, perspectives and experiences, and introducing specific feedback techniques.

- Leadership and change management

The course offered to the participants the knowledge, the strategies, and the practical skills needed to introduce lasting and impactful changes in the dynamic environment of healthcare. The course brought together academic presentations, case studies and simulations, facilitating the discussion of the sustainable leadership principles, the development of effective change management strategies and of team training techniques, fostering an organizational culture adopting sustainability and change.

The documentation visits of the INMSS lecturers and G6 were completed at: The National Public Health School of the Nova University in Lisbon, IESE Business School in Barcelona and the University of Milan.





For the purpose of carrying out the healthcare management training projects for the personnel in the public healthcare system, training for human resources development in healthcare and training in view of improving integrity, reducing vulnerabilities and risks of corruption in the healthcare system, INMSS concluded partnership agreements with the Ministry of Health and with the partner universities of the Association G6 Alliance and it submitted proposals for the call MS-RO32 for funding of such projects. Also, INMSS submitted a proposal for funding of the project for the construction and equipping of a “Centre of Excellence in Health Services Management” within the call MS-RO31.



The modules developed by the WHO experts will be used to develop specific training programs in health services management for new categories of personnel (members of the hospitals' management boards; executive directors, deputy executive directors, chief physicians of the district public health authorities; managers, head physicians of the district health insurance houses; managers of the district ambulance services; management personnel within the Ministry of Health structures and the National Health Insurance House; managers of the institutions subordinated to and coordinated by the Ministry of Health; personnel with administrative and management duties within the primary, community, and outpatient healthcare services; personnel with administrative and management duties within the structures responsible for healthcare within the local public administration authorities), to be drawn up and provided within the training in the health services management project for the personnel in the public healthcare system, funded by NRRP. Also, the themes of the Training of Trainers modules taught by WHO experts will be covered in the manager upskilling programs within the healthcare system.

INMSS's training programmes were adapted from a qualitative point of view according to Order No 3143 of 7 October 2022, of the Minister of Health, establishing the quality assessment criteria in view of endorsing the upskilling courses in healthcare management or health services management.

## **PROVISION AND ORGANIZATION OF TRAINING AND CONTINUOUS PROFESSIONAL DEVELOPMENT PROGRAMMES**

### **Public health and health management training programmes**

In parallel with the preparations performed to provide the new training programmes, the Centre of Excellence in Capacity Development for Health Services Management continued in the year 2023 to provide the programmes taken over from the former Centre of Management and Promotion, namely:

- *Certification training programme in health services management for specialist MDs*, for doctors, dentists and pharmacists, with primary or specialist certification - training programme provided in six series, of which two began in 2022 and two will be finished in 2024, with 226 trainees, and the series completed in 2023 had 130 graduates. Three series were taught by lecturers from Bucharest, two series were taught by our collaborators from the Department of Public Health and Health Management from “Gr. T. Popa” Faculty of Medicine and Pharmacy Iași, and another one by the Department of Public Health and Health Management at the “Victor Babeș” Faculty of Medicine and Pharmacy Timișoara;

- *Hospital management training programme for hospital managers*, a programme which can be attended not only by managers, but also by persons involved in the administrative structures (Ministry of Health, district public health authorities, Hospital and Medical Services Administration Bucharest, local councils, etc.), due to the lack of specific training programs - three series were in progress, with a number of 120 participants; one of the series will be completed during the course of 2024; in 2024, 83 persons completed the hospital management programme;

- *The Hospital management training programme for directors of care and chief nurses*, programme intended for nurses, midwives and general nurses with post-secondary education and primary gradation, and for those with higher education graduated with a diploma/bachelor's degree in the medical field, who wish to apply for a care director position or head nurse. Within this programme, three course series were held, one of them in Iași, totalling a number of 84 participants; during the course of the year 2023, 54 participants graduated; one of the series will be completed in 2024;

- *Training programme in hospital quality management*, organized for the employees of the quality management structures of the medical services within hospital, but in which any person who completed secondary or higher education having an interest in this particular field can participate - in 2023, three series were held, with 63 participants;

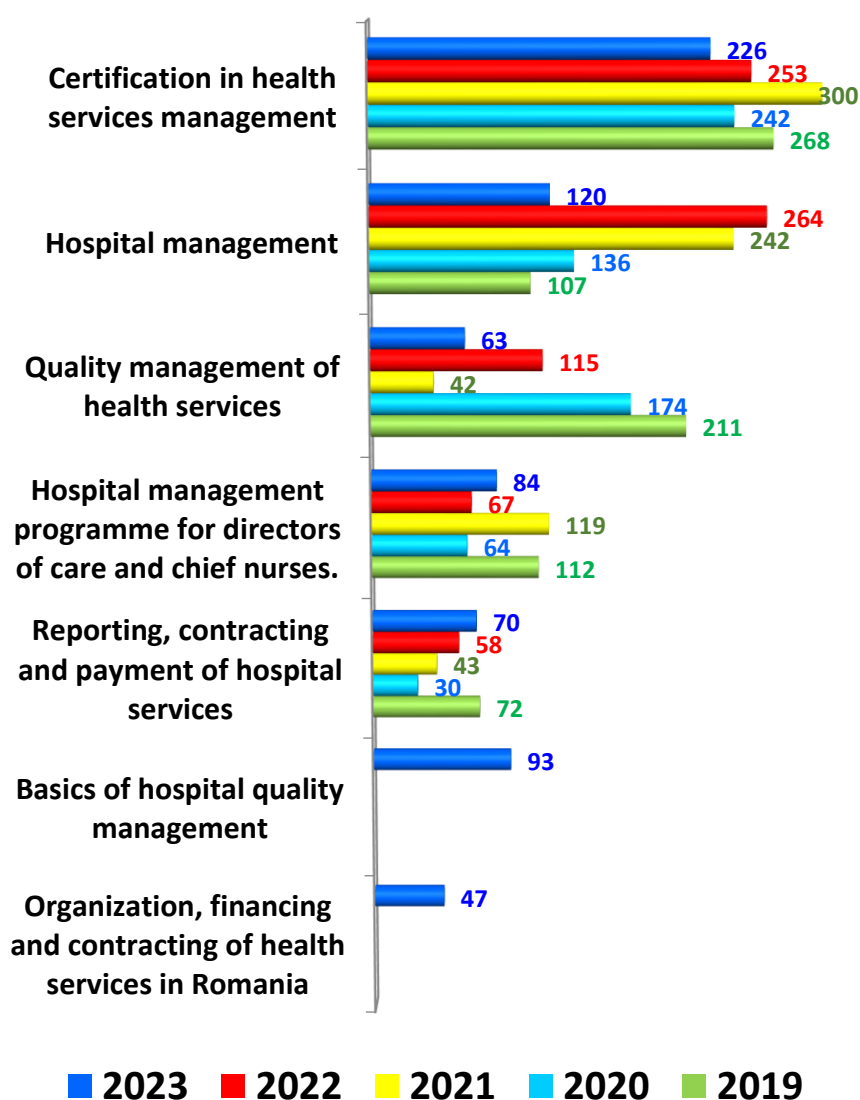
- *Training programme in the area of DRG, entitled: “Reporting, contracting and reimbursing hospital services”*, intended for the staff with responsibilities in the field of reporting and monitoring the hospital’s clinical activity, which registered 70 participants, 17 of them within the National Company of Insurance in Medicine from the Republic of Moldova.

At the request of some beneficiaries, short-term courses were organised:

- *Organisation, funding, and contracting of health services in Romania*, organised at the request of the company Medtronic for 47 participants;

- *Basics in hospital quality management*, with a total of 93 participants, at the request of “Dr Carol Davila” Central Military Emergency Academic Hospital;

**Figure no 1 Distribution of course participants per training programmes between 2019-2023**



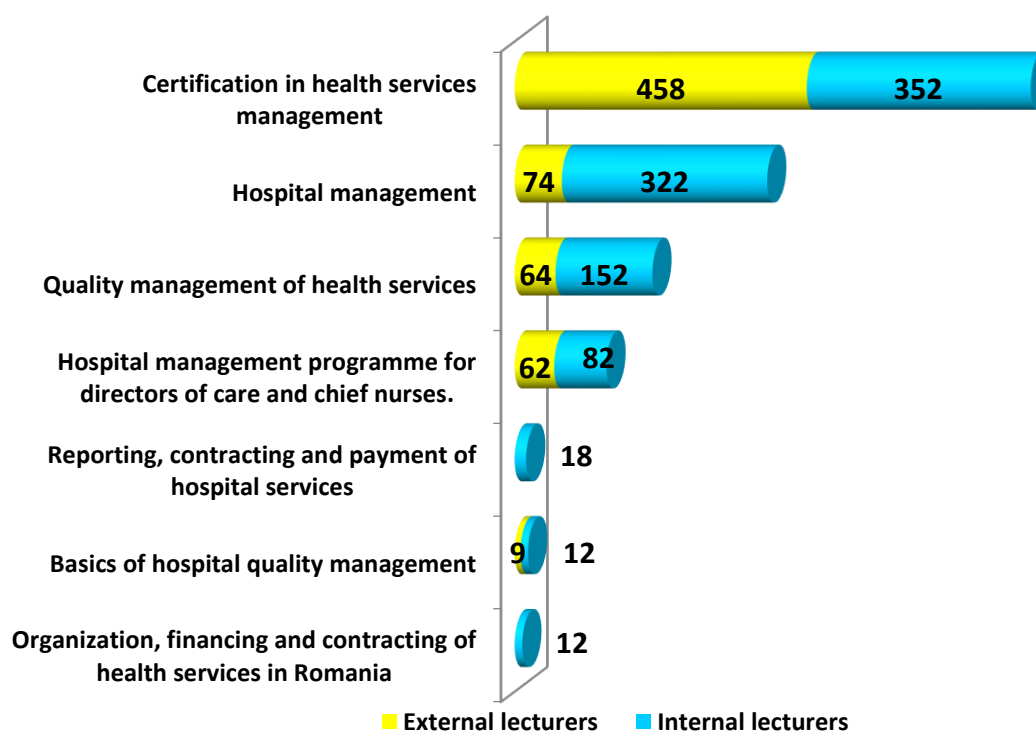
Data source: Centre of Excellence in Capacity Development for Health Services Management (CDCMSS)



Also, INMSS participated in 3 webinar-type sessions organised by Johnson & Johnson Romania, on the theme Development of health policies and access in depression (professional meetings intended to educate hospital specialists on cost-volume contracts in psychiatry), and it provided courses within the CaPeSSCoSt project and within the project for the elaboration of the regional masterplans for health services (please see the section Projects and research activities).

The total number of hours of actual teaching completed within the training programmes in the area of health services management provided in the year 2023 and the number of course sessions and the number of trainees were lower than in the previous years, because of the organisational changes and because of the preparation to implement the projects to be carried out within the NRRP. Of the 1,617 class hours, 950 hours were taught by own lecturers (59%), and 667 hours (41%) were taught by external collaborators (see Figure No 2).

**Figure no 2 Distribution of teaching hours per training programme and per lectures, 2023**



*Data source: Centre of Excellence in Capacity Development for Health Services Management (CDCMSS)*

## Training and professional development programmes in priority areas of the healthcare system in Romania

The human resources training service within the Centre for human resources, assessment, and analysis of health services (CRUEASS) organised, during the course of the year 2023, a total of 48 programmes, with 124 course series, for a number of 4,011 participants. Also, the organisation of new specialisation programs was initiated for nurses in the year 2024, in which 399 nurses were registered for the reconversion programs, and 699 for upskilling programmes. The structure of the programmes, the number of series and the number of participants for the year 2023 is provided in Table No 1.

**Table No 1. Number of programmes, series, and total number of participants in each type of programme, carried out and completed in 2023**

Training programme type	Number of programmes per type	Number of series per programme type	Total number of participants per programme type
Certificates	13	34	658
Continuous medical education (CME) for MDs	4	8	216
Continuous medical education (CME) for nurses*	6	15	353
Remote continuous medical education (RCME)	6	6	210
Nurses specialization - reskilling	5	11	653
Nurses specialization - skill development	6	21	837
Ambulance workers and registrars	4	22	702
Autopsy technicians, thanatopractors	4	7	382
<b>Total</b>	<b>48</b>	<b>124</b>	<b>4011</b>

*CME - Continuous medical education*

*RCME - Remote continuous medical education remote*

*\* includes other professional categories, as well*

As well, during the course of the year 2023, graduation exams were organised for 1,495 graduates of the nurse specialisation programs, and for 216 graduates of the training programs for autopsy technicians and thanatopractors. Also, in collaboration with the General Directorate of Medical Emergencies within the Department for Emergency Situations of the Ministry of Internal Affairs, 4 training centres were certified for the national certification programme in emergency care for nurses.

## PROJECTS AND RESEARCH ACTIVITIES

In 2023, INMSS participated in 7 projects with funding from European programmes. Two projects were funded from Structural Funds through the Operational Programme Administrative Capacity (OPAC):

- CaPeSSCoSt (2019-2023), “Improving quality and performance of the hospital services by cost assessment and standardization” - SIPOCA/SMIS code: 724/129170
- “Creating the strategic and operational framework for planning and reorganising health services at national and regional level” - SMIS 129165/ SIPOCA 728

Two projects are funded within the ERASMUS Programme:

- BENDIt-EU (2020-2023), “Burnout education, normatives and digital tools for European Universities”
- SANTE + (2021-2023), “Development of a European training certification for the management of the quality of care and health risks”/“Création d’une certification de formation européenne pour la gestion de la qualité des soins et des risques en santé”.

Two projects carried out within partnerships financed through the COST Programme (European Cooperation in Science & Technology):

- EVBRES - CA17117 (2018-2023), “Towards an International Network for Evidence-based Research in Clinical Health Research”
- ERNST - CA19113 (2020-2024), “European Researchers Network Working on Second Victims”

A project funded within the “EU4Health” (2021-2027) programme of the Directorate-General for Health and Food Safety (DG SANTE), managed by the European Commission with the support of European Health and Digital Executive Agency (HADEA): VAX-Action - Project 101133273 (2023-2025), “VAX-Action: tackling effectively vaccine hesitancy in Europe”.

was run by the Ministry of Health, in partnership with: The National Authority for Quality Management in Health (ANMCS), the National Health Insurance House (CNAS) and the National School of Public Health, Management and Professional Development Bucharest (SNSPMPDSB) in the period 20 December 2019 - 18 December 2023.



UNIONE EUROPEA



Ministerul Sănătății  
României



Proiect finanțat prin intermediul  
Competiției Fondului European



Ministerul Sănătății  
României

**CaPeSSCoSt „Îmbunătățirea Calității și Performanței Serviciilor Spitalicești prin Evaluarea Costurilor și Standardizare”**  
Cod SIPOCA/SMIS: 724/129170



# „Îmbunătățirea Calității și Performanței Serviciilor Spitalicești prin Evaluarea Costurilor și Standardizare”

**CaPeSSCoSt**

Codul proiectului	SMIS 129170
Valoarea totală a proiectului (LEI)	23.658.041,21 lei
Valoarea cofinanțării Uniunii Europene (LEI)	21.217.231,15 lei
Perioada de implementare	20.12.2019 - 19.12.2022

<b>Beneficiar:</b> Ministerul Sănătății	
	
<p>Obiectivul principal al proiectului urmrește dezvoltarea unui set de instrumente în domeniul costurilor și al calității în sănătate și a cadrelor unitare de utilizare a servitiilor, pentru a sprijini procesul de elaborare și implementare a politicilor de salubitate bazate pe dovezi, contribuind astfel la îmbunătățirea calității și performanței serviciilor spitalicești din România, ceea ce va permite consolidarea capacității administrative de planificare și alocare și financiar la nivelul sistemului de sănătate.</p>	



MINISTERUL SĂNĂTĂȚII



ADMINISTRAȚIA NAȚIONALĂ  
DE ÎMBUNĂȚĂȚIRE ȘI  
CĂUTĂRI ȘI SĂNĂTATE



ANASIG



Casa Națională  
de Asigurări de Sănătate



Ministerul Sănătății și  
Serviciilor de Sănătate

*Proiect cofinanțat din Fondul Social European, prin  
Programul Operațional Regional al României 2014-2020*

- 11

- The draft regulatory code on the management of health services quality, submitted to the Ministry of Health by the National Authority of Quality Management in Health (ANMCS), which was responsible for this activity,
- Employees of the Ministry of Health, of the National Health Insurance House, and of the National Authority for Quality Management in Health, trained and certified for the use of instruments and the implementation of the specific methodologies within three programs. The training activity, performed under the coordination of INMSS, was completed by issuing 730 certificates for a total number of 519 persons (as some persons participated in two or in all three programmes), representatives of the Ministry of Health, the National Health Insurance House (CNAS), the National Authority of Quality Management in Health (ANMCS), and the pilot hospitals, distributed as follows:
  - 247 certificates issued for the participation in the specialisation programme Collection of cost data and calculation of hospital services costs,
  - 237 certificates issued for the participation in the specialisation programme Data collection and encoding of inpatient cases in continuous hospitalisation system,
  - 246 certificates issued for the participation in the specialisation programme Management of hospital services quality.



The project ended with a conference for the dissemination of results (see Annex 2), organised by the Ministry of Health, and, during the course of the project, INMSS capitalized on its activity, by providing 6 presentations in scientific

conferences and by publishing two articles in the magazine “Management în Sănătate”.

**The project “Creating the strategic and operational framework for planning and reorganising health services at national and regional level” - SMIS 129165/ SIPOCA 728** was run by the Ministry of Health. By Order of the Minister of Health No 3224/2022 INMSS was appointed implementation unit for activity 4 - Drawing up five regional masterplans for health services 2022-2030 (MRSS) for the regions Centre, South-East, South-Muntenia, West,

Bucharest-Ilfov, Activity 5 - Drawing up a system of indicators for monitoring and assessing the implementation of MRSS and Activity 7 - Holding training sessions for the representatives of the interested institutions.

The project's strategic importance was represented by Romania's fulfilment of the most important favouring conditions related to the health sector, a sine qua non condition for accessing the European funds related to the financial framework 2021-2027. Apart from the results obtained through the activities assigned to INMSS, the following were achieved within this project: The National Health Strategy 2022-2030, the methodology for drawing up the regional masterplans for health services (which was used to draw up the 5 INMSS masterplans, and to be used in the future to update all 8 masterplans), the updates of the regional health services plans for the period 2022-2030.

The projects for the five regional masterplans were subject to public debate both online and within the consultations with the decision-makers and the service providers at the level of each region. Following consultations, the MRSS reporting and monitoring



system was drawn up, and reference values were calculated. The completed masterplans were submitted to the Ministry of Health, together with the Methodology for monitoring and assessing their implementation, the set of performance indicators to monitor and the patters for data collection in view of monitoring, for each level of assistance.

Also, INMSS held the course “Drawing up, monitoring and assessing the regional masterplans for health services” for each region, presenting the methodology for drawing up the masterplans, the implementation methodology, and the set of indicators for each type of inpatient care, outpatient care, primary assistance, emergency services. These courses totalled a number of 282 participants.

After the regional masterplans for health services are approved, an ongoing collaboration will exist in planning, implementing, monitoring, reporting, and assessing them, to concentrate the efforts on the common results and to ensure alignment with the National Health Strategy (SNS) 2023-2030.



The project ended with a conference for the dissemination of results, organised by the Ministry of Health, in which INMSS representatives and experts of the Ministry of Health had presentations (please see Annex No 2).

**The project BENDIt-EU - “Burnout education, normative and digital tools for European Universities”** – was carried out in the period 1 December 2020 – 21 May 2023 by a consortium of seven institutions from six European countries (Romania, Bulgaria, Cyprus, Italy, Portugal and Spain) and it was coordinated by the “Carol Davila” University of Medicine and Pharmacy from Bucharest. The project was funded by the European Commission, through the Erasmus+ Programme, KA2: Cooperation for innovation and exchange of good practices, KA203: Strategic partnership for higher education. Within this project, INMSS:

- coordinated, together with the “Carol Davila” University of Medicine and Pharmacy from Bucharest, the elaboration of a pocket-edition manual on burnout management, providing essential information on burnout, as well as on its identification and prevention, as well as effective interventions in managing burnout, particularly burnout in the academic context ([https://bendit-eu.eu/manual/Burnout%20Manual\\_RO.pdf](https://bendit-eu.eu/manual/Burnout%20Manual_RO.pdf));

- participated in the testing of the web platform developed within the project, which contains information on academic burnout and providing the possibility to measure the burnout level;

- drew up materials and participated in running a 5-day pilot course training the support staff for academic burnout;



- participated in the development of a set of instruments containing best practices at international level and providing a set of plausible, tested actions, which the medical and allied universities could take to mitigate the rate of reports of academic burnout experienced by their students.

- organized, together with the together with the “Carol Davila” University of Medicine and Pharmacy from Bucharest, an event for

disseminating the results, presented within the European Public Health Week, the theme “Mental health for all”, organised by EUPHA.

**The SANTE + project - “Creating a European qualification for the management of health services and of their related risks” / ”Création d’une certification de formation européenne pour la gestion de la qualité des soins et des risques en santé”** – was carried out in the period 1 September 2020 - 31 August 2023, by a consortium of ten institutions in three European countries (France, Greece, Romania), and coordinated by ANMCS. The project was funded by the European Commission, through the Erasmus+ Program, cooperation in innovation and exchange of good practices; KA202 – Strategic partnership for vocational education and training

The results obtained in this project were:

- creating a set of 12 basic modules for the continuous training of professionals in the medical sector in the field of quality management of health care and risks, carried out on the basis of the joint assessment of the needs for new skills in these areas in healthcare in France, Greece and Romania;
- drawing up a European-level synthesis on the referentials/standards of activities and competences (RAC) for the profession of health “qualitician”, which includes the list of activities and professional tasks of the “qualitician” in health;
- proposal for a modular structure of the training referential, for the content of the short-cycle certification file for the health “qualitician” and the correlation with the qualifications of the European Qualifications Framework (EQF) (levels 4 and 5) in France, Greece and Romania;
- checking the training programme carried out within the project with 35 trainers and 118 trainees, adapting it according to their observations, drawing up a list of recommendations on the organization of this training programme and preparing a report on the testing of the proposed program.

**EVBRES - CA17117 - “Towards an International Network for Evidence-based Research in Clinical Health Research”** – a project financially supported by the European Cooperation Programme for Science and Technology COST JA 2018-2022 and own sources,

carried out between 17 October 2018 - 16 April 2023, in which research institutions from 37 European countries participated. The main results of this project were:

- establishing the course curriculum and developing materials for an Evidence-Based Research training program. The program, aimed at young researchers, piloted on the occasion of the second working meeting organized by the University of Tartu, Lithuania in 2019, improved and provided online; the INMSS representatives contributed, together with colleagues from the Faculty of Nursing of the University of Iceland, to the development and provision of module 6 - The evaluation process in evidence-based research, by drawing up and delivering a presentation on the theme *The steps to take when the new results are achieved*;



- performing two scoping reviews, an interview-based qualitative study on the reasons why some researchers consider some steps to be more resource-consuming than other steps, and a Delphi-type study, for the purpose of establishing the priority of the stages within the systematic review process requiring investments in view of developing methodologies and instruments useful to improve their efficiency, as a result of which articles were drawn up and published and presentations were made within scientific conferences.

- participation in the organisation of the second and third EVBRES conference.

**ERNST - CA19113 - “European Researchers Network Working on Second Victims”** – a project also carried out with financial support from the European Cooperation Programme for Science and Technology COST JA 2018-2022, by a consortium consisting of 22 partners from 13 countries, in the period 15 September 2020 - 14 September 2024. The results achieved until 2023 consisted of:

- drawing up systematic literature reviews on the definition of “second victim”, interventions on support interventions for secondary victims in other sectors and on interventions that have proved effective in supporting secondary victims; these studies have led to the elaboration of scientific articles;



- conducting a case study on the interventions supporting secondary victims and drawing up a training manual, as well as setting up an online documentation centre on

this subject (<https://cost-ernst.eu/repository/>);

- organizing training courses in the field of patient safety and in the field of safety of second victims of the adverse effects of healthcare.

In December 2023, a new project was started, funded within the “EU4Health” programme (2021-2027) - **VAX-Action - Project 101133273 (2023-2025), ” VAX-Action: tackling effectively vaccine hesitancy in Europe”**, carried out under the coordination of NOVA University in Lisbon, in which INMSS is the coordination for work package 5 – Implementing interventions that address misconceptions and misinformation of vulnerable populations.

Also, in 2023, new funding applications were submitted for the following projects:

- **“Digitalisation of the national health services management institute to optimise internal flows and interaction with third parties”**, within NRRP Component C7 – Digital transformation I3. Implementation of the eHealth and telemedicine system; Specific investment: I3.2 - Digitalisation of institutions with duties in healthcare, subordinated to the Ministry of Health; CALL CODE MS-732,

- **Action EU4H-2023-JA-10: "Direct grants to Member States' authorities: increase health data semantic interoperability and build national capacity on health terminology" (DI-g-23-75), and**

- **Action EU4H-2023-JA-10: "Direct grants to Member States' authorities: preparatory activities for the use of data in the proposed European Health Data Space (DI-g-23-79)"** – INMSS being nominated by the Ministry of Health as the competent authority for both of them.

- **"Centre of Excellence in Health Services Management"** within specific investment MS-R031-R3. Capacity development for healthcare management and for human resource management in healthcare, within Pillar 5: Health and institutional resilience - Component 12: Healthcare, Romania's National Recovery and Resilience Plan

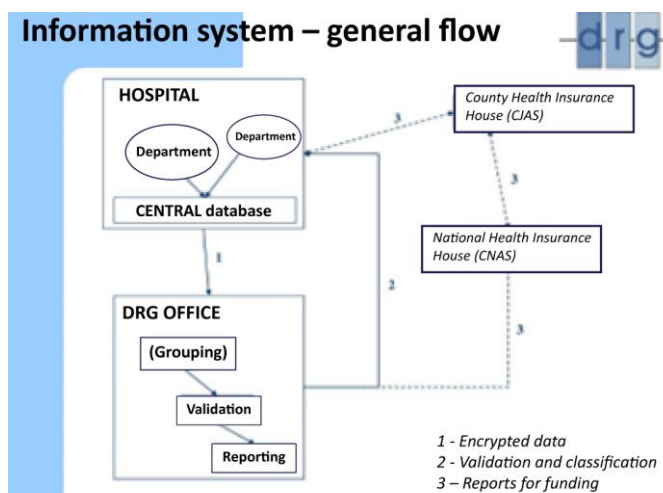
- **"Training in ethics and integrity in the healthcare system" (ISS)** within the specific investment Reform R3. Increased capacity for health management and human resources in health, Sub-reform R3.3: Increasing integrity, reducing vulnerabilities and risks of corruption in the health system, within Pillar 5: Health and institutional resilience - Component 12: Healthcare, Romania's National Recovery and Resilience Plan, a project in partnership with the members of the University Association G6-UMF

- **"Human resources development the healthcare system" (DRUSS)** within the specific investment Reform R3. Increased capacity for health management and human resources in health, Sub-reform R3.2: The development of human resources in the area of healthcare, within Pillar 5: Health and institutional resilience - Component 12: Healthcare, Romania's National Recovery and Resilience Plan, a project in partnership with the members of the University Association G6-UMF

- **"Training in the Management of Health Services for the personnel in the public healthcare system" (FMSS)** within the specific investment Reform: R3. Increased capacity for health management and human resources in health, Sub-reform R3.1: The reform of the health service management, within Pillar 5: Health and institutional resilience - Component 12: Healthcare, Romania's National Recovery and Resilience Plan, a project in partnership with the members of the University Association G6-UMF

## ANALYSES, STUDIES, AND TECHNICAL ASSISTANCE

INMSS, through the Centre for Human Resources, Assessment and Analysis of Health Services (CRUEASS), manages the DRG\_National database, in which all hospitals in Romania in contractual relationship with the National Health Insurance House submit monthly data on their clinical activity. Such data is subsequently validated, and patients are classified into diagnostic groups for the payment of services by the National Health Insurance House. The data is also used for studies and analyses requested by the National Health Insurance House (CNAS) in view of improving the funding system for hospital services and of improving the performance of such providers of health services, for analyses and studies requested by the Ministry of Health, in view of decision-making, or by other decision-makers, as well as for studies and research of scientific interest carried out by INMSS or other partners.



The main analyses carried out for the National Health Insurance House in 2023 consisted of:

- Analysis and calculation of the cost per weighted case (CPWC) and of the main indicators of hospital activity (Case Mix Index – ICM, average length of stay – ALS, median hospital stay in specialised departments – e.g. in intensive care units, etc.) at hospital level;
- Analysis of coding errors with an impact on payment (quarterly, annual);
- Analysis of the top 50 hospitals that had the highest proportion of expensive DRGs out of all reported and validated discharges (quarterly, annual);
- Analysis of the first 10 surgical procedures that generate the largest differences in the classification of cases, in terms of weighted cases (quarterly, annual);
- Analysis, monitoring and confirmation of cases reported by health facilities (monthly, quarterly, annually);
- Analysis of the minimum set of data at patient level (SMDP) and classification of discharged patients by diagnostic groups (monthly, quarterly, annually);

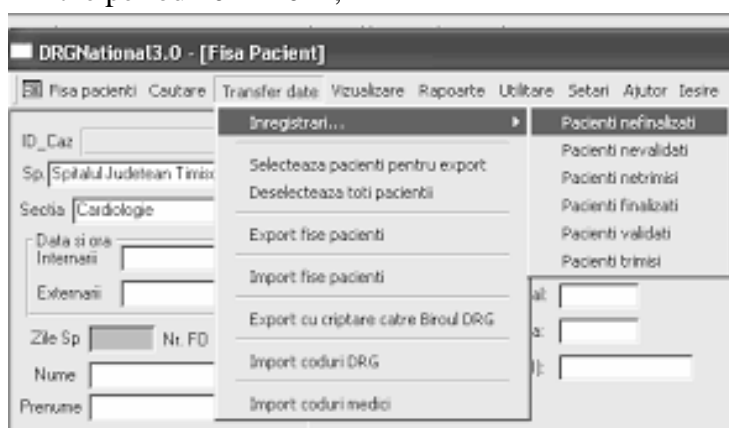
Based on such calculated analyses and indicators, the National Health Insurance House decides on the reimbursement of hospital services and updating the regulations in force on the



conditions for providing hospital services. Other analyses were performed for specific requests of the National Health Insurance House, helping to support decisions to update packages and lists of services (e.g. data on the brachial plexus surgery; intoxication with psychoactive substances; minimally invasive surgery to remove uterine tumours; surgical abortions; hospitals with Emergency Units/Compartments (UPU/CPU) funded by the Ministry of Health; etc.)

By capitalizing on the DRG\_national database, INMSS provided the Ministry of Health with information to support the decision-making, either on policy-making or on solving current problems. Examples of such information provided during 2023:

- number of patients diagnosed with COVID-19, admitted for continuous hospitalisation and day hospitalization for the period 2019 - 2022,
- day hospitalization services for the treatment and prophylaxis of rabies, with and without anti-tetanus serum,
- continuous hospitalisation and day hospitalisation for malignant tumours as the main diagnosis and age less than 18 years, for the period 2018 – 2022,
- the percentage of premature births in 2021-2022
- number of cases with Tourette syndrome in 2022
- number of procedures for morbid obesity in the period 2020-2022
- number of patients with chronic conditions in 2022
- number of hospitalisations and number of hospital infant deaths of rural and urban patients in the period 2021-2022,



- patients over 18 years with chronic heart failure in 2022,
- cancer patients, who are reported by hospitals, processed and stored in calendar year databases for 2018-2022, with the main diagnosis of acute coronary

syndrome and to whom resuscitation was applied,

- number of medical abortions, namely surgical abortions, broken down over the past 5 years, by counties and public/private units,
- the structure of the cases admitted in psychiatric hospitals during 2019-2023,
- newborns of refugee mothers from Ukraine between February 2022 and August 2023,
- number of hospitalisations for mental and behavioural disorders due to drug use in 2022,

- patients reported in continuous hospitalisation for 2022 with a diagnosis of Lyme disease or tick-borne encephalitis or tick-borne relapsing fever,
- patients with endometriosis in continuous hospitalisation and day hospitalization in 2021 and 2022,
- continuous hospitalisation episodes reported for patients under 18 years of age during 2022 and the first 9 months of 2023 for abandonment and drug use,
- patients in continuous hospitalisation, for the years 2018-2022 and the period 01.01-30.09.2023, with vascular diseases in pregnancy and cases of abortion,
- patients with ischemic stroke between 2021 and 2023, and deaths associated with stroke as the primary diagnosis, and atrial fibrillation as a secondary diagnosis,
- episodes of hospitalisation due to postnatal depression for the first 10 months of 2023,
- continuous hospitalisation episodes for 2021, 2022 and 01.01.-31.10.2023 due to “traffic accident”,
- episodes of hospitalisation with Klinefelter syndrome in the period 2022-2023,
- patients up to 18 years of age, reported under continuous hospitalisation, for the years 2022 and 2023 (01.01-31.10.2023), with a primary diagnosis of strabismus,
- patients in continuous hospitalisation, for the years 2017-2023 (January-October 2023), with the main diagnosis of suicide, per age groups,
- cases under continuous hospitalisation, for the years 2022-2023 (January-October 2023), with primary diagnosis or secondary diagnosis “Extreme prematurity, less than 24 full weeks. Extreme prematurity, less than 168 full days.”

Regarding the analyses requested by third parties, and granted under contracts for the provision of services or collaboration agreements, in 2023 the following studies and analyses were carried out:

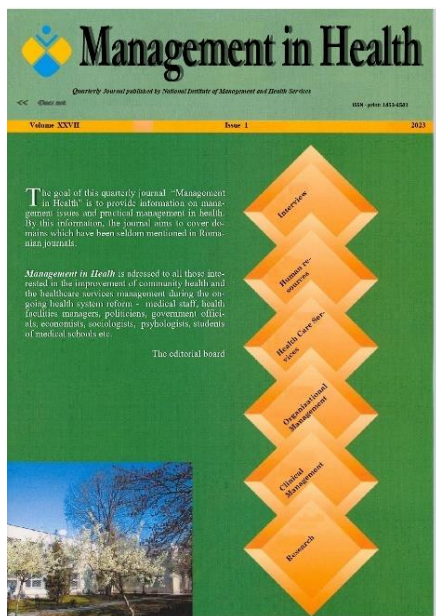
- analysis on the indicators of hospital services use by patients with heart failure, for each individual year, in 2020, 2021, 2022, and cumulatively over several years, 2020-2021 (2 years), 2021-2022 (2 years), 2020-2022 (3 years), data aggregated at national level, continuous hospitalisation and day hospitalisation, analyses performed on validated case (Novartis Pharma),

- analyses on the evaluation of hospitalisation episodes from 2007 to 2022 (Andreea Mitruț - Representative of ERMAS Scientific Committee 2023/Scientific Conference of Romanian Academic Economists from Abroad),
- aggregated data analyses for the period 2022-2023 on surgical procedures related to selected codes, reported by Romanian hospitals (public and private) (Medtronic Romania SRL),
- data analysis on cases discharged by hospitals in Romania: under continuous hospitalisation, for 2022 and 2023, the first semester – top primary diagnoses, top secondary diagnoses, top main procedures and top secondary procedures; under day hospitalisation, separately for 2020, 2021, 2022 and 2023, the first semester – top primary diagnoses, top secondary diagnoses, top procedures (SC Hospital Consulting SRL),
- data analysis on the indicators of hospital services use by patients with heart failure, for each individual year, in 2017, 2018, 2019, 2020, 2021, 2022 and cumulated over several years, aggregated data at national level, continuous hospitalisation, analyses performed on validated cases (Novartis Pharma),
- data analysis on the indicators for the use of hospital services by patients with chronic obstructive respiratory disease (COPD) between July 2022 and June 2023, continuous hospitalisation and day hospitalisation (Astra Zeneca Pharma),
- comparative study for “open” versus “laparoscopic” surgical procedures, for 2019, aggregated data at hospital level (SofMedica),
- analysis of hospitalization episodes that constituted emergencies in public or private hospitals in Bucharest, Braşov, Constanţa, Craiova, Cluj-Napoca, Galaţi, Iaşi and Timișoara, between January 2008 and October 2023 (UBB Cluj - prof. Iulian-Horia Holobaca, PhD).



The data on the activity of hospitals, but also the professional expertise existing at INMSS, were used in 2023 by participating in lucrative meetings or in technical working groups established by the Ministry of Health, at interinstitutional or international level, and by developing or reviewing materials, such as:

- review of the Draft National Health Strategy 2022-2030;
- the analyses carried out during the elaboration of the Regional Health Service Masterplans 2022-2030;
- calculation of the management indicators for the evaluation of the managers of the health units subordinated to the Ministry of Health;
- filling in the OECD/EUROSTAT/WHO questionnaire on non-monetary health statistics and drawing up the reports necessary for the “2022 hospitals purchasing Power Parity (PPP) Survey” of the Eurostat-OECD PPP Programme, conducted as part of the collaboration agreement with the National Institute of Statistics;
- participation in the completion for Romania of the WHO - qualitative assessment (qualitative assessment of the health social insurance system) instrument;
- participation in the working group for Romania’s accession process to OECD;
- participation in the Sexual and Reproductive Health Technical Working Group;
- participation in the working group - European Health Data Space;
- participation in the working group for developing uniform criteria underlying the establishment of the cost per weighted case for each hospital;
- participation in the Committee working group for the examination of direct foreign investments.



The scientific activity of the INMSS staff was disseminated in 2023 through the publication of 16 articles, out of which 10 in journals with an impact factor, and through the 31 active participations (presentation, discussion of papers, moderating, contribution to round tables, etc.) at national and international conferences (see Annex 1 and Annex 2).

Activities aimed at interacting with other institutions, networks or professional associations were carried out in order to identify opportunities for collaboration and development. Thus, the “networking” activity resulted in:

- renewal of the bilateral collaboration Agreement with the School of Management in Public Health, Chişinău, Republic of Moldova;

- re-enrolment in the European Health Management Association (EHMA), participation in the EHMA 2023 Annual Conference organized in Rome, 5-7 June 2023, and commitment to organise the next conference in 2024, in Bucharest, in collaboration with the Ministry of Health;



- Participation in the JBI European Region Directors meeting as an affiliate member, where the network's priority actions for 2023 and the development prospects were discussed and planned.

## Annex No 1

### 2023 Publications List

No	Paper title	Authors	Journal	ISI/JCR Impact Factor	Other CNCISIS/I DB categories
1	Age-of-onset and cumulative risk of mental disorders: A cross-national analysis of population surveys data based on 156,331 respondents from 29 countries.	McGrath, J. J., Al-Hamzawi, A., Alonso, J., Altwaijri, Y., Andrade, L. H., Bromet, E. J., Bruffaerts, R., Caldas de Almeida, J. M., Chardoul, S., Chiu, W. T., Degenhardt, L., Demler, O. V., Ferry, F., Gureje, O., Haro, J. M., Karam, E. G., Karam, G., Khaled, S. M., Kovess-Masfety, V., Magno, M., Medina-Mora, M. E., Moskalewicz, J., Navarro-Mateu, F., Nishi, D., Plana-Ripoll, O., Posada-Villa, J., Rapsey, C., Sampson, N. A., Stagnaro, J. C., Stein, D. J., ten Have, M., Torres, Y., <b>Vladescu, C.</b> , Woodruff, P. W., Zarkov, Z., Kessler, R. C., WHO World Mental Health Survey collaborators.	<i>Lancet Psychiatry</i> , 2023 Sep;10(9):668-681. doi: 10.1016/S2215-0366(23)00193-1. Epub 2023 Jul 30. <a href="https://pubmed.ncbi.nlm.nih.gov/37531964/">https://pubmed.ncbi.nlm.nih.gov/37531964/</a>	77,056	
2	Findings From the World Mental Health Surveys of Civil Violence Exposure and Its Association With Subsequent Onset and Persistence of Mental Disorders	William G Axinn, Ronny Bruffaerts, Timothy L Kessler, Rochelle Frounfelker, Sergio Aguilar-Gaxiola, Jordi Alonso, Brendan Bunting, José Miguel Caldas-de-Almeida, Graça Cardoso, Stephanie Chardoul, Wai Tat Chiu, Alfredo Cía, Oye Gureje, Elie G Karam, Viviane Kovess-Masfety, Maria V Petukhova, Marina Piazza, José Posada-Villa, Nancy A Sampson, Kate M Scott, Juan Carlos Stagnaro, Dan J Stein, Yolanda Torres, David R Williams, Ronald C Kessler, Ali Al-Hamzawi, Yasmin A Altwaijri, Laura Helena Andrade, Lukoye Atwoli, Corina Benjet, Guilherme Borges, Evelyn J Bromet, Somnath Chatterji, Louisa Degenhardt, Giovanni de Girolamo, Josep Maria Haro, Meredith G Harris, Hristo Hinkov, Chi-yi Hu, Peter de Jonge, Aimee Nasser Karam, Georges Karam, Alan E Kazdin, Norito Kawakami, Salma Khaled, Andrzej Kiejna, John J McGrath, Maria Elena Medina-Mora, Jacek Moskalewicz, Fernando Navarro-Mateu, Daisuke Nishi, Margreet ten Have, Maria Carmen Viana, Daniel V Vigo, <b>Cristian Vladescu</b> , Bogdan Wojtyniak, Peter Woodruff, Miguel Xavier, Alan M Zaslavsky, WHO World Mental Health Survey Collaborators	<i>JAMA Netw Open</i> . 2023;6(6):e2318919. doi:10.1001/jama-networkopen.2023.18919 <a href="https://jamanetwork.com/journals/jamanetworkopen/article-abstract/2806288">https://jamanetwork.com/journals/jamanetworkopen/article-abstract/2806288</a>	13.8	
3	Patterns, predictors, and patient-reported reasons for antidepressant	Kazdin, A. E., Harris, M. G., Hwang, I., Sampson, N. A., Stein, D. J., Viana, C. M., Vigo, D. V., Wu, C.-S., Aguilar-Gaxiola, S., Alonso, J., Benjet, C.,	<i>Psychol Med</i> . 2023 Sep 14:1-12.	10,592	



	discontinuation in the WHO World Mental Health Surveys.	Bruffaerts, R., Caldas-Almeida, J. M., Cardoso, G., Caselani, E., Chardoul, S., Cia, A., de Jonge, P., Gureje, O., Haro, J. M., Karam, E. G., Kovess-Masfety, V., Navarro-Mateu, F., Piazza, M., Posada-Villa, J., Scott, K. M., Stagnaro, J. C., ten Have, M., Torres, Y., <b>Vladescu, C.</b> , & Kessler, R. C.	doi: 10.1017/S0033291723002507. [Epub ahead of print]. <a href="https://pubmed.ncbi.nlm.nih.gov/37706298/">https://pubmed.ncbi.nlm.nih.gov/37706298/</a>		
4	Antidepressant Use in Low- Middle- and High-Income Countries: A World Mental Health Surveys Report.	Kazdin, A.E., Wu, C.S., Hwang, I., Puac-Polanco, V., Sampson, N.A., Al-Hamzawi, A., Alonso, J., Andrade, L.H., Benjet, C., Caldas-de-Almeida, J.M., de Girolamo, G., de Jonge, P., <b>Florescu, S.</b> , Gureje, O., Haro, J.M., Harris, M.G., Karam, E.G., Karam, G., Kovess-Masfety, V., Lee, S., McGrath, J.J., Navarro-Mateu, F., Nishi, D., Oladeji, B.D., Posada-Villa, J., Stein, D.J., Üstün, T.B., Vigo, D.V., Zarkov, Z., Zaslavsky, A.M., Kessler, R.C., and the WHO World Mental Health Survey collaborators	<i>Psychol Med.</i> 2023, Volume 53, Issue 4, March 2023, pp. 1583 - 1591 DOI: <a href="https://doi.org/10.1017/S0033291721003160">https://doi.org/10.1017/S0033291721003160</a> Published online by Cambridge University Press: 23 September 2021	10,592	
5	Proof-of-concept of a data-driven approach to estimate the associations of comorbid mental and physical disorders with global health-related disability.	de Vries, Y. A., Alonso, J., Chatterji, S., de Jonge, P., Lokkerbol, J., McGrath, J. J., Petukhova, M. V., Sampson, N. A., Sverdrup, E., Vigo, D. V., Wager, S., Al-Hamzawi, A., Borges, G., Bruffaerts, R., Bunting, B., Chardoul, S., Karam, E. G., Kiejna, A., Kovess-Masfety, V., Navarro-Mateu, F., Ojagbemi, A., Piazza, M., Posada-Villa, J., <b>Sasu, C.</b> , Scott, K. M., Tachimori, H., ten Have, M., Torres, Y., Viana, M. C., Zamparini, M., Zarkov, Z. & Kessler, R. C.	International Journal of Methods in Psychiatric Research, Published online December 2023, Vol. 33, Issue 1 <a href="https://onlinelibrary.wiley.com/doi/10.1002/mpr.2003">https://onlinelibrary.wiley.com/doi/10.1002/mpr.2003</a>	4,182	
6	Determinants of Effective Treatment Coverage for Posttraumatic Stress Disorder: Findings from the World Mental Health Surveys	Stein, D.J., Kazdin, A.E., Munthali, R.J., Hwang, I., Harris, M.G., Alonso, J., Andrade, L.H., Bruffaerts, R., Cardoso, G., Chardoul, S., de Girolamo, Giovanni, <b>Florescu, S.</b> , Gureje, O., Haro, J.M., Karam, A.N., Karam, E.G., Kovess-Masfety, V., Lee, S., Medina-Mora, M.E., Navarro-Mateu, F., Posada-Villa, J., Stagnaro, J.C., ten Have, M., Sampson, N.A., Kessler, R.C., Vigo, D.V., and on behalf of the WHO World Mental Health Survey Collaborators. (2023).	<i>BMC Psychiatry.</i> 2023 Apr 4;23(1):226. doi: 10.1186/s12888-023-04605-2. <a href="https://pubmed.ncbi.nlm.nih.gov/37016378/">https://pubmed.ncbi.nlm.nih.gov/37016378/</a>	4,144	
7	Challenges facing mental health systems arising from the COVID-19 pandemic: Evidence from 14 European and North American countries	Janet Cummings, Xinyue Zhang, Coralie Gandré, Alisha Morsella Laura Shields-Zeeman, Juliane Winkelmann, Sarah Allin, Gonçalo Figueiredo Augusto, Fidelia Cascini Zoltán Cserhádi, Antonio De Belvis, Astrid Eriksen, Inês Fronteira, Margaret Jamieson, Liubove Murauskiene, William Palmer, Walter Ricciardi, Hadar Samuel, <b>Silvia Gabriela Scintee</b> , Māris Taube, Karsten Vrangbæk, Ewout van Ginneken	<i>Health Policy</i> Volume 136, October 2023, Article 104878 <a href="https://pubmed.ncbi.nlm.nih.gov/37611521/">https://pubmed.ncbi.nlm.nih.gov/37611521/</a>	3,255	

8	Cost-Effectiveness of Cerebrolysin after Ischemic Stroke: Secondary Analysis of the CARS Study.	Strilciuc S, Radu C, Grad D-A, Stan AD, <b>Vlădescu C</b> , Buzoianu AD, Muresanu D.	<i>Healthcare</i> . 2023; 11(10):1497. <a href="https://doi.org/10.3390/healthcare11101497">https://doi.org/10.3390/healthcare11101497</a> Received: 1 February 2023 / Revised: 8 May 2023 / Accepted: 18 May 2023 / Published: 21 May 2023 <a href="https://pubmed.ncbi.nlm.nih.gov/37239783/">https://pubmed.ncbi.nlm.nih.gov/37239783/</a>	3,160	
9	Groin Hernia Repair during the COVID-19 Pandemic—A Romanian Nationwide Analysis.	Garofil ND, Bratucu MN, Zurzu M, Paic V, Tigora A, Prunoiu V, Rogobete A, Balan A, <b>Vlădescu C</b> , Strambu VDE, et al.	<i>Medicina</i> . 2023; 59(5):970. <a href="https://doi.org/10.3390/medicina59050970">https://doi.org/10.3390/medicina59050970</a> Received: 11 April 2023 / Revised: 11 May 2023 / Accepted: 16 May 2023 / Published: 17 May 2023 <a href="https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1022788/">https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1022788/</a>	2,948	
10	Delphi survey on the most promising areas and methods to improve systematic reviews' production and updating	Mersiha Mahmić-Kaknjo, Vicko Tomić, Moriah E Ellen, Barbara Nussbaumer-Streit, <b>Raluca Sfetcu</b> , Eduard Baladia, Nicoletta Riva, Angelos P Kassianos, Ana Marušić	<i>Syst Rev</i> . 2023 Mar 28;12(1):56. doi: 10.1186/s13643-023-02223-3. <a href="https://pubmed.ncbi.nlm.nih.gov/36973729/">https://pubmed.ncbi.nlm.nih.gov/36973729/</a>	1,561	
11	Forța de muncă în sănătate – prioritate OMS/de sănătate publică / Workforce in health – a priority of the public health	<b>Mariana Postolache</b>	<i>Management în sănătate</i> XXVII/1/2023; pp. 4-8 <a href="http://drg.ro/revista/revista_ro.html">http://drg.ro/revista/revista_ro.html</a>		Google Scholar, Index Copernicus, DOAJ, SCOPUS, Elsevier (EMCare)
12	Prevenția salvează vieți / Prevention saves lives	<b>Sorana Lixandru, Mariana Postolache</b>	<i>Management în sănătate</i> , XXVII/2/2023		
13	Cardioversia electrică în managementul bolilor cardiovasculare / Electric cardioversion in the management of cardiovascular diseases	<b>Marius Ciutan, Lavinia Panait</b>	<i>Management în sănătate</i> , XXVII/2/2023		
14	Perspective în reformarea sistemul de sănătate portughez / Perspectives in the reformation of the	<b>Aurora Dragomirișteanu, Marius Ciutan, Sorana Lixandru, Mariana Postolache</b>	<i>Management în sănătate</i> , XXVII/3/2023		

	Portuguese healthcare system				
15	Tinerețea este o alegere! / Youth is a matter of choice!	<b>Sorana Lixandru, Mariana Postolache</b>	<i>Management în sănătate</i> , XXVII/3/2023		
16	Studiu descriptiv privind situația episoadelor de spitalizare determinate de tiroidite, în România, în ultimul deceniu / Descriptive study on the situation of hospitalization episodes caused by throiditis in Romania, over the past decade	<b>Carmen Sasu, Marius Ciutan</b>	<i>Management în sănătate</i> , XXVI/3/2022; pp. 10-15		

### Books/Chapters/Reports/Media interviews

No	Chapter title/ Book title/ Report	Authors	Editor/Coordinator	Publishing house/website
1	Manual de management al calității serviciilor spitalicești. Un posibil ghid de bune practici./Hospital services quality management manual. A possible best practices guide.	Cărăuleanu E.I., Crețu P., Gheorghiu N.A., Iliescu M.L., Lupu C., <b>Mihaescu-Pinția C.</b> , Miron D.M., <b>Moldovan M.</b> , Nedelcu Luncan M., Poroach V., Purcăraș A., Savu A.	Isăilă M. Manager Proiect <b>Geană A. INMSS Coordinator</b> Iordache G. ANMCS Coordinator	CaPeSSCoSt - "Îmbunătățirea calității și performanței serviciilor spitalicești prin evaluarea costurilor și standardizare"/"Improving Quality and Performance of Hospital Services Through Costs Evaluation and Standardization" - SIPOCA/SMIS Code: 724/129170

## Annex No 2

### 2023 Scientific events attendance

No	Action	Authors/ Attendants	Event	Organizers	Period
1	Presentation: Project Overview	<b>Adina Geană</b>	Closing conference for the CaPeSSCoSt Project	Ministry of Health	18 December 2023 Bucharest
2	Presentation: Selection of the pilot hospitals in the project; Selection of the most frequent 20 pathology; Analysis of the pilot hospitals' protocols used for the 20 pathologies selected in the project	<b>Constanța Mihăescu-Pinția</b>	Closing conference for the CaPeSSCoSt Project	Ministry of Health	18 December 2023 Bucharest
3	Presentation: Calculation of cost standards	<b>Marius Ciutan</b>	Closing conference for the CaPeSSCoSt Project	Ministry of Health	18 December 2023 Bucharest
4	Presentation: Minimum set of cost data and Uniform methodology for data collection (collection of cost data)	<b>Cristina Lupan</b>	Closing conference for the CaPeSSCoSt Project	Ministry of Health	18 December 2023 Bucharest
5	Presentation: Methodology for implementing the international system for the classification of diseases version ICD-11 in Romania	<b>Cristina Lupan</b>	Closing conference for the CaPeSSCoSt Project	Ministry of Health	18 December 2023 Bucharest
6	Presentation: Hospital services quality management manual - development within the project, consultations, promotion and distribution	<b>Constanța Mihăescu-Pinția</b>	Closing conference for the CaPeSSCoSt Project	Ministry of Health	18 December 2023 Bucharest

7	Presentation: Training of personnel at beneficiary institution level for project sustainability	<b>Mona Moldovan</b>	Closing conference for the CaPeSSCoSt Project	Ministry of Health	18 December 2023 Bucharest
8	Presentation: Surgical Services in Romania	<b>Prof. Cristian Vlădescu, PhD</b>	Democratising Surgical Robotics	US Embassy	16 November 2023 Bucharest
9	Workshop moderator	<b>Prof. Cristian Vlădescu, PhD</b>	Workshop: Operational and medical management of hospitals	Institutul Aspen România / Aspen Institute Romania's Healthcare & Quality of Life Program	15 November 2023 Bucharest
10	Presentation: Methodology for drawing up the regional masterplans for healthcare services	<b>Adina Geană</b>	Closing conference for the project "Creating the strategic and operational framework for planning and reorganising health services at national and regional level" SIPOCA 728/ SMIS 129165	Ministry of Health	2 November 2023 Bucharest
11	Presentation: MRSS - a strategic challenge to reorganise the healthcare system at local/regional level	<b>Adrian Pană Aurora Dragomirișteanu</b>	Closing conference for the project "Creating the strategic and operational framework for planning and reorganising health services at national and regional level" SIPOCA 728/ SMIS 129165	Ministry of Health	2 November 2023 Bucharest
12	Presentation: The importance of the MRSS monitoring and assessment system	<b>Aurora Dragomirișteanu</b>	Closing conference for the project "Creating the strategic and operational framework for planning and reorganising health services at national and regional level" SIPOCA 728/ SMIS 129165	Ministry of Health	2 November 2023 Bucharest
13	Participant in debate Round table: Failures and opportunities for improvement of the financing rules within the Rules of the Framework Agreement	<b>Adina Geană</b>	National Conference on Pharmacoeconomics and Health Management, 10th edition	University of Medicine, Pharmacy, Science and Technology Târgu Mureș – Health Policy and Management Research Centre, Sapientia University and SURYAM Association	19-22 October 2023 Poiana Brașov

14	Participant in debate Round table: Situation of paraclinical investigations funding in Romania	<b>Adina Geană</b>	National Conference on Pharmacoeconomics and Health Management, 10th edition	University of Medicine, Pharmacy, Science and Technology Târgu Mureș – Health Policy and Management Research Centre, Sapientia University and SURYAM Association	19-22 October 2023 Poiana Brașov
15	Presentation: Impact of CaPeSSCoSt project on hospital funding rules in the period 2024-2025	<b>Adina Geană</b>	National Conference on Pharmacoeconomics and Health Management, 10th edition	University of Medicine, Pharmacy, Science and Technology Târgu Mureș – Health Policy and Management Research Centre, Sapientia University and SURYAM Association	19-22 October 2023 Poiana Brașov
16	Participant in debate Round table: The reorganization of the public hospital network in Romania: a purpose or a means? Alternative approaches	<b>Adina Geană</b>	National Conference on Pharmacoeconomics and Health Management, 10th edition	University of Medicine, Pharmacy, Science and Technology Târgu Mureș – Health Policy and Management Research Centre, Sapientia University and SURYAM Association	19-22 October 2023 Poiana Brașov
17	Presentation: Use of minimally invasive surgery versus the open surgery approach in hospitalized cases - Study analysing the DRG database in Romania 2008-2018	<b>Prof. Cristian Vlădescu, PhD,</b> Cătălin Copăescu	The 8th edition of the Romanian Hospital Convention - the Session Opportunities and challenges for the surgical treatment of patients in Romania	BORO Communications	21 September 2023 Bucharest
18	Round table debate	<b>Prof. Cristian Vlădescu, PhD</b>	Policies to Accelerate Elimination of Cervical Cancer. The need for increasing vaccination rates	US Embassy	21 September 2023 Bucharest
19	Debate: Analysis of the Romanian healthcare system and the cases of Urziceni and Botoșani	<b>Prof. Cristian Vlădescu, PhD</b>	“Dezbateri în sănătate”/”Debates in healthcare” talk show <a href="https://www.youtube.com/watch?v=QnppO7KHC70&amp;t=14s">https://www.youtube.com/watch?v=QnppO7KHC70&amp;t=14s</a>	DC News, DC Medical	7 September 2023 online
20	Presentation:	<b>Constanța Mihăescu-Pinția</b>	Round table on the theme of microdata within the Scientific	Bucharest University of	28 July 2023 Bucharest



	Hospital inpatient data set collected in Romania		Conference of Romanian Academic Economists from Abroad (EMAS 2023)	Economic Studies, NBR	
21	Panel moderator: Public hospital financing	<b>Prof. Cristian Vlădescu, PhD</b>	Conference Best practice models in hospital administration - The role of local authorities	Ministry of Health, in partnership with Bistrița-Năsăud County Council, Bistrița County Emergency Academic Hospital, UMFST “George Emil Palade” from Târgu Mureș and with the support of the WHO Romania Office.	13-14 July 2023 Bistrița Năsăud
22	Debate participant Panel: Public hospital financing	<b>Dr Aurora Dragomirișteanu</b>	Conference Best practice models in hospital administration - The role of local authorities	Ministry of Health, in partnership with Bistrița-Năsăud County Council, Bistrița County Emergency Academic Hospital, UMFST “George Emil Palade” from Târgu Mureș and with the support of the WHO Romania Office.	13-14 July 2023 Bistrița Năsăud
23	Presentation: Development of public hospital infrastructure at regional level - Session 3. Upgrading the hospital infrastructure - extension, remediation, equipment	<b>Adina Geană</b>	SPITAL CONNECT National conference, 29th edition, on the theme Evolution of the healthcare model in public hospitals	National Authority of Quality Management in Health (ANMCS), People and Companies,	9-10 October 2023 Bucharest
24	Presentation: Integration of information systems and database interoperability - Session 4 Public hospital digitalisation	<b>Adina Geană</b>	SPITAL CONNECT National conference, 29th edition, on the theme Evolution of the healthcare model in public hospitals	National Authority of Quality Management in Health (ANMCS), People and Companies,	9-10 October 2023 Bucharest
25	Presentation: Mental health services: needs, use and perspectives	<b>Aurora Dragomiriștean, Raluca Sfetcu</b>	The 15th edition of the Romanian Association of Psychiatry and Psychotherapy with the theme “Multidisciplinary and continuity of care services in mental health”	Romanian Association of Psychiatry and Psychotherapy	7-10 June 2023 Bucharest
26	Workshop coordinators: Interdisciplinary	<b>Raluca Sfetcu</b>	The 15th edition of the Romanian Association of Psychiatry and	Romanian Association of	7-10 June 2023 Bucharest

	team from scenario to implementation		Psychotherapy with the theme “Multidisciplinary and continuity of care services in mental health”	Psychiatry and Psychotherapy	
27	Workshop coordinators: Two best practice models in the provision of mental health services: Estuar and Transilvania Association	<b>Raluca Sfetcu</b>	The 15th edition of the Romanian Association of Psychiatry and Psychotherapy with the theme “Multidisciplinary and continuity of care services in mental health”	Romanian Association of Psychiatry and Psychotherapy	7-10 June 2023 Bucharest
28	Presentations: Event for disseminating the results of the Erasmus+ project “Burnout education, normatives and digital tools for European Universities” (BENDiT-EU)	<b>Raluca Sfetcu,</b> Ovidiu Popa Velea, Iuliana Raluca Gheorghe, Liliana Diaconescu, <b>Georgeta Popovici</b>	European Public Health WEEK. Public health: Global issues, local actions Theme: Mental health for all / European Public Health Week. Public health: Global issues, local actions Theme: Mental health for all <a href="https://bendit-eu.eu/multiplier-events-policy-forum/">https://bendit-eu.eu/multiplier-events-policy-forum/</a>	National Institute of Health Services Management, “Carol Davila” University of Medicine and Pharmacy from Bucharest	22 May 2023 Bucharest
29	Presentation: Diagnosticul și managementul demenței în medicina de familie – lecțiile pandemiei COVID-19 / Diagnosis and management of dementia in family medicine – lessons from the COVID-19 pandemic	Daciana Toma, <b>Raluca Sfetcu</b>	National Alzheimer Conference on the theme Updates in the area of dementia <a href="https://ralcom.eventsair.com/cnalz-2023/program-stiintific">https://ralcom.eventsair.com/cnalz-2023/program-stiintific</a>	Romanian Association of Psychiatry and Psychotherapy	1-4 March 2023 Bucharest
30	Moderator Plenary session III	<b>Raluca Sfetcu</b>	National Alzheimer Conference on the theme Updates in the area of dementia <a href="https://ralcom.eventsair.com/cnalz-2023/program-stiintific">https://ralcom.eventsair.com/cnalz-2023/program-stiintific</a>	Romanian Association of Psychiatry and Psychotherapy	1-4 March 2023 Bucharest
31	Workshop coordinators: DemiCare – project of therapeutic interventions using advanced technology	Tiberiu Ionescu <b>Raluca Sfetcu</b>	National Alzheimer Conference on the theme Updates in the area of dementia <a href="https://ralcom.eventsair.com/cnalz-2023/program-stiintific">https://ralcom.eventsair.com/cnalz-2023/program-stiintific</a>	Romanian Association of Psychiatry and Psychotherapy	1-4 March 2023 Bucharest