



# NATIONAL INSTITUTE FOR HEALTH SERVICES MANAGEMENT

## ACTIVITY REPORT

2024



Institutul National de Management  
al Serviciilor de Sănătate



WHO Collaborating Centre  
on Health Services Management

### Health management training reform in Romania



**New curricula for Health Services Management**





Key outputs and Deliverables	Timeline	Status
Regulatory process for the strategic framework for the reform of the management system and human resources	Q3 2022	Done
3.1. Draft the amendment of Law 92/2009 to be approved by the Government and Parliament	Q4 2022	Done
3.1.1. Draft subsequent legislation based on the Authorisation of Output 3.1.1.	Q4 2022	Done
3.1.2. Technical evaluation support for testing of training programmes and curricula adaptation	Q3 2023	Done
3.1.3. Technical assistance in the identification of models of good international practice and the experience of other states for health care management	Q3 2023	Done
3.1.4. Train the Trainers on health service management	Q3 2023	Done
3.1.6. Support the NHM for operationalisation of the body responsible for the accreditation and evaluation of training programs	Q4 2024	Done
3.1.7. Support the NHM in the development and designing of the centre of excellence for the management of health services	Q4 2024	Done

#EHMA2025

## TABLE OF CONTENTS

<b>CAPACITY DEVELOPMENT FOR HEALTH SERVICES MANAGEMENT .....</b>	<b>2</b>
<b>PROVISION AND ORGANIZATION OF TRAINING AND PROFESSIONAL DEVELOPMENT PROGRAMS .....</b>	<b>7</b>
<b>RESEARCH PROJECTS AND ACTIVITIES.....</b>	<b>11</b>
<b>ANALYSES, STUDIES AND TECHNICAL ASSISTANCE.....</b>	<b>17</b>
<b>ANNEXES</b>	
<b>ANNEX 1 Publications in 2024.....</b>	<b>23</b>
<b>ANNEX 2 Attendance at scientific events in 2024.....</b>	<b>27</b>

## CAPACITY DEVELOPMENT FOR HEALTH SERVICES MANAGEMENT



The National Institute for Health Services Management (NIHSM) established under Ordinance No. 14 of July 13, 2022 to amend and supplement Law No. 95/2006 on health reform, by reorganizing the National School of Public Health, Management and Improvement in the Health Sector (NSPHMIHS), for the purpose of implementing the Reform of health services management and health human resources within the National Recovery and Resilience Plan (PNRR), financed by the European Union's Recovery and Resilience Mechanism, continued in 2024 the process of developing capacity for health services management.

The main activities carried out for this purpose had the support of the World Health Organization (WHO) within the technical assistance project provided to the Ministry of Health for the implementation of Component 12. Health of the NRRP, which involved a consortium formed by the National School of Public Health of the NOVA University in Lisbon, the Faculty of Business Administration - IESE Business School in Barcelona, the University of Milan, the European Health Services Management Association (EHMA) and the European Association of Hospital Managers.

Following the evaluation of the health services management training programs offered in Romania, the WHO expert team provided six training of trainers modules in 2023, namely: Ethics and integrity in health services management; Public health and health policies; Innovation and digital transformation; Organization and delivery of health services; Innovative methods of postgraduate training; Leadership and change management. 213 (96%) participants, out of the 222 nominated for this training, completed with a certificate. As some trainers completed two or more modules, the total number of people trained is 116, of which 27 from NIHSM.

In 2024, the WHO technical assistance project facilitated five fact-finding visits of lecturers to partner universities and provided 60 modules (course topics) to be adapted by Romanian lecturers and inserted into their own health services management training programs.

The fact-finding visits by NIHSM lecturers, as well as those selected by the partner universities of the G6 Alliance Association, took place at: the National School of Public Health of the NOVA University in Lisbon, where the focus was on public health and the functioning of hospitals in Portugal, the Faculty of Business Administration - IESE Business School in Barcelona, where the visit focused on the design and writing of case studies as a teaching method, and the University of Milan, which mainly addressed topics related to research and modern teaching methods. Each program lasted two weeks and a total of 36 participants have benefited from these fact-finding visits, including 10 lecturers from NIHSM (4 lecturers from NOVA, 4 lecturers from IESE and 2 lecturers from Milan). The visits inspired not only the improvement of the topics and format of the courses offered by NIHSM, but also research topics and recommendations for reforming the Romanian healthcare system.

The 60 modules (topics) developed by WHO experts are used to develop specific training programs in health services management or update existing training programs. Examples of new NIHSM training programs are the short-term training programs: "Current events in contracting and billing of health services" (of which four series have already been held in 2024), "Health services quality management", "Environmental sustainability in hospital management - European and international policies and practices", "Public health and health policies", "Ethics and integrity in health services management", "Innovation and digital transformation in the health system", "Design and development of health services", "Leadership and change management" (the last six training programs in preparation).

The new modules provided by WHO experts will serve as a source of inspiration for the development of new short-term training programs for the professional

development of managers in the health system, as well as for the development of training programs for new categories of personnel, as provided for in Reform 3. Capacity development for health services management and health human resources management, from the NRRP:



members of hospital steering committees; executive directors, deputy executive directors, chief physicians of County Public Health Directorates; directors, chief physicians of County Health Insurance Houses; managers of County Ambulance Services; management personnel from the structures of the Ministry of Health and of the National Health Insurance House; heads of institutions subordinated and coordinated by the Ministry of Health; administrative and management personnel within primary, community, and outpatient health care services; administrative and management staff from the structures responsible for the health sector within local public administration authorities.

In order to carry out Reform 3. Capacity development for health services management and health human resources management, from the NRRP, NIHSM has concluded, since 2023, partnership agreements with the Ministry of Health and with the partner universities of the G6 Alliance Association and submitted 3 proposals to the call for funding of these projects MS-RO32: "Training in health services management for public health system workforce", " Human resources development in the health system" and "Enhancing integrity, reducing vulnerabilities and corruption risks in the health system". NIHSM has also submitted a proposal for financing the project for the construction and equipment of a "Centre of Excellence in Health Services Management" to the call MS-RO31.

Although the decisions on the acceptance for funding of projects regarding training within the framework of NRRP/2023/C12/MS/R3.2. Human resources development in health, have been issued with no. 1-3 of 22.12.2023, and the decision on the acceptance for financing of the project submitted for the construction and equipping of the "Centre of Excellence in Health Services Management" has been issued with no. 4 of 22.12.2023, by the end of 2024, but the Ministry of Health has not yet signed the financing contracts for the training projects, and the contract for the construction of the Centre was signed with no. 1925-4/R3 on 12.11.2024.

Both the staff of the Centre of Excellence in Capacity Development for Health Services Management and the staff of the Centre for Human Resources, Evaluation and Analysis of Health Services within the NIHSM structure, both with a role in the implementation of the Reform of health services management and human resources in health within the National Recovery and Resilience Plan (NRRP) financed by the European Union Recovery and Resilience Mechanism, as well as in the substantiation and implementation of the policies of the Ministry of Health, benefited in 2024 from other forms of development of professional skills and performances. Thus:

- 19 lecturers have participated in the workshop on "Environmental Sustainability in Hospital Management", organized by WHO (European office, Romanian office and Bonn office), with experts from EHMA, Nova School of Public Health in Lisbon, and Polytechnic University of Milan, with the support of the Ministry of Health as part of the Reform no. 3 of the NRRP regarding the managerial capacity development in the health system;
- 5 people have participated in the "European Climate and Health Responders" course organized by the European Association of Schools of Public Health (ASPHER) together with the Global Consortium on Climate and Health Education (GCCHE);
- 2 people have participated in two workshops on "Human Resources in Health - Measures to Attract and Retain Healthcare Professionals in Underserved Areas" (July and September 2024), organized by WHO as part of the technical assistance provided to the Ministry of Health for the implementation of the NRRP;
- 1 person has participated in a Moodle platform administration course.



As a result of the acquired skills and its activity, in 2024, the National Institute for Health Services Management has:

- developed three new short-term training programs open to other categories of personnel than hospital personnel, one of which ("Current events in contracting and billing of health services") is already underway;
- reviewed existing training programs and developed case studies as teaching material;
- been ORDA certified for carrying out computer program production activities, respectively for grouping programs and the RODRGV1.1 application;
- been reaccredited as a provider of continuing medical education (CME) by the Romanian College of Physicians;
- been designated by the World Health Organization, "Collaborating Centre" in the field of Health Services Management, research, and development of health systems for the period September 30, 2024 - September 30, 2028.

The main activities that will be carried out by NIHSM as a WHO Collaborating Centre are:

- Assessing and promoting environmental sustainability in hospitals;
- Mapping national health coverage and access to services;
- Conducting a comprehensive assessment of the emergency medical care system in Romania.

At the time this report was prepared, NIHSM was the only WHO Collaborating Centre in Romania.

(<https://apps.who.int/whocc/List.aspx?l6CEnTMYh/fzdFauOzTQLA==>,  
<https://apps.who.int/whocc/ReportDetails.aspx?PC5HgNC/zvknK75huAYiWg==>).



Institutul Național de Management  
al Serviciilor de Sănătate



WHO Collaborating Centre  
on Health Services Management

Institutul Național de Management al Serviciilor de Sănătate din  
România (INMSS) a fost desemnat:

**„WHO COLLABORATING CENTRE”**

**Centru Colaborator al Organizației Mondiale a Sănătății (OMS)**  
în domeniul managementului serviciilor de sănătate, cercetare și  
dezvoltare a sistemelor de sănătate pentru perioada  
**2024 - 2028.**



# PROVISION AND ORGANIZATION OF TRAINING AND PROFESSIONAL DEVELOPMENT PROGRAMS

## Training in public health and health management

The training activity in the field of public health and health management, coordinated by the Center of Excellence in Capacity Development for Health Services Management, consisted in 2024 of the following programs (see Figure no. 1):

- *Training to obtain the certificate in health services management*, for doctors, dentists and pharmacists certified as specialists or senior specialists physicians - conducted in five series, of which two series were conducted in the University Centre of Iași, by our collaborators from the Department of Public Health and Health Management at the University of Medicine and Pharmacy "Gr. T. Popa"; the total number of participants in this program was 206; two series have begun the program in 2023, and two other series are expected to complete it in 2025;

- *Hospital Management Training for hospital managers*, attended by both hospital managers and people involved in administrative structures (Ministry of Health, CPHD, ASSMB, Local Councils etc.) - four series were held, attended by 138 people; one of the series was expected to complete the course in 2025;

- *Hospital Management Training for care directors and chief nurses*, for nurses, midwives and general nurses with post-secondary education and a master's degree, and for those with higher education graduated with a diploma/license in the medical field who occupy or wish to occupy the position of care director or chief nurse; in 2024, a series of courses has been held for 30 participants, initiated in 2023;

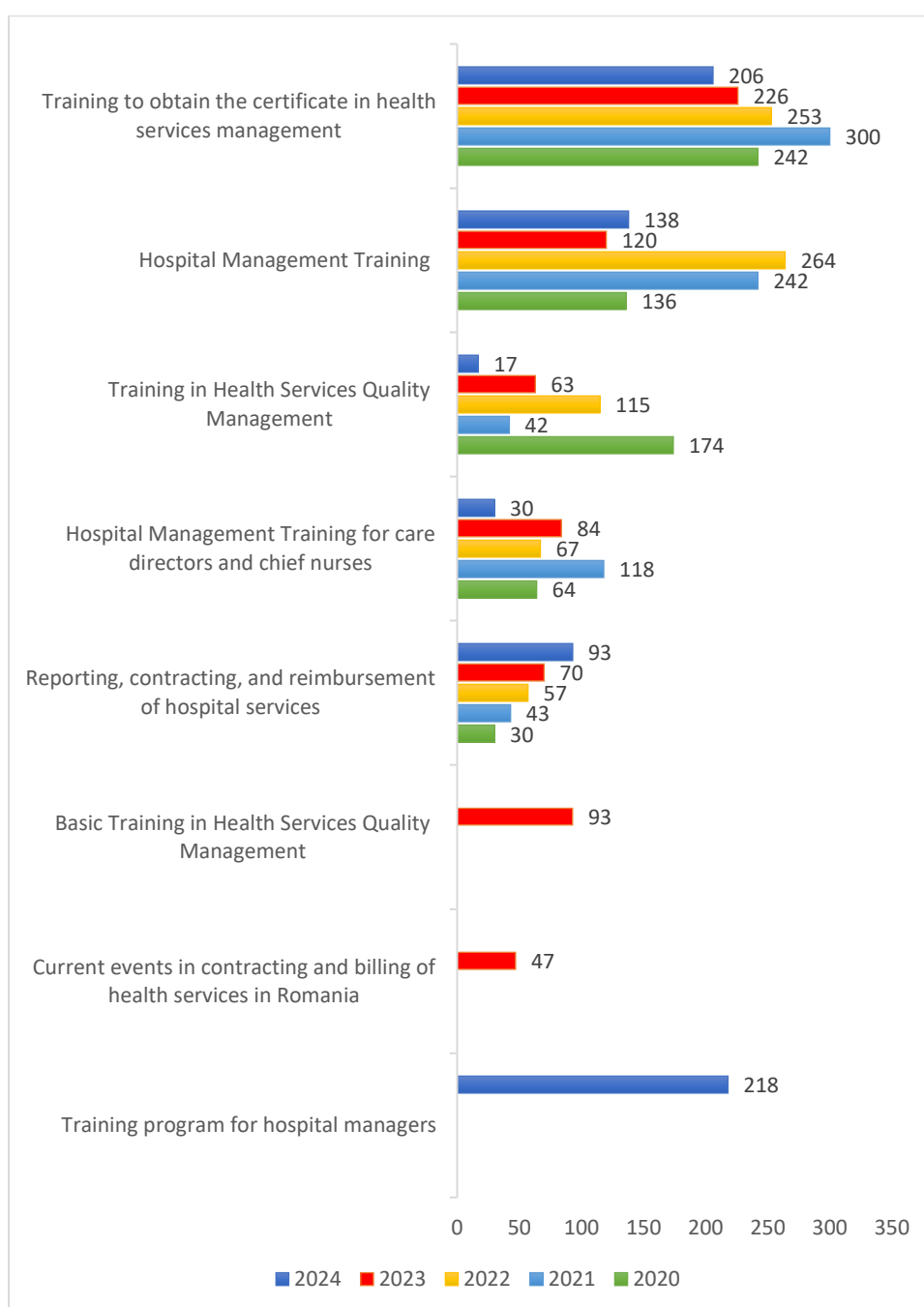
- *Training in Health Services Quality Management* organized for employees of the health services quality management structures within hospitals, but which can be attended by any person with secondary or higher education who has an interest in this field - had a series in 2024, in which 17 people have participated;

- *Professional Development for hospital managers*: the program with the theme "*Current events in contracting and billing of health services*" is addressed to people who have graduated from an initial training program in the health field, hold a management position and have the legal obligation (according to Government Emergency Ordinance no. 129/2022) to, within 2 years from the date of entry into force and every 2 years thereafter, provide proof of graduation from one of the short-term training courses in health management or health services management, approved by the Ministry of Health, based on the quality criteria established by Order of the Minister of Health no. 3143/2022 on the establishment of quality assessment

criteria, with subsequent amendments and additions; in 2024, four series of this program were organized with a total number of 218 participants;

- *The DRG training program entitled: “Reporting, contracting, and reimbursement of hospital services”*, intended for staff with responsibilities in the field of reporting and monitoring of the clinical activity of the hospital, carried out by the Department of Evaluation and Analysis of Hospital Services within the Centre for Human Resources, Evaluation and Analysis of Health Services, with 93 participants in 2024.

**Figure no. 1. Number of participants by training programs, 2020-2024**

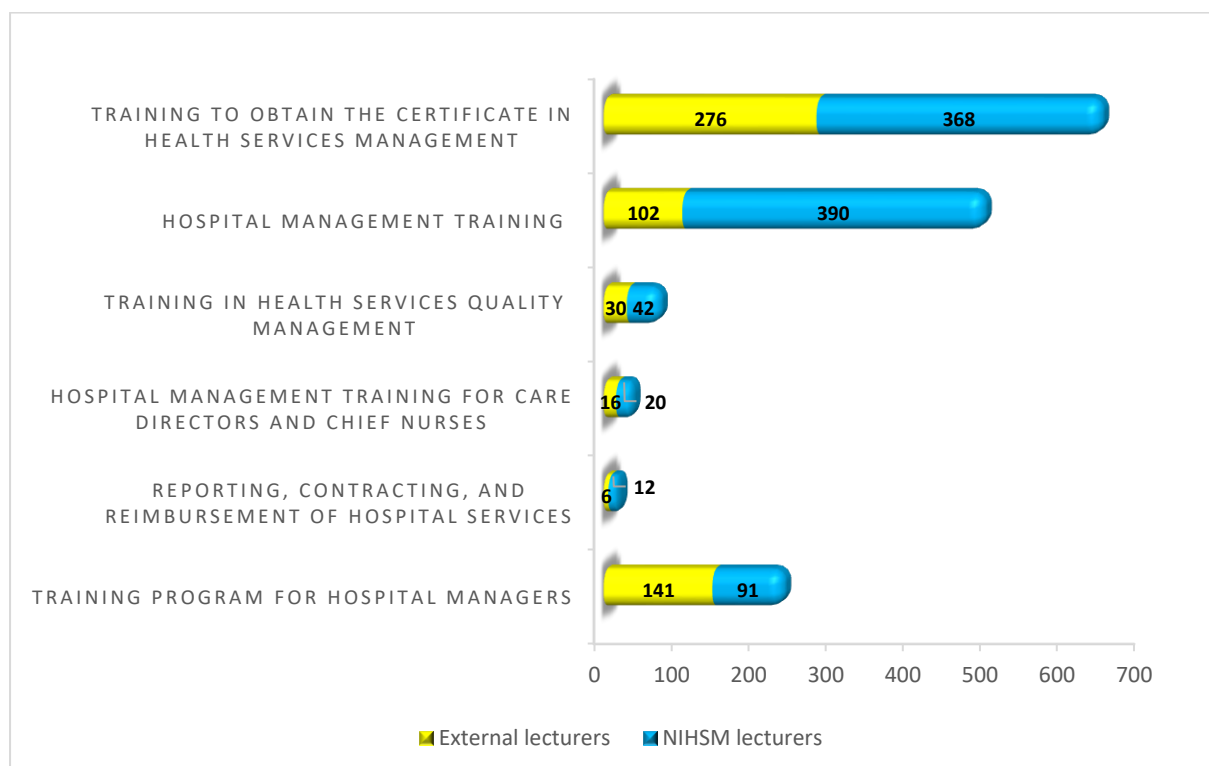


Data source: CDCMSS

The long-term initial training programs were provided in a hybrid format, and the short-term advanced training programs were delivered online in synchronously format via Zoom platform, and complied with the provisions of the Order of the Minister of Health no. 3143/2022 on the establishment of quality assessment criteria for the approval of advanced training courses in health management or health services management, with subsequent additions and amendments. Registration for management training programs is made from 2024 on the PERFMED platform administered by the Human Resources Training Service.

External lecturers were also engaged for the NIHSM training programs, both to complement the expertise that was lacking or insufficient within the Institute, and to illustrate the courses with real-life examples and case studies of modern management within high-performing hospitals or with the real and current situation of contracting health services by the National Health Insurance House. The total number of actual teaching hours carried out within the training programs in the field of health services management provided in 2024 was 1,494 hours, of which 923 hours were provided by our own lecturers (62%), and 571 hours (38%) were provided by external collaborators (see Figure no. 2).

**Figure no. 2. Distribution of teaching hours per training programme and per lectures, 2024**



*Data source: CDCMSS*

## Training and professional development programs in priority areas of the Romanian healthcare system

The Human Resources Training Service within the Centre for Human Resources, Evaluation and Analysis of Health Services has organized a total of 47 programs with 124 course series for a number of 4,183 participants in 2024. Also, the organization of new specialization programs for nurses in 2025 was initiated, in which 306 nurses enrolled for the reconversion programs and 435 for skills development programs. It should be noted that registrations have not been finalized, they were expected to continue until January 20, 2025. The structure of the programs, the number of series and the number of participants for 2024 is presented in Table no. 1.

**Table no. 1 Number of programs, series, and total number of participants in each training program, conducted and completed in 2024**

Training program type	No. of training programs by program type	Total no. of series by program type	Total no. of participants by program type
Certifications	12	24	542
CME for physicians	4	7	158
CME for nurses*	6	22	650
DCME for physicians	4	4	118
DCME for nurses	2	2	33
Nursing specialization – professional retraining	5	13	575
Nursing specialization – skills development	6	24	735
Paramedics and registrars	4	22	1.0114
Autopsy technicians and thanatopracticians	4	6	258
<b>Total</b>	<b>47</b>	<b>124</b>	<b>4.183</b>

*CME – Continuing medical education; DCME – Distance continuing medical education*

*\* also includes other professional categories*

In 2024, the Human Resources Training Service organized a new training program for obtaining the certificate of complementary studies, namely for Low and Low-Infrared Laser Therapy (LLLT) in clinical practice. The graduation exams for the specialization programs for medical nurses that were completed in 2024 was expected to be organized at the beginning of 2025. 276 graduates presented and passed the theoretical and practical exams held at the end of the theoretical and practical training programs for autopsy technicians and thanatopracticians.

## RESEARCH PROJECTS AND ACTIVITIES

In 2024, 4 projects were ongoing with funding from European programs. Two projects funded under the "EU for Health" program EU4Health (2021-2027) of the Directorate-General for Health and Food Safety (DG SANTE), managed by the European Commission with the support of the European Health and Digital Executive Agency (HaDEA):

- VAX-Action - Project 101133273 (2023-2026), "VAX-Action: tackling effectively vaccine hesitancy in Europe", carried out under the coordination of the NOVA University of Lisbon, in which NIHSM is the coordinator for the work package WP5 – Implementing interventions that address misconceptions and misinformation of vulnerable populations;
- TEHDAS 2 - Project 101176773 (2024-2026), "The Second Joint Action towards the European Health Data Space", carried out under the coordination of the Finnish Innovation Fund Sitra, in which NIHSM is a partner in the work package WP6 – Data Access.

A project carried out within a partnership funded by the COST (European Cooperation in Science & Technology) Program:

- ERNST - CA19113 (2020-2024), "European Researchers Network Working on Second Victims"; carried out by a consortium of 22 partners from 13 countries. Project completed in 14.09.2024.

In 2024, of the 5 project funding applications, submitted by NIHSM under the NRRP, only two were initiated:

- Digitalization of the National Institute for Health Services Management to optimize internal flows and interaction with third parties (2024-2025), Component C7 NRRP – Digital Transformation I3. Implementation of the eHealth and telemedicine system; Specific investment: I3.2 - Digitalization of institutions with health responsibilities under the Ministry of Health; CALL CODE MS-732;
- Construction and equipment project for a "Centre of Excellence in Health Services Management", Component C12 – Health, Reform: R3. Capacity development for health services management and human resources management in health, CALL CODE: MS-R031 for the construction of centres; the financing contract for this project was signed with no. 1925-4/R3 on 12.11.2024.

## ”VAX-Action: tackling effectively vaccine hesitancy in Europe”

The project (<https://vax-action.eu/>), is implemented by a consortium of 8 partners from 6 countries, under the coordination of the Institute of Hygiene and Tropical Medicine (Instituto de Higiene e Medicina Tropical/IHMT) of the NOVA University of Lisbon. The project duration is 30 months (1 December 2023 - 31 May 2026) and is funded by the European Commission, through the EU4Health Program (Grant Agreement nr.101133273), and through own resources.



The aim of the project is to support EU Member States and relevant institutions to implement tailored, evidence-based interventions to reduce vaccination hesitancy. The specific objectives of the project are:

- Mapping of vaccination rate increasing interventions implemented to date (WP2)
- Identifying challenges in implementing these interventions (WP2)
- Developing interventions based on research evidence (WP4, WP5)
- Implementing and evaluating these interventions in pilot actions (WP4, WP5, WP3)
- Developing a sustainable, research-based strategy for the continued implementation of these interventions, accompanied by methodologies and suggestions for EU-wide scale-up (WP6)

The interventions developed, implemented, and evaluated within this project concern both medical personnel and the population. NIHSM is the coordinator for the work package WP5 – Implementation of interventions that address misconceptions and misinformation of vulnerable populations.

The actual activity of the NIHSM team within the WP5 began on September 1, 2024, after a prior consultation of the research report carried out



by the WP2 that identified existing interventions and the problems encountered in their implementation, as well as documentation from other sources. Based on the evidence identified, the following were developed: the intervention protocol to be implemented simultaneously, on a sample of patients aged 65 and over, hesitant to receive influenza vaccination, in Bucharest,

Paris, Porto, Prague, and Rome; the intervention to be implemented, which consisted of the scenario of a short animation with a positive message to reduce vaccination hesitation; questionnaires, and other data collection tools, as well as evaluation indicators.

The protocol and all attached documents were submitted as deliverables within the agreed deadlines, and after their acceptance, they were transmitted to the other implementing institutions to familiarize themselves with the methodology for the purpose of adaptation the intervention protocol to the specific conditions in each country and to develop their own protocol and intervention implementation plan.

The implementation of the two interventions, directly on the population hesitant to vaccinate (WP5) and on the medical personnel who come into contact with them and guide them on the opportunity of vaccination (WP4), was expected to begin in March 2025 and to end in December 2025.

### **TEHDAS 2 - "The Second Joint Action towards the European Health Data Space"**

The TEHDAS 2 Joint Action (<https://tehdas.eu/>) paves the way for the harmonised implementation of secondary use of health data in the European Health Data Space - EHDS. The project started in May 2024, as a follow-up to the TEHDAS 1 project that developed the principles applicable at European level for the use of secondary health data and is expected to end in December 2026. TEHDAS 2 is carried out by a consortium of 66 partner institutions from 29 European countries and is coordinated by the Finnish Innovation Fund Sitra. The project is also funded by the European Commission, through the EU4Health Program (Grant Agreement No. 101176773), and through its own resources.



The aim of the project is to develop common guidelines and technical specifications to facilitate access to health data and to strengthen European collaboration in the efficient use of data. The secondary use of health data increases the competitiveness of European research and innovation in the health sector and ultimately this would lead to better public health in Europe. The expected results of the project would also support Member States in implementing the EHDS at national level.

The project is expected to create operational and collaboration models for common policies (WP4), identify and describe existing data sets (WP5), identify methods to improve

access to data (WP6), ensure a technical framework for data processing in a secure environment (WP7), and inform citizens about how their data would be used (WP8).

In 2024, four documents were developed to be posted in early 2025 for public consultation:

- Draft guide for data holders on data description (WP5);
- Draft technical specifications for a national metadata catalogue (WP5);
- Draft guide for data users on how to use data in a secure processing environment (WP7);
- Draft guide for data users on good implementation practices for data requests and access (WP6).

The latest document was also produced by NIHSM. It detailed the steps for requesting access to medical data under the EHDS regulation, helping data users understand the request process, the regulations that must be followed, and the conditions for using the data.

### **”European Researchers Network Working on Second Victims”**



The project ERNST - CA19113 (<https://cost-ernst.eu/>), involving a network of 46 research institutions from 27 European countries and researchers from 9 other countries outside Europe, took place between September 15, 2020 and September 14, 2024, and was funded by the European Cooperation Program for Science and Technology COST JA 2018-2022.

The aim of this project is to facilitate discussions and share scientific knowledge, perspectives and best practices on adverse events in healthcare settings, in order to implement joint efforts to support secondary victims and to introduce an open dialogue between stakeholders on the consequences of the phenomenon of “secondary victimization”, based on a transnational collaboration integrating different disciplines and approaches.

The activities consisted of: systematic review of interventions carried out in other sectors and of interventions that have proven effective in supporting secondary victims (WP2); observational study of models of addressing the phenomenon of secondary victims in Europe and analysis of interventions implemented in participating countries; development of case studies and a training manual (WP3); analysis of training needs among healthcare professionals; observational study based on qualitative techniques on the main gaps in healthcare training curricula, in order to complement training in the field of patient safety in Europe (WP4).

NIHSM participated in the activities carried out within the WP2. In addition to specific



reports, the results of the study were disseminated through articles and presentations at scientific events. NIHSM experts contributed to the articles: "*An Evidence and Consensus-Based Definition of Second Victim: A Strategic Topic in*

*Healthcare Quality, Patient Safety, Person-Centeredness and Human Resource Management*", published in International Journal of Environmental Research and Public Health 2022; 19(24):16869, "*The European Researchers' Network Working on Second Victim (ERNST) Policy Statement on the Second Victim Phenomenon for Increasing Patient Safety*", published in Public Health Review 2024; 45:1607175 (<https://cost-ernst.eu/repository/>).

**” Digitalization of the National Institute for Health Services Management to optimize internal flows and interaction with third parties”**



The project is financed under Component C7 of the NRRP - Digital Transformation I3. Implementation of the eHealth and telemedicine system; Specific investment: I3.2 - Digitalization of institutions with health responsibilities under the Ministry of Health; CALL CODE MS-732 and is implemented between April 17, 2024 and September 30, 2025.

The general objective of the project is to develop an operational, digital, integrated framework at the INMSS level with a role in the coordination and efficient allocation of resources, optimizing internal flows and processes, improving interoperability with the databases in the system in order to streamline institutional activity and support decisions in the healthcare field.

Within this project, INMSS will develop and operationalize an information exchange and integration platform that will include the centralization of health services, the generation of maps and indicators regarding health services, the management of DRG data, the automatic update of the patient data collection application, a digital coder for diagnoses, the digital collection of cost data, the registry of experts in health services management, and their

integration into a digital platform, including the link to sections already developed on the NIHSM website, such as: Management in Health Journal, DRG.ro, Perfmed.ro. The necessary equipment will also be purchased and the staff will be trained. During 2024, the procedures for the procurement of equipment and services for the development of the platform were initiated



► **Proiectul:** Digitalizarea Institutului Național de Management al Serviciilor de Sănătate pentru optimizarea fluxurilor interne și interacțiunii cu terții

► **Beneficiarul:** Institutul Național de Management al Serviciilor de Sănătate

► **Obiectivul proiectului:** Dezvoltare cadru operațional optimizare fluxuri și procese, interoperabilitate și suport decizional

► **Valoarea totală a proiectului:** 4.634.674,79 lei

► **Valoarea contribuției comunitare a proiectului:** 4.634.674,79 lei

► **Termenul de finalizare:** 30 septembrie 2025

„PNRR. Finanțat de Uniunea Europeană - Următoarea Generație UE“  
 „PNRR: Fonduri pentru România modernă și reformată!“  
 Website - <https://mfe.gov.ro/pnrr/> Facebook - <https://www.facebook.com/PNRROficial>

### **”Centre of Excellence in Health Services Management”**

The project was accepted for funding from Component C12 – Health, Reform: R3. Capacity development for health services management and health human resources management, CALL CODE: MS-R031 for the construction of centres by decision no. 4 of 22.12.2023. The financing contract for this project was signed by the Ministry of Health with no. 1925-4/R3 on 12.11.2024.

NIHSM identified the land for the construction of the Centre in the urban area of Otopeni, Ilfov County, currently under the administration of the National Institute of Gerontology and Geriatrics "Ana Aslan" and initiated the steps for its dismantling and transfer to the administration of NIHSM.

For the other projects for which NIHSM submitted a funding request from the NRRP, in 2023 within the specific Investment Reform: R3. Capacity development for health services management and health human resources management, and which concern the training component in health services management, human resources management, ethics and integrity, although also admitted for funding on 22.12.2023, the financing contract has not yet been signed by the Ministry of Health.

In order to implement these three training projects, NIHSM continued to develop its training capacity in health services management with the help of WHO, which provides technical assistance to the Ministry of Health for the implementation of the NRRP. Based on the new knowledge and skills acquired, it improved existing training programs, developed three new programs and began continuous training of managers in the health system.

## ANALYSES, STUDIES AND TECHNICAL ASSISTANCE

Through the service contract concluded with the National Health Insurance House (NHIH), based on law 95/2006 on healthcare reform, NIHSM, through the Centre for Human Resources, Evaluation and Analysis of Health Services, manages the DRG\_National database, in which all hospitals in Romania in contractual relationship with NHIH transmit monthly a minimum set of data regarding clinical activity, at patient level (MSDP).

The data are clinically confirmed, hospitalization episodes are classified by

diagnostic groups, and reports are sent to the NHIH, in order to make the payment for the services.

Based on the data collected, also annually, studies and analyses requested by NHIH are carried out in order to make a decision on the reimbursement of hospital services and update the regulations in force on the conditions of the provision of hospital services, analyses requested by the Ministry of Health in order to make a decision on health policies, as well as studies and research of scientific interest for NIHSM or for other partners.

The main analyses carried out for the National Health Insurance House consist of:

- Analysis and calculation of the weighted case rate (TCP) and the main indicators of hospital activity (Case Mix Index – ICM, average hospital stays – DMS, etc.) at hospital level – annually and upon request (on average 3-4 requests per year);
- Analysis of coding errors with an impact on billing (quarterly, annually);
- Analysis of the top 50 hospitals that had the highest proportion of expensive DRGs out of all reported and validated discharges (quarterly, annually);
- Analysis of the top 10 surgical procedures that generate the largest differences in case classification, in terms of weighted cases (quarterly, annually);
- Analysis, monitoring and confirmation of cases reported by health units (monthly, quarterly, annually);



- MSDP analysis and classification of discharged patients by diagnostic groups (monthly, quarterly, annually).

Other specific analyses conducted at the request of NHIH in 2024 are:

- Statistical analysis on patients with pacemaker implantation intervention within the National Cardiovascular Diseases Program;
- Statistical analysis on patients with non-invasive transcatheter aortic valve implantation operations, in the period 2021-2024;
- Statistical analysis on the number of lens procedures performed for cataract, in the period 2020-2023;
- Statistical analysis on radical prostatectomy surgery, in 2018;
- Statistical analysis on children born to Ukrainian mothers, in the period 2022-2024;
- Statistical analysis on therapeutic and on-demand abortions, in people over 14 years old, in 2023;
- Statistical analysis of healthcare units that performed surgical interventions for patients diagnosed with spina bifida, in the period 2022-2023;
- Statistical analysis of day hospitalization services for the treatment of anaemia deficiency, in the period 2018-2023;
- Statistical analysis of healthcare units that performed uretero-vesical reimplantation surgery, in the period 2021-2024;
- Statistical analysis of the number of hospitalizations in hospitals and psychiatric wards for depression, in the period 2019-2023;
- Statistical analysis of examinations in hospitals using high-performance equipment, in the year 2023;
- Statistical analysis of the number of births/abortions by age group, in the period January 2023-March 2024.

At the request of the Ministry of Health, in 2024, NIHSM conducted the following analyses:

- Statistical analysis of cases of hospitalization of adolescents with conditions determined by behavioural risk factors;
- Statistical analysis of cases of hospitalization due to the effects of alcohol and tobacco consumption;
- Analysis of infant mortality and perspectives on national interventions;

- Statistical analysis of cases of hospitalization with rare chronic diseases, in the period 2020-2023;
- Statistical analysis of the number of minor patients with cancer in Romania;
- Statistical analysis of autoimmune diseases and oncological diseases reported in 2023;
- Situation regarding the number of ICU admissions and the number of deaths in 2024 by counties, reported daily, for patients with COVID;
- Statistical analysis of road accident victims;
- Statistical analysis of the activity of public/private hospitals under contract with NHIH, in 2019 and 2023 (for the Milestone364 reform of the NRRP);
- Statistical analysis of patients with hypertrophic cardiomyopathy, necessary to estimate the eligible population for the national health program;
- Statistical analysis of patients with multiple sclerosis and the volume of services provided to them;
- Calculation of monitoring indicators to complete the Reproductive Health Strategy;
- Statistical analysis of patients with stomach reduction interventions;
- Statistical analysis of patients with certain endocrine disorders, reported in the period 2019-2023;
- Calculation of management indicators to evaluate the managers of health units subordinated to the Ministry of Health.

The NIHSM expertise was also used by requesting participation in working meetings or technical working groups organized at the Ministry of Health, as well as by requesting by the Ministry of Health or other competent authorities to develop or review reports or other materials:

- Participation in the working meeting, together with the Ministry of Health and the National Institute of Health in order to harmonize the provisions of Order No. 3514/2023 with those of Order 1782/576/2006, regarding the authorization, organization and operation of palliative care services;
- Completion of the OECD/EUROSTAT/WHO questionnaire on non-monetary health statistics and the development of the necessary Reports for the “2023 Hospitals Purchasing Power Parity (PPP) Survey” under the Eurostat-OECD PPP Program, carried out within the framework of the collaboration agreement with the National Institute of Statistics;

- Reporting to Eurostat on the status of ICD-11 implementation, in accordance with the field of activity and responsibilities;
- Updating the RoDRGv.1 system in accordance with concrete situations reported, with the information of the Ministry of Health and the NHIH;
- Participation in the discussion of the proposal for a Cooperation Strategy between the WHO and the Ministry of Health of Romania;
- Participation in the technical expert groups responsible for developing technical points of view on documents under debate at European level and ensuring representation at meetings of the working structures of the European Union institutions:
  - Indicator systems for assessing the performance of health systems
  - Health information systems
  - European Union action program in the field of health for the period 2021 - 2027 (EU4Health)
- Participation in the Working Group within the Commission for the Examination of Foreign Direct Investments;
- Participation in the Working Group for Romania's accession process to the OECD;
- Participation in the OECD Evaluation Mission of the Romanian healthcare system;
- Participation in the OECD Documentation Mission for the implementation of the project to assess the effects of demographic changes at the level of the regions of the European Union;
- Participation in the technical working group for the development of the Masterplan for the digitalization of the Romanian healthcare system;



- Collaboration with European Observatory for Health Systems and Policies to organize a *"Policy dialogue on cervical cancer screening in Romania"*, at the request of the Ministry of Health of Romania, and with the support of the WHO Office for Romania.

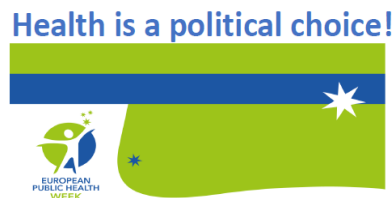
The RO\_DRG database was also used to develop numerous studies and research, the results of which were communicated in public debates, during scientific events or were published.

In 2024, INMSS specialists published 23 scientific articles (see Annex no. 1), of which 10 were published in ISI (International Scientific Indexing) rated journals and 11 articles in the journal edited by INMSS "Management in Health". The journal, published quarterly, bilingually, is included in four international databases: Google Scholar, Index Copernicus, DOAJ (Directory of Open Access Journals), SCOPUS and provides specialized information in general management and applied management in the field of health. The 4 issues published in 2024 included 4 interviews with managers from the health system and 16 scientific articles.



Also, in 2024, INMSS specialists had 32 active participations (presentations, discussion of papers, moderation, contribution to round tables, etc.) in scientific events, of which 17 were at international events (see Annex no. 2).

In 2024, NIHSM participated in the European Public Health Week organized by EUPHA



(European Public Health Association) between May 13-17, 2024, by holding a conference on the topic of "Colorectal cancer screening in public policies in Romania".

**Colorectal cancer screening in public policies in Romania  
Screeningul cancerului colorectal în politicile publice din România**

*Autori – Dr. Lavinia Panait, Dr. Georgeta Popovici, Dr. Sorana Lixandru, Dr. Marius Ciutan*

13 mai 2024



As a member of the European Healthcare Management Association (EHMA), NIHSM was a co-organizer of the conference on “Shaping and managing innovative health ecosystems”, which took place between June 5-7, 2024 in Bucharest.

The EHMA 2024 conference brought together over 400 participants from over 45 countries in Bucharest. The event included 48 sessions with over 200 papers presented.

NIHSM was involved in the conceptual development of the conference topics, in the conceptualization and organization of one of the three plenary sessions, having as its theme the prioritization of expenditures and investments (“What to finance first? Prioritising investments and Spending”) and participated with a case study at the workshop organized by WHO on international practices related to the existence of



a professional body of experts in health services management (“Workshop on International Practices for the professional body of experts in the management of health services”).

Experts from NIHSM participated in the scientific review of the abstracts of the papers submitted for presentation at the conference and in the moderation of four scientific sessions. NIHSM also participated by presenting 10 scientific papers (of which eight were oral presentations and two were posters).

## Annex 1

### Publications in 2024

No.	Title of the publication	Authors	Journal	Impact factor ISI/JCR	Other categories CNCSIS / BDI
1	Patterns, predictors, and patient-reported reasons for antidepressant discontinuation in the WHO World Mental Health Surveys.	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., 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.	<i>Psychol Med.</i> 2024 Jan;54(1):67-78. doi: 10.1017/S0033291723002507. Epub 2023 Sep 14. <a href="https://pubmed.ncbi.nlm.nih.gov/37706298/">https://pubmed.ncbi.nlm.nih.gov/37706298/</a>	10.592	
2	The case for eliminating excessive worry as a requirement for generalized anxiety disorder: a cross-national investigation.	Ruscio AM, Rassaby M, Stein MB, Stein DJ, Aguilar-Gaxiola S, Al-Hamzawi A, Alonso J, Atwoli L, Borges G, Bromet EJ, Bruffaerts R, Bunting B, Cardoso G, Chardoul S, de Girolamo G, de Jonge P, Gureje O, Haro JM, Karam EG, Karam A, Kiejna A, Kovess-Masfety V, Lee S, Navarro-Mateu F, Nishi D, Piazza M, Posada-Villa J, Sampson NA, Scott KM, Slade T, Stagnaro JC, Torres Y, Viana MC, <b>Vladescu C</b> , Zarkov Z, Kessler RC; World Mental Health Survey collaborators.	<i>Psychol Med.</i> 2024 Oct 4;54(12):1-12. doi: 10.1017/S003329172400182X. Online ahead of print. PMID: 39364896	10.592	
3	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.	<i>International Journal of Methods in Psychiatric Research.</i> 2024 Mar; 33(1): e2003. Published online 2023 Dec 29. doi: 10.1002/mpr.2003 <a href="https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10756326/">https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10756326/</a>	4.182	
4	An exploration of available methods and tools to improve the efficiency of systematic review production: a scoping review	Affengruber L, van der Maten MM, Spiero I, Nussbaumer-Streit B, Mahmić-Kaknjo M, Ellen ME, Goossen K, Kantorova L, Hooft L, Riva N, Poulentzas G, Lalagkas PN, Silva AG, Sassano M, <b>Sfetcu R</b> , Marqués ME, Friessova T,	<i>BMC Med Res Methodol.</i> 2024 Sep 18;24(1):210. doi: 10.1186/s12874-024-02320-4. PMID: 39294580;	3.9	

		Baladia E, Pezzullo AM, Martinez P, Gartlehner G, Spijker R.	PMCID: PMC11409535.		
5	AutoML-Driven Insights into Patient Outcomes and Emergency Care During Romania's First Wave of COVID-19	Simon, S.C.S.; Bibi, I.; Schaffert, D.; Benecke, J.; Martin, N.; Leipe, J.; <b>Vladescu, C.</b> ; Olsavszky, V.	<i>Bioengineering</i> 2024, 11, 1272. <a href="https://doi.org/10.3390/bioengineering11121272">https://doi.org/10.3390/bioengineering11121272</a>	3.8	
6	Primary prevention in hospitals in 20 high-income countries in Europe – a case of not “making every contact count”?	Rechel B, Durvy B, Figueiredo Augusto G, Aujoulat I, Behmane D, Bensadon AC, Burke S, D'Agostino M, Davidovics K, Dayan M, De Belvis AG, de Jong J, Dubas-Jakóbczyk K, Fronteira I, Gabriel E, Greco G, Groenewegen P, Smith Jervelund S, Kantaris M, Kroneman M, Farkas-Lainscak J, Maurice B, Mac Conghail L, Murauskiene L, Poldrugovac M, Rákosy Z, <b>Scintee SG</b> , Sowada C, Turblin F, Vankova D, Velkey Z, <b>Vladescu C</b> , Vocanec D, Vrangbæk K, Wünscher J, Ylitörmänen T	<i>Health Policy</i> Available online 8 November 2024, 105199 In Press, Journal Pre-proof <a href="https://www.sciencedirect.com/science/article/abs/pii/S0168851024002094">https://www.sciencedirect.com/science/article/abs/pii/S0168851024002094</a>	3.6	
7	The European Researchers' Network Working on Second Victim (ERNST) Policy Statement on the Second Victim Phenomenon for Increasing Patient Safety	Jose Mira, Irene Carillo, Susanna Tella, Kris Vanhaecht, Massimiliano Panella, Deborah Seys, Marius-Ionut Ungureanu, Paulo Sousa, Sandra C. Buttigieg, Patricia Vella-Bonanno, <b>Georgeta Popovici</b> , Einav Srulovici, Sofia Guerra-Paiva, Bojana Knezevic, Susana Lorenzo, Peter Lachman, Shin Ushiro, Susan D. Scott, Albert Wu, Reinhard Strametz for ERNST Consortium	<i>Public Health Rev</i> , 18 September 2024 Volume 45 - 2024 <a href="https://doi.org/10.3389/phrs.2024.1607175">https://doi.org/10.3389/phrs.2024.1607175</a>	3.5	
8	Factors associated with satisfaction and perceived helpfulness of mental healthcare: a World Mental Health Surveys report	Meredith G. Harris, Alan E. Kazdin, Richard J. Munthali, Daniel V. Vigo, Dan J. Stein, Maria Carmen Viana, Sergio Aguilar-Gaxiola, Ali Al-Hamzawi, Jordi Alonso, Laura Helena Andrade, Brendan Bunting, Stephanie Chardoul, Oye Gureje, Chiyi Hu, Irving Hwang, Elie G. Karam, Fernando Navarro-Mateu, Daisuke Nishi, Ricardo Orozco, Nancy A. Sampson, Kate M. Scott, <b>Cristian Vladescu</b> , Bogdan Wojtyniak, Miguel Xavier, Zahari Zarkov and Ronald C. Kessler	<i>Int J Ment Health Syst</i> 18, 11 (2024). Published: 01 March 2024 <a href="https://doi.org/10.1186/s13033-024-00629-7">https://doi.org/10.1186/s13033-024-00629-7</a>	3.463	
9	Factors Influencing Health Care Providers Payment Reforms in Central and Eastern European Countries	Ndayishimiye C, Tambor M, Behmane D, Dimova A, Düdele A, Džakula A, Erasti B, Gaál P, Habicht T, Hroboň P, Murauskiene L, Palicz T, <b>Scintee SG</b> , Šlegerová L, <b>Vladescu C</b> , and Dubas-Jakóbczyk K.	<i>INQUIRY. The Journal of Health Care Organization, Provision, and Financing</i> 2024 Jan-Dec:61:46958024 1287626. doi: 10.1177/00469580241287626.	2.3	

			<a href="https://pubmed.ncbi.nlm.nih.gov/39344025/">https://pubmed.ncbi.nlm.nih.gov/39344025/</a>		
10	Sustainable Healthcare Development in Romania: Comparative Cluster Analysis of Hospitalisation Indicators from 2019 and 2023 Highlighting Regional Disparities.	Narcis Copcă, <b>Constanța Mihăescu-Pinția</b> , Marina Diana Agafiței, Simona Stamule, Ina Nimerenco	<i>Journal of Economic Computation and Economic Cybernetics Studies and Research</i> Vol. 58, Issue 4/2024, (online) <a href="https://ecocyb.ase.ro/nr2024_4/15_NarcisCopca_ConstantaMihaescuPin tia_ICESS%20corectat%20(1).pdf">https://ecocyb.ase.ro/nr2024_4/15_NarcisCopca_ConstantaMihaescuPin tia_ICESS%20corectat%20(1).pdf</a>	0.9	ISSN 1842–3264 Clarivate, Scopus
11	Descriptive study on the incidence of hospitalization episodes due to gastroduodenal ulcer in Romania, in the last decade	<b>Carmen Sasu, Marius Ciutan</b>	<i>Management in health</i> XXVIII/4/2024;		Google Scholar, Index Copernicus, DOAJ, Scopus
12	Knee arthroplasty in Romania, distribution and evolution of hospitalization episodes in the last decade	<b>Carmen Sasu, Marius Ciutan</b>	<i>Management in health</i> XXVIII/4/2024;		
13	Descriptive study on hospitalization episodes due to diabetes mellitus, situation in Romania, in the last decade	<b>Carmen Sasu, Marius Ciutan</b>	<i>Management in health</i> XXVIII/3/2024; pp. 13-18 <a href="https://journal.hun-grybytes.co/index.php/inmss/article/view/129/240">https://journal.hun-grybytes.co/index.php/inmss/article/view/129/240</a>		
14	Gender differences in body image insecurities and cosmetic interventions	Mădălina Gabriela Matei, Andreea Sălcudean, Cristina Raluca Bodo, Dora Cămpian, Elena Gabriela Strete, Ramona Amina Popovici, Dana Emanuela Pitic, Ramona Camelia Anculia, Andreea Mihaela Kiș, Laura Diana Popovici, <b>Daniela Georgeta Popovici</b>	<i>Management in health</i> XXVIII/3/2024; pp. 5-8 <a href="https://journal.hun-grybytes.co/index.php/inmss/article/view/128/236">https://journal.hun-grybytes.co/index.php/inmss/article/view/128/236</a>		
15	Analysis of hospitalization episodes due to stroke, România	<b>Sorana Lixandru, Mariana Postolache</b>	<i>Management in health</i> XXVIII/2/2024; pp.19-25 <a href="https://journal.hun-grybytes.co/index.php/inmss/article/view/123/232">https://journal.hun-grybytes.co/index.php/inmss/article/view/123/232</a>		
16	The importance of non-verbal communication in dental practice	Iustin Olariu, Dana Emanuela Pitic, <b>Diana Făinărea</b> , Ramona Amina Popovici, Diana Sârbu, Adela Boroghină, Naomi Sarah Protea (Candreanu), Laura Diana Popovici, Robert Folescu, Alexandru Daniel Pîntea, <b>Daniela</b>	<i>Management in health</i> XXVIII/2/2024; pp. 8-12 <a href="https://journal.hun-grybytes.co/index.php/inmss/article/view/121/228">https://journal.hun-grybytes.co/index.php/inmss/article/view/121/228</a>		

		<b>Georgeta Popovici</b> , Laria-Maria Trusculescu			
17	Management of fear and anxiety in the dental office during treatments	Talpos Serban, Olariu Iustin, Hosszu Tiberiu, Cojocariu Carolina, Marian Dian, Radu Roxana, Toser Isabela, Alexandru Daniel Pinte, <b>Daniela Georgeta Popovici</b> , Veja (Ilyes) Ioana	<i>Management in health</i> XXVII/2/2024; pp. 3-7 <a href="https://journal.hungrybytes.co/index.php/inmss/article/view/120/226">https://journal.hungrybytes.co/index.php/inmss/article/view/120/226</a>		
18	The role and importance of social media in medical communication: impact on collaboration with patients in dental services	Andreea Salcudean, Ramona Amina Popovici, Andreea Mihaela Kiş, Laria Maria Trusculescu, Dana Emanuela Pitic, Stela Iurciuc, Adrian Cosmin Ilie, <b>Daniela Georgeta Popovici</b> , Laura Diana Popovici, Robert Nikolas Folescu, <b>Diana Făinărea</b> , Iustin Olariu	<i>Management in health</i> XXVIII/1/2024; pp. 20-26 <a href="https://journal.hungrybytes.co/index.php/inmss/article/view/115/222">https://journal.hungrybytes.co/index.php/inmss/article/view/115/222</a>		
19	Heart failure – descriptive study on hospitalization episodes in Romania, 2014-2023	<b>Marius Ciutan, Carmen Sasu</b>	<i>Management in health</i> XXVIII/1/2024; pp. 15-19 <a href="https://journal.hungrybytes.co/index.php/inmss/article/view/114/220">https://journal.hungrybytes.co/index.php/inmss/article/view/114/220</a>		
20	Prevention saves lives	<b>Sorana Lixandru, Mariana Postolache</b>	<i>Management in health</i> XXVIII/1/2024; pp.9-14 <a href="https://journal.hungrybytes.co/index.php/inmss/article/view/113/218">https://journal.hungrybytes.co/index.php/inmss/article/view/113/218</a>		
21	Perspectives in the Portuguese health service reform	<b>Aurora Dragomirişteanu, Marius Ciutan, Sorana Lixandru, Mariana Postolache</b> , Joana Seringa, Blandina Dobrescu, Cláudia Almeida	<i>Management în sănătate</i> XXVIII/1/2024; pp. 4-8, <a href="https://journal.hungrybytes.co/index.php/inmss/article/view/112/216">https://journal.hungrybytes.co/index.php/inmss/article/view/112/216</a>		
22	The Economic Burden of Alopecia Areata in Romania.	Strilciuc, S.; Olteanu, R.; Lăpădatu, R.; Grad, D.-A.; <b>Vlădescu, C.</b> ; Nicolescu, A. C.	Preprints 2024, 2024010861. <a href="https://doi.org/10.20944/preprints202401.0861.v1">https://doi.org/10.20944/preprints202401.0861.v1</a>		
23	The Economic Burden of Atopic Dermatitis in Romania: A Broad Perspective.	Nicolescu, A. C.; Strilciuc, S.; Lapadatu, R.; Grad, D. A.; <b>Vlădescu, C.</b> ; Olteanu, R.	Preprints 2024, 2024010830. <a href="https://doi.org/10.20944/preprints202401.0830.v2">https://doi.org/10.20944/preprints202401.0830.v2</a>		

## Annex 2

### Attendance at scientific events in 2024

No.	Activity	Authors / Participants	Event	Organizers	Period and place
1	Oral presentation: "Resource set for prevention, diagnosis and management of burnout encountered among medical students and students in medicine-related fields – results of a European project"	<b>Georgeta Popovici, Raluca Sfetcu, Cristian Vlădescu</b>	Symposium "Vulnerability in Adolescence – medical-psycho-social approach"	Research Collectives in Pediatrics and Social Obstetrics and Research in Mental Health in collaboration with UMFCD and the Institute for Quality of Life of the Romanian Academy	November 21, Bucharest
2	National curative health programs – transition towards a coordinated model with integrated patient-centered services	<b>Aurora Dragomirișteanu</b>	National Conference on Pharmacoconomics and Health Management, 11th Edition	ISPOR Romania – Romanian Society of Pharmacoconomics, UMFST Târgu Mureș	October 19, 2024, Poiana Brașov
3	Section moderator: Financing Universal Healthcare – Setting Priorities in a Context of Increasing Demand	<b>Cristian Vlădescu</b>	Workshop: Prioritizing investments: Financing Universal Healthcare and Innovation	Aspen Institute Romania's Healthcare & Quality of Life Program	October 1-2, Bucharest
4	Presentation: Hospitals in transformation, healthcare in transformation	<b>Cristian Vlădescu</b>	ROHO Romanian Hospital & Healthcare Convention 2024	BORO PR & Communication	September 26, 2024, Bucharest
5	Speaker	<b>Cristian Vlădescu</b>	Conference for World Patient Safety Day	ANMCS in collaboration with the National Patient Safety Council, ASM, CMR, UMF Carol Davila	September 17, 2024, Bucharest
6	Presentation: A future-ready healthcare system: Harnessing scientific evidence and data-driven strategies within the dialogue entitled Pioneers & Best Practices in Digitalization and Patient Registries	<b>Cristian Vlădescu</b>	Advancing Romania's path towards digital health. From Paper to Smart Digital Medical Management	AMCHAM Romania and the Ministry of Health	September 13, 2024, Bucharest
7	Presentation within the topic: Human capital in health and modernization of the medical system	<b>Cristian Vlădescu</b>	Round table "Investments in health are investments in Romania's future. Financing and development of the medical system"	Foreign Investors Council, within the project "Leaders for Excellence in Health"	July 11, 2024, Bucharest
8	Presentation within the topic: Cost efficiency through investment in screening programs	<b>Cristian Vlădescu</b>	Round Table "We put good first", organized to discuss the expansion of the neonatal screening program in Romania	Novartis Romania	June 25, 2024, Bucharest

9	Presentation: Regional variations in hospitalization in Romania: a comprehensive dashboard of socio-economic and health indicators, 2019 vs. 2023	<b>Constanța Mihăescu-Pinția</b> , Marina Diana Agafiței, Narcis Copcă, Bogdan Paul Saftiu	7th edition of the ICESS conference (International Conference on Economics and Social Sciences) 2024 – "Exploring Global Perspectives: The Future of Economics and Social Sciences"	Bucharest University of Economic Studies	June 14, 2024, Bucharest
10	Presentation: Evaluation of hospitalization services utilization for acute and chronic patients: cluster analysis of regional determinants in Romania, 2019 vs 2023	<b>Constanța Mihăescu-Pinția</b> , Narcis Copcă, Marina Diana Agafiței	7th edition of the ICESS conference (International Conference on Economics and Social Sciences) 2024 – "Exploring Global Perspectives: The Future of Economics and Social Sciences"	Bucharest University of Economic Studies	June 14, 2024, Bucharest
11	Participation Round table on the topic "Health Innovation Program – Directions and models of good practice"	<b>Cristian Vlădescu</b>	Aspen Institute Romania organized, under the aegis of the Aspen Healthcare & Quality of Life program	Aspen Institute Romania's Healthcare & Quality of Life Program	June 11, 2024, Bucharest
12	Plenary session presentation: What to finance first? Prioritising investments and spending	Diana Păun, Josep Figueras, <b>Cristian Vlădescu</b> , Larisa Mezinu, Federico Lega, Stefan Strilciuc	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
13	Plenary session presentation: Opening ceremony - Shaping and managing innovative health ecosystems	Sandra C. Buttigieg, Alexandru Rafila, <b>Cristian Vlădescu</b> , Tomas Zapata	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
14	Workshop on International Practices for the professional body of experts in the management of health services	Catherine Keller, Federico Lega, Alexandre Lourenço, Jaume Ribera, Eric de Roodenbeke, <b>Cristian Vlădescu</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
15	Moderator for the session: Healthcare Workforce, Policy Reform and Strategic Frameworks	<b>Silvia Gabriela Scîntee</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
16	Moderator for the session: Professional wellbeing and collaborative practices	<b>Silvia Gabriela Scîntee</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
17	Moderator for the session: Training, competence and digital proficiency	<b>Silvia Gabriela Scîntee</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest

18	Moderator for the session: Data-driven decisions	<b>Silvia Gabriela Scîntee</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
19	Presentation: Unitary collection tools, cost calculation and cost standard methodologies at hospital sector level. Case study: Romania	<b>M.Ciutan, A.Geană, S.Muşat, D.G.Popovici, S.G. Scîntee, C.Vlădescu</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
20	Presentation: People-centred health services: framework for ethical allocation of resources for priority	<b>Aurora Dragomirişteanu, Constanța Mihăescu-Pinția, Simona Muşat, Ștefania Rasoiu</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
21	Presentation: The hospital performance assessment by Pabon Lasso	<b>Aurora Dragomirişteanu, Marius Ciutan, Simona Muşat, Maria Jeana Obretin, Danuț Nicolae Ciocan</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
22	Presentation: Burnout among health professionals - effective interventions for effective management	<b>S.G. Scintee, M. Ciutan, D. G. Popovici, S. C. Lixandru Dohotariu, M. Postolache, G. Mihailescu, R. Sfetcu</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
23	Presentation: Monitoring and evaluation of regional masterplans for health services in Romania	<b>Aurora Dragomirişteanu, Constanța Mihăescu-Pinția, Simona Muşat, Lavinia Panait, Cristina Lupan</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
24	Poster: Strategic planning of hospital infrastructure – Romanian model	<b>M. Ciutan, C. L. Panait, C. Sasu, C. Jitariu, S. Lixandru, M. Postolache, A. Dragomirişteanu</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
25	Poster: Trend in Human Resources for Health in Post- versus Pre-Pandemic Period	<b>C. Sasu, C. L. Panait, M. Ciutan, G. Popovici, C. A. Stoina, C. Jitariu, S. G. Scîntee</b>	EHMA 2024 Conference "Shaping and managing innovative health ecosystems"	European Health Management Association, INMSS	June 5-7, 2024, Bucharest
26	Presentation: Financing the Romanian healthcare system – present and perspectives	<b>Aurora Dragomirişteanu</b>	School for health journalists with the theme: Romania at the crossroads of financing winds - Efficiency and financing in the Romanian healthcare system - 2024	Viața Medicală	May 31 – June 1, 2024, Acacia Village (Ogrezeni-Giurgiu)
27	Presentation: Family medicine reforms in	<b>Silvia Gabriela Scîntee</b>	5th Congress of family physicians from the Republic of Moldova	Association of Family Physicians from the Republic of Moldova	May 17-18, 2024, Chișinău

	Romania and the results obtained				
28	Oral presentation: Country presentation "National Electronic HWF Registry"	Teodor Blidaru, <b>Georgeta Popovici</b> , Georgeta Dinculescu, Mihai Buzatu, Dragoş Iordache, Ioana Novac	"WHO/NHSE Working for Health 2030 – Closure Event"	WHO	May 14, 2024, Online
29	Speaker: Renewing the tradition of midwives for a healthy and sustainable future	<b>Cristian Vlădescu</b>	Event celebrating International Midwives Day	Ministry of Health and OAMGMAMR, with the support of the WHO Office in Romania	May 14, 2024, Bucharest
30	Presentation: Colorectal cancer screening in public policies in Romania	<b>Lavinia Panait, Georgeta Popovici, Sorana Lixandru, Marius Ciutan</b>	European Public Health Week	EUPHA	May 13, 2024, Bucharest
31	Guest speaker: Session III - Hospital care: Case study on the CaPeSSCoSt project and priorities in improving the quality and performance of hospital services through cost evaluation and standardization	<b>Cristian Vlădescu</b>	ASPEN CUSTOM HEALTHCARE SEMINAR: The Socio-Economic Impact of Increasing Public Health Spending in Romania: Scenarios and Long-Term Benefits	Aspen Institute Romania's Healthcare & Quality of Life Program	April 25-27, 2024, Bucharest
32	Panel member: Hospitals, Medicines, Investments	<b>Cristian Vlădescu</b>	Profit Health.Forum Event, 13th Edition, with the theme: X-ray of healthcare spending. Realistic financing, underfunding, inefficient spending or waste?	Profit.ro, Team Innovation Media, Profit News	April 1, 2024, Bucharest