



**Servizio  
Sanitario  
della  
Toscana**



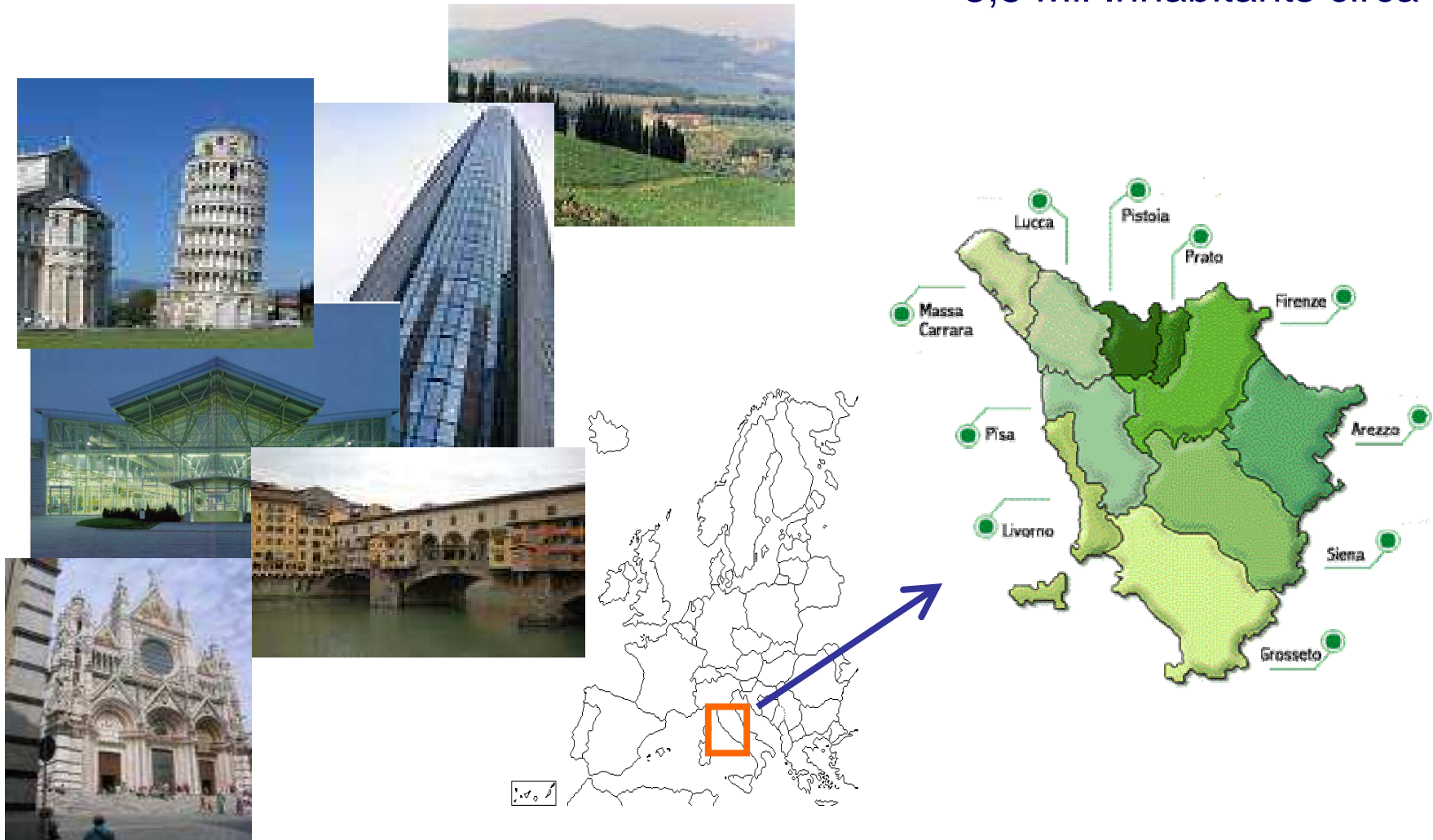
# **Tuscany Regional Health Care System**

**Ing. Luigi Marroni**

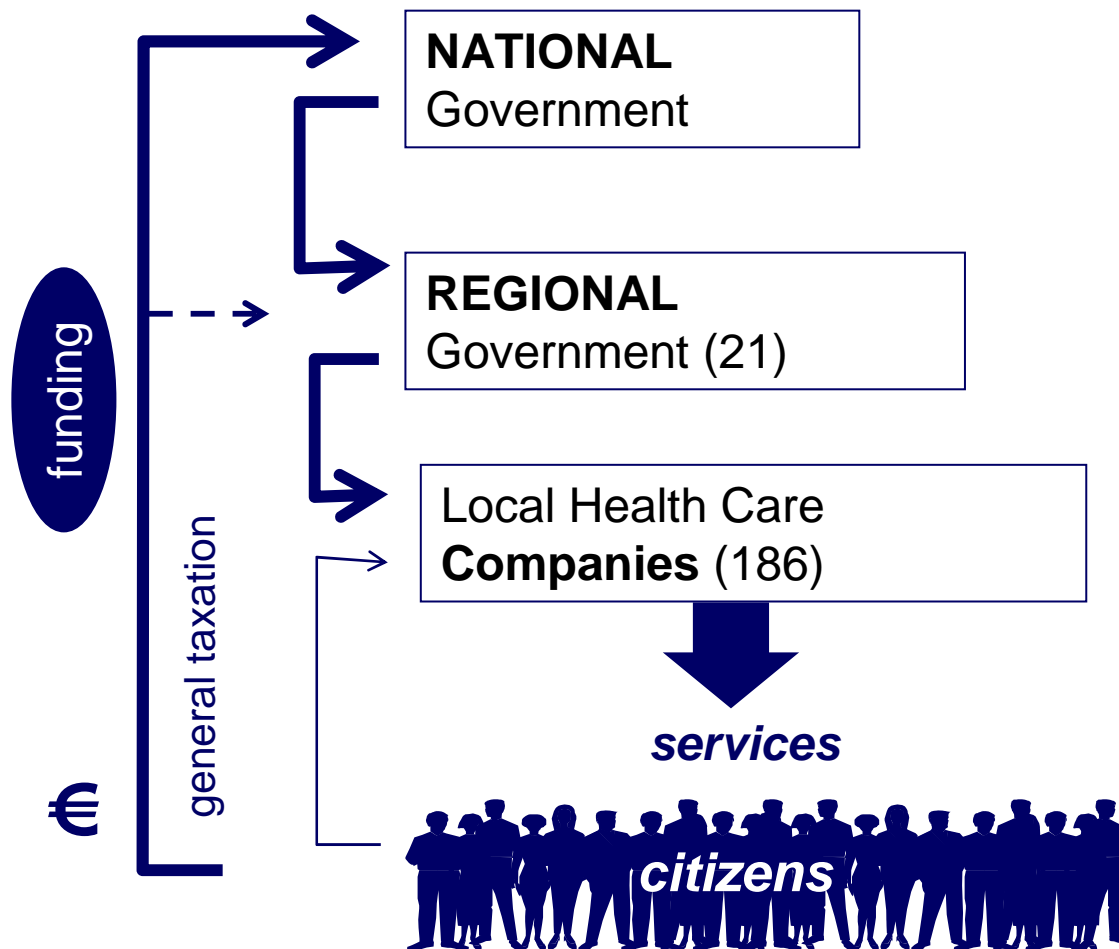
*Chief Executive Officer  
Florence Health Care Company*

# The Tuscany Region

large populated towns,  
industrial areas and little  
communities on countryside.  
3,5 Mil Inhabitants circa



# The Italian System



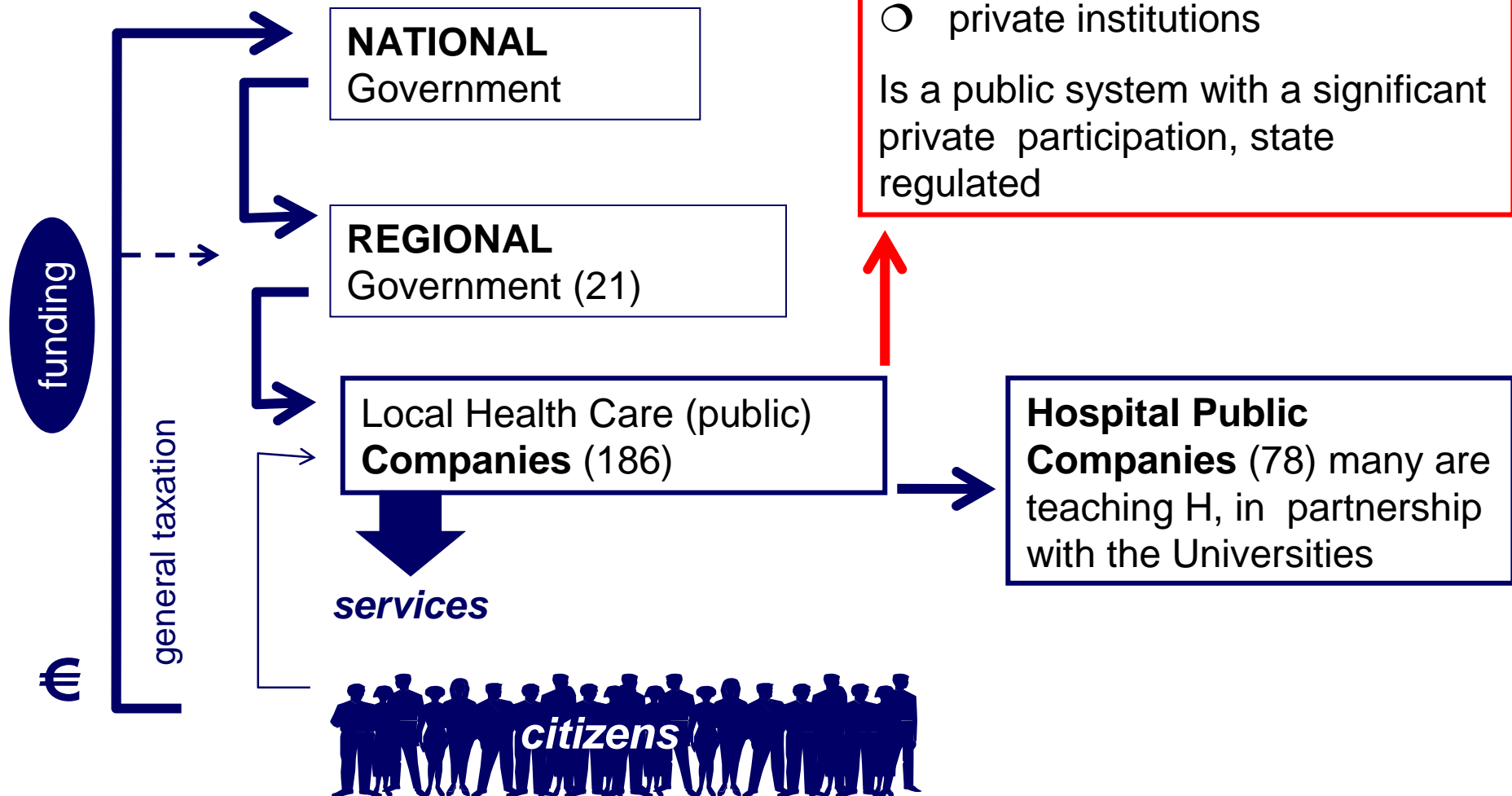
national policies, fund, laws  
DELEGATION TO REGIONS

policies, objectives, budget,  
control, LARGE AUTHONONY

strategies, planning,  
Investments, execution,  
results, profit/loss  
In Tuscany: **PARTNESHIP**  
with **MUNICIPALITIES**

1740 € per head circa

# The Italian System



# The Company Mission

- Plan the comprehensive overall Health Care Approach concerning:
  - The complete span of issues related to HC
  - The complete population regardless any kind of cluster
- Execute the above and produce services utilizing the appropriate resources (investment, people, tech,...)
- Are responsible for results, and financials

Under the Regional Authority Strategy and Control  
In Agreement with Municipalities

# The Company Services

- Hospital Care
- Primary Care (1/1500)
- Outpatient , Specialty Physicians and Related Services
- Diagnostics and Radiology
- Pharmaceutical
- Emergency Services (Hospital, Ambulances, Helicopters)
- Preventive Medicine, Screenings and Vaccinations
- Food Control, Veterinary Service
- Work Safety Control and Accidents Prevention
- Mental Diseases, Drug Addicted Service
- Hedley and Social Services (with Municipalities)
- Handicap (partially with Municipalities)
- Healthcare for the Prison National Service

# Preventive Medicine

- Hygiene and workplace safety
- Food safety
- Public health
- Health promotion and disease prevention



# Primary Health Care

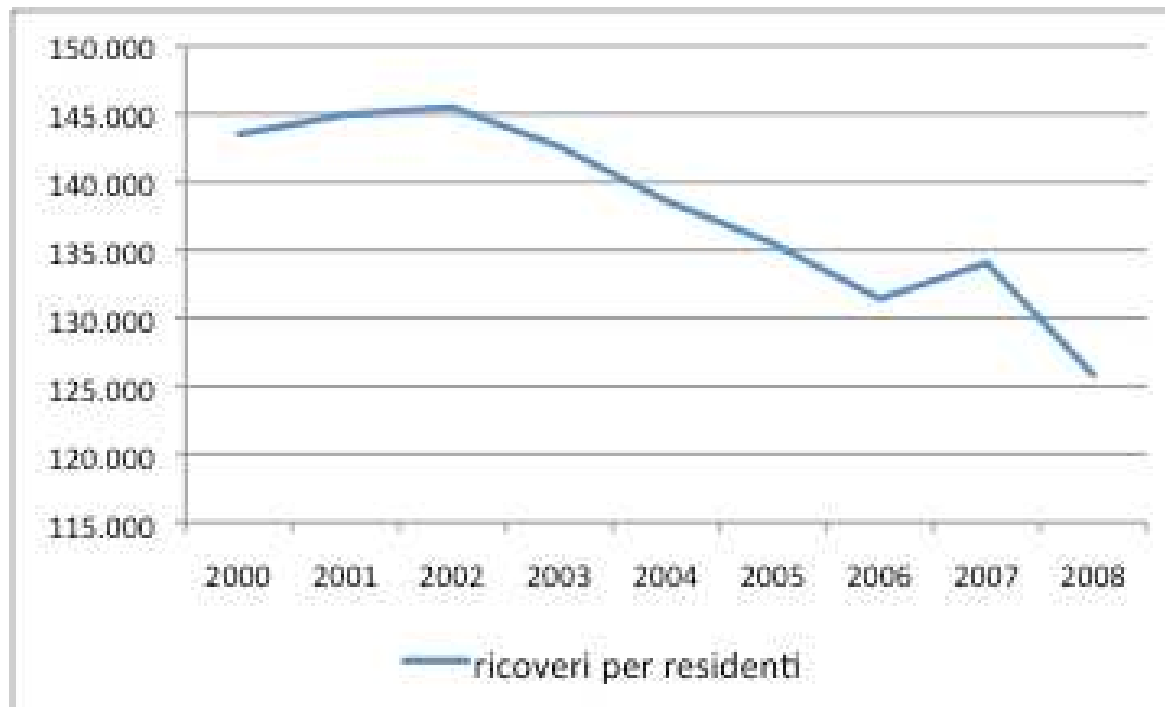
- General practitioners
- Medical Districts
- Facilities for elderly and disability
- Mental Health Services
- Dependencies
- Pharmacies





# Primary Health Care

The total number of hospital admissions for resident people shows a trend of reduction, nevertheless the ageing of the population



# Tuscany Fund Allocation

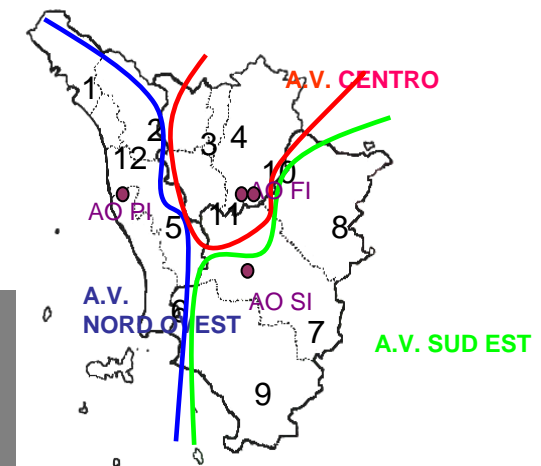
Levels and Sublevels	Fund %
Collective Prevention	5,00
Outpatient (Territorial) Assistance	52,00
Basic medical assistance	5,50
Pharmaceutical assistance	13,00
Specialistic assistance	14,00
District assistance	7,50
Rehabilitation	2,50
Assistance for the Elderly	3,50
Mental health	4,50
Addictions	1,50
Hospital Assistance	43,00

# The Tuscany System

Regional Authority organizes the system through several entities that cover the whole regional territory

- 12 Local Health Care Agencies
- 4 University Clinical Centers – Teaching Hospitals
- 3 Service Companies
- All of them are divided 3 Clusters (*Area Vasta*)
- Local Health Authorities Companies work in partnership with Municipalities (*32 Societa' della Salute*)

Key Concepts:  
Clinical Excellence, Specialization, Clinical Path System, Network, Planning, Organization



# The Tuscany System

a public system also working  
with non profit organizations, private  
partners and health services suppliers

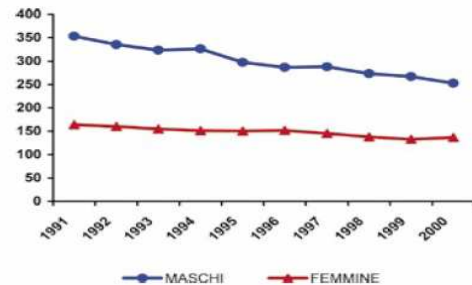


# Some Figures

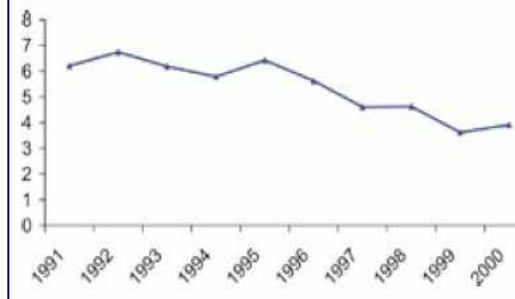
- 3.5 millions inhabitants
- 6.0 BL € expenditure
- 49,000 employees
- 54 hospitals, 14,000 hospital beds
- 214 nursing homes for elderly
- 3,000 GP and 350 general pediatrics
- 700,000 admissions (280,000 surgery)
- 1,200,000 Emergency Accesses

# Boosting Health

Death rates 0-64 yrs

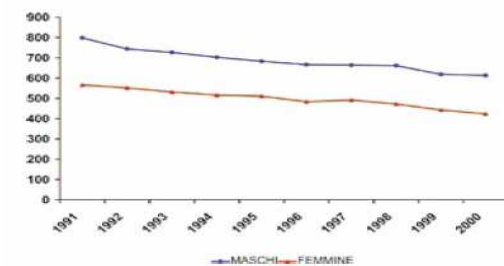


Infant death rates

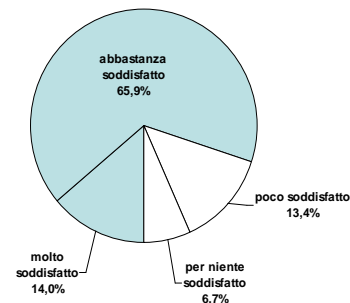


Cardiovascular death rates

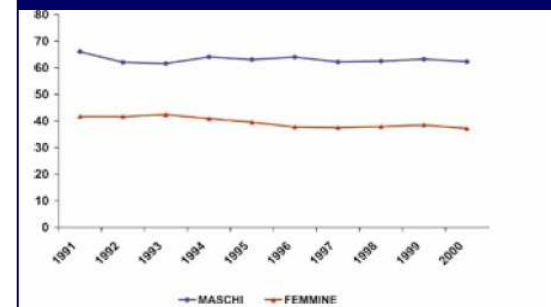
per età per 100.000 residenti.



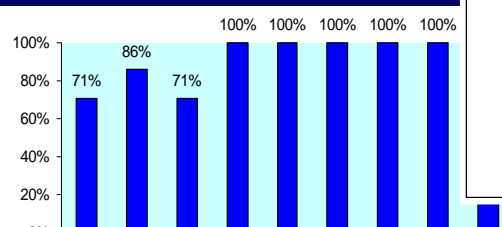
Customer satisfaction



Colon cancer death rates

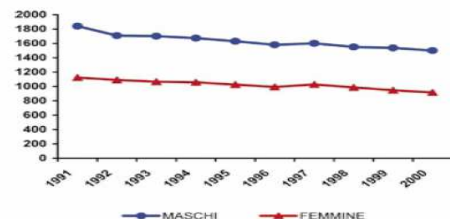


Response time



Death rates all causes

Mortalità per tutte le cause ed età: andamento nell'ultimo decennio in Toscana - Tassi stand. per età per 100.000 residenti



Life Expectation years

Male

Female

Tuscany

77

82,7

European Union

74,6

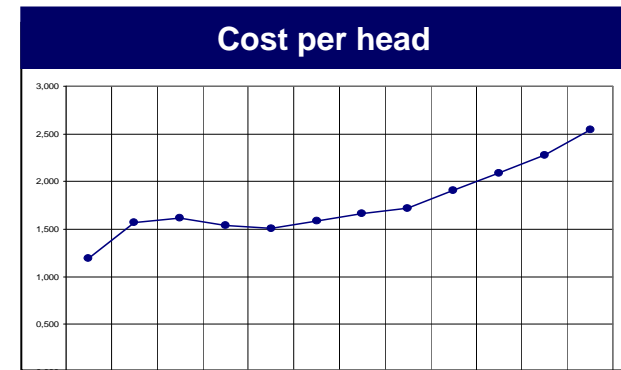
81,2

# Effectiveness & Efficiency

despite health care cost per head  
is increasing everywhere

Tuscany is coping with its budget  
thanks the overall strategy

- clinical innovation and clinical paths
- work organization, process reengineering
- network restructuring, focus and rationalization
- training, skills, people care and involvement
- clinical technology information systems
- target setting and control

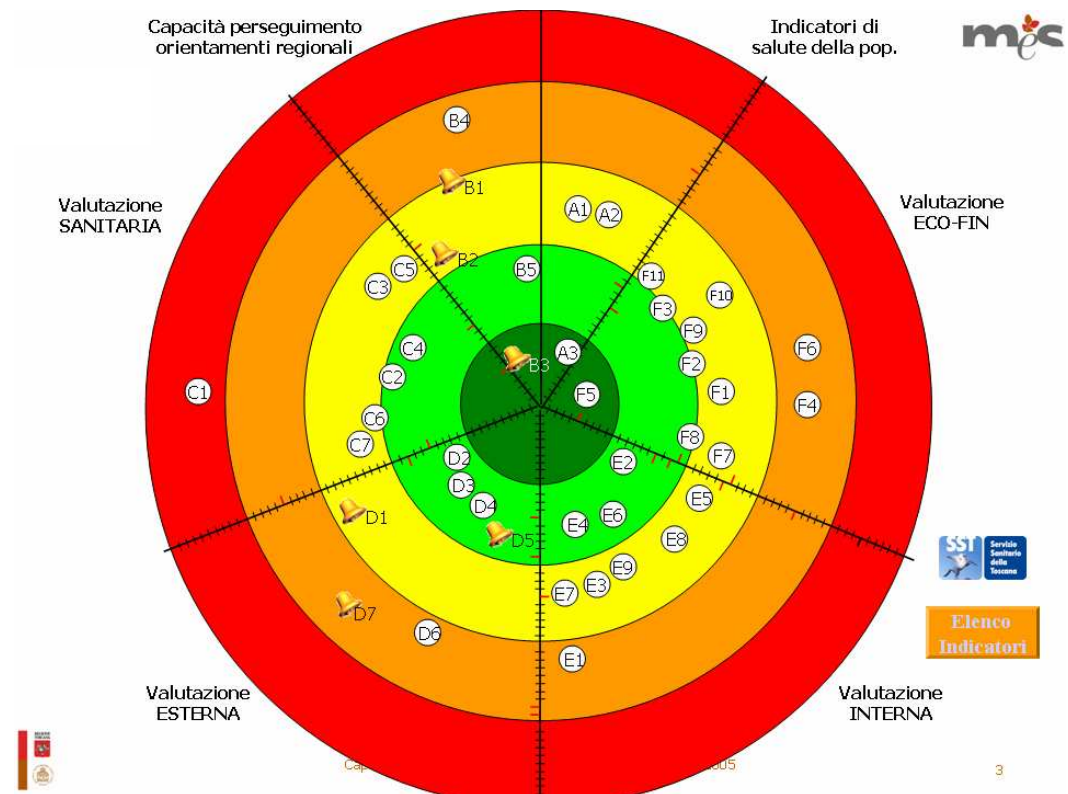


# Control the System

targets and performances to be evaluated thanks an indicator system

- 50 indicators (score 1 to 5)
- divided in 5 dimensions

Clinical  
Population Health Indexes  
Customer Satisfaction  
People Satisfaction  
Economics  
Focus on Regional Targets



*Developed by the MeS institute, joint venture between S.Anna and the Region*



# Scenario

challenging tasks  
for the future

- higher expectation in clinical results, response time and customer satisfaction
- increasing demand in both quality and quantity
- need for more complex treatments and technologies
- increasing elderly people and chronic diseases
- need of social care associated to the medical care
- economic constrains

# Strategy

redress social inequalities  
improve quality  
extend public choice

- innovation (clinical, organization, technology, drugs)
- “tailor made” portfolio of programs, appropriate services
- chronic care and non independent people program
- community support and partnership, citizens involvement
- effectiveness and efficiency, new hospital organization
- process re-engineering
- “industrial” management for support services
- training, skills, people care and involvement

Clinical Excellence, Specialization, Organization,  
Network, Planning, Control,  
People and Passion

# Cooperation Opportunities

- outpatient and primary care (organization, technology, drugs)
- new hospital building
- hospital organization and management
- process re-engineering
- “industrial” management for support services
  
- develop together services and techniques in which Tuscany is benchmarking (system, organization, network, cost, cardio, transplant, dermatology, plastic surgery, elderly, ...) Thermal/SPA



thanks for your time