

# Íslenskt heilbrigðiskerfi til framtíðar

Heilbrigðisstefna, stefnumörkun fyrir  
heilbrigðiskerfið til ársins 2030

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Aðstoðarmaður heilbrigðisráðherra

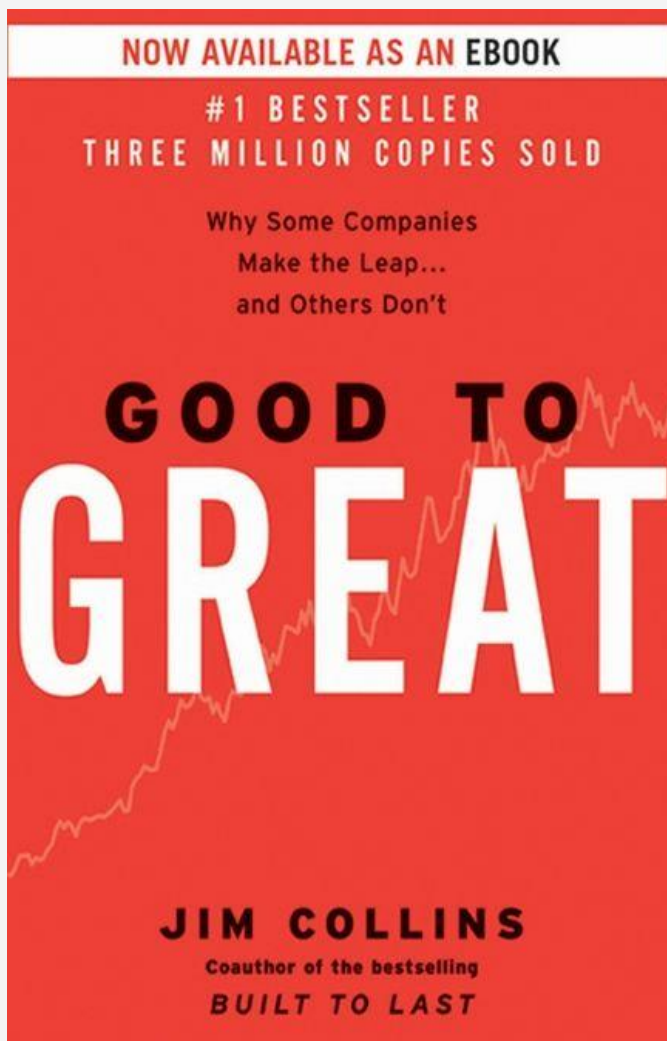


# Árangur heilbrigðisþjónustunnar

- » Íslenskt heilbrigðiskerfi skorar oftast hátt í alþjóðlegum samanburði
  - Ungbarnadauði
  - Mæðradauði
  - Krabbamein – brjóst, legháls, ristill
  - Hjartasjúkdómar
  - Berklar og aðrir sýkingarsjúkdómar
  - Bólusetningar
  - Aðgengi?
- » Niðurstöður byggðar á sögulegum gögnum



# Gott verður betra



**Good is the enemy of great**



**Hvernig þarf heilbrigðiskerfið að þróast til framtíðar til þess að halda stöðu sinni í alþjóðlegum samanburði?**



# Skýrsla McKinsey frá 2016

- » Stefnuleysi (Lack of strategic direction)
- » Sjúklingum beint frá spítölunum til stofulækna einnig á sviðum sem væru betur komin inni á háskólasjúkrahúsinu
- » Lág mönnun yfirleitt og sérstaklega hvað varðar reynda sérfræðilækna
- » Skortur á ákvörðunarhæfni (clinical decision-making ability)
- » Skapar vandamál
  - Langur legutími
  - Biðlistar
  - Skortur á sérhæfðri dag- og göngudeildarþjónustu



## 4 International example: Compared to Swedish University hospitals, Landspítali has an incomprehensive set of quality metrics (1/2)

✓ Metric measured    ✓ Similar metric measured    ✗ Not measured

### Swedish quality measurement

- Healthcare quality is benchmarked across the country through the Swedish open quality registry
- The quality registry is used for analysis, transparency and development of healthcare institutions
- A specific set of 56 measures relevant for University hospital has been selected out of the 193 health care measures available in the registry

| Quality areas   | Quality Metrics   | KAROLINSKA | LANDSPÍTALI |  |
|---|---|------------|-------------|--|
| Pregnancy, childbirth and neonatal care<br><i>n=3</i> | Nosocomial Infections among Babies Receiving Neonatal Care  | ✓          | ✗           | Landspítali has five metrics relating to gynecology and obstetrics |
|   | Percentage of Third and Fourth Degree Perineal Tears During Vaginal Delivery  | ✓          | ✓           |  |
|   | Caesarean Section among Primiparas  | ✓          | ✓           |  |
| Gynaecological care<br><i>n=6</i>                     | Patient-reported Complications after Hysterectomy   | ✓          | ✗           |  |
|   | Patient Satisfaction after Hysterectomy   | ✓          | ✗           |  |
|   | Patient-reported Complications after Uterine Prolapse Surgery   | ✓          | ✗           |  |
|   | Patient-reported Bulging Sensation after Uterine Prolapse Surgery   | ✓          | ✗           |  |
|   | Patient-reported Complications after Urinary Incontinence Surgery   | ✓          | ✗           |  |
|   | Patient-reported Success of Surgery for Urinary Incontinence  | ✓          | ✗           |  |
| Musculoskeletal diseases<br><i>n=10</i>               | Total Hip Arthroplasty – 10-year Implant Survival   | ✓          | ✗           |  |
|   | Reoperation within Two Years after Total Hip Arthroplasty   | ✓          | ✗           |  |
|   | Patient-reported Outcome of Total Hip Arthroplasty  | ✓          | ✗           |  |
|   | Percentage of Patients Who Reported That They Were Satisfied One Year after Total Hip Arthroplasty                      | ✓          | ✗           |  |
|   | Waiting Times for Hip Fracture Surgery after Arrival at Hospital  | ✓          | ✗           |  |
|   | Percentage of Femur Fracture Patients - Age 65 and Older Who Underwent Hip Arthroplasty                                 | ✓          | ✗           |  |
|   | Hemiarthroplasty – Implant Survival   | ✓          | ✗           |  |
|   | Return to Original Residence Following Hip Fracture Surgery   | ✓          | ✗           |  |
|   | Patient-reported Improvement after Spinal Stenosis Surgery  | ✓          | ✗           |  |
|   | Patient-reported Improvement after Surgery for Herniated Lumbar Disc  | ✓          | ✗           |  |
| Diabetes care<br><i>n=3</i>                           | Persons with Type 1 Diabetes Who Achieve the Goal for Blood Glucose Levels  | ✓          | ✗           |  |
|   | Persons with Type 1 Diabetes Who Achieve the Blood Pressure Goal  | ✓          | ✗           |  |
|   | Children and Adolescents with Diabetes Who Achieve the Goal for HbA1c Levels  | ✓          | ✗           |  |
| Cardiac care<br><i>n=7</i>                            | Myocardial Infarction – 28-day Case - Fatality Rate – Hospitalised Patients   | ✓          | ✓           | Landspítali has four metrics relating to gynecology and obstetrics |
|   | Coronary Angiography after Non-ST-segment Elevation Myocardial Infarction (NSTEMI) in Patients with Another Risk Factor | ✓          | ✗           |  |
|   | Antithrombotic Therapy after NSTEMI   | ✓          | ✗           |  |
|   | Lipid Lowering Drug Therapy after Myocardial Infarction   | ✓          | ✗           |  |
|   | PCI for Unstable Coronary Artery - Disease – 365-day Case Fatality Rate   | ✓          | ✓           |  |
|   | Restenosis of the Coronary Artery after PCI   | ✓          | ✗           |  |
|   | Complications after Pacemaker Implantation1   | ✓          | ✗           |  |

Note: n indicates how many quality metrics there are per quality area. Landspítali measures 6 metrics that are not part of the selected measures above

SOURCE: Socialstyrelsen Sweden (<http://www.socialstyrelsen.se/oppnajokforelser>); Landspítali

McKinsey & Company | 32



## 4 International example: Compared to Swedish University hospitals, Landspítali has an incomprehensive set of quality metrics (2/2)

✓ Metric measured    ✓ Similar metric measured    ✗ Not measured

### Swedish quality measurement

- Healthcare quality is benchmarked across the country through the Swedish open quality registry
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| Quality areas                | Quality Metrics   | KAROLINSKA | LANDSPÍTALI |
|------------------------------|---|------------|-------------|
| Stroke care<br><i>n=7</i>    | Hospitalised Stroke Patients – 28-day and 90-day Case Fatality Rate                   | ✓          | ✓           |
|                              | Patients Treated at a Special Stroke Unit   | ✓          | ✗           |
|                              | Thrombolytic Therapy after Stroke   | ✓          | ✗           |
|                              | Swallow Test after Acute Stroke   | ✓          | ✗           |
|                              | Personal Activities of Daily Living (ADL) three Months after Stroke                   | ✓          | ✗           |
|                              | Satisfaction with Stroke Care at Hospital   | ✓          | ✗           |
|                              | Meeting Rehabilitation Needs after Stroke   | ✓          | ✗           |
| Renal care<br><i>n=3</i>     | Target Fulfilment for Haemodialysis Dose  | ✓          | ✗           |
|                              | Vascular Access during Dialysis   | ✓          | ✗           |
|                              | Achievement of Blood Pressure Goals during Haemodialysis                              | ✓          | ✗           |
| Cancer care<br><i>n=7</i>    | Reoperation for Colon Cancer  | ✓          | ✗           |
|                              | Colon Cancer Surgery – 30-day and 90-day Case Fatality Rates                          | ✓          | ✗           |
|                              | Rectal Cancer Surgery – 30-day and 90-day Case Fatality Rates                         | ✓          | ✗           |
|                              | Reoperation for Breast Cancer Due to Tumour Data                                      | ✓          | ✗           |
|                              | Reoperation for Breast Cancer within 30 Days Due to Complications                     | ✓          | ✗           |
|                              | Multidisciplinary Team Meetings for Lung Cancer Patients                              | ✓          | ✗           |
| Surgery<br><i>n=6</i>        | Waiting Time from Prostate Cancer Referral until Initial Appointment with a Urologist | ✓          | ✗           |
|                              | Reoperation for Inguinal Hernia   | ✓          | ✗           |
|                              | Waiting Times for Carotid Endarterectomy  | ✓          | ✗           |
|                              | Patient-reported Outcome of Septoplasty   | ✓          | ✗           |
|                              | Patient-reported Freedom from Symptoms after Tonsillectomy                            | ✓          | ✗           |
|                              | Cataract Surgery, Visual Acuity below 0.5 in the Better-seeing Eye                    | ✓          | ✗           |
| Intensive care<br><i>n=3</i> | Self-reported Benefit of Cataract Surgery   | ✓          | ✗           |
|                              | Risk-adjusted Mortality after Arrival at an Intensive Care Unit                       | ✓          | ✗           |
|                              | Discharge from an Intensive Care Unit at Night  | ✓          | ✗           |
| Other care <i>n=1</i>        | Unscheduled Readmission to an Intensive Care Unit                                     | ✓          | ✗           |
|                              | Good Viral Control for HIV  | ✓          | ✗           |

Landspítali has one metric relating to stroke care

Note: n indicates how many quality metrics there are per quality area. Landspítali measures 6 metrics that are not part of the selected measures above

SOURCE: Socialstyrelsen Sweden (<http://www.socialstyrelsen.se/oppnajakforelser>); Landspítali

McKinsey & Company | 33



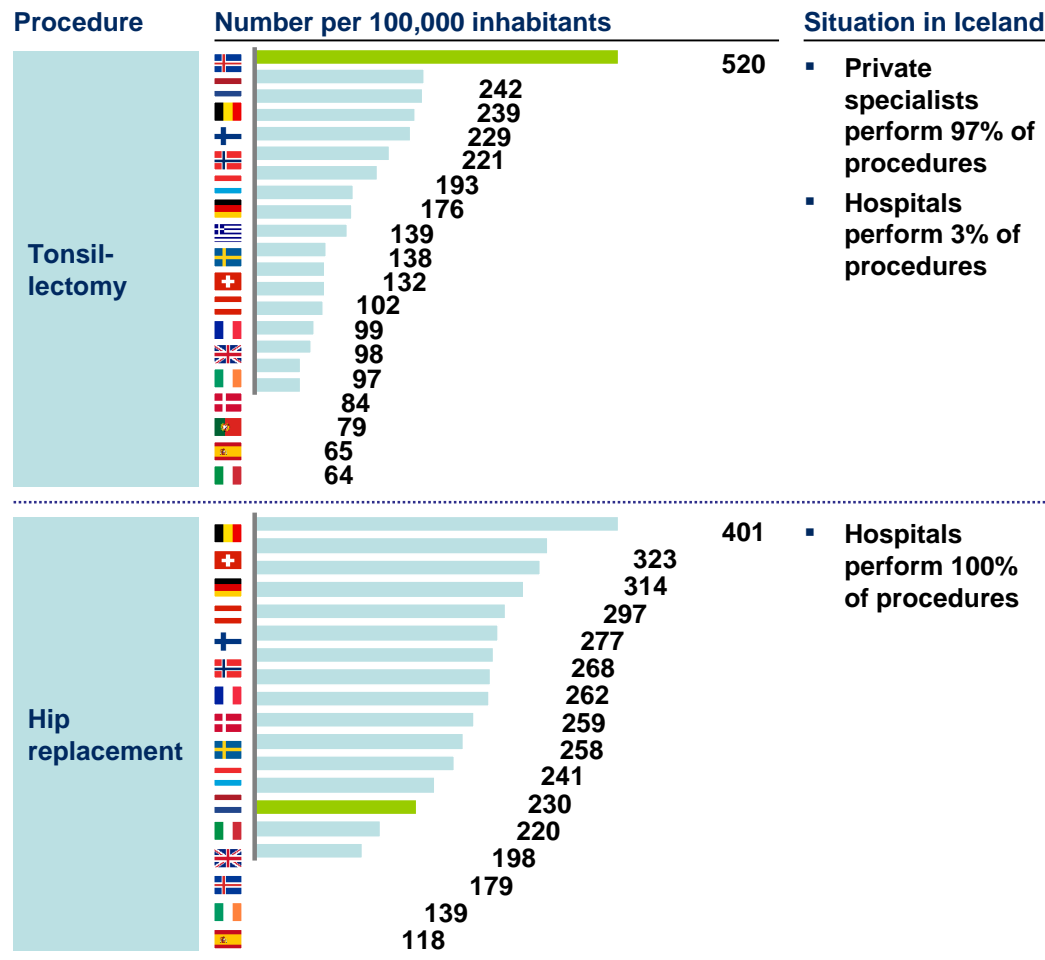
- » Óskýr hlutverk veitenda heilbrigðisþjónustu – hver gerir hvað?
- » Stjórn kerfisins er óskýr .....Skipting ábyrgðar er ekki ljós
- » Einkarekin þjónustu utan spítala eykst í hröðum takti án markvissrar skipulaggingar .... greiðslukerfið hvetur til einfaldari heimsóknna sjúklinga fremur en flókinna tilfella
- » ....tekjumunur .....í opinbera og einkarekna kerfinu
- » Ójöfn skipting á legurými á hjúkrunarheimilum og öldrunarþjónustu um landið og flæði frá sjúkrahúsum til hjúkrunarheimila og öldrunarþjónustu er tregt



# There is evidence of medical overconsumption in private specialist clinics

PRIVATE SPECIALIST SYSTEM

## Selected surgical procedures per 100,000 inhabitants in Western Europe (2014<sup>1</sup>)



- Iceland has the highest prevalence of tonsillectomies among OECD countries, in fact more than double the number of tonsillectomies are performed in Iceland as in any other OECD country
- Tonsillectomies are almost exclusively performed in private specialist clinics in Iceland indicating that private specialists in Iceland may be providing excessively complex care to their patients
- For comparison, the prevalence of hip replacement surgeries, which in Iceland are performed exclusively in hospitals, is among the lowest in OECD

<sup>1</sup> Or latest available year in cases where 2014 were not available

SOURCE: Embætti Landlæknis; Sjúkratryggingar Íslands; OECD

VELFERÐARRÁÐUNEYTIÐ



Að tekin verði upp skráning samkvæmt DRG, framleiðslutengd fjármögnun og strangari kröfur verði gerðar um gæði og gæðauppgjör.



- » Marka þarf stefnu um heilbrigðisþjónustu
- » Tryggja þarf eðlilega verkaskiptingu við gerð samninga
- » Gera þarf nauðsynlegar greiningar vegna samninga
- » Gera þarf auknar gæðakröfur í samningum um heilbrigðisþjónustu
- » Tryggja þarf markviss kaup á heilbrigðisþjónustu
- » Þróa þarf samning um framleiðslutengda fjármögnun Landspítala

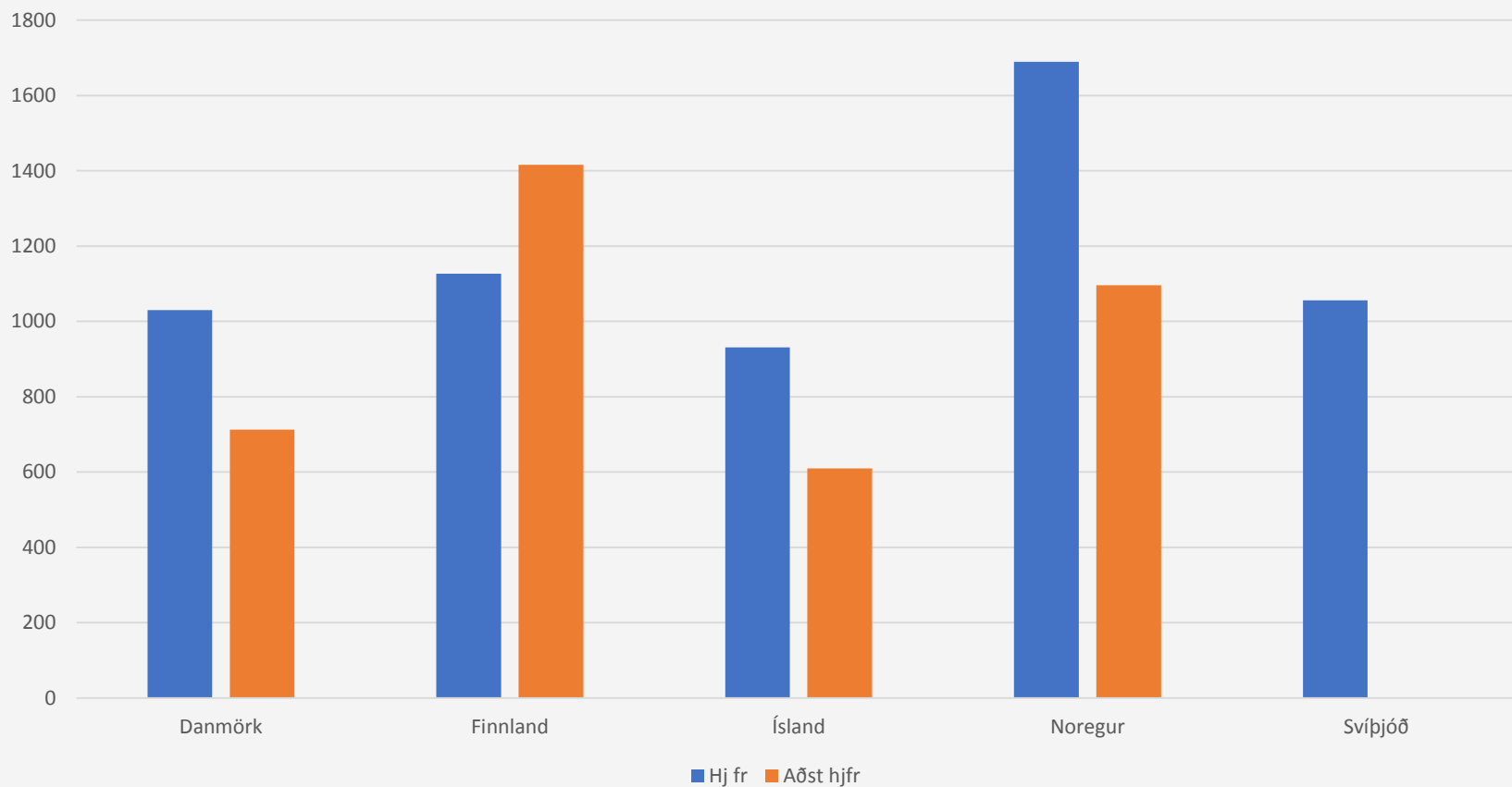


# Skýrsla Ríkisendurskoðunar um mönnun hjúkrunarfræðinga 2017

- » 4.500 hjúkrunarfræðingar <70 ára með starfsleyfi
- » Ca 400 búsettir erlendis
- » Ca 400 í öðrum störfum
- » 225 stöðugildi ómönnuð
- » Meðalstarfshlutfall 71%
  
- » Samkvæmt McKinsey fara 15% hjúkrunarfræðinga á LSH á eftirlaun á næstu árum
  
- » Fjölgun námsstaða á áætlun



## Fjöldi hjúkrunarstarfsmanna per 100.000 íbúa



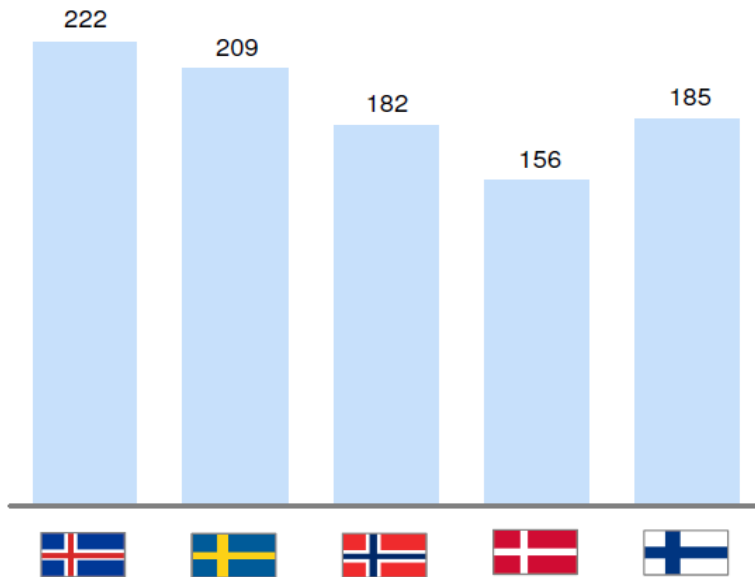
**Nomesco 2016**



### 3 Iceland has a high prevalence of specialist physicians – a higher share of specialists works both in private and public care in Iceland

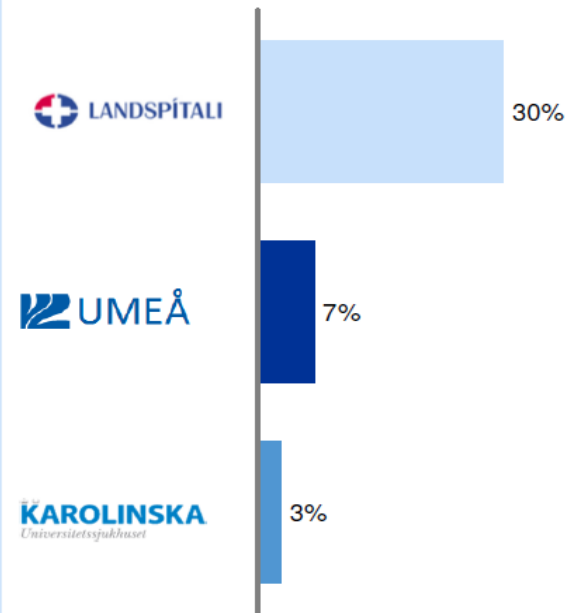
Compared to other Nordic countries, Iceland has a good number of specialist physicians

Specialists (excluding GPs) per 100 000 inhabitants, 2013

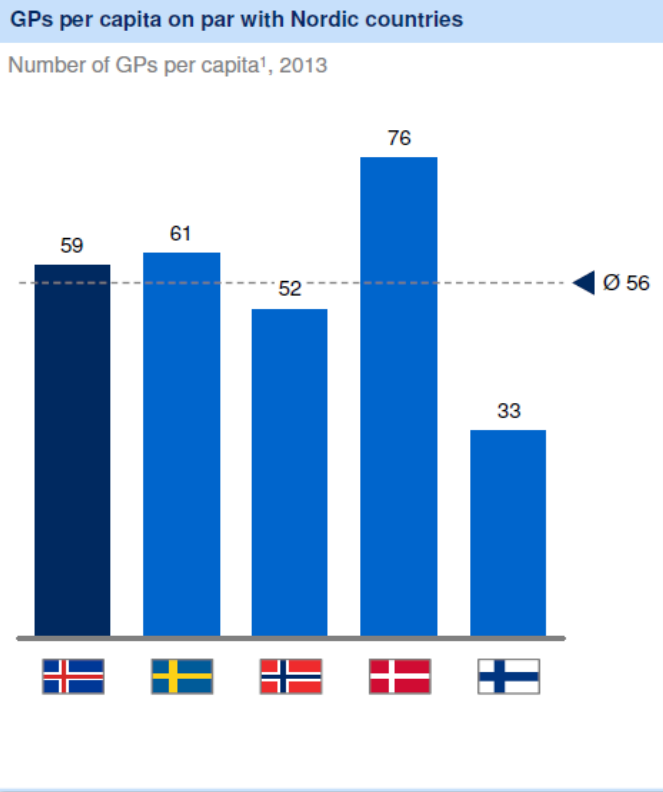


But a large share of the specialist physicians only work part time at Landspítali

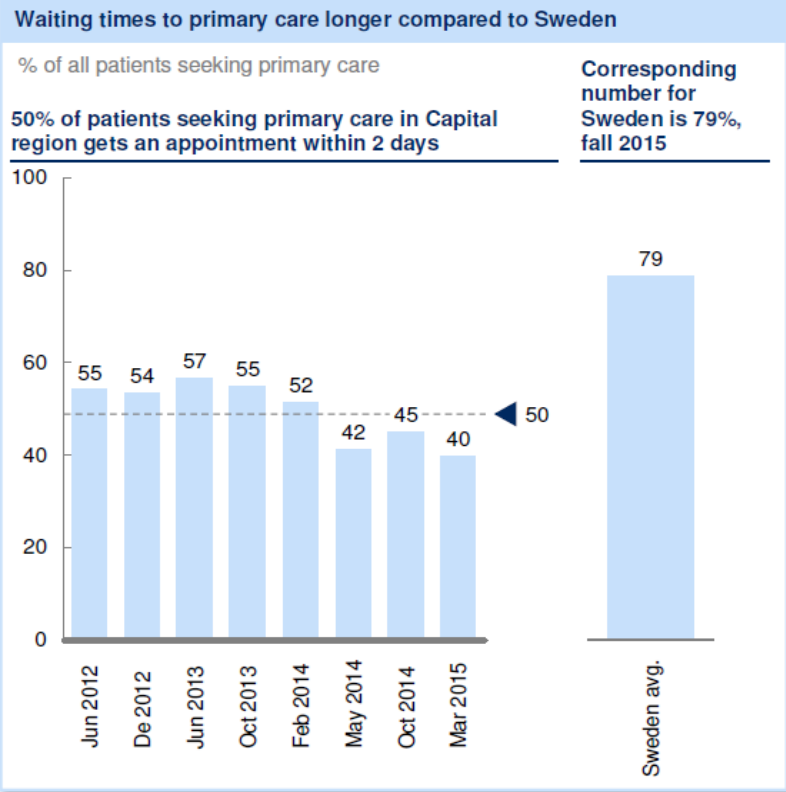
Share of specialist physicians working part time



**5** Iceland's number of GPs per capita is on par with Nordic countries, but access to primary care is lower compared to Sweden



<sup>1</sup> Per 100,000 inhabitants



SOURCE: OECD; Vantetider.se; Heilsugæsla Höfuðborgarsvæðisins

McKinsey & Company | 41



# Stofnun ársins

- » Árleg könnun SFR sem metur frammistöðu stofnana út frá stjórnun, starfsanda, launakjörum, vinnuskilyrðum, sveigjanleika, sjálfstæði í starfi og ímynd stofnana.
- » Á árinu 2018 tóku 145 stofnanir þátt, þar af 13 sem tilheyra heilbrigðiskerfinu.

## Stofnun ársins 2018 - Gögn unnin af VEL upp úr gögnun SFR

|  | Heildareinkunn | Stjórnun | Starfsandi | Launakjör | Vinnuskilyrði | Sveigjanleiki vinnu | Sjálfstæði í starfi | Ímynd stofnunar | Ánægja og stolt |
|--|----------------|----------|------------|-----------|---------------|---------------------|---------------------|-----------------|-----------------|
| Meðaltal fyrir stofnanir heilbrigðiskerfis | 3,82           | 3,95     | 4,16       | 2,71      | 3,62          | 4,05                | 4,11                | 3,57            | 4,00            |
| Meðaltal allar stofnanir                   | 3,98           | 4,01     | 4,20       | 3,03      | 3,88          | 4,25                | 4,25                | 3,79            | 4,16            |
| <b>Styrkleikabil</b>                       | 4.20 - 5.00    |          |            |           |               |                     |                     |                 |                 |
| <b>Starfshæft bil</b>                      | 3.70 - 4.19    |          |            |           |               |                     |                     |                 |                 |
| <b>Aðgerðarbil</b>                         | 0.00 - 3.69    |          |            |           |               |                     |                     |                 |                 |

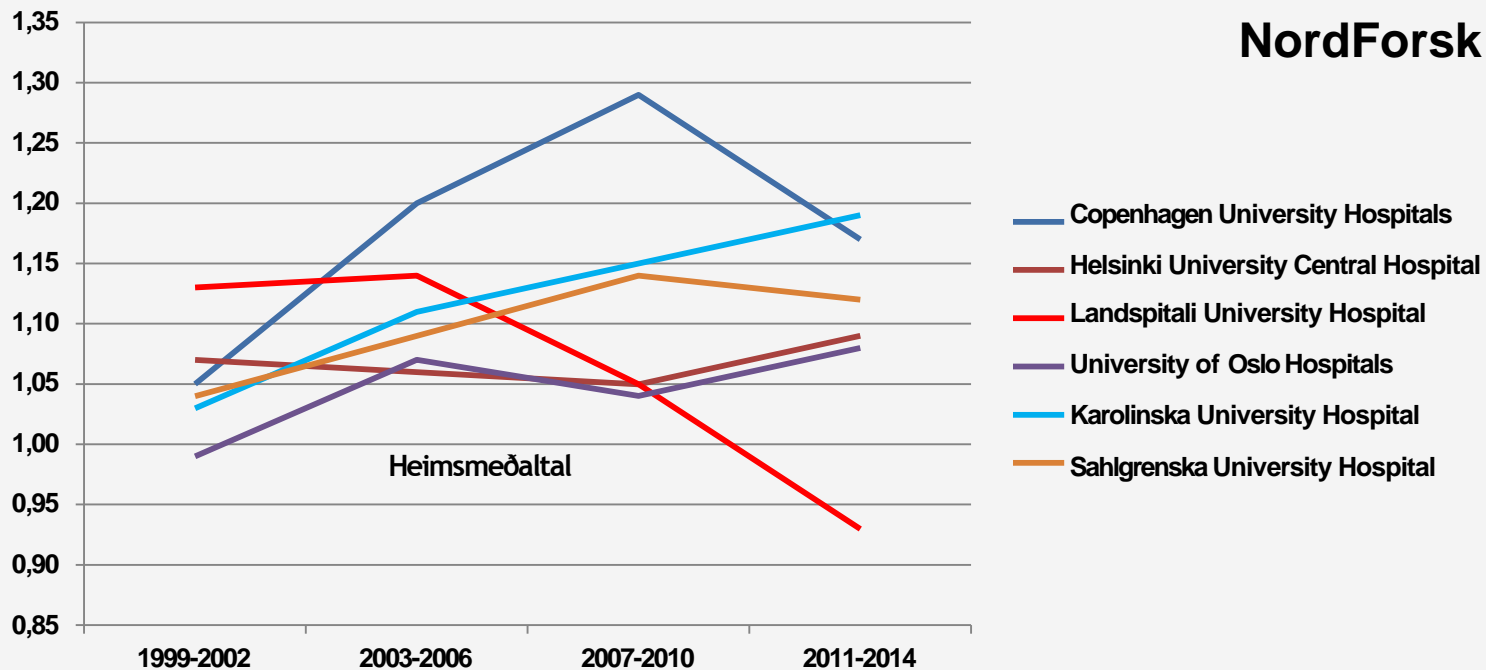




# Áhrif (impact) rannsókna - tilvitnanir

## Hlutfallslegur tilvitnanastuðull \*

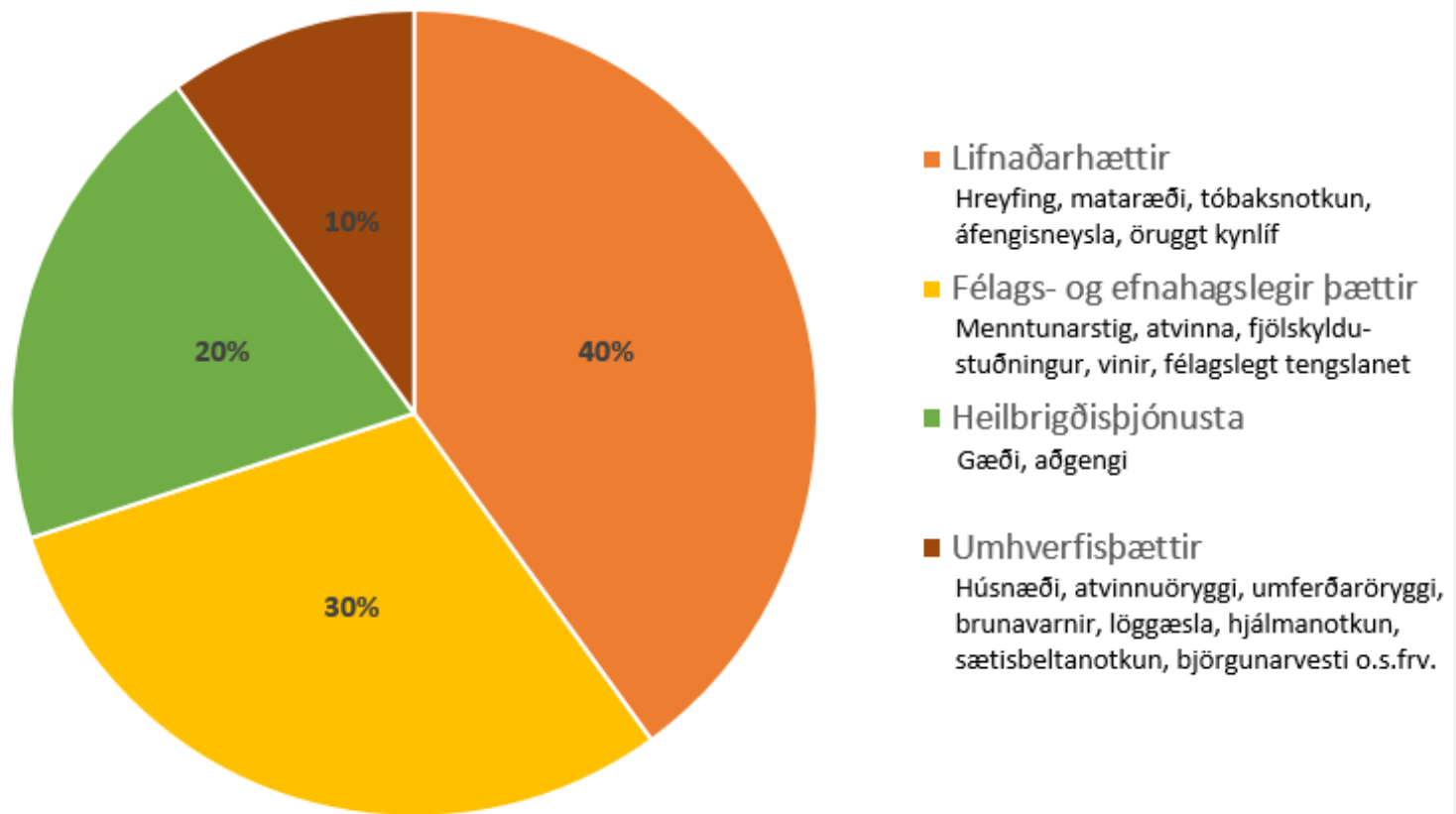
NordForsk 2017



**LSH lægstur allra sjúkrahúsa á Norðurlöndum og sá eini sem er kominn talsvert undir heimsmeðaltal**



## Þættir sem hafa áhrif á lífslíkur



Heimild: Brainerd MK. 2013. <http://www.mayo.edu/people/mary-k-brainerd>



# Heilbrigðisstefna fjallar um heilbrigðiskerfið

- » Hvernig er heilbrigðiskerfinu stjórnað
- » Hvernig veitum við rétta heilbrigðisþjónustu á réttum staða og réttum tíma
- » Hvernig aukum við þátttöku og vægi notenda þjónustunnar
- » Hvernig kaupir ríkið heilbrigðisþjónustu og hvernig er greitt fyrir hana
- » Hvaða kröfur eru gerða um gæði, öryggi og aðgengileika
- » Hvernig tryggjum við nægilega mönnun í heilbrigðiskerfinu
- » Hvernig skipuleggjum við og eflum vísindi og nýsköpun í heilbrigðiskerfinu
- » Hvernig innleiðum við nýja tækni og ný lyf í heilbrigðisþjónustuna (HTA)



# Markmiðið með heilbrigðisstefnu

## Góð heilbrigðisþjónusta

Samkvæmt Embætti  
landlæknis er:

1. Árangursrík (EBM)
2. Örugg
3. Notendamiðuð
4. Skilvirk
5. Jafnræði sé gætt
6. Rétt til nasatning



# Takk

