BENE MERENTI
AWARDING

“Dumitru Rusu” Prize

of the journal

“Economy Transdisciplinarity Cognition”

Year 2015

As recognition of the results obtained in healthcare services management and due to the significant contributions in medical research conducted throughout his whole career, the Editorial Board of the Journal Economy Transdisciplinarity Cognition decides to award the prize “Dumitru Rusu” to doctor in medicine and university professor, Adrian - Valentin COTIRLET, manager of the Municipal Emergency Hospital in Moinesti.

Other references about Adrian - Valentin COTIRLET:

- Graduated the Faculty of Medicine and Pharmacy, Iasi (1982)
- Graduated Surgeon Specialization Emergency Hospital in Bucharest (1991)
- Doctor in Medicine, University of Medicine and Pharmacy, Iasi (1998)
- University professor, “Vasile Alecsandri” University in Bacau, the Faculty of Motion, Sport and Health Sciences (2014)
- Manager of the Municipal Emergency Hospital in Moinesti (2001 – present)
- Vice-deputy of Bacau Doctors Professional Organization
- Funding member and honour member of 18 organizations, among which 5 international ones: French Surgery Association, Romanian National Surgery Association, International Association of Surgeons, Gastroenterologists and Oncologists (IASGO), French Digestive Surgery Association etc.

- Author of many manuals and books in the field, scientific articles and publications in ISI and BDI journals, scientific papers delivered on the occasion of national and international symposiums.
MINISTERUL EDUCAȚIEI ȘI CERCETĂRII ȘTIINȚIFICE
UNIVERSITATEA "GEORGE BACOVIA" DIN BACĂU

Premiul "Dumitru Rusu"
al Revistei
"Economy Transdisciplinarity Cognition"

Se acordă domnului
COTÎRLEȚ ADRIAN VALENTIN
doctor în medicină, profesor universitar
ca recunoaștere a activității manageriale performante în domeniul serviciilor de sănătate și a contribuției semnificative în cercetarea științifică medicală.

Rector,
Prof. univ. dr. TATIANA PUIU

Redactor șef,
Prof. univ. dr. MARIUS DUMITRU PARASCHIVESCU

Hotărârea nr. 17/25.11.2015
One of the most significant aspects for human existence is the health condition, either at individual, community or humanity level. A healthcare system can be defined as the total natural or institutionalized elements supporting the provision of a health condition being considered maximum possible in a given context.

The healthcare system management must be approached from the perspective of changes induced by the new realities, the increase of efficiency and quality improvement, by a pluridisciplinary collaboration, in which management change represents the success catalyst.

The management, not being a collection of recipes, of patterns that must be mandatorily applied, presupposes the power of discernment, proficiency and talent from the managers, so as to use the most adequate methods and processes, according to the concrete circumstances. Due to this, management is considered both an art and a science.

The reform of Romanian healthcare system has had repercussions on the hospitals, imposing the “on the fly” adaptation to the policies of modern medicine, supplying both beneficiaries and problems that must be overcome. Therefore, in a period dominated by financial difficulties, I have not forgot, together with the entire medical team, that the medical profession, under all its forms, is dominated by a doctrine that never changed over time, and that neither science progress nor the evolution of social laws will ever change. This doctrine refers to the fact that the medicine, and especially the modern one, will preserve its grandeur if it knows to remain human, if we are able not to forget, at any moment, the individual, and if we do not ever let the impetus of real charity to disappear, of which any ill person will always need.

As emblematic institution of the healthcare system, Municipal Emergency Hospital in Moinesti had to cope with some major challenges as regards its role and place within a system that was hardly enough challenged during the last years. The management team and the teams of all levels had to fight firstly for the change of employee’s mentality and behaviour. This phase was very important, because the subsequent changes were carried out by the people and for the people.

Our hospital was characterized by one of our worthy guests as – “A definitely European hospital”.

"Management represents effective and efficient integration and coordination of resources with a view to achieve the desired objectives.”

A.M. Hitt, R.D. Middlemist, R.L. Mathis
Concept and Effective Practice, 1989
Vision, mission, objectives

Quality, value, commitment to patients

Through the Modernization Strategy (2001 - 2017), the priorities of the Hospital in Moinesti were identified, their scheduling being achieved through the Action Plan, its implementation being checked by means of the Monitoring reports. The external pressure, but also the internal one, obliged the Hospital to consider its future (the vision) not only at survival level, but also to adopt measures for the structural, effectiveness changes, changes in the volume of services and their quality, in the safety of healthcare services, in the technology used and the level of satisfaction of patient expectancies.

Quality, value, commitment to patients, these are the directions toward which we will direct, these are the standards by which each of us will be judged.

THE MISSION of Moineşti Hospital presupposes the expression of answers to a series of questions, as follows:

- Who are we?
- What do we do?
- How do we distinguish from others?
- Which way do we go?

The Municipal Emergency Hospital in Moinesti proposes itself that the medical services become qualitatively superior, so that they are preferred against others both from the public and private healthcare system. Therefore, the opportunity is created for an extended involvement in development projects (scientific, social, economic, and cultural) at a regional and national level, through intensive activities of continuing training.

The directions to be followed for the formulation of the best strategies within managerial process of MOINESTI HOSPITAL were:

- the adaptation to the environment to promptly meet the needs and expectations of the patients;
- the distribution of resources, to meet the performance requirements through operational excellence;
- long-term commitment to be able to cope with the continuous change process.

We would like to mention some of the strategic objectives followed by the Hospital in Moinesti:

- Increase of efficiency, efficacy of hospital activity.
- Increase of exigencies regarding the quality of services provided.
- Increase of incomes, the reduction of expenditures.
- European integration of SMUM.
- Evaluation and integration of medical emergency services in the N-W region of Bacau County.
- Employment of specialized trained staff.
- Communication between central and local levels.

We have tried the harmonization and homogenisation of these elements (management, strategic objectives, team, resources), having as final purpose the operation of the hospital in good conditions.

The framework has been clearly defined for the performance of activities in good conditions, starting with the hospital organisation structure, the relationships that are established within these structure, the information system and the mode of delegation of authority, the medical systems and techniques, the analyses and the feedback, the organisational culture.

The quality management system has as target the middle link connecting the resources with the results, the inputs with outputs of the healthcare system, with applications especially to the support components of the medical procedure itself.
Results

The Municipal Emergency Hospital in Moinesti represents a multidisciplinary, multifunctional complex serving the N-W region of Bacau County on an area of 50 Km, with a population of approximately 150 000 persons. During the last years, an increase of addressability was noticed, explained by the medical services provision to the insured persons coming from Moinesti Municipality (18%), from other localities of Bacau County (76/78%) and from contiguous counties (5.22%). By its activity, the Hospital is involved in the coordination and organisation of medical assistance in the area, representing also a centre for the supplementation of professional training for PhD students, resident physicians, students at the Faculties of Medicine and Biology and for nurses.

By the Order of the Ministry of Health no. 844/31.06.2011, Moineşti Municipal Emergency Hospital falls within IIIRD CATEGORY, accomplishing the conditions provided in the Order of the Ministry of Health no. 1408/2010, regarding the approval of criteria for the classification of hospitals according to competence. SMUM has at present:

- **7 Sections** (Surgery, Anaesthesia and Intensive Care, Internal medicine, Infectious diseases, Obstetrics-Gynaecology, Pneumology, Paediatrics);
- **27 departments** (diabetes mellitus, nutrition and metabolic diseases, nephrology, geriatrics and gerontology, medical oncology, dermatovenerology, allergology and clinical immunology, neurology, cardiology, Physical Medical Rehabilitation and Balneology, laparoscopic surgery, burns, ENT, ophthalmology, neurosurgery, orthopaedics - traumatology, pathologic obstetrics, neonatology, premature babies, neonatology intensive care, tuberculosis, gastroenterology, urology, psychiatry, emergency room, medical cardiovascular rehabilitation, neurologic rehabilitation, endoscopy);
- **Day hospitalization** - 20 beds;
- **8 lines of continuous guard** (Anaesthesia and Intensive Care, Internal medicine, Surgery, Paediatrics, Obstetrics-Gynecology, Emergency room, Radiology, Clinical laboratory) and **3 lines of domicile guard** (psychiatry, orthopaedics, neurology);
- **Integrated ambulatory** - is the specialty unit acting a lot toward the prophylactic side, this allowing the detection of diseases in incipient stages in 27 medical consulting rooms.
- **Paraclinical floor** (test laboratory, imaging laboratory, functional exploration laboratory)

In the complex, very dynamic and difficultly predictable world where we live, a mentality of winner, of tenacious fighter, multiplied by a double risk performance, are key elements of high performance management at which we are aiming. The capacity to detect and to assess the risks becomes more and more important, and good risk intolerance defines a human being who is capable to anticipate two, three moves before the others, who always finds alternatives and who feels the pulse of the future before others.

The strong points of our team were:

- **The attention paid to the best internal and international practices.**

Over the years, we analysed and adapted the successful experiences of European Union, Israel, USA countries. In this sense, the information visits, the exchanges of experience with managers and specialists of similar hospitals, the participations to the scientific meetings within the country and from abroad were very useful.

- **The attention paid to the patients.**

Together with the integration, the patient is in the spotlight, as it is already for many years in the older countries, members of the European Union, the quality of medical procedure, in all its components, being the one ensuring the durability of the hospital.

- **The attraction of funds necessary for the endowment of sections with medical equipment.**

The attraction of funds, in the context of decentralisation foreseen at present by the laws in force and by the Strategy of decentralisation of the Ministry of health, became the permanent preoccupation of the managerial team. It is about:

1. **Phare funds.**
2. **Structural funds.**
3. **World Bank funds.**
4. **Funds from donations and sponsorships.**
5. Funds from the local budget.
6. Funds from the public budget – Ministry of Health.


- **An active presence to competitions.**

We proposed that our hospital become the best medical service supplier, reference standard of professionalism and quality.

- **Quality improvement of hospital medical services**

The accreditation process started in 2010, according to the Law 95/2006, which is in itself a very complex process requiring the establishment of some hospital accreditation categories, the definition and implementation of procedures, standards and methodology of accreditation, all these having as final objective the quality improvement of Romanian hospital medical services. Therefore, Moineşti Municipal Emergency Hospital was in 2011 the only hospital of Moldavia accredited by CONAS (National Commission for Accreditation of Hospitals) and in the top 4 hospitals in the country.

- **An active presence in the field of medical research.**

Moineşti Hospital decided to be Clinical research centre, encouraging the continuous update and adaptation to the latest novelties, increasing thus the health care capacity. Our main research projects refer to:

- The international collaboration within HALT-IT project starting with 2014, to which over 8000 patients of 5 countries will be enrolled;
- The participation to the multicentric international clinical survey CV 181369;
- Yearly organisation of Medical Days of SMUM, prestigious international scientific event that reached to its tenth edition, promoting the opening of some larger opportunities of scientific information and which represents an excellent professional information/training for physicians, kinetotherapists and nurses.

During the last five years, SMUM was represented in International Congresses and Scientific Sessions with scientific works. SMUM physicians published over 50 scientific works in the same period.

- **Integration of research activity with medical services**

The integration of research activity with medical services provided by the Hospital is achieved by:

- systematic actions performed by the hospital before taking over the patient;
- performance of a correct and complete diagnosis by the involvement of hospital departments, including those for clinical research and laboratory;
- administration of a highly efficient treatment, inclusively by the inclusion of patients in therapeutic surveys;
- provision of some accommodation conditions according to European standards.

On a yearly basis, the physicians of Moineşti Municipal Emergency Hospital participate to international congresses with scientific works, offering them the possibility to make known their own activities and the permanent preoccupation for modernism and anchorage into the current international trends.

**Conclusions**

Successful management is based on teams of organised and enthusiastic people, who think, plan, lead and control the unit resources. The work of a manager is difficult, his/her satisfactions can be great, but also the frustrations, and, in this context, a good manager is obliged to always adapt him/herself and to remain open to novelty.

In the medical sector, the quality improvement is a continuous process, involving all the structures of the organisation, and our entire medical staff adhered to this endeavour, using specific procedures and methods related to the quality of diagnosis, treatment and patient care.
In management, miracles do not last long, and performance managers are not born, but are rather trained over time and with hard work.

The healthcare system based on mandatory social insurances can be understood and applied correctly only if all its components are known: economic-financial, technical-informational, psycho-social, and, of course, medical-sanitary. It is imperative to know the economic-financial and legal-managerial mechanisms by which the hospitals manage to reach, to a higher or lower extent, the aim for which they were created is imperative. Among these mechanisms, especially important and attested as regards efficacy and efficiency, there are the case-based funding (DRG), the correct assessment of utility and opportunity of medical technology acquisitions, according to the strictly medical criteria and those of convenient depreciation in time, assessment known in literature with the acronym MTA, practise on an increasing scale of Evidence-based medicine (EBM), the passage to the bookkeeping systems of EU, computerization of hospital sections and their integration in a local, national, regional and continental information network, concomitantly with the electronic transmission of statistical data to financial institutions (Insurance Fund) and those transposing on a territorial level the Health policy of the Government (Department of Public Health).

As a well-known physician was saying, “the ennoblement of medicine by management” can occur if the systems and laws are correctly and wisely applied. This application of a legal framework adopted and recognized as being useful depends on the managerial side of a system or a subsystem.

*Medicine, more exactly the practise of this noble occupation, presupposes firstly a management of the disease, but also a management of the healthcare unit where the physician carries out his/her activity, as well as a management of the system as a whole. The key of success in all we do is represented by a strategic management, as well as by the presence of some exceptional people who permanently monitor the professional evolution.*
Appendix

A chronological record of “Dumitru Rusu” Prize awards

The Scientific Board of the Journal “Economy Transdisciplinarity Cognition” also awarded the prize “Dumitru Rusu” to the following personalities belonging to the academic, publicist or applied management field:

- Prof. PhD Viorica PARASCHIVESCU, teaching staff member of the “George Bacovia” University in Bacau, year 2013;
- Prof. PhD Ştefan MUNTEANU, teaching staff member of the “George Bacovia” University in Bacau, year 2013;
- Prof. PhD Liviu DRUGUŞ, teaching staff member of the “George Bacovia” University in Bacau, year 2013;
- Prof. PhD Larisa ŞAVGA, Rector of the Trade Co-operative University of Moldova, Chisinau, year 2014;
- Prof. Dr. habil. Tudor TUHARI, teaching staff member of the Trade Co-operative University of Moldova, Chisinau, year 2014;
- Engineer Doru SIMOVICI, President of the Chamber of Commerce and Industry Bacau, year 2014;
- Prof. Dr. habil. Alexandru NEDERIŢA, staff member of The Academy of Economic Studies of Moldova, Chisinau, year 2015.