How Is It Possible to Be Health Promoter and Financially Sustainable: Experience from Taiwan and Changhua Christian Hospital

CS Liu, MD; Soon SM, MD; Kuo SJ, MD
Changhua Christian Hospital
September 4, 2015
Outlines

1. Taiwan’s perspectives in the challenges to sustain financially while offering public health services
2. Example of Taiwan’s achievements in public health services and funding mechanisms
3. More responsiveness to public health needs while sustaining your finances.
4. Opportunities of Changhua Christian Health Care System - How to Keep Financially Sustainability
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Taiwan tops the expat health care charts

The island offers the cheapest and best medical facilities of any country in the world, according to a new survey.

Affordability versus quality of healthcare.
<table>
<thead>
<tr>
<th></th>
<th>Taiwan</th>
<th>US</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total population</strong></td>
<td>23.3 million</td>
<td>319.0 million</td>
<td>126.1 million</td>
</tr>
<tr>
<td><strong>Total Health Expenditure as % of GDP</strong></td>
<td>6.6 (2013)</td>
<td>17.9 (2012)</td>
<td>10.1 (2012)</td>
</tr>
<tr>
<td><strong>Male</strong></td>
<td>76.7 (2013)</td>
<td>76 (2012)</td>
<td>80 (2012)</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td>83.3 (2013)</td>
<td>81 (2012)</td>
<td>87 (2012)</td>
</tr>
</tbody>
</table>

Source:
1. Statistical Yearbook of Interior, R.O.C
2. Statistical Yearbook of Department of Health, R.O.C
3. Directorate General of Budget, Accounting and Statistics, Executive Yuan, R.O.C
4. WHO Global Health Observatory Data Repository
5. The World Bank
6. CIA The World Factbook
Financial Risk NHI Program in Taiwan: Out-of-Pocket Spending

NHE AS % OF GDP, SELECT OECD COUNTRIES 2012 and Taiwan 2013

- United States: 16.2
- Switzerland: 11.4
- France: 11.2
- Germany: 10.9
- Denmark: 10.6
- Austria: 10.4
- Canada: 10.4
- Japan: 10.0
- Spain: 9.3
- Greece: 9.2
- Sweden: 9.1
- United Kingdom: 8.9
- Norway: 8.9
- Italy: 8.7
- Finland: 8.7
- Australia: 8.6
- Hungary: 7.7
- Czech Republic: 7.4
- Korea: 7.3
- Chile: 7.1
- Taiwan: 6.6
- Poland: 6.3
- Mexico: 6.0
- Estonia: 5.8

SOURCE: OECD DATA 2014; Taiwan - MOHW 2013
Population projection in Taiwan

Based on TFR=1.1

Million

actual  ↔  estimate

65+
41%

15-64
50%

14&under
9%

68%
73%
68%

74%
12%
14%

12%
12%
13%

6.2 : 1
4.2 : 1
2.6 : 1

1.9 : 1
1.5 : 1
1.2 : 1


Source: Council for Economic Planning and Development, 2014. 08
Top 10 leading causes of death in Taiwan

Cancer has been the number 1 killer in Taiwan since 1982, accounting for 29.0% of total deaths and 11% of National Health Insurance expenditure.

Source: Department of Statistics, MOHW, R.O.C.
Note: Chronic lower respiratory disease mortality rates are available from 1995.
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### Application & Information

- **2015-06-16** 11 hospitals in Taiwan were recognized as ENSH-Global GOLD Forum members

### Administration Programming

- **2015-02-02** Taiwan Global School-Based Student Health Survey (GSHS)
- **2015-02-02** Taiwan Global Youth Tobacco Survey (GYTS)
- **2015-02-02** The Behavioral Risk Factor Surveillance System (BRFSS)

### Notice

- Task Force on HPH & Environment
The Work of HPA

- Health Promotion Research and NCD Surveillance
- Clinical Preventive Services
- Tobacco Control
- Cancer Preventive and Control
- Healthy Ageing and Active Ageing
- Maternal and Child Health
- Development of Healthy Settings in Taiwan
- A Nationwide Healthy Weight Management Campaign
Taiwan’s Healthcare System

Highly Accessible Healthcare

- Subscription to Taiwan’s National Health Insurance is 99.5%
  - Taiwan’s total population: approximately 23.1 million
  - Population covered by the National Health Insurance: approximately 23 million.

19 Medical Centers
Taiwan’s Healthcare System

Availability of healthcare resources

- Number of hospital beds/10,000 persons: 69
- Number of physicians/10,000 persons: 17

(excluding traditional Chinese medicine practitioners and dentists)
Health Promoting Hospitals

- International HPH Network, initiated from WHO, was established in 1990.
  - 40+ National/Regional Networks, over 1,000 member institutions.
- Establishment of Taiwan HPH Network (1st Network in Asia) in 2006
  - Currently 151 members in Taiwan, the largest network in the world.
  - DG Shu-Ti Chiou was elected as President of the International HPH Network from 2012 to 2014.
- Taiwanese hospitals have won the Outstanding Fulfillment of HPH Standards Award for 3 consecutive years.
- Taiwan HPH Network won the first Outstanding Fulfillment of HPH Strategy Award in 2013.
Actions for Health Promoting Hospitals

- Developing **active reminding system** of outpatient department
  - smoking cessation outpatient department
  - Pap smear (four cancers screening)
  - Preventive services
- Chronic disease management: diabetes, CKD, asthma, depression, etc.
- Smoking cessation
- Healthy eating, exercise and weight management
- Cancer screening, diagnose and treatment
- Mother and baby-friendly hospital
- Age-friendly Hospitals and Health Services
- Environment-friendly Hospitals
- Workplace Health Promotion
Projected cost savings following introduction of cervical cancer screening in 1995 in Taiwan

2002-2009

Cervical cancer actual cases diagnosed
11,096

Total costs for screening and treatment of cancer cases
157.5 million USD

2002-2009

Expected number of cervical cancer cases in the absence of screening
19,384

Expected costs of treatment of cervical cancer cases
199.7 million USD

Cost savings during 2002-2009
42.2 million USD (21.2%)
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<table>
<thead>
<tr>
<th>Primary Prevention</th>
<th>Secondary prevention</th>
<th>Tertiary prevention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common risk factors of NCD</td>
<td>Cervical cancer</td>
<td>Cancer diagnosis and treatment</td>
</tr>
<tr>
<td>Tobacco use</td>
<td>Breast cancer</td>
<td>quality</td>
</tr>
<tr>
<td>Physical inactivity</td>
<td>Colorectal cancer</td>
<td>Hospice care</td>
</tr>
<tr>
<td>Unhealthy diet</td>
<td>Oral cancer</td>
<td>Cancer patient service</td>
</tr>
<tr>
<td>Harmful use of alcohol</td>
<td></td>
<td></td>
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<tr>
<td>Betel nuts</td>
<td>Screening</td>
<td></td>
</tr>
<tr>
<td>Hepatitis B/C</td>
<td></td>
<td></td>
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<tr>
<td>HPV vaccination</td>
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Proactive Approaches to Healthy Ageing
-- Four Key Components

1. Disease management and preventive services
2. Age-friendly health services
3. Community health promotion for elderly
4. Towards an age-friendly society
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Overview of Changhua Christian Healthcare System
Dr. Landsborough Came Overseas to Taiwan in 1895

A Hospital was built on love and charity basis
A Hospital in the Name of Christ

Preach the gospel and serve people under the grace of Jesus Christ

<table>
<thead>
<tr>
<th>Medical Care</th>
<th>Build a robust, complete and safe healthcare system</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evangelism</td>
<td>Become a medical evangelistic center caring for patient’s total well-being</td>
</tr>
<tr>
<td>Service</td>
<td>Deliver patient-centered services, communities service and disadvantaged groups caring</td>
</tr>
<tr>
<td>Education</td>
<td>Become a benchmark hospital for the education and training of health professionals</td>
</tr>
<tr>
<td>Research</td>
<td>Become a research center for advanced medical technology</td>
</tr>
</tbody>
</table>
CCH Health Care System

Staff Number : more than 8000
Patient Bed : more than 4000
Six Keys for Financially Sustainability from CCH

I. Servant Leadership and Good Governance
II. Manage Performance Based on BSC
III. Emphasis on Comprehensive Care and Patient Safety
IV. Shift NHI Reimburse Dependence to Capitation and Keep Patient Loyalty
V. Promote the Tel-plus IT Medicine (Call center)
VI. Fulfil the Social Responsibility of the Hospital
I: Servant Leadership and Good Governance

Through inter-departmental meetings, communication and negotiation to reach consensus in management

- Presbyterian Church
- The board of trustees
- Superintendent
- Board Meeting (Every Two Months)
- Top Leadership Meeting (Every Week)
- Hospital Affairs Councils (Every Month)
- Medical Quality & Patient Safety Meeting (Every Two Months)
- Branch Superintendents Committee
- Vice Superintendent Medical Officer
- Medical Affairs Councils (Every Month)
- Committee
- Administrative Vice Superintendent
- Administrative Councils (Every Month)
- Nursing Department
- Medical Department
- Paramedical Sector
- Administration Department
II. Manage Performance Based on BSC

- **Mission**, **Vision**, **Strategy**, **Role** of service in regions, Short- and long-term goals

**Social promise**
- Keep preaching
- Extend international preaching
- Strengthen social care

**Finance**
- Improve operation

**Customer**
- Enhance customer
- Strengthen existing
- Expand medical service scope

**Internal processes**
- Enhance medical quality
- Enhance patient safety
- Increase operating efficiency
- Strengthen service processes

**Learning & growth**
- Recruit and retain outstanding personnel
- Continually foster & train potential personnel
- Enhance the quality & quantity of researches

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*Strategic Map*
III. Emphasis on Comprehensive Medical Care

Patient Care Model
Recognition of CCH Accreditation

Pipe line of Accreditation

1st FERCAP
1st JCI
1st CAP
1st CCPC-Diabetes
1st CCPC-CKD
1st CCPC-Stroke
1st CCPC-HIV/AIDS
1st CCPC-COPD
1st CCPC-Asthma
1st CCPC-Childhood Asthma
1st CCPC-Breast Cancer
1st CCPC-HCC
2nd FERCAP
2nd JCI
2nd CAP
2nd SQS
2nd FFE
2nd CCPC-Diabetes
2nd CCPC-CKD
2nd CCPC-COPD
2nd CCPC-Asthma
2nd CCPC-HIV/AIDS
2nd CCPC-Stroke
3rd SQS
3rd FFE
3rd FERCAP
3rd JCI
3rd SQS
3rd FFE
3rd FERCAP
3rd JCI
4th FFE
4th SQS
4th FFE
5th FFE
5th SQS
5th FERCAP
5th JCI
6th DOH-IRB
6th DOH-IRB


IV. Shift NHI Reimburse Dependence to Capitation and Keep Patient Loyalty: **Colorectal Cancer Screening Project (2012-2014)**

Increase the number of screening and follow up the screening positive patients, the loyalty of patients elevated year by year.
Outcome of Colorectal Cancer Screening Project (2012-2014)

- Total No. of screening are 7642 cases (2012-2014), and the screening with polypus are 348 cases, confirmed colorectal cancer are 17 cases.
- The cost to treat polypus is about NTD 4200/case, but the cost for colorectal cancer treatment is around NTD 130,000/case.

It estimated to save over 43 million medical expenses for this screening project by three years.

It also illustrated that hospital increase the profits for 43 million by three year if the NHI pays by capitation.

From Patient-centered Care to Science of Prevention
V. Promote the Tel-plus IT Medicine (Call center)
VI. Fulfil the Social Responsibility of the Hospital: Care for Communities and Disadvantaged Groups

<table>
<thead>
<tr>
<th>Category</th>
<th>Examples</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely services for social incidents</td>
<td>Health care for victims of dioxin pollution and radioactive buildings</td>
<td>Timely services for Changhua County residents</td>
</tr>
<tr>
<td>Care for disadvantaged groups</td>
<td>Home visit and free lunch delivery for elderly lone dwellers. Clinical service for inmates with AIDS.</td>
<td>Established Community Health Center and integrated resources for community healthcare</td>
</tr>
<tr>
<td>Care for new settlers</td>
<td>Vocational training program for local new settlers</td>
<td>Care for new settlers in communities</td>
</tr>
</tbody>
</table>

Clinical service for AIDS Patients in detention centers and prisons
Visitation of elderly lone dwellers
Care programs for the elderly in communities
Care for new settlers
## Service for Remote Communities

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<thead>
<tr>
<th>Category</th>
<th>Example</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical service at remote areas</td>
<td>Home Care Subsidy Program</td>
<td>Subsidize home care facilities at remote areas</td>
</tr>
<tr>
<td>Medical care in mountain areas, offshore islands and overseas countries</td>
<td>Medical service in Wuchiu Island Support of Sichuan earthquake relief efforts</td>
<td>Wuchiu Island Medical Service Improvement Program-IDS Integrated Medical Service</td>
</tr>
<tr>
<td>Medical evangelism</td>
<td>Lanyu Island medical missionary service</td>
<td>2009</td>
</tr>
</tbody>
</table>

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**Role and Function in Service Areas**

- **Medical service in remote areas**
- **Sichuan earthquake emergency relief**
- **Lanyu Island medical missionary service**
Till 2014, CCH has organized more than 40 medical teams to Swaziland, Papua New Guinea, St. Lucia, St. Vincent, Thailand, Vietnam, Myanmar and Mongolia for short-term voluntary service. More than 20,000 patients received the service directly and gave highly feedback and treasure friendship to CCH.

In order to strengthen the technologies and share the new knowledge of health promotion, CCH hosted staffs, scholars and students from cooperative countries by attending advance training. The trainees could act as the seed to spread the innovative ideas and updated technology to build the capacity of their organization when they back to their own country.
CCH aimed at strengthening the cooperation with local community organizations such as social welfare networks, schools and community associations. By assessing the local needs and provide comprehensive professional support, CCH carried out the public health projects under severely limited resource..

The Hospital also donated used but still good equipment to developing countries such as Congo, Kenya, Nepal PNG, Myanmar and St. Vincent to strengthen the hospital capacities.
Thank You for Your Attention