
ANNUAL REPORT
HEALTH POLICY INSTITUTE
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Health Policy Institute

CONTENT

1. HEALTH POLICY INSTITUTE (HPI) ORGANIZATIONAL STRUCTURE.....	3
2. HPI'S MISSION	4
3. HPI 2012 IN NUMBERS	5
4. HPI IN THE MEDIA IN 2012	6
5. HPI'S FINANCING	8
6. HPI'S ACTIVITIES IN SLOVAKIA.....	9
7. HPI'S ACTIVITIES ABROAD	25
8. HPI TEAM MEMBERS (CURRICULUM VITAE)	29

1. HEALTH POLICY INSTITUTE (HPI) ORGANIZATIONAL STRUCTURE

Position	Full Name
Founding Members of the Institute	Ing. Peter Pažitný, MSc. MUDr. Tomáš Szalay MUDr. Angelika Szalayová Mgr. Henrieta Tulejová, M.S.
Managing Director	Ing. Peter Pažitný, MSc.
Partners	Ing. Peter Pažitný, MSc. MUDr. Tomáš Szalay MUDr. Angelika Szalayová
Senior Analysts	Ing. Karol Morvay, PhD. MUDr. Silvia Hnilicová Mag. Mária Pourová Ing. Peter Balík, MA.
Junior Analysts	Mgr. Roman Mužik
Communication and Marketing	Mgr. Katarína Skybová
Chief Financial Officer	Ing. Ivana Morvayová
Office Manager	Michaela Badinová

2. HPI'S MISSION

HPI strives to fulfill the following mission through its activities:

1. In respect to the backdrop of growing healthcare costs driven by high expectations of citizens, ageing of the population, changing structure of illnesses and technological advances, it is the mission of the Health Policy Institute to:

- promote values, which support financially sustainable healthcare systems responding flexibly to the needs of the population;
- promote innovative solutions at the level of healthcare systems, health insurance companies and providers in order to achieve higher efficiency in the provision of healthcare services;
- promote client-oriented approach to the insured and patients.

2. The first assumption to promoting these values is the understanding of health as an individual asset. Health Policy Institute will promote a health policy, which motivates every citizen to improving his or her own health state.

3. The second assumption is the highest possible decentralization of decision-making mechanisms. Health Policy Institute supports market mechanisms in the healthcare sector wherever they are more efficient than state intervention. Health Policy Institute will, therefore, promote an efficient regulation of the extent of provided healthcare, flexible setting of the minimum network and maximum prices, which are sufficiently motivating as basic tools of the healthcare policy. It will be the task of the private sector to give content to these regulations.

4. Solidarity is the third most important value. Health Policy Institute promotes a system of compulsory public health insurance, which gives every insured the right to equal care at equal needs. Due to the fact that in healthcare the unlimited desire for immortality meets strict economic rules, solidarity must clearly define boundaries to prevent its abuse and to wasting of scarce resources for medically ineffective and economically inefficient interventions.

5. Health Policy Institute will, therefore, advocate such operation of healthcare systems in Slovakia and elsewhere, which promote the responsibility of the patient, of the provider and of the healthcare purchasers.

3. HPI 2012 IN NUMBERS

2	press conferences
3	legislative seminars
3	publications
3	consultations with members of the Slovak National Council and members of the Healthcare Committee in the Council
3	new sections on the HPI website
42	pages on average published per one issue of the monthly newsletter Health Policy
56	articles in the monthly Health Policy
265	media outputs in 2012
596	links on monitored articles in 2012 in Slovakia
641	likes on facebook
2380	email addressees, where the Health Policy newsletter has been sent regularly in 2012
10 088	signatures in the collective commentary aimed at maintaining the plurality of health insurance companies in Slovakia
47 182	unique visitors of the HPI website www.hpi.sk
134 623	unique page views of www.hpi.sk

4. HPI IN THE MEDIA IN 2012

The goal of HPI in 2012 was also to provide professional views for the public on the main issues and changes in the healthcare sector. We contributed to this goal by issuing press releases, as well as, by numerous statements for different Slovak and foreign media.

HPI provided in 2012 two press releases on the topic „single health insurance company“ and the „misunderstanding about data between the General Health Insurance Company (VšZP) and the Health Surveillance Authority (HAS)“. The second press release was a reaction on the official position of the General Health Insurance Company about incorrect data used in HPI’s analysis on the topic of waiting lists in Slovakia. We faced their uncertainty by underlining that data used in the analysis was gained from the official databases of the Health Surveillance Authority, which receives this information from each health insurance company separately.

In total, HPI’s analysts were mentioned in 265 media outputs in 2012. Thus, we have made statements on the happening in healthcare 22 times per month on average, that means each working day in the year (see table under with the number of media outputs by topic):

	Peter Pažitný	Tomáš Szalay	Roman Mužik	Angelika Szalayová	Peter Balík	Mária Pourová	Silvia Hnilicová	Katarína Skybová	HPI	Total
Waiting times and corruption in healthcare		6	21						8	35
Single health insurance company	20	36	1						7	64
DRG	3									3
Political situation and healthcare	3	4	1		1					9
Hospital debts and the budget	4	19								23
Maternity hospital guide							1	7	46	54
Remuneration of healthcare personnel	4	3							2	9
Drug policy		10		2						12
Fidelity rebates		6								6
Position of patients		1								1

Re-insurance and voluntary health insurance	8	1			1					10
Healthcare 2020	1									1
In regards to the IFP analysis „Less healthcare for more money“	2	1								3
Centralization in Hungary	2									2
Reward based healthcare				1						1
Obama care						1				1
Other	7	20			1				3	31
TOTAL	54	107	23	3	3	1	1	7	66	265

5. HPI's FINANCING

Sources of Financing /Year	2005	2006	2007	2008	2009	2010	2011	2012
2% of taxes	0	0	0	0	0	0	0	548
2% of taxes								548
Grant schemes	0	0	0	0	4 284	13 452	17 219	17 280
Open Society Foundation					4 284	9 882	6 509	
Slovak association of companies focused on research and development						3 570	10 710	14 280
SPP Foundation – Project Maternity Hospital Guide								3 000
EU Projects	0	0	0	0	0	0	3 480	947
Uniwersytet Ekonomiczny we Wrocławiu							3 480	947
Company contributors/ Donations from individuals	0	0	0	0	0	0	0	0
Revenues from business activities	53 539	39 430	11 849	52 487	8 990	31 404	24 765	33 929
ACCOR Services Slovakia s.r.o.	9 925							
Dôvera Health Insurance Company, a.s.							833	
Egészségbiztosítási Felügyelet			4 303					
Health Research & Consulting, s.r.o.	4 174							
Institut d Economie de la Sante		1 180						
Conservative Institute of M.R.Štefánika, n.f.						672		
London School of Economics and Political Science							292	833
Management Skill Base s.r.o.	19 916							
MEMO 98						105		
Ministry of Health of the Slovak Republic		28 215						
Ministry of Health of the Czech Republic			7 546	44 759	2 512			
Pontis Foundation								833
National Institute for Strategic Health Research		10 035						
Reforma zdravotnictvi - forum.cz	17 027							
Roche Slovakia, s.r.o.								1 500
Semmelweis University						13 130	13 513	
Stockholm Network	2 496							
General Health Insurance Fund of the Czech Republic								7 930
WHO				7 311				
Association of health insurance companies in Slovakia								12 004
Revenues from organizing conferences and legislative seminars						9 212	10 027	10 803
Revenues from advertisement					2 520	8 260		
Revenues from analytical services					3 933			
Subscription of "Health Policy"				418				
Sale of books and publications					25	25	100	25
Other revenues	3	11 059	134	225	123	58	44	0
Revenues from long term financial ownership		10 954						
Other revenues of financial character	3	105	134	225	123	58	44	0
TOTAL	53 542	50 488	11 983	52 712	13 397	44 915	45 508	52 703

Note: all revenues are VAT excluded

6. HPI'S ACTIVITIES IN SLOVAKIA

IN 2012, WE HAVE EXTENDED OUR PROJECT MATERNITY HOSPITAL GUIDE WITH MEDICAL QUALITY EVALUATION

The Maternity hospital guide was launched in cooperation between the portal www.rodinka.sk and HPI. It is an internet application, where each Slovak gynecological department and maternity hospital has a profile with detailed data. These departments may regularly update their profiles, so that the information is topical and precise. In Slovakia, there are 54 maternity hospitals and 53 of them participated in our project for the past two years during the project existence.

The mission of the project is to improve respect for giving labor, for new life and for bringing children to the world. We intend to inform, educate and promote Slovak mothers and their families about how natural, safe and dignified labor follows, as well as, about creating conditions for these principles in Slovakia. We want to be the mediator in communication between parents and perinatologist. Based on the feedback of mothers and professional analysis of perinatologists, we want to improve Slovak obstetrics.

By 2015, we want the project to be a credible source of information for future mothers and the public, and a leader in providing information about maternity hospitals, Slovak obstetricians and methods of childbirth. These data are gained through cooperation with Slovak experts in perinatology in cooperation with mothers. We want to create a portal, through which Slovak women may responsibly choose where and how they want to give birth to their children.

Since the establishment of the portal www.sprievodcaporodnicami.sk in 2011, it had more than 155 000 unique visitors and more than 640 000 hits. Mothers expressed their views on patient satisfaction more than 7 500 times. In 2012, this happened 3165 times, which accounts for 5,8 percent of all births in that year.

In the course of 2012, we have worked actively on improving the methodology of the project Maternity hospital guide, so that in 2013 we could define top maternity hospitals based on several factors. This is the reason, why in 2012, we expanded the project by measuring quality of maternity hospitals through indicators of medical quality and assessment based on services provided by maternity hospitals.

Thanks to 3165 assessments of mothers, 14 experts in perinatology (medical science dealing with the time period of childbirth) and project coordinators HPI and rodinka.sk, a ranking of maternity hospitals was established in 2012, which evaluated their services, quality of care and satisfaction of mothers.

The 2012 assessment consists of three factors with equally assigned importance:

- EXPERT RATING: assessing the quality of health care
- EVALUATION OF SERVICES: provided by obstetricians
- EVALUATION OF SATISFACTION of mothers

One of the most important criteria for selecting a "good maternity hospital" is the quality of care provided. In cooperation with 14 prominent experts in perinatology in Slovakia, we have identified ten parameters to measure the quality of medical care in Slovak maternity hospitals.

The results of the 2012 evaluation of maternity hospitals were presented on 5 February 2013 at a press conference in Bratislava.

Summary of media outputs on television, radio, print, online:

- More than 45 articles in the print and online media
- Four stories in the main news (RTVS, TV JOJ, Awning, TA3), 2 broadcasts
- 2 radio shows
- Dozens of online comments related to the topic

The project Maternity hospital guide in 2012 was professionally led in HPI by Silvia Hnilicová. Communication and PR of the project was managed by Katarína Skybová. Information about the project as well as the evaluation of maternity hospitals is available at www.sprievodcaporodnicami.sk.

ANALYSIS OF THE UNAVAILABILITY OF HEALTHCARE SERVICES, MEASURED THROUGH WAITING LISTS

In July 2012, HPI issued the *Analysis of the unavailability of healthcare services, measured through waiting lists*. The analysis has been conducted by our junior analyst Roman Mužík, with methodological and legislative support by HPI's partners Angelika Szalayová, Tomáš Szalay and Peter Pažitný.

The aim of this analysis was to define types of diagnoses, which make patients wait for treatments on waiting lists, evaluate the number of patients on these lists as well as to assess the length of waiting times depending on the health insurance company and type of facility.

The analysis of the waiting times and its publication provoked the reaction of several key healthcare players.

After the media coverage of the issue, based on our recommendation, the Dôvera health insurance company decided to create a portal on its website, where the insured can find out how long the waiting times are for individual healthcare providers.

The General Health Insurance Company (VšZP) published on 5 September 2012 a press release, in which it questioned the information provided in the analysis about waiting lists. The number of its insured registered on the waiting lists was according to them considerably lower. Data sources cited in the analysis originate from the Health Surveillance Authority, which gathers all such data from each health insurance company separately, including the General Health Insurance Company. This clearly indicates the fact that the non-disclosure of waiting lists creates an ideal environment for corrupt behavior, and therefore clear rules and transparency must be put into practice in creating the waiting lists.

Based on data uncertainties about the number of insured persons on waiting lists in VšZP, highlighted in the analysis, the Health Surveillance Authority conducted a control visit in the VšZP. The Authority made the VšZP accept corrective measures to remedy the deficiencies and their causes and to inform the Office in writing about their completion. The outcome will be visible in the course of 2013.

Prolonging the waiting times for surgeries and the non-transparent evidence of these waiting lists has also been addressed on the political level. There was an attempt by Viliam Novotný from SDKÚ-DS, Member of the Slovak Parliament, to amend the legislation and to legally settle the problem of waiting lists. He proposed in the amendment that patients have to be informed by the health insurance company about the expected waiting times for surgeries, as well as about the possibility to get treatment in another hospitals at an earlier date.

The author of the analysis is Roman Mužík.

The publication is available on the Web:

http://www.hpi.sk/cdata/Documents/Analyza_cakacich_listin.pdf

ANALYSIS OF THE REGULATORY FRAMEWORK AND REFORM PROPOSALS FOR THE HEALTH SURVEILLANCE AUTHORITY

In the course of 2012, Peter Balík worked intensively on the analysis of the regulatory framework of the Slovak healthcare system and focused primarily on the Health Surveillance Authority. The study was published in December 2012.

The reason for conducting this analysis was our reflection about a more efficient operation of this institution. Therefore, we decided to summarize the major deficiencies of the Authority and propose reform options of its activities with the aim of a more flexible and especially more independent functioning of the institution.

We consulted our reform proposals with the former President of the Health Surveillance Authority, Ján Gajdoš, to whom we would like to thank for his willingness and expert advice.

The study also contains a chapter on international comparisons, in which we presented, how similar institutions, such as the Health Surveillance Authority, work in the Netherlands, Germany and Switzerland.

The author of the analysis is Peter Balík.

The publication is available on the Web:

http://www.hpi.sk/cdata/Publications/regulacny_ramec_a_udzs.pdf

WHAT KIND OF ACTIVITIES ARE CONDUCTED BY PATIENT ORGANIZATIONS IN SLOVAKIA?

In 2012, HPI has been interested in patient organizations operating in Slovakia. The topic of patient organizations is currently very actual considering the growing status of patients in healthcare, because their individual needs and interests are playing an ever-increasing role. Due to this reason, Peter Balík and Lucia Starečková initiated an analysis of the current situation in Slovakia. Their aim was to assess the activity of patient organizations in Slovakia in relation to shaping health policy.

The chosen methodology for this study included a field survey (questionnaires for 143 patient organizations), research of websites and analysis of legislative processes in the commentary rounds for legal proposals.

Although the study has not yet been published, much of the analysis was conducted in 2012. The estimated date of the publication of the study is planned for June 2013.

The authors of the study are Peter Balík and Lucia Starečková.

SECOND YEAR OF COOPERATION BETWEEN HPI AND THE SLOVAK ASSOCIATION OF PHARMACEUTICAL COMPANIES – ANALYSES AND TRENDS IN THE SLOVAK AND FOREIGN HEALTHCARE SYSTEMS (PHARMA OUTLOOK)

In 2012, the cooperation between HPI and the Slovak Association of Pharmaceutical Companies (SAFS) in providing regular analyses of fundamental categories of the health and drug policy in Slovakia and abroad (Pharma Outlook), continued for the second consecutive year.

The analysis consisted of four parts and was passed on a quarterly basis in accordance with the agreed terms.

The first part of the analysis was written by Karol Morvay and it was devoted to commenting on quarterly macroeconomic developments in Slovakia. It consisted of focusing on the present, expectations and projections.

In the second part of the analysis, processed by Angelika Szalayová, an up to date database of drug consumption in Slovakia was presented.

The third part, managed by Tomáš Szalay, presented the quarterly legislative activity of the Slovak National Council by the different stages of the legislative process.

In the fourth section titled international comparisons and processed quarterly by Peter Balík, healthcare system of specific countries were presented – Hungary, Poland, Romania and Bulgaria. Exchange rates and major events in the field of health policy and health reforms of the specific country were included in this section, as well.

MONTHLY NEWSPAPER HEALTH POLICY ANALYSIS COMMENTED FOR THE SEVENTH YEAR THE EVENTS IN THE SLOVAK HEALTH CARE SECTOR

The monthly newspaper of the HPI Health Policy was published in 2012 for the seventh year already. It delivers analyses, comments and attitudes not only of HPI's members, but also of many other authors commenting on current events in Slovakia, the Czech Republic, Hungary and Poland.

In the course of 2012, the following topics dominated in the Slovak healthcare:

Anti-corruption measures in healthcare: in several publications of HPI monthly, we presented the thesis of our Junior Analyst, Roman Mužik about this specific topic. In the published parts, Roman devoted particular focus on argumentation about where and why there is corruption in healthcare in Slovakia. Roman also analyzed draft anti-corruption measures in the electoral programs of political parties before the 2012 parliamentary elections and draft anti-corruption measures of the Medical Trade Union Association.

Manifestos of political parties in the medical field: Peter Balík focused in the pre-election period in 2012 on analyzing election manifestos of political parties in the field of healthcare. The aim of this analysis was to present the key points of electoral programs in the healthcare sector and evaluate them in terms of feasibility. The main subjects of the analysis were the financing reform as well as changes in the institutional and informational infrastructure.

Analysis of the government program: Peter Pažitný, Tomáš Szalay and Angelika Szalayová cooperated on this analysis together in the election year of 2012. They concluded that the government program lacks specific measures for declared financial stabilization, ambition to define the basic benefit package and trust in people's autonomy and responsibility of individual players. This analysis was also published in the weekly newspaper .týždeň No. 19/2012.

Plans of the Government to introduce a unitary system of health insurance - Peter Pažitný in his article introduced the scenario after the purchase, respectively expropriation of private health insurance companies in Slovakia. The article reacted on a public statement of the Prime Minister Robert Fico, who announced the establishment of a unitary system of health insurance. The article was published in the weekly newspaper .týždeň. No. 28/2012.

Dishonest argumentation for the existence of a single state insurer - Tomáš Szalay in his article commented the dishonest reasons of the Government for the introduction of a single health insurance company. He concluded that the government based its decision on a document that contains a dishonest argumentation. In fact, this document answers the basic question: why is such a change needed? What do the citizens, patients, insured and providers get for the transaction costs of this change?

Wrong analyses of the Slovak state institutions advocating the single health insurance company model - Peter Pažitný, Angelika Szalayová a Tomáš Szalay responded to an analysis about the effectiveness the Slovak healthcare system conducted by the Institute for Financial Policy. The Institute should have provided arguments for the intention of the Government to introduce a system of a single health insurance company in Slovakia. The conclusion of the article was that the analysis of the Institute did not confirm the profitability of the introduction of a single health insurance company in Slovakia. Nationalization of health

insurance companies is therefore primarily ideological and not a professionally based intention of the Government.

HPI would like thank for the support in publishing our monthly in 2012 to the Union Health Insurance Company and to the Slovak Association of Pharmaceutical Companies.

The Chief editor of our monhly Health Policy is Tomáš Szalay, and his deputy is Roman Mužik.

Complete versions of the currect and past monthlies Health Policy you may find at <http://www.hpi.sk/hpi/sk/view/2111/newsletter>.

DAILY MONITORING OF THE MEDIA AND SUMMARIZATION OF THE MAIN NEWS IN THE HEALTHCARE SECTOR IN SLOVAKIA

Our website offers its visitors a comprehensive overview of daily healthcare related news that have appeared in the Slovak opinion-making newspapers. Roman Mužik is responsible for this activity at HPI and he daily researches and updates the most interesting articles and analyses on HPI's website.

For foreign visitors of our website, we also regularly update the most relevant information in English.

Most of these articles can also be found by our fans on our Facebook page. This will ensure their regular access to necessary information in global health policy.

LEGISLATIVE SEMINAR CONTINUED SUCCESSFULLY FOR THE SECOND YEAR

The year 2012 was the second year of organizing our regular quarterly legislative seminar. The seminar continued to bring an overview of the adopted and planned legislative changes in the Slovak healthcare sector. The seminar is targeted for professionals and economists from health insurance companies, banks, commercial insurance companies, investors, providers, hospitals, doctors, pharmaceutical companies, companies selling medical devices and other organizations operating in the healthcare sector. Lunch with a discussion is also always part of the seminar.

The fourth consecutive legislative seminar and the first one in 2012 (7.2.2012) covered actual topics about the wage increase of hospital doctors, changes in financing emergency services and the health insurance budget for 2012. MUDr. Viliam Novotný, MUDr. Juraj Vančík, Ing. Vratko Šoka, Ing. Ivo Krpelan, Ing. Karol Morvay, PhD. and Ing. Peter Pažitný, MSc. were the speakers at the seminar. (<http://www.hpi.sk/hpi/sk/view/4991/legislativny-seminar-7-2-2012>).

The fifth legislative seminar (5.6.2012) focused on the Government Program for healthcare, the submitted amendment to the Health Insurance Act and the Act on health insurance companies as well as the financial health perspective in the context of current economic developments and the intentions of the new government. MUDr. Viliam Novotný, MUDr. Peter Kalist, MPH, MUDr. Angelika Szalayová, MUDr. Tomáš Szalay, Ing. Karol Morvay, PhD. and Ing. Peter Pažitný, MSc. were the speakers at the seminar (<http://www.hpi.sk/hpi/sk/view/6076/legislativny-seminar-5-6-2012>).

The main topic of the **sixth legislative seminar (23.10.2012)** was the single health insurance company, legislative amendments 362 and 363/2011, waiting lists and patient organizations. The lecturers were Ing. Martin Kultán, Ing. Boris Maslovič, MD. Angelika Szalayová, MD. Tomáš Szalay, Mgr. Roman Mužik and Ing. Peter Balík, MA. The Director of the General Health Insurance Company, Ing. Marcel Forrai, MPH, and Mgr. Ivan Poprocký from the Ministry of Health were also invited for the discussion about single health insurance company, but neither one of them accepted our invitation. (<http://www.hpi.sk/hpi/sk/view/8224/legislativny-seminar-23-10-2012>).

Organization of the legislative seminars is managed by Mária Pourová.

INITIATION OF THE COLLECTIVE COMMENTORY ON THE IMPLEMENTATION OF UNITARY HEALTH INSURANCE SYSTEM IN SLOVAKIA

HPI in cooperation with the Conservative Institute of M. R. Štefánik, Institute of Economic and Social Studies (INESS), Institute of Economic and Social Reform (INEKO), M.E.S.A.10 and the Forum of Independent Reviews reacted with a collective commentory on the proposed legal act by the Ministry of Health dated 25.9.2012, which intends to abolish the system of multiple health insurance companies in Slovakia and replace them with a single health insurance company.

This collective commentory has been supported by 10,088 people during one week. After submitting all the necesary documentation of this commentory to the Ministry of Health, HPI's partners and represenatives from the Ministry held a meeting, however, with the absence of the Minister Zuzana Zvolenská. The meeting was attended and led by Martin Filko, Director of the Institute for Financial Policy. His argumentation was not based on a consistent basis, and therefore HPI's parters left the meeting without an adequate explanation of the government action. The collective commentary was subsequently not accepted by the Ministry of Health.

UPDATING THE REDISTRIBUTION SYSTEM FOR THE HEALTH SURVEILLANCE AUTHORITY

In November 2011 and in March 2012, Angelika Szalayová was the main project coordinator for actualizing the redistribution mechanism for the Health Surveillance Authority. Demographics and health status parameter in the form of Pharmacy Cost Groups (PCG) were included in the redistribution mechanism in the framework of this project. PCG is a tool that searches for chronically ill insured among all insured persons in the health insurance company based on their previous drug consumption. Adding this parameter, the predictive ability of redistribution in Slovakia increased from 3 to 20%. Changes came into force on 1. July 2012.

CONSULTATIONS FOR MEMBERS OF THE SLOVAK PARLIAMENT AND MEMBERS OF THE HEALTHCARE COMMITTEE OF THE PARLIAMENT

In addition to exerting an impact on public opinion and modernizing approaches to healthcare reform, HPI seeks to maintain an active relationship with political leaders, who have a direct effect on the formation of health policy in Slovakia. In this respect, HPI provides expert advisory services to several members of the Healthcare Committee of the National Council of the Slovak Republic as well as to Ministers of Health.

Tomáš Szalay was until December 2011, an expert advisor to the Minister of Health Ivan Uhliarik. Even in the post-election period the collaboration with the Member of the Parliament Ivan Uhliarik and HPI is very active. Tomáš Szalay also provides expert advisory to the Member of the Parliament Viliam Novotný, who is also member of the Healthcare Committee in the Parliament.

Since October 2012, Peter Balík provides assistance to the chairman of the Freedom and Solidarity (Sloboda a Solidarita – SaS) political party, Richard Sulík, who became member of the Healthcare Committee in the Slovak Parliament after the parliamentary elections in 2012.

PROVIDING LECTURES BY HPI'S ANALYSTS AND OTHER EDUCATION ACTIVITIES

In the course of 2012, members of the HPI team provided a number of lectures on various topics of health policy. They were mostly active in regards to lecturing at the private university Health Management Academy (HMA) in the MSc program for health managers.

Peter Pažitný led during a whole semester the class on health policy, in which he and HPI's senior analyst Peter Balík held numerous lectures.

HPI had an active representation in a seminar organized by Sanofi Aventis and Zentiva on 23 - 25 April 2012. The seventh annual seminar was marked under the name "The industrial pharmacy" and was organized for selected third-year students of the Pharmaceutical Faculty at the Comenius University in Bratislava and Pharmaceutical Faculty in Brno.

In 2012, Peter Pažitný, Angelika Szalayová and Peter Balík were invited as lecturers to the Sanofi Aventis seminar focused on over-the-counter (OTC) medicines. The seminar was held on 26 - 27 October 2012 in Bratislava under the auspices of the Zentiva Foundation. The event was attended by the best students from every secondary school focused on Pharmaceutical Industry in Slovakia. Peter Pažitný focused on health policy and Slovakia's healthcare reform, Angelika Szalayová held a lecture on the Slovak Drug Policy and Peter Balík presented the strategic scenarios 2020 and the future of healthcare in Central and Eastern Europe.

Following this seminar, Peter Balík, became member of the evaluation committee of the Zentiva Foundation's educational grant, which annually launches a competition in writing papers on selected topics in the pharmaceutical industry. As a member of the evaluation committee, Peter Balík participated in selecting the best papers as well as in the final evaluation committee assessing student presentations. As a result, top 10 students with their papers were rewarded.

After the completion of strategic scenarios in the CEE HPN, Peter Pažitný participated in two very important meetings – in the premises of the Slovak Association of Pharmaceutical Companies and consequently at SK-MED. For members of these associations, he prepared a brief presentation of strategic scenarios, which in both cases continued with interesting discussions about the future of Slovak healthcare.

On 30 August 2012, Peter Pažitný provided an online lecture at the University for Modern Slovakia on strategic scenarios for 2020, the future of Central and Eastern European healthcare. The University is a project of the former Minister of Finance Ivan Mikloš and has around 6 200 students enrolled to the program.

HPI'S WEBSITE AND NEWS IT BRINGS TO ITS VISITORS

In the course of 2012, we thought about how our website www.hpi.sk may contribute to an increased awareness and education of its visitors. In addition to traditional categories, which our visitors are used to, such as news, commentary, analysis, publications, country analysis, conferences and more, we upgraded our website with some new categories.

We have added a "*Who's Who*" list, which presents major stakeholders of the healthcare system in Slovakia and abroad. Thus, the reader can easily find all necessary information about specific personalities in healthcare in an alphabetical order.

Within this category we have also added an explanation of basic terms used in health policy terminology as well as a list of abbreviations, which are vital in understanding health policy.

In the section "*About us*", the website's visitors may find the biographies of each of HPI's team members.

Furthermore, a link has also been added to our website – "*CEE HPN videos*", which shows in a very interesting manner, where our healthcare may be heading by 2020.

HPI IS NOT ONLY ABOUT THE PROFESSIONALITY IN HEALTHCARE, BUT ALSO ABOUT THE TEAM, WHICH HAD SEVERAL COMMON ACTIVITIES IN 2012

In addition to communicating with the public, media, clients and politicians, HPI focused in 2012 also on strengthening its internal team. Numerous activities and joint events contributed to this goal, where in addition to entertainment, the HPI team also focused on the reflection of the company's vision, future projects and strategies in order to continue to be a successful Slovak think-tank.

In the summer of 2012, HPI organized a teambuilding weekend in Velký Krtíš. In addition to winetasting and gastronomic activities at local wineries (☺), the team has defined its values, mission and vision for the upcoming period. Not only the responsibility for projects and strategic areas was delegated to the team members in a specific strategic area, but we have also worked out in detail our planned projects and their objectives.

In November 2012, the traditional goose feast was organized, when the whole HPI team and their families and spouses visited Slovenský Grob.

The final event of 2012 was the traditional Christmas party, at which HPI welcomed in its premises more than 70 guests and partner organizations.

7. HPI'S ACTIVITIES ABROAD

COOPERATION WITH THE LONDON SCHOOL OF ECONOMICS (LSE) ON A STUDY RELATED TO VOLUNTARY HEALTH INSURANCE

In the course of 2012, HPI was contacted by the London School of Economics (LSE) with respect to their research activities in the field of voluntary health insurance. HPI's task in this project was to provide a study and data on how private health insurance is used in Slovakia. Peter Pažitný and Peter Balík cooperated on this project.

The European wide study of the LSE on voluntary health insurance will be published in the course of 2013, which analyzes the situation in 35 countries. The activity is based on a study from 2009, which was prepared for the European Commission on this topic.

The final study was processed by HPI in summarizing data in Excel spreadsheets and describing the situation with voluntary health insurance in Slovakia.

CONSULTATIONS WITH THE AIM OF CREATING A POLITICAL STRATEGY IN HEALTH POLICY IN HUNGARY

In 2012, HPI was approached to provide consulting activities for an NGO in Hungary in the preparation of a political strategy in health policy. Pažitný Peter and Peter Balík participated regularly in these meetings. The result of our work was a comprehensive advisory for finding ways on improving the deteriorating situation in the Hungarian healthcare system. Main points of the strategy were agreed at the end of 2012, while the complex material will be prepared in the course of 2013.

THE HPI TEAM PARTICIPATED IN SEPTEMBER 2012 IN AN INTERNATIONAL CONFERENCE – 7TH PRAGUE INTERNATIONAL HEALTH SUMMIT

On 23 - 25 September 2012, HPI attended the 7th Prague International Health Summit, which was organized for the first time by an international network of health experts and think tanks, Central & East European Health Policy Network (HPN CEE). HPI is a full member of this network, along with Peter Pažitný, Tomáš Szalay, Peter Balík and Angelika Szalayová.

The aim of the conference was to promote innovative solutions in healthcare and new financial mechanisms to achieve higher added value for consumers. At this conference, strategic scenarios of possible developments in Central and Eastern European healthcare systems in 2020 were also presented. Four short videos showing different scenarios of the future development of healthcare were presented at the summit for the first time.

The summit was attended by 138 delegates, 19 speakers and one Minister of Health. The participants came from 13 countries. During three days of the summit, we had the opportunity to

participate in six blocks of lectures, five networking activities, two working breakfast, VIP cocktails, as well as in the opening ceremony with dinner and gala dinner on the last day of the conference.

HPI, as a member of the CEE HPN, also attended a meeting of the members of the network during the conference. We have proposed possible future activities for CEE HPN, financial coverage for the operation of this institution and we have also suggested new members for the CEE HPN, who were also accepted.

INTERNATIONAL WORKSHOP ABOUT THE COMPETITION OF HEALTH INSURANCE COMPANIES AND ITS CONTRIBUTION FOR CONSUMERS IN HEALTHCARE

On 23 October 2012, HPI in collaboration with the Association of Health Insurance Companies organized an international workshop on the topic „Competition of Health Insurance Companies and its Benefits for Consumers in Healthcare.“ The venue of the workshop was Hotel Devin in Bratislava and nearby a debate followed the workshop in a restaurant Kogo.

The impetus for this workshop has been the government plan to introduce a unitary system of health insurance in Slovakia. The workshop was marked by the spirit of consumer-oriented healthcare. The main speakers were Katarína Kafková from the Association of Health Insurance Companies, Tomáš Szalay from HPI, Tomáš Macháček from Reforma zdravotnictví.cz, Johan Hjertqvist President from the Health Consumer Powerhouse, Ryan Florijn from the Dutch Achmea, which is a 100% owner of the health insurance company Union.

A STUDY ON „DESCRIBING THE EXISTING SYSTEMS OF NOMINAL PREMIUMS AND THE PROPOSAL OF SOLUTIONS FOR THE CZECH REPUBLIC“ IN COOPERATION BETWEEN HPI AND REFORMA ZDRAVOTNICTVÍ.CZ

A study prepared by a joint team of HPI and ReformaZdravotnictví.cz for the Czech General Health Insurance Fund has four parts:

- a) A glossary
- b) Description and comparison of systems with nominal premiums (hereinafter referred to as "NP") in the Netherlands, Germany and Switzerland (possibly in another country with an acceptable health insurance system) and the actual values of NP in 2011 and 2012 in these countries (including the description of health plans).
- c) Proposals for setting a competitive environment for health insurance especially in terms of price policy (NP, co-payment, deductibles, etc.).
- d) The framework proposal for the implementation of NP in the Czech Republic from 2014 on.

The outcomes of the study were presented at the seminar on 10 December 2012 in Prague, which was attended by the employees of the Czech General Health Insurance Fund, Ministry of Health and The Ministry of Finance of the Czech Republic. Final results were presented at the seminar on 26 - 27 February 2013, which also included an interactive workshop about the implementation of

nominal premiums in the country. The authors of the study are Tomáš Macháček (ReformaZdravotnictví.CZ), Peter Pažitný (Health Policy Institute), Mária Pourová (Health Policy Institute), Daniela Kandilaki (ReformaZdravotnictví.CZ) and Angelika Szalayová (Health Policy Institute).

COOPERATION WITH PONTIS FOUNDATION ON THE PROJECT OF HEALTH TOURISM IN BELARUSSIA

The goals of the cooperation were consultations for Belarussian analyst in creating a support strategy for health tourism in Belarussia. Consultations ran in English through skype. Afterwards, the outcomes of the Belarussian analysts were assessed and proposals and recommendations to be completed were advised. Peter Pažitný from HPI in cooperation with Andrea Cox from the PONTIS Foundation provided the consultations.

PARTNERSHIP IN THE POLISH PROJECT PORTRETY SZPITALI

In 2012, HPI was the member for the second year of the Polish Portraits Szpitali project, which aims to research the effectiveness of Polish hospitals through benchmarking. Formulation of recommendations, best practices and quality management for hospitals should be the result of the project. Members of the project Uniwersytet Ekonomiczny in Wroclaw, ORDO – Polskie Centrum Edukacji i Analiz, Związek powiatowe Polskich and Health Policy Institute.

In respect to this project, a conference of all partners of this project was organized in 2012 in Wroclaw on 14 December 2012. Peter Balík and Roman Mužik from HPI took part in the conference.

ACTIVE PARTICIPATION OF THE HPI TEAM IN INTERNATIONAL CONFERENCES AND SEMINARS

One of the missions of HPI is to participate actively in international conferences and seminars related to health policy and health management. Therefore, in 2012, we significantly supported this goal and our team members participated for several occasions in prestigious forums, not always only as listeners but also as lecturers.

– International trainings and summer schools:

International Training of the World Health Organization (WHO) “The Barcelona Course in Health Financing” - Peter Balík was selected last year among numerous applicants to the WHO International Training Course on Healthcare Financing, which was held on 14. – 18. May 2012 in Barcelona. The course tackled the definition of a basic package, increasing of healthcare resources, pooling of resources and purchasing of healthcare services. Peter Balík received an international certificate after the successful completion of this training.

Venice Summer School 2012 on the “Performance Assessment for Health System Improvement: Uses and abuses” on the island of San Servolo – Roman Mužik attended an international summer school between 22. – 28 July 2012, which sought to find ways of measuring the performance of health systems, considered the use and misuse of the systems’ performance measurement, proposed the implementation of systems’ performance measurement in health policy. After the successful completion of the summer school, Roman Mužik received an international certificate.

– International conferences:

Innovation in Healthcare without Borders – Members of the CEE HPN team from HPI Peter Pažitný, Tomáš Szalay a Peter Balík participated on 15. – 17. April 2012 in the conference organized by the European Commission in Brussels on „Innovations in Healthcare without Borders“.

First conference on health inequalities in the new EU Member States: Policy makers and patients – Creating the change in Sofia, Bulgaria: on 20. – 21. September 2012, Peter Balík, member of the HPI and CEE HPN team, participated in the conference and held a presentation on the topic Strategic Scenarios 2020, the Future of CEE Healthcare.

Global Health Strategy Coalition conference in London – on 8. – 9. October 2012, Peter Balík participated in the international conference on global challenges, which was organized by the international think tank Stockholm Network. Peter held a presentation again on the topic Strategic Scenarios 2020, the Future of CEE Healthcare.

TREND conference on Healthcare Management 2012 in Bratislava – the HPI team participated on 30. – 31. October 2012 on this conference, which was organized by the weekly TREND for the main healthcare stakeholders in Slovakia. Single health insurance company, DRG and drug policy were the core topics of the conference.

CEE e-health academy (CEEeHA) conference in Budapest – on 26. – 28. October 2012, Peter Pažitný participated in the second year of the CEE Health Academy forum in Budapest. Peter Pažitný presented on this forum the Strategic Scenarios 2020, the Future of CEE Healthcare.

8. HPI TEAM MEMBERS (CURRICULUM VITAE)

ING. PETER PAŽITNÝ, MSc. (1976), PARTNER AND MANAGING DIRECTOR

Ing. **Peter Pažitný**, Msc (*1976) is the founding partner and managing director of Health Policy Institute (HPI) and Central & East European Health Policy Network (CEE HPN). In 2002–2005 he was the principal advisor to the Slovak Minister of Health Rudolf Zajac. He is an expert on health policy, health economics and health management.



Profession

Economist

Educational attainment

Egyetem Semmelweis in Budapest, Health Services Management Training Centre – MSc. (2003)
University of Economics in Bratislava, Faculty of Commerce – Ing. (1999)

Current position and ownership relationships

Founder and Managing Director of Central & East European Health Policy Network, since 2011
Co-owner of Klient Pro SK, Ltd., since 2010
Co-owner of Health Management Academy, Ltd., since 2007
Co-founder PROREC Slovakia, since 2006
Co-owner of Health Research & Consulting, Ltd., since 2005
Partner and Managing Director of the Health Policy Institute, since 2005

Membership in professional associations

Member of the Antigua Forum, since 2013
Founding member of the Club of Economic Analysts, since 2002

Important jobs

Member of the Commission for the financial stabilization of the Minister of Health, 2011
Consultant for DG SANCO of the Structural Funds in Slovakia, 2009
Advisor Thomas Julinek, Minister of Health of the Czech Republic, 2007–2008
Consultant for Apollo health insurance company, 2007
Advisor for Lajos Molnár, Minister of Health of Hungary, 2006–2007
Remonstrance committee member John Gajdos, HSA President, 2006–2007
Board member - Hospital Levoča, 2005–2006
Vicepresident, M.E.S.A. 10 - Center for Economic and Social Analysis, 2004–2006
Member of the Supervisory Board of Veritel, a. s., 2003–2005
Member of the Supervisory Board of the General Health Insurance, 2003
Chief Counsel of Rudolf Zajac, Minister of Health, 2002–2004
Analyst M.E.S.A. 10 - Center for Economic and Social Analysis, 1997–2004

TOMÁŠ SZALAY, M.D. (1971), PARTNER AND SENIOR ANALYST

Tomáš Szalay, M.D. (*1971) is founding partner and senior analyst of Health Policy Institute. From 1996 to 2002 he was an editor and TV moderator of television Markíza. In 2002–2004 he was member of health reform team of Slovak Minister of Health Rudolf Zajac. His domain of interest is health policy, access to health care and health care legislation.



Profession

Health Policy Analyst

Educational attainment

Comenius University in Bratislava, Faculty of Medicine –
MD. (1996)

Current position and ownership relationships

Co-founder of Central & East European Health Policy Network, since 2011
PhD student at the Faculty of Health and Social Work, Trnava University, since 2010
Co-owner of Klient Pro SK, Ltd., since 2010
Co-owner of Health Management Academy, Ltd., since 2007
Co-owner and co-founder of PROREC Slovakia, since 2006
Co-owner of Health Research & Consulting, Ltd., since 2005
Partner of Health Policy Institute, since 2005

Important jobs

Advisor to the Minister of Health Ivan Uhliarik, 2010–2011
Consultant for Apollo Health Insurance Company, 2007
A member of Health Minister's Rudolf Zajac reform team, 2003–2004
A spokesman for the Ministry of Health, 2002–2003
Editor, presenter, manager of TV Markíza, 1996–2002

ANGELIKA SZALAYOVÁ, M.D. (1974), PARTNER AND CHIEF ANALYST

Angelika Szalayová, M.D.(*1974) is the founding partner and chief analyst of Health Policy Institute. She is also a former member of the reform team of the Minister of Health Rudolf Zajac, where she was responsible for pharmaceutical policy in the Slovak and Czech Republic. She is an expert on drug policy, managed care and health insurance company policies.



Profession

Analyst, physician

Educational attainment

Comenius University in Bratislava, Faculty of Medicine, Graduate Studies, Department: Clinical Pharmacology (2005)

Comenius University in Bratislava, Faculty of Medicine – MD. (2000)

Current position and ownership relationships

DRG Specialist, Hospital of Trebišov, since 2013

Co-founder of Central & East European Health Policy Network, since 2011

Co-owner of Klient Pro SK, Ltd., since 2010

PhD student at the Faculty of Health and Social Work, Trnava University, since 2010

Co-owner of Health Management Academy, Ltd., since 2007

Co-owner of Health Research & Consulting, Ltd., since 2005

Co-founder and partner of Health Policy Institute, since 2005

Important jobs

Advisor to the President of ÚDZS Ján Gajdos for PCG, ÚDZS, 2011

Senior analyst in company for managed care in the Czech Republic, Klient Pro SK, 2009–2011

Vice-president of Categorization Committee for Medicinal Products, Ministry of Health, 2010

Member of the Categorization Committee for Medicinal Products, Ministry of Health, 2007–2008

Consultant for Apollo Health Insurance Company, 2007

Member of the Board of Directors of General Health Insurance Company, 2005–2006

Revision doctor of Dôvera Health Insurance Company, 2005

President, Vice President and member of the Categorization Committee for Medicinal Products, Ministry of Health, 2003–2006

Drug policy adviser to Minister of Health Rudolf Zajac, 2003–2005

ING. KAROL MORVAY, PHD. (1973), SENIOR ANALYST

Ing. **Karol Morvay** (*1973) is a senior analyst at Health Policy Institute, assistant professor at the University of Economics in Bratislava and the former advisor to the Prime Minister Iveta Radičová for labour market policy. He is an expert in macroeconomic analyses, economic policy and economic theory.



Profession

Economist

Educational attainment

University of Economics in Bratislava, Faculty of National Economy – PhD. (2000)

University of Economics in Bratislava, Faculty of National Economy – Ing. (1997)

Current position and ownership relationships

Co-owner of the company Health Management Academy, Ltd., since 2007

Senior Analyst at Health Policy Institute, since 2005

Assistant Professor in the Department of Economic Policy, University of Economics in Bratislava, since 1997

Researcher at Institute of Economic Sciences, Bratislava, Slovakia, since 1996

Membership in professional associations

Member of the Club of Economic Analysts

Member of the Scientific Council of Economic Institute of Slovak Academy of Sciences

Important jobs

Advisor to Prime Minister Iveta Radičová in the area of employment policy, 2010–2011

A member of the Council of the Antimonopoly Office of the Slovak Republic, Bratislava, 2009–2011

Associate Dean for Science and Research at University of Economics in Bratislava, 2007

Analyst at M.E.S.A. 10 - Center for Economic and Social Analyses, 2000–2009

MAG. MÁRIA POUROVÁ (1983), SENIOR ANALYST

Mag. **Mária Pourová** (*1983) is a senior analyst at Health Policy Institute. She is focused on healthcare financing, organization of the healthcare system and health insurance systems, process management and managed care.



Profession

Economist

Educational attainment

Vienna University of Economics and Business, Department of Insurance, risk management, process and production management – Mag. (2011)

The current position

Senior Analyst at Health Policy Institute, since 2007

SILVIA HNILICOVÁ, M.D. (1971), SENIOR ANALYST

Silvia Hnilicová, M.D. (*1971) is a senior analyst at Health Policy Institute. She focuses on the quality of provided healthcare and Health Technology Assessment. She is the warrantor of the project Maternity hospital guide.



Profession

Doctor, analyst

Educational Attainment

Comenius University in Bratislava, Medical Faculty – MD.
(1995)

Exchange studies at the Universidad La Laguna, Spain
(1993)

Current Positions

Warrantor of the project Maternity hospital guide, since 2012

PhD candidate at the Faculty of Health and Social Work, Trnava University, since 2012

Senior analyst at Health Policy Institute, Bratislava, Slovakia, since 2011

Important Positions

Program Director for medical affairs, Klient PRO SK, s.r.o. 2011–2012

Program Director, Home Based Autism Therapy, Marietta, Georgia, USA, 2003–2009

Doctor, Department of Pharmacology and clinical Pharmacology, Medical Faculty CU (MF CU), as a specialist practitioner at the II. Internal Clinic MF CU, 1994–2004

ING. PETER BALÍK, MA (1984), SENIOR ANALYST

Ing. **Peter Balík**, MA (*1984) is a senior analyst at Health Policy Institute and member of Central & East European Health Policy Network. He is also the assistant to the Member of the Slovak National Parliament, Richard Sulík, for healthcare issues. Peter focuses on economic analyses and policy-making in healthcare.



Profession

Political scientist, analyst

Educational attainment

Central European University in Budapest, Department of Political Science – MA (2008)

University of Economics in Bratislava, Faculty of International Relations – Ing. (2007)

Current position and ownership relationships

Senior analyst at Health Policy Institute, Bratislava, Slovakia, since 2013

Assistant to Member of the Slovak National Parliament Richard Sulík, since 2012

Member of Central & East European Health Policy Network, since 2012

Important positions

Junior analyst at the Health Policy Institute, Bratislava, Slovakia, 2011–2012

Intern at a public affairs consulting company EUK Consulting, Brussels, 2011

Intern at the European Parliament, Office of the Member of European Parliament Eduard Kukan, Brussels, 2011

Analyst at a management consulting company CEMI, Budapest, 2009–2011

Political Adviser at the Permanent Mission of the Czech Republic at the UN during the Czech Presidency of the Council of the EU, New York, 2009

Intern at the Delegation of the European Commission at the UN, New York, 2008

MGR. ROMAN MUŽIK (1986), JUNIOR ANALYST

Mgr. **Roman Mužik** (*1986) is a junior analyst at Health Policy Institute, deputy chief editor of the monthly Health Policy and PhD candidate at the Faculty of Social and Economic Sciences. He focuses on accessibility, corruption and transparency in healthcare.



Profession

Public Policy Analyst, Physiotherapist

Educational Attainment

Comenius University in Bratislava, Faculty of Social and Economic Sciences, specialization on Public Policy– Mgr.(2011)

Comenius University in Bratislava, Medical Faculty, specialization on Physiotherapy – Bc. (2009)

Current Positions

PhD candidate at the Faculty of Social and Economic Sciences, since 2012

Deputy chief editor of the monthly "Health Policy", since 2012

Member of tape-room of the Public Policy News, since 2012

Junior analyst at Health Policy Institute, Bratislava, Slovakia, since 2011

Important Positions

Junior analyst at Klient PRO SK s.r.o., Bratislava, Slovakia, 2011–2012

Physiotherapist, ProCare, a.s., Bratislava, 2011

Physiotherapist, Golem club, PREMIUM FIT s.r.o., Bratislava 2009–2010

MGR. KATARÍNA SKYBOVÁ (1982), KOMUNIKAČNÁ A MARKETINGOVÁ MANAŽÉRKA

Mgr. **Katarína Skybová** (*1982) is a project manager for numerous projects at Health Policy Institute. She focuses on marketing, PR and project management.



Profession

Pharmacist, marketing manager

Educational attainment

Comenius University in Bratislava, Faculty of Pharmaceutical Faculty - Mgr. (2007)

Current position and ownership relationships

Project Manager at the Health Policy Institute, since 2012

Marketing advisor for the Institute for weight reduction and prevention Kompliment®, since 2007

Important positions

PR manager at the Webstera agency, 2011

Account manager in an advertising agency Publicis Knut, 2008–2011

Pharmacist in Slovlek, 2007

Nutrition adviser at the Institute for overweight reduction and prevention Kompliment®, 2005–2007

ING. IVANA MORVAYOVÁ (1975), FINANČNÁ RIADITEĽKA

Ing. **Ivana Morvayová** (*1975) is the chief financial officer at Health Policy Institute and Central & East European Health Policy Network, where she is responsible for finance and accounting.



Profession

Economist

Educational Attainment

University of Economics in Bratislava, Faculty of National Economics, Department of Public Finances, specialization: Financial system and banking, subspecialization: taxation – Ing. (1999)

Current Positions and Ownership Relationship

Chief Financial Officer of the Central & East European Health Policy Network, since 2011

Chief Financial Officer at KLIENT PRO SK, s.r.o. since 2010

Chief Financial Officer at Health Policy Institute, since 2009

Chief Financial Officer at Health Research & Consulting, s.r.o., since 2009

Important Positions

Economic Director, Tauris Danubius, a.s., Dunajská Streda, 2008

Controlling manager, Eastern Sugar Slovensko, a.s., Dunajská Streda, 2001–2007

MICHAELA BADINOVÁ (1992), OFFICE MANAGER

Michaela Badinová (*1992) is the office manager at Health Policy Institute. She is responsible for the correspondence, communication and administrative support, and so she ensures a smooth operation of the Health Policy Institute office.



Profession

Office manager

Educational Attainment

Private Commercial Academy, Bratislava

Current Positions

Office manager at Health Policy Institute, Bratislava, Slovakia, since 2012