



European Health Management Questionnaire

The purpose of the questionnaire is to identify the specificities of the various European countries in the following areas:

- *Typology of the Health System*
- *Level of resources and investment in Health System*
- *Hospital management model(s)*
- *Healthcare managers professionalization*

I. Typologie of the Health System

Country identification: **DE**

Number of inhabitants: **83.02 million**

Health System Model characterization: Bismarck, Beveridge, Other? **Bismarck**

Health System Funding: **all together 407 billion € in 2019**



II. Level of resources and investment in Health System

GDP per capita: **41.342 € in 2019**

Average Life Expectancy: women: **83,6**; men: **78,9**

Doctors per 1.000 inhabitants: **4,33**

Nurses per 1.000 inhabitants: **13,2**

Level of allocation of family doctor: **66,8 / 100.000**



III. Hospital Management Model(s)

Describe the hospital management model in your country:

There is no uniform model in Germany. There are different groups of hospital operators: public, non-profit, church and private hospitals.

The structure is determined in particular by the legal form: GmbH, AG. As a rule, these are the management and a supervisory board in addition to the owner.

Describe the model of hiring / appointment of Healthcare managers / Hospital directors / CEOs:

Depending on the legal form and hospital operator, the process can be described as follows:

The selection and appointment of the director or CEO is made by the supervisory or administrative board.

Composition and model of appointment of the Board of Directors:

The appointment and composition of the supervisory board depends on the legal form, the hospital operator (public, church, private) and its culture.



Usually the composition is based on professional criteria of the members. But the affiliation of representatives of the owners also plays a role.

IV. Healthcare managers professionalization

Do you have a formal recognition of the hospital/healthcare manager profession in your country? **No**

Do you have a certification competency model in your country? **No**



Do you have a mandatory training model in your country? **No**

The training and other requirements for working as a director or CEO in a hospital are varied and colourful in Germany. In particular, the question of whether and to what extent medical training as a doctor is required is discussed. The number of managers who are also doctors has increased continuously.

In any case, the general requirement for the profile is that, in addition to experience and skills in management and leadership, there are also those in medicine, nursing and health care.

There are more and more training paths at colleges and universities with correspondingly diverse curricula. There are also courses to supplement management topics (MBA) e.g. for employees in hospitals who would like to switch to management.

Such an advanced course is also offered by our association VKD in cooperation with the University of Salzburg.