

## ANNEX C - OVERVIEW OF THE HEALTH STRATEGY IMPLEMENTATION PLAN

<i>nr</i>	<i>objective</i>	<i>activities</i>	<i>responsible organisations</i>	<i>time frame</i>	<i>indicators</i>
1.1	reduction of cardiovascular mortality under 65	1. health promotion 2. stimulation of physical exercise 3. screening for risk factors 4. improved emergency care	1. RIHP, regional IHPs, NGOs, schools 2. local authorities, schools 3. chosen doctors 4. chosen doctors, emergency services	1. 2007-2020 2. 2007-2020 3. 2007-2020 4. 2008-2020	mortality data; survey data; screening data; case fatality rates; description of activities.
1.2	improved control of diabetes mellitus	1. screening for diabetes 2. regular control by guidelines	1. chosen doctors 2. chosen doctors	1. 2007-2020 2. 2007-2020	screening data; control rate; incidence of complications.
1.3	better prevention and treatment of mental health problems	1. adoption of an action plan for mental health 2. establishment of national centre 3. network of community mental health services 4. network of addiction centres 5. primary care staff training 6. acute psychiatry departments established	1. MOH 2. MOH 3. MOH 4. MOH 5. Doctors Chamber, Medical Association, Medical Faculty 6. general hospitals	1. 2008 2. 2009 3. 2008-2015 4. 2008-2015 5. 2008-2020 6. 2008-2012	action plan adopted; national centre established; growth of networks; numbers of staff trained; departments established; mental health indicators improved.
1.4	decrease of incidence of HIV/AIDS and TB	1. see specific strategies 2. development of follow-up strategies	1. see specific strategies 2. MOH, expert committees	1. 2007-2011 2. 2011	see specific strategies.
1.5	decrease of injuries, disability and death from accidents and violence.	1. adoption of specific strategy 2. according to specific strategy	1. MOH 2. intersectoral co-operation	1. 2008 2. 2008-2020	specific strategy adopted; morbidity data; disability data; mortality data.
1.6	reduction of cancer mortality under 65	1. development of national programme 2. introduction cancer screening 3. health education (awareness) 4. expansion cancer registry	1. MOH 2. primary and secondary care 3. regional IHPs, primary and secondary care, NGOs 4. cancer registry	1. 2008 2. 2009-2015 2. 2008-2015 3. 2008-2020	mortality data; results of screening; health education provided; cancer registry data.
1.7	reduction of smoking prevalence	1. see Tobacco Control Strategy 2. development of follow-up strategy	1. intersectoral co-operation 2. MOH	1. 2005-2010 2. 2010	see specific strategy; smoking prevalence (survey).
1.8	improved nutrition and food safety	1. see second WHO action plan 2. food safety system established 3. adoption of EU regulations	1. intersectoral co-operation 2. MOH, Ministry of Agriculture 3. MOH, Ministry of Agriculture	1. 2007-2012 2. 2007-2015 3. 2007-2015	see WHO action plan; food safety system established; regulations adopted.
2.1	development of	1. adoption of action plan for family	1. MOH	1. 2008	action plan adopted;

	primary care	medicine (FM) 2. tasks separate teams handed over 3. expansion tasks FM practices 4. increasing the number of family nurses	2. MOH, separate teams, FM practices 3. MOH, separate teams 4. MOH, FM practices, nursing colleges	2. 2009-2020 3. 2009-2020	separate services reduced; agreed FM task profiles; doctor: nurse ratio.
2.2	rationalisation of specialist-consultative services	1. adoption of rationalisation plan 2. implementation of rationalisation plan 3. privatisation of specialist-consultative services in Skopje	1. MOH 2. MOH, specialist-consultative services, regional hospitals 3. MOH, specialist-consultative services	1. 2008 2. 2009-2015 3. 2009	rationalisation plan adopted; annual data on specialist-consultative services.
2.3	rationalisation of hospital sector	1. adoption of hospital rationalisation plan 2. implementation of hospital rationalisation plan 3. increased autonomy for hospitals + management training	1. MOH 2. MOH, hospitals 3. MOH, hospitals	1. 2008 2. 2009-2015 3. 2008-2012	rationalisation plan adopted; annual data on hospitals; description of rights and duties of management; data on management courses.
2.4	introduction of nursing home care	1. analysis of situation and options in chronic and terminal care 2. standardisation in chronic and terminal care, including payment 3. establishment of new nursing homes	1. MOH 2. MOH, HIF, Ministry of Labour & Social Affairs 3. MOH, hospitals, nursing homes	1. 2008 2. 2008 3. 2009-2020	report; agreement on standards; annual data on nursing homes.
2.5	master plan for the University Clinical Centre (UCC)	1. adoption of a master plan for UCC 2. reduction of number of beds 3. plan for the financing of medical education 4. increased involvement in research	1. MOH, UCC 2. UCC 3. Medical Faculty, UCC, MOH, Ministry of Education 4. UCC	1. 2008 2. 2009-2012 3. 2008 4. 2009-2020	master plan adopted; bed numbers reduced; financing plan adopted; overview of research activities and publications.
2.6	strengthening of preventive dentistry for children	1. privatisation of dentistry for adults 2. agreement on package of preventive dentistry for children 3. upgrading of premises and equipment for preventive dentistry 4. distribution of fluoridated milk	1. MOH, HIF 2. Chamber of Dentists, preventive dental services, MOH, HIF 3. MOH, preventive dental services 4. dairy companies, preventive dental services, schools	1. 2008-2009 2. 2008 3. 2008-2015 4. 2007-2012	data on privatisation; agreement reached; data on physical infrastructure; data on milk distribution; improved oral health indicators.
3.1	adoption of a public health law	1. preparation and adoption of a public health law	1. MOH, RIHP	1. 2009	public health law adopted.
3.2	reorientation of the Institutes for Health Protection (IHP)	1. reorganisation of the IHPs 2. training of IHP staff 3. diversification of financial revenues	1. RIHP and IHPs 2. RIHP and IHPs 3. various ministries, local authorities	1. 2009-2012 2. 2009-2012 3. 2009-2015	reorganisation achieved; numbers of staff trained; overview of financial flows.
3.3	improvement of public health programming	1. inclusion of parts of the 13 “national programmes”	1. MOH, RIHP 2. RIHP, IHPs	1. 2008 2. 2009-2020	parts of national programmes included;

		2. organisation of regular health surveys 3. organisation of intersectoral co-operation for public health	3. RIHP, IPHs, various ministries, local authorities, NGOs	3. 2009-2020	surveys performed (first in 2009) and results published; description of intersectoral co-operation.
3.4	promotion of health and safety at work	1. establishment of intersectoral committee 2. development of action plan 3. adoption of EU regulations	1. MOH, Ministry of Labour & Social Affairs (MoL&SA), Institute of Occupational Health 2. MOH, MoL&SA, Institute of Occupational Health 3. MOH, MoL&SA	1. 2008 2. 2009 3. 2008-2012	committee established; action plan adopted; EU regulations adopted; statistics on work-related morbidity and mortality.
4.1	establishment of planning of human resources	1. adoption of comprehensive human resources planning 2. making curricula EU compatible 3. arranging links with EU organisations	1. MOH, Ministry of Education, Faculties, Colleges 2. Faculties, Colleges 3. Faculties, Colleges	1. 2008 2. 2007-2010 3. 2007-2015	human resources plan adopted; annual data on numbers of students; EU compatibility of curricula and diplomas; description of links.
4.2	training of family doctors	1. establishment of chair and department of FM in Medical Faculty 2. residency training of family doctors 3. additional training for chosen doctors 4. expansion of undergraduate teaching in FM	1. Medical Faculty 2. Medical Faculty 3. Medical Faculty, Doctors Chamber, Medical Association 4. Medical Faculty	1. 2007-2008 2. 2008-2020 3. 2008-2017 4. 2008-2015	chair and department established; annual numbers of residents; annual numbers of chosen doctors following courses and becoming family doctors; number of hours devoted to FM.
4.3	improving nursing education	1. establishment of a Nurses Chamber 2. establish regular re-licensing 3. inventory of candidates for additional training in FM 4. prepare and implement programme of additional training in FM 5. prepare and implement regular bachelor training as family nurse	1. MOH, Association of Nurses 2. Nurses Chamber 3. Nurses Chamber 4. Nurses Chamber, Colleges 5. Nurses Chamber, Colleges	1. 2008 2. 2010-2015 3. 2008-2009 4. 2010-2020 5. 2009-2020	Nurses Chamber established; re-licensing system established; inventory made; programme of additional training prepared; number of nurses that complete additional training; curriculum for family nursing prepared; number of family nurses that complete their study.
4.4	improving continuous professional development (CPD) in the health care sector	1. development and accreditation of CPD courses 2. training of CPD teachers 3. agreement on the organisation and financing of CPD	1. professional associations, Chambers, Faculties, Colleges 2. Faculties, Colleges 3. professional associations, Chambers, Faculties, Colleges,	1. 2008-2020 2. 2008-2015 3. 2008-2009	overview of CPD courses developed; number of teachers trained; agreement reached; number of trainees in CPD.

			MOH		
5.1	development of comprehensive quality assurance (QA) in health care	1. preparation of a QA plan 2. preparation of a QA Law (if necessary) 3. implementation of QA plan	1. MOH 2. MOH, Chambers 3. MOH, Chambers, Associations, all health care providers	1. 2008 2. 2009 3. 2009-2020	QA plan adopted; QA Law adopted; reporting on the implementation of QA activities.
5.2	development of clinical guidelines	1. clear allocation of responsibilities for production, implementation, evaluation and regular updating of clinical guidelines for different professions and services 2. production, implementation, evaluation and updating of clinical guidelines	1. MOH, Chambers, Associations, Faculties, Colleges 2. Chambers, Associations, Faculties, Colleges	1. 2008 2. 2009-2020	responsibilities clearly described and agreed; numbers of clinical guidelines developed and distributed; research and/or surveys on the implementation of guidelines.
6.1	improved collection of health insurance contributions	1. centralisation of the collection of all social contributions by the Public Revenue Office 2. obtaining contributions from those who should pay but do not	1. Public Revenue Office, HIF 2. Public Revenue Office, HIF	1. 2007-2010 2. 2008-2015	annual overview of health insurance contributions; annual overview of HIF beneficiaries that pay contributions (or for whom contributions are paid).
6.2	improved registration of HIF beneficiaries	1. inclusion of presently uninsured citizens into mandatory health insurance 2. reporting of uninsured patients to the HIF	1. Public Revenue Office, HIF 2. health care providers	1. 2007-2020 2. 2007-2020	overview of old and new beneficiaries in HIF annual reports.
6.3	solution of the debt problem for HIF and providers	1. paying all outstanding debts 2. analyse the need and feasibility of a HIF reserve fund 3. training and incentives for hospital managers	1. HIF, providers 2. HIF 3. HIF, hospital managers	1. 2007-2008 2. 2008-2009 3. 2008-2012	debt data in HIF annual reports; report on reserve fund analysis; numbers of managers trained; description of incentives for financial control.
6.4	optimisation of the basic benefits package (BBP)	1. major revision of BBP 2. costing of 2008 BBP 3. regular revision of BBP 4. changes in the Health Insurance Law 5. introduction of new co-payment system. 6. co-payments kept by providers	1. MOH, HIF 2. MOH, HIF 3. MOH, HIF 4. MOH 5. HIF 6. HIF, providers	1. 2007 2. 2007 3. 2008-2020 4. 2008 5. 2008 6. 2008-2020	annual description of BBP; Health Insurance Law changed; new co-payment system introduced; annual overview of BBP expenditures and co-payment revenues.
6.5	increased autonomy of the HIF	1. independent analysis of HIF functioning; 2. changes in HIF governance if no	1. independent research team, MOH 2. MOH, Ministry of Finance, HIF 3. MOH, Ministry of Finance	1. 2009 2. 2010 3. 2007-2020	analysis report; legal changes concerning HIF governance;

		contra-indications; 3. Government remains responsible for BBP content and contribution rates			annual prescription of BBP content and contribution rates.
6.6	improvement of provider payment methods	1. primary care paid by capitation + incentives 2. inpatient care gradually paid according to production and quality 3. capped fee-for-service payment for specialist-consultative care	1. HIF, primary care providers 2. HIF, hospitals 3. HIF, specialist-consultative services	1. 2007-2020 2. 2007-2011 3. 2008-2020	description of provider payment methods; data on payments to various types of providers.
7.1	establishment of Drugs Agency	1. transforming Drugs Bureau into Drugs Agency including Centre for Pharmacovigilance 2. regular updating of positive drugs list 3. monitoring quality of drugs	1. MOH, Drugs Bureau 2. Drugs Bureau, Drugs Agency 3. Drugs Agency and accredited laboratories	1. 2010 2. 2007-2020 3. 2010-2020	Drugs Agency established; regular updates of positive list; annual reports of the Drugs Agency.
7.2	improvement of pharmaceutical care	1. development of CPD plan for pharmacists 2. regular courses in pharmaceutical care for all pharmacists; 3. see “Drugs policy of the Republic of Macedonia” (2001)	1. Pharmaceutical Chamber 2. Pharmaceutical Chamber, Association of Pharmacists, Pharmaceutical Faculty 3. see “Drugs policy of the Republic of Macedonia” (2001)	1. 2008 2. 2009-2020	CPD plan for pharmacists developed; numbers of pharmacists trained; see “Drugs policy of the Republic of Macedonia”.
8.1	establishment of integrated health information system	1. see “Strategy for the development of Macedonian integrated health information system” (2006)	1. see specific strategy	1. see specific strategy	see specific strategy
8.2	organisation of health surveys	1. organisation of regular health surveys 2. training of staff of IHPs in survey techniques	1. RIHP, IHPs 2. RIHP	1. 2009-2020 2. 2008	publication of survey data
9.1	reorganisation of the Ministry of Health	1. see “Functional analysis of the Ministry of Health” (2004)	1. MOH	1. 2007-2009	see “Functional analysis”.
9.2	improvement of public relations of the Ministry of Health	1. monitoring the implementation of the health strategy and publication of results 2. increasing the use of websites for public relations activities	1. MOH, RIHP 2. MOH, HIF	1. 2008-2020 1. 2008-2020	description of public relations activities; progress reports by the MOH; number of visitors to the MOH and HIF websites.

BBP = basic benefits package; CPD = continuous professional development; EU = European Union; FM = family medicine; HIF = Health Insurance Fund; IHP = (regional) Institute for Health Protection; MOH = Ministry of Health; NGO = non-governmental organisation; QA = quality assurance; RIHP = Republic Institute for Health Protection.; UCC = University Clinical Centre; WHO = World Health Organisation.