

# Planning and financing the hospital transformation in Denmark

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# Pictures of some of the new/renovated hospitals



(renovated/ext.) Herlev  
Suburb Copenhagen



New Nordsjælland  
North of Copenhagen



New Køge  
South of Copenhagen



(renovated/extended)  
Kolding Hospital



New university hospital  
Odense



New University hospital  
Aalborg



New university hospital  
Aarhus

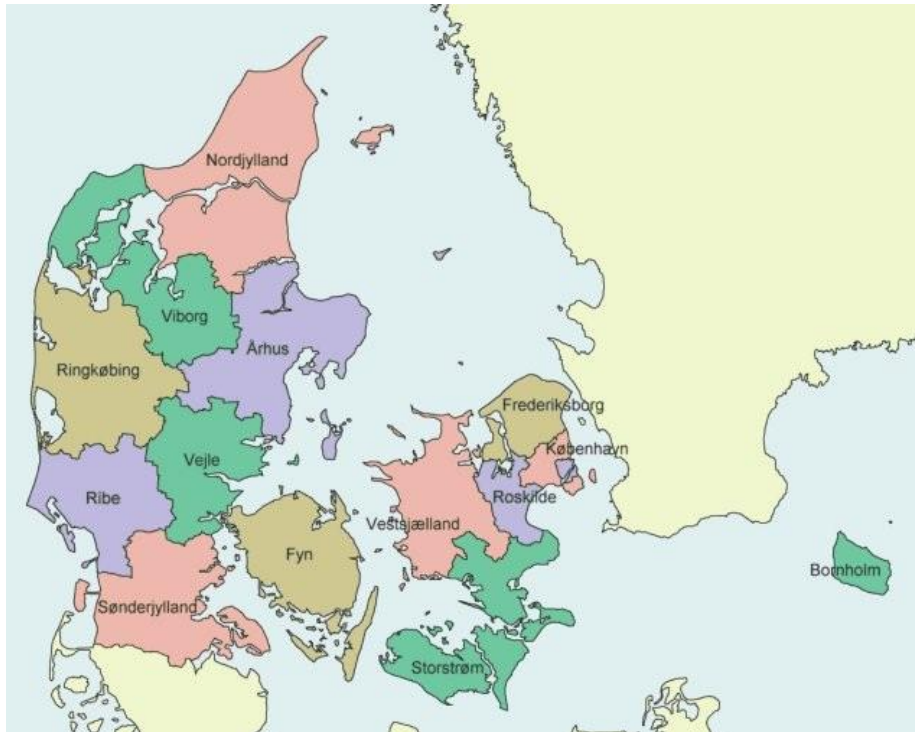
**Background:**

**Public sector reorganisation 2007**

# Structural reform January 2007

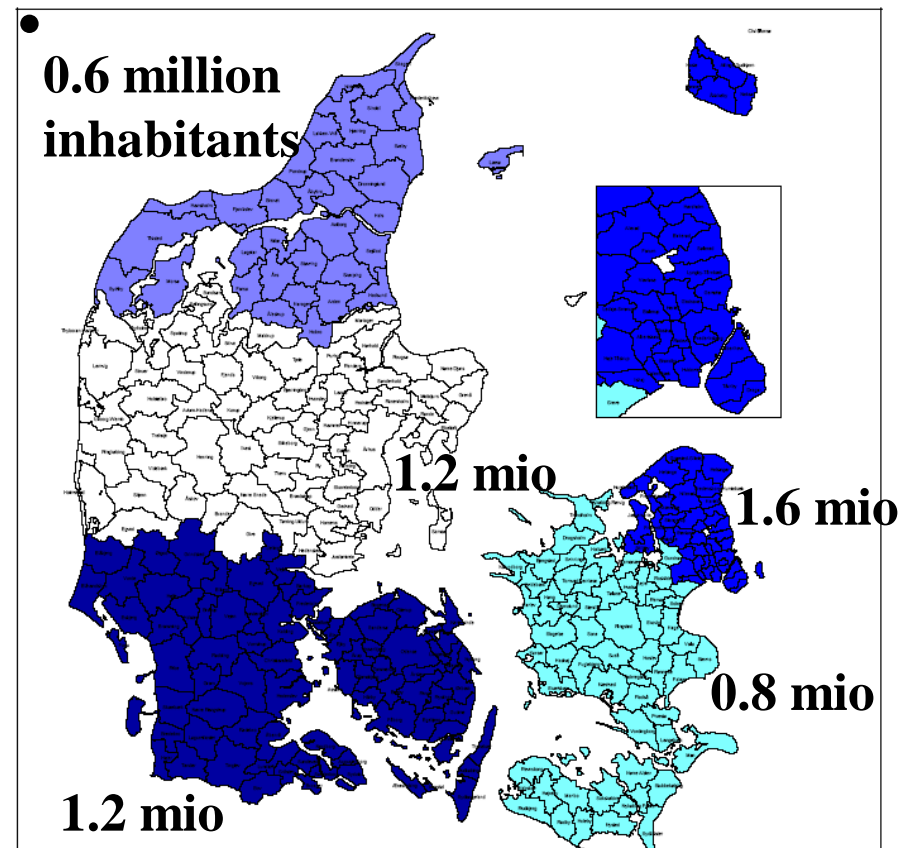
**FROM**  
**13 counties**

- elected politicians
- county taxation



**TO**  
**5 regions**

- elected politicians
- **no** regional taxation. but state block grants



Required a rethinking of the hospital the structure

# The regions – in essence health regions – have the responsibility for

- *Health care (hospitals. GPs. dentists etc.)*
  - operational
  - planning
  - BUT not financing
- Regional development
- A few very specialized social institutions. i.e. for autists

**The starting signal**

# Planning guidelines/directives from the National Board of Health

- after the reform. the National Board of Health had stronger powers

P

Sundhedsstyrelsen



STYRKET AKUTBEREDSKAB  
- planlægningsgrundlag for  
det regionale sundhedsvæsen

2007



The planning  
document  
2006/2007

Guidelines should  
be followed

Introduced a new model for organization of acute admission (24/7)

A common admission facility for all specialities staffed by specialists – not junior doctors

Beds reallocated from the specialized wards

Ideally acutely admitted patients are always seen by specialists

Patients stay a max of 48 hours in the acute admission ward before being discharged or admitted to a specialized ward.

App. 70% are discharged within 24 hours

# Dramatic consequences

**FROM** 40-45 somatic hospitals with acute treatment/acute admission.

**TO** 20-25 somatic hospital with the new acute admission model over a period of 5-10 years

**Based on the assumption of a population base of 200-400.000 inhabitants per acute admission hospital (based on the volume-outcome thinking)**



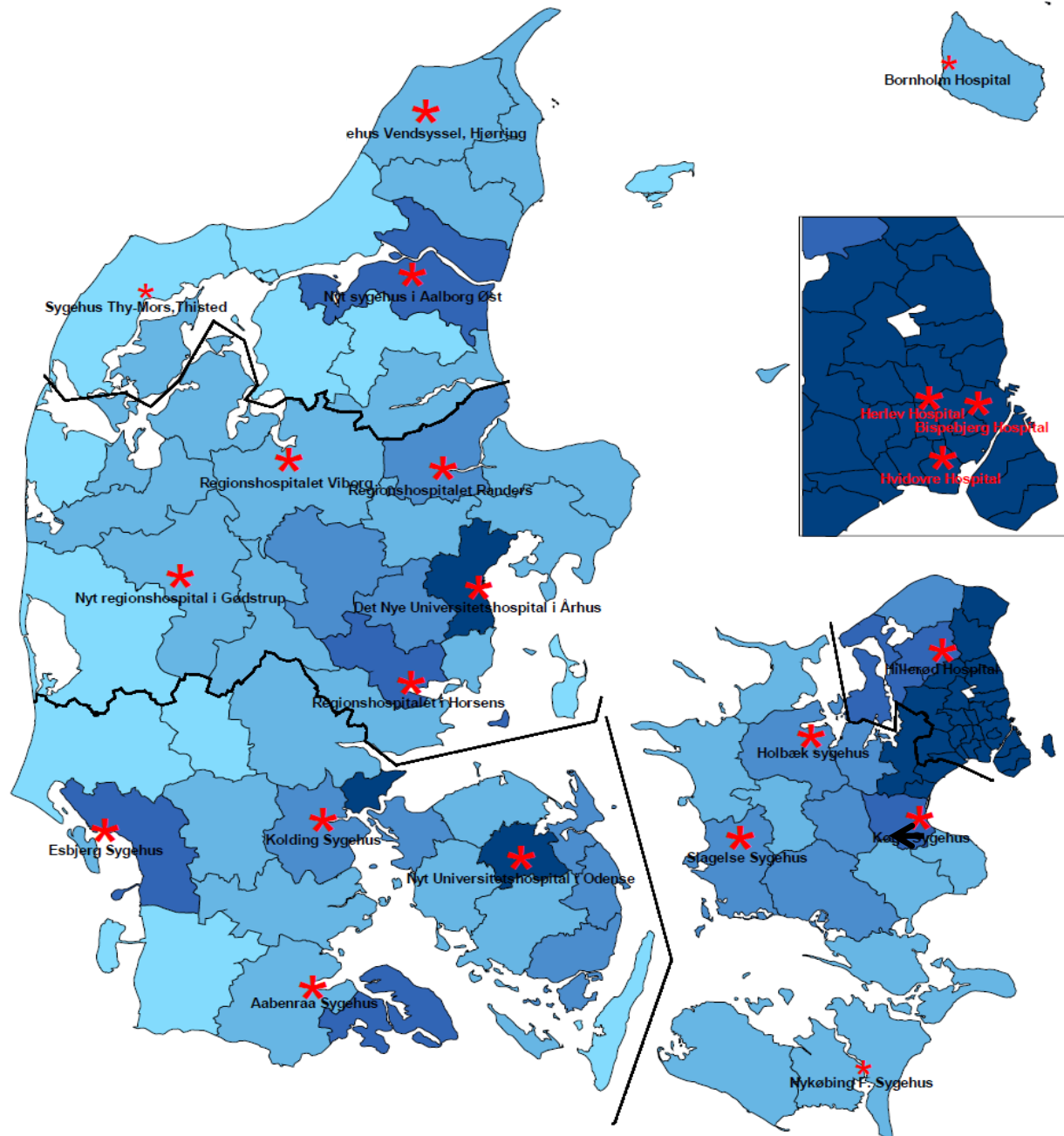
# Process

# Hospital plans developed in all regions in 2007/2008

1. According to the guidelines from the National Board of Health
  - And approved by the National Board of Health
2. Small hospitals to be closed or converted to elective surgical units
3. Several new (greenfield) hospitals planned
4. Extensive renovations/reconstruction of existing hospitals

**21 'new'**  
(greenfield and  
renovated/ex-  
tended)  
hospitals with  
acute admission

**Location was  
decided by  
the regions**



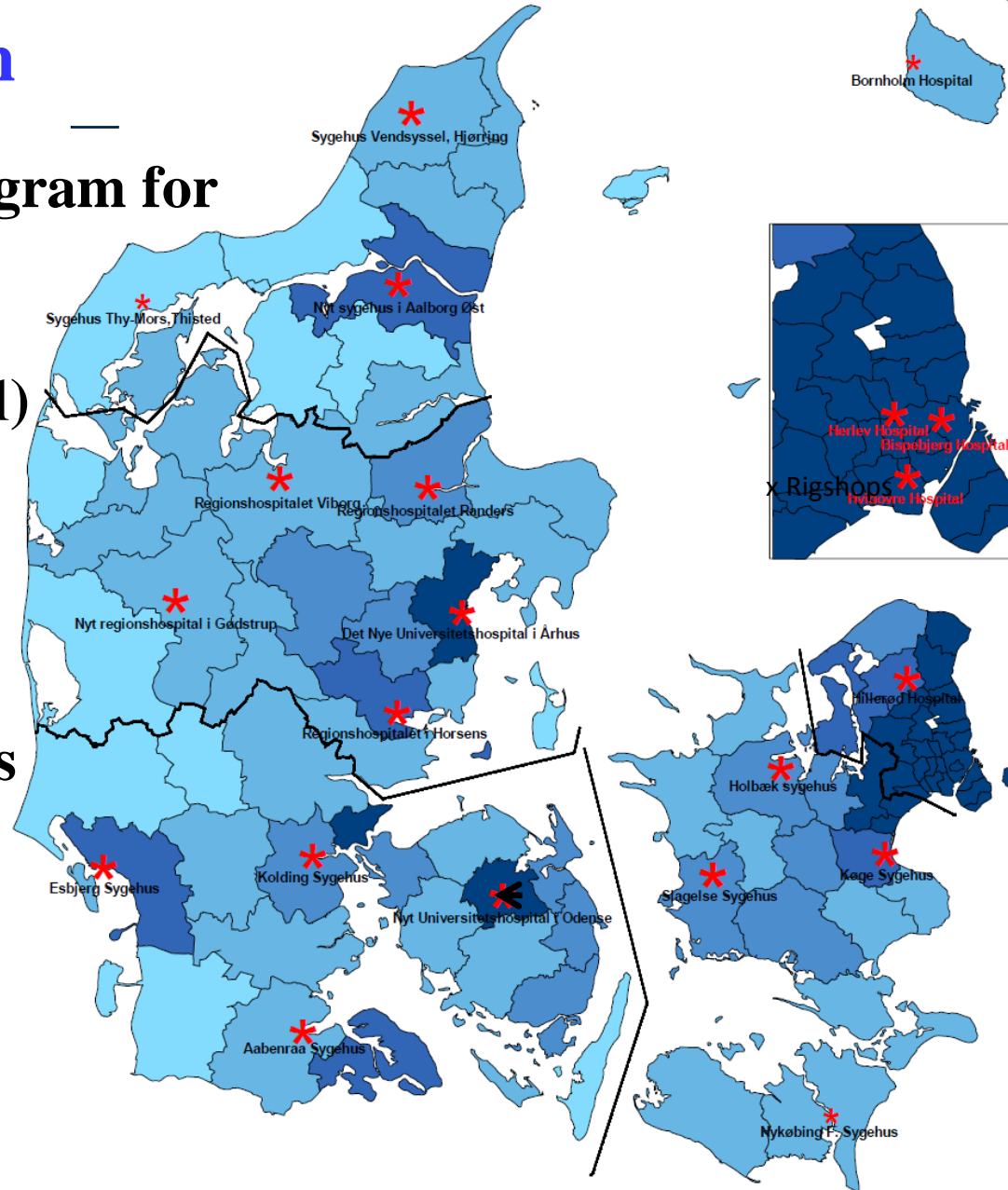
x Rigshops

# 21 'new'/renovated hospitals with common acute admission

m2

**An ambitious investment program for new/renovated hospitals**

- **42 billion DDK (5.5 billion € 2010 price level)**
- **among other things 3 new university hospitals**
- **based on a new concept of emergency/acute admissions**
- **reduces the number of hospitals with 24/7 admission from +40 to 21.**



An advisory board of 5 persons advised central government from 2008-2013 on where to allocate hospital investments and how much - Based on the regions' planning material

# Distribution of 42 billion DKK

(=6 billion €. 2009 prices)

to 16 projects.  
including  
3 new university  
hospitals

Viborg:  
Renovated hospital  
1.2 Billion DDK/ € 160 mill .

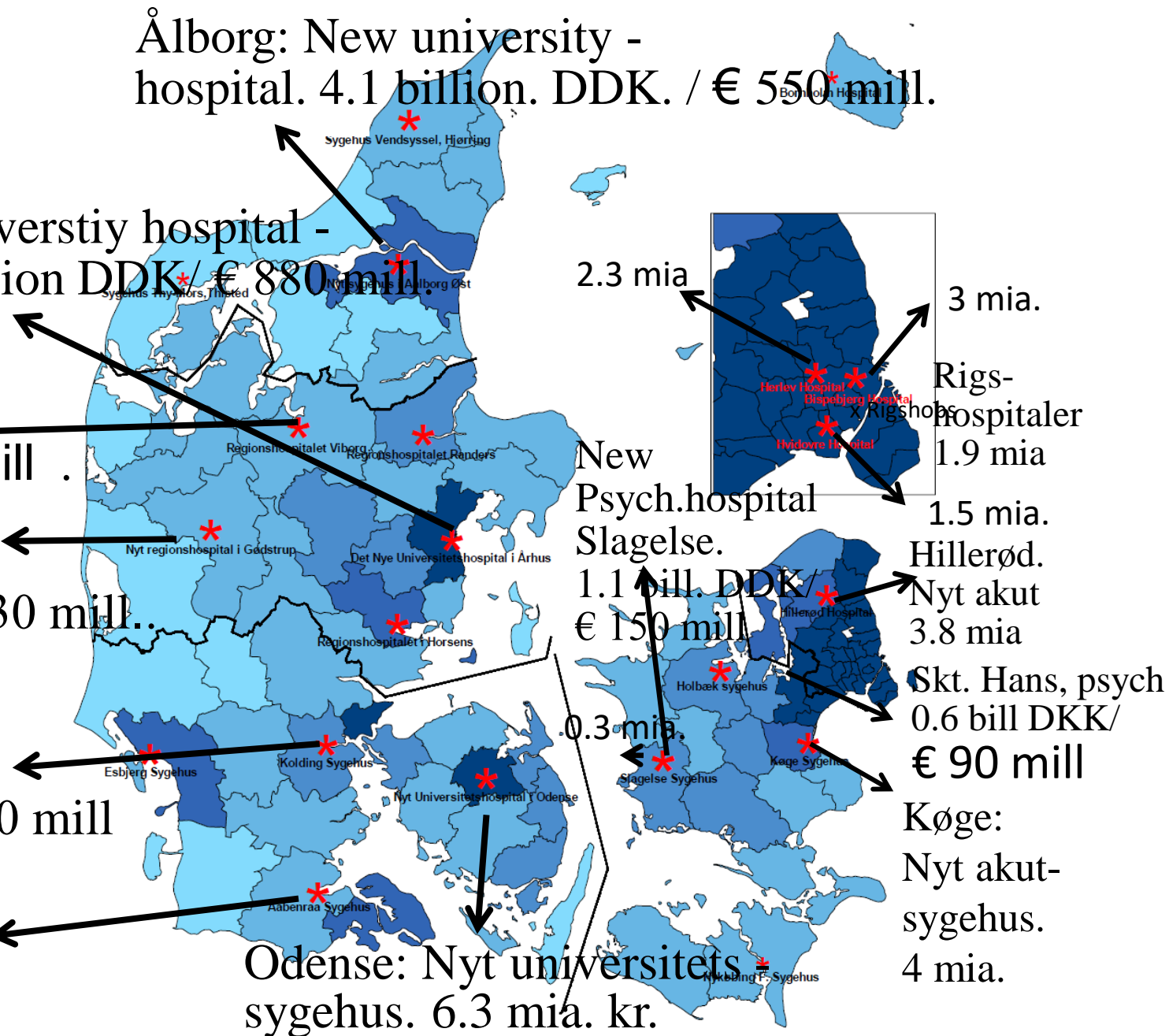
Herning:  
New Hospital.  
3.2 Billion DDK/ € 430 mill..

Kolding:  
Renovated hospital.  
0.9 Billion DDK/. € 120 mill

Aabenraa:  
Nyt akutsygehus.  
1.3 mia. kr.

Århus: New universtiy hospital -  
sygehus. 6.4 billion DDK\*/ € 880 mill.

Ålborg: New university -  
hospital. 4.1 billion. DDK. / € 550 mill.



2.3 mia

3 mia.

Rigs-  
hospitaller  
1.9 mia

New  
Psych.hospital  
Slagelse.  
1.1 bill. DDK/  
€ 150 mill

1.5 mia.

Hillerød.

Nyt akut

3.8 mia

Skt. Hans, psych

0.6 bill DKK/  
€ 90 mill

Køge:

Nyt akut-  
sygehus.

4 mia.

0.3 mia.

Odense: Nyt universitets  
sygehus. 6.3 mia. kr.

# The Regional Hospital in Gødstrup

- Opened March 2022
- Two years delayed
- Closed 2 hospitals

Case of  
green  
field  
hospital



127,000 kvm somatic. 13,000 kvm. psykiatrisk hospital  
Ca. 400 beds. ca. 4.000 employees  
Cost app 3.2 billion DDK (€ 430 mill)  
Serves about a 300,000 population

**(financial) Controlling**



*Wear both belt and braces:*

- Done everything to avoid budget overruns**
  - And hence 16 potential ‘scandals’**
- Quarterly reporting on budget (accountant signed)**
  - Quarterly reporting on time plan**
  - Report directly to the ministry of Health**



# Letter of approval with very clear obligations



Ministeren for sundhed og forebyggelse

Region Midtjylland  
Skottenborg 26  
Postboks 21  
8800 Viborg  
[kontakt@regionmidtjylland.dk](mailto:kontakt@regionmidtjylland.dk)

Den fastlagte investeringsramme er en totalramme og er bindende i hele projektperioden

Ekspertpanelet vedr. sygehusinvesteringer har den 11. april 2013 afgivet indstilling til regeringen vedrørende endeligt tilsagn om medfinansiering fra kvalitetsfonden til Det nye hospital i Vestjylland, Gødstrup.

Ekspertpanelet indstiller ud fra en samlet vurdering til regeringen, at der meddeles et endeligt tilsagn om statslig medfinansiering fra kvalitetsfonden til projektet inden for den fastlagte ramme på 3,15 mia. kr. (09-pl).

Ekspertpanelet finder, at der er behov for et stærkt fokus på regionens **risikostyring** af projektet i hele projektperioden.

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DK-1057 København K

T +45 7226 9000  
F +45 7226 9001  
M [sum@sum.dk](mailto:sum@sum.dk)

Regeringen tilslutter sig ekspertpanelets indstilling og skal hermed meddele endeligt tilsagn til Det nye hospital i Vestjylland, Gødstrup. Hermed er det **regionsrådets ansvar** som bygherre at realisere projektet med de løsninger, der er hensigtsmæssige lokalt. **inden for den fastlagte investeringsramme.**

”Panelet vurderer, at det er afgørende at anskue processen for byggeriet **som et forandringsprojekt**, hvor de nye muligheder for arbejdstilrettelæggelse, kapacitetsudnyttelse og patientforløb mv. indtænkes allerede i de eksisterende organisationer”.

The region’s responsibility to build within the approved investment frame. i.e. expect no supplementary funds

## Not only the definitive letter of approval. but also a binding approval

”Det er regionens ansvar at sikre, at projektet gennemføres inden for den fastlagte investeringsramme, der er bindende i hele projektperioden. Heraf følger også, at det er regionens ansvar at sikre det nødvendige økonomiske råderum til uforudsete udgifter inden for investeringsrammen.

The region’s responsibility to ensure sufficient room for unexpected costs within the approved investment frame  
‘change requests’

Regionen forudsættes i den forbindelse løbende at foretage en nøje opfølgning på økonomien i projektet og foretage fornødne tilpasninger af projektet for at sikre overholdelse af den fastlagte ramme.”

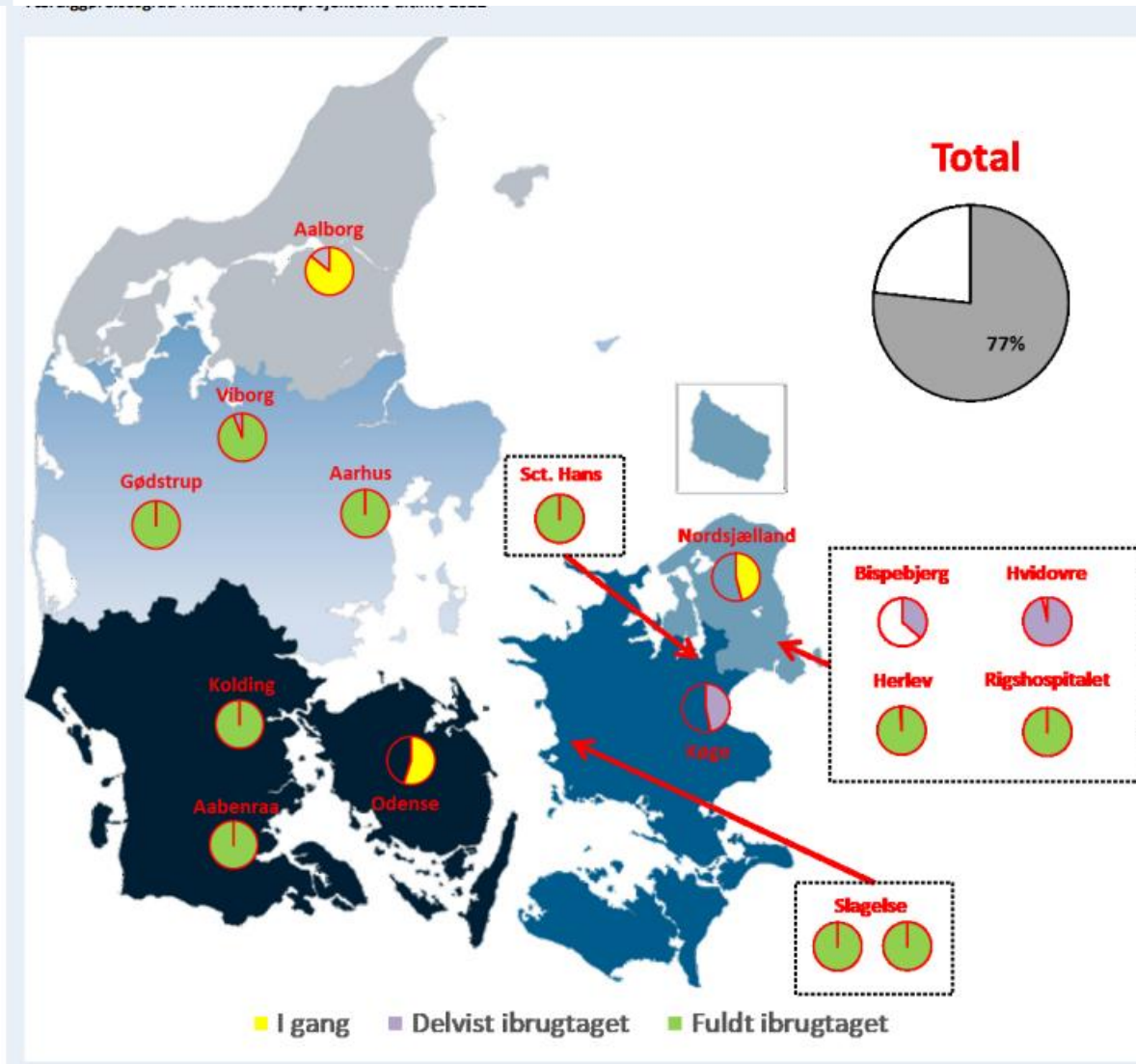
... necessary adjustment of the project to stay within budget

# 2022 – year end follow up - Report to parliament

Tabel 1  
Kvalitetsfondsprojekter: Totalramme, status for Sundhedsministeriets tilsyn og forventet ibrugtagningsår

Projekt	Totalramme <sup>1</sup>		Økonomisk prognose, pct. <sup>2</sup>	Status for ministeriets tilsyn	Ibrugtagelse	
	(mio. kr., 2009-pl)	(mio. kr., 2022-pl)			Aktuel status <sup>3</sup>	Ved endeligt tilsagn
<b>Region Hovedstaden</b>	<b>13.092</b>	<b>16.356</b>				
Nyt Hospital Bispebjerg* (FAM)	3.004	3.753	9	Kvartalsvis rapportering	2026	2024
Nyt Hospital Herlev^ (FAM)	2.290	2.861	9	Byggeri afsluttet, anlægsregnskab udestår	2022	2018
Nyt Hospital Nordsjælland (FAM)	3.907	4.880	43	Skærpet tilsyn	2026	2020
Nyt Hospital Hvidovre* (FAM)	1.470	1.836	11	Tættere opfølgning	2024	2021
Det Nye Rigshospital^	1.855	2.318	14-17	Anlægsregnskab afsluttet, verserende tvister	2020	2018
Ny Retspsykiatri Sct. Hans^	566	707	7	Byggeri afsluttet, anlægsregnskab udestår	2021	2018
<b>Region Midtjylland</b>	<b>10.837</b>	<b>13.539</b>				
Det Nye Universitetshospital i Aarhus (DNU)^ (FAM)	6.451	8.059	0	Byggeri afsluttet, anlægsregnskab udestår	2019	2019
Det Nye Hospital i Vest, Gødstrup (DNV)^ (FAM)	3.222	4.025	0	Byggeri afsluttet, anlægsregnskab udestår	2022	2020
Regionshospitalet Viborg (RHV)^ (FAM)	1.164	1.454	0	Kvartalsvis rapportering <sup>4</sup>	2020	2018
<b>Region Nordjylland</b>	<b>4.191</b>	<b>5.236</b>				
Nyt Aalborg Universitetshospital (NAU) (FAM)	4.191	5.236	28	Skærpet tilsyn	2026	2020
<b>Region Sjælland</b>	<b>5.493</b>	<b>6.862</b>				
Universitetshospital Køge (USK)* (FAM)	4.083	5.101	0	Kvartalsvis rapportering	2026	2021
Psykiatri i Slagelse^	1.110	1.387	21	Anlægsregnskab og evt. tvister afsluttet	2015	2014
Akutmodtagelse i Slagelse^ (FAM)	300	375	0	Anlægsregnskab og evt. tvister afsluttet	2013	2013
<b>Region Syddanmark</b>	<b>8.621</b>	<b>10.770</b>				
Kolding Sygehus^ (FAM)	912	1.140	0	Anlægsregnskab afsluttet, verserende tvister	2017	2016
Nyt Odense Universitetshospital (Nyt OUH) (FAM)	6.444	8.051	7	Tættere opfølgning	2026	2020
Aabenraa Sygehus^ (FAM)	1.264	1.579	1	Anlægsregnskab og evt. tvister afsluttet	2020	2020
<b>I alt</b>	<b>42.234</b>	<b>52.763</b>				

Planned  
Status



On-going                      Finished

# Deficient quality construction



EKSEMPEL PÅ OPFUGTET FACADE I BASEBYGNING PÅ NYT AALBORG UNIVERSITETSHOSPITAL.

Moisture affects front



Mould fungus due to leaking roofs  
- 400 rooms affects

**But more hospitals. but not acute admission hospitals**  
**- 12 'specialty hospitals'**

## **Nedlagte og omlagte sygehuse:**

### **Region Nordjylland**

- Brovst Sygehus (omlagt til sundhedshus)
- Dronninglund (omlagt til praktiserende lægehus)
- Nykøbing Mors (omlagt til sundhedshus)
- Terndrup

### **Region Midtjylland:**

- Regionshospitalet Kjellerup
- Regionshospitalet Grenaa (omlagt til sundhedshus)
- Regionshospitalet Odder
- Regionshospitalet Tarm (omlagt til sundhedshus)
- Regionshospitalet Brædstrup (omlagt til livsstilscenter)
- Regionshospitalet Ringkøbing (omlagt til sundhedshus)
- Regionshospitalet Skanderborg (omlagt til sundhedscenter)

### **Region Syddanmark**

- Brørup i 2009 (omlagt til sundhedscenter)
- Varde i 2009
- Faaborg i 2012
- Haderslev i 2014
- Ringe i 2016
- Fredericia i 2016

### **Region Hovedstaden**

- Esbønderup (lukket 2011)
- Hørsholm (lukket 2011)
- Helsingør (omlagt til sundhedshus)

### **Region Sjælland**

- Korsør Sygehus
- Faxe Sygehus
- Kalundborg Sygehus
- Nakskov Sygehus

*Closeure of 24 small hospitals: 2007-2016*

# One-time productivity increase once completed

1. Between 5 – 8% depending on construction status
  - Green field hospitals: 8%
  - Renovated and expanded hospitals: 5-7%
2. Monitored carefully by a dedicated controller unit in the Ministry of Health

**TAK!**

A photograph showing five hands holding up large, colorful letters to spell out the word 'TAK!'. The letter 'T' is blue, 'A' is yellow, and 'K!' is black. The hands are positioned below each letter, with the '!' being held by two hands. The background is plain white.