

NEW UNIVERSITY HOSPITAL IN BRATISLAVA

Consultation Document

April 2017

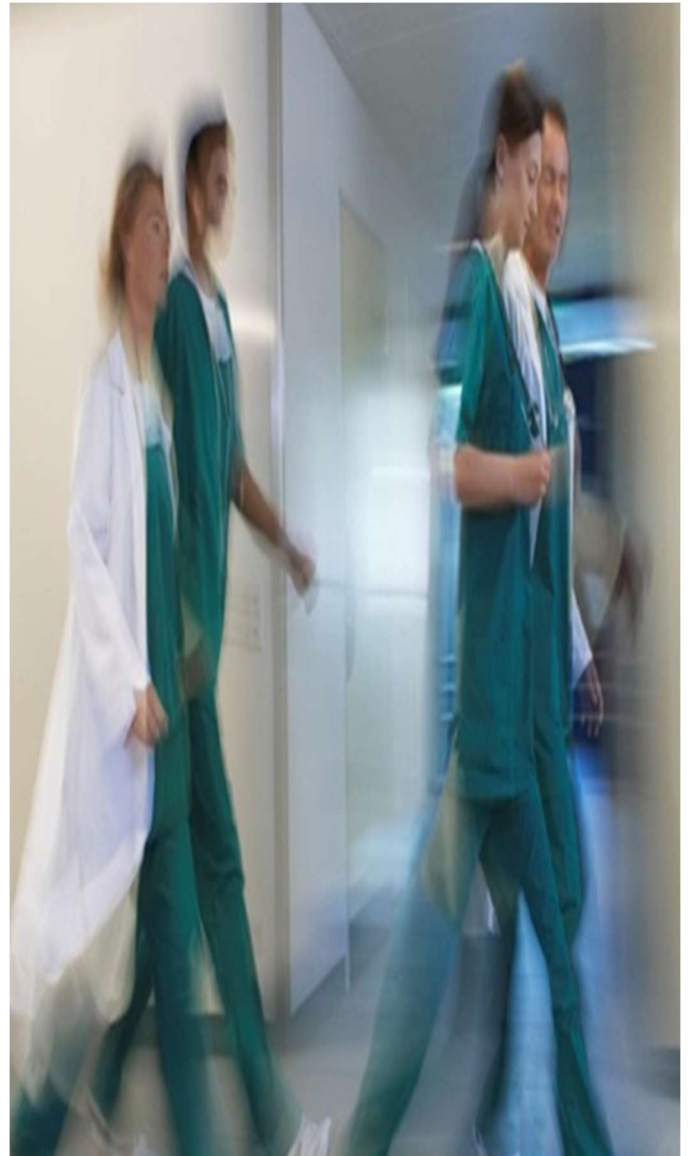


THE PURPOSE OF THIS CONSULTATION DOCUMENT

The purpose of this Consultation Document („Document“) is to:

- (i) present the intention of the Ministry of Health („MoH“) to establish a public procurement to design and supervise build and operation of the new university hospital in Bratislava („NUHB“) including optimization of medical profiles of other healthcare providers under direct management of the MoH in Bratislava in Slovakia;
- (ii) stimulate a debate with industry experts, principally from the hospital operations, hospital designers;
- (iii) receive and process all relevant feedback to ensure quality and efficient procurement process;
- (iv) facilitate a refinement of MoH SK’s proposal and provide all interested parties information needed to assess the extent of their capacity and willingness to participate in the public procurement process and eventually to submit a bid for tender.

If you wish to participate in this Pre-qualification initial discussion, please contact the MoH via the email address provided on the last page of this document. This document is not to be considered a comprehensive or final document regarding this project.



BACKGROUND AND BASIC FRAMEWORK OF THE PROJECT

The development of hospital care services has seen a great leap in recent years. This has been caused mainly by the progressive introduction of comprehensive computerization, improved process management and patient centric organization of care services. University Hospital Bratislava (“UHB”) doesn’t currently fulfil the demands and requirements of the Bratislava region to the full extent. The MoH SK intends to change this situation. Based on the thorough feasibility study of the current stage of the UHB and all potential replacement options, MoH SK concluded that Bratislava needs a new hospital that will replace and optimize some facilities of the current UHB.

That aim of the MoH SK is to reorganize in-patient providers in the Bratislava and procure a “healthcare management company”(hereinafter as “HCM”), i.e., a company which will closely cooperate with the Health Ministry in designing NUHB’s medical profile and prepare the architectural study, as well as project documentation. Once the NUHB construction is completed, the HCM will continue to act as the Health Ministry’s advisor for a period of five years of the hospital’s operation. The main goals of providing expert advice will be to set up internal processes, quality systems and the implementation of specialist knowhow in order to increase cost effectiveness¹.

The financing of the project will be provided by the state. A separate procurement procedure will be carried out to select the general contractor for the construction, with a focus on HCM’s shared responsibility for verifying the results of its contractual activities in order to optimise the individual stages of the implementation phase.

The Project is expected to have the following characteristic:

- the NUHB shall provide a range of tertiary healthcare services to the Bratislava region, including a trauma and a specialist care centre at the Slovak national level. The NUHB shall serve as a centre of excellence for the region.
- the NUHB shall offer a comprehensive range of secondary specialist of care for both inpatients and outpatients,
- the NUHB shall offer premises of sufficient size and quality for clinical teaching of students, postgraduate students and medical specialists,
- a basic scale of potential commercial activities is assumed, based on benchmarks from hospitals in developed European countries,
- new hospital shall be constructed in the Lamač cadastral area, in the locality Rázsochy, in the northwest part of Bratislava
- the MoH SK is committed to having the NUHB operational as quickly as possible.

Other operating assumptions of the NUHB include the following:

- the NUHB physical and technical infrastructure is to comply with EU – benchmark standards for quality, safety, functional and technical efficiency, offer sufficient flexibility to cope with qualitative and quantitative changes in demand and operational principles,
- shall be compliant with the recast 2010 EU Energy performance of Buildings Directive,
- shall operate at a level functional and organisational efficiency equal or superior to the current average for European University Hospitals,

¹ Exact roles, responsibilities and performance fees of HCM are one of the key aspect to be discussed during the Pre-qualification discussions

- operations at the current UHB shall continue in parallel with the construction of the NUHB and shall be terminated during the transition period to the extent needed as the NUHB is brought into operation,
- the project shall be environmentally sustainable, built under life-cycle analysis principles, including a low carbon footprint.

Based on current production figures and the estimated demographic development of the Bratislava region a strategic demand prognosis was prepared by the MoH. One of the key roles of HCM is to challenge these data and provide their own perspective on the most suitable organisation of the care in Bratislava and the size and specification of the NUHB. Preliminary figures that the MoH expects from the MoH are as follows:

Anticipated number of admissions

Completed admissions	29 000
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Anticipated efficiency

Anticipated initial weighted average length of stay	6,5
Anticipated weighted occupancy rate (%)	85%
Anticipated number of beds Rázsochy	578
Anticipated building size sqm Rázsochy	113 484
Anticipated CapEX (EUR mil.) Rázsochy	263
Anticipated CapEx (EUR mil.) Ružinov	80

The performance of the HCM will be evaluated based on selected indicators, such as:

- pre-project preparation (PP) + project stage (PS)
 - o capital expenditures
 - o number and size of reference buildings
 - o adequate staffing to concentrate competences and qualifications in a single company
 - o effective GFA : NFA ratio
- implementation phase (IP)
 - o capital expenditures
 - o receiving the BREEAM accreditation
 - o quality management certification
 - o reference building
- operational phase
 - o receiving the BREEAM accreditation
 - o receiving JCI accreditation
 - o turnover interval for operating rooms
 - o positive EBIDTA



OPPORTUNITY FOR BIDDERS

The MoH SK places great importance in the forthcoming public procurement on the contractual partnership between the public sector and HCM. Interested parties are invited to suggest how they shall ensure a non-adversarial and cooperative relationship with the MoH SK and other public bodies, in the long term interests of the project and the functioning of health care in the Bratislava region.

The future healthcare provision management (“HCM”) is expected to be responsible to the MoH SK for the following services:

- analysis of the most efficient re - organisation of in -patient providers in Bratislava for the period of 2020 – 2050, including providing a second opinion on the suggestion of the MoH for the NUHB;
- design of the NUHB incorporating functional, medical and technical requirements presented by MoH SK,
- obtaining all the required authorisations, consents and opinions which may be necessary for the commencement of construction;
- preparation of the project documentation, acquisition of the required expertise/competences and qualifications to act in accordance with the laws and legislative framework of the Slovak Republic;
- during the construction phase, HCM will be responsible for verifying its fulfilment and for identifying the risks with possible changes in the construction which would necessitate changes in the functional model, as well as risks associated with the timeframe and economic changes in the project;
- advisor in dealings with the general contractor of the NUHB building with a view to supervising compliance in terms of performance and its scope in particular as regards meeting the overall expected functional, timeframe and economic assumptions;
- during the NUHB operation phase, the scope of responsibility will be determined by receiving and maintaining the JCI accreditation for the next five years and by implementing the quality systems;
- other areas related to the operation and maintenance of the NUHB are a subject of pre-qualifying discussions.

Contract will be agreed and signed by the MoH SK and the HCM for a period of 5 years from commencement of the operational phase. The MoH SK wishes to encourage innovation and life-cycle considerations and expects the Interested parties to present proposals regarding alternative and improved solutions, allowing the Project programme to be further develop in accordance with the envisaged Project considerations.

HCM shall commit to the MoH SK to avoid developing another conceptual healthcare solution in the catchment area of Bratislava region at the the same time as the NUHB project, nor will cooperate with another entity, that creates solutions for a medical care.

PROPOSED TOPICS FOR DISCUSSION

- preparation a tender document for the selections of HCM which will be within the upcoming project responsible for aforementioned features;
- division of responsibilities between the HCM and the MoH SK;
- perceived benefits and risks to the HCM;
- key performance indicator for individual stage of Project.

PUBLIC PROCUREMENT PROCESS

The procurement process shall follow European and Slovak laws and regulations, as well as best practice of public procurement in European Union.

Next steps for the Pre-qualification initial discussion with expert public phase 04-05/2017:

- interested parties in the Pre-qualification initial discussion with expert public phase are invited to hold initial discussion with MoH SK representatives by sending their Expression of Interest ("EoI") to the email new.hospital@health.gov.sk by 03.05.2017,
- discussion via SKYPE planned to be held between 03.05 - 05.05.2017; 10.05 - 12.05.2017, 15.05.-17.05.2017

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Information regarding future stages of the process and the public procurement in general shall only be considered indicative. The Ministry of Health of the Slovak Republic reserves the right to make amendments or additional clarification in the later stages of the public procurement process.

All Interested parties who contact the representative responsible for the Project are obligated to bear all costs arising in connection with their actions in respect of this document.

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