OP 3.3.1

Evaluation of clinics in every region

CENTRAL EUROPE Programme 2007 – 2013

PRIORITY 1: Facilitating innovation across Central Europe

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Summary	Evaluation of clinics in the respected regions concerning the potential for inventions and innovations in medicine and medical technology

LP: Bayern Innovativ GmbH/ Forum MedTech Pharma e.V.

Methods:

There are 2.067 hospitals in Germany (2008), in Bavaria 333 hospitals. In the region South of Bavaria (North of Bavaria is analysed by PP12) 3 university hospitals of quarterny health care (which have an associated technology transfer centre), 6 hospitals of tertiary care, 23 hospitals of secondary care, 116 hospitals of primary care and 28 special hospitals were surveyed by the LP. Solely university hospitals have associated technology transfer centres. Internet search of the German Hospital Index which is updated once a year (last updated 28.02.2010) was used as a information source. Classification criteria for the hospitals were: care level, number of medical and care staff, number of cases and beds, clinics with competence centres for a special diagnosis, interdisciplinary centres in the clinics, cooperation projects with university hospitals, actual R&D projects, whether there are any patent claims, existing innovation management systems, publication rate of scientific papers by medical doctors, special research programmes and whether it is an academic teaching hospital for a university hospital. The management was another criterion. The respective numeration of the German Quality Manuals for the topics is added.

Results:

Please refer to the list on the following page. The 65 potentially most innovative hospitals were contacted for the regional workshop. The medical and nursing directors, the CEO`s and the leading managers of the medical device department were invited to the initial workshop.

Discussion:

The university hospitals are due to their size, their organisational level, their R&D departments and their attached technology transfer centres the most innovative hospitals. Hospitals having more than 600 beds seem to have a bigger innovation capability than smaller ones (source: applications for NUB reimbursement). Therefore the number of beds has an impact concerning hospitals with a higher innovativon level.

In order to get a certification for their quality management system all hospitals have to have an employee suggestion system. But they are often not promoted or activated by the department of quality management. Only two hospitals implemented a dedicated innovation management system which is the prerequisite for generating and describing new ideas for products and processes. These ideas can either be transferred for internal use only, or – which is the aim of our project – could be presented to and discussed with SME`s.

If the hospital has a competence centre for a special disease they are renowned for this therapy. Problems are solved quickly and new ideas for new processes and products are generated.

Another good indicator for innovative clinics is having an interdisciplinary centre for a special diagnosis. Medical specialists coming together for the treatment of patients have the possibility to exchange their know-how and generate new ideas. In combination with an academic teaching hospital these ideas can be disseminated perfectly.

Evaluation of Clinics (Stand: 02/`10)

Nr.	Name of Clinic	Care Level	Medical Staff QM A-14.1	Care Staff QM A-14.2	Number of Cases QM A-13	Beds QM A-12	Competence Centre QM A-8	Interdisciplinary Centre QM A-8	Cooperation with Universities	Actual R&D-Projects QM A-11	Patents *	Innovation Management System? **	Publications	Special research programmes	Academic Teaching Hospital QM A-5	Operated QM A-4
1	Klinikum der Universität München-Großhadern	4	1.324,00	1.709	78.503	2.322	y	y	y	y	y	n	y	y	y	public, state
2	Klinikum rechts der Isar der TU München	4	752	1.108,00	47.002	1.091	y	y	y	y	y	n	y	y	y	public, state
3	Klinikum der Universität Regensburg	4	493	895	30.443	804	y	y	y	y	y	n	y	y	y	public, state
4	Städtisches Klinikum München-Schwabing	3	1.217	2.600	150.000	3.500	y	n	y	y		y	y	y	y	public, communal, association
5	Klinikum Augsburg	3	645	1.303	67.973	1.669	y	y	y	y	n	y	y	n	n	public, communal
6	Klinikum Passau	2	206	466	29.380	625	y	y	y	y	n	n	n	n	y	public, communal
7	Klinikum Landshut	2	151	286	20.201	526	y	n	y	n	.	n	y	n	y	public, communal
8	Klinikum des Landkreises Deggendorf	2	194	424	20.991	492	y	n	y	n	.	n	y	n	y	public, communal
9	Klinikum St. Elisabeth Straubing	2	129	321	20.729	435	n	n	y	n	.	n	y	n	y	clerical non-profit Ltd., association
10	Klinikum Ingolstadt	2	336	743	37.225	1.132	y	y	y	y		y	y	n	y	public, communal
11	RoMed Klinikum Rosenheim	2	219	519	25.219	622	y	y	y	n		n	y	n	y	public, communal, association
12	Klinikum Garmisch-Partenkirchen	2	159	260	19.430	505	y	y	y	n			n		y	public, communal
13	Klinikum Traunstein	2	203	512	23.265	486	y	y	y	y		n	y	n	y	public, comunal
14	Klinikum Dachau	2	137	249	20.287	460	y	y	y	y		n	y	.	y	private, chain
15	Kreisklinik Altötting	2	127	287	18.061	407	y	y	y	n			n	.	y	public, communal
17	Krankenhaus Barmherzige Brüder Regensburg	2	328	679	38.638	828	y	y	y	y		n	y	.	y	clerical non-profit Ltd., association
21	Caritas-Krankenhaus St. Josef	2	96	278	14.226	311	y	y	y	y		n	n		y	clerical non-profit Ltd., association
22	Klinikum Memmingen	2	148	436	21.818	524	y	y	y	y		n	y		y	public, communal
23	Klinikum Kempten - Oberallgäu	2	183	443	23.426	490	y	y	y	y		(y) comp. sugg.	y		y	public non-profit Ltd., communal, association
24	Krankenhaus Landshut-Achdorf	1	79	198	13.411	302	y	y	y	n		n	y		y	public non-profit Ltd., communal
25	Krankenhaus Freyung	1	41	108	6.801	175	y	y	n	n		n	n		n	public non-profit Ltd., communal
26	Inn-Salzach-Klinikum	1	65	332	8.448	519	y	y	y	y		n	y		y	public, communal, association
27	Klinikum Starnberg	1	95	189	16.326	300	y	y	y	n		n	n		y	public, communal
28	Asklepios Stadtklinik Bad Tölz	1	76	194	10.098	270	y	y	y	n		n	n		y	private, chain
29	Ilmtalklinik	1	49	142	9.370	220	y	y	y	n		(y) cont. impr.	n		y	public, communal, association
30	Medizinisch-Psychosomatische Klinik Roseneck	1	40	44	1.338	200	n	n	y	y		n	y		n	private, chain
31	Paracelsus-Klinik München	1	70	125	7.196	132	n	y	n	n		n	n		n	private, chain
32	Schön Klinik Harthausen	1	18	33	2.775	115	n	n	n	n		n	n		n	private, chain
33	WolfartKlinik	1	51	78	6.206	90	y	n	n	n			n		n	private
34	Arabella-Klinik	1	26	31	2.960	60	n	n	n	n		n	n		n	private
35	Klinik Vincentinum Augsburg	1	61	101	9.809	248	n	n	n	n		(y) comp. sugg.	n		n	clerical non-profit Ltd., association
36	Evang. Diakonissenkrankenhaus	1	43	188	7.402	140	n	n	n	n		n	n		n	clerical non-profit Ltd., association
37	Klinik Füssen	1	30	108	4.536	110	n	n	n	n		n	n		n	public, communal, association
38	Isar-Amper-Klinikum, Klinikum München-Ost	SH	143	554	13.518	842	y	n	n	n		n	n		y	public non-profit Ltd., communal, association
39	Bezirksklinikum Regensburg	SH	117	387	9.112	611	y	y	y	n		(y) comp. sugg.	y		y	private, association
40	Klinikum Dritter Orden	SH	235	483	27.505	575	y	y	y	n		n	n		y	clerical non-profit Ltd., association
41	Bezirksklinikum Mainkofen	SH	74	368	9.331	572	y	y	n	n		n	n		n	public, communal, association
42	BG Unfallklinik Murnau	SH	159	574	10.410	433	y	y	n	n		n	y		y	public non-profit registered association, accident-i
43	Krankenhaus Barmherzige Brüder München	SH	111	250	13.814	372	y	y	n	n		n	y		y	clerical non-profit Ltd., association
44	Herz- und Gefäßklinik	SH	113	328	11.052	339	y	y	n	y		n	y		n	private, chain
45	ASKLEPIOS Fachkliniken München-Gauting	SH	55	130	9.086	300	y	y	y	y		n	y		y	private, chain
46	Chirurgische Klinik Dr. Rinecker GmbH & Co. KG	SH	38	107	4.599	246	y	y	y	y		n	y		y	private, association
47	ASKLEPIOS Klinikum Bad Abbach	SH	48	88	5.550	225	y	y	y	y		n	y		n	private, chain
48	Sana Klinik München-Solln	SH	60	148	7.974	220	n	n	n	n		n	n		n	private, chain
49	Klinik Augustinum München	SH	62	114	5.690	176	y	y	y	n		n	n		y	public non-profit Ltd., communal
50	Deutsches Herzzentrum München	SH	187	344	10.135	171	y	y	y	y		n	y		n	public, Bavarian State Ministry of Sciences, Researc
51	Max-Planck-Institut für Psychiatrie	SH	40	81	1.623	154	y	y	y	y		n	y		n	public non-profit registered association
52	Krankenhaus Simbach am Inn	SH	19	59	3.417	140	y	y	n	n		n	n		n	public non-profit Ltd., communal
53	HELIOS Schlossbergklinik Oberstaufen	SH	13	56	1.648	130	n	y	y	n		n	n		y	private, chain
54	Heckscher-Klinikum	SH	52	69	716	126	n	n	y	n		n	n		y	public non-profit Ltd., communal, association
55	Kinderkrankenhaus St. Marien	SH	55	104	6.026	120	y	y	y	n		n	n		y	clerical non-profit Ltd.
56	Interne Klinik Dr.Argirov, Kempfenhausen	SH	38	48	3.404	117	y	y	y	y		(y) comp. sugg.	y		n	private, chain
57	Deutsches Zentrum für Kinder- und Jugendrheumatolog	SH	14	53	2.691	110	y	y	n	y		(y) comp. sugg.	y		n	public non-profit Ltd., communal
58	Krankenhaus für Naturheilweisen	SH	12	48	2.125	100	n	n	n	n		n	y		n	public non-profit Ltd., communal
59	Chirurgische Klinik München-Bogenhausen	SH	27	59	4.088	91	y	y	n	n		n	n		n	public non-profit Ltd., communal
60	Kinderklinik Dritter Orden Passau	SH	32	86	4.537	90	y	y	y	n		n	n		y	clerical non-profit Ltd., association
61	Artemed Fachklinik München	SH	16	17	3.741	70	y	y	n	y		n	y		n	private, chain
62	Urologische Klinik Dr. Castringius München-Planegg	SH	20	56	2.348	70	y	y	n	n		n	n		n	private
63	Maria-Theresia-Klinik	SH	18	48	2.744	68	y	n	y	n			n		y	clerical non-profit Ltd., association
64	Kinderzentrum	SH	22	30	853	40	y	y	y	n		n	y		n	public, communal, association
65	AirportClinic	SH	19	13	1.266	8	y	n	n	n		n	n		n	private

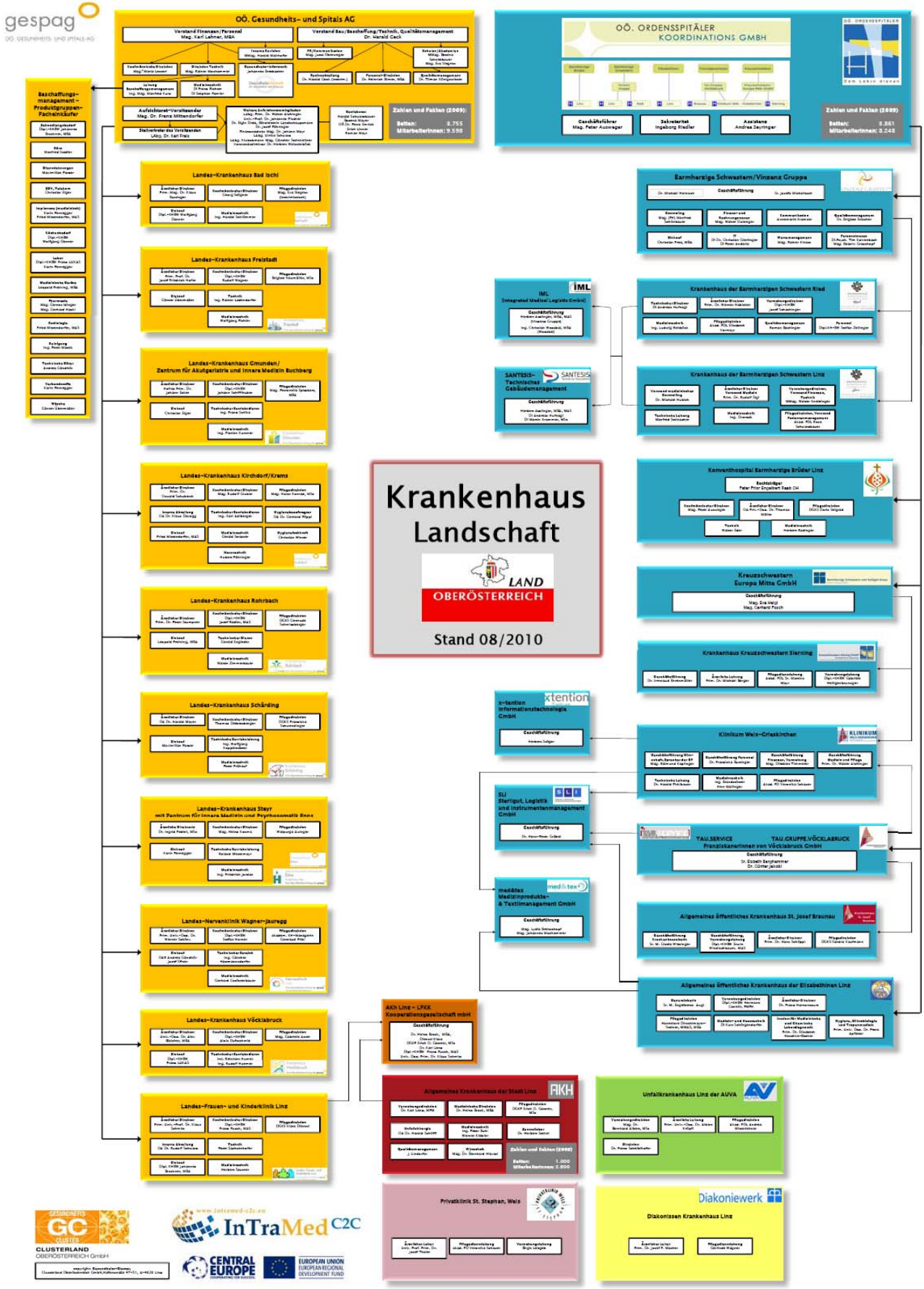
**keywords: "Innovationsmanagement", "Ideenmanagement",
"betriebliches Vorschlagswesen", "kontinuierlicher Verbesserungsprozess"; Kontrolle: "Management"
* not quantifyable due to missing recording

PP3: Health-Technology Cluster, Clusterland Upper-Austria

Evaluation of clinics in Upper-Austria:

1. Allgemein öffentliches (Allg. ö.) Landeskrankenhaus Bad Ischl
2. Allg. ö. Krankenhaus St. Josef Braunau GmbH
3. Allg. ö. Landeskrankenhaus Freistadt
4. Allg. ö. Landeskrankenhaus Gmunden
5. Allg. ö. Landeskrankenhaus Kirchdorf an der Krems
6. Allgemeines Krankenhaus der Stadt Linz
7. Allg. ö. KH. Konventhospital Barmherzige Brüder Linz
8. Krankenhaus der Barmherzigen Schwestern Linz Betriebsges.m.b.H.
9. Allg. ö. Krankenhaus der Elisabethinen Linz
10. Unfallkrankenhaus Linz der AUVA
11. Landes-Nervenklinik Wagner-Jauregg Linz
12. Krankenhaus der Barmherzigen Schwestern Ried Betriebsgesellschaft mbH
13. Allg. ö. Landeskrankenhaus Schärding
14. Krankenhaus Sierning
15. Landeskrankenhaus Steyr und Zentrum für Innere Medizin u. Psychosomatik Enns
16. Landeskrankenhaus Vöcklabruck
17. Klinikum Wels-Grieskirchen GmbH
18. Allg. ö. Landes-Krankenhaus Rohrbach
19. Landes- Frauen- und Kinderklinik Linz

A classification into primary health care, secondary care, etc. is not established in Austria. For all these clinics above, the contact person in the management (technical director, care director, physicians and administration) has been searched. These details can be found in the following map: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OÖ. Gesundheits- und Spitals AG
OÖ. ORDENSSPITÄLER KOORDINATIONS GMBH
Barmherzige Schwestern/Vinzenz Gruppe
Krankenhaus der Barmherzigen Schwestern Ried
Krankenhaus der Barmherzigen Schwestern Linz
Konventhospital Barmherzige Brüder Linz
Kreuzschwestern Europa Mitte GmbH
Krankenhaus Kreuzschwestern Sierning
Klinikum Wels-Grieskirchen
Landes-Krankenhaus Bad Ischl
Landes-Krankenhaus Freistadt
Landes-Krankenhaus Gmunden/ Zentrum für Akutgeriatrie und Innere Medizin Buchberg
Landes-Krankenhaus Kirchdorf/Krems
Landes-Krankenhaus Rohrbach
Landes-Krankenhaus Schärding
Landes-Krankenhaus Steyr mit Pantrum für Innere Medizin und Psychosomatik Enns
Landes-Nervenklinik Wagner-Jauregg
Landes-Krankenhaus Vöcklabruck
Landes-Frauen- und Kinderklinik Linz
Krankenhaus Landschaft
LAND OBERÖSTERREICH
Stand 08/2010
IML (Integrated Medical Logistic GmbH)
SANTESIS-Technisches Gebäudemanagement
x-tention Informationstechnologie GmbH
SLI Sterilgut, Logistik und Instrumentenmanagement GmbH
medi&tex Medizinprodukte- & Textilmanagement GmbH
TAU.SERVICE Franziskanerinnen von Vöcklabruck GmbH
Allgemeines Öffentliches Krankenhaus St. Josef Braunau
Allgemeines Öffentliches Krankenhaus der Elisabethinen Linz
AKh Linz – LFKK Kooperationsgesellschaft mbH
Allgemeines Krankenhaus der Stadt Linz
Unfallkrankenhaus Linz der AUVA
Privatklinik St. Stephan, Wels
Diakoniewerk
Diakonissen Krankenhaus Linz
GESUNDHEITS GC CLUSTER
CLUSTERLAND OBERÖSTERREICH GmbH

Also all other hospitals in Austria could be potential partners in the innovation transfer and are listed as follows:

Burgenland:

20. Krankenanstalt der Barmherzigen Brüder Eisenstadt
21. Allg. ö. Krankenhaus Güssing
22. Allg. ö. Ladislaus Batthyány-Strattmann Krankenhaus Kittsee
23. Allg. ö. Krankenhaus Oberpullendorf
24. Allg..ö. Krankenhaus Oberwart

Carinthia:

25. Allg. ö. Krankenhaus des Deutschen Ordens Friesach
26. Gailtal-Klinik, LSKA-Hermagor
27. Klinikum - Klagenfurt am Wörthersee
28. Allg. ö. Krankenhaus der Elisabethinen Klagenfurt GmbH
29. Unfallkrankenhaus Klagenfurt der AUVA
30. Öffentliche Landessonderkrankenanstalt LAAS - LKH LAAS
31. Allg. ö. Krankenhaus der Barmherzigen Brüder St. Veit an der Glan
32. Allg. ö. Krankenhaus Spittal/Drau
33. Landeskrankenhaus Villach
34. Öffentliches Krankenhaus Waiern/Feldkirchen
35. Allg. ö. Landeskrankenhaus Wolfsberg
36. Allg. ö. Sonderkrankenhaus de La Tour

Lower-Austria:

37. Landesklinikum Mostviertel Amstetten
38. Landesklinikum Thermenregion Hochegg
39. Landesklinikum Thermenregion Hainburg
40. Landesklinikum Weinviertel Hollabrunn
41. Landesklinikum Donauregion Klosterneuburg
42. Landesklinikum Krems
43. Landesklinikum Mostviertel Amstetten-Mauer
44. Landesklinikum Mostviertel Melk
45. Landesklinikum Weinviertel Mistelbach-Gänserndorf
46. Landesklinikum Thermenregion Neunkirchen
47. Landesklinikum Mostviertel Scheibbs
48. Landesklinikum Waidhofen/Ybbs
49. Landesklinikum Wiener Neustadt
50. Therapiezentrum Ybbs
51. Landesklinikum Waldviertel Horn - Allentsteig
52. Landesklinikum Weinviertel Korneuburg-Stockerau
53. Landesklinikum Donauregion Tulln
54. Landesklinikum Thermenregion Baden-Mödling
55. Landesklinikum St. Pölten-Lilienfeld
56. Landesklinikum Waldviertel Zwettl-Gmünd-Waidhofen/Thaya
57. Psychosomatisches Zentrum Waldviertel Eggenburg

Salzburg:

58. Nicht ö. Krankenhaus Abtenau, Pflegeanstalt für chronisch Kranke
59. Allg. ö. Krankenhaus Hallein

60. Allg. ö. Krankenhaus Mittersill des Landes Salzburg
61. Allg. ö. Krankenhaus Oberndorf
62. Landeskrankenhaus Salzburg - Universitätsklinikum der PMU
63. Unfallkrankenhaus Salzburg der AUVA
64. Allg. ö. Krankenhaus der Barmherzigen Brüder Salzburg
65. Christian-Doppler-Klinik Universitätskliniken Salzburg
66. Landesklinik St. Veit im Pongau
67. Ö. KH der Kardinal Schwarzenberg´schen Krankenhaus-Betriebsgesmbh Schwarzach
68. Allg. ö. Krankenhaus Tamsweg
69. Allg. ö. Krankenhaus Zell am See

Styria:

70. Allg. ö. Landeskrankenhaus Bad Aussee
71. Allg. ö. Landeskrankenhaus Bruck an der Mur
72. Allg. ö. Landeskrankenhaus Feldbach
73. Allg. ö. Landeskrankenhaus Fürstenfeld
74. Klinik für Psychosomatik Bad Aussee
75. Allg. ö. Landeskrankenhaus Hörgas-Enzenbach
76. Landeskrankenhaus - Universitätsklinikum Graz
77. Unfallkrankenhaus Graz der AUVA
78. Allg. ö. Krankenhaus der Barmherzigen Brüder Graz
79. Krankenhaus der Elisabethinen GmbH, Graz
80. Landesnervenklinik Sigmund Freud Graz
81. Allg. ö. Krankenhaus der Barmherzigen Brüder Graz-Eggenberg
82. LKH Hartberg
83. Unfallkrankenhaus Kalwang der AUVA
84. Neurologisches Therapiezentrum Kapfenberg GmbH
85. Allg. ö. Landeskrankenhaus Leoben
86. Mürzzuschlag-Mariazell KAV
87. Allg. ö. Landeskrankenhaus Bad Radkersburg
88. Allg. ö. Landeskrankenhaus Rottenmann
89. Allg. ö. Diakonissen-Krankenhaus Schladming
90. Allgemeines Orthopädisches Landeskrankenhaus Stolzalpe
91. Allg. ö. Landeskrankenhaus Voitsberg
92. Marienkrankenhaus Vorau Gemeinnützige GmbH
93. Allg. ö. Landeskrankenhaus Wagna
94. Allg. ö. Landeskrankenhaus Weiz
95. Allg. ö. Landeskrankenhaus Deutschlandsberg
96. Spitalsverbund Landeskrankenhaus Judenburg-Knittelfeld
97. Landeskrankenhaus Graz West

Tyrol:

98. Allg. ö. Bezirkskrankenhaus Hall
99. Psychiatrisches Krankenhaus des Landes Tirol
100. Allg. ö. Landeskrankenhaus - Universitätskliniken Innsbruck
101. Öffentliches Landeskrankenhaus Hochzirl Zirl
102. Allg. ö. Krankenhaus der Stadt Kitzbühel
103. Allg. ö. Bezirkskrankenhaus Lienz
104. Öffentliches Landeskrankenhaus Natters
105. Allg. ö. Bezirkskrankenhaus Reutte Ehenbichl
106. Allg. ö. Bezirkskrankenhaus St.Johann in Tirol
107. Bezirkskrankenhaus Schwaz

108. Allg. ö. Krankenhaus St. Vinzenz Zams
109. Allg. ö. Bezirkskrankenhaus Kufstein

Vorarlberg:

110. Haus St. Josef in Au
111. Landeskrankenhaus Bludenz
112. Landeskrankenhaus Bregenz
113. Krankenhaus Sanatorium Mehrerau
114. Allg. ö. Krankenhaus der Stadt Dornbirn
115. Landeskrankenhaus Hohenems
116. Landeskrankenhaus Rankweil
117. Stiftung Maria Ebene
118. Allg. ö. Landeskrankenhaus Feldkirch

Vienna:

119. Allgemeines Krankenhaus der Stadt Wien - Universitätskliniken
120. Anton-Proksch-Institut, Therapiezentr.für Alkohol- u. Drogenabhängige
121. Krankenhaus der Barmherzigen Brüder Wien
122. Krankenhaus der Barmherzigen Schwestern Wien Betriebsgesellschaft m.b.H.
123. Kaiserin Elisabeth Spital der Stadt Wien
124. Evangelisches Krankenhaus Wien
125. Sozialmedizinisches Zentrum - Krankenhaus und Geriatriezentrum Wien
126. SMZ Süd - Kaiser-Franz-Josef-Spital mit Gottfried von Pr. Kinderspital
127. Goldenes Kreuz Privatklinik BetriebsGmbH
128. Hanusch-Krankenhaus der WGKK
129. Herz-Jesu-Krankenhaus Wien
130. Hartmannspital Wien
131. Krankenhaus Hietzing mit Neurologischem Zentrum Rosenhügel
132. KA Rudolfstiftung mit Standort Semmelweis Frauenklinik
133. Krankenhaus St. Elisabeth Wien
134. St. Josef-Krankenhaus Wien
135. Unfallkrankenhaus Meidling Wien
136. Wilhelminenspital der Stadt Wien
137. Sozialmedizinisches Zentrum Sophienspital Wien
138. Orthopädisches Krankenhaus der Stadt Wien - Gersthof
139. Unfallkrankenhaus Lorenz Böhler der AUVA Wien
140. Orthopädisches Spital Speising GmbH Wien
141. St. Anna Kinderspital Zentrum für Kinder- und Jugendheilkunde Wien
142. Krankenhaus Göttlicher Heiland
143. Sozialmedizinisches Zentrum Ost der Stadt Wien - Donauspital
144. Sozialmedizinisches Zentrum Baumgartner Höhe - Otto Wagner Spital

Based on the fact, that in Upper-Austria no University-hospitals are established, the research is not installed within the clinic departments. They only have the contract to cure the patients. If there are research topics, they would be handled in self-interest.

Also the innovation transfer is not regulated at all. Some hospitals have an “idea mentioning toll”, where the staff can bring in ideas. Most of these ideas are on the level of process-improvements. No product ideas are normally reported.
Ideas are generally discussed with existing suppliers and no external companies are contacted.

Some clinics have idea coordinators (Klinkum Wels, and in all 10 clinics from GESPAG,…) who are directly addressed. Briefing the employees that ideas are welcome and installing an efficient quality management that is personally known (i.e. per department) could be more appropriate to get to know the new product ideas.

PP4: TIS innovation park, Italy

In South Tyrol the Provincial welfare service is often taken as a model by other countries and it stands out for its modern structures, its highly qualified staff and technical equipment. The public hospitals of South Tyrol have been built from the funds of the province, and they are appreciated not only in Italy but also abroad. Every year hundreds of billion lire are invested in public health. The aim of the Provincial welfare service is the guarantee of the highest quality and efficacy of its structures and the guarantee of the equal rights of all patients.

The most important legislative instrument for the further development of health care in South Tyrol is the Provincial health plan. Following the European trend the Provincial health plan contains a list of regulations of a strategic nature, which aims to provide a steady improvement in the health system taking into account available resources. The Provincial health plan, in line with the State health plan and the aims of the World Health Organisation (WHO) emphasises the development of the health protection of the citizen as a fundamental right of the individual and an interest of the community in accordance with human dignity and freedom. Within the aims of that health policy the Plan highlights the following priorities: the fight against tumour-based diseases, the causes of death as a result of violence, and infectious diseases. Priorities are: protecting the health of the elderly, protection of mental health, the campaign against drugs and the misuse of medicine, and against heart and circulatory diseases.

PP5: Lower Silesian Voivodeship, Poland

Not available.

PP6: The John Paul II Hospital, Poland

In the Malopolska province there are hospitals that provide basic medical care and hospitals that offer specialist services. Hospitals in Poland are classified according to geographical area and their ownership:

- community
- county or municipal in cities with county rights
- regional
- supraregional

There are also state-owned hospitals for instance military hospitals.
The present analysis is based on the data provided by stationary healthcare institutions in the Malopolska province for the year 2009 if not stated otherwise. Several healthcare institutions were not able to provide all numerical data.
In the Malopolska province there are 42 hospitals with a total of 14 111 beds. Twenty-two hospitals admit about 293 053 patients annually – the numbers for the remaining hospitals

are not known. It may be however estimated that altogether about 0.5 mln patients are hospitalized annually. In Malopolska hospitals employ 24 928 people, among them in order of decreasing frequency nurses and midwives, physicians, maintenance staff, middle-level medical personnel and administration, accounting and technical personnel.

Primary health care level hospitals:
Total number: 4

The St. John of Jerusalem Hospital in Szczyrzyc, St. John Grande Hospital of the Merciful Brothers' Order in Krakow, Municipal Hospital Ltd. in Rabka-Zdrój, the Count Stanislaus Czartoryski Hospital

Participation in research projects: None

Secondary health care level hospitals:
Total number: 11

County Hospital in Chrzanow, Bl. Marta Wiecka County Hospital in Bochnia, County Hospital in Limanowa, Dr. Jozef Dietl Hospital in Krynica Zdroj, Sebastian Petrycy County Hospital, John Paul II County Hospital, Hospital in Brzesko, Hospital in Proszowice, County Hospital in Myślenice, Dr. Tytus Chalubinski County Hospital, St. Anna Hospital in Miechow

Participation in research projects: None

Tertiary health care level hospitals:
Total number: 11

Jedrzej Sniadecki Specialist Hospital in Nowy Sącz, St. Luke Regional Hospital in Tarnow, Ludwik Rydygier Regional Specialist Hospital Ltd., Stefan Zeromski Specialist Hospital, Gabriel Narutowicz Municipal Specialist Hospital, Military Hospital in Krakow, St. Maximilian County Hospital, Dr. Jan Gawlik Hospital in Sucha Beskidzka, Franciszek Kszyształowicz County Hospital in Olkusz, Edward Szczeklik Specialist Hospital in Tarnow, John Paul II Specialist Podhale Hospital

Participation in research projects: 3 hospitals

Maximum health care level hospitals:
Total number: 1

University Hospital in Krakow

Participation in research projects: Yes

Specialist hospitals:
Total number: 15

Jozef Dietl Specialist Hospital, St. Louis Regional Specialist Children's Hospital in Krakow, Dr. Josef Babinski Specialist Hospital, Regional Eye Hospital in Krakow, Regional Lung Hospital in Jaroszowiec, Regional Mental Hospital in Andrychow, Dr. Stefan Jasinski Regional Rehabilitation Hospital in Zakopane, Dr. Olgierd Sokołowski Specialist Lung Hospital, University Children's Hospitla in Krakow, the John Paul II Hospital in Krakow, Beskid Spa Hospital, Military Spa and Rehabilitation Hospital in Krynica Zdroj, R. Czerwiakowski Hospital, UJASTEK Obstetric and Gynecological Hospital in Krakow

Participation in research projects: 6 hospitals

Of the 42 hospitals 10 participate in research projects, which is almost 24%. It is noteworthy that the area of interest in these research projects ranges from innovative treatment methods to social issues.

Of the 42 hospitals 11 co-operate with the Jagiellonian University Medical College, Pediatric Institute in Krakow, Medical University in Wroclaw or Silesian Medical University.

In hospitals in Malopolska no innovation management system is used. It is a gap that should be eliminated as soon as possible in order to make optimal use of the potential of projects carried out in hospitals. This will have also a positive impact on medical technology transfer to industry, which is now on a very low level.

Hospitals in Malopolska have no patents. It is a result of time-consuming and expensive process of a new invention reporting. Intellectual property rights create costs which become an additional burden to hospitals and individual researchers. Despite numerous scientific achievements hospitals are not willing to apply for patents. However, a pioneering initiative of the John Paul II Hospital is noteworthy. As the first healthcare institution in Poland it decided to implement specific regulations. In January 2008 upon request of the hospital management the Center for Medical Technology Transfer Technology Park Ltd. prepared a comprehensive set of regulations regarding intellectual property management in the hospital setting out the rights and obligations of all concerned parties, especially intellectual property protection and commercialization process, including support for spin-off companies. The documentation was developed by hired lawyers with knowledge and experience in work for Polish research and development institutions. The current regulations are based on Jagiellonian University acts and those implemented in hospitals in the USA and Great Britain. The process of implementing the Intellectual Property Management Regulation at John Paul II Hospital in Krakow will end in March 2011. The Center for Medical Technology Transfer Technology Park Ltd. has obtained external funds as part of the project “Innovations – Hospital – Business – implementation of comprehensive intellectual property management regulations at John Paul II Hospital in Krakow” supported by the Ministry of Science and Higher Education under the headline “Creator of innovation – academic innovation support”.

PP8: Regional Development Agency of Gorenjska, Slovenija

3.1.3. Analyse of existing approaches –projects + 3.3.1. evaluation of clinics

University Clinic Golnik; pulmonary, allergic and other interna ldeseases

Research labs;

Cytology and Pathology Laboratory cytology ;(6,000) and histology (2,000) specimens, mostly for diseases of the lung, mediastinum, chest wall, pleura and for allergic diseases.

Laboratory for Clinical Immunology and Molecular Genetics; is one of the top-level laboratories of its kind both in Slovenia and internationally. Five employees provide up-to-date standardised immunological and genetic diagnostic testing of pulmonary and allergic diseases, and perform hypersensitivity tests, immunological, serological and genetic tests, autoimmune disease serology tests and flow cytometry.

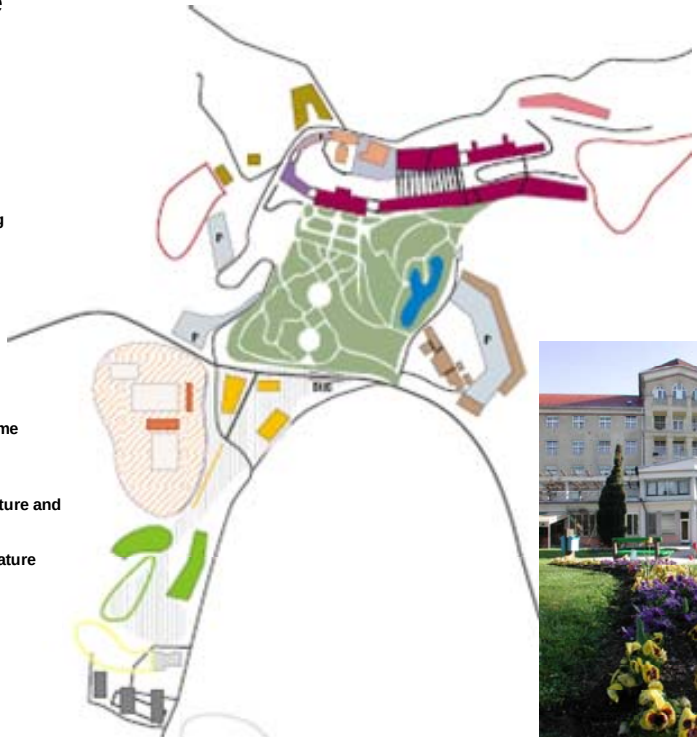
Laboratory for Clinical Biochemistry and Haematology; carries out the most basic and the most complicated assays in clinical biochemistry and haematology

Laboratory for Mycobacteria diagnosing, treating, and controlling tuberculosis

Laboratory for Respiratory Microbiology; respiratory specimens processed.

Programming scheme

- Hospital, complex diagnostic centre Golnik
- Educational programme, cafeteria, chapel
- Escort programme
- administration
- Entering and administration building
- Laboratories, services
- Science and technology
- Park and recreation
- Entering into the garage
- parking
- Technology and economical programme
- Economical business programme
- recreation
- Hotel with interested programme culture and education
- Spreading of kindergarten with nature
- New residential programme
- Spreading of the settlement



3.1.3. Analyse of existing approaches –projects + 3.3.1. evaluation of clinics

General gospital Jesenice –Primary care

- SURGICAL WARD
- INTERNAL MEDICINE UNIT
- DEPARTMENT OF OBSTETRICS AND GYNAECOLOGY PRINCIPAL:
- ANAESTHESIOLOGY AND RECOVERY DEPARTMENT
- EITOS — Surgical Intensive Care Unit
- *OUTPATIENT DEPARTMENT*
- *PAIN MANAGEMENT DEPARTMENT*
- PAIN MANAGEMENT OF TERMINALLY ILL PATIENTS
- CHILDREN'S WARD
- DEPARTMENT OF RADIOLOGY
- DEPARTMENT OF PATHOLOGY
- LABORATORY DIAGNOSTICS
- PHARMACY
- SURGICAL AND ORTHOPAEDIC DEPARTMENT
- DERMATOLOGY DEPARTMENT
- OTOLOGY DEPARTMENT
- MEDICAL CARE
- MEDICAL CARE DEPARTMENT
- OUTPATIENT DEPARTMENT
- CENTRAL STERILE SUPPLY DEPARTMENT
- PHYSIOTHERAPY DEPARTMENT

- RESEARCH AND DEVELOPMENT
- (mainly area;travmalogy, abdominal kirurgy, kardiology, nefrology, support medicine

3.1.3. Analyse of existing approaches –projects + 3.3.1. evaluation of clinics

High school for healt care in Jesenice

Preparing programs and start up since 2007, established in 2010;

- **High school for nurses,**
- **Master degree in health care**

3.1.3. Analyse of existing approaches –projects + 3.3.1. evaluation of clinics
Institute for protection of health

social medicine with health statistics and health promotion, hygiene and health ecology with laboratory diagnostics of foodstuffs, water and other environmental parameters, and monitoring of infectious diseases with laboratory diagnostics of infectious agents in humans.

3.1.3. Analyse of existing approaches –projects + 3.3.1. evaluation of clinics
Technology platform; I Techmed

Main areas of work

physical medicine and medical rehabilitation
- **IPL technologies**
- **dermato-venerology**
- **ophthalmology**
- **dental programmes, development of implants (materials, technologies), infrastructural research**
- **preventive medicine**
- **health tourism programmes**
- **wellness programmes**
- **development of recombinant proteins**
- **knowledge of physical-chemical and biological properties of pharmaceutical compounds**
- **development and assessment of delivery systems**
- **development of biotechnological products**
- **research of new substances**
- **synthesis of generic drugs**
- **telemedicine and eHealth**

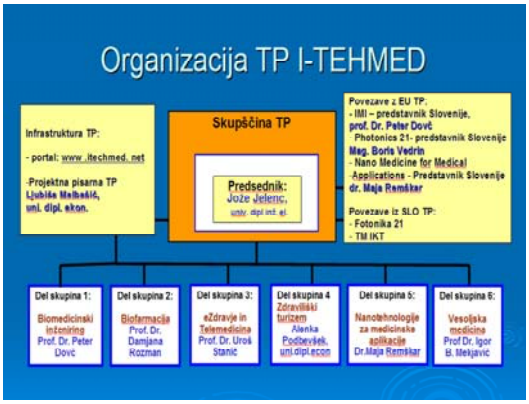
Main goals;

establishment of a technological platform for innovative and supporting technologies in medicine on a national and European level.

3.1.3. Analyse of existing approaches –projects + 3.3.1. evaluation of clinics
Technology platform; I Techmed – established 2005

Main areas of work

physical medicine and medical rehabilitation
- IPL technologies
- dermato-venerology
- ophthalmology
- dental programmes, development of implants (materials, technologies), infrastructural research
- preventive medicine
- health tourism programmes
- wellness programmes
- development of recombinant proteins
- knowledge of physical-chemical and biological properties of pharmaceutical compounds
- development and assessment of delivery systems
- development of biotechnological products
- research of new substances
- synthesis of generic drugs
- telemedicine and eHealth



Working groups;

Biomedicine engineering
Biopharmacy
E healtha nad Telemedicine
Health tourism
Nanotechnologies for medicine applications
Space medicine

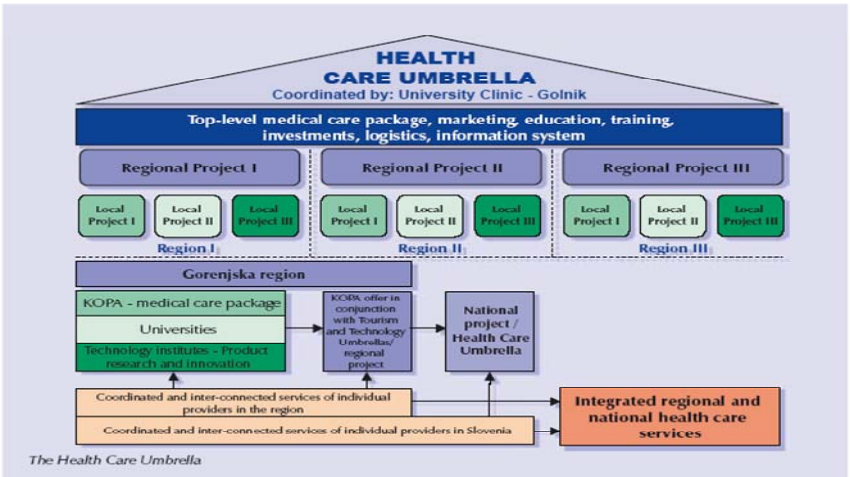
3.1.3. Analyse of existing approaches –projects + 3.3.1. evaluation of clinics
Technology platform; I Techmed

Main goals;

establishment of a technological platform for innovative and supporting technologies in medicine on a national and European level.

Preparation of healt hare umbrella

strategic involvement in regional/national development



3.1.3. Analyse of existing approaches –projects + 3.3.1. evaluation of clinics

Technology platform; Fotonica 21 – established in 2006

TP Fotonika 21 is part of EU TP Photonics 21; 60 members

inital members; partly the same as I Techmed;
- **Iskra Techno,**
- **Iskra Medical,**
- **Optotek, Fotona,**
- **University clinic Centre in Ljubljana (Ofmalogy, Dermatology),**
- **University in Ljubljana(Faculty for mechanical engineering, Faculty for electrotechnic);**

Very good cooperation beween I Techmed and Fotonika 21.

Conclusions and motivation scheme

Conclusions;
- **Innovation transfer; very vivid KOPA Golnik**
- **Important role; Technology platform I TECHMED (Sme-s interested)**
- **Vivid interest also from General Hospital Jesenice (part of TEPOS; certificate)**
- **Possible extension of contact to University clinical centre in Ljubljana and**
- **Medicine faculty in Ljubljana (strong existing relations)**
- **No competence centre so far established**
- **Main issues discoussed with clinics; very open research fields; legal issues mostly "prevent" the transfer**

- **Motivation scheme;**
- **Based on knowledge of experts in the region; R&D researchers, management of hospitals, directors of SME-s and support institutions (e.g. schools, health care researchers,…)**

PP9: CVVI - Centre for research, innovation and regional development, Czech Republic

Not available.

PP10: Budapest University, Biomedical Engineering Knowledge Centre, Hungary

Starting point

In the Central Hungary region (and even on national level): the innovation transfer in clinics is in its **infancy**. Medical doctors and nurses are **overloaded**, neither the **management** nor the Hungarian **legal environment support** the innovation. On the other hand: hospitals and clinics taking part in **international scientific research** events and having or contributing to research projects are handling innovation properly, but most hospitals are **without any innovation practice**.

Data

Central Hungary Region:

- 40 inpatient care institutes (hospitals and clinics),
- the greatest Hungarian medical university (i.e. Semmelweis University),
- 9 national institutes,
- 17 larger and 13 smaller hospitals and 10 polyclinics care and cure a third of the Hungarian population regularly, but clinics of the medical university and the other national institutes are responsible for caring a much greater population.

Best examples

5-6 institutes with excellent practice of innovation:

- At the **Semmelweis Medical University** (SE) there is a **dedicated unit** called **Semmelweis Innovations**, which is responsible for the search and support of innovations in the medical field. It coordinates also Hungarian SMEs in order to make joint applications in answer to several programme calls in Europe.
- Most of the **national institutes** keep close to international scientific forums and events. In result of it firms all over the world taking part in those forums and events as well can joint to innovations from the institutional scientific research.
- **National Institute of Neurosurgery** has the following fields of research:
    - In neurovascular therapy: using instruments leaded into the blood-vessel in cerebrum.
    - Minimal invasive therapy: correction the degenerative backbone diseases using minimal invasive techniques.
    - Neuro-pacemaker therapy: therapy for chronic pain using implanted or outer stimulators.
- **“Gottsegen György” National Institute for Cardiology**:

- Developing new instruments and its controlling software corresponding the care: measuring and transmitting vital parameters, handling emergency situation.
- Visualisation of information:
  - displays using in operating rooms controlled by head and hand moving or voice,
  - displaying the patient's vital parameters measured during operation in chronological order.
- Identification: trailing devices and persons using RF ID technology.

➢ **Bethesda Children Hospital:**
- Hospital management: VoIP communication in the hospital, videoconferencing between the two departments settled in different geographical place
- Hospital-wide Wi-Fi service supporting patient administration inside the bed using mobile devices
- On-line services: special internet services solve connection between children patients and their parents;

➢ **Other hospitals which have innovation practice too:**
- Semmelweis University Heart Center,
- Uzsoki Hospital,
- St. Imre Hospital,
- St. István and St. László Joint Hospital.

Other hospitals and clinics…

…(they are the majority) practically aren't mentionable about innovation handling.
"Innovation" means for them

➢ **to buy** a new device
➢ instead of **thinking about new methods** and
➢ **developing** of existing instruments.

Summary

➢ Handling innovation is not a leading problem in the Hungarian health sector.
➢ Hospitals and clinics fight for survival, they are waiting for a structural reform.
➢ The restructuring of the healthcare sector cannot be further postponed because the developments (personal health systems, patient-specific predictive computer-based models and simulations, patient guidance services (PGS) for personalised management of the health status and others) are coming quickly.

PP11: University of Debrecen, Hungary

Észak-Alföld Region is situated in the North-Eastern part of Hungary. Its territory represents 19,1 percent (17.729 km^2) of Hungary, while its population gives 15,3 percent (1.552.704 inhabitants) of the total population. The region comes up to 9,9% of the Hungarian GDP and the GDP per capita is 63,6% of the Hungarian average and 42% of the EU27 average. There are three counties in this region: Hajdú-Bihar County (county seat: Debrecen), Szabolcs-Szatmár-Bereg County (county seat: Nyíregyháza) and Jász-Nagykun-Szolnok County (county seat: Szolnok) and all together twelve "clinics" are seated here.

Number of clinics, hospitals and health care institutions at the Észak-Alföld Region

Clinics, hospitals and health care institutions at the Észak-Alföld Region					
County	**City**	**Name**	**Type of institution**	**Mode of medical attendance**	**Number of beds**
Jász-Nagykun-Szolnok	Karcag	Kátai Gábor Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	>440
Jász-Nagykun-Szolnok	Szolnok	Hetényi Géza Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	1040 active, 241 chronic
Jász-Nagykun-Szolnok	Szolnok	MÁV Hospital and Surgery	Hospital	Outpatient clinical practice, hospitalized healthcare	290
Jász-Nagykun-Szolnok	Mezőtúr	Mezőtúr Municipal Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	169
Jász-Nagykun-Szolnok	Jászberény	Szent Erzsébet Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	200 active, 67 chronic, 15 nursing
Szabolcs-Szatmár-Bereg	Nyíregyháza	Jósa András Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	1869
Szabolcs-Szatmár-Bereg	Mátészalka	Regional Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	440
Szabolcs-Szatmár-Bereg	Kisvárda	Felső-Szabolcsi Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	378 active, 221 chronic
Szabolcs-Szatmár-Bereg	Fehérgyarmat	Szatmár-Beregi Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	470
Szabolcs-Szatmár-Bereg	Nagykálló	Sántha Kálmán Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	530
Hajdú-Bihar	Berettyóújfalu	Gróf Tisza István Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	645
Hajdú-Bihar	Debrecen	Kenézy Gyula Hospital	Hospital	Outpatient clinical practice, hospitalized healthcare	844
Hajdú-Bihar	Debrecen	University of Debrecen Medical and Health Science Center	University Clinic	Outpatient clinical practice, hospitalized healthcare	1400

Red colour marks priority hospitals in the region.

1. Summery chart of hospitals and clinics of Észak-Alföld Region

County	Number of hospitals	Number of clinics/clinical departments
Hajdú-Bihar County (county seat: Debrecen)	**2**	1 university hospital with 18 clinical departments
Szabolcs-Szatmár-Bereg County (county seat: Nyíregyháza)	**5**	-
Jász-Nagykun-Szolnok County (county seat: Szolnok)	**5**	-
Total	**12**	**1**

Altogether there are twelve hospitals in the region, 5 in Szabolcs-Szatmár-Bereg County, 5 in Jász-Nagykun-Szolnok County and 2 in Hajdú-Bihar County. In Debrecen there is one university hospital with 18 clinical departments. Usually there is no research and no innovation/motivation scheme or system at the hospitals. The main activity of traditional hospitals is patient care and there is no time, budget and capacity for executing R&D&I projects.

However, University of Debrecen is a rapidly developing knowledge center of Region Észak-Alföld, Hungary. The University's mission is to become a research university with entrepreneurship, to support innovation based on market needs and to play a key role in the economic growth of the region.

Ever since its establishment in 1918 the Medical and Health Science Center of the University of Debrecen (UD MHSC) has been striving to become an internationally recognized Centre of Medical Education, Biomedical Research and Patient Care. In line with the mission statement of the University, UD MHSC is dedicated to serving the health care needs of the population of Eastern-Hungary and to providing research and teaching programs that ensure delivery of the highest quality health care to our community.
Scientific work is done at the departments for basic sciences and laboratories of clinical departments. The faculty members of this medical school publish about 600 scientific papers in international scientific journals per year. According to scientometric data the UD MHSC is among the 4 best ones of the more than 80 Hungarian research institutions and universities. Many of the scientists could reach international recognition exploiting the possibilities provided by internal and international collaborations. Internationally acknowledged research areas are cell biology, immunology, experimental and clinical oncology, hematology, neurobiology and neurology, physiology. The scientific exchange program involves numerous foreign universities and large proportion of our staff is actively involved in programs that make use of foreign connections (Belgium, France, Germany, Italy, Japan, the UK and the USA are the most important partners).
The UDMHSC is also one of the largest hospitals in Hungary. There are 49 departments, among those 18 different clinical departments with more than 1800 beds serving 62 000 inpatients and 670 000 outpatients yearly. It is not only the best-equipped institution in the area, but also represents the most important health care facility for day-to-day medical care in this region. This includes, beside other services, an adult haemodialysis center, open-heart surgery facilities and a kidney transplantation unit.

The Kenézy Gyula county hospital (with approx. 1400 beds) is strongly affiliated with the UD MHSC and plays an important role in teaching the practical aspects of medicine. The Department of Obstetrics and Gynecology of UDMHSC has been an official reference center of the WHO for many years. There is also a close contact between the University and other health institutions of its district. A Teaching Hospital Network of 10 hospitals can be found in nearby counties.

It is also of importance that the UD MHSC can rely upon the collaboration with the Nuclear Research Institute of the Hungarian Academy of Sciences in Debrecen. They coordinate the work that is related to the use of their cyclotron with respect to diagnostic and therapeutic procedures (e.g., Positron Emission Tomography).

PP12: Medical Valley EMN e.V., Germany

Northern Bavaria provides a very dense clinical infrastructure from basic medical services on to maximum care as well as hospitals providing specialized healthcare for selected disease patterns. A total number of 104 clinics with 27.000 beds and more than 1 Mio stationary patients per year are located in this region. 87 of these clinics with a total of 22.000 beds and 809.000 stationary patients per year are directly situated in the Medical Valley that covers a huge part of Northern Bavaria.

Primary health care level hospitals:

Total number:	10
Hospitals:	Gesundheitszentrum Treuchtlingen, Hassberg Kliniken Haus Ebern, Hassberg Kliniken Haus Hofheim, Helios Klinik Volkach, Internistische Klinik Dr. Steger AG, Klinik fränkische Schweiz gGmbH, Kreiskrankenhaus Hemau, Kreiskrankenhaus Parsberg, St. Johannes Klinik Auerbach and Krankenhaus Nabburg
Location:	Mostly situated in the economic center of rural areas.
Objective:	Serving the basic needs for health care of the located population.
Research projects:	One primary health care level hospital is involved in actual research projects.

Secondary health care level hospitals:

Total number:	42
Hospitals:	Clinic Neuendettelsau, Geomed-Klinik, Gesundheitsportal Karlstadt, Hassberg Kliniken Haus Hassfurt, Helmut-G.-Walther-Klinikum Lichtenfels, Juraklinik Scheßlitz, Klinik Bad-Windsheim/Uffenheim, Klinik Hallerwiese, Klinik Kitzinger Land, Klinik Neustadt a.d. Aisch, Kliniken Nordoberpfalz AG - Eschenbach i.d. Opf., Kliniken Nordoberpfalz AG – Kemnath, Klinikum Fichtelgebirge - Haus Marktredwitz, Krankenhäuser Nürnberger Land – Altdorf, Krankenhäuser Nürnberger Land - Lauf/Hersbruck, Krankenhaus Burglengenfeld, Krankenhaus Oberviechtach, Krankenhaus Markt Werneck, Krankenhaus Neustadt, Kreisklinik Weißenburg, Krankenhaus Rothenburg o.d.Tauber, Krankenhaus Rummelsberg, Kreisklinik Gunzenhausen, Kreisklinik Roth, Kreiskrankenhaus Dinkelsbühl-Feuchtwangen, Kreiskrankenhaus St. Anna Höchstadt a.d. Aisch, Main-Klinik Ochsenfurt, Missionsärztliche Klinik Würzburg Gemeinnützige Gesellschaft mbH, Rhön-Saale-Klinik Bad Neustadt a.d. Saale, Rotkreuzklinik Würzburg gGmbH, Sana Klinik Pegnitz GmbH, St. Anna Krankenhaus Sulzbach-Rosenberg, St. Josef Schweinfurt, Stadtkrankenhaus Schwabach, Steigerwaldklinik Burgebrach, Klinikum Fichtelgebirge - Haus Selb,

	Kliniken Hochfranken - Klinik Naila, Kliniken Hochfranken - Klinik Münchberg, Kliniken Nordoberpfalz AG – Tirschenreuth, 310 Klinik, Capio Hofgartenklinik, Kliniken Nordoberpfalz AG - Waldsassen
Location:	Mostly situated in the economic center of rural areas.
Objective:	Providing the basic medical services for the regional population.
Research projects:	One secondary health care level hospital is involved in actual research projects.

Tertiary health care level hospitals:

Total number:	20
Hospitals:	Frankenwaldklinik GmbH, Juliusspital, Klinik Hohe Warte, Kliniken Dr. Erler, Kliniken Nordoberpfalz AG - Weiden, Neustadt, Vohenstrauß, Klinikum Ansbach, Klinikum Bayreuth, Klinikum Coburg, Klinikum Fürth, Klinikum Forchheim der Vereinigten Pfründnerstiftung, Klinikum Kulmbach, Klinikum Neumarkt, Klinikum St. Marien Amberg, Krankenhaus Martha-Maria Nürnberg, Leopoldina-Krankenhaus, St. Elisabeth-Krankenhaus, St. Theresien-Krankenhaus Nürnberg, Wald-krankenhaus St. Marien
Location:	Mostly situated in district capitals and large cities.
Objective:	Serving a high level of health care in diagnosis and therapy and also providing specialized medical services according to the regional needs.
Research projects:	55 % of tertiary health care level hospitals are involved in actual research projects.

Maximum health care level hospitals:

Total number:	4
Hospitals:	Klinikum Nürnberg, Sozialstiftung Bamberg, Universitätsklinikum Erlangen, Universitätsklinikum Würzburg
Location:	Situated in economic centers.
Objective:	Providing maximum health care level and a highly diverse medical and technical equipment.
Research projects:	75 % of maximum health care level hospitals are involved in actual research projects.

Special hospitals:

Total number:	28
Hospitals:	BKH Parsberg, Bezirksklinik Hochstadt, Bezirksklinikum Ansbach, Bezirksklinikum Obermain, Bezirkskrankenhaus Bayreuth, Cnopf`sche Kinderklinik, EuromedClinic, Fachklinik Heiligenfeld, Fachklinik Herzogenaurach, Frankenalb-Klinik Engelthal, Herz- und Gefäßklinik, Kiliani-Klinik, Klinik für Handchirurgie, Schön Klinik Bad Staffelstein, Klinikum am Europakanal Erlangen, Krankenhaus für Psychiatrie, Psychotherapie und Psychosomatische Medizin Schloss Werneck, Maximilians Augenklinik, Neurologische Klinik Bad Neustadt an der Saale, Orthopädische Klinik König-Ludwig-Haus, Orthopädisches Krankenhaus Schloss Werneck, Privatklinik Wirsberg, PsoriSol Hautklinik GmbH, Psychosomatische Klinik Bad Neustadt, Rangauklinik Ansbach, Thoraxzentrum Bezirk Unterfranken, Bezirksklinik Rehau, Klinik am Ziegelberg
Objective:	Highly specialized hospitals providing solutions for different disease patterns, i.e. mental illness, cardiac, dermatological or pulmonary diseases, eye complaints, etc.
Research projects:	43 % of special hospitals are involved in actual research projects.

All analysed hospitals provide a quality management that deals with innovation from clinical staff. The kind of involvement of the clinical staff in the clinical innovation management is rather different. The most common systems are:

- continuous improvement process (system can contain patient inquiries, employee suggestion scheme, evaluation systems for quality of care and hygiene, etc.)
- quality circles
- quality conferences
- staff appraisals

What became obvious during the evaluation is that in most implemented systems the focus is set on process innovation. Product innovation evolving from ideas of clinical staff is rather limited. Innovation transfer from clinics to companies that leads to marketable products is currently on a very low level in the regional clinics.

Innovative ideas are located in all of the clinics of Northern Bavaria. A selection concerning contact preferences was not made in the forefront of the IntraMED-C2C activities. Contact to clinics will underly an open process.