

# **Financing of Healthcare System in Türkiye**

**Prof. Dr. Deniz Demiryürek**

**Dean**

**Hacettepe University Faculty of Medicine**

**Ankara - TÜRKİYE**

In the earthquake that occurred in Kahramanmaraş and felt in many parts of our country, we pray for the mercy for the citizens who lost their lives and offer our condolences to their grieving families. We wish the wounded a speedy recovery. Our condolences to our country.



**HACETTEPE  
UNIVERSITY**



**100 th anniversary of the Republic of Türkiye**



# Hacettepe

*To the leading edge... Toward being the best...*



*Daha ileriye... En iyiyeye*  
*İhsan Doğramacı*

**60 th anniversary of Hacettepe University Faculty of Medicine**



# 1963 ANKARA - TÜRKİYE





A.Ü.  
TIP FAKÜLTESİ  
DOKÜK SAĞLIĞI  
KLİNİK ENSTİTÜSÜ

6





# Hacettepe

HACETTEPE UNIVERSITY HOSPITALS





# Hacettepe İhsan Doğramacı Children Hospital





# Hacettepe Adult Hospital





# Hacettepe Oncology Hospital





# Hacettepe Beytepe Hospital





# Hacettepe University Faculty of Dentistry Hospital



# Health Care Services by Hacettepe University Hospitals

- Holds the leading position in medical education
- Being well known on the international platform
- Endeavored to achieve excellence
- The preeminent health care center of Türkiye
- Accommodate exhaustive equipment
- High quality health care services offered to patients
- Proudly serves as a major training center for medical students & residents





- **JCI (Joint Commission International) granted accreditation to health care services provided in Hacettepe University Hospitals in 2007**
- **Periodic audits in regard to international quality standards have been conducted since then**
- **Hacettepe University is the first public institution in Turkey to provide health care services in conformity with JCI standards**



Earning *The Gold Seal of Approval*<sup>®</sup> shows dedication to improving health care quality and safety.

- **565 academic staff members**
- **1335 residents**
- **743 medical technicians**
- **1180 nurses**
- **348 caregivers**
- **501 administrative employees**





- **1,000,000 outpatients**
- **50,000 inpatients**
- **35,000 surgeries annually**
  
- **24-hour emergency services**
- **Capacity of 1229 beds**



# Organizational Structure of Hacettepe University Hospitals





**Prof. Dr. Necla Özer**

Sağlık Hizmetleri Birimi Yönetim Kurulu Başkanı

## Board of Health Care Units

### Chairman

### Dean of Faculty of Medicine

### Dean of Faculty of Dentistry

### Chief Physicians of the Hospitals



**Prof. Dr. Mehmet Deniz Demiryürek**  
Tıp Fakültesi  
Dekani



**Prof. Dr. Tülin Taner**  
Diş Hekimliği Fakültesi  
Dekani



**Doç. Dr. Bülent Erbil**  
Erişkin Hastanesi  
Başhekim



**Prof. Dr. Hatice Serap Sivri**  
Çocuk Hastanesi  
Başhekim



**Doç. Dr. Zafer Arık**  
Onkoloji Hastanesi  
Başhekim



**Doç. Dr. Akın Üzümcügil**  
Beytepe Gün Hastanesi  
Başhekim



**Doç. Dr. Serdar Uysal**  
Diş Hekimliği Fakültesi  
Başhekim



**Doç. Dr. Altuğ Murat Köktaş**  
Mali İşler





# Hacettepe

## HACETTEPE UNIVERSITY HOSPITALS

Sağlık Hizmetleri Birimi  
Yönetim Kurulu

Erişkin Hastanesi  
Başhekimliği

Ihsan Doğramacı  
Çocuk Hastanesi  
Başhekimliği

Onkoloji Hastanesi  
Başhekimliği

Boztepe Hastanesi  
Başhekimliği

İdari İşler  
Koordinatörlüğü

Mali Hizmetler  
Koordinatörlüğü

Eğitim ve  
Araştırma Hizmetleri

Kurullar

Tıbbi Hizmetler

Klinik Bilimler  
Anabilim Dalı  
Başkanlıkları

Uluslararası  
Hasta  
Koordinatörlüğü

Hemşirelik  
Hizmetleri

Hastane  
Müdürlüğü

Poliklinik  
Hizmetleri

Servis  
Hizmetleri

Acil Servis

Yoğun Bakım

Ameliyathane

Doğumhane

Eczacılık  
Hizmetleri

Merkez ve Acil  
Laboratuvarlar

Çalışan  
Sağlığı Birimi

Sosyal  
Hizmetler

Tıbbi Hizmetler

Klinik Bilimler  
Anabilim Dalı  
Başkanlıkları

Hemşirelik  
Hizmetleri

Hastane  
Müdürlüğü

Poliklinik  
Hizmetleri

Servis  
Hizmetleri

Acil Servis

Yoğun Bakım

Eczacılık  
Hizmetleri

Fizyoterapi  
Hizmetleri

Enfeksiyon  
Kontrol  
Komitesi

Nütrisyon

Sosyal  
Hizmetler

Tıbbi Hizmetler

Klinik Bilimler  
Anabilim Dalı  
Başkanlıkları

Hemşirelik  
Hizmetleri

Hastane  
Müdürlüğü

Poliklinik  
Hizmetleri

Servis  
Hizmetleri

Yoğun Bakım

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Tıbbi Hizmetler

Klinik Bilimler  
Anabilim Dalı  
Başkanlıkları

Hemşirelik  
Hizmetleri

Hastane  
Müdürlüğü

Poliklinik  
Hizmetleri

Servis  
Hizmetleri

Yoğun Bakım

Eczacılık  
Hizmetleri

Fizyoterapi  
Hizmetleri

İdari Hizmetler

Hastane  
Müdürlüğü

Gece İdaresi

Hasta Kabul

Poliklinik  
Hizmetleri

Servis  
Hizmetleri

Yoğun Bakım

Özel Dal  
Hemşirelik  
Hizmetleri

Kalite  
Koordinatörlüğü

İnsan  
Kaynakları  
Koordinatörlüğü

Bilgi İşlem  
Müdürlüğü

Arşiv ve İstatistik  
Hizmetleri  
Müdürlüğü

Başmavi  
Müdürlüğü

Beslenme ve  
Diyetetik Hizmetleri

Eri İdaresi  
Müdürlüğü

Kurumsal  
Hizmetler

Destek Hizmetleri  
Müdürlüğü

Fatura  
Tahakkuk  
Müdürlüğü

Özellik Hakları  
Tahakkuk  
Müdürlüğü

Satınalma  
Müdürlüğü

Maliyet  
Muhasebesi

Performans  
Birimi

Bütçe ve Ön  
Muhasebe  
Birimi

Taşınır Kayıt  
ve  
Kontrol

Vezneler

Data ve Organ  
Nakli Eğitimi  
Uygulama ve  
Araştırma Merkezi

Klinik  
Araştırma  
Birimi

Enstitüler

Enfeksiyon  
Kontrol  
Üst Kurulu

Radyasyon  
Güvenliği  
Üst Kurulu

Transfüzyon  
Kurulu

Biyo-medikal Tıbbi Gazlar Tıbbi Malzeme Ofisi Depolar Araç İşletme Bahçe ve Çevre Düzenlemesi Din Hizmetleri Hastane Akademi Ofisi Güvenlik Hizmetleri Teknik Bakım ve Onarım Terzihane



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## **HIGHER EDUCATION LAW**

**Law Number : 2547**

**Acceptance Date: 4/11/1981**

**Published in the Official Gazette: Date: 6/11/1981 Issue: 17506**

**Published Code : Order : 5 Volume : 21 Page : 3**

<https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf>



## **UNIVERSITY HOSPITALS are not included in the Higher Education Law No. 2547**

d) Üniversite: Bilimsel özerkliğe ve kamu tüzelkişiliğine sahip yüksek düzeyde eğitim - öğretim, bilimsel araştırma, yayın ve danışmanlık yapan; fakülte, enstitü, yüksekokul ve benzeri kuruluş ve birimlerden oluşan bir yükseköğretim kurumudur.

e) Fakülte: Yüksek düzeyde eğitim - öğretim, bilimsel araştırma ve yayın yapan; kendisine birimler bağlanabilen bir yükseköğretim kurumudur.

f) Enstitü: Üniversitelerde ve fakültelerde birden fazla benzer ve ilgili bilim dallarında lisans üstü, eğitim - öğretim, bilimsel araştırma ve uygulama yapan bir yükseköğretim kurumudur.

g) Yüksekokul: Belirli bir mesleğe yönelik eğitim öğretime ağırlık veren bir yükseköğretim kurumudur.

h) Konservatuvar: Müzik ve sahne sanatlarında sanatçı yetiştiren bir yükseköğretim kurumudur.

ı) (Değişik: 13/2/2011-6111/170 md.) Meslek Yüksekokulu: Belirli mesleklerle yönelik nitelikli insan gücü yetiştirmeyi amaçlayan, yılda iki veya üç dönem olmak üzere iki yıllık eğitim-öğretim sürdüren, önlisans derecesi veren bir yükseköğretim kurumudur.

j) Uygulama ve Araştırma Merkezi: Yükseköğretim kurumlarında eğitim öğretimin desteklenmesi amacıyla çeşitli alanların uygulama ihtiyacı ve bazı meslek dallarının hazırlık ve destek faaliyetleri için eğitim - öğretim, uygulama ve araştırmaların sürdürüldüğü bir yükseköğretim kurumudur.

k) Bölüm: Amaç, kapsam ve nitelik yönünden bir bütün teşkil eden, birbirini tamamlayan veya birbirine yakın anabilim ve anasanat dallarından oluşan; fakültelerin ve yüksekokulların eğitim - öğretim, bilimsel araştırma ve uygulama birimidir. Anabilim dalı ve anasanat dalları bilim ve sanat dallarından oluşur. Yükseköğretimdeki çeşitli birimlerin ortak derslerini vermek üzere rektörlüğe bağlı bölümler de kurulabilir.

l) (Değişik: 22/2/2018-7100/2 md.) Öğretim Elemanları: Yükseköğretim kurumlarında görevli öğretim üyeleri, öğretim görevlileri ve araştırma görevlileridir.

m) (Değişik: 22/2/2018-7100/2 md.) Öğretim Üyeleri: Yükseköğretim kurumlarında görevli profesör, doçent ve doktor öğretim üyeleridir.

(1) Profesör: En yüksek düzeydeki akademik unvana sahip kişidir.

(2) Doçent: Üniversitelerarası Kurul tarafından verilen doçentlik akademik unvanına sahip kişidir.

(3) Doktor Öğretim Üyesi: Doktora çalışmalarını başarı ile tamamlamış, tıpta, diş hekimliğinde, eczacılıkta ve veteriner hekimlikte uzmanlık unvanını veya Üniversitelerarası Kurulun önerisi üzerine Yükseköğretim Kurulunca tespit edilen belli sanat dallarının birinde yeterlik kazanmış olan akademik unvana sahip kişidir.

n) (Değişik: 22/2/2018-7100/2 md.) Öğretim Görevlisi: Yükseköğretim kurumlarında okutulan dersleri vermek, uygulama yapmak veya yaptırmakla yükümlü olan öğretim elemanıdır.

o) (Mülga: 22/2/2018-7100/2 md.)

p) (Mülga: 22/2/2018-7100/2 md.)





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# **Application and Research Center?**

- **Directly affiliated to the Rector**
- **Its administrators are appointed by the Rector from among the faculty members and with the title of "center director" .**



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## **Establishment and Organization of University Hospitals**



**Belonging to research and application  
centers procedures affiliated to university**



**Some regulations regarding the hospitals of universities /  
Regulations involving operating activities**

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**Another function of University Hospitals = Application  
areas of Medical Faculties**





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# Another legal regulation for the organization of university hospitals

DECREE LAW ON THE ADMINISTRATIVE ORGANIZATION OF HIGHER EDUCATION INSTITUTIONS AND HIGHER EDUCATION INSTITUTIONS (1983)

Administrative Organization and Duties of Higher Education Institutions University Administrative Organization:

Article 26 - The Administrative Organization of the University consists of the following units:

- a) General Secretariat,
- b) Directorate of Construction Works and Technical Department,
- c) Department of Personnel,
- d) Department of Comptroller's Office,
- e) Department of Student Affairs,
- f) Department of Health, Culture and Sports,
- g) Department of Library and Documentation,
- h) IT Department,
- i) Office of Legal Consultancy,
- j) Department of Support Services,
- k) **University Hospital Headquarters.**

<https://www.mevzuat.gov.tr/MevzuatMetin/4.5.124.pdf>



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# Current Regulation on Health Services

- **Regulation on the Amendment of Hacettepe University Health Services Regulation**

*April 13 , 2016, Official Gazette Number: 29683)*

[https:// www.resmigazete.gov.tr/eskiler/2016/04/20160413-7.htm](https://www.resmigazete.gov.tr/eskiler/2016/04/20160413-7.htm)





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## Example 1:



1. Ankara University Faculty of Medicine Hospitals

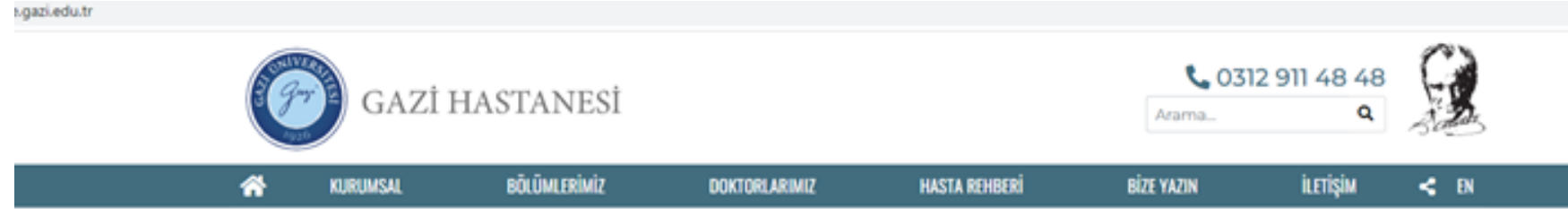
<http://hastane.ankara.edu.tr/wp-content/uploads/sites/125/2018/08/YONERGE.pdf>

2. Organization Chart: <http://hastane.ankara.edu.tr/organizasyon-semasi/>



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## Example 2:



1. **GAZİ UNIVERSITY HEALTH RESEARCH AND APPLICATION CENTER REGULATION:**  
<https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=17026&MevzuatTur=8&MevzuatTertip=5>

***«The purpose of this Regulation is to regulate the organization, management, working procedures and principles of the Gazi University Health Research and Application Center, which was established under Gazi University.»***



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## Additional Note: The definitions part of the draft of the New Higher Education Law...

- **Article 3 added the phrase "UNIVERSITY HOSPITAL" while describing the university.**
- **Articles 22 and 23 are related to university hospitals.**
- **In addition, article 69 is closely related to university hospitals as it is based on revolving funds.**





- **Türkiye has a very complex health care system because of the existence of different plans and departments involved in this sector**
- **All health care and related social welfare activities are coordinated by the Ministry of Health**
- **Article 60 of the Turkish [Constitution](#) quotes: "Every individual is entitled to social security. The State takes the necessary measures to create this confidence and organizes the organization»**



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**Therefore, the Ministry is responsible to:**

- **Provide health care for the people and organize preventive health services**
- **Build and operate state hospitals**
- **Supervise private hospitals**
- **Train medical personnel**
- **Regulate the price of medical drugs nationwide**
- **Control drug production and all pharmacies**



- **Today, health care in Türkiye is in high quality level compared to the past**
- **Still improves**
- **Private hospitals also make big investments for raising their quality of their physicians and medical equipment investing more money on this sector**





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- **Most of the hospitals and doctors are concentrated in the cities and big towns where there is more people and more profit**
- **Besides state and private sector, also universities and Ministry of Defense establish and operate hospitals in the country**



- **The annual growth rate of GNP in Turkey is between 5-6 percent**
- **The health expenditures is between 3-5% of the GNP**

**The major funding sources of the state hospitals are:**

- **Allocations from government (83%)**
- **Fees paid by insurers or individuals (12%)**
- **Some taxes on fuel and cigarettes (5%)**



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**University hospitals instead have two major source of funds:**

- **Allocations from State budget through Higher Education Board (YOK)**
- **Self generated funds**





- **The social security system in Türkiye is composed of three different major organizations:**
- **Social Insurance Institution (SGK)**
- **Social Security Institution for the Self-employed (Bag-Kur)**
- **Pension Fund for Civil Servants (Emekli Sandigi)**



**Government is unified all these institutions under one roof**

- **Employers pay insurance premiums to cover:**
  - **Work-related injuries**
  - **Professional job diseases, or maternity leave**



- **Both employers and employees contribute specified proportions to cover premiums for illness, disability, retirement, and death benefits**
- **A new law provides health care also to unemployed people if they match certain criteria**





## **SGK – 4A Plan**

- **A social security organization for private sector and blue-collar public sector workers**
- **The law entitles all persons who are employed by a contract of service to benefit from social insurance and health care**
- **Agricultural workers, Self-employed, and Persons contributing to one of the pension funds established by law are excluded from the coverage of the SGK**



## **SGK – 4A Plan**

- **Ministry of Health can do special contracts with University and Private hospitals in order for their members to use such hospitals besides the SGK hospitals**
- **There are co-payments on medical drugs for outpatients; retired pay 10% and employed pay 20%**
- **SGK members are insured for work injuries and professional job diseases, medical care, illness, disability, and maternity**



## **SGK – 4A Plan**

- **When the insured person paid all his/her contributions for a specified period and have reached a specified age, they're entitled for Old Age Pension**
- **If the insured person dies, widow, children, or close parents of the deceased are paid for funeral expenses and get his/her Pension payments**



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## **Bag-Kur 4B Plan**

**This institution covers the self-employed outside the coverage of the Social Insurance (SGK) Law**

- **Craftsmen, artisans and small businessmen**
- **Technical and professional people who are registered to a chamber or professional association**
- **Shareholders of companies other than co-operatives and joint stock companies**
- **Self-employed in agriculture**





## **Bag-Kur 4B Plan**

- **Members of Bag-Kur can choose the step at which they make their contributions**
- **Between scales of 1 to 24, being 1 the lowest premium payment level with certain medical care limits**
- **They are covered for all outpatient and inpatient diagnosis and treatment**



## **Bag-Kur 4B Plan**

- **Bag-Kur does not operate its own health facilities, but contracts with other public providers, including the SGK hospitals**
- **Therefore the patient pays for the medical expenses and then get reimbursed by Bag-Kur**
- **Pensioned members have to pay 10%, and active members and their dependants pay 20% of drug costs**



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## **Emekli Sandigi – 4C Plan**

- **This is a Government Employees Retirement Fund for retired civil servants, it also includes health insurance**
- **Retired Government employees pay only a 10% co-payment for medical drugs and all the rest for their health care is paid by this Fund**



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## **Emekli Sandigi – 4C Plan**

- **Completely financed by Government allocations**
- **Besides retirements pension after completing a specific period of state service**
- **Fund offers other benefits such as a retirement bonus and a death grant payable to the survivors of a pensioner**





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## **Green Card System**

- **System was established in 1992 and is directly funded by the government**
- **Poor people earning less than a minimum level of income which is defined by the law, are provided a special card giving free access to outpatient and inpatient care at the state and some university hospitals**



## **Green Card System**

- **Covering their inpatient medical drug expenses but excluding the cost of outpatient drugs**
- **The expenditure for the almost 9 million Green Card holders has exceeded Government allocations**
- **Only the Ministry of Health is authorized to issue Green Cards**



## **Other Health Services**

- **Private health insurance is well developed in Türkiye**
- **Many people pay their premium to private companies besides their regular contribution to state insurance systems, in order to get a better quality health service if they're ill**



## **Other Health Services**

- **Also private pension funds (known as BES) have been started in 2003 and growing fast**
- **These private funds are usually private banks or big insurance companies that offer this service**
- **Depending on the pension plan you choose, after 10 - 15 - 20 years you can get an accumulated bonus when you retire from these private funds or get your monthly pension until death**





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<https://www.sgk.gov.tr>



T.C. AİLE, ÇALIŞMA VE  
SOSYAL HİZMETLER BAKANLIĞI



**REPUBLIC OF TURKEY  
SOCIAL SECURITY INSTITUTION**

Organizational Profile & Social Security System in Turkey

Ankara, 2020



**UHI**

**UNIVERSAL HEALTH INSURANCE SYSTEM  
IN TURKEY**

# THANK YOU

**Prof. Dr. Deniz Demiryürek**

**Dean**

**Hacettepe University Faculty of Medicine**

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