



Pablo Tobón Uribe Hospital

Project: Pablo Tobón Uribe Education Institute

Updated: January, 2017



**PROJECT:
PABLO TOBÓN URIBE EDUCATION INSTITUTE**

Content

PROJECT: PABLO TOBÓN URIBE EDUCATION INSTITUTE	3
PABLO TOBÓN URIBE HOSPITAL	4
About the Hospital	4
MISSION	6
VISION	6
PABLO TOBÓN HOSPITAL EDUCATION INSTITUTE	7
Presentation of the Pablo Tobón Uribe Education Institute	7
Project: Pablo Tobón Uribe Education Institute	9
Name of the Project	9
Field of Cooperation	9
Problem	9
Rationale	9
Project purpose	11
Project beneficiaries	11
Changes the project will produce	11
Indicators	12
Proposal	13

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PABLO TOBÓN URIBE EDUCATION INSTITUTE**

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For the Pablo Tobón Uribe Hospital it is of utmost importance to establish alliances and associations in the national and international environments, as well as to work jointly with other agents that contribute to social welfare. Therefore, the Hospital submits this proposal with the purpose of achieving said alliances and generating integration with other agents. Additionally, the proposal also intends to shed light on the social intervention projects for the vulnerable population identified by the Hospital in order to attain the support from the allies to achieve.

The increase in the number of highly complex patients in Medellín and the low supply of healthcare professionals in Colombia has created the need to expand the healthcare staff, specifically training Nurse Technicians focused on the comprehensive care of complex patients. Therefore, the Hospital has trained this kind of technicians through its Education Institute since 2006. These technicians acquire the profile of the future employee of the Hospital, with excellent human qualities, principles and moral values. The knowledge learned by the Nurse Technicians helps to ensure adequate health care capabilities in a high-complexity hospital, based on a culture of service and safety focused on the patients, their family and their community. Additionally, the nurse technician program also focuses on training the students to work as a team, to adapt to changes, to be creative, to interact and communicate assertively, and to work with the utmost respect for the dignity of the person.

In addition to the purpose of training healthcare staff focused on the comprehensive care of complex patients, it is also a priority to support the economically vulnerable population by offering nurse technician training, since the Nurse Technician profile has a high demand overall and its employment rate at the Hospital is 92%.

The training program of the Pablo Tobón Uribe Education Institute seeks to meet the demand of both the Hospital and the sector, which will increase with the Hospital's comprehensive development project: going from 369 to 681 beds, which requires staff trained to provide adequate care for complex patients. According to the process of the comprehensive development project, in 2016, the Hospital started enabling beds since July, and finished the year with 490 beds (as of December 31, 2016).

Furthermore, the proposal for the Pablo Tobón Uribe Education Institute project is described below.

PROJECT:
PABLO TOBÓN URIBE EDUCATION INSTITUTE

PABLO TOBÓN URIBE HOSPITAL

About the Hospital

The Pablo Tobón Uribe Hospital is a private institution from the healthcare sector. It is a legally recognized Testamentary Foundation (Ministry of Justice, Resolution 0528, 1955) with the university status in accordance with the Colombian Association of Faculties of Medicine (abbreviated ASCOFAME in Spanish) (Resolution 3, 1994) due to the fact that it offers teaching and assistance activities through several partner universities and the SENA (Colombian National Learning Service).

The philosophy of the Hospital is based on three pillars: "Confessional Catholic Hospital," "Human Hospital" and "Hospital that exists because ill people exist." This philosophy is clearly defined, documented, communicated and put into action, making it the Hospital's axis for its development and activities.

It started operating in 1970 and it has gradually developed based on its resources and the possibilities to count on adequately trained employees who embrace and share the aforementioned philosophy. It has been classified as service level III (top complexity level). This is a referral hospital linked to the general system of social security in health. In 2003, the Hospital was qualified with the health service provider code 50010210401 by the Health Direction Office of the Department of Antioquia. It is financed through its own billing and it also receives some donations. It covers some obligations using credit resources and its payment reputation is excellent.

It offers its services to the entire community and it features 490 beds for all specialties, except psychiatry and obstetrics. The emergency room and the outpatient care are the main patient gateways. It features its own diagnosis support service and outsources the following administrative support services to specialized companies: surveillance and security, public cafeteria, patients and staff catering, cleaning, gardening, ambulance, pest control, and specialized equipment maintenance.

Main indicators for 2016:



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PABLO TOBÓN URIBE EDUCATION INSTITUTE

- Occupancy rate: 94.1%
- Transplants:

Type of Transplant	Years														Total	%
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016			
Kidney	0	23	48	80	76	91	108	67	58	68	86	67	56	772	22.8	
Liver	24	33	54	44	39	42	53	28	28	25	37	27	31	434	12.8	
Hematopoyeticos Stem Cell (HSCT)	15	9	16	23	25	2	7	4	17	37	36	42	39	233	6.9	
Intestine	0	0	2	2	2	0	2	1	2	0	1	1	1	13	0.4	
Liver - kidney	0	0	0	2	2	3	0	2	1	2	0	1	0	13	0.4	
Dual Kidney	0	0	1	4	2	0	0	0	0	1	0	0	0	8	0.2	
Multivisceral	0	0	0	0	1	1	2	0	2	0	0	0	0	6	0.2	
Kidney - Pancreas	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0.0	
Bone Tissue	0	0	0	131	192	131	220	287	282	252	171	240	216	1906	56.3	
Total Transplants	39	65	121	287	339	270	392	389	390	385	331	378	343	3,386	100.0	

Source: BD Trasplantes-Donantes

- Employees hired (as of Dec. 31, 2016): 2,699. From this total, 2,563 employees have been directly hired, and there are 136 students and trainees under an apprenticeship contract.

MISSION

"To provide the best high-complexity health care and to contribute to the generation and transmission of knowledge within the framework of Christian humanism."

VISION

"To be a leading university hospital, a reference in the sector, focused on the human being, coordinated with related agents, committed to the community and transcending to the world."

In 2005, the Pablo Tobón Uribe Hospital received the Colombian high-standard accreditation, and since 2008, it has been re-accredited regarding its health care standards, being granted the top classification: Accredited with Excellence. The Hospital is currently certified under the NTC-ISO 9001, NTC-ISO14001 and NTC-OSHAS 18001 standards, as well as the Family-Responsible Company (EFR) standard, which is audited by ICONTEC. In 2014, the Pablo Tobón Uribe Education Institute was certified under the ISO 9001 standard: Design and delivery of training services for healthcare work; the NTC 5555 standard: Design and development of healthcare curricula; Provision of healthcare training services; and the NTC 5663 standard: Technical training in Nursing Assistance.

PROJECT:
PABLO TOBÓN URIBE EDUCATION INSTITUTE

PABLO TOBÓN HOSPITAL EDUCATION INSTITUTE

Presentation of the Pablo Tobón Uribe Education Institute

Since 1988, the Pablo Tobón Uribe Hospital has established agreements with several institutions to train nurse technicians. Subsequently, the Hospital started training nurse technicians. At the beginning of the 1990s decade, there was an increasing demand of nurse technicians in the city. This was partly due to the boom in the construction of new clinics, health centers and healthcare units of the diverse health insurance providers, anticipating the changes the new legislation (Act 100 of 1993) would bring.

The Hospital was no stranger to the change that was taking place. In 1993, the Hospital had a number of openings for nurse technicians and faced new needs due to the expansion of several services. Therefore, the Hospital signed an agreement with the Center for Education and Development of Human Resources for Health of the Health Sectional Direction Office of Antioquia to train a group of (24) applicants to become nurse technicians. In addition to this agreement, the hospital trained other groups jointly with the National Learning Service (abbreviated SENA in Spanish).

The agreement aimed to train nurse technicians in accordance with the philosophical principles of the Hospital, and the ability to provide technical and human care according to the requirements of the Institution. For this purpose, a study on the "Profile of the Pablo Tobón Uribe Hospital's Nurse Technician" was carried out, and a curriculum to guide the training of this group of students was designed based on said study.

In September 1993, the training of the first group from this agreement was completed. However, the demand for nursing assistants grew, driving the Hospital to train a second group. At that time, the Center for Education and Development of Human Resources was expanding its training programs, making the facilities insufficient for such a purpose. Therefore, the Hospital found a way to adapt an area that had all the necessary conditions to carry out the training of this group. Thus, the "Pablo Tobón Uribe Hospital Training Unit" was established.

On June 27, 1994, the first group of 30 students started the training at the Hospital's facilities. The program lasted 14 months and the last two months were devoted to a special practice. This group completed the training in September 1995.

In 1995, the agreement with the Health Sectional Direction Office of Antioquia was canceled, and the Training Unit continued with one of the groups from the agreement with the SENA, which continued without interruption until 2006. This educational work was carried out through the Pablo Tobón Uribe Education Institute.

PROJECT:
PABLO TOBÓN URIBE EDUCATION INSTITUTE

With the initial authorization by Medellín's Secretariat of Municipal Education (resolution number 4369 of June 20, 2006) and the approval of the Nurse Technician program according to covenant 66 of the National Executive Committee of the National Council for the Development of Human Resources for Health from the Colombian Ministry of Social Protection, the Pablo Tobón Uribe Education Institute began the training of 12 students on September 4, 2006. The operating license has been updated through Resolution No. 02636 of March 8, 2010, to offer the technical training program for nurse technicians consisting in a total of 1,800 hours and a favorable technical concept from the Intersectoral Commission for Human Talent in Health through covenant 110 of December 23, 2008. The registration of the technical program for nurse technicians was filed under resolution 04693 of June 4, 2009 from the Medellín's Secretariat of Municipal Education, and it has been partially modified according to resolution 05617 of April 25, 2011.

PROJECT:
PABLO TOBÓN URIBE EDUCATION INSTITUTE

Project: Pablo Tobón Uribe Education Institute

Project Name:

Economic support for the Pablo Tobón Uribe Education Institute

Field of Cooperation

Education

Problem

Due to the economic crisis of the health sector, the increasing demand for treating patients with complex diagnoses, and the deficit in the availability of health professionals, the Pablo Tobón Uribe Hospital recognizes as part of its social responsibility the obligation to train not only specialists and subspecialists, but the paramedic staff (nurses, nursing assistants, social workers, psychologists, chemists, among others), who provide a vital support in the comprehensive care of highly complex patients. This support transcends the boundaries of the Hospital, having a highly positive impact on the economically vulnerable population of the city by training nurse technicians.

The crisis in the sector, the increasing demand for treatments, and the low availability of health personnel has placed the Pablo Tobón Uribe Hospital in a vulnerable position in continuing to subsidize the Institute of Education.

Rationale

According to the Organization for Economic Cooperation and Development (OECD) in its report for Colombia "OECD Reviews of Health Systems: Colombia 2016"¹, the average number of nurses per 1,000 inhabitants of the countries belonging to the OECD is 9.09. In Colombia, as of 2013, the ratio was 1.03 nurses per 1,000 inhabitants, exhibiting thus a deficit regarding this healthcare occupation. Similarly, the average number of physicians in the countries belonging to the OECD is 3.27 doctors per 1,000 inhabitants. In Colombia, the average number is 1.77 doctors per 1,000 inhabitants. The need for health professionals to care for complex patients not only targets the medical practitioners, the requirement of nurses and nurse technicians also increases in an accelerated manner. In developed countries, 40% of nurses will retire in the next decade, which will generate the need for more professionals in this field². The current

¹ OECD (2015^a), OECD Health Statistics 2015, <http://dx.doi.org/10.1787/health-data-en>

²WHO (2013), Global health workforce shortage to reach 12.9 million in coming decades, <http://www.who.int/mediacentre/news/releases/2013/health-workforce-shortage/en/>

PROJECT:
PABLO TOBÓN URIBE EDUCATION INSTITUTE

scenario presents a high demand and low wages, which negatively affects even further the availability of nurses and nurse technicians.

In addition to the problem regarding the availability of healthcare personnel, there is the country's health capacity, given the over occupancy in the Health Service Providers and the closure of pediatric beds due partially to low profitability. Recent studies by the World Bank³ show that both Colombia and Antioquia have levels close to 1.5 beds per 1,000 inhabitants. This perspective affects the possibility the population has to access health services, compared to countries such as Brazil which has 2.3 beds per 1,000 inhabitants; Argentina which has 4.7 per 1,000 inhabitants; and Chile with 2.1 beds per 1,000 inhabitants. The lack of beds is currently affecting the Hospital, given that, in 2016, there was a 94.1% of occupancy, and a ratio of 1 patient accepted out of 9 remitted patients.

The needs of health service provision in our country require an understanding of the social and economic situation, and the health problems affecting the population in general. The services generated should be based on improving the quality of life, and they should consider the risk factors that affect the different population groups. This requires the training of a healthcare professional focused on the surroundings, and who recognizes the needs the population has for care provided with human, technical, scientific and ethical conditions. This will allow for that professional to perform their work efficiently within the framework of the national system of Health.

Nurse technicians make part of this professional team, and they support the medical care regarding the preventive, curative and rehabilitative aspects at all levels. They count on basic and advanced skills, and the development of skills in all the dimensions a person may have, which will allow them to interact with the healthcare team, the people who require their care, and with the community in general, focusing on the task of preventing disease.

The training rate of new health professionals is decreasing, and it is below the current and projected demand. In other words, the institutions of education in the city which offer training for nursing staff are insufficient for the increasing demand, not to mention the great difficulty in achieving training in high complex patients, required for third level hospitals.

Considering the aforementioned scenarios and bearing in mind the strategic direction of the Hospital, the Hospital's board of directors explains: "The crisis of care and beds is so great, and the population the Hospital covers needs those services so much that it would be more responsible from us to run the risk of growing than staying as we are

³World Bank, Hospital beds (per 1,000 people),
<http://data.worldbank.org/indicator/SH.MED.BEDS.ZS?view=chart>

PROJECT:
PABLO TOBÓN URIBE EDUCATION INSTITUTE

right now." That is why, based on this statement, the Hospital integrated development project begins, through which growing to approximately 700 beds is intended as well as to have on board the skilled personnel needed for the care of complex patients.

In view of these needs and the urgency to satisfy the internal demand, the Hospital has projected to train 343 students between 2016 and 2017, through the Education Institute and the alliance with other institutions such as the National Learning Service.

This training process implies costs that are not feasible for the Hospital to subsidize. Based on the financial analysis, the Hospital subsidizes the 80% of the costs generated by the Education Institute: 56% with its own resources, and a 24% comes from donations, which jeopardizes the feasibility of continuing the training process over time.

Project purpose

The main objective of this proposal is to provide financial support to the Pablo Tobón Uribe Education Institute in such a way that it can continue to contribute to the training of students who are economically vulnerable, and to strengthen the Institution so that we can offer the training service to more people.

Specific objectives:

- To give financial support to the Education Institute for training students.

Project beneficiaries:

- People from low-income communities: Economic strata 1, 2 and 3.
- Men and women between 17 and 22 years of age.
- People who live in the Medellín's northwest district, the metropolitan area, and some regions of the Department of Antioquia.

Changes the project will produce

The project seeks to obtain resources from cooperators to continue with the technical training of students who are economically vulnerable.

As a part of the social responsibility, the Hospital seeks to contribute to society by impacting the economically disadvantaged population through subsidies and financial aid. With the alliances that are to be made with the cooperators, it will be possible to continue with this work that has such a positive impact on the lives of many young people, and low-income families.

In addition to the socio-economic impact generated by this project, there is the contribution to meet the Hospital's internal demand. The number of patients doubles up with the integral development project, and it is necessary to provide a service with

PROJECT:
PABLO TOBÓN URIBE EDUCATION INSTITUTE

the soul, through which patients have a warm attention, and enjoy with the best human and technical conditions.

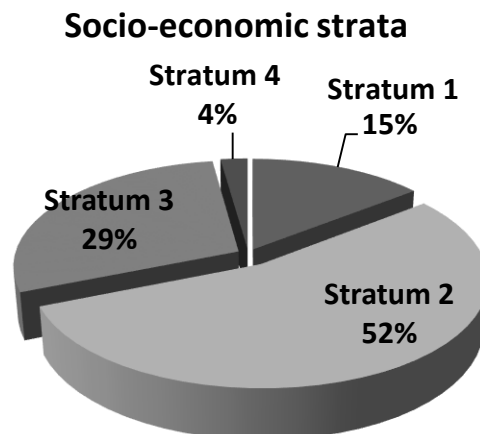
Indicators

Indicators from the 2006 term to January 2017:

- Number of certified groups: **20**
- Accrued dropout rate: **3.8%**
- Total of graduates to date: **354**
- Graduates immediately hired by the Hospital: **325**

Indicators for 2016:

- Students under learning contracts: **63.4%**
- Desertion rate in current groups: **2.2%**
- Average number of students per group: **23**



Students classified in strata 3 and 4 mostly live outside the metropolitan area, and have support from relatives or close friends regarding a place to live in the city.

General indicators:

- Training time: 16 months (four terms of four months each)

**PROJECT:
PABLO TOBÓN URIBE EDUCATION INSTITUTE**

- Total subsidized cost of the training: 80%
- Graduates currently working for the Hospital: 259
- Value of the program in 2016

Concept	Semester	Total	Students who pay the program tuition
Amount currently paid per student	USD 456	USD 1,368	48%
Real value	USD 1,134	USD 3,403	-

As of the end of December 2016:

- 48% of students pay a tuition of COP 1,368
- Said students pay the tuition in 16 installments

- **Costs**

Financial Information (US Dollars)	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Total Year
TOTAL REVENUE	20.689	5.166	2.644	4.322	3.241	41.412	4.968	3.845	3.334	4.338	3.760	4.367	102.086
EXPENSES													
Payroll	10.720	11.983	12.078	13.123	12.713	12.628	13.205	12.928	12.818	13.026	12.301	10.715	148.240
Materials and medicines	432	64	80	32	28	6	24	4	51	19	6	0	747
Other Operating Expenses	2.149	3.199	3.201	3.477	2.388	3.854	2.751	3.135	2.862	1.773	5.042	3.415	37.247
Training	0	0	1.147	1.846	0	0	907	0	2.753	0	0	0	6.653
Deferred Charges	10	10	160	10	270	137	137	137	137	181	181	189	1.558
Other Expenses	350	0	194	0	0	355	0	321	0	0	0	0	1.220
Depreciation	368	77	182	181	186	186	354	354	425	946	458	458	4.173
Total Direct Costs	14.028	15.333	17.042	18.670	15.584	17.166	17.379	16.879	19.047	15.946	17.988	14.777	199.838
Indirect Costs	2.462	2.603	2.888	3.035	2.928	2.745	2.769	2.949	2.451	2.276	2.450	3.322	32.877
TOTAL COSTS	16.490	17.936	19.930	21.704	18.512	19.911	20.148	19.827	21.498	18.222	20.438	18.099	232.716
SURPLUS / DEFICIT	4.199	-12.770	-17.286	-17.383	-15.271	21.501	-15.180	-15.982	-18.164	-13.884	-16.678	-13.732	-130.629
TOTAL TUITION ESTIMATE (16 months)	2.932	3.189	3.543	3.859	3.291	3.463	3.543	3.486	3.699	3.135	3.516	3.182	3.403

Exchange Rate Colombian Peso/ Dollar

3.000

- Needs of the Hospital's staff

Projection of nursing assistants	2016	2017	Total
Nurse Technicians	150	193	343

Proposal

Our proposal intends to count on you as strategic allies to continue to contribute to the training of students who are economically vulnerable, to strengthen the Institution giving it the possibility to offer training to more people and, at the same time, to train service-driven human beings who put their souls into taking care of ill people from our community.