

RHÖN-KLINIKUM AG



QUALITY REPORT

2008

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PREFACE

This Quality Report presented by RHÖN-KLINIKUM Group for the year 2007 is already the fourth overview of quality management activities at the Group's hospitals and Group headquarters, which this year additionally includes a section taking a detailed look at the quality of medical results. Efforts during the past year were focused on internal audits, greater controlling in hospital hygiene, an expansion of quality management to our medical care centres (MVZs) as well as measures to ensure consistent and binding use of quality assurance tools.

These activities are summarised in the following chapters. Further information on RHÖN-KLINIKUM AG, the Group's hospitals, the quality reports of the hospitals and the methods of results measurement can be found on the Internet under www.rhoen-klinikum-ag.com/qb/.

Bad Neustadt an der Saale, 24. April 2008

The Board of Management of RHÖN-KLINIKUM AG

I. THE QUALITY CONCEPT OF RHÖN-KLINIKUM AG:

“MAKING GOOD MEDICAL PRACTICE MANAGEABLE AND TRANSPARENT”

From the outset it has been the credo and firm conviction of those in charge at the 46 hospitals and of the central management of RHÖN-KLINIKUM AG that a high quality of medical care may not be left to chance: standardised processes to be implemented at as many hospitals as possible, up-to-date medical knowledge, modern medical technology, organised communication between our healthcare professionals, and of course systematic quality management all serve to put guidelines into everyday clinical practice. Every patient is entitled to the best possible medical care – every day, and around the clock. That is why “making good medical practice manageable and transparent” is the focus of interest of systematic medical quality management at RHÖN-KLINIKUM AG. To achieve this, the quality management team looks at the activities and needs of the individual Group hospitals in order to provide these hospitals with uniform standards adapted to these.

A high quality
of medical care
may not be left to
chance

Drawing on the basic idea of a comprehensive approach to optimise healthcare delivery, the quality concept of RHÖN-KLINIKUM AG consists of the following three areas which are closely bound up with one another (Fig. 1):

■ Quality management covering the areas of:

- medical results-based measurement,
- process management and formation of centres, and
- complaints and risk management as well as patient questionnaires;

■ Hospital hygiene covering the areas of:

- infection control,
- acute intervention, and
- environmental monitoring;

■ Medical controlling covering the areas of:

- medical documentation,
- DRG coding, and
- treatment planning

A closer look at these areas, which in many hospitals are strictly separated, reveals so many common structural and methodical aspects that they almost automatically fall under the general heading of quality management.

Underpinning, while at the same time reinforcing and holding together this system are the information networks enabling the knowledge available within the Group to be used consistently and to high standards at all hospitals, thus ensuring optimum patient care. Hence, in addition to discipline-specific quality circles primarily made up of the head physicians of the individual hospitals there are also interdisciplinary Group-wide project groups in which specialists from all areas and levels share their expertise.

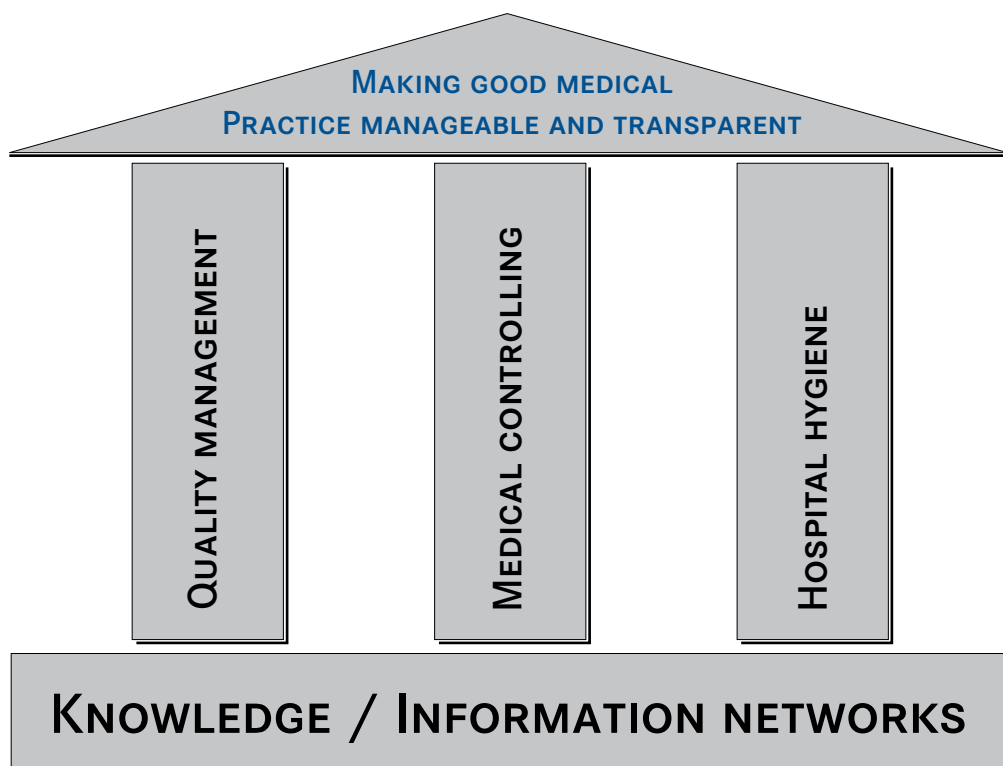


Abb. 1: The Quality Concept of RHÖN-KLINIKUM AG

1.1 QUALITY MANAGEMENT

MEDICAL RESULTS-BASED MEASUREMENT

Developing and processing results indicators: In 2007, as in the previous years, Group-wide indicators on the quality of medical results were developed and processed regularly by the Group Quality Management department and made available to the hospitals for further processing. Currently a total of 59 Group-wide quality indicators – of which 45 from the method according to Section 137 German Social Insurance Code V (SGB V) (method of the National Quality Assurance Centre – BQS) and 14 from accounting data – are developed and processed quarterly, but without compromising the parallelism between routine accounting data according to Section 137 SGB V (BQS indicators) and indicators from accounting data. The main reason for this is that on the one hand the “BQS data” are an indispensable source of information while it is clear on the other that they provide an only incomplete picture of the services and work performed.

A Group-internal benchmark is being developed on the basis of routine accounting data. For this purpose new performance indicators are being developed in discipline-specific quality circles in close collaboration with the head physicians of the Group’s hospitals. This set of indicators will be extended in 2008 by further key ratios on patient safety and from the projects of the Federal Association of Private Hospitals in Germany (Bundesverband Deutscher Privatkliniken e.V., BDPK) and the Association of University Hospitals in Germany (Verband der Universitätsklinika Deutschlands, VUD).

Value of “reference” indicators: In the work and publication of key ratios, a distinction has to be made between “hard” results data (e.g. rates of mortality) and what are known as “reference indicators”. The first are able to provide information – also in the form of a ranking or benchmark – without any further comments being needed on the quality of the results. As a prerequisite for this, the issue has to be defined as narrowly as possible and/or the risks adjusted to a reasonable extent. On the other hand, it is a long way from hard results indicators to specific process optimisation. For example, a mortality rate that is one percentage point higher than the benchmark in a hospital’s colorectal oncological surgery department does not say anything at all about what steps need to be taken to improve diagnosis and treatment. This requires a follow-up analysis. In contrast to the foregoing data, “reference indicators” reveal treatment cases for which a follow-up case analysis is sensible because it is there that specific scope for improvement is more likely to be found in the course of treatment. In terms of reliable results-based measurement, however, they are less suited to being presented in uncommented form. “Reference indicators” thus provide a general indication of the specific individual cases for which a follow-up case analysis is sensible because of the greater likelihood of finding specific deficiencies in clinical processes there. Theoretically, it would also be possible to subject 100 unsorted case files to a follow-up individual-case analysis and to find as a rule – on an estimated basis – an urgent need to optimise procedures in 5 cases and potential need to optimise procedures in another 30 cases. “Reference indicators” above all have the task of gradually increasing this hit rate. For this reason they may be imprecise in terms of their positive reporting, do not necessarily need to be classified by risk, and in terms of subject matter can cover broader and less homogenous areas of action. In terms of reliable results-based measurement, however, they are not suited to being presented in uncommented form.

Distinction between hard results-based data and reference indicators

Results: Table 1 shows the cumulative yearly results by indicator and hospital. The indicators stem from the BQS system as well as routine accounting data in accordance with Section 21 of the German Hospital Remuneration Act (Krankenhausentgeltgesetz, KHEntgG). In the table the various indicators are identified accordingly (indicators from the BQS system = BQS; routine data according to Section 21 KHEntgG = § 21). The indicators of the comparison external quality assurance according to Section 137 (1) sentence 3 no. 1 SGB V (BQS method) which the Joint Federal Committee (Gemeinsamer Bundesausschuss, G-BA) deemed suitable for publication are provided on the Group’s homepage (<http://www.rhoen-klinikum-ag.com/rka/cms/rka/deu/27038.html>)

Table 1: Cumulative results by quality indicator and hospital	Heart surgery: thoracic wound infection, requiring reintervention, after elective or urgent aortocoronary bypass operation (all risk classes, with heart-lung machine)			Heart surgery: thoracic wound infection, requiring reintervention, after elective or urgent isolated aortic valve operation (all risk classes, with heart-lung machine)			Heart surgery: in-house mortality after elective or urgent aortocoronary bypass operation (with heart-lung machine)		
	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)
	2007	2006	2005	2007	2006	2005	2007	2006	2005
Baden-Wuerttemberg									
Klinik für Herzchirurgie Karlsruhe	0,2 (1/646)	0,0 (0/647)	0,1 (1/690)	0,0 (0/206)	0,0 (0/189)	0,0 (0/199)	2,3 (15/646)	1,8 (12/649)	2,3 (16/691)
Klinikum Pforzheim									
Bavaria									
Heinz Kalk-Krankenhaus Bad Kissingen									
St. Elisabeth-Krankenhaus Bad Kissingen									
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale	0,0 (0/882)	0,2 (1/533)	0,0 (0/1.166)	0,0 (0/469)	0,0 (0/216)	0,0 (0/427)	1,9 (17/882)	2,6 (14/534)	2,7 (32/1.171)
Klinik für Handchirurgie, Bad Neustadt a.d. Saale									
Klinik „Haus Franken“, Bad Neustadt a.d. Saale									
Haus Saaletal, Bad Neustadt a.d. Saale									
Neurologische Klinik Bad Neustadt a.d. Saale									
Psychosomatische Klinik, Bad Neustadt a.d. Saale									
Amper-Kliniken (Dachau, Indersdorf)									
Kliniken Miltenberg-Erlenbach (Miltenberg)									
Kliniken Miltenberg-Erlenbach (Erlenbach)									
Krankenhaus Hammelburg									
Klinik Kipfenberg									
Frankenwaldklinik Kronach									
Klinikum München-Pasing									
Klinik München-Perlach									
Brandenburg									
Klinikum Frankfurt (Oder)									
Hesse									
Universitätsklinikum Gießen und Marburg (Gießen)	0,0 (0/274)	0,0 (0/236)		0,0 (0/40)	0,0 (0/49)		2,5 (7/276)	4,2 (10/236)	
Universitätsklinikum Gießen und Marburg (Marburg)	0,0 (0/258)	0,0 (0/265)		0,0 (0/69)	0,0 (0/75)		1,2 (3/258)	1,1 (3/266)	
Aukamm-Klinik, Wiesbaden									
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden									
Lower Saxony									
Krankenhaus Cuxhaven									
Krankenhaus Gifhorn									
Kliniken Herzberg und Osterode									
Klinikum Hildesheim									
Mittelweser-Kliniken (Nienburg)									
Mittelweser-Kliniken (Stolzenau)									
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)									
Kliniken Uelzen und Bad Bevensen									
Städtisches Krankenhaus Wittingen									
North Rhine-Westphalia									
Krankenhaus St. Barbara Attendorn									
Saxony									
Weißeritztal-Kliniken (Freital, Dippoldiswalde)									
Herzzentrum Leipzig	0,9 (5/576)	0,0 (0/535)	0,4 (3/777)	0,0 (0/141)	0,0 (0/281)	0,0 (0/321)	2,1 (12/576)	2,2 (12/535)	1,4 (11/778)
Park-Krankenhaus Leipzig-Südost									
Soteria-Klinik Leipzig									
Klinikum Pirna									
Saxony-Anhalt									
Krankenhaus Köthen									
Thuringia									
Zentralklinik Bad Berka	0,5 (2/378)	1,7 (8/477)	1,8 (12/661)	0,0 (0/126)	0,5 (1/194)	1,7 (3/177)	2,4 (9/378)	3,4 (16/477)	4,8 (32/661)
Krankenhaus Waltershausen-Friedrichroda									
Fachkrankenhaus Hildburghausen									
Klinikum Meiningen									
Source	BQS			BQS			BQS		
Target	Rare			Rare			Rare		
average RKA in %	0,3 (8/3.014)	0,3 (9/2.693)	0,5 (16/3.294)	0,0 (0/1.051)	0,1 (1/1.004)	0,3 (3/1.124)	2,1 (63/3.016)	2,5 (67/2.697)	2,8 (91/3.301)
average national in %*									

* The national average data were not available the press time yet to.

* The data analysis to the BQS-data has reference to the stand of 31.01.2008. Thereby the finally published BQS data may vary slightly.

THE QUALITY CONCEPT OF RHÖN-KLINIKUM AG

Table 1: Cumulative results by quality indicator and hospital	Heart surgery: in-house mortality after elective or urgent isolated aortic valve operation (with heart-lung machine)			Cardiac pacemaker first implantation: further intervention after cardiac pacemaker implanatation			Cardiac pacemaker generator change: further intervention after cardiac pacema- ker generator change		
	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)
	2007	2006	2005	2007	2006	2005	2007	2006	2005
Baden-Wuerttemberg									
Klinik für Herzchirurgie Karlsruhe	2,9 (6/206)	3,2 (6/189)	2,0 (4/199)						
Klinikum Pforzheim				0,0 (0/25)	2,8 (4/144)	2,1 (3/140)	0,0 (0/25)	0,0 (0/33)	0,0 (0/56)
Bavaria									
Heinz Kalk-Krankenhaus Bad Kissingen									
St. Elisabeth-Krankenhaus Bad Kissingen				0,0 (0/15)	1,4 (1/74)	2,5 (2/79)	0,0 (0/16)	0,0 (0/22)	0,0 (0/27)
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale	1,9 (9/469)	0,5 (1/216)	2,8 (12/429)	4,0 (13/322)	4,5 (15/334)	3,0 (10/331)	0,0 (0/53)	2,4 (1/41)	0,0 (0/47)
Klinik für Handchirurgie, Bad Neustadt a.d. Saale									
Klinik „Haus Franken“, Bad Neustadt a.d. Saale									
Haus Saaletal, Bad Neustadt a.d. Saale									
Neurologische Klinik Bad Neustadt a.d. Saale									
Psychosomatische Klinik, Bad Neustadt a.d. Saale									
Amper-Kliniken (Dachau, Indersdorf)				0,0 (0/66)	0,0 (0/56)	0,0 (0/53)	0,0 (0/8)	0,0 (0/11)	0,0 (0/12)
Kliniken Miltenberg-Erlenbach (Miltenberg)				2,3 (1/43)	8,8 (6/68)	2,9 (1/34)	0,0 (0/18)	0,0 (0/27)	0,0 (0/29)
Kliniken Miltenberg-Erlenbach (Erlenbach)				1,7 (1/60)	4,5 (1/22)	9,5 (2/21)	0,0 (0/6)	0,0 (0/1)	0,0 (0/2)
Krankenhaus Hammelburg									
Klinik Kipfenberg									
Frankenwaldklinik Kronach				1,5 (1/65)	4,5 (4/89)		0,0 (0/5)	0,0 (0/8)	
Klinikum München-Pasing				6,6 (4/61)	1,7 (1/60)	11,3 (6/53)	0,0 (0/31)	11,1 (2/18)	3,8 (1/26)
Klinik München-Perlach				7,4 (2/27)	0,0 (0/25)	7,9 (3/38)	0,0 (0/4)	0,0 (0/3)	0,0 (0/9)
Brandenburg									
Klinikum Frankfurt (Oder)				0,0 (0/50)	0,0 (0/40)	1,4 (1/72)	0,0 (0/26)	0,0 (0/30)	8,8 (5/57)
Hesse									
Universitätsklinikum Gießen und Marburg (Gießen)	2,4 (1/41)	4,1 (2/49)		2,7 (4/147)	7,3 (13/179)		0,0 (0/39)	0,0 (0/46)	
Universitätsklinikum Gießen und Marburg (Marburg)	1,4 (1/69)	4,0 (3/75)		0,0 (0/128)	1,6 (1/61)		0,0 (0/49)	0,0 (0/25)	
Aukamm-Klinik, Wiesbaden									
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden									
Lower Saxony									
Krankenhaus Cuxhaven				2,2 (1/45)	2,3 (1/44)	0,0 (0/48)	0,0 (0/4)	0,0 (0/13)	0,0 (0/12)
Krankenhaus Gifhorn				3,7 (4/109)	5,5 (5/91)	3,2 (3/95)	5,9 (1/17)	0,0 (0/24)	0,0 (0/11)
Kliniken Herzberg und Osterode				1,6 (1/64)	0,0 (0/73)	0,0 (0/156)	6,3 (1/16)	0,0 (0/27)	0,0 (0/22)
Klinikum Hildesheim				2,2 (2/90)	4,5 (4/88)	1,0 (1/102)	0,0 (0/7)	0,0 (0/9)	0,0 (0/7)
Mittelweser-Kliniken (Nienburg)				2,1 (1/47)	15,4 (4/26)	10,2 (5/49)	0,0 (0/5)	50,0 (1/2)	
Mittelweser-Kliniken (Stolzenau)				5,6 (2/36)	4,7 (2/43)	12,5 (2/16)	0,0 (0/1)		0,0 (0/2)
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)				4,1 (3/74)	2,9 (3/103)	5,1 (6/117)	0,0 (0/11)	0,0 (0/13)	0,0 (0/19)
Kliniken Uelzen und Bad Bevensen				3,7 (3/81)	4,7 (6/127)	3,7 (2/54)	0,0 (0/13)	0,0 (0/6)	0,0 (0/7)
Städtisches Krankenhaus Wittingen									
North Rhine-Westphalia									
Krankenhaus St. Barbara Attendorn				12,0 (3/25)	5,4 (2/37)	0,0 (0/6)	5,3 (1/19)	5,6 (1/18)	5,9 (1/17)
Saxony									
Weißeritztal-Kliniken (Freital, Dippoldiswalde)				3,6 (2/55)	3,3 (2/60)	3,3 (2/60)	0,0 (0/11)	0,0 (0/8)	0,0 (0/3)
Herzzentrum Leipzig	3,5 (5/141)	2,1 (6/281)	2,8 (9/321)	6,8 (41/602)	5,1 (29/574)	0,7 (5/694)	0,0 (0/81)	0,0 (0/59)	0,0 (0/62)
Park-Krankenhaus Leipzig-Südost				3,0 (1/33)	2,4 (1/41)	2,6 (1/39)	0,0 (0/14)	0,0 (0/20)	0,0 (0/15)
Soteria-Klinik Leipzig									
Klinikum Pirna				2,4 (1/41)	5,6 (4/71)	4,7 (3/64)	0,0 (0/6)	0,0 (0/13)	0,0 (0/14)
Saxony-Anhalt									
Krankenhaus Köthen				20 (1/5)			0,0 (0/1)		
Thuringia									
Zentralklinik Bad Berka	4,8 (6/126)	4,1 (8/194)	5,6 (10/177)	10 (18/180)	6,4 (12/188)	2,2 (4/179)	0,0 (0/31)	9,1 (3/33)	0,0 (0/33)
Krankenhaus Waltershausen-Friedrichroda				10,9 (5/46)	11,1 (5/45)	8,9 (5/56)	0,0 (0/6)	20,0 (1/5)	0,0 (0/15)
Fachkrankenhaus Hildburghausen									
Klinikum Meiningen				5,9 (5/85)	5,7 (3/53)	11,4 (10/88)	2,5 (1/40)	3,8 (1/26)	5,7 (2/35)
Source	BQS			BQS			BQS		
Target	Rare			Rare			Rare		
average RKA in %	2,7 (28/1.052)	2,5 (23/929)	3,1 (35/1.126)	4,7 (120/2.627)	4,6 (129/2.816)	2,9 (77/2.644)	0,7 (4/563)	1,8 (10/541)	1,7 (9/539)
average national in %*									

* The national average data were not available the press time yet to.

* The data analysis to the BQS-data has reference to the stand of 31.01.2008. Thereby the finally published BQS data may vary slightly.

THE QUALITY CONCEPT OF RHÖN-KLINIKUM AG

Table 1: Cumulative results by quality indicator and hospital	Carotid reconstruction: severe neurological deficits or death on operation of an asymptomatic carotid stenosis (Group II, Indication Group A)			Gynaecological operations: organ preservation on ovary interventions with benign histology			Gynaecological operations: organ injury on hysterectomy (all patients)		
	result (numerator/denominator)	result (numerator/denominator)	result (numerator/denominator)	result (numerator/denominator)	result (numerator/denominator)	result (numerator/denominator)	result (numerator/denominator)	result (numerator/denominator)	result (numerator/denominator)
	2007	2006	2005	2007	2006	2005	2007	2006	2005
Baden-Wuerttemberg									
Klinik für Herzchirurgie Karlsruhe		0,0 (0/1)	0,0 (0/12)						
Klinikum Pforzheim				89,2 (33/37)	98,0 (50/51)	90,2 (46/51)	2,4 (3/125)	1,4 (2/148)	0,8 (1/122)
Bavaria									
Heinz Kalk-Krankenhaus Bad Kissingen									
St. Elisabeth-Krankenhaus Bad Kissingen				88,9 (16/18)	85,7 (24/28)	81,8 (18/22)	1,9 (3/154)	3,2 (4/125)	1,6 (2/127)
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale	0,0 (0/224)	0,6 (1/168)	0,4 (2/446)						
Klinik für Handchirurgie, Bad Neustadt a.d. Saale									
Klinik „Haus Franken“, Bad Neustadt a.d. Saale									
Haus Saaletal, Bad Neustadt a.d. Saale									
Neurologische Klinik Bad Neustadt a.d. Saale									
Psychosomatische Klinik, Bad Neustadt a.d. Saale									
Amper-Kliniken (Dachau, Indersdorf)	0,0 (0/12)	5,6 (1/18)	0,0 (0/3)	84,4 (27/32)	81,5 (31/38)	82,5 (33/40)	3,0 (6/200)	3,5 (8/230)	4,2 (8/189)
Kliniken Miltenberg-Erlenbach (Miltenberg)				77,8 (7/9)	85,0 (17/20)	87,1 (27/31)	4,2 (1/24)	0,0 (0/71)	1,4 (1/74)
Kliniken Miltenberg-Erlenbach (Erlenbach)				93,9 (46/49)	92,5 (37/40)	97,3 (36/37)	0,5 (1/188)	0,0 (0/194)	0,0 (0/235)
Krankenhaus Hammelburg				0,0 (0/0)	66,6 (4/6)	80,0 (8/10)	0,0 (0/8)	0,0 (0/41)	0,0 (0/61)
Klinik Kipfenberg									
Frankenwaldklinik Kronach	0,0 (0/45)	0,0 (0/26)		96,8 (30/31)	88,3 (38/43)		1,1 (2/177)	0,9 (2/214)	
Klinikum München-Pasing	0,0 (0/92)	0,0 (0/61)	3,0 (1/33)	98,2 (54/55)	91,9 (57/62)	98,4 (60/61)	1,3 (1/75)	0,9 (1/113)	0,0 (0/115)
Klinik München-Perlach				100,0 (1/1)					
Brandenburg									
Klinikum Frankfurt (Oder)		0,0 (0/8)	0,0 (0/18)	88,2 (45/51)	68,5 (24/35)	84,9 (45/53)	1,4 (3/216)	1,1 (2/174)	0,0 (0/222)
Hesse									
Universitätsklinikum Gießen und Marburg (Gießen)	11,8 (2/17)	0,0 (0/10)		96,0 (72/75)	95,2 (60/63)		3,1 (6/193)	3,0 (5/166)	
Universitätsklinikum Gießen und Marburg (Marburg)	2,1 (1/48)	0,0 (0/69)		95,1 (77/81)	96,0 (72/75)		0,8 (3/368)	0,3 (1/315)	
Aukamm-Klinik, Wiesbaden									
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden				95,8 (23/24)	100,0 (14/14)	86,7 (13/15)	0,0 (0/46)	0,0 (0/38)	0,0 (0/23)
Lower Saxony									
Krankenhaus Cuxhaven	0,0 (0/1)	0,0 (0/2)	0,0 (0/2)	94,4 (34/36)	94,3 (33/35)	89,2 (33/37)	2,3 (3/132)	1,6 (2/125)	0,7 (1/151)
Krankenhaus Gifhorn	0,0 (0/7)	0,0 (0/10)	20,0 (1/5)	89,7 (35/39)	74,3 (26/35)	68,6 (24/35)	1,6 (3/186)	1,2 (2/171)	0,5 (1/198)
Kliniken Herzberg und Osterode		0,0 (0/2)	0,0 (0/3)	100,0 (5/5)	75,0 (6/8)	71,4 (20/28)	1,1 (2/176)	2,3 (5/222)	1,7 (8/466)
Klinikum Hildesheim	0,0 (0/11)	0,0 (0/3)		83,8 (31/37)	77,7 (42/54)	83,7 (41/49)	3,5 (8/226)	1,7 (3/181)	0,0 (0/211)
Mittelweser-Kliniken (Nienburg)				81,8 (9/11)	83,3 (20/24)	83,3 (20/24)	0,6 (1/161)	3,2 (4/126)	0,8 (1/125)
Mittelweser-Kliniken (Stolzenau)					100,0 (1/1)	100,0 (1/1)			
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)				87,5 (28/32)	89,3 (25/28)	80,0 (16/20)	3,4 (5/146)	0,0 (0/78)	0,9 (1/109)
Kliniken Uelzen und Bad Bevensen	0,0 (0/6)	0,0 (0/20)	5,6 (1/18)	92,3 (24/26)	84,2 (16/19)	95,7 (22/23)	3,2 (3/94)	0,0 (0/75)	1,2 (1/82)
Städtisches Krankenhaus Wittingen				100,0 (4/4)	100,0 (3/3)	100,0 (2/2)	0,0 (0/32)	2,9 (1/34)	0,0 (0/16)
North Rhine-Westphalia									
Krankenhaus St. Barbara Attendorn	0,0 (0/33)	0,0 (0/15)	0,0 (0/32)	91,7 (33/36)	94,2 (33/35)	89,8 (44/49)	4,5 (9/199)	0,0 (0/43)	2,9 (5/175)
Saxony									
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	0,0 (0/12)	0,0 (0/8)	0,0 (0/13)	100,0 (22/22)	88,9 (16/18)	100,0 (15/15)	1,7 (3/172)	2,4 (4/167)	2,3 (4/177)
Herzzentrum Leipzig									
Park-Krankenhaus Leipzig-Südost	0,0 (0/22)	0,0 (0/9)	0,0 (0/25)				0,0 (0/0)		
Soteria-Klinik Leipzig									
Klinikum Pirna			0,0 (0/3)	93,1 (27/29)	84,6 (22/26)	81,0 (34/42)	0,0 (0/156)	2,4 (4/152)	2,1 (3/146)
Saxony-Anhalt									
Krankenhaus Köthen							0,6 (1/156)		
Thuringia									
Zentralklinik Bad Berka	0,0 (0/51)		2,9 (2/69)						
Krankenhaus Waltershausen-Friedrichroda				81,3 (39/48)	89,6 (43/48)	80,4 (45/56)	0,3 (1/301)	0,4 (1/267)	0,0 (0/323)
Fachkrankenhaus Hildburghausen									
Klinikum Meiningen	4,2 (1/24)	0,0 (0/14)	0,0 (0/13)	80,0 (48/60)	88,7 (55/62)	84,3 (70/83)	5,2 (12/232)	1,5 (3/199)	1,0 (2/210)
Source		BQS			BQS			BQS	
Target		Wenig			Frequent			<= 4,1%	
average RKA in %	0,7 (4/605)	0,0 (0/444)	1,0 (7/695)	90,6 (770/793)	88,3 (769/871)	85,8 (673/784)	1,9 (80/4.143)	1,4 (54/3.769)	1,1 (39/3.557)
average national in %*			0,9		86,9	86,1		1,4	1,4

* The national average data were not available the press time yet to.

* The data analysis to the BQS-data has reference to the stand of 31.01.2008. Thereby the finally published BQS data may vary slightly.

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Table 1: Cumulative results by quality indicator and hospital	Gynaecological operations: organ injury on laparoscopic operation			Breast surgery: breast-preserving therapy on invasive carcinoma stage pT1			Obstetrics: acidosis rate in term newborns		
	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)
	2007	2006	2005	2007	2006	2005	2007	2006	2005
Baden-Wuerttemberg									
Klinik für Herzchirurgie Karlsruhe									
Klinikum Pforzheim	0,7 (1/139)	0,0 (0/159)	1,2 (2/170)	71,9 (23/32)	85,7 (30/35)	73,7 (42/57)	0,3 (3/1.110)	0,2 (2/1.008)	0,2 (4/1.662)
Bavaria									
Heinz Kalk-Krankenhaus Bad Kissingen									
St. Elisabeth-Krankenhaus Bad Kissingen	0,0 (0/53)	0,0 (0/69)	0,0 (0/53)	71,4 (15/21)	78,9 (15/19)	41,7 (5/12)	0,0 (0/431)	0,0 (0/415)	0,0 (0/403)
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale									
Klinik für Handchirurgie, Bad Neustadt a.d. Saale									
Klinik „Haus Franken“, Bad Neustadt a.d. Saale									
Haus Saaletal, Bad Neustadt a.d. Saale									
Neurologische Klinik Bad Neustadt a.d. Saale									
Psychosomatische Klinik, Bad Neustadt a.d. Saale									
Amper-Kliniken (Dachau, Indersdorf)	1,8 (3/169)	2,1 (4/189)	2,9 (6/210)	92,1 (129/140)	95,9 (70/73)	93,6 (44/47)	0,2 (2/994)	0,2 (2/993)	0,0 (0/29)
Kliniken Miltenberg-Erlenbach (Miltenberg)	0,0 (0/27)	0,0 (0/61)	0,0 (0/57)	100,0 (1/1)	100,0 (1/1)				
Kliniken Miltenberg-Erlenbach (Erlenbach)	0,0 (0/132)	0,8 (1/118)	0,0 (0/104)	71,4 (10/14)	78,9 (15/19)	82,4 (14/17)	0,0 (0/309)	0,0 (0/685)	0,3 (2/594)
Krankenhaus Hammelburg	0,0 (0/0)	0,0 (0/6)	0,0 (0/8)		50,0 (1/2)	100,0 (2/2)		0,0 (0/67)	0,0 (0/97)
Klinik Kipfenberg									
Frankenwaldklinik Kronach	0,0 (0/132)	1,9 (3/160)		70 (7/10)	58,8 (10/17)		0,2 (1/503)	0,0 (0/541)	
Klinikum München-Pasing	0,0 (0/14)	2,6 (4/156)	0,6 (1/162)	33,3 (3/9)	81,8 (9/11)	66,7 (10/15)	0,0 (0/414)	0,0 (0/430)	0,0 (0/471)
Klinik München-Perlach				0,0 (0/0)					
Brandenburg									
Klinikum Frankfurt (Oder)	0,8 (1/120)	1,1 (1/94)	0,7 (1/134)	70,6 (24/34)	83,7 (36/43)	96,0 (24/25)	0,1 (1/710)	0,0 (0/685)	0,1 (1/709)
Hesse									
Universitätsklinikum Gießen und Marburg (Gießen)	1,7 (5/294)	1,5 (4/267)		72,2 (13/18)	46,6 (7/15)		0,0 (0/617)	0,0 (0/521)	
Universitätsklinikum Gießen und Marburg (Marburg)	0,0 (0/222)	0,0 (0/192)		83,9 (151/180)	83,3 (170/204)		0,2 (2/1107)	0,0 (0/980)	
Aukamm-Klinik, Wiesbaden									
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden	1,4 (1/70)	0,0 (0/33)	0,0 (0/46)	90,0 (45/50)	76,1 (51/67)	86,7 (39/45)			
Lower Saxony									
Krankenhaus Cuxhaven	0,0 (0/94)	0,9 (1/107)	1,0 (1/101)	78,6 (22/28)	85,0 (17/20)	94,1 (16/17)	0,2 (1/507)	0,0 (0/478)	0,0 (0/530)
Krankenhaus Gifhorn	0,9 (1/110)	1,7 (2/120)	0,8 (1/124)	64,6 (31/48)	85,5 (77/90)	78,3 (94/120)	0,4 (4/961)	0,1 (1/915)	
Kliniken Herzberg und Osterode	0,0 (0/16)	0,0 (0/15)	0,0 (0/42)	50,0 (9/18)	70,0 (21/30)	69,2 (36/52)	0,7 (4/540)	0,0 (0/512)	0,0 (0/322)
Klinikum Hildesheim	2,5 (2/79)	0,0 (0/82)	1,3 (1/80)	78,0 (64/82)	70,0 (28/40)	82,4 (56/68)	0,3 (2/752)	0,0 (0/729)	0,3 (2/783)
Mittelweser-Kliniken (Nienburg)	2,3 (1/43)	3,3 (2/60)	1,6 (1/61)	100,0 (22/22)	78,6 (22/28)	86,4 (19/22)	0,0 (0/469)	0,2 (1/423)	0,0 (0/444)
Mittelweser-Kliniken (Stolzenau)		0,0 (0/1)	0,0 (0/1)						
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)	0,9 (1/108)	1,5 (1/66)	2,7 (2/73)	50 (2/4)	100,0 (4/4)	75,0 (6/8)	0,0 (0/649)	0,1 (1/692)	0,0 (0/681)
Kliniken Uelzen und Bad Bevensen	0,0 (0/83)	0,0 (0/68)	0,0 (0/62)	100,0 (4/4)	50,0 (2/4)	88,9 (8/9)	0,4 (2/504)	0,6 (2/330)	0,0 (0/307)
Städtisches Krankenhaus Wittingen	0,0 (0/20)	0,0 (0/22)	8,3 (1/12)				0,0 (0/142)	0,8 (1/130)	0,6 (1/157)
North Rhine-Westphalia									
Krankenhaus St. Barbara Attendorn	0,6 (1/161)	0,0 (0/132)	2,4 (4/165)	100,0 (4/4)	66,7 (2/3)	66,7 (2/3)	0,2 (1/538)	0,4 (2/458)	0,0 (0/514)
Saxony									
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	0,0 (0/80)	0,0 (0/96)	0,0 (0/51)	60,9 (14/23)	84,0 (21/25)	66,7 (20/30)	0,2 (1/496)	0,8 (4/476)	
Herzzentrum Leipzig									
Park-Krankenhaus Leipzig-Südost			0,0 (0/1)						
Soteria-Klinik Leipzig									
Klinikum Pirna	0,9 (1/106)	1,0 (1/105)	0,9 (1/113)	76,9 (20/26)	86,7 (26/30)	89,7 (26/29)	0,3 (2/614)	0,0 (0/470)	0,2 (1/459)
Saxony-Anhalt									
Krankenhaus Köthen	0,0 (0/126)								
Thuringia									
Zentralklinik Bad Berka	0,0 (0/2)								
Krankenhaus Waltershausen-Friedrichroda	0,0 (0/139)	0,0 (0/108)	0,0 (0/111)	84,0 (21/25)	71,4 (15/21)	79,5 (31/39)	0,5 (2/387)	0,8 (3/365)	0,0 (0/369)
Fachkrankenhaus Hildburghausen									
Klinikum Meiningen	1,8 (3/170)	0,0 (0/172)	1,5 (3/201)	80 (48/60)	70,9 (39/55)	69,8 (30/43)	0,0 (0/550)	0,0 (0/501)	
Source		BQS			BQS			BQS	
Target		<= 2,5%			Frequent			Low	
average RKA in %	0,7 (21/2.709)	0,9 (24/2.658)	1,2 (25/2.142)	79,9 (680/851)	74,5 (638/856)	79,4 (524/660)	0,2 (28/13.304)	0,1 (18/12.390)	0,1 (11/8.531)
average national in %*		0,4	0,4			77,3		0,2	0,2

* The national average data were not available the press time yet to.

* The data analysis to the BQS-data has reference to the stand of 31.01.2008. Thereby the finally published BQS data may vary slightly.

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Table 1: Cumulative results by quality indicator and hospital	Obstetrics: mothers with third- or fourth- degree perineal laceration (with and without episiotomy)			Total hip endoprosthesis first implantati- on on coxarthrosis: ability to walk independently on discharge			Total hip endoprosthesis first implantati- on on coxarthrosis: post-operative infections (all patients)		
	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)
	2007	2006	2005	2007	2006	2005	2007	2006	2005
Baden-Wuerttemberg									
Klinik für Herzchirurgie Karlsruhe									
Klinikum Pforzheim	0,8 (6/760)	1,5 (12/801)	1,2 (20/1718)	99,5 (203/204)	78,6 (231/294)	98,8 (253/256)	0,5 (1/206)	1,3 (4/297)	0,8 (2/257)
Bavaria									
Heinz Kalk-Krankenhaus Bad Kissingen									
St. Elisabeth-Krankenhaus Bad Kissingen	1,2 (4/328)	0,6 (2/317)	0,7 (2/306)	100,0 (69/69)	87,0 (72/82)	97,5 (78/80)	0,0 (0/72)	0,0 (0/82)	2,5 (2/81)
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale									
Klinik für Handchirurgie, Bad Neustadt a.d. Saale									
Klinik „Haus Franken“, Bad Neustadt a.d. Saale									
Haus Saaletal, Bad Neustadt a.d. Saale									
Neurologische Klinik Bad Neustadt a.d. Saale									
Psychosomatische Klinik, Bad Neustadt a.d. Saale									
Amper-Kliniken (Dachau, Indersdorf)	1,8 (11/600)	1,2 (8/678)	0,0 (0/27)	95,3 (122/128)	79,0 (64/81)	100,0 (126/126)	1,5 (2/132)	1,2 (1/81)	0,0 (0/131)
Kliniken Miltenberg-Erlenbach (Miltenberg)					66,7 (16/24)	98,9 (86/87)		0,0 (0/25)	1,1 (1/89)
Kliniken Miltenberg-Erlenbach (Erlenbach)	1,4 (3/221)	1,8 (9/509)	2,5 (13/516)	100,0 (125/125)	44,1 (41/93)	95,2 (20/21)	0,8 (1/125)	0,0 (0/95)	0,0 (0/23)
Krankenhaus Hammelburg		6,1 (3/49)	3,9 (3/76)		75,0 (3/4)	100,0 (11/11)		0,0 (0/4)	0,0 (0/11)
Klinik Kipfenberg									
Frankenwaldklinik Kronach	1,8 (6/328)	1,6 (6/376)		98,6 (72/73)	96,7 (30/31)		0,0 (0/74)	0,0 (0/32)	
Klinikum München-Pasing	1,6 (5/322)	2,0 (7/343)	1,6 (6/372)	100,0 (37/37)	97,4 (38/39)	90,9 (10/11)	5,3 (2/38)	2,5 (1/40)	0,0 (0/11)
Klinik München-Perlach				85,0 (34/40)	75,9 (22/29)	95,5 (21/22)	2,5 (1/40)	0,0 (0/29)	0,0 (0/22)
Brandenburg									
Klinikum Frankfurt (Oder)	0,7 (4/538)	0,9 (5/536)	0,4 (2/544)	100,0 (174/174)	85,4 (135/158)	96,3 (155/161)	0,0 (0/177)	0,6 (1/160)	0,6 (1/163)
Hesse									
Universitätsklinikum Gießen und Marburg (Gießen)	0,8 (3/393)	0,6 (2/339)		96,5 (137/142)	74,2 (161/217)		0,7 (1/145)	0,9 (2/231)	
Universitätsklinikum Gießen und Marburg (Marburg)	0,7 (5/727)	1,6 (10/611)		100,0 (207/207)	92,2 (235/255)		0,0 (0/212)	1,5 (4/263)	
Aukamm-Klinik, Wiesbaden				100,0 (177/177)	25,2 (33/131)	100,0 (129/129)	0,6 (1/178)	0,0 (0/131)	0,0 (0/130)
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden									
Lower Saxony									
Krankenhaus Cuxhaven	1,1 (4/366)	1,5 (5/343)	0,8 (3/387)	98,8 (80/81)	100,0 (55/55)	97,7 (43/44)	1,2 (1/82)	3,6 (2/55)	0,0 (0/45)
Krankenhaus Gifhorn	1,5 (11/710)	1,2 (8/692)		99,5 (188/189)	100,0 (165/165)	100,0 (202/202)	0,5 (1/190)	0,6 (1/166)	1,0 (2/204)
Kliniken Herzberg und Osterode	0,2 (1/406)	1,1 (4/363)	0,9 (2/233)	98,2 (56/57)	98,2 (54/55)	100,0 (132/132)	0,0 (0/58)	0,0 (0/56)	1,5 (2/134)
Klinikum Hildesheim	1,3 (7/527)	1,5 (8/546)	0,9 (5/580)	100,0 (297/297)	88,2 (270/306)	99,1 (315/318)	0,7 (2/301)	1,0 (3/309)	2,8 (9/319)
Mittelweser-Kliniken (Nienburg)	2,0 (7/355)	2,1 (7/336)	0,0 (0/363)	99,2 (120/121)	95,5 (105/100)	97,8 (132/135)	0,8 (1/123)	2,7 (3/110)	2,2 (3/136)
Mittelweser-Kliniken (Stolzenau)						100,0 (5/5)			0,0 (0/5)
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)	1,4 (6/441)	0,4 (2/521)	1,2 (6/514)	100,0 (59/59)	85,1 (40/47)	97,7 (43/44)	0,0 (0/60)	2,1 (1/47)	0,0 (0/45)
Kliniken Uelzen und Bad Bevensen	0,9 (3/339)	2,5 (6/243)	2,4 (5/205)	100,0 (58/58)	93,9 (78/83)	99,0 (101/102)	1,7 (1/59)	0,0 (0/83)	0,0 (0/103)
Städtisches Krankenhaus Wittingen	1,6 (2/123)	4,6 (5/109)	3,0 (4/134)						
North Rhine-Westphalia									
Krankenhaus St. Barbara Attendorn	3,5 (10/285)	3,5 (9/259)	1,0 (3/312)	99,4 (176/177)	86,1 (118/137)	100,0 (121/121)	1,1 (2/180)	0,0 (0/144)	0,8 (1/121)
Saxony									
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	0,3 (1/381)	0,3 (1/390)		100,0 (192/192)	97,1 (204/210)	99,1 (221/223)	0,5 (1/195)	0,5 (1/213)	0,0 (0/224)
Herzzentrum Leipzig									
Park-Krankenhaus Leipzig-Südost				100,0 (327/327)	96,7 (175/181)	99,3 (144/145)	0,4 (2/526)	1,1 (6/541)	1,0 (5/490)
Soteria-Klinik Leipzig									
Klinikum Pirna	0,2 (1/521)	0,0 (0/403)	0,7 (3/408)	100,0 (91/91)	98,9 (89/90)	98,2 (56/57)	1,1 (1/91)	0,0 (0/93)	0,0 (0/58)
Saxony-Anhalt									
Krankenhaus Köthen	0,0 (0/306)			98,8 (162/164)			0,0 (0/164)		
Thuringia									
Zentralklinik Bad Berka				85,2 (161/189)	39,13 (81/207)	99,5 (213/214)	0,0 (0/192)	0,5 (1/209)	0,5 (1/215)
Krankenhaus Waltershausen-Friedrichroda	0,0 (0/230)	0,0 (0/207)	0,0 (0/214)						
Fachkrankenhaus Hildburghausen									
Klinikum Meiningen	0,8 (3/375)	0,6 (4/417)		99,5 (421/423)	94,8 (328/346)	99,7 (369/370)	2,6 (11/426)	0,9 (3/3532)	1,3 (5/372)
Source		BQS			BQS			BQS	
Target		Wenig			>= 90%			Rare	
average RKA in %	1,1 (103/9.582)	1,2 (116/9.394)	1,1 (77/6.909)	98,5 (3.745/3.801)	82,9 (2.843/3.430)	99,0 (2.986/3.016)	0,8 (32/4.046)	0,9 (34/3.848)	1,0 (34/3.389)
average national in %*		1,6	1,7		98,8	98,8		1,0	1,1

* The national average data were not available the press time yet to.

* The data analysis to the BQS-data has reference to the stand of 31.01.2008. Thereby the finally published BQS data may vary slightly.

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Table 1: Cumulative results by quality indicator and hospital	Total hip endoprosthesis first implantation on coxarthrosis: hip endoprosthesis luxation			Total knee endoprosthesis first implantation: ability to walk independently on discharge			Total knee endoprosthesis first implantation: post-operative infections (all patients)		
	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)
	2007	2006	2005	2007	2006	2005	2007	2006	2005
Baden-Wuerttemberg									
Klinik für Herzchirurgie Karlsruhe									
Klinikum Pforzheim	0,0 (0/206)	0,3 (1/297)	0,0 (0/257)						
Bavaria									
Heinz Kalk-Krankenhaus Bad Kissingen									
St. Elisabeth-Krankenhaus Bad Kissingen	2,8 (2/72)	0,0 (0/82)	0,0 (0/81)	100,0 (53/53)	90,7 (49/54)	96,1 (49/51)	0,0 (0/53)	0,0 (0/54)	0,0 (0/52)
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale									
Klinik für Handchirurgie, Bad Neustadt a.d. Saale									
Klinik „Haus Franken“, Bad Neustadt a.d. Saale									
Haus Saaletal, Bad Neustadt a.d. Saale									
Neurologische Klinik Bad Neustadt a.d. Saale									
Psychosomatische Klinik, Bad Neustadt a.d. Saale									
Amper-Kliniken (Dachau, Indersdorf)	0,8 (1/132)	0,0 (0/81)	0,0 (0/131)	100,0 (138/138)	67,7 (42/62)	98,6 (69/70)	0,7 (1/142)	0,0 (0/64)	1,3 (1/78)
Kliniken Miltenberg-Erlenbach (Miltenberg)		0,0 (0/25)	0,0 (0/89)	100,0 (2/2)	87,3 (48/55)	100,0 (112/112)	0,0 (0/2)	0,0 (0/56)	0,0 (0/115)
Kliniken Miltenberg-Erlenbach (Erlenbach)	0,8 (1/125)	2,1 (2/95)	8,7 (2/23)	100,0 (105/105)	50,6 (41/81)	100,0 (2/2)	0,0 (0/105)	0,0 (0/82)	0,0 (0/2)
Krankenhaus Hammelburg		0,0 (0/4)	0,0 (0/11)		66,7 (2/3)	100,0 (8/8)		0,0 (0/3)	0,0 (0/9)
Klinik Kipfenberg									
Frankenwaldklinik Kronach	1,4 (1/74)	3,1 (1/32)		100,0 (72/72)	90,9 (10/11)		0,0 (0/72)	0,0 (0/11)	
Klinikum München-Pasing	2,6 (1/38)	0,0 (0/40)	0,0 (0/11)	96,8 (60/62)	97,1 (66/68)	100,0 (3/3)	0,0 (0/62)	0,0 (0/68)	0,0 (0/3)
Klinik München-Perlach	0,0 (0/40)	0,0 (0/29)	0,0 (0/22)	96,4 (54/56)	69,2 (36/52)	100,0 (16/16)	1,7 (1/58)	0,0 (0/52)	0,0 (0/16)
Brandenburg									
Klinikum Frankfurt (Oder)	1,1 (2/177)	0,6 (1/160)	0,0 (0/163)	100,0 (138/138)	79,8 (79/99)	97,9 (93/95)	0,0 (0/140)	0,0 (0/102)	0,0 (0/96)
Hesse									
Universitätsklinikum Gießen und Marburg (Gießen)	0,7 (1/145)	0,9 (2/231)		95,5 (126/132)	82,0 (141/172)		0,0 (0/135)	0,6 (1/178)	
Universitätsklinikum Gießen und Marburg (Marburg)	0,0 (0/212)	0,4 (1/263)		99,4 (176/177)	93,5 (186/199)		1,1 (2/179)	0,5 (1/202)	
Aukamm-Klinik, Wiesbaden	0,6 (1/178)	0,8 (1/131)	1,5 (2/130)	100,0 (184/184)	24,5 (38/155)	100,0 (118/118)	1,1 (2/184)	0,0 (0/155)	0,0 (0/119)
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden									
Lower Saxony									
Krankenhaus Cuxhaven	0,0 (0/82)	3,6 (2/55)	0,0 (0/45)	100,0 (104/104)	100,0 (78/78)	100,0 (41/41)	1,0 (1/104)	3,8 (3/78)	0,0 (0/42)
Krankenhaus Gifhorn	2,6 (5/192)	0,0 (0/166)	2,0 (4/204)	100,0 (164/164)	100,0 (127/127)	100,0 (157/157)	0,0 (0/165)	0,0 (0/128)	0,0 (0/159)
Kliniken Herzberg und Osterode	1,7 (1/58)	0,0 (0/56)	0,0 (0/134)	100,0 (52/52)	98,5 (64/65)	100,0 (108/108)	0,0 (0/52)	0,0 (0/65)	0,0 (0/112)
Klinikum Hildesheim	1,0 (3/301)	0,3 (1/309)	0,6 (2/319)	99,3 (303/305)	85,8 (235/274)	99,6 (284/285)	0,7 (2/306)	0,7 (2/275)	0,0 (0/287)
Mittelweser-Kliniken (Nienburg)	0,8 (1/123)	0,0 (0/110)	0,7 (1/136)	100,0 (122/122)	96,6 (115/119)	99,0 (102/103)	0,0 (0/122)	0,8 (1/119)	1,0 (1/103)
Mittelweser-Kliniken (Stolzenau)			0,0 (0/5)						
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)	1,7 (1/60)	2,1 (1/47)	0,0 (0/45)	98,7 (76/77)	57,7 (30/52)	100,0 (46/46)	0,0 (0/77)	1,9 (1/52)	0,0 (0/46)
Kliniken Uelzen und Bad Bevensen	0,0 (0/59)	2,4 (2/83)	1,0 (1/103)	100,0 (28/28)	98,2 (55/56)	100,0 (65/65)	0,0 (0/28)	1,7 (1/58)	3,0 (2/66)
Städtisches Krankenhaus Wittingen									
North Rhine-Westphalia									
Krankenhaus St. Barbara Attendorn	1,1 (1/91)	2,8 (4/144)	0,8 (1/121)	99,5 (220/221)	87,2 (130/149)	100,0 (132/132)	0,4 (1/225)	0,0 (0/150)	0,0 (0/135)
Saxony									
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	0,0 (0/195)	0,9 (2/213)	0,0 (0/224)	99,2 (246/248)	97,5 (193/198)	100,0 (232/232)	0,4 (1/250)	0,0 (0/198)	0,4 (1/232)
Herzzentrum Leipzig									
Park-Krankenhaus Leipzig-Südost	0,0 (0/526)	0,4 (2/541)	0,4 (2/490)	100,0 (301/301)	97,9 (137/140)	98,8 (161/163)	0,4 (2/479)	1,1 (5/441)	1,2 (5/411)
Soteria-Klinik Leipzig									
Klinikum Pirna	1,1 (1/91)	0,0 (0/93)	0,0 (0/58)	100,0 (99/99)	96,8 (61/63)	95,3 (61/64)	0,0 (0/99)	0,0 (0/63)	1,6 (1/64)
Saxony-Anhalt									
Krankenhaus Köthen	0,0 (0/164)						0,4 (1/240)		
Thuringia									
Zentralklinik Bad Berka	4,2 (8/192)	1,0 (2/209)	0,9 (2/215)	79,2 (80/101)	39,1 (54/138)	100,0 (144/144)	0,0 (0/101)	1,4 (2/238)	0,0 (0/144)
Krankenhaus Waltershausen-Friedrichroda									
Fachkrankenhaus Hildburghausen									
Klinikum Meiningen	0,0 (0/426)	0,9 (3/352)	0,0 (0/372)	99,7 (344/345)	95,1 (310/326)	100,0 (308/308)	0,3 (1/345)	0,6 (2/327)	0,0 (0/310)
Source		BQS			BQS			BQS	
Target		<= 4%			>= 85%			<= 2%	
average RKA in %	0,8 (31/3.959)	0,7 (28/3.848)	0,5 (17/3.389)	98,8 (3.247/3.286)	83,2 (2.327/2.796)	99,5 (2.311/2.323)	0,4 (15/3.725)	0,6 (19/3.119)	0,4 (11/2.601)
average national in %*		0,8	0,8		99,2	99,2		0,7	0,8

* The national average data were not available the press time yet to.

* The data analysis to the BQS-data has reference to the stand of 31.01.2008. Thereby the finally published BQS data may vary slightly.

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Table 1: Cumulative results by quality indicator and hospital	Total knee endoprosthesis first implantation: nerve damage or vessel lesion (grouped together)			Coronary angiography and percutaneous transluminal coronary angioplasty (PTCA): complications on or after PTCA			Post-puncture syndrome		
	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)
	2007	2006	2005	2007	2006	2005	2007	2006	2005
Baden-Wuerttemberg									
Klinik für Herzchirurgie Karlsruhe									
Klinikum Pforzheim				0,1 (2/1941)	0,4 (4/1.880)	1,1 (5/462)	3,4 (22/643)	3,1 (16/507)	1,8 (1/57)
Bavaria									
Heinz Kalk-Krankenhaus Bad Kissingen							0,0 (0/3)		
St. Elisabeth-Krankenhaus Bad Kissingen	0,0 (0/53)	0,0 (0/54)	0,0 (0/52)	0,0 (0/559)	0,2 (1/477)	2,6 (3/115)	0,0 (0/3)		0,0 (0/3)
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale				0,2 (12/4.999)	0,2 (9/5.421)	8,4 (167/1.988)	0,0 (0/2)	0,0 (0/3)	0,0 (0/4)
Klinik für Handchirurgie, Bad Neustadt a.d. Saale									
Klinik „Haus Franken“, Bad Neustadt a.d. Saale									
Haus Saaletal, Bad Neustadt a.d. Saale									
Neurologische Klinik Bad Neustadt a.d. Saale							4,5 (31/695)	2,7 (18/648)	6,6 (32/484)
Psychosomatische Klinik, Bad Neustadt a.d. Saale									
Amper-Kliniken (Dachau, Indersdorf)	0,7 (1/142)	1,6 (1/64)	0,0 (0/78)	0,1 (1/1.003)	0,3 (3/1.053)	3,8 (18/476)	2,7 (12/442)	3,5 (10/282)	3,1 (8/255)
Kliniken Miltenberg-Erlenbach (Miltenberg)	0,0 (0/2)	0,0 (0/56)	0,0 (0/115)						
Kliniken Miltenberg-Erlenbach (Erlenbach)	0,0 (0/105)	0,0 (0/82)	0,0 (0/2)	0,0 (0/523)			0,0 (0/13)		
Krankenhaus Hammelburg		0,0 (0/3)	0,0 (0/9)				0,0 (0/1)		
Klinik Kipfenberg							0,0 (0/3)	0,0 (0/5)	0,0 (0/13)
Frankenwaldklinik Kronach	0,0 (0/72)	0,0 (0/11)		0,2 (1/463)			0,0 (0/10)	0,0 (0/15)	
Klinikum München-Pasing	0,0 (0/62)	0,0 (0/68)	0,0 (0/3)	0,4 (4/999)	0,6 (7/1.081)		7,4 (4/54)	13,5 (5/37)	0,0 (0/18)
Klinik München-Perlach	0,0 (0/58)	1,9 (1/52)	0,0 (0/16)				11,1 (1/9)	0,0 (0/12)	0,0 (0/8)
Brandenburg									
Klinikum Frankfurt (Oder)	0,0 (0/140)	0,0 (0/102)	1,0 (1/96)	0,1 (1/679)	0,1 (1/859)	1,1 (3/279)	3,1 (16/517)	3,2 (15/457)	1,8 (7/390)
Hesse									
Universitätsklinikum Gießen und Marburg (Gießen)	0,0 (0/135)	0,6 (1/178)		0,3 (6/2.100)	0,2 (4/1.794)		4,7 (59/1.243)	5,3 (62/1.167)	
Universitätsklinikum Gießen und Marburg (Marburg)	0,0 (0/179)	0,0 (0/202)		0,6 (8/1.426)	0,6 (9/1.457)		1,3 (4/300)	0,9 (2/207)	
Aukamm-Klinik, Wiesbaden		0,7 (1/155)	0,0 (0/119)						
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden				0,3 (1/316)	0,3 (1/286)	2,9 (3/102)	0,0 (0/29)	0,0 (0/31)	0,0 (0/140)
Lower Saxony									
Krankenhaus Cuxhaven	0,0 (0/104)	0,0 (0/78)	0,0 (0/42)	0,0 (0/29)	0,0 (0/127)		12,5 (1/8)	0,0 (0/13)	0,0 (0/11)
Krankenhaus Gifhorn	0,0 (0/165)	0,8 (1/128)	0,0 (0/159)	0,9 (2/228)	0,0 (0/8)		3,3 (3/30)	11,9 (5/42)	2,9 (1/35)
Kliniken Herzberg und Osterode	0,0 (0/52)	0,0 (0/65)	0,0 (0/112)				0,0 (0/3)	0,0 (0/6)	0,0 (0/3)
Klinikum Hildesheim	0,7 (2/306)	1,1 (3/275)	1,0 (3/287)	0,3 (3/1.074)	0,4 (4/1.036)	5,7 (26/456)	0,0 (0/49)	0,0 (0/53)	3,4 (1/29)
Mittelweser-Kliniken (Nienburg)	0,0 (0/122)	0,0 (0/119)	0,0 (0/103)	0,6 (5/774)			5,0 (13/261)	2,3 (8/339)	2,0 (5/249)
Mittelweser-Kliniken (Stolzenau)				0,0 (0/26)			0,0 (0/1)		
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)	1,3 (1/77)	0,0 (0/52)	0,0 (0/46)				0,0 (0/52)	0,0 (0/46)	1,4 (1/69)
Kliniken Uelzen und Bad Bevensen	0,0 (0/28)	0,0 (0/58)	0,0 (0/66)	0,4 (2/560)	0,6 (3/475)	16,7 (1/6)	1,5 (6/389)	0,9 (1/108)	2,0 (1/51)
Städtisches Krankenhaus Wittingen							0,0 (0/3)		
North Rhine-Westphalia									
Krankenhaus St. Barbara Attendorn	0,0 (0/225)	0,0 (0/150)	0,0 (0/135)				0,0 (0/14)	0,0 (0/17)	0,0 (0/8)
Saxony									
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	0,0 (0/250)	0,0 (0/198)	0,0 (0/232)				12,5 (2/16)	10,0 (2/20)	9,1 (1/11)
Herzzentrum Leipzig				0,8 (80/9.799)	0,8 (65/8.337)	5,2 (135/2.614)	0,0 (0/17)	0,0 (0/11)	0,0 (0/6)
Park-Krankenhaus Leipzig-Südost	0,4 (2/479)	0,0 (0/441)	0,0 (0/411)	0,9 (1/112)	0,0 (0/102)	0,0 (0/3)	0,0 (0/9)	0,0 (0/16)	0,0 (0/9)
Soteria-Klinik Leipzig									
Klinikum Pirna	0,0 (0/99)	0,0 (0/63)	0,0 (0/64)	0,8 (3/388)	1,6 (9/573)	3,6 (10/281)	0,0 (0/17)	8,3 (3/36)	0,0 (0/22)
Saxony-Anhalt									
Krankenhaus Köthen	0,0 (0/240)			0,9 (8/914)			0,0 (0/1)		
Thuringia									
Zentralklinik Bad Berka	0,0 (0/101)	0,0 (0/138)	0,0 (0/144)	0,4 (21/5.611)	0,4 (26/5.795)	16,7 (2/12)	4,6 (29/626)	2,74 (17/620)	1,7 (10/596)
Krankenhaus Waltershausen-Friedrichroda								0,0 (0/8)	0,0 (0/6)
Fachkrankenhaus Hildburghausen							8,8 (59/673)	4,8 (32/655)	4,3 (25/573)
Klinikum Meiningen	0,3 (1/345)	0,6 (2/327)	0,3 (1/310)	0,1 (2/1.916)	0,2 (3/1.731)	0,2 (1/602)	4,6 (19/411)	3,6 (18/490)	3,1 (13/423)
Source		BQS			BQS			§ 21	
Target		<= 1%			Rare			<= 20%	
average RKA in %	0,2 (7/3.541)	0,3 (10/3.119)	0,2 (5/2.601)	0,5 (163/36.439)	0,5 (153/34.372)	5,06 (374/7.396)	4,5 (294/6.547)	3,9 (229/5.857)	3,1 (106/3.467)
average national in %*					0,2	4,1			

* The national average data were not available the press time yet to.

* The data analysis to the BQS-data has reference to the stand of 31.01.2008. Thereby the finally published BQS data may vary slightly.

Table 1: Cumulative results by quality indicator and hospital	Mortality during hospital stay in patients with PCCL 0 to 2 according to DRG system		
	result (numerator/ denominator)	result (numerator/ denominator)	result (numerator/ denominator)
	2007	2006	2005
Baden-Wuerttemberg			
Klinik für Herzchirurgie Karlsruhe	0,3 (2/663)	0,2 (1/641)	0,4 (3/758)
Klinikum Pforzheim	0,3 (52/15.310)	0,4 (58/15.753)	0,5 (69/15.205)
Bavaria			
Heinz Kalk-Krankenhaus Bad Kissingen	0,8 (10/1.188)	1,5 (19/1.297)	
St. Elisabeth-Krankenhaus Bad Kissingen	0,5 (30/6.539)	0,4 (28/6.313)	0,6 (34/5.874)
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale	0,2 (12/6.476)	0,1 (7/5.827)	0,1 (4/4.679)
Klinik für Handchirurgie, Bad Neustadt a.d. Saale	0,0 (0/3.357)		
Klinik „Haus Franken“, Bad Neustadt a.d. Saale			
Haus Saaletal, Bad Neustadt a.d. Saale			
Neurologische Klinik Bad Neustadt a.d. Saale	0,1 (2/1.636)	0,1 (2/1.492)	0,0 (0/1.301)
Psychosomatische Klinik, Bad Neustadt a.d. Saale			
Amper-Kliniken (Dachau, Indersdorf)	0,3 (48/14.262)	0,5 (69/13.721)	0,3 (40/12.185)
Kliniken Miltenberg-Erlenbach (Miltenberg)	0,6 (16/2.614)	0,8 (24/2.959)	0,7 (20/2.689)
Kliniken Miltenberg-Erlenbach (Erlenbach)	0,5 (35/7.561)	0,2 (19/7.944)	0,4 (25/7.099)
Krankenhaus Hammelburg	0,3 (4/1.573)	0,6 (12/2.024)	0,7 (14/2.126)
Klinik Kipfenberg	2,6 (1/38)	0,0 (0/26)	0,0 (0/13)
Frankenwaldklinik Kronach	0,2 (14/6.035)	0,2 (14/5.767)	
Klinikum München-Pasing	0,2 (25/10.566)	0,3 (26/10.574)	0,2 (23/10.082)
Klinik München-Perlach	0,2 (6/3.507)	0,5 (17/3.366)	0,6 (14/2.503)
Brandenburg			
Klinikum Frankfurt (Oder)	0,3 (51/17.743)	0,2 (35/15.560)	0,3 (41/15.829)
Hesse			
Universitätsklinikum Gießen und Marburg (Gießen)	0,4 (94/26.219)	0,4 (90/25.446)	
Universitätsklinikum Gießen und Marburg (Marburg)	0,3 (95/27.498)	0,3 (65/26.207)	
Aukamm-Klinik, Wiesbaden	0,0 (0/1.410)		0,0 (0/1.217)
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden	0,1 (3/3.754)	0,1 (2/3.743)	0,0 (1/12.788)
Lower Saxony			
Krankenhaus Cuxhaven	0,7 (45/6.801)	0,6 (42/6.716)	0,4 (30/6.755)
Krankenhaus Gifhorn	0,1 (11/10.178)	0,1 (6/9.259)	0,1 (11/9.597)
Kliniken Herzberg und Osterode	0,6 (46/7.242)	0,9 (60/7.045)	1,0 (61/6.403)
Klinikum Hildesheim	0,5 (83/17.117)	0,5 (71/15.672)	0,5 (79/15.458)
Mittelweser-Kliniken (Nienburg)	0,6 (43/7.209)	0,7 (41/5.721)	0,7 (43/5.736)
Mittelweser-Kliniken (Stolzenau)	0,6 (10/1.565)	0,5 (8/1.488)	0,5 (8/1.458)
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)	0,7 (73/10.702)	0,4 (43/11.231)	0,5 (47/9.653)
Kliniken Uelzen und Bad Bevensen	0,5 (46/9.323)	0,6 (52/8.256)	0,5 (39/8.106)
Städtisches Krankenhaus Wittingen	0,3 (5/1.605)	0,3 (5/1.730)	0,3 (6/1.853)
North Rhine-Westphalia			
Krankenhaus St. Barbara Attendorn	0,1 (6/6.262)	0,1 (4/5.919)	0,1 (4/5.946)
Saxony			
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	0,6 (53/9.426)	0,5 (47/9.423)	0,5 (48/9.125)
Herzzentrum Leipzig	0,1 (9/8.174)	0,0 (0/6.447)	0,0 (0/5.224)
Park-Krankenhaus Leipzig-Südost	0,3 (16/4.682)	0,4 (18/4.227)	0,7 (26/3.946)
Soteria-Klinik Leipzig			
Klinikum Pirna	0,7 (64/9.733)	0,5 (55/10.133)	0,8 (74/9.348)
Saxony-Anhalt			
Krankenhaus Köthen	0,5 (33/7.020)		
Thuringia			
Zentralklinik Bad Berka	0,1 (8/10.837)	0,1 (9/14.683)	0,2 (19/11.851)
Krankenhaus Waltershausen-Friedrichroda	0,6 (37/6.562)	0,5 (32/6.840)	0,6 (44/7.450)
Fachkrankenhaus Hildburghausen	0,0 (0/1.217)	0,1 (1/1.086)	
Klinikum Meiningen	0,3 (45/15.565)	0,3 (47/15.561)	0,3 (43/15.517)
Source		§ 21	
Target		<= 2%	
average RKA in %	0,4 (1133/30.9169)	0,4 (1029/29.4986)	0,4 (870/23.2517)
average national in %*			

* The national average data were not available the press time yet to.

* The data analysis to the BQS-data has reference to the stand of 31.01.2008. Thereby the finally published BQS data may vary slightly.

Table 2 is based on the aforementioned “reference indicators”, which are primarily used for internal improvement work. The hospital- and department-specific results as a rule were subject to internal evaluation and post-processing locally. Table 2 shows the type of post-processing for each of the indicators and the conclusions drawn from it. In this regard, “hospital-internal assessment” means file reviews with the quality management officers and the head physician, whereas in a “follow-up individual-case analysis” a review involving the Group Quality Management department was carried out.

Table 2: Quality indicators and their post-processing

Indicator	Type of post-processing
Neurological disorders following disk surgery	Follow-up individual-case analysis at two hospitals, hospital-internal assessment at 3 hospitals. Modification of the indicator: exclusion of major erecting or stabilising spinal surgery
Necessity of revision surgery after colon surgery (including rectum)	Hospital-internal assessment at 9 hospitals
Mortality during hospital stay in patients with PCCL 0 to 2 according to DRG system as well as aggregate mortality (PCCL 0 to 4)	At 8 Group hospitals 10 internal audits were conducted in the form of a follow-up individual-case analysis. The findings were included in measures to improve clinical processes.
Blood transfusion rate with transurethral prostatectomy	Hospital-internal assessment at 9 hospitals, a follow-on individual-case analysis at 2 hospitals. Modification: adjustment of indication excluding palliative interventions
Revision surgery after brain tumour operations	Hospital-internal assessment at 3 hospitals
Perforation after colonoscopy	Quarterly follow-on individual-case analysis in all departments concerned
Post-puncture syndrome	Hospital-internal assessment at 6 hospitals
Secondary haemorrhages after tonsillectomy requiring treatment	Hospital-internal individual-case analysis at 10 hospitals, one follow-on individual-case analysis
Re-admissions and other returners within the upper limit of duration of stay for infections of the respiratory tract	Hospital-internal individual-case analysis at 2 hospitals
Re-admissions and other returners within the upper limit of duration of stay for cardiac failure	Hospital-internal assessment at 11 hospitals
Re-admissions and other returners within the upper limit of duration of stay for febrile seizure (paediatrics)	Hospital-internal assessment at 7 hospitals
Re-admissions and other returners within the upper limit of duration of stay for infections of the respiratory tract (paediatrics)	Hospital-internal assessment at 2 hospitals

PROCESS DESCRIPTIONS

In order to move closer to achieving the objective of RHÖN-KLINIKUM AG of “making good medical practice manageable and transparent”, the systematic formulation of process descriptions was continued in 2007. The success of these measures is determined by systematic process audits based on the development and processing of results indicators and by internal and external system auditing of the specialist departments as part of partial and complete certifications on the other. Depending on the requirements of the hospitals, clinical pathways were also established for various medical indications such as inguinal hernias, appendectomy or also pancreatitis.

Table 3 shows the current level of clinical process descriptions, with the respective number of processes in the Group hospitals defined in writing being broken down and reflected by process (discipline-specific, interdisciplinary, nursing, supporting). The detailed representations and specific descriptions are found in the reports by the individual hospitals.

Table 3: Level of systematic process descriptions at Group hospitals

Hospital	Discipline-specific medical processes	Interdisciplinary medical processes	Nursing processes	Supporting processes
Baden-Wuerttemberg				
Klinik für Herzchirurgie Karlsruhe	17	5	60	10
Klinikum Pforzheim	118	6	249	333
Bavaria				
Heinz Kalk-Krankenhaus Bad Kissingen	n.a.	n.a.	56	7
St. Elisabeth-Krankenhaus Bad Kissingen	n.a.	n.a.	36	4
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale	n.a.	1	32	4
Klinik für Handchirurgie, Bad Neustadt a.d. Saale	n.a.	1	18	4
Klinik „Haus Franken“, Bad Neustadt a.d. Saale	n.a.	n.a.	n.a.	n.a.
Haus Saaletal, Bad Neustadt a.d. Saale	Comprehensive QM handbook (certifiable)			
Neurologische Klinik Bad Neustadt a.d. Saale	a comprehensive QM handbook according to DIN EN ISO 9001-2000 is being prepared; 50 additional nursing processes are defined			
Psychosomatische Klinik, Bad Neustadt a.d. Saale	n.a.	n.a.	n.a.	n.a.
Amper-Kliniken (Dachau, Indersdorf)	ca. 85	ca. 40	ca. 60	ca. 40
Kliniken Miltenberg-Erlenbach (Miltenberg)	12	3	27	37
Kliniken Miltenberg-Erlenbach (Erlenbach)	17	4	23	45
Krankenhaus Hammelburg	n.a.	n.a.	n.a.	n.a.
Klinik Kipfenberg	3	3	25	n.a.
Frankenwaldklinik Kronach	75	50	73	8
Klinikum München-Pasing	approx. 35	6	0	approx. 15
Klinik München-Perlach	2	6	0	approx. 15
Brandenburg				
Klinikum Frankfurt (Oder)	92	1	8	41
Saxony-Anhalt				
Krankenhaus Köthen	n.a.	n.a.	n.a.	n.a.
Hesse				
Universitätsklinikum Gießen und Marburg (Gießen)	468	22	66	91
Universitätsklinikum Gießen und Marburg (Marburg)	ca. 85	5	ca. 70	16
Aukamm-Klinik, Wiesbaden	n.a.	n.a.	n.a.	n.a.
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden	ca. 50	ca. 5	ca. 20	ca. 40

Hospital	Discipline-specific medical processes	Interdisciplinary medical processes	Nursing processes	Supporting processes
Lower Saxony				
Krankenhaus Cuxhaven	44	4	95	3
Krankenhaus Gifhorn	ca. 160	n.a.	n.a.	ca. 170
Kliniken Herzberg und Osterode	2	3	1	1
Klinikum Hildesheim	28	5	25	48
Mittelweser-Kliniken (Nienburg)	11	21	124	29
Mittelweser-Kliniken (Stolzenau)	1	20	124	11
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)	72	13	71	1
Kliniken Uelzen	53	7	69	20
Städtisches Krankenhaus Wittingen	n.a.	n.a.	n.a.	n.a.
North Rhine-Westphalia				
Krankenhaus St. Barbara Attendorn	69	n.a.	27	3
Saxony				
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	47	8	24	2
Herzzentrum Leipzig	30	3	52	2
Park-Krankenhaus Leipzig-Südost	54	2	26	n.a.
Soteria-Klinik Leipzig	Comprehensive QM hand-book (certifiable)			
Klinikum Pirna	40	5	30	6
Thuringia				
Zentralklinik Bad Berka	25	22	42	n.a.
Krankenhaus Waltershausen-Friedrichroda	71	16	8	4
Fachkrankenhaus Hildburghausen	3	n.a.	n.a.	2
Klinikum Meiningen	55	15	134	38

Audits using own pool of auditors: If the quality of medical care delivery processes is to be evaluated regularly and to high standards with a view to finding ways to make improvements in clinical processes, measurement indicators at best are able to show endpoints but not to identify subtle errors in interactive processes. This requires standardised audits that are performed and escorted by qualified staff of the Group. The hospitals of RHÖN-KLINIKUM AG have a pool of experienced and trained auditors, some of whom are also certified, from various professional groups (doctors, nurses, administrative staff) and are thus well prepared for audits based on the peer review principle.

Interdisciplinary
process descrip-
tions through
standardised and
regular ratings

Competence centres and other certifications

The certification of entire Group hospitals is not at the forefront of our quality philosophy. Through standardisation and regular evaluation we instead pursue the objective of improving in particular interdisciplinary clinical processes typically involving a large number of interfaces. To achieve this as far as possible by practice-oriented and efficient means, we always first analyse these processes from within, i.e. directly with the staff involved, before then having these examined externally as to their compliance with defined quality criteria (such as guidelines of the medical organisations). This usually results in the certification of the facility as a competence, tumour or other organ-related centre. The focus throughout is always on creating optimally co-ordinated treatment procedures for our patients, also across the different sectors of the healthcare system. In this way we also tie in our external co-operation partners. Table 4 shows the scope and stage of certifications and accreditations carried out or in preparation (in prep.) within the Group and at its hospitals. The detailed results are found in the reports by the individual hospitals.

Table 4: Current level of certifications and accreditations at the Group's hospitals

Hospital	Entire facility	Sub-specialties
Baden-Wuerttemberg		
Klinik für Herzchirurgie Karlsruhe		
Klinikum Pforzheim		Breast centre (DKG and ISO 9001:2000); Perinatal centre (Bundesausschuss Level 1); Transfusion medicine (GMP); Stroke unit (applied for); Structured diabetes therapy for type 2 diabetes (DDG); Centralised sterilisation unit (ISO 9001:2000, in prep.); Gastrointestinal centre (DKG, ISO 9001:2000, in prep.)
Bavaria		
Heinz Kalk-Krankenhaus Bad Kissingen		
St. Elisabeth-Krankenhaus Bad Kissingen		
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale		Vascular surgery (DGG); Centralised sterilisation unit (ISO 9001:2000, in prep.)
Klinik für Handchirurgie, Bad Neustadt a.d. Saale		
Klinik „Haus Franken“, Bad Neustadt a.d. Saale	ISO 9001:2000 and IQMP Reha (in prep.)	
Haus Saaletal, Bad Neustadt a.d. Saale	ISO 9001:2000 and IQMP Reha	
Neurologische Klinik Bad Neustadt a.d. Saale	ISO 9001:2000 and IQMP Reha (in prep.)	Hospital area (ISO 9001:2000); Rehabilitation (IQMP Reha, ISO 9001:2000); Stroke unit (DSG)
Psychosomatische Klinik, Bad Neustadt a.d. Saale	ISO 9001:2000 and IQMP Reha (in prep.)	
Amper-Kliniken (Dachau, Indersdorf)	Klinik Indersdorf (ISO 9001:2000)	Breast Center Dachau (DKG, ISO 9001:2000); Gynaecology and obstetrics (ISO 9001:2000); Neurology and clinical neurophysiology (ISO 9001:2000); Professional nursing school (ISO 9001:2000); Sleep medical centre (ISO 9001:2000); Amper Vital (physical-therapeutic medicine ISO 9001:2000); QM system (ISO 9001:2001); Sleep laboratory (DGSM); General, visceral, thoracic and vascular surgery (ISO 9001:2000, in prep.); Gastrointestinal Centre Dachau (DKG, ISO 9001:2001, in prep.)
Kliniken Miltenberg-Erlenbach (Miltenberg)	ISO 9001:2000 (until 2005)	
Kliniken Miltenberg-Erlenbach (Erlenbach)	ISO 9001:2000 (until 2005)	
Krankenhaus Hammelburg		
Klinik Kipfenberg	KTQ rehab for the entire facility (in prep.)	
Frankenwaldklinik Kronach		
Klinikum München-Pasing		Vascular centre (DGG); Gastrointestinal centre (DGVC, in prep.); QM system (ISO 9001:2000, in prep.); Diabete centre - level 1 (DDG, in prep.); Trauma network (DGU, in prep.)
Klinik München-Perlach		Physiotherapy (ISO 9001:2000, in prep.); Trauma network (DGU, in prep.);

Hospital	Entire facility	Sub-specialties
Brandenburg		
Klinikum Frankfurt (Oder)		Transplantation centre (DAG_KBT); Centralised sterilisation unit (validation); Perinatal centre (Bundesausschuss Level 1)
Sachsen-Anhalt		
Krankenhaus Köthen		
Hessen		
Universitätsklinikum Gießen und Marburg (Gießen)		Vascular centre (DGA); Med. Clinic V – internal oncology (ISO 9001:2000); Psychiatry and Psychotherapy (ISO 9001:2000); Stroke unit (DSG); Urology and paediatric urology (EAA certificate, EBU and quality control of DGA); Dermatology and andrology (EAA certificate and quality control of DGA); Sleep laboratory (DGSM); Structured diabetes therapy (DDG); Orthodontics/paediatric dentistry/parodontology (ADEE); Clinical immunology and transfusion medicine (ISO 9001:2000, HLA laboratory accredited); Test laboratory nuclear medicine/hygiene and environmental medicine/clinical chemistry and pathobiochemistry (ISO 17025); Forensic medicine: forensics, toxicology and biology (ISO 17025); Centralised sterilisation unit (ISO 9001:2000); Materials management (ISO 9001:2000); Technical purchasing (ISO 9001:2000); Textile and laundry supply (ISO 9001:2000); Services/facility management (ISO 9001:2000); Large kitchen (ISO 9001:2000, HACCP); Medicine and facility technology (ISO 9001:2000); UKG Dienstleistungs GmbH building cleaning (ISO 9001:2000); Med. technical test laboratory (ISO 17025);

Hospital	Entire facility	Sub-specialties
Universitätsklinikum Gießen und Marburg (Marburg)	National reference centre for surveillance of nosocomial infections (NRC), Certification as „family-friendly university“, European and German Network of Smoke Free Hospitals (CERTIFICATE OF MEMBERSHIP),	Comprehensive Cancer Center Marburg with interdisciplinary outpatient chemotherapy centre (ISO 9001:2000); Breast Centre Regio (DKG, ISO 9001:2000); Clinical chemistry and molecular diagnostics (ISO/IEC 17025 and 15189); Transfusion medicine (Directives 93/42/EEC, 90/385/EEC and ISO 15189); Nuclear medicine (GMP certificate); Virology (DIN EN ISO 15189 accredited); „Elisabeth von Thüringen Akademie für Gesundheitsberufe“ (ISO 9001:2000, recognition of equivalence of foreign qualifications in nursing area); School of psychotherapy (isq quality seal); Supraregional stroke unit (SU certificate, DSG); Pharmacy (ISO 9001:2000, in prep.); Kitchen (ISO 9001:2000, in prep.); Laundry unit (ISO 9001:2000, in prep.); Accreditation as wound expert ICW (with authorisation to perform „wound expert“ training programme); Pathology (accreditation in prep.); Gastrointestinal centre (in prep.); Prostate centre (in prep.)
Aukamm-Klinik, Wiesbaden		
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden	ISO 9001:2000 (in prep.)	Sleep laboratory (DGSM); Breast centre (DKG, ISO 9001:2000); JACIE in KMT (in prep.)
Niedersachsen		
Krankenhaus Cuxhaven		
Krankenhaus Gifhorn	KTQ (since 2005); ISO 9001:2000 (in prep.)	Breast centre (DKG, ISO 9001:2000); Gastrointestinal centre (DKG, ISO 9001:2000, in prep.)
Kliniken Herzberg und Osterode		
Klinikum Hildesheim	ISO 9001:2000	Breast centre (DKG, ISO 9001:2000); Endoscopy (ISO 9001:2000); Clinic of Gynaecology (UNICEF and WHO baby-friendly hospital); School for nurses (ISO 9001:2000); Gastrointestinal centre (DKG, ISO 9001:2000, in prep.)
Mittelweser-Kliniken (Nienburg)		
Mittelweser-Kliniken (Stolzenau)		
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)		Urology (pain-free hospital, in prep.); Anaesthesiology (pain-free hospital, in prep.); Surgery (competence centre for surgical coloproctology)
Kliniken Uelzen		Stroke unit (DSG); Heart and catheter laboratory (ISO 9001:2000); Gastrointestinal centre (DKG, ISO 9001:2000, in prep.); Paediatrics (ISO 9001:2000 in prep.)
Städtisches Krankenhaus Wittingen		
Nordrhein-Westfalen		
Krankenhaus St. Barbara Attendorn	KTQ quick check 2006	

Hospital	Entire facility	Sub-specialties
Sachsen		
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	„Certkom-qualified pain therapy“ (in prep.)	Breast centre Freital- Pirna (ISO 9001:2000); Gastrointestinal centre (DKG, ISO 9001:2000, in prep.)
Herzzentrum Leipzig		
Park-Krankenhaus Leipzig-Südost		
Soteria-Klinik Leipzig	ISO 9001:2000, DEGREMED FVS and IQPM (in prep.)	
Klinikum Pirna		Breast centre Freital- Pirna (ISO 9001:2000); Incontinence centre (German Incontinence Society)
Thüringen		
Zentralklinik Bad Berka		Vascular centre (DGA); Sleep laboratory (DGSM)
Krankenhaus Waltershausen-Friedrichroda		
Fachkrankenhaus Hildburghausen		Stroke unit (in prep.)
Klinikum Meiningen		Breast centre (DKG, ISO 9001:2000); Sleep laboratory (DGSM); Stroke unit (DSG); Vascular centre (DGG); Incontinence centre (in prep.); Gastrointestinal centre (DKG, ISO 9001:2000, in prep.); Prostate cancer centre (DKG, ISO 9001:2000, in prep.)

QUALITY MANAGEMENT REALISED ACROSS SECTORS: MEDICAL CARE CENTRES

For medical care centres (MVZs) a systematic quality management scheme has been established which in its substance exceeds the requirements of the Joint Federal Committee. Here, the quality management team at the MVZ works with the tools of process description (quality handbook), results-based measurement (quality indicators), internal and interdisciplinary quality circles as well as ongoing reporting – and thus according to the same principles as applied at the Group's hospitals.

Establishment of a systematic quality management organisation at the MVZs

In 2007, we notably put in place the basic structures of quality management at the MVZs and created handbooks drawing on the expertise and resources of the Group Quality Management department, MVZ-Service GmbH and the MVZs.

In future, patients, relatives, payers, the general public as well as other target groups will also be able to gain insights into the work of the MVZs through regular quality reports.

FOCUS ON PATIENT SATISFACTION

Apart from the objective measurement data for the quality of diagnosis and treatment, the importance of subjective evaluation of hospital treatment is growing. Since the “objective” quality of medical results does not always equate with patient satisfaction, measuring patient satisfaction subjectively is just as important as classic results measurement: it is only with satisfied patients that a lasting relationship of trust can be brought about between doctors and patients. This also ensures that patients’ individual assessments can be reflected in improvements to internal processes.

To meet this high standard and to gather comparable and reliable data, a patient questionnaire was developed that provides the basis for regular benchmarking.

We want to know how patients have experienced their stay in a RHÖN-KLINIKUM AG hospital:

- Was the treatment reasonable and comprehensible in the patient’s view?
- Did the treating staff encounter the patients with respect and show empathy?
- How did the patient evaluate the hospital’s services and catering?
- Was post-inpatient care organised on time so that no gap arose in integrated care?

These are only a few of the questions we asked our patients. The methods applied in our survey were described in detail in 2006. In order to gather comparable and reliable data, we first evaluated systematic aspects as part of a large pilot project and then put in place the structures for establishing regular, Group-wide benchmarking. To keep the data management work involved in regular surveys within reasonable limits, an EDP solution enabling efficient data processing was also introduced at the facilities.

Table 5 reports on the results of the previous year’s patient questionnaires. The figures express the percentage of satisfied patients for the indicated measurement area. In some cases it was not possible to give a global satisfaction value due to the very special nature of the survey. The detailed results are found in the reports by the individual hospitals.

Table 5: Patient surveys in 2007

Hospital	Measurement area	Method	Share of satisfied patients
Baden-Wuerttemberg			
Klinik für Herzchirurgie Karlsruhe	Facility-wide	Full-year written anonymous survey of all patients during stay	96,0%
Klinikum Pforzheim	breast centre	Full-year written anonymous survey of all patients during stay	85,0%
	Gastrointestinal centre	Full-year written anonymous survey of all patients during stay	84,0%
Bavaria			
Heinz Kalk-Krankenhaus Bad Kissingen	Facility-wide	Full-year written anonymous survey of all patients during stay	no statement possible
St. Elisabeth-Krankenhaus Bad Kissingen	Facility-wide	Written anonymous sample survey during stay	no statement possible
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale	Cardiosurgery	All patients with IC contract DAK since middle of 2006	99,0%
	Anaesthesiology	Full-year written survey during stay	98,5%
Klinik für Handchirurgie, Bad Neustadt a.d. Saale	Rehabilitation	Full-year written survey during stay	no statement possible
Klinik „Haus Franken“, Bad Neustadt a.d. Saale	Facility-wide	External written patient survey by DRV; also possible during stay	no overall result obtainable
Haus Saaletal, Bad Neustadt a.d. Saale	Facility-wide	External written patient survey by DRV; in the area of addiction rehabilitation, binding basis documentation „Bado“ of Fachverband Sucht e.V. (German Council on Alcohol and Addiction) and annual standard catamnesis in accordance with criteria of Fachverband Sucht e.V.; also possible during stay	no overall result obtainable
Neurologische Klinik Bad Neustadt a.d. Saale	Facility-wide	Sample survey by interview at the end of stay. In addition full-year possibility of giving feedback during hospital stay. In addition external written survey by DRV.	97,9%
Psychosomatische Klinik, Bad Neustadt a.d. Saale	Facility-wide	External written patient survey by DRV; also possible during stay	no overall result obtainable
Amper-Kliniken (Dachau, Indersdorf)	Women's clinic	Written anonymous survey of an annual sampling of patients during stay	97,0%
	Breast centre	Written anonymous survey of an annual sampling of patients during stay	90,0%
	Neurology and clinical neurophysiology	Written anonymous survey of an annual sampling of patients during stay	92,0%
	Sleep medical centre	Written anonymous survey of an annual sampling of patients during stay	92,0%
	Klinik Indersdorf	Written anonymous survey of an annual sampling of patients during stay	95,0%
	Amper Vital	Written anonymous survey of a two-year sampling of patients during treatment	93,0%
Kliniken Miltenberg-Erlenbach (Miltenberg)	Facility-wide	Full-year written anonymous survey of all patients	89,7%
Kliniken Miltenberg-Erlenbach (Erlenbach)	Facility-wide	Full-year written anonymous survey of all patients	92,9%
Krankenhaus Hammelburg	n.a.	n.a.	no data
Klinik Kipfenberg	Facility-wide	interview/ questionnaire during stay	83,0%

Hospital	Measurement area	Method	Share of satisfied patients
Frankenwaldklinik Kronach	Facility-wide	Full-year written anonymous survey of all patients	97-99%
Klinikum München-Pasing	Facility-wide	Full-year written anonymous survey of all patients	~86,3%
Klinik München-Perlach	Facility-wide	Full-year written anonymous survey of all patients	~97,8 %
Brandenburg			
Klinikum Frankfurt (Oder)	Facility-wide	Full-year written anonymous survey of all patients	84,0%
	Sampling	Sampling survey in trauma surgery	87,0% (referral/ recommendation)
	Facility-wide	One-off written post-inpatient survey	Assessment under way
Hesse			
Universitätsklinikum Gießen und Marburg (Gießen)	Internal medicine V	2 written anonymous surveys of a sampling of patients during stay	81,0%
	psychiatry	Written post-inpatient anonymous survey of all patients	86,0%
	Urology	Ongoing survey over 2 months (Nov- Dec.)	Assessment under way
Universitätsklinikum Gießen und Marburg (Marburg)	Facility-wide	Full-year written anonymous survey of all patients	98,0%
Aukamm-Klinik, Wiesbaden	Facility-wide	Full-year written anonymous survey of all patients	91,6%
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden	Facility-wide	Full-year written anonymous survey of all patients	85,0%
Lower Saxony			
Krankenhaus Cuxhaven	Facility-wide (not including day clinic)	Full-year written anonymous survey of all patients	75,0%
Krankenhaus Gifhorn	Breast centre	Postal written survey of all patients of the breast centre in H1 2006	79,0%
Kliniken Herzberg und Osterode	Facility-wide	Full-year written anonymous survey of all patients	97,0%
	Anaesthesiology	Full-year weekly sampling, standardised PONV patient interview	Assessment under way
Klinikum Hildesheim	Facility-wide	Stichprobenbasierte repräsentative schriftliche Befragung nach Aufenthalt	95,1%
	Anaesthesiology	Full-year weekly sampling, standardised PONV patient interview	Average score 1.7 (1:very good, 6: very poor)
Mittelweser-Kliniken (Nienburg)	Anaesthesiology	Full-year weekly sampling, standardised PONV patient interview	98,6%
	Facility-wide	Written anonymous survey of all patients	80,0%
	Outpatient unit	Written anonymous survey of all patients	81,5%
Mittelweser-Kliniken (Stolzenau)	Anaesthesiology	Full-year weekly sampling, standardised PONV patient interview	100,0%
	Facility-wide	Written anonymous survey of all patients	85,0%
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)	Endoscopy	Written anonymous survey of all patients	90,0%
Kliniken Uelzen	Facility-wide	Full-year written anonymous survey of all patients	85,0%
	Heart-catheter laboratory	Written survey of all patients in Q1 2007	98,0%

Hospital	Measurement area	Method	Share of satisfied patients
	Gastrointestinal centre	All first-time patients Dec. 07 - March 08 (in prep.)	Survey under way
	Anaesthesiology	Full-year weekly sampling, standardised PONV patient interview	Assessment under way
Städtisches Krankenhaus Wittingen	-	Currently under new construction, hence no survey	-
North Rhine-Westphalia			
Krankenhaus St. Barbara Attendorn	Facility-wide	Written survey	87,0%
Saxony			
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	Facility-wide	Written – during/ at the end of hospital stay	94,1%
	Gynaecology	Written – during/ at the end of hospital stay	96,5%
	Breast centre	Postal anonymous survey after hospital stay	97,5%
	Gastrointestinal centre	Postal anonymous survey after hospital stay (begun in Dec. 2007)	Survey under way
Herzzentrum Leipzig	Nursing, cardiology and surgery standard-care wards	Written anonymous survey of a sampling of patients	98,0%
Park-Krankenhaus Leipzig-Südost	Anaesthesiology	Full-year weekly sampling, standardised PONV patient interview	98%
	Paediatric and juvenile psychiatry	Standardised questionnaire, at the end of inpatient stay	Assessment under way
Soteria-Klinik Leipzig	Rehabilitation	Annual post-survey by statutory pension insurance agency	Total score 2.2 (1: very good; 5: very poor)
Klinikum Pirna	Entire facility	Full-year written anonymous survey of all patients during stay re. active complaints management (assessment each Q2)	98,0%
	Breast centre	Full-year written anonymous survey of all patients during stay	98,5%
Saxony-Anhalt			
Krankenhaus Köthen	Facility-wide	Full-year written anonymous survey of all patients	No overall result obtainable
Thuringia			
Zentralklinik Bad Berka	Facility-wide	Full-year written anonymous survey of all patients	82,0%
	Pneumology	patient survey with respect to medical counselling	Total score 1.5 (1: very good; 6: very poor)
	Cardiosurgery	30-day follow-up survey, in writing by questionnaire	No statement possible since purely medical survey
Krankenhaus Waltershausen-Friedrichroda	Facility-wide	hand-out of patient questionnaire on release; returned anonymously	96,0%
Fachkrankenhaus Hildburghausen	Psychiatry	Written anonymous survey during the first month of Q2, Q3 and Q4 to the satisfaction of nursing staff	92,0%
Klinikum Meiningen	Facility-wide	Full-year written anonymous survey of all patients during stay	Assessment under way
	Breast centre	Full-year written anonymous survey of all patients during stay	Assessment under way

Hospital	Measurement area	Method	Share of satisfied patients
	Anaesthesiology	Full-year weekly sampling, standardised PONV patient interview	Average score 1.4 (1:very good, 6:very poor)
	Pain therapy	As sampling after stay	Assessment under way
	Obstetrics	Full-year written anonymous survey of all patients during stay	Assessment under way

1.2 HOSPITAL HYGIENE – A FOCUS WITHIN QUALITY MANAGEMENT OF RHÖN-KLINIKUM AG

Hospital hygiene has always linked up results measurement (infection epidemiology) with process optimisation (infection prevention). This means that the methods of traditional quality management (planning, monitoring, intervention, optimisation) are applied and serve as the basis for preventing nosocomial infections. This ongoing function of hospital hygiene gives it a further important role to play in the structured and systematic approach to outbreak situations (e.g. control of norovirus infections).

In this area, regular discussions are held within the Hygiene Project Group with representatives from the Group's hospitals not only on current challenges of day-to-day hospital work but also on the standardisation of hygiene-related measures. These measures are jointly adopted as Group-wide guidelines and for individual hospital rules. This ensures that hospital hygiene remains enshrined as a key and central element of good medical practice at RHÖN-KLINIKUM AG, well exceeding the statutory requirements (Infection Protection Act and legislation at the level of the federal states).

Hospital hygiene at RHÖN-KLINIKUM AG far exceeds statutory requirements

In 2007, hospital hygiene focused in particular on the following:

- In collaboration with the “gastroenterology” quality circle, the Hygiene project group established a guideline on the insertion and maintaining of PEG (percutaneous enterogastrostomy) tubes as well as an Enteral Feeding guideline, in both cases in accordance with evidence-based recommendations.
- A good deal of attention was paid to the discussion of Group-wide prevention strategies regarding the further spread of multiresistant pathogens (MRSA, VRE, ESBL). In an “MRSA” guideline an admission screening procedure was defined to diagnose MRSA-positive patients early on and to prevent the pathogens from spreading further by initiating targeted hygienic measures (quarantine, cohorting, decontamination). Accordingly, new standards were also introduced to deal with the condition of “Clostridium-difficile-associated diarrhea”.
- In response to several food-related outbreaks of salmonellosis at several German hospitals, audits focusing on product hygiene as well as food distribution on the wards were carried out for the hospital dietetic departments at all Group hospitals as a preventive measure to ensure an even higher level of food safety for our patients and employees.
- Both at the beginning of the year and in early autumn, outbreaks of norovirus-induced gastroenteritis occurred at individual Group hospitals. This increase is in line with the rise in these infections observed throughout Germany. Since the measures defined by the Hygiene project group for a systematic outbreak management system enabled the facilities concerned to respond very quickly and successfully to events, all hospitals were able to continue working full capacity at all times. In this regard the involvement of Group's head hygiene officer and the head physicians of the locally public health authorities proved particularly effective.
- The Group's head hygienic officer performed at least one inspection of at all facilities which focused on the functional areas (endoscopy, OP, obstetrics, heart catheter lab), revealing a remarkably high standard of hygiene in the hospitals.

2008 will be marked by large-scale efforts to establish infection-epidemiology networks with the aim of establishing both a systematised and standard Group system of detecting hospital-acquired infections as well as other infections subject to reporting obligations. This will enable the introduction of targeted counter-measures in future with a view to raising the quality of treatment and the safety of patients and staff.

Synergy effects from combining medical controlling and traditional quality management

1.3 MEDICAL CONTROLLING: CORRECT REPRESENTATION OF MEDICAL SERVICES

MEDICAL DOCUMENTATION AND QUALITY OF DRG CODING

With the high importance of routine accounting data for quality management at RHÖN-KLINIKUM AG, one area of hospital management is increasingly coming to the fore: the correct documentation and coding of services. Complete documentation and correct coding that represent medical reality as accurately as possible is not only indispensable for correct accounting and reasonable remuneration but also determines the quality and reliability of many Group quality indicators.

By combining medical controlling and traditional quality management “under one roof”, considerable synergies are created if methods of the latter result in an improvement in documentation. The reason: if a service is not documented, it cannot be coded or will be rejected as non-codeable in a review by the Medical Review Board of the health insurance funds. Likewise, correct coding is based on complete and comprehensible documentation: only where an obvious connection of diarrhea to a certain treatment is comprehensibly documented can a possibly correct code (K52.1 – toxic gastroenteritis) be used instead of an unspecific code (here: K52.9 – non-infectious gastroenteritis). The aim is not only to document the patient’s treatment fully and plausibly from a medical viewpoint but also to make these diagnostic and therapeutic processes available as the basis for improving treatment quality and the correct remuneration of services.

Medical controlling in the RHÖN-KLINIKUM Group forms the base for reflecting the range of medical services. Therefore it is a valuable tool for intergroup communication and information.

With its help medical processes may be analysed and assessed more precisely. In addition to the optimisation of structural and procedural organisations, medical controlling also allows for continuous development of medical services offered at the Group hospitals, according our Group’s principle’ offering every patient the optimal medical care’- twenty four hours a day, seven days a week.

Medical controlling supports

1. Information and communication requirement
2. Performance evaluation
3. Planned activities
4. Quality Management and quality assurance

1.4 KNOWLEDGE AND INFORMATION NETWORKS

NETWORKS PROVIDE FOR SYSTEMATIC EXCHANGE OF INFORMATION

For the knowledge available within the Group to be used consistently and to high standards at all hospitals, networks for improved exchange of information have been established within RHÖN-KLINIKUM AG. Thus, in addition to discipline-specific quality circles primarily made up of the head physicians of the individual hospitals there are also interdisciplinary thematic Group-wide project and working groups in which specialists from all areas and levels share their expertise. Their task is to identify the substance of the strategic specifications defined by Group Management and to implement these in the specialist departments. These bodies are the link between RHÖN-KLINIKUM AG and its individual subsidiaries. Areas of focus covered by these expert bodies, which meet on a regular basis, include the following:

Discipline-specific and interdisciplinary networks for implementing strategic specifications

- further developing discipline-specific quality indicators
- submitting consensus recommendations as best practice (guidelines, pathways or standard operating procedures) and establishing Group-wide standards
- identifying and evaluating developments in medical care from the viewpoint of specific disciplines, and
- developing standard curricula at the national level.

EXPANSION OF GROUP-INTERNAL PERFORMANCE TRANSFER

A further tool of networking is the regular meetings of experts to co-ordinate interdisciplinary networking and new co-operation schemes.

At the second “get-together” in July 2007 under the lead theme “performance transfer”, over 100 posters from all Group hospitals were displayed in which the individual specialist departments presented the areas of focus of their medical specialty. The objective of this event was to make local offerings available on a Group-wide basis. This event led to numerous co-operation agreements covering, among others, the fields of radiology, neuroradiology, cardiology, gynaecology, microbiology, hospital hygiene, transfusion medicine and pathology, with innovative telemedical care structures also being established – e.g. neuroradiological care of stroke patients and tele-consultants for second opinions.

Aim of the ‘get together’ of all Group hospitals: Making local offerings available throughout the Group

These networks are the knowledge and information basis for the Group’s quality management which form a stable and viable system thanks to interaction on an ongoing basis.

ONGOING AND HIGHER-QUALIFICATION TRAINING

The quality of medical care depends to a great extent on the quality of the staff employed. Since filling doctor's positions and keeping motivated, dedicated and determined doctors committed to the Group's hospitals is becoming a growing challenge and thus represents a co-determinant factor for our market position in an increasingly fierce competitive environment, a programme for attracting and retaining doctors was developed and agreed with the head physicians, subsidiary management boards and the Group Board of Management in 2007. This programme includes the following components:

- formation of regional further training networks with agreed rotations,
- development and agreement of discipline-specific standard curricula for ongoing and higher-qualification training,
- establishment of a training centre (skill lab).

The activities in the area of further and higher-qualification training of doctors and medical professionals are coordinated by the Group Quality Management department.

The programme was launched to establish and expand qualified structures so as to arouse the interest of young doctors in working for RHÖN-KLINIKUM AG and to offer our doctors attractive career prospects within the RHÖN-KLINIKUM Group – this of course also with a view to remaining attractive as an employer in a market characterised by an increasingly fierce vying for qualified staff. Ongoing further development of specialist and management know-how of doctors and medical professionals thus ensures state-of-the art medical diagnostics and treatment. In this connection RHÖN-KLINIKUM AG, with a university hospital, is the only private hospital operator that can work together with the medical faculties in developing ongoing- and higher-qualification training programmes. For this purpose, both partners are currently planning to establish a joint teaching, learning and further training centre in Marburg.

2. THE HOSPITALS OF THE GROUP: COMPREHENSIVE SERVICE OFFERING IN REGIONAL DIVERSITY

Both in its selection of Group hospitals and in the care levels selected, RHÖN-KLINIKUM AG continues to pursue the objective of making good medical care available to everyone in Germany regardless of what social status they have or where they live.

The hospitals of RHÖN-KLINIKUM AG: As at the end of 2007, a total of 46 hospitals from all care levels belonged to RHÖN-KLINIKUM Group (Table 6). Following the integration of Krankenhaus Köthen GmbH last year, the regional diversity of the RHÖN-KLINIKUM facilities now covers nine federal states. In addition, 14 medical care centres (MVZs) belong to the Group

Medical diversity: The hospitals of RHÖN-KLINIKUM AG cover the whole range of medical care, from outpatient to inpatient basic care right through to cutting-edge medicine at our maximum-care university facilities. Tables 7 and 8 show which medical treatments are offered at each of our hospitals. This is oriented on the advanced training ordinance (Weiterbildungsordnung) for doctors and in addition to specialist medical qualifications and areas of focus (Table 7) also shows other specialties (Table 8) in the sense of specialist fields.

Medical diversity:
From basic care
to university-level
maximum care

Table 6*:
Structure of healthcare
provision within
RHÖN-KLINIKUM Group

Hospital	Basic and standard care	Centralised care	Intermediate care	Maximum care	Specialised hospital	Teleportal clinic	University hospital	Rehabilitation	Academic teaching hospital	First-time consolidation 2007
Lower Saxony										
Krankenhaus Cuxhaven	◆								Medizinische Hochschule Hannover	
Krankenhaus Gifhorn			◆							
Kliniken Herzberg und Osterode	◆								Georg-August-Universität Göttingen	
Klinikum Hildesheim			◆					◆	Medizinische Hochschule Hannover	
Mittelweser-Kliniken (Nienburg)	◆									
Mittelweser-Kliniken (Stolzenau)	◆					◆				
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)	◆								Medizinische Hochschule Hannover	
Kliniken Uelzen			◆						Medizinische Hochschule Hannover	
Städtisches Krankenhaus Wittingen	◆									
North Rhine-Westphalia										
Krankenhaus St. Barbara Attendorn	◆									
Saxony										
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	◆					◆			Technische Universität Dresden	
Herzzentrum Leipzig					◆		◆			
Park-Krankenhaus Leipzig-Südost	◆								Universität Leipzig	
Soteria-Klinik Leipzig					◆			◆		
Klinikum Pirna	◆								Technische Universität Dresden	
Saxony-Anhalt										
Krankenhaus Köthen	◆									◆
Thuringia										
Zentralklinik Bad Berka			◆							
Krankenhaus Waltershausen-Friedrichroda	◆									
Fachkrankenhaus Hildburghausen					◆					
Klinikum Meiningen			◆							

*Stand 31.12.2007

Table 7:
Range of medical disciplines
according to the system of advanced
training ordinance
(Weiterbildungsordnung)

Hospital	Anaesthesiology	Anatomy	Occupational medicine	Ophthalmology	Biochemistry	Surgery	Focus: general surgery	Focus: vascular surgery	Focus: heart surgery	Focus: paediatric surgery	Focus: orthopaedics and trauma surgery	Focus: plastic and cosmetic surgery	Focus: thoracic surgery	Focus: visceral surgery	Women's medicine and obstetrics	Focus: gynaecological endocrinology and reproductive medicine	Focus: gynaecological oncology perinatal medicine	Otorhinolaryngology (ENT)	Focus: speech, voice and child hearing disorders	Dermatology and venereal diseases	Human genetics	Hygiene and environmental medicine	Internal medicine and general medicine	Focus: angiology	Focus: endocrinology and diabetology	Focus: gastroenterology		
Baden-Wuerttemberg																												
Klinik für Herzchirurgie Karlsruhe	♦								♦																			
Klinikum Pforzheim	♦		♦		♦	♦				♦	♦			♦	♦	♦	♦							♦		♦	♦	
Bavaria																												
Heinz Kalk-Krankenhaus Bad Kissingen																											♦	
St. Elisabeth-Krankenhaus Bad Kissingen	♦						♦				2			♦	♦			♦								♦	♦	
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale	♦							♦	♦																			
Klinik für Handchirurgie, Bad Neustadt a.d. Saale	♦																											
Klinik "Haus Franken", Bad Neustadt a.d. Saale																											♦	
Haus Saaletal, Bad Neustadt a.d. Saale																												
Neurologische Klinik Bad Neustadt a.d. Saale																												
Psychosomatische Klinik, Bad Neustadt a.d. Saale																											♦	
Amper-Kliniken (Dachau, Indersdorf)	♦						♦	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦							♦	♦	♦	
Kliniken Miltenberg-Erlenbach (Miltenberg)	♦						♦				♦							♦								♦		
Kliniken Miltenberg-Erlenbach (Erlenbach)	♦						♦	♦			♦	♦						♦								♦		
Krankenhaus Hammelburg	♦						♦																				♦	
Klinik Kipfenberg																												
Frankenwaldklinik Kronach	♦							♦			2				♦	♦											♦	
Klinikum München-Pasing	♦						♦	♦			♦				♦	♦										♦	♦	
Klinik München-Perlach	♦						♦				♦																♦	
Brandenburg																												
Klinikum Frankfurt (Oder)	♦		♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Hesse																												
Universitätsklinikum Gießen und Marburg (Gießen)	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Universitätsklinikum Gießen und Marburg (Marburg)	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Aukamm-Klinik, Wiesbaden											3																	
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden	♦		♦				♦				3	♦		♦	5				♦							♦	♦	
Lower Saxony																												
Krankenhaus Cuxhaven	♦					♦	♦	♦			2			♦	♦		♦	♦								♦	♦	
Krankenhaus Gifhorn	♦					♦	♦	♦			2			♦	5		♦	♦								♦	♦	
Kliniken Herzberg und Osterode	♦		♦			♦	♦	♦			♦	♦		♦	♦											♦	♦	
Klinikum Hildesheim	♦		♦			♦	♦	♦			2	♦	♦	♦	♦		♦	♦								♦	♦	
Mittelweser-Kliniken (Nienburg)	♦						♦				2			♦	♦			♦								♦	♦	
Mittelweser-Kliniken (Stolzenau)	♦						♦																			♦	♦	
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)	♦						♦	♦			2			♦	5											♦	♦	
Kliniken Uelzen	♦						♦	♦			♦			♦	♦											♦	♦	
Städtisches Krankenhaus Wittlingen	♦						♦																			♦	♦	
North Rhine-Westfalia																												
Krankenhaus St. Barbara Attendorn	♦						♦	♦					4		♦											♦	♦	
Saxony																												
Weißeritztal-Kliniken (Freital, Dippoldiswalde)	♦						♦	♦			♦			♦	♦											♦	♦	
Herzzentrum Leipzig	♦							♦																		♦	♦	
Park-Krankenhaus Leipzig-Südost	♦						♦	♦			3			♦												♦	♦	
Soteria-Klinik Leipzig																										♦	♦	
Klinikum Pirna	♦						♦	♦			2	♦	♦	♦	♦											♦	♦	
Saxony-Anhalt																												
Krankenhaus Köthen	♦						♦	♦			♦			♦	♦											♦	♦	
Thuringia																												
Zentralklinik Bad Berka	♦						♦	♦	♦	♦				♦	♦											♦	♦	
Krankenhaus Waltershausen-Friedrichroda	♦						♦				♦			♦	♦											♦	♦	
Fachkrankenhaus Hildburghausen																												
Klinikum Meiningen	♦		♦				♦	♦	♦		♦			♦	♦				♦							♦	♦	

1 General and trauma surgery,

2 Trauma surgery,

3 Orthopaedics,

4 Thoracic and cardiovascular surgery,

5 Women's medicine,

6 Environmental medicine,

7 Hygienic medicine,

8 Internal medicine,

9 Diabetology and infectiology,

10 Hepatology, diabetology and metabolism, endocrinology, oncology,

11 Blood stem cell and bone marrow transplantation,

12 Neurology and neurophysiology,

Table 8:
Further special medical offerings at the
Group hospitals

Hospital	Acupuncture	Allergology	Andrology	Occupational medicine	Dermatohistology	Diabetology	Geriatrics	Haemostaseology	Hand surgery	Infectology	Intensive care medicine	Paediatric endocrinology and diabetology	Paediatric gastroenterology	Paediatric nephrology	Paediatric orthopaedics	Paediatric pneumology
Baden-Wuerttemberg																
Klinik für Herzchirurgie Karlsruhe											♦					
Klinikum Pforzheim		♦				♦	♦	♦		♦	♦	♦				♦
Bavaria																
Heinz Kalk-Krankenhaus Bad Kissingen											♦					
St. Elisabeth-Krankenhaus Bad Kissingen											♦					
Herz- und Gefäß-Klinik, Bad Neustadt a.d. Saale											♦					
Klinik für Handchirurgie, Bad Neustadt a.d. Saale									♦ ^{2,3}		♦					
Klinik „Haus Franken“, Bad Neustadt a.d. Saale						♦ ¹										
Haus Saaletal, Bad Neustadt a.d. Saale																
Neurologische Klinik Bad Neustadt a.d. Saale						♦					♦					
Psychosomatische Klinik, Bad Neustadt a.d. Saale																
Amper-Kliniken (Dachau, Indersdorf)						♦	♦		♦		♦					
Kliniken Miltenberg-Erlenbach (Miltenberg)											♦					
Kliniken Miltenberg-Erlenbach (Erlenbach)											♦					
Krankenhaus Hammelburg											♦					
Klinik Kipfenberg											♦					
Frankenwaldklinik Kronach	♦			♦		♦					♦					
Klinikum München-Pasing	♦					♦			♦		♦					
Klinik München-Perlach				♦					♦		♦					
Brandenburg																
Klinikum Frankfurt (Oder)		♦	♦			♦			♦		♦					
Hesse																
Universitätsklinikum Gießen und Marburg (Gießen)		♦	♦	♦	♦	♦		♦	♦	♦	♦	♦	♦		♦	♦
Universitätsklinikum Gießen und Marburg (Marburg)	♦ ⁵	♦				♦	♦	♦	♦	♦	♦			♦	♦	
Aukamm-Klinik, Wiesbaden									♦							
Stiftung Deutsche Klinik für Diagnostik, Wiesbaden								♦		♦	♦	♦	♦			♦
Lower Saxony																
Krankenhaus Cuxhaven	♦		♦			♦			♦		♦		♦			
Krankenhaus Gifhorn											♦					
Kliniken Herzberg und Osterode											♦					
Klinikum Hildesheim		♦			♦	♦			♦		♦	♦				
Mittelweser-Kliniken (Nienburg)		♦									♦					
Mittelweser-Kliniken (Stolzenau)																
Klinikum Salzgitter (Lebenstedt, Salzgitter-Bad)									♦		♦					
Kliniken Uelzen									♦		♦					
Städtisches Krankenhaus Wittingen											♦					
North Rhine-Westphalia																
Krankenhaus St. Barbara Attendorn							♦				♦					
Saxony																
Weißeritztal-Kliniken (Freital, Dippoldiswalde)						♦			♦		♦					
Herzzentrum Leipzig											♦					
Park-Krankenhaus Leipzig-Südost	♦						♦				♦					
Soteria-Klinik Leipzig											♦					
Klinikum Pirna		♦							♦		♦					♦
Saxony-Anhalt																
Krankenhaus Köthen									♦		♦					
Thuringia																
Zentralklinik Bad Berka	♦	♦								♦	♦					
Krankenhaus Waltershausen-Friedrichroda											♦					
Fachkrankenhaus Hildburghausen											♦					
Klinikum Meiningen						♦					♦					

¹ Diabetology and metabolism,

² Hand, micro- and plastic surgery,

³ Hand, foot, shoulder and elbow surgery,

⁴ Physical therapy,

⁵ Obstetrics and gynaecology,

⁶ Otorhinolaryngology (ENT), oral and maxillofacial surgery,

⁷ Chirotherapy

OVERVIEW OF TABLES

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8. Further special medical offerings of Group hospitals

THE HOSPITALS OF RHÖN-KLINIKUM GROUP

BADEN-WÜRTTEMBERG

Klinik für Herzchirurgie Karlsruhe GmbH

Franz-Lust-Straße 30
76185 Karlsruhe
Tel.: (0721) 973 8-0
Fax: (0721) 9738-111
gf@herzchirurgie-karlsruhe.de

Klinikum Pforzheim GmbH

Kanzlerstraße 2-6
75175 Pforzheim
Tel.: (07231) 969-0
Fax: (07231) 969-2417
gf@klinikum-pforzheim.de

BAVARIA

Heinz Kalk-Krankenhaus GmbH

Am Gradierbau 3
97688 Bad Kissingen
Tel.: (0971) 8023-0
Fax: (0971) 8023-555
info@heinz-kalk.de

St. Elisabeth-Krankenhaus GmbH Bad Kissingen

Kissingener Straße 150
97688 Bad Kissingen
Tel.: (0971) 805-0
Fax: (0971) 805-281
info@elisabeth-online.de

Herz- und Gefäß-Klinik GmbH

Salzburger Leite 1
97616 Bad Neustadt a.d.Saale
Tel.: (09771) 66-0
Fax (09771) 65-1221
gf@herzchirurgie.de

Klinik für Handchirurgie der Herz- und Gefäß-Klinik GmbH

Salzburger Leite 1
97616 Bad Neustadt a.d.Saale
Tel. (09771) 66-0
Fax (09771) 65-1221
gf@handchirurgie.de

Klinik "Haus Franken" GmbH

Salzburger Leite 1
97616 Bad Neustadt a.d.Saale
Tel. (09771) 67-04
Fax (09771) 67-3300
fk@frankenlinik-bad-neustadt.de

Haus Saaletal GmbH

Salzburgweg 7
97616 Bad Neustadt a.d.Saale
Tel. (09771) 905-0
Fax (09771) 905-4610
stk@saaletalklinik-bad-neustadt.de

Neurologische Klinik GmbH Bad Neustadt

Von-Guttenberg-Straße 10
97616 Bad Neustadt a.d.Saale
Tel. (09771) 908-0
Fax (09771) 991464
gf@neurologie-bad-neustadt.de

Psychosomatische Klinik

Salzburger Leite 1
97616 Bad Neustadt a.d.Saale
Tel. (09771) 67-01
Fax (09771) 65-9301
psk@psychosomatische-klinik-bad-neustadt.de

Amper Kliniken AG

Krankenhausstraße 15
85221 Dachau
Tel. (08131) 76-0
Fax (08131) 76-530
info@amperkliniken.de

Standort Indersdorf

Maroldstraße 45
85229 Markt Indersdorf
Tel.: (08136) 939-0 T
Fax: (08136) 939-444
info@amperkliniken.de

Standort Erlenbach

Krankenhausstraße 45
63906 Erlenbach am Main
Tel. (09372) 700-0
Fax (09372) 700-1009
gf@krankenhaus-gmbh.de

Krankenhaus Hammelburg GmbH

Ofenthaler Weg 20
97762 Hammelburg
Tel. (09732) 900-0
Fax (09732) 900-113
gf@klinik-hammelburg.de

Frankenwaldklinik Kronach GmbH

Friesener Straße 41
96317 Kronach
Tel. (09261) 59-0
Fax (09261) 59-6199
info@frankenwaldklinik.de

Standort München Pasing

Steinerweg 5
81241 München
Tel.: (089) 8892-0
Fax: (089) 8892-2599
gf@kliniken-pasing-perlach.de

Standort Dachau

Krankenhausstraße 15
85221 Dachau
Tel.: (08131) 76-0
Fax: (08131) 76-530
info@amperkliniken.de

Kliniken Miltenberg-Erlenbach GmbH

Krankenhausstraße 45
63906 Erlenbach am Main
el. (09372) 700-0
Fax (09372) 700-1009
gf@krankenhaus-gmbh.de

Standort Miltenberg

Fabrikstraße 10
63897 Miltenberg
Tel. (09371) 500-0
Fax (09371) 500-209
gf@krankenhaus-gmbh.de

**Klinik Kipfenberg GmbH
Neurochirurgische und Neurologische Fachklinik**

Kindinger Straße 13
85110 Kipfenberg
Tel. (08465) 175-0
Fax (08465) 175 -111
gf@neurologie-kipfenberg.de

Kliniken München Pasing und Perlach GmbH

Steinerweg 5
81241 München
Tel. (089) 8892-0
Fax (089) 8892-2599
gf@kliniken-pasing-perlach.de

Standort München Perlach

Schmidbauerstraße 44
81737 München
Tel.: (089) 67802-111
Fax: (089) 6709741
gf@kliniken-pasing-perlach.de

BRANDENBURG**Klinikum Frankfurt (Oder) GmbH**

Müllroser Chaussee 7
15236 Frankfurt (Oder)
Tel. (0335) 548-0
Fax (0335) 548-2003
gf@klinikumffo.de

HESSE**Universitätsklinikum Gießen und Marburg GmbH**

Rudolf-Buchheim-Straße 8
35385 Gießen
Tel. (06421) 28-66000
Fax (06421) 28-66002
gf@uniklinikum-giessen.de,
gf@med.uni-marburg.de

Standort Gießen

Rudolf-Buchheim-Straße 8
35385 Gießen
Tel. (0641) 99-40100
Fax (0641) 99-40109
kaufmaennische.geschaeftsfuehrerin@uniklinikum-giessen.de

Standort Marburg

Baldingerstraße
35043 Marburg
Tel. (06421) 28-66300
Fax (06421) 28-63370
kaufmdir@med.uni-marburg.de

**Aukamm-Klinik für operative
Rheumatologie und Orthopädie GmbH**

Leibnizstraße 21
65191 Wiesbaden
Tel. (0611) 572-0
Fax (0611) 565681
gf@aukammklinik.de

Stiftung Deutsche Klinik für Diagnostik GmbH

Aukammallee 33
65191 Wiesbaden
Tel. (0611) 577-0
Fax (0611) 577-320
gf@dkd-wiesbaden.de

LOWER SAXONY**Krankenhaus Cuxhaven GmbH**

Altenwalder Chaussee 10
27474 Cuxhaven
Tel. (04721) 78-0
Fax (04721) 78-1200
info@skh-cux.de

Kreiskrankenhaus Gifhorn GmbH

Bergstraße 30
38518 Gifhorn
Tel. (05371) 87-0
Fax (05371) 87-1008
info@kkhgifhorn.de

Kliniken Herzberg und Osterode GmbH

Dr.-Frössel-Allee
37412 Herzberg am Harz
Tel. (05521) 866-0
Fax (05521) 5500
gf@klinik-herzberg.de

**Mittelweser Kliniken GmbH
Nienburg Hoya Stolzenau**

Ziegelkampstraße 39
31582 Nienburg a.d.Weser
Tel. (05021) 9210-0
Fax (05021) 9210-7019
gf@mittelweser-kliniken.de

Standort Stolzenau

Holzhäuser Weg 28
31592 Stolzenau
Tel. (05761) 9007-0 T
Fax (05761) 9007-106
gf@mittelweser-kliniken.de

Standort Salzgitter-Lebenstedt

Kattowitzer Straße 191
38226 Salzgitter
Tel. (05341) 835-0
Fax (05341) 835-1515
gf@klinikum-salzgitter.de

Kliniken Uelzen und Bad Bevensen GmbH

Hagenskamp 34
29525 Uelzen
Tel. (0581) 83-0
Fax (0581) 83-1004
gf@klinikum-uelzen.de

NORTH RHINE-WESTPHALIA**Krankenhaus St. Barbara Attendorn GmbH**

Hohler Weg 9
57439 Attendorn
Tel. (02722) 60-0
Fax (02722) 60-2420
gf@krankenhaus-attendorn.de

Klinikum Hildesheim GmbH

Weinberg 1
31134 Hildesheim
Tel. (05121) 89-0
Fax (05121) 89-4110
gf@stk-hildesheim.de

Standort Nienburg

Ziegelkampstraße 39
31582 Nienburg a.d.Weser
Tel. (05021) 9210-0
Fax (05021) 9210-7019
gf@mittelweser-kliniken.de

Klinikum Salzgitter GmbH

Kattowitzer Straße 191
38226 Salzgitter
el. (05341) 835-0
Fax (05341) 835-1515
gf@klinikum-salzgitter.de

Standort Salzgitter-Bad

Paracelsusstraße 1-9
38259 Salzgitter
Tel. (05341) 835-4
Fax (05341) 835-1515
gf@klinikum-salzgitter.de

Städtisches Krankenhaus Wittingen GmbH

Gustav-Dobberkau-Straße 5
29378 Wittingen
Tel. (05831) 22-0
Fax (05831) 22-99
info@krankenhaus-wittingen.de

SAXONY**Weißeritztal-Kliniken GmbH**

Bürgerstraße 7
01705 Freital
Tel. (0351) 646-60
Fax (0351) 646-7010
gf@weisseritztal-kliniken.de

Standort Dippoldiswalde

Rabenauer Straße 9
01744 Dippoldiswalde
Tel. (03504) 632-0
Fax (03504) 632-5010
gf@weisseritztal-kliniken.de

Park-Krankenhaus Leipzig-Südost GmbH

Strümpellstraße 41
04289 Leipzig
Tel. (0341) 864-0
Fax (0341) 864-2108
info@parkkrankenhaus-leipzig.de

Klinikum Pirna GmbH

Struppener Straße 13
01796 Pirna
Tel. (03501) 7118-0
Fax (03501) 7118-1211
gf@klinikum-pirna.de

SAXONY-ANHALT**Kreiskrankenhaus Köthen**

Friederikenstraße 30
06366 Köthen
Tel. (03496) 52-0
Fax (03496) 52-1101
info@kh-koethen.de

Standort Freital

Bürgerstraße 7
01705 Freital
Tel. (0351) 646-60
Fax (0351) 646-7010
gf@weisseritztal-kliniken.de

**HERZZENTRUM Leipzig GmbH
- Universitätsklinik -**

Strümpellstraße 39
04289 Leipzig
Tel. (0341) 865-0
Fax (0341) 865-1405
gf@herzzentrum-leipzig.de

Soteria Klinik Leipzig GmbH

Morawitzstraße 4
04289 Leipzig
Tel. (0341) 870-0
Fax (0341) 870-3000
skl@soteria-klinik-leipzig.de

THURINGIA

Zentralklinik Bad Berka GmbH

Robert-Koch-Allee 9
99437 Bad Berka
Tel. (036458) 50
Fax (036458) 42180
gf@zentraklinik-bad-berka.de

**Fachkrankenhaus für Psychiatrie und
Neurologie Hildburghausen GmbH**

Eisfelder Straße 41
98646 Hildburghausen
Tel. (03685) 776-0
Fax (03685) 776-940
gf@fachkrankenhaus-hildburghausen.de

Krankenhaus Waltershausen-Friedrichroda GmbH

Reinhardsbrunner Straße 17
99894 Friedrichroda
Tel. (03623) 350-0
Fax (03623) 350-630
gf@krankenhaus-waltershausen-friedrichroda.de

Klinikum Meinigen GmbH

Bergstraße 3
98617 Meinigen
Tel. (03693) 90-0
Fax (03693) 90-1234
kmg@klinikum-meiningen.de

IMPRESSUM:**RHÖN KLINIKUM AG****Postadresse:**

97615 Bad Neustadt (Saale)

Hausadresse:

Salzburger Leite 1

97616 Bad Neustadt (Saale)

Telefon: (+49)(0)9771-65-0

Telefax: (+49)(0)9771-65-1220

Internet:

<http://www.rhoen-klinikum-ag.com>

E-Mail:

rka@rhoen-klinikum-ag.com