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How to Make the Pediatric Department in the Regional Hospital of Mitrovica the Best Health Care Provider in Kosovo

Nderim Gerguri

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Submitted to A.U.K. as part of requirement for graduation

Key words:

- Hospital
- Healthcare
- Pediatric Department
- Mitrovica
- Opportunity Cost
How to Make the Pediatric Department in the Regional Hospital of Mitrovica the Best Health Care Provider in Kosovo

An Honors Society Project

Presented to

The Academic Faculty

By

Nderim Gerguri

In Partial Fulfillment

of the Requirements for Membership in the Honors Society of the American University in Kosovo
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Executive Summary

This project takes a deeper look into the problems around the health care system in Kosovo and especially in the Pediatric Department in the Regional Hospital of Mitrovica.

Main goals of this project are to describe the problems that patients and doctors face in the pediatric department of the Regional Hospital in Mitrovica and suggest means how these problems can be resolved. This project offers comparative local and international data, statistical data, and creative solutions to specific problems.

After conducting surveys with the local doctors and patients numerous approaches to solve major difficulties were suggested. Accordingly, the ways to improve the working conditions and the overall performance of the doctors in the Pediatric Clinic in the Regional Hospital in Mitrovica are:

- Install a universal medical protocol
- Have a mechanism which rewards and punishes doctors based on their recorded results and encourages them to work in the public sector
- Equip the Hospital with the necessary apparatuses and medical drugs
- Provide a genuine education to the community since early age and especially women
- Offer learning centers for pregnant mother to increase their awareness regarding numerous issues i.e. information regarding the pregnancy and birth giving process, what should mothers do during pregnancy, their nutrition, hygiene, and the intensive care after birth
- Encourage debate between the doctors and the community and together seek alternatives to find solutions regarding many concerning issues i.e. first aid for kids and treatment of high temperature at kids
- Encourage doctors to specialize in common diseases among children i.e. cystic fibrosis, AIDS, chickenpox, bronchiolitis, diabetes etc.
Chapter 1 and 2 Final Report Background

According to Rosemary Pealver: “Opportunity cost is the cost of a foregone alternative, if you chose one alternative over another, then the cost of choosing that alternative is an opportunity cost. Opportunity cost is the benefits you lose by choosing one alternative over another one. The opportunity cost of choosing one investment over another one” (Pealver, 1). As a result, human beings always face the challenge of where to invest, where to spend time, and moreover which benefits should they sacrifice. Similarly, assemblies and governments of over 100 countries of the world gather and decide how to divide the total 100% of the government budget. Indisputably, one sector is always going to lack funds, due to the “rational” judgment of the brightest minds (parliament members and government officials) of a particular country. Likewise, last year, the Kosovar Government has decided to dedicate 600 million euros on building a 55 kilometer highway which connects the capital city of Kosovo, Prishtina with the capital city of Macedonia, Skopje (How does the State Spend our Money). This irrational/subjective decision is just the beginning of the myriad of problems initiated by the Kosovar Government when it comes to the distribution of its budget.

Health sector is one of the most important sectors, it is a fragile department which needs special observation, it is the place where scientist, astronauts, presidents, sportsman, and professors are born, it is the place where children, women, men, and leaders of tomorrow are healed, it is the birthplace of an entire nation. Hence, the better the healthcare of a country is the better of the whole nation is.

Accordingly, Maslow’s Hierarchy of needs places safety/health in the first layers of needs. Maslow’s theory describes health as one of the main motivators of every individual. Besides the individualistic approach, the health department is directly related to the wellbeing of an entire nation. If people of a country do not receive the required medical treatment, efficiency is also impacted (Maslow’s Hierarchy of Needs).

Figure 1.1 Maslow’s Hierarchy of Needs, 2008
The government of Kosovo has to push healthcare to the top of its plan and continually work to have the regulation, strategies and policies that are on par with the developed healthcare systems in the world. It needs to invest and expand the role of the Ministry of Health to act as an overall guarantee of good practice by members of medical profession and to act firmly against those who are outside the framework of expected professional and behavioral values.

The general population has to put pressure on their particular political representatives and hold them accountable so that they take improvement in healthcare sector as a top priority. It needs to follow good advice about healthy lifestyles, eating habits and exercise and undergo periodic screening tests as appropriate. If all parties make a coherent effort, things should improve quite quickly. It is up to healthcare experts, policy makers and medical leaders to build an operational and regulatory framework that incorporates these responsibilities.

Nevertheless, living a long and healthy life is one of the key indicators of human development and guaranteeing equal access to quality health services is an essential instrument for achieving
this goal. This objective is reflected in the Kosovo Constitution, which affirms that health is a fundamental human right. The Kosovo Health Law and specific health policies are guided by intercontinentally acknowledged principles of quality, equity, solidarity and nondiscrimination, as well as sustainable and cost-effective financing. However, translating these principles into action remains a major governance challenge. Equity as a concept in health-care in Kosovo has only emerged within the last ten years.

Historically and especially during the 1990s Kosovo experienced institutionalized discrimination, particularly the health care system. The suppression of ethnic Albanians both as health care seekers and health care providers diminished the capacity of Kosovo’s authorities to ensure fundamental health rights. This damaged capacity remained present after the 1998-99 conflict. As a reaction, both the Kosovo authorities and the international community decided to introduce a new health financing system. The newly introduced system in Kosovo is mainly financed by taxes. Other resources for the health department come from donor contributions and patients. All these funds are then transferred from the Ministry of Finance to the Ministry of Health, hospitals (Central and regional) and municipalities which provide the primary health care services. Percentage wise the Ministry of Health receives 22 percent of the total, secondary and tertiary hospitals receive 51 percent, whereas the remaining 26 percent belong to the municipalities of Kosovo. Regardless of the challenges of revitalizing this rusty/damaged health system, Kosovo has shown an impressive improvement in demographic and health indicators. For instance, life expectancy has increased for the past ten years from 67 years to 69 years, and the mortality rate has decreased from 29.1 per thousand live births to 19.3 per thousand live births. On the other hand, even though these accomplishments are impressive the outcomes of this health system are poor compared with the neighboring Balkan and European counties (The Kosovo Human Development Report 2010).
The table below indicates the huge differences between Kosovo and other European nations when it comes to life expectancy.

Table 1.1 Life Expectancy at birth in selected European countries, 2006

<table>
<thead>
<tr>
<th>Location</th>
<th>All</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albania</td>
<td>71</td>
<td>73</td>
<td>69</td>
</tr>
<tr>
<td>Bosnia and Herzegovina</td>
<td>75</td>
<td>78</td>
<td>72</td>
</tr>
<tr>
<td>Croatia</td>
<td>76</td>
<td>79</td>
<td>72</td>
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<tr>
<td>Montenegro</td>
<td>74</td>
<td>76</td>
<td>72</td>
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<tr>
<td>Serbia</td>
<td>73</td>
<td>76</td>
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</tr>
<tr>
<td>Slovenia</td>
<td>78</td>
<td>82</td>
<td>74</td>
</tr>
<tr>
<td>Macedonia</td>
<td>73</td>
<td>76</td>
<td>71</td>
</tr>
<tr>
<td>France</td>
<td>81</td>
<td>84</td>
<td>77</td>
</tr>
<tr>
<td>Germany</td>
<td>80</td>
<td>82</td>
<td>77</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>80</td>
<td>83</td>
<td>77</td>
</tr>
<tr>
<td>EU 15 Average</td>
<td>80.2</td>
<td>71</td>
<td>67</td>
</tr>
<tr>
<td>Kosovo*</td>
<td>69</td>
<td>71</td>
<td>67</td>
</tr>
</tbody>
</table>


According to the official website of the Ministry of Finance the total budget for 2014 is 1,591,118,599 out of this amount of money only 114 million, percentage vise only 7% is dedicated to the Ministry of Health (Budget 2014-2016). Looking closely at the 2014 division of the resources by the American Government, a total of 772 billion dollars or 25% of the total budget is spend in the health department (Policy Basics: Where Do Our Federal Tax Dollars Go?).
"Is Top-Dollar Treatment Getting Americans the Best Health Care in the World?"  

In addition, when looking at the World Bank’s report about Kosovo and its Health sector you witness gut-wrenching reports which state: “Kosovo has the worst health outcomes in the Balkans. On every Indicator—life expectancy, maternal death rates, infant and child mortality, immunization rates and tuberculosis incidence—Kosovo ranks far below neighboring countries, often by a factor of two. Infant and child mortality rates, which are twice as high as in neighboring countries, result from readily preventable problems—perinatal conditions, respiratory diseases and diarrhea. Communicable diseases and malnutrition are still common
among vulnerable groups. About one-third of children under-five suffer from vitamin A deficiency, and 20 percent have stunted growth. Environmental problems such as air pollution, waste management and heavy metal pollution affect the population’s health: the Mitrovica municipality reports the highest blood lead levels in the world” (Kosovo Public Expenditure Review, 29).

Different from Kosovo, governments worldwide spend enormous amounts of money in the Health Department, and proportionally the health sector is the second or third department with the most allocated funds. Expenditures as a percentage of GDP of the most developed countries are as follows: Switzerland 11.4%, Germany 11.3%, Austria 11.1%, Netherlands 11.8%, and Denmark 11.1% (Frohlich, Kent, Allen).

Kosovo seems to follow the worldwide trend in the increase of fund in the health department. Below is the graph which shows spending of the wealthy nations

Figure 1.3 Average Health Care Spending per Capita, 2011

The trend of increase on expenditures on health in Kosovo by The Kosovo Human Development Report 2010 is presented on the table below

Table 1.2 Expenditures on health 2004-2009, 2009

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kosovo expenditures on health (million EUR)</td>
<td>64.6</td>
<td>71.4</td>
<td>68.3</td>
<td>70.1</td>
<td>62.6</td>
<td>74.5*</td>
</tr>
<tr>
<td>Kosovo expenditures on health (percentage of GDP)</td>
<td>2.8</td>
<td>3.2</td>
<td>3.0</td>
<td>3.1</td>
<td>3.0</td>
<td>2.8</td>
</tr>
<tr>
<td>Kosovo expenditures on health (percentage of overall expenditures)</td>
<td>10.4</td>
<td>9.6</td>
<td>9.8</td>
<td>9.8</td>
<td>9.7</td>
<td>9.2</td>
</tr>
<tr>
<td>Primary health care grant (percentage overall expenditures on health)</td>
<td>28</td>
<td>25</td>
<td>26</td>
<td>27</td>
<td>26</td>
<td>26</td>
</tr>
</tbody>
</table>


However, even though Kosovo’s budget in the health sector has softly increased for 7 million euros from 2013 to 2014. It was 107 million Euros in 2013; it is 114 million Euros in 2014, according to the director of the department for information at the ministry of Health, needs of this department are much bigger; therefore a higher increase in this particular sector is a necessity (Kasapolli-Selani).

In the table below you find the total 100% of the government spending for the year 2013

Figure 1.3, Expected Government Expenditures, 2013


Besides the need of increase in funds, according the World Bank’s report and the head of pediatric department of the General Hospital in Mitrovica, Dr. Rrahim Merovci there some other factors which contribute to the bad conditions in this department i.e. in some sectors overstaffing is present, too much spending on treatment abroad, number of non-medical staff is excessive, mandatory reforms in procurement of pharmaceuticals, and purchase of high cost medical
technology which require special training in order to be used (Kosovo Public Expenditure Review, 34).

Mitrovica region has a territory of 350 km²; it contains a total of 47 villages and has an approximate population of 71,909 people (Gap Report).

The Mitrovica General Hospital was found in 1950, is name “Sami Haxhibeqiri” and offers its services to over 220,000 people. This is a regional hospital which is available not only for the people of Mitrovica but also for the neighboring cities of Vushtrri and Skenderaj and their villages. This Hospital as of November the 4th has 200 beds and 322 workers (Ministry of Health Helps the regional Hospital of Mitrovica).

Accordingly, the General Hospital of Mitrovica receives only 3,980,108 Euros, percentage wise only 3% of the total budget that the Ministry of Health receives is destined to the General Hospital of Mitrovica. The table below represents sources of funds for this hospital, employees of the current year, wages and salaries of medical and non-medical staff, how much is spend on utilities, good and services, and the total amount planned to be spending in 2014.
Table 1.3 Mitrovica General Hospital Expenditures, 2014

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Employees for year 2014</th>
<th>Wages and Salaries</th>
<th>Goods and Services</th>
<th>Utilities and expenditure</th>
<th>Capital Expenditures</th>
<th>Expend. 2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitrovica General Hospital</td>
<td>429</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Grants</td>
<td>2,243,381</td>
<td>1,120,527</td>
<td>66,200</td>
<td>550,000</td>
<td>3,980,108</td>
<td></td>
</tr>
<tr>
<td>Own Resources</td>
<td>2,059,321</td>
<td>1,120,527</td>
<td>66,200</td>
<td>550,000</td>
<td>3,796,048</td>
<td></td>
</tr>
<tr>
<td>Financing by borrowing</td>
<td>184,061</td>
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<td></td>
<td></td>
<td>184,061</td>
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</tbody>
</table>

Chapter 3  Research Methods

Chapter 3 discusses several points including the goal statements of the project. It continues with methodology used to get the intended results and the logic of doing that. Methodology is followed with problems and difficulties that arose during the project research. The chapter concludes with the strengths and weaknesses of information presented.

Section 3.1: Goals

The Regional Hospital has recently changed its location, with the help of many subsidies from different donations and many departments that have gradually been built. The pediatric department building is almost finalized with the help (suggestions) of information provided from doctors, managers, directors and patients. This project suggests some changes which should be encompassed in order to have a more functional, efficient and effective services.

Two main goals of this project are:

Goal 1: This project is going to describe problems that patients and doctors face in the pediatric department of the Regional Hospital in Mitrovica

This projects aims to clearly and objectively identify the dysfunctional aspects of the pediatric department.

Goal 2: Suggest means how these problems can be resolved.

By identifying the causes of the problems, crucial structural changes can be proposed.

Section 3.2: Methodology

The health sector needs more attention as it is one of the major services of a prospering country. This project seeks ways on how to improve the overall performance of the department of pediatrics. It is crucial to see where the problem stands and compare it with success stories in the regional and global countries.
**Primary Research** A survey with 30 patients who seek treatment at the public hospital has been conducted. Patients are parents of children up to the age of six; through their answers, main problems this hospital suffers from were surfaced.

**Secondary Research** This secondary research has been conducted through visiting different websites that provide crucial information regarding the malfunction of this department. The most useful websites were the official website of the municipality of Mitrovica, the website of the Ministry of Finance, and the website of the Ministry of Health and other relevant sources i.e. Kosovo’s Agency of Statistics.

**Qualitative Research – Interviews.** To better understand how the Pediatric Department in the Regional Hospital in Mitrovica functions, a wide-ranging, face-to-face interview with the head of the department Dr. Rrahim Merovci was conducted. This interview was conducted in the native language, Albanian, and served as a link toward fully understanding how the Department works and explore the respondent overview of its performance and several other aspects. The data collected through interviews also identified the strengths and weaknesses of the functionality of the Department.

**Section 3.3: Problems/ Difficulties**

Even though, there was enough time provided to wrap up the whole research process, there were some technical obstacles which interfered with the flow of the research. First, travelling was a barrier, since going from Prishtina to Mitrovica back and forth, working and attending lectures is a difficulty every individual encounters. Second, the government was repairing the road to Mitrovica, therefore there were huge traffic jams in certain parts of the road connecting these two major cities.

Moreover, while conducting primary research people (patients) were unwilling to cooperate, although they were informed that these surveys were anonymous, most of the patients were hesitant to sincerely express themselves fearing that their responses might be transmitted to the doctors and their children will not get the adequate services. Doctors in Kosovo on average work more than 8 hours a day, since besides working in the public sector, they work in their
private clinics or ordinances, hence there were a couple of instances when meetings had to be rescheduled.

**Section 3.4 Strengths/Difficulties**

**Strengths**

The research project was a long journey followed by countless efforts to achieve the desired goals. This long journey produced important and useful information which answered questions which this project addresses. To break it down apart, the strength of data found in primary research data due to plentiful detailed information that it entails was strength of the entire process. This strength could not be represented without the help of the head of the Department of Pediatrics in Motrovica and my advisor Hajdar Korbi who helped me with all their forces; they have facilitated the research process and were a link to having easier access to data.

Dr. Rrahim Merovci’s willingness to cooperate was astonishing when you take into consideration the arrogance of the average doctor in Kosovo. He provided detailed information regarding the functionality of the Pediatric Department was supportive and was a vital part of this project. He helped to connect the dots that were missing in order to end up with useful suggestions.

**Difficulties**

Time was a major factor which prevented the inclusion of a larger sample size. Due to time limitations surveys conducted were less than initially intended.
Chapter 4  Results

It is of high importance for a country to have a high children birth rate. Kosovo does not seem to have that problem, over the years number of the population has increased at an increasing rate. Nevertheless, what is alarming for the Kosovar community is the high child mortality rate. Numerous issues such as low educational level by mothers, giving birth at home, hospitals’ capabilities, and absence of medical drugs are just some of the irrational reasons why Kosovo faces such a high Child Mortality rate.

While conducting the research, through online sources, interviewing doctors and/or surveying patients you find many errors in the whole health care system. Those mistakes are graphically described in this chapter, and means how to pass those obstacles are later on discussed in the next chapters.

Secondary Research – Education Issues

As discussed in the first two chapters Kosovo has a threatening child mortality or “baby death rate.” While Kosovo is performing better into lowering these negative figures, still, compared to the countries surrounding it and other countries in Europe, these numbers represent a direct threat for every leading government.

Table 1.1 Life Expectancy at birth in selected European countries, 2006
While conducting the research and highly investigating the Regional Hospital of Mitrovica, it turns out that child mortality is also concerning in that part of Kosovo too. In the illustration below you find the number of baby deaths in the Mitrovica region.

Figure1.1. Baby deaths in Kosovo’s regions

To add, a key component contributing to such a high child mortality rate is indisputably the level of education parents and especially mothers have. Besides the intellectual part, these parents do not receive the preparatory advices prior to having a baby. Even though we live in the 21st century where technology has surpassed every limit of our imagination, there are still mothers who give birth to their babies in their houses instead of visiting the hospital.

Two of the images below show these two highly correlated variables and the where the region of Mitrovica stands in these two respective measures.
Therefore, as seen in the data above, one of the main factors is indisputably the education of parents/patient.

**Finances**

Table 4.1 is the only source that can be found regarding the total expenditure of the Mitrovica Regional Hospital. These are not big numbers but according to the head of the Pediatric Clinic Dr. Merovci when you take into account the total budget plus subsidies received from relevant sources such as the World Bank, European Commission, the Norwegian Embassy, the country of Luxemburg a lot more can be achieved. His suggestions will be used in the following chapter, after the problems have been identified.
Table 1.2. Mitrovica General Hospital Expenditures, 2014

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**Interview**

According to the head of PDRHM Dr. Merovci, it is desirable that for every four children there should be a doctor and two nurses. Right now the PDRHM counts only nine doctors and 18 nurses, whereas the entire city of Mitrovica has 85,122 residents out of which 17,325 are children under six (Kosovo Agency of Statistics). Clearly, this is a disproportional ratio, because the number of kids that need medical services on a daily basis is really high.

Dr. Merovci, stated that there are fundamental problems with the system how the Regional Hospital is financed. (1) Budget for the Regional Hospitals should be channeled by the Q.K.U.K. and not by the Ministry of Health. (2) Continually, the main problem both doctors and the patients witness is the lack of a universal protocol, in other words, every doctor uses a
different diagnosis for individuals with the same disease. This later on, reflects in unsuccessful, long and tiring healing processes for kids.

(3) Shortage, of essential medications is of utmost importance. What the clinic (department) receives, covers less than 30% of the total needs. (4) The absence of a Public Health Insurance is the reason why most of the doctors see these public hospitals as a way to promote them and invite these patients to their private clinics. Mechanisms that simulate and motivate doctors must be installed to protect Kosovo from this chaos. (5) Apart from the lack of the essential medications the PDRHM does not have the necessary equipment (machines) every Pediatric Department must have. Currently, PDRHM does not have an X-ray machine, not enough beds and what is the worse it does not have an incubator, thus very often doctors are forced to send their barely living patients (babies) to QKUK with an ambulance. (6) Last but not the least what the community of Mitrovica lacks the most is a community that is genuinely educated.

Primary Research

From the survey conducted with the patients, the majority of them complained about numerous issues. Their main concerns were the small building, hence not enough space, lack of beds, lack of the essential medical drugs which they are often forced to buy in the private pharmacies. Moreover, when conducting the interview with the head of the Pediatric Department Dr. Rrahim Merovci, he complained about numerous issues and suggested creative ideas to find solutions.

Findings from the survey conducted with the patients are shown graphically in the charts below:
Figure 1.3. Answers on Does the Hospital provide the necessary medical drugs?

Availability of the Essential Medical Drugs

- 10-30%: 87%
- 30-60%: 3%
- 60% or more: 10%
- 90% or more: 3%
Figure 1.4. Answers on how satisfied patients are with the services the Pediatric Department of the Regional Hospital in Mitrovica offers

How Satisfied are patients with the services of PDRHM

- Not Satisfied: 58%
- Somewhat Satisfied: 23%
- Satisfied: 10%
- Very Satisfied: 9%
Below is the survey that was handed out to the local patients

Survey Number: ________________

1. Level of Education: Primary School  High School  University

2. Number of Children: 1  2  3  4  more

3. Does the Hospital provide the necessary medical drugs?
   __________

4. If yes, how much?
   • 10-30%
   • 30-60%
   • 60% or more

5. Are there enough beds in the clinic?
   __________

6. How satisfied are you with the services of doctors and nurses?
   • Not satisfied
   • Somewhat satisfied
   • Satisfied
   • Very satisfied

7. Should there be more doctors and nurses?
   __________
Chapters 5 and 6 Analysis and Discussion

Initially, after data were collected, out of all the difficulties doctors face in the pediatric department of the regional hospital in Mitrovica the lack of a medical protocol is the major problem everyone (patients and doctors) suffers from. According to “Guidelines for use of Medical Protocols,” “a medical protocol is a set of predetermined criteria that define appropriate nursing interventions that articulate or describe situations in which the doctor makes judgments relative to a course of action for effective management of common patient care problems.” The republic of Kosovo is yet to install such a crucial component in all of its hospitals. The protocol is the alphabet of a proper medical treatment. The absence of such a mechanism prevents interferes in different medical treatments. During the interviews with the parents of the kids in the pediatric department, complaints regarding the methods doctors prescribed diagnosis and the medical drugs they recommended were more often than not in conflict with one another. This later on leads to confusion among parent, as they are in a dilemma which doctors advices to follow. Besides the confusion among parents, the absence of such mechanism initiates many conflicts between doctors themselves. Therefore, as in the majority of the developed countries worldwide, a medical protocol must be present in all clinics, especially in the pediatric department. Dr. Besart Merovci concluded that the protocol is the main facilitator of all of the treatments and other services patients receive from doctors in Kosovo.

Moreover, the head of the Pediatric Department in the Regional Hospital of Mitrovica Dr. Rrahim Merovci stated that every international pediatrician would be amused by the way the pediatric department in Mitrovica works. “We miss the obligatory equipment every pediatric department must have” he stated. This department does not have X-ray machines, enough beds, has no incubators, not enough space, and has overfilled rooms. Indisputably, with the new building opening soon, some of these holes will be filled; nevertheless this department’s performance is not going to improve unless these mandatory conditions are fulfilled. Obtaining these new machines raises another issue, the professional preparation of doctors to use these machines. Hence, different seminars, lectures, and trainings should be provided to both young and old doctors on how to properly use the new equipment. Besides the different training doctors receive they must be cautious and not repeat common irrational mistakes you find in almost all of the Hospitals in Kosovo. When the new building is inaugurated they must make
sure that the placement of the new machines is closely analyzed. For instance, the X-ray apparatus must be placed in the first floor, in this way both doctors and patients are more efficient in diagnosing their patients, the room with incubators must be carefully watched, since the kids who receive help are in a sensitive situation, and that the building provides equal services to everyone, including patients with special needs.

Figure 1.1. Answers regarding patients education level.

According to both of the doctors interviewed, the biggest problem this clinic/department faces is indisputably patients’ lack of education. The key actors in this clinic are mothers of newborn babies. Generally, mothers in Mitrovica do not have sufficient information regarding how to take care of themselves during pregnancy and after their babies are born. Both doctors claim that as in most of the countries in the world, there should be specific centers that provide information regarding the pregnancy and birth giving process, what should mothers do during pregnancy, their nutrition, hygiene, and the intensive care after birth. Such centers facilitate doctors’ job and increase the mutual trust between both mothers and pediatricians. Additionally,
health related courses should be tough starting from elementary school. Such an act increases awareness and results into an educated and a more prosperous community.

Table 1.1. Mitrovica General Hospital Expenditures, 2014

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Employees for year 2014</th>
<th>Wages and Salaries</th>
<th>Goods and Services</th>
<th>Utilities and expenditure</th>
<th>Capital Expenditures</th>
<th>Expend. 2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitrovica General Hospital</td>
<td>429</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Government Grants</td>
<td>2,243,381</td>
<td>1,120,527</td>
<td>66,200</td>
<td>550,000</td>
<td>3,980,108</td>
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<tr>
<td>Own Resources</td>
<td>2,059,321</td>
<td>1,120,527</td>
<td>66,200</td>
<td>550,000</td>
<td>3,796,048</td>
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<tr>
<td>Financing by borrowing</td>
<td>184,061</td>
<td></td>
<td></td>
<td></td>
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<td>184,061</td>
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Financing, or the way the Ministry of Health channels funds into the public hospitals in Kosovo is another fundamental problem. Up until now the Ministry of health finances all of the hospitals in Kosovo; as a consequence, many problems arise i.e. overstaff, lack of equipment, long waiting lines etc. The proper institution to finance the hospitals should be University Clinical Center of Kosovo Q.K.U.K. where the people in charge are all doctors and have a better understanding of the needs of these hospitals. Continually, funding has always been a sensitive issue for the Regional Hospital of Mitrovica. As a result, many negative occurrences such as
corruption and nepotism have resulted into devastating outcomes for the pediatric departments. On the one hand, this hospital has clinics which are overstaffed and have fewer patients daily, and on the other hand the other clinics which have a larger flux of patients are understaffed and cannot provide the proper services to their daily patients. To prevent this ongoing bad-functioning of the hospital, in general, a more devoted budget plan should be conducted by the University Clinical Center of Kosovo and not the Ministry of Health. Continually, when the results of the survey with the patients were presented, 87% of the patients confirmed the fact that there is a lack of the essential medical drugs. According to the patients of the pediatric clinic in the regional hospital in Mitrovica, the hospital provides less than 30% of the essential medical drugs. Clearly, a better financial management and more funding is needed in that direction in order to stop the poor population of Kosovo from buying drugs in the private pharmacies nearby the hospital.

Figure 1.2. Answers on Does the Hospital provide the necessary medical drugs?

Due to the inefficient equipment, the low wages doctors get for their services, due to the financial benefits they have with their private ordinances, doctors in Kosovo generally advice their patients to visit their private clinics after their working schedule is finished. Doctors working in both the public and private sector are one of the main reasons why the Pediatric
Clinic in Mitrovica is not performing. However, since the law regarding health care was recently passed in the assembly of the Republic of Kosovo, Dr. Besart Merovci provided a well-functioning mechanism utilized by many countries, especially the Nordic countries. In order to prevent this ongoing hassle for doctors’ appropriate mechanisms should be installed. This mechanisms widely used in the Nordic countries encourages doctors to perform better in the public sector, where doctors basically get their salaries depending on the number of patients they provide services to on a monthly basis. Therefore, with the help of the digitalized record keeping, which is funded by the Luxemburg embassy in Prishtina, managers/directors of Hospitals and certain clinics would be able to reward the hardworking doctors and punish the ones who don’t. When this condition is met, the managers/leaders of different department should seek additional managing courses. Managing the clinics in the hospitals is not the same anymore, as the idea of the role of a manager has evolved over the past years. Dr. Besart Merovci confirms that the majority of the doctors that lead different clinics lack leadership skills and one of his main suggestions is that these doctors get some educated in this regard.

Conversely, there were some signs of improvement in the pediatric department in the regional hospital in Mitrovica. This clinic offers internships to the newly graduated doctors in Prishtina. It is mandatory that every graduate of the University of Prishtina, do an internship for at least 6 months in a particular clinic in which they seek to continue their specialization. Additionally, according to the parents of the kids in the clinic, doctors regardless of their salaries and their working conditions have improved significantly over the years since the war in 1999. Everyone in the pediatric clinic is more than hopeful that a bright future is ahead of them, but to be in line with the countries of Europe, requires a strong work ethic, more funds, and a better infrastructure. Nevertheless, countries in the developed world are way ahead of Kosovo. To improve the working conditions as doctors Besart and Rrahim Merovci suggested, doctors should initiate open debates with their patients in the community, to discuss different concerning issues i.e. first aid, high temperature, and first hand treatment. Moreover, pediatricians should seek means on how to pursue their post graduate studies, for instance specialize in certain diseases that affect children in Mitrovica i.e. cystic fibrosis, AIDS, chickenpox, bronchiolitis, diabetes etc.
Chapter 7 Final recommendations:

The Pediatric Department in the Regional Hospital in Mitrovica suffers from many problems, nevertheless this project recommends some valuable suggestions which are proven to be successful and promise solutions to many concerning issues.

The starting point of every well-functioning hospital is the installment of a universal **medical protocol**. Such mechanism is proven to be fundamentally important for every clinic. The medical protocol includes a treatment plan, summarized consensus statements and addresses practical issues. It describes a method to be used in a clinical trial (e.g. of a drug or medical treatment) and is often considered to be stricter than a guideline, and carries more weight with the law. The absence of such a mechanism is usually the foundation of all of the problems in the pediatric clinic in Mitrovica.

Have a mechanism which rewards and punishes doctors based on their recorded results and encourages them to work in the public sector. According to doctors Besart Merovci and Rrahim Merovci, this clinic has access to digital data and with the right policies, it can encourage doctors to work harder in the public hospital, consequently improve the relation patient-doctor and switch the focus from private ordinances and clinics to public hospitals.

Increase in fund in certain sections, focusing on essential medical drugs. More money must be channeled to provide the essential drugs. The potential increase in these drugs decreases child mortality rate, increases natality, and provides better conditions to mothers.

Careful, critical, and logical analysis to how funds are distributed into clinics. Make sure that there are no cases of overstaffing; make sure that the ratio doctor-patient is two nurses and one doctor for four patients.

Offer more internships to young prosperous doctors, offer more research opportunities for pediatricians regarding common diseases (AIDS, cystic fibrosis, chickenpox). Such a mechanism offers doctors settings to specialize in certain areas and provide valuable information not just for the community of Mitrovica but for the entire nation.
Lastly, the most sensitive part offer better education for females starting from primary school. There is a huge gap and distrust between doctors and mothers, and if the right institutions are put in the right place such challenges would no longer hinder this relation. Appeal to ministries and municipalities to put in place educative institutions for mothers during pregnancy. In these institutions they would be able to learn the essential lessons regarding precautionary measures during and after pregnancy. Such institutions would perceptibly facilitate doctors and mother and would result in better clinical performances.
Works Cited:


