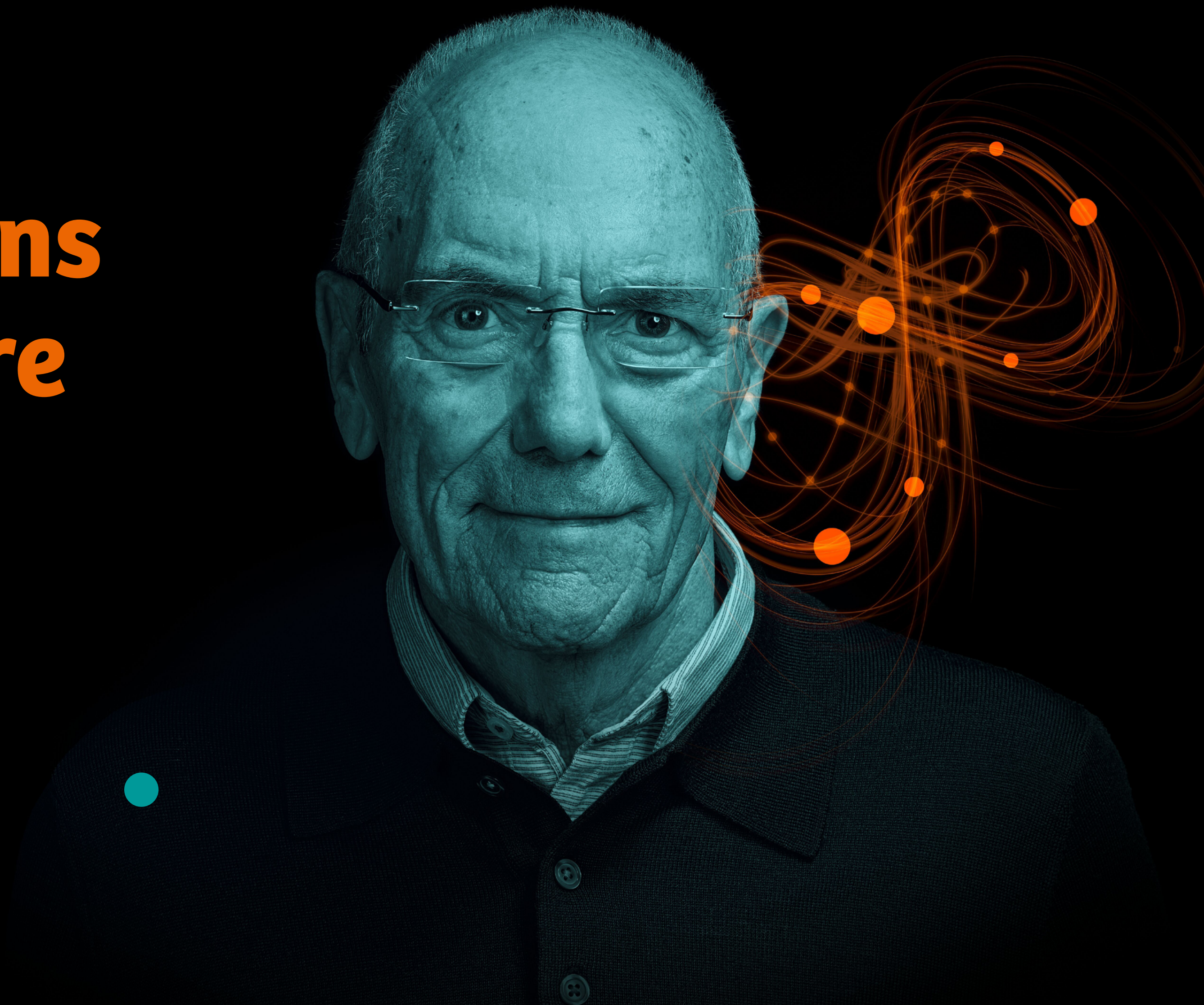
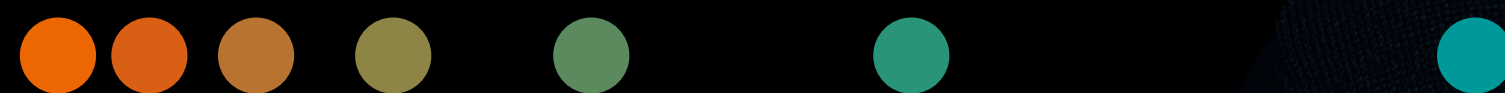


Value Partnerships in Germany

Customized solutions for future-proof care

siemens-healthineers.com/value-partnerships



“The healthcare system is undoubtedly facing significant challenges – from economic pressure and workforce shortages to advancing digitalization. Current developments therefore foresee a profound structural change. However, every change also brings an opportunity. As a strong partner, we want to support hospitals in this transformation and together set the course for the future.”

Thomas Hopmeier, Head of Enterprise Services Germany



Across Germany, Siemens Healthineers partners with healthcare facilities, academic institutions, and non-profit organizations. Through these collaborations, we help local healthcare providers meet their technology needs, including equipment upgrades and replacements. In addition, Siemens Healthineers offers guidance and consulting expertise in developing processes to optimize the use of both technology and staff. We call these comprehensive partnerships Value Partnerships. They are designed to transform care delivery and improve patient outcomes and experience.

Through long-term **Value Partnerships**, Siemens Healthineers collaborates with customers to develop individual solutions that address their specific challenges in technology, operations, workforce, facility, strategic transformation, and digital innovation.

The following case studies highlight different challenges and opportunities and feature two long-term partnerships:

- ANregiomed
- Marienhaus Group

Each of these providers has leveraged a long-term Value Partnership to improve clinical and financial outcomes and enhance the patient experience. And all have already made progress toward achieving their goals – in terms of technology acquisition and operations, staffing and facility architecture. The next chapter outlines new partnership models that focus on clinical applications.



The healthcare landscape in Germany

With a population of approximately 84 million, Germany is the 19th most populous country in the world.¹ In 2023, healthcare expenditure amounted to €501 billion. This corresponds to 12.0% of gross domestic product (GDP) and €6.013 expenditure per capita.² 40% of the population aged 16 and over suffer from one or more chronic diseases with the most common being hypertension, osteoarthritis, and back pain.³ These conditions significantly drive up healthcare costs.

With around 1,700 hospitals, Germany has the highest density of hospitals and patient beds in Europe. Except for Austria, no other country in Europe spends more per capita on hospitals than Germany.⁴ However, hospitals are facing numerous challenges – including demographic change, increasing workforce shortages, slowing digitalization, and the growing use of outpatient care.

The upcoming hospital reform implicitly paints a picture of a future hospital structure: With a target occupancy rate of 85% and progressing outpatient care, only approximately 316,000 patient beds or about 1,200 locations would be needed.⁵

The hospital reform in Germany pursues three central objectives: Ensuring and improving the quality of care, guaranteeing comprehensive medical care for patients, and reducing bureaucracy.⁶ Above all, the introduction of a financing model that is independent of case volume is intended to reduce the volume incentive of the DRG system, strengthen services of general interest, and create an incentive to optimize hospital structures by means of service groups that have yet to be defined. This will create a strong incentive to merge locations into larger units in order to achieve a higher level of care.⁷



In 2023, with a health index of

81.4⁸

Germany was ranked in

13th 

place in the global healthcare system

Global challenges for local hospitals

The German healthcare system is in the middle of change, driven by global challenges. One key issue is **digitalization**. To drive this forward, the federal and state governments (Bund und Länder) are providing hospitals with billions in investment funds through the Hospital Future Act (Krankenhauszukunftsgesetz, KHZG). The key is to strategically digitalize to avoid IT silos. The goal is to achieve a higher level of connectivity within the healthcare system to improve patient care. Many hospitals are also suffering from a **shortage of qualified staff**. By 2035, approximately 1.8 million positions will remain unfilled due to a lack of qualified staff – a shortage of 35%. Today, the shortage is already about 7%.⁹ This raises the question of how to make clinical careers more attractive to young professionals and returnees.

Costs and financing are also pressing concerns. In principle, hospitals in Germany are financed on a dual basis: Health insurance companies cover the cost of treatment, while the state governments (Bundesländer) finance new buildings or the purchase of equipment. However, the German Hospital Association (Deutsche Krankenhausgesellschaft, DKG) is currently recording more insolvencies than ever before – due to dramatic price increases and persistent structural underfunding. The expected total deficit of hospitals is estimated to be around €10 billion by the end of 2023.¹⁰ One way to make better use of existing financial and human resources in the healthcare sector is the ongoing **reform of outpatient care**. As of January 1, 2024, 171 OPS codes were added to the ambulatory surgery catalog – representing approximately 300,000 inpatient cases per annum that can be performed on an outpatient basis in the future. Additionally, more outpatient procedures will relieve the pressure on both hospital staff and bed capacity.¹¹

Co-creation with a trusted partner

Value Partnerships founded on knowledge and trust

Siemens Healthineers Value Partnerships are long-term, performance-oriented, collaborative relationships, uniquely centered around co-innovation to address specific customer needs. We provide end-to-end solutions tailored to organizational needs, with medical technology expertise from our local and global colleagues and shared insight and capabilities from all parts of the Siemens Healthineers group of companies, including Varian Advanced Oncology Solutions (AOS) and ECG Management Consultants.

Our Value Partnerships bring a combination of clinical insight, medical technology innovation, strategic vision, implementation expertise, and operational excellence to the table. And because we operate within this partnership model, you can trust that we are as invested in your success as you are – because your goals are our goals.

The customers profiled below have a wide variety of goals – streamlining technology management, closing gaps in access to care, improving staff education, expanding service offerings, driving excellence, and improving patient experience – but they are all motivated by the same underlying need to deliver high-quality, financially sustainable care for their patients.



Shaping the future together through Co-Ideation

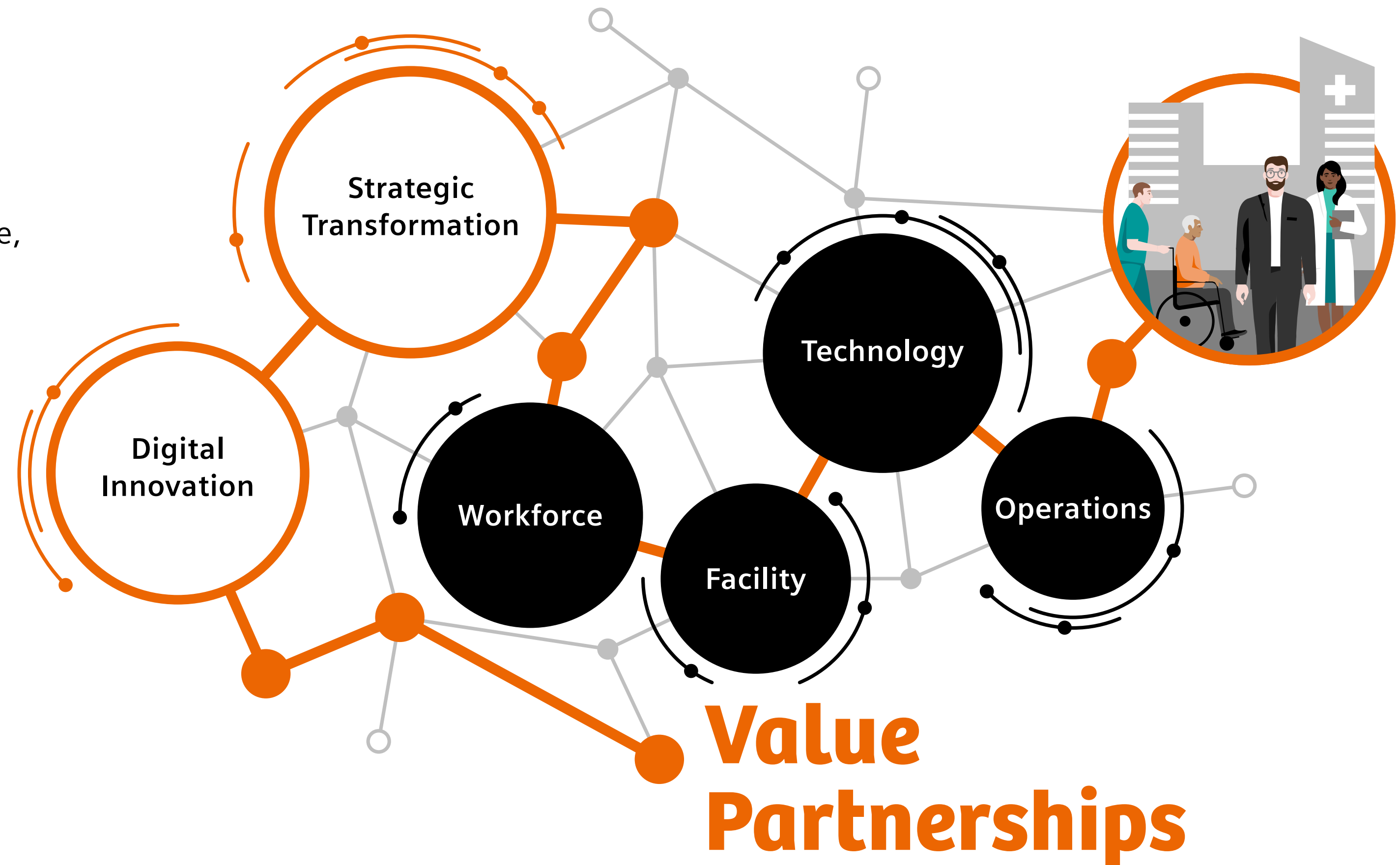
Siemens Healthineers has a robust portfolio of services available under the Value Partnerships umbrella. Value Partnerships use four Value Drivers, which focus on specific domains within healthcare enterprises, to drive performance, efficiency, and innovation:

- Technology
- Operations
- Workforce and
- Facility

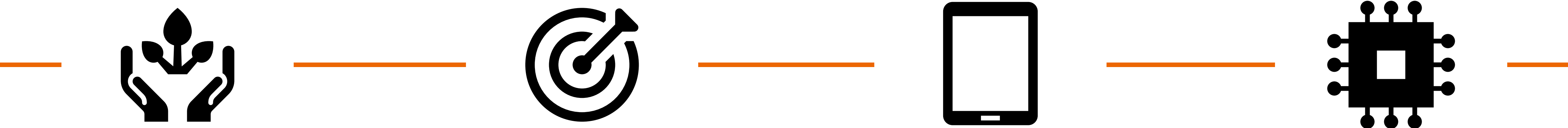
Value Partnerships also leverage two Excellence Drivers, which are holistic, transformative initiatives that can apply across multiple domains:

- Strategic Transformation and
- Digital Innovation

Value Partnerships are not standard solutions. We tailor each partnership to meet your unique challenges and specific needs.



**Value Partnerships encompass consulting services,
to achieve excellence along your entire enterprise life cycle**



Value Creation

Assisting you in creation of value by supporting you in M&A advisory, greenfield planning projects and activation consulting

Clinical Centers of Excellence

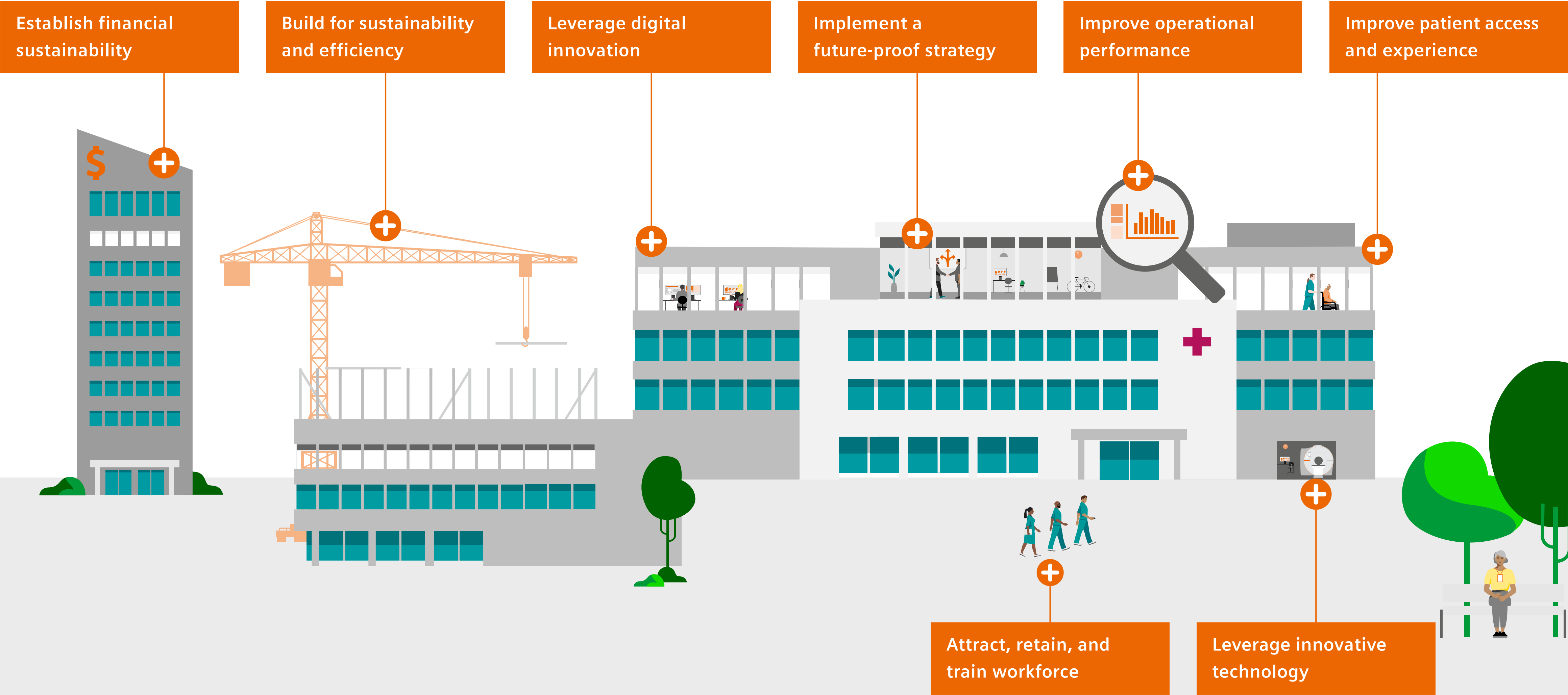
Enabling enhancement of healthcare delivery at selected departments and forming centers of excellence with an extended catchment area

Operations Consulting

Supporting optimization of medical technology and performance improvement of selected service lines through asset planning, lean-based processes, pathway streamlining, and workforce management

Digital Transformation & Implementation

Supporting digitalization of healthcare and implementation of digital solutions with comprehensive IT management consulting and process mining



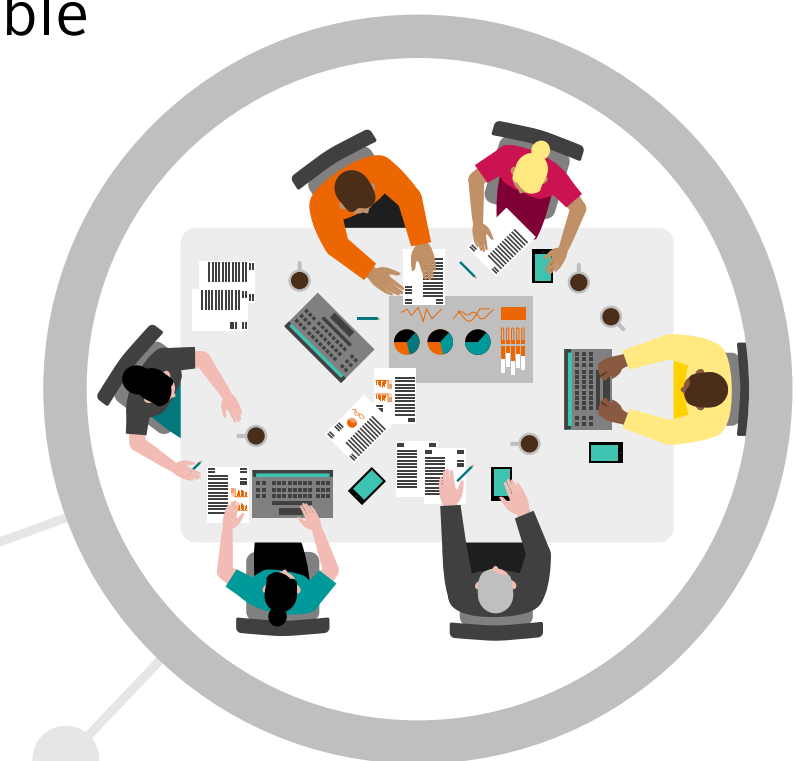
From strategy to needs-based technology planning and roadmap

The results of the Co-Ideation Workshop (or other workshop formats, if required) form the basis of an individual strategy for the partnership. This is important in order to understand a customer's goals. The strategic direction is the framework for defining technology requirements, creating roadmaps, and fleshing out individual projects. All of this is done in close collaboration between a customer's operational decision-makers and our experts. Additional information and data are included as needed. Financing solutions can also be developed.

What makes Value Partnerships unique is that the collaboration does not end with the implementation phase. During a long-term partnership, goals, plans, and achievements are regularly assessed and evaluated – usually through so-called Medical Boards – and individual projects and goals are adjusted as necessary to meet changing needs. The initial concept is therefore only the starting point and framework for further action.

The difficult financial situation of German hospitals leaves decision-makers with little room for maneuver. Every expense is a drain on cash, and budgets are often too tight to make even much-needed investments. Hospitals face a dilemma. The investment backlog that has built up over many years is only exacerbated in times of uncertainty and tight budgets. Outdated medical technology already carries the risk that the desired medical outcomes will not (or cannot) be achieved and that significant additional costs will be incurred due to costly maintenance measures.

Hospitals need to break out of this spiral and regain financial flexibility wherever possible. Long-term and at the same time flexible financing concepts from a single source can provide planning security. Different, freely configurable, and tailored financing approaches help find an optimal solution in terms of profitability as well as acquisition, operating, and possibly also financing costs. The customer's accounting preferences also play a role here.



Success stories with Value Partnerships

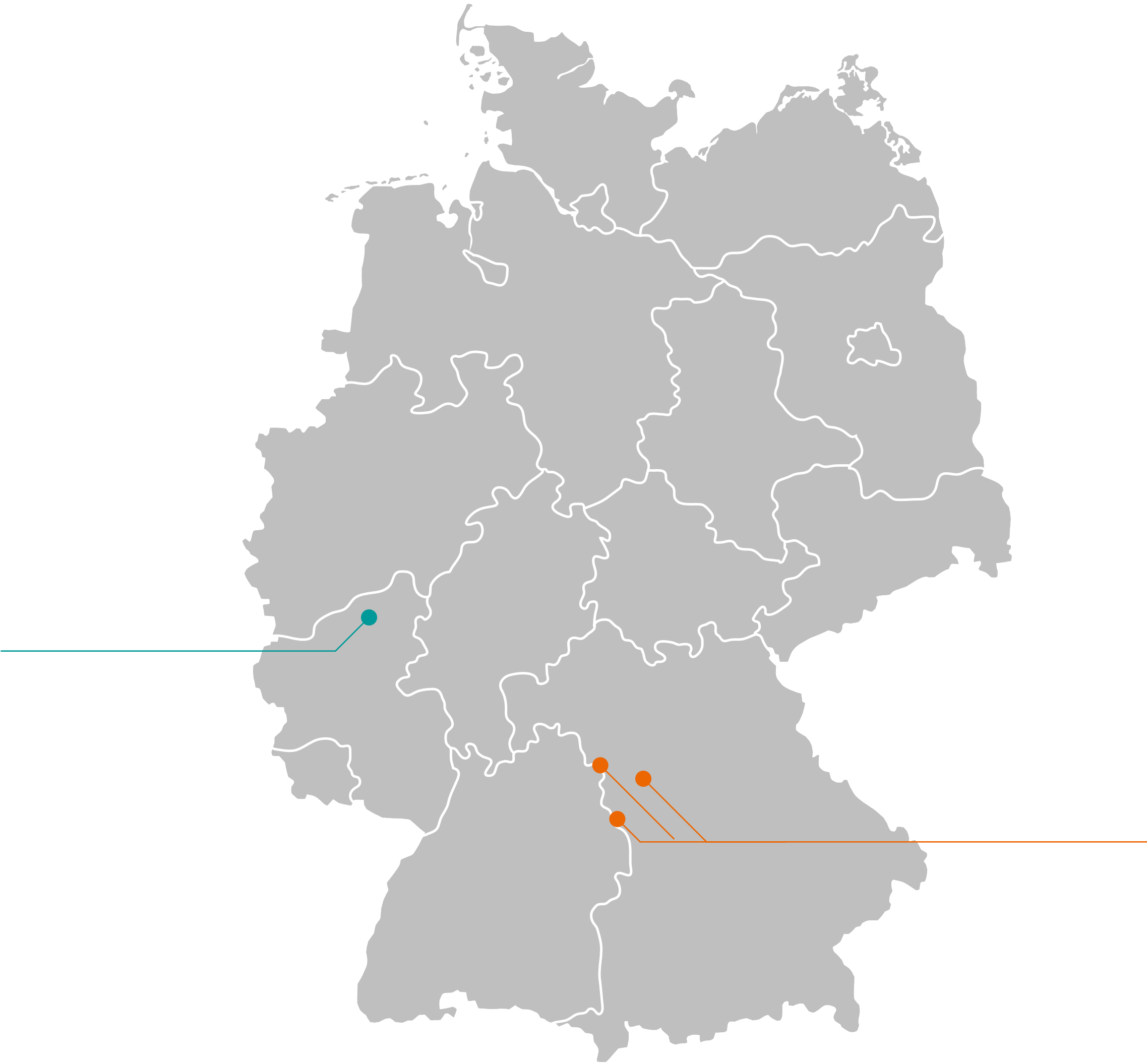
Siemens Healthineers has established numerous Value Partnerships across the globe. In Germany, Siemens Healthineers maintains successful long-term partnerships with leading clinical institutions. Whether it is the complete provision and management of medical technology in multiple hospitals within a network, the procurement of innovative precision medicine for diagnostics and radiotherapy, consulting and support during digital transformation, or assistance with the integration of a new clinical offering or specialty – Siemens Healthineers is your trusted long-term partner, committed to supporting you every step of the way. On the following pages, you can read about the challenges we have overcome together with our customers and the successes we have already achieved.



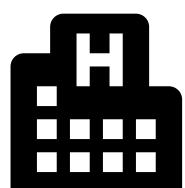
Our longest **Value Partnership** spans

**40
years.**

Value Partnerships Success Stories

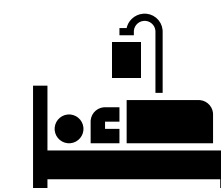


ANregiomed: Driving innovation and standardizing workflows



ANregiomed:

- Central Franconian municipal hospital group
- 3 hospitals Ansbach, Dinkelsbühl, and Rothenburg o.d.T.
- Medical care centers (Medizinische Versorgungszentren, MVZ) in Ansbach, Dinkelsbühl, Feuchtwangen, and Rothenburg o.d.T.
- Medical outpatient clinic (Praxisklinik) Feuchtwangen



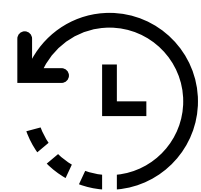
Patient beds:

- Total: 670 licensed beds
- Hospital Ansbach: 360 licensed beds
- Hospital Dinkelsbühl: 145 licensed beds
- Hospital Rothenburg: 165 licensed beds



Hospital group ANregiomed

ANregiomed is a group of three hospitals located in Middle Franconia. Founded in 2013 by the city and district, ANregiomed was established to ensure local hospital care in Bavaria’s largest administrative region. A few years after its establishment, the group encountered significant technical and financial challenges. A long-term Value Partnership with Siemens Healthineers and Dräger provided the ideal solution.



Duration of Value Partnership:

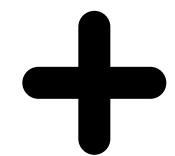
10 years



Our partner Dräger TGM is part of this **Value Partnership** and is responsible for biomedical technology.

**Key services:**

- Assuming full responsibility for all medical technology
- Providing all medical technology (diagnostic imaging and image-guided intervention systems from Siemens Healthineers, biomedical systems from Dräger TGM)
- Complete management of the systems provided (including maintenance, repairs, updates and upgrades)
- Training and further education of clinical staff
- Consulting on recruitment and retention strategies

**Benefits:**

- Improved quality of medical care and processes
- Easy deployment of staff across sites thanks to standardized medical technology across the hospital group
- Single point of contact with overall responsibility and defined interface
- Increased efficiency, lower procurement costs, and predictable cash requirements

To be able to provide good patient care, hospitals need modern equipment that meets their clinical needs and requirements. They need to train their staff to use the new systems to their full potential. They must also ensure that the equipment is kept up to date and regularly maintained. All of this is costly and time-consuming, but essential for long-term success.

Consulting & strategy optimization

ANregiomed's strategic objectives are to deliver exceptional medical care in the region and to position itself as an attractive employer. To achieve these goals, it is essential to modernize the outdated technology infrastructure, drive sustainable innovation, and simultaneously reduce costs. In addition, the diversity of technical systems, user interfaces, and processes in the three hospitals is to be standardized and the burden on staff reduced through optimized clinical workflows.



Renewed technology & reduced costs

A significant technological upgrade has already been achieved, alongside a substantial overall cost reduction. Siemens Healthineers supplies advanced imaging systems and Dräger biomedical technology – tailored to ANregiomed's medical portfolio. This has economic advantages for our customer, since a different price structure can be offered for a large order than for the purchase of individual systems. Procurement is faster because the effort and resources required are minimized. And as both manufacturers handle the ongoing maintenance of all medical equipment, continuous availability is ensured – for more reliable patient appointments as well as faster examinations and treatments.

Standardized processes & flexible staff deployment

As part of the Value Partnership, clinical staff are also trained in how to make full use of the new technology. Standardized user interfaces facilitate efficient processes and enable the flexible deployment of clinical staff across all hospital locations.

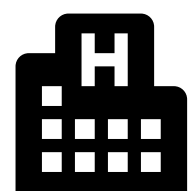
"The use of cutting-edge technology makes a hospital especially attractive to employees across all medical professions. As it is becoming increasingly difficult – for us as well as for many other clinics – to recruit and retain specialized professionals in the long term, we are taking direct action to counter the shortage of skilled staff."

Gerhard M. Sontheimer

CEO ANregiomed gKU
ANregiomed gKU, AöR
Municipal hospital group in Bavaria, Germany

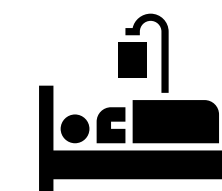


Marienhaus Group: Enhancing operational efficiency through digitalization



Marienhaus Group:

- 15 hospital locations in Rhineland-Palatinate, Saarland, and southern North Rhine-Westphalia



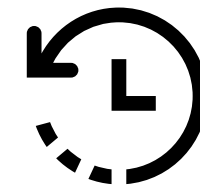
Patient beds:

- More than 3,500 licensed beds

The Marienhaus Group

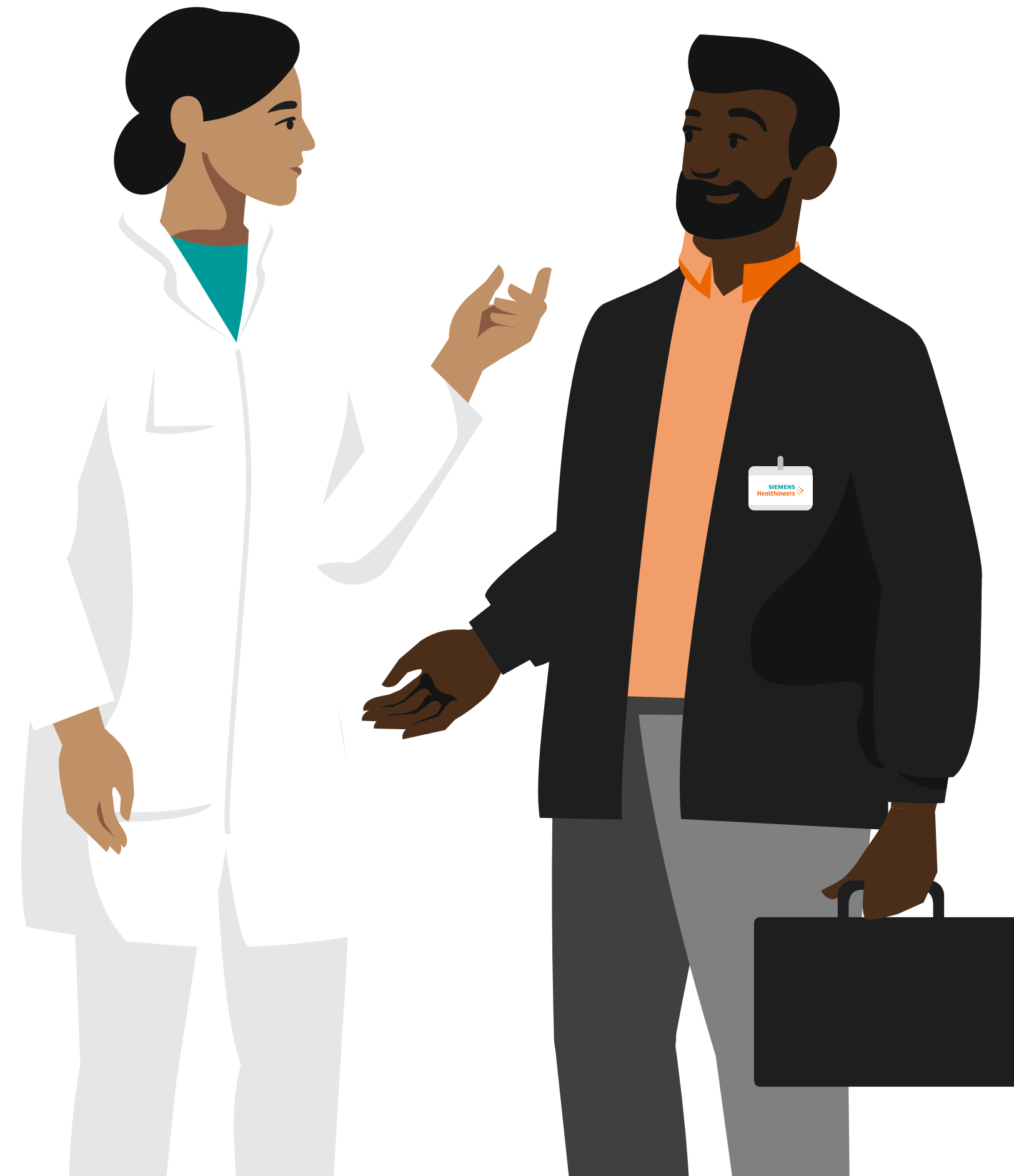
The Marienhaus Group is a comprehensive healthcare and social services provider operating across three German states: Rhineland-Palatinate, Saarland, and southern North Rhine-Westphalia. Each year, the facilities treat over 480,000 people on an inpatient and outpatient basis. For the Marienhaus Group, delivering healthcare means blending state-of-the-art technology with personalized treatment and care.

To fulfill this vision, the Marienhaus Group was looking for a partner who could help drive digitalization, replace outdated equipment, and train staff – and who could ensure that the group remained profitable despite all the investments. For the Marienhaus Group, the Value Partnership with Siemens Healthineers is an important step into the future, toward greater efficiency and the highest quality of care.



Duration of Value Partnership:

10 years





Key services:

- Networking of all hospitals in the group
- Replacing 130 medical technology systems across the hospital group
- Standardizing the system landscape
- Improving efficiency with intelligent analytics tools
- Optimizing diagnostics and workflows with intelligent, AI-based tools
- Providing an innovative training concept for staff
- Integrative and digital support for local medical technology management

Consulting & strategy optimization

Acquiring new systems is just the first step. These systems impact strategy, processes, workflows, digitalization, the IT landscape, and the staff who use them. After interviews with staff of the Marienhaus Group and an analysis, we quickly identified the key contents of the Value Partnership together and defined the need for action in terms of short-, medium-, and long-term feasibility. Moreover, the consulting efforts were specifically focused on IT strategy and reorganization.



Another comprehensive digitalization strategy, including realization and implementation, is also part of the **Value Partnership** with the Augsburg university hospital.

AI tools & Remote Scanning

Digitalization is more than just IT and networking. It increasingly involves the integration of artificial intelligence (AI) and the adaptation of processes. At Marienhaus, AI tools already support radiologists in their diagnostic work, increasing efficiency and accuracy. The importance and use of AI tools will continue to grow in the face of increasing patient volumes and staff shortages.

At the Marienhaus Group, the technologists are also supported digitally because the MRI scanners from Siemens Healthineers can be completely remote-controlled. With Remote Scanning, the actual scan specialist doesn't have to be on site but can log on to the system remotely. Only one person needs to be on site to prepare the patient. In this way, the expertise of individual technologists can be made available to all hospitals in the group.

Digital & individual skills boost

The Marienhaus Group also relies on a digital solution for the continuing training of all employees. The e-learning platform allows to tailor learning content to the individual needs of each staff member, thereby improving the quality of treatment and care in a targeted way.

Another advantage is that all trainings can be completed flexibly, independent of time and place – and without absences or business travel. This has a positive effect on staff schedules and is also cost-effective. General topics such as hygiene training or radiation safety instructions can be prepared centrally and uniformly, so that everyone has the same level of knowledge. In addition, the learning progress of each individual can be tracked by the team leader.



Maintenance in the digital age

The Marienhaus Group has digitalized its system maintenance, resulting in faster service, reduced downtime, and improved patient care. All error messages are collected in a shared central documentation platform. All system data are available online. If necessary, our experts can remotely connect to the systems via an app and view an error together with the service technicians on site – and use the live mode to discuss the next steps.



“The service concept stands out from what is currently available in the technology partnership market. It was important for us to find a partnership where we work as equals because sustainable operation is crucial.”

Timo Seibert

Business Unit Manager for Medical Technology at Marienhaus Dienstleistungen GmbH

Additional service: IT management consulting

In collaboration with management consultants from Siemens Healthineers, the Marienhaus Group has laid the groundwork to digitally transform and restructure its own IT and be ready for the upcoming digitalization of its hospitals. The focus of the consulting is on optimizing the IT organization and IT processes (for example, in the service area) as well as developing a communication and knowledge management concept.

In addition to strategic consulting, the organizational level was also analyzed. It is important to look at processes and responsibilities in parallel with the IT strategy, because many topics in the Marienhaus Group and in IT have to be initiated at the same time and have a high implementation pressure.

The consultants conducted numerous interviews, analyzed existing documents, and ultimately chose a bottom-up approach that quickly led the Marienhaus Group to the real issues. This was followed by a clustering according to fields of action as well as short-, medium-, and long-term feasibility. A key issues paper with concrete actions was then jointly developed.

As a result, many quick wins can be achieved in addition to reorganizing the IT department and optimizing the IT service processes.



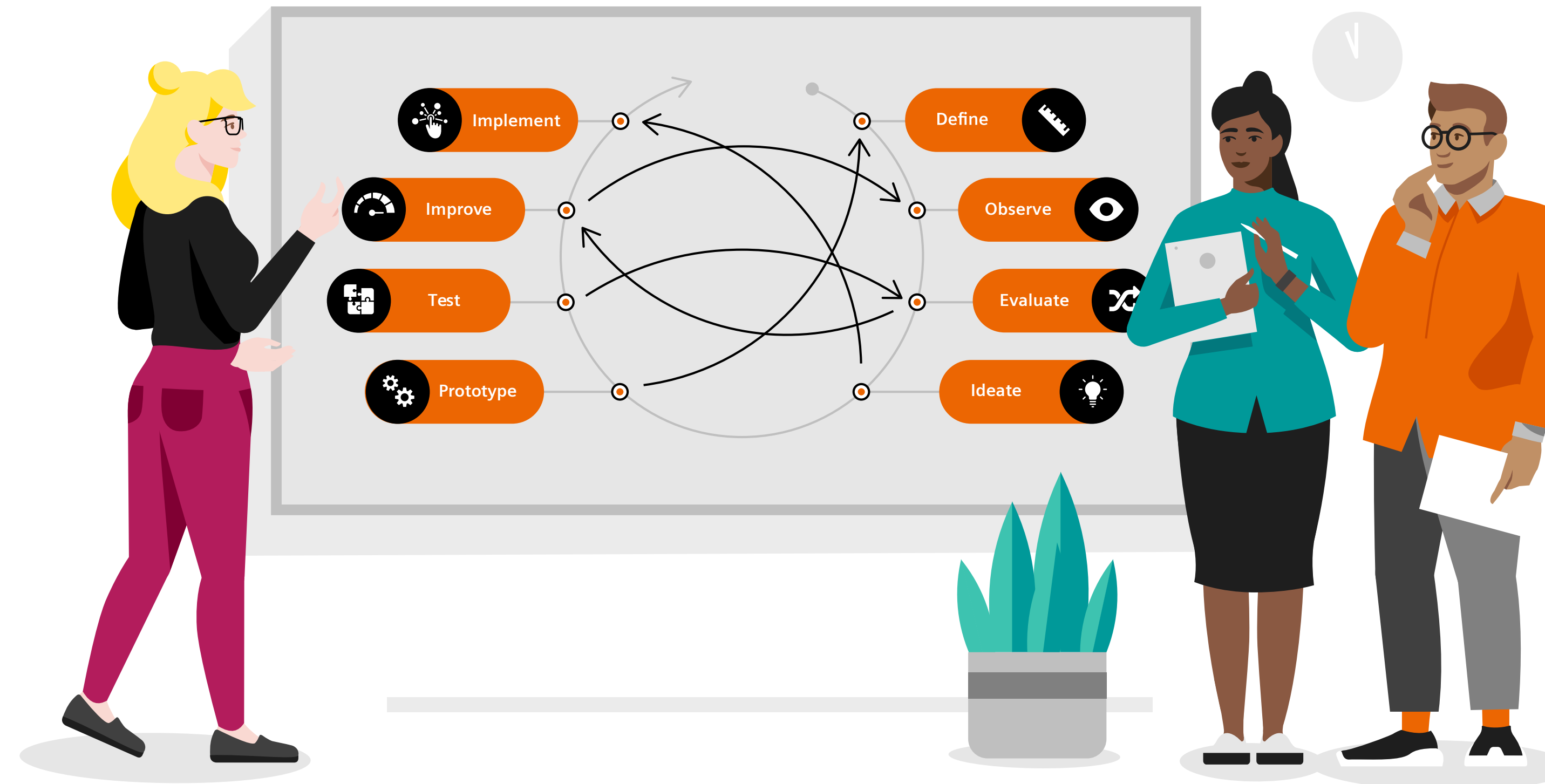
“In this case, in addition to strategic consulting, we also analyzed the organizational level. Looking at processes and responsibilities alongside the IT strategy was important, because within the Marienhaus Group as well as in IT, so many initiatives had to be launched simultaneously while there was also strong pressure to deliver results.”

Alexander Schellinger

Head of Consulting CWE & Global Head of Digital Transformation, Siemens Healthineers Consulting

Changing partnership models

Most Value Partnerships focus on technology acquisition and maintenance (provisioning), digitalization, training of clinical staff, and improvement of operational processes related to technology. However, a shift is slowly taking place. Increasingly, clinical issues are also becoming the focus of a partnership or are being addressed in specific projects as part of a partnership. In addition to the high availability of demand-driven technology concepts, the optimal use of technology and other resources along personalized patient pathways is gaining in significance.



Early detection of lung cancer

Approximately 57,000 people are diagnosed with lung cancer each year. If diagnosed late, lung cancer is one of the most lethal tumors. The 5-year survival rate is low. For women it is about 25%, for men about 19%.¹³ In Germany, it is becoming increasingly likely that health insurance will soon cover lung cancer screening with low-dose CT.

This is especially important for hospitals that already have an established lung cancer center or are in the process of developing one. Hospitals wishing to introduce lung cancer screening need to be prepared for changes. For example, they will need capacity on a low-dose CT scanner or should seek appropriate collaborations with practicing providers. Sufficient resources (medical technology, rooms, staff, IT solutions, etc.) must be available for the increasing number of patients. Patient pathways will also need to be adapted in some cases, as screening will allow lung cancer to be detected at an early stage. This means that surgical treatment options will increasingly be needed in addition to the current palliative care options. With Value Partnerships focused on oncology, Siemens Healthineers supports customers in setting up a successful lung screening program and in adapting patient pathways for optimal subsequent treatment. Working closely together, we aim to drive performance, clinical efficiency, and innovation by enabling personalized care and informed decision-making.

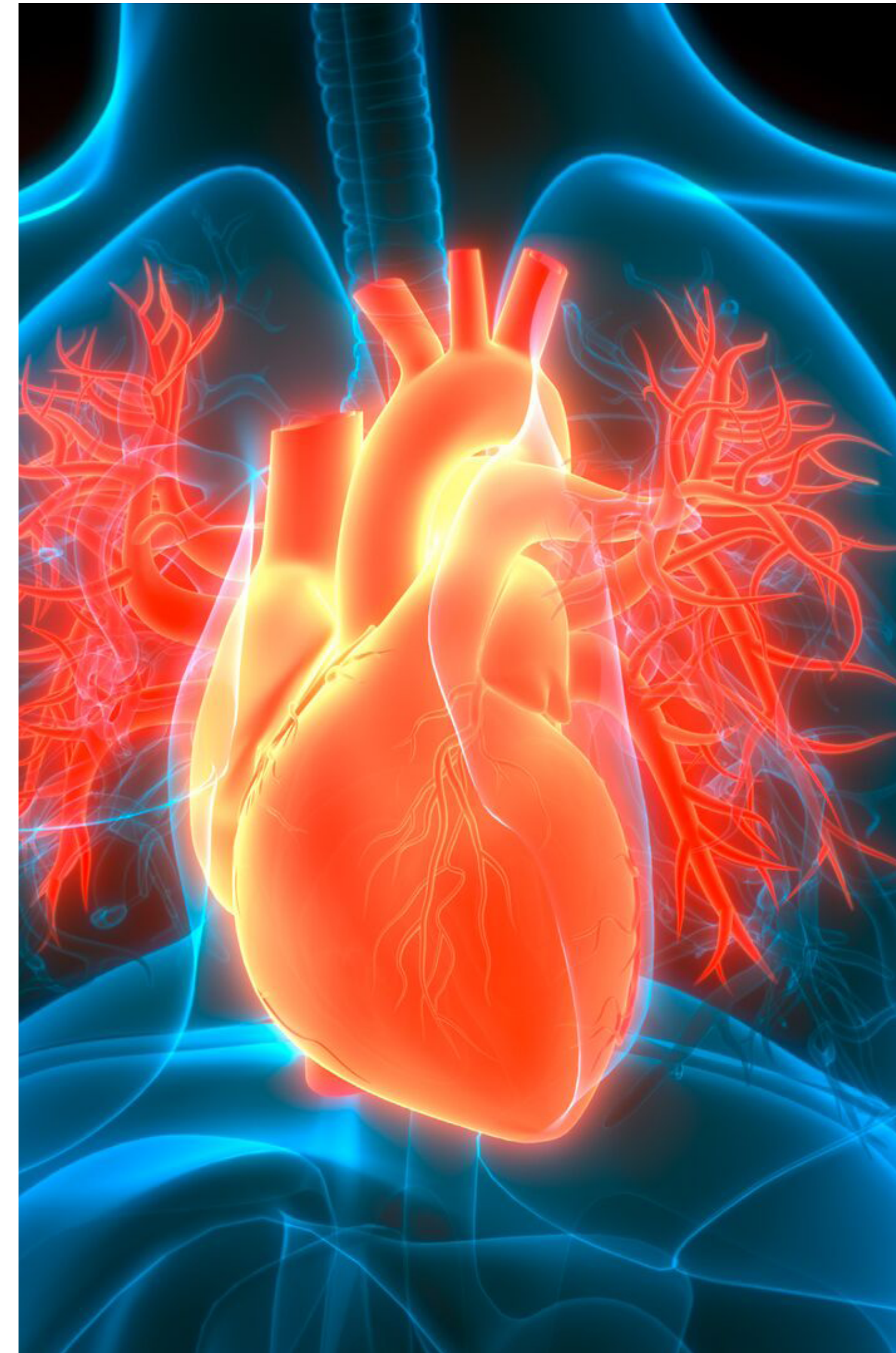


For more information,
please contact your local
Siemens Healthineers
sales representative.

Treatment of cardiovascular diseases

Cardiovascular diseases are the number 1 cause of death in Germany, accounting for 33.9% of all deaths.¹² These include coronary heart disease and heart attacks, heart failure, heart valve defects, cardiac arrhythmias, functional heart problems, and high or low blood pressure. Some of these diseases are closely linked to risk factors such as obesity and diabetes and develop over the years, also influenced by an unhealthy lifestyle.¹⁴

For a large cardiac center in Germany, existing patient pathways needed to be analyzed and adapted to new requirements, such as outpatient care, digitalization, and new guidelines. As many cardiac conditions are increasingly treated on an outpatient basis and monitored remotely, it was important to ensure a reasonable balance between inpatient and outpatient capacity. Especially in cardiovascular care, innovative same-day discharge areas will be crucial in the future. Digital solutions and telemedicine will play an even greater role, allowing patients to transmit their vital signs digitally and only come to the center for important tests. With Value Partnerships, Siemens Healthineers supports customers from the initial planning to the handover of keys and beyond.



For more information,
please contact your local
Siemens Healthineers
sales representative.

Saving valuable time in the event of a stroke

In Germany, approximately 270.000 people suffer a stroke each year. Up to 40% of these patients die within the first year. This makes stroke the third leading cause of death in Germany.¹⁵ Stroke is also very costly – in terms of treatment, inpatient and outpatient care, as well as lost work and nursing. One year after a stroke, about half of those affected remain permanently disabled and dependent on outside help.¹⁶

With a stroke, every second counts. In the first few hours, 1.9 million nerve cells are destroyed every minute. Every hour of delay in treatment means an accelerated aging process of 3.6 years for those affected.¹⁷ To gain as much time as possible for its patients, a stroke unit or stroke center must have well-developed structures, collaborations, patient pathways, and advanced technology. With Value Partnerships, Siemens Healthineers supports customers in planning and implementing a rapid stroke network so that many stroke patients can be treated as quickly and efficiently as possible.



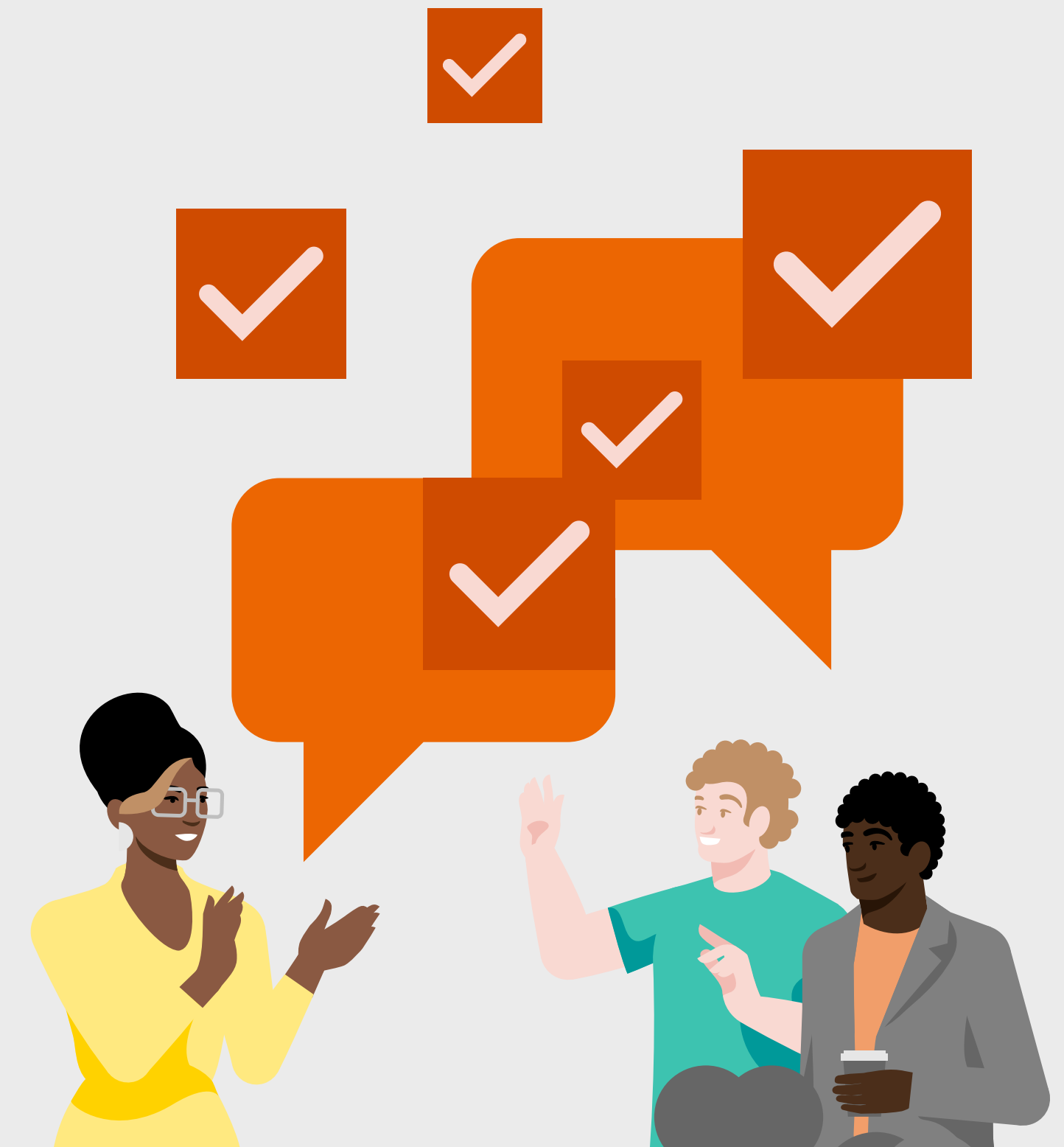
For more information,
please contact your local
Siemens Healthineers
sales representative.

How can we support you?

Today, hospitals need to overcome many different challenges to remain successful over the long term. Partnerships with the industry can help address these challenges – while allowing physicians and nursing staff to focus on their patients.

Siemens Healthineers is a partner, consultant, and implementer for many customers in Germany and around the world. As a global company, we have the experts and the know-how for all topics related to healthcare – far beyond medical technology. Siemens Healthineers supports you in optimizing processes, unlocking monetary value, driving innovation, and ultimately improving patient care.

Whatever support you need: A Value Partnership is always tailored to your specific challenges. From procuring the right medical technology to maintaining it, from strategic issues such as digitalization to adapting the range of clinical services, from planning a conversion or new building to handing over the keys, from staff training to change management: Siemens Healthineers is at your side every step of the way, taking care of the details.



Explore more Value Partnerships around the world

To learn more about Value Partnerships and explore their potential for helping you meet your needs and achieve your objectives, please contact a Siemens Healthineers representative today!

We also encourage you to explore our content on Value Partnerships:

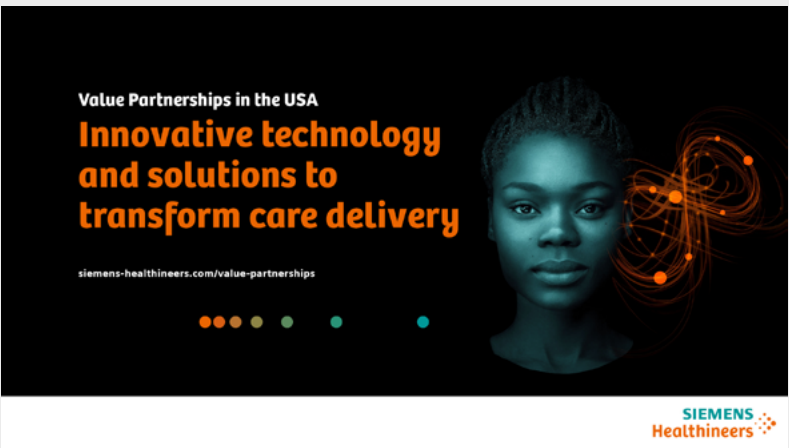
Explore all our case studies:

[➤ Value Partnerships case studies](#)

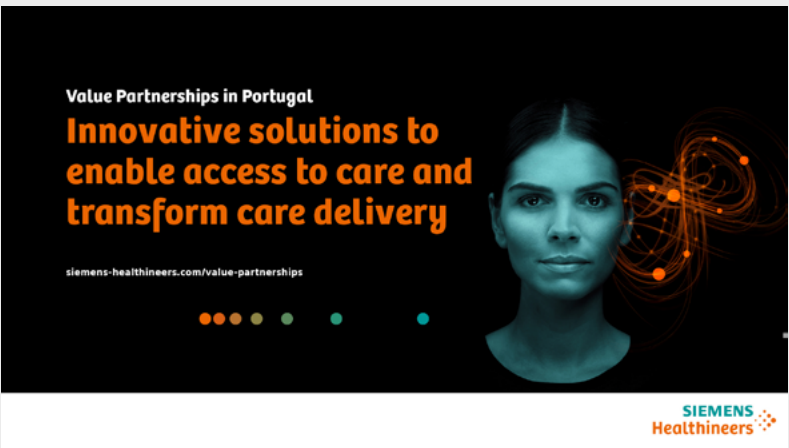
Hear first-hand about the experiences of our Value Partnerships customers:

[➤ Value Partnerships videos](#)

Selected Highlights



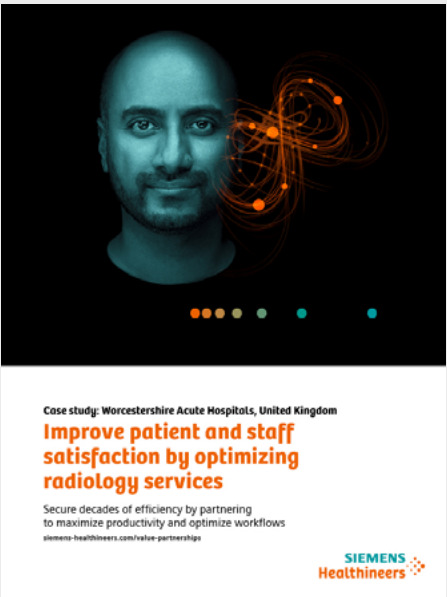
USA, selected highlights



Portugal, selected highlights



Alb Fils Kliniken, Germany



Worcestershire Acute Hospital, United Kingdom



Kantonsspital Baden, Switzerland



Admiraal De Ruyter Ziekenhuis, Netherlands

The products/features and/or service offerings (here mentioned) are not commercially available in all countries and/or for all modalities. If the services are not marketed in countries due to regulatory or other reasons, the service offering cannot be guaranteed. Please contact your local Siemens Healthineers organization for more details.

The results described herein by customers of Siemens Healthineers were achieved in the customer’s unique setting. Since there is no “typical” hospital and many variables exist (e.g., hospital size, case mix, level of IT adoption), there can be no guarantee that other customers will achieve the same results.

The scientific overlay on the title is not that of the individual pictured and is not from a device of Siemens Healthineers. It is modified for better visualization.

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¹ <https://www.laenderdaten.info/die-groessten-laender.php>

² https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Gesundheit/Gesundheitsausgaben/_inhalt.html

³ <https://www.stiftung-gesundheitswissen.de/presse/immer-mehr-menschen-mit-chronischen-erkrankungen-ueber-jahrzehnte-beeintraechtigt#:~:text=Wie%20aus%20der%20aktuellen%20Auswertung,an%20Bluthochdruck%2C%20Arthrose%20oder%20R%C3%BCckenschmerzen.>

⁴ <https://www.bundesgesundheitsministerium.de/themen/krankenhaus/krankenhausreform/faq-krankenhausreform.html>

⁵ <https://www.rwi-essen.de/presse/wissenschaftskommunikation/pressemitteilungen/detail/krankenhaus-rating-report-2023>

⁶ <https://www.bundesgesundheitsministerium.de/themen/krankenhaus/krankenhausreform#:~:text=Mit%20der%20Krankenhausreform%20werden%20drei,Patientinnen%20und%20Patienten%20sowie%20Entb%C3%BCrkratisierung>

⁷ <https://www.rwi-essen.de/presse/wissenschaftskommunikation/pressemitteilungen/detail/krankenhaus-rating-report-2023>

⁸ <https://de.statista.com/statistik/daten/studie/272413/umfrage/qualitaetsranking-europaeischer-gesundheitssysteme-nach-dem-euro-health-consumer-index/#:~:text=Im%20Jahr%202023%20lag%20Singapur,gefolgt%20von%20Japan%20und%20S%C3%BCdkorea.>
Der Gesundheitsindex basiert auf dem Gesundheitszustand der Menschen und dem Zugang zu Leistungen und Einrichtungen, die für eine Aufrechterhaltung und Verbesserung der Gesundheit erforderlich sind.

⁹ <https://www.pwc.de/de/gesundheitswesen-und-pharma/fachkraeftemangel-im-deutschen-gesundheitswesen-2022.html>

¹⁰ <https://www.dkgev.de/dkg/presse/details/ohne-vorschaltgesetz-laeuft-die-insolvenzwelle-weiter-und-tariflohnsteigerungen-sind-gefaehrdet/>

¹¹ <https://www.management-krankenhaus.de/news/ambulantisierungsreform-naechster-schritt-ist-geschafft>

¹² <https://mt-portal.de/im-fokus/kommt-das-lungenkrebscreening-per-niedrigdosis-ct/>

¹³ https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Gesundheit/Todesursachen/_inhalt.html#235880

¹⁴ <https://www.gesundheitsforschung-bmbf.de/de/herz-kreislauf-erkrankungen-6297.php>

¹⁵ <https://www.schlaganfall-hilfe.de/de/presse/factsheets-fuer-journalisten#:~:text=Etwa%20270%20000%20Menschen%20erleiden,ersten%20Wochen%20an%20den%20Folgen.>

¹⁶ <https://www.aerztezeitung.de/Medizin/19-Millionen-zerstoerte-Zellen-pro-Minute-300146.html>

¹⁷ <https://www.aerztezeitung.de/Medizin/19-Millionen-zerstoerte-Zellen-pro-Minute-300146.html>