

QUARTERLY REPORT – Q1/2019



Republika e Kosoves/ Republika Kosova / Republic of Kosovo  
Fondi i Sigurimit Shendetesor/Fond za Zdravstveno Osiguranje/ Health Insurance Fund

# QUARTERLY JOB REPORT FOR JANUARY - MARCH 2019

Prishtina, April 2019

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Opening Speech of the Director of the Fund

Dear Chairman, Honorable members of the Governing Board,

I am pleased to present to you the Performance Report on the Health Insurance Fund for the three-month period (January - March 2019).

This report provides information on the activities carried out by our institution, how the trusted resources have been utilized for this period, as well as the steps that will be taken in the future to address the challenges faced.

Developments in the Fund within this reporting period indicate significant steps towards fulfilling our mission towards operationalizing the Fund, namely the establishment of a credible institution that ensures the universal access of Kosovo citizens to quality health care services.

The 2019 Work Plan foresees 14 strategic objectives, 51 activities and 170 sub-activities. Of these, only 88 sub-activities, or approximately 52% of the annual plan, are foreseen in the first quarter of this year, although in the other quarters there are some specific objectives that take longer.

Although the annual plan for 2019 has been approved with a delay of approximately 1.5 months, I am pleased to report a satisfactory percentage of the achievement of the objectives (sub-activities), including those in process within the three-month period of this year, at 82 %.

Given the importance of implementing this plan, we have created an outcome-oriented culture within the institution. Further, we have installed a mechanism that monitors and closely monitors its implementation, and for each quarter we will report to you to present the successes achieved within the reporting period, current setbacks, and the challenges that may lie ahead. in the near future.

During the reporting period we have ensured effective governance, transparency and accountability in all processes. We have also achieved all the strategic objectives related to identifying the needs for amending / amending the legal and sub-legal acts and we have accomplished all the sub-activities defined for the development and implementation of the Fund's Information System.

Through external consultants we have provided a draft analysis of the financing of the health sector which presents an analysis of the Fund's revenue and expenditure over a three-year period. However, this analysis will be further expanded to include in detail the methodology of how processes work around May this year.

Also during this period we have significantly improved the processes of medical treatment outside the Public Health Institutions, increased cooperation with local institutions and international partners and taken all planned actions to secure the location for the construction of the Health Insurance Fund facility.

With all the achievements outlined above we also had some challenges in meeting the objectives, including fulfilling the prerequisites for contracting services and starting premium collection, as well as communicating with the public whether through information campaigns or other forms of growth that trust on the part of the public. However, during the period April - June 2019 / Q-2we will commit ourselves to

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implement all remaining sub-activities of Q-1 in addition to the sub-activities foreseen for this period (Q-2).

We are committed to ensuring that the Health Insurance Fund is fully operational and providing quality health services and financial shields to all citizens of the country as soon as possible.

The following is a report with more detailed information on the results achieved in the first quarter of this year in relation to the objectives, activities and sub-activities set out in the 2019 Annual Work Plan.

With respect,

Fatmir Plakiqi [Signed]

Director of the Health Insurance Fund

Pristina, April 2019

## 1 Introduction

The Governing Board of the Health Insurance Fund (hereinafter referred to as the Fund) has adopted the Work Plan for 2019 dated 13 February 2019, which in a structured way sets out all the objectives and activities set out to meet all the prerequisites for full functioning. of the Fund as defined by Law 04L / 249 on Health Insurance.

Activity planning is done taking into account all the resources available to the Health Insurance Fund, including human and financial resources.

However, some of the planned activities have been delayed due to delays in determining the legal basis (amending / amending the Law on Health Insurance), or due to lack of staff.

Implementation of this plan will contribute to the realization of the main purpose of the Fund's function, "Ensuring universal access of citizens and residents of the Republic of Kosovo to quality basic health care services, with the aim of improving health indicators and providing financial protection. from poverty because of high health care costs through the establishment and regulation of the public health insurance system. "

Given the importance of realizing this plan, the Director of the Fund has installed a mechanism that monitors and closely monitors its implementation and implementation, and reports quarterly to the Board of Directors to present the successes in the implementation of the plan as well as well as the current setbacks and challenges that can await us in the near future..

The 2019 Work Plan foresees 14 strategic objectives, 51 activities and 170 sub-activities. Of these, 88 activities are planned in Q1.

## 2 Budget Execution for the Quarterly Period Q1 / 2019

### 2.1. Budget

Based on Law no. 06 / L-133 on appropriations for the Budget of the Republic of Kosovo for 2019, 8,697,583c have been allocated to the Fund.

*Table 2. Budget allocated to the Fund in the year 2019*

Expenses / Departments	Administration	Treatment outside Public Health Institutions	Total budget for 2019
Wages and Salaries	641,286		641,286
Goods and Services	1,060,137		1,060,137
Utilities	66,160		66,160
Subsidies and Transfers		6,000,000	6,000,000
Capital expenditure	930,000		930,000
Total budget for 2019	2,497,586	6,000,000	8,697,583

From table no.1 we can see that out of the total budget allocated for 2019 in the amount of € 8,697,583, the value of € 6,000,000 or 69% of the total budget is allocated for medical treatment outside the Public Health Institutions, while the rest for administrative services of Fund.

The budget allocated for 2019 medical treatments outside the Public Health Institutions at € 6 mil does not cover the remaining liabilities at the end of 2018 for this program, which were € 7,170,229. This poses a challenge for the Fund as around 1,500 patients apply for out-of-state treatments each calendar year and the average annual expenditure is approximately € 12 million. Therefore the remaining liabilities are increasing year by year.

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2.2. Expenses

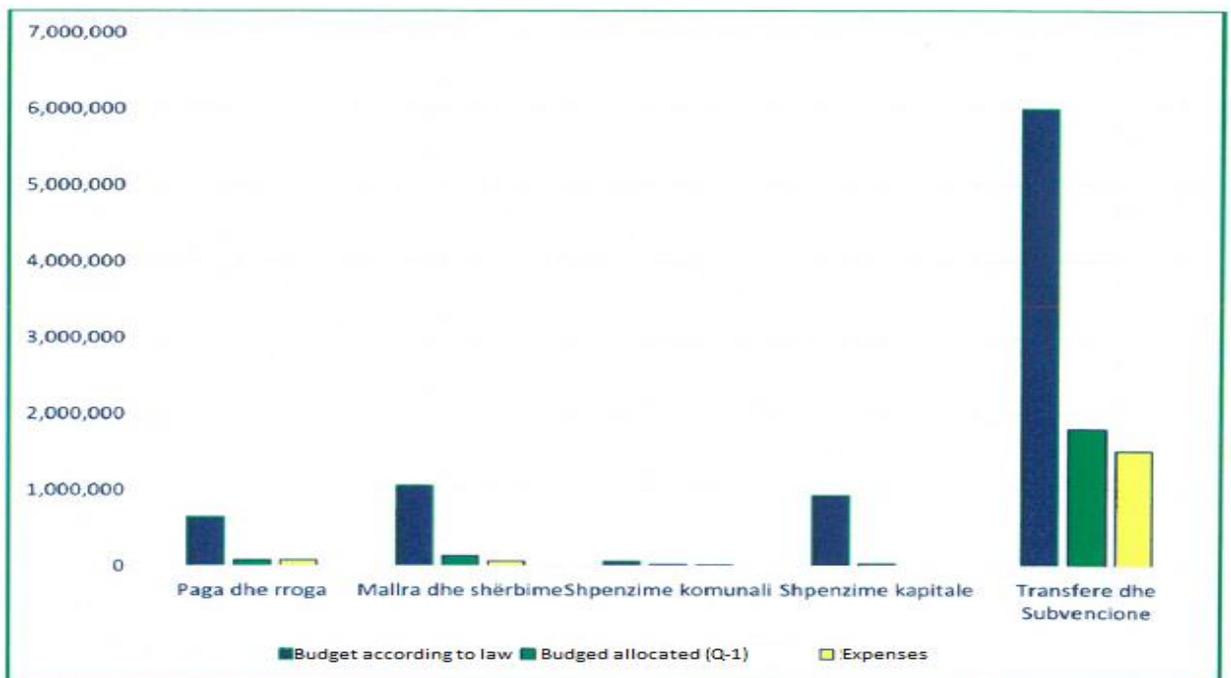
Table 2. Expenditures in relation to the budget for 2019 as well as the budget of allocated for Q-1

Program code	Programs	Budget by law	Budget allocated (Q-1)	Expenses for Q-1 2019	Budget Spending in%
11324	Wages and salaries	641,286	83,849	83,849	13.08%
	Goods and services	1,060,137	132,041	66,357	6.26%
	Utility costs	66,160	16,660	11,339	17.14%
	Capital expenditures	930,000	30,000	-	
71600	Transfers and Subsidies	6,000,000	1,800,000	1,510,028	25.17%
	Total	8,697,583	2,062,550	1,676,707	19.22%

From the table above we can see that from the total budget allocated for 2019 to the amount of 8,697,583€, in the first quarter TM-1 were spent 1,676,707 € or 19.22%. The expenditures have been made in full compliance with Treasury rules, starting from their contracting to their execution.

The following figure shows the expenditures in relation to the budget for 2019 as well as the budget allocated for the Q-1 quarter period.

Figure 1. Expenditure in relation to the budget for 2019 as well as the budget allocated for TM-1 7,000,000



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### 2.3. Obligations

The Fund has established a good payment system in full compliance with Treasury rules, ranging from contracting to their execution. Each invoice received is initially protocolled and paid within the legal deadlines. For all unpaid invoices there is a large evidence that is regularly reported to the Ministry of Finance.

Despite this orderly payment process, a significant amount of liabilities remained outstanding. As of March 31, 2019 they were worth 9,416,522c, or 1,913,090c higher compared to end-2018 (at the end of 2018 the Fund's liabilities were € 7,503,432).

*Table 3. Obligations on 31 wars 2019*

Economic Category	Obligations on 31 december 2018	Obligations on 31 march 2019	Obligations on 31 march 2019 in %
Goods and Services	56,854	669	0.01%
Utilities Expenses	4,355	-	-
Subsidies and Transfers	7,170,229	9,415,853	99.99%
Capital Investment	271,994	-	-
Total	7,503,432	9,416,522	100%

In addition to the obligations reported to the Ministry of Finance, the Fund also has some contingent liabilities.

During the three-month period Q-1 2019, there were 12 complaints against the Fund, of which 11 were reviewed by the Complaint Committee. Of the total number of complaints reviewed, four (4) were approved and seven (7) were rejected. Following this process some of them have been sued by the Fund and these cases are expected to be dealt with in the future.

In addition to the contingent liabilities disclosed in the 2018 Annual Report, during the three-month period, four (4) new lawsuits totalling € 32,852 were filed which are disclosed in the following table.

*Table 4. Contingent liabilities for the period January - March 2019*

Plaintiff	Respondent	Description	Value
D.M.	Health Insurance Fund	Compensation for treatment abroad	8,400€
S.M.	Health Insurance Fund	Compensation for treatment abroad	1,400€
A.O.	Health Insurance Fund	Compensation for treatment abroad	13,560€
H.O.	Health Insurance Fund	Compensation for treatment abroad	9,492€
Total			32,852€

2.4. Assets

At the end of 2018, an asset inventory commission was created which after the process of physical identification / enumeration of the asset has compiled a report that has been compared to asset reports to identify and eliminate differences.

Subsequently, following the approval of the Budget Law where the Fund is allocated as a separate budget organization, a Commission for the Transfer of Assets from the Ministry of Health to the Health Insurance Fund has been established, a process that ended in the first quarter of this year.

3 Medical treatment program outside PHI

Medical treatment program outside public health institutions (MTPOPHI) is a program established to provide health services in conditions where public health institutions cannot provide such services. These services are provided in private health facilities at home or abroad. The operation of this program is regulated by an administrative instruction which provides for the procedures for benefiting from this program and the program administration bodies.

During the three-month period January-March 2019 344 patients applied for MTPOPHI. Of these, 214 have been approved, while other cases have been approved or in some cases required to complete documentation for MTPOPHI s.

*Table 5. Requirements and subjects considered for the period January-March 2019*

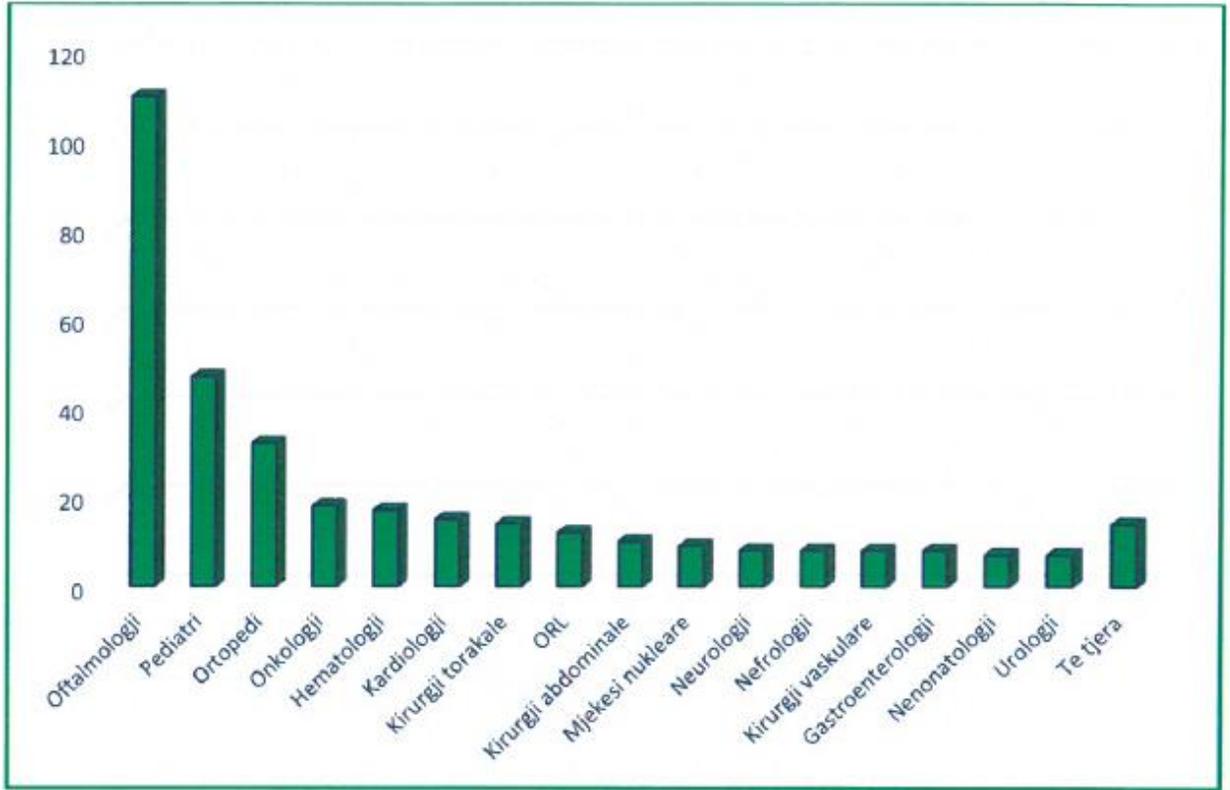
No.	Description	January - march 2019
1	Aplikime	344
2	Raste urgjente	147
3	Raste te rregullta	197
4	Aprovime	214

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*Table 6. Applications for medical treatments referred by clinics for January-March 2019*

No.	Clinic	No. of applications	Amount
1	Ophthalmology	110	224,315
2	Pediatrics	47	1,377,929
3	Orthopedics	32	359,150
4	Oncology	18	34,781
5	Hematology	17	125,430
6	Cardiology	15	31,660
7	Thoracic surgery	14	115,630
8	ORL	12	150,850
9	Abdominal surgery	10	99,199
10	Nuclear medicine	9	4,615
11	Neurology	8	53,884
12	Nephrology	8	85,390
13	Vascular surgery	8	127,803
14	Gastroenterology	8	37,360
15	Neonatology	7	86,000
16	Urology	7	21,273
17	Other	14	97,911
Total		344	3,033,181

Figure 2. Applications for medical treatments referenced by clinics for January-March 2019



Ophthalmology
Pediatrics
Orthopedics
Oncology
Hematology
Cardiology
Thoracic surgery
ORL
Abdominal surgery
Nuclear medicine
Neurology
Nephrology
Vascular surgery
Gastroenterology
Neonatology
Urology
Other

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*Table 7. Payments for medical treatment outside the Public Health Institutions for January - wars 2019*

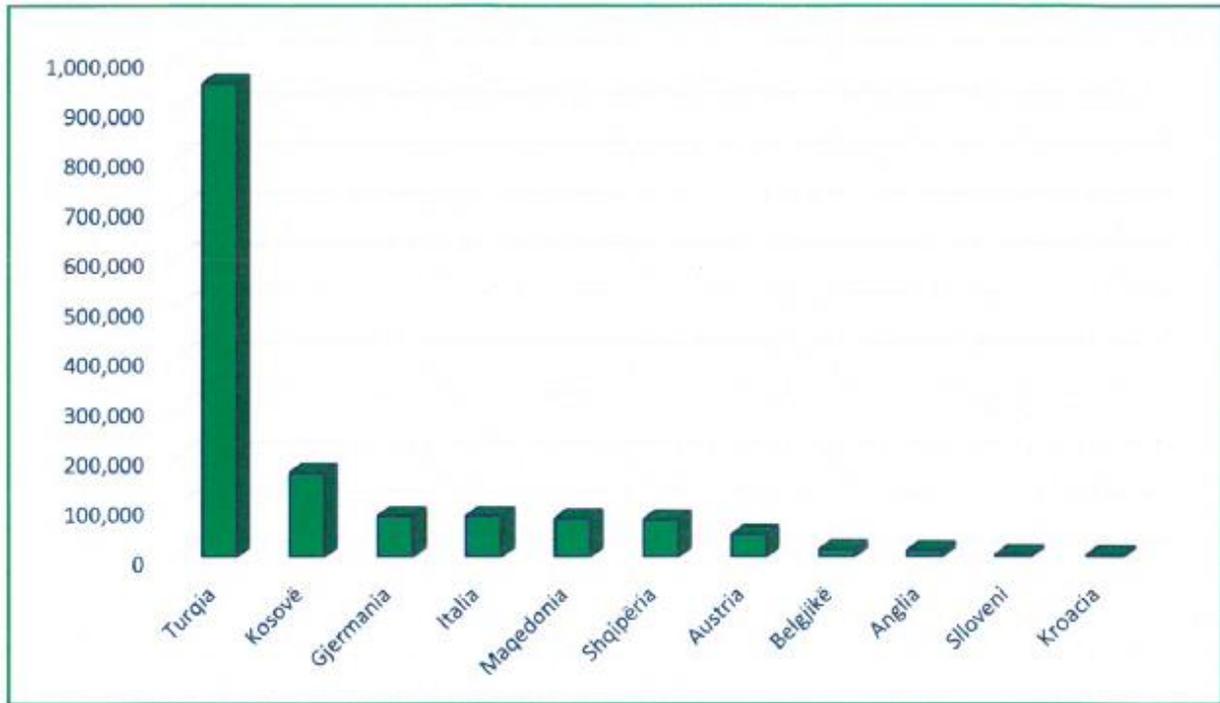
No.	Country	Cases treated	Value	Average of expenses compared to cases	% of expenses copared to countries
1	Turkey	37	950,771	25,697	62.96%
2	Kosovo	48	169,131	3,524	11.20%
3	Germany	8	81,737	10,217	5.41%
4	Italy	5	81,567	16,313	5.40%
5	Macedonia	19	76,840	4,044	5.09%
6	Albania	11	73,986	6,726	4.90%
7	Austria	3	44,145	14,715	2.92%
8	Belgium	1	14,015	14,015	0.93%
9	England	1	12,097	12,097	0.80%
10	Slovenia	1	3,500	3,500	0.23%
11	Croatia	1	2,240	2,240	0.15%
Total		135	1,510,028	10,281	100%

From the table above we see that payments for 135 patients were made for the three-month period this year, with an average expenditure of 10,281€. The highest or about 2/3 of the costs have been incurred in Turkey, while the highest number of medically treated cases remains in private hospitals within the country.

Most of the payments were made to cover liabilities from previous years except in some cases when they were urgent and hospitals did not provide pre-payment health services.

In addition, payments for medical treatment for the period January-March 2019 are also presented in graphic form.

Figure 3. Payments for medical treatment outside the Public Health Institutions for the period January - March 2019



Turkey	Kosovo	Germany	Italy	Macedonia	Albania	Austria	Belgium	England	Slovenia	Croatia
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#### 4 Objectives and their achievement for the three-month period

The 2019 Work Plan foresees 14 strategic objectives, 51 activities and 170 sub-activities. Of these, 88 activities are planned in Q1 Q1 of these, 72 or 82% were realized. In the following we present in detail the results achieved in relation to the objectives set.

##### **Objective 1 - Ensure effective governance, transparency and accountability in the Fund**

Within this objective, a number of activities are envisaged that aim to lead the Fund on the basis of efficient, transparent and accountable governance.

Within this objective, many activities aimed at institutional efficiency are foreseen, including the identification of risks as one of the preconditions for a sustainable institutional functioning, followed by

regular internal audit reports, regular monthly reports on the financial situation as well as annual financial reports. Fund that will reflect all activities ensuring full transparency. These activities are:

- 1.1 Prepare a register of potential risks and manage them effectively;
- 1.2 Effective budget management in line with appropriations for 2019;
- 1.3 Audits and implementation of recommendations given by internal and external audit;
- 1.4 Effective management and fair and accurate reporting of outstanding liabilities;
- 1.5 Effective management and fair and accurate reporting of non-financial assets;
- 1.6 Drafting of Annual Financial Statements; and
- 1.7 Annual Report for 2018.

For the three-month period (QM-1) this objective had a total of 22 sub-activities, of which 18 were implemented, while four (4) are in the process of ongoing implementation.

However, some of the activities have to do with regular monthly reporting and those activities will continue in other quarterly periods.

#### **Objective 2 - Preparation of five (5) year strategic plan and annual work plan for 2020**

One of the most important objectives is the Strategic Planning which is an important segment because it ensures that the institution has its vision and orientations towards measurable goals. As such, strategic planning is a useful tool that serves as a guide for day-to-day decision-making and also for evaluating progress.

Within this objective are foreseen two (2) related activities, such as:

- 2.1 Prepare a strategic five (5) strategic plan including vision, mission, values and strategic goals; and
- 2.2 Preparation of the annual work plan for 2020.

This objective in the context of TM-1 had a total of two (2) sub-activities, which are in the process of being completed.

#### **Objective 3 - Identify the needs for amending / amending the legal and sub-legal acts as well as the internal administrative procedures and initiating them to complete the legislation**

Within this objective there are a total of four (4) activities as follows:

- 3.1 Contribution to amendment of existing Legislation;
- 3.2 Issuance of new regulations necessary for the completion of the secondary legislation of the Fund;
- 3.3 Establish internal administrative procedures, including guidelines for guiding employees to work; and
- 3.4 Preparations for bilateral agreements with other countries.

This objective under Q1 had a total of seven (7) sub-activities, of which four (4) have been completed and three (3) are in the process of being implemented.

#### **Objective 4 - Development and implementation of systems**

Within this objective there are four (4) activities as follows:

- 4.1 Interconnection of HIS systems - Fund Information System;
- 4.2 Installation and configuration of hardware;
- 4.3 Manage, update, maintain and migrate servers and other equipment; and
- 4.4 Planning, development and maintenance of the Fund's internal systems.

This objective within Q1 had a total of 18 sub-activities, of which 11 have been fully completed, while seven (7) are in the process of being completed.

#### **Objective 5 - Implementation of the Fund**

Information System Within this objective there are a total of seven (7) activities as follows:

- 5.1 Contracting of the Fund Information System;
- 5.2 E-recipe implementation;
- 5.3 E-recipe user manual and training of E-recipe users;
- 5.4 Implementation of SIF (Liaison Module with Civil Registration Agency (ARC), Central Bank of Kosovo (CBK), Tax Administration of Kosovo (TAK), and other relevant institutions;
- 5.5 Implementation of the SIF (Finance Management and Accounting Module);
- 5.6 SIF Implementation (Reporting Module); and
- 5.7 SIF User Manual and Training of SIF Users.

This objective within Q1 had a total of four (4) sub-activities, three (3) of which were completed, one (1) is in the process of being completed, while one (1) has not been completed. Sub-activity which is not completed relates to the implementation of the SIF (Liaison Module with the Civil Registration Agency (CRA), the Central Bank of Kosovo (CBK), the Tax Administration of Kosovo (TAK), and other relevant institutions.

#### **Objective 6 - Collaboration with the University Clinical Hospital Service of Kosovo (HUCSK) and other health care institutions. Prepare for contracting health services**

Within this objective, there is only one (1) activity related to the finalization of contracting procedures and the definition of a contract model for health services.

Within Q1 this objective / activity has had one (1) sub-activity, which is in the process of realization.

#### **Objective 7 - Proposal of the Health Sector Financing Scheme**

Within this objective there are two (7) activities in total as follows:

- 7.1 Analysis of Health Sector Financing; and
- 7.2 Finalizing the Health Sector Financing Scheme Plan Proposal.

Within Q1 this objective had seven (7) sub-activities, out of which three (3) were implemented and (4) sub-activities were not implemented. Failure to do so involves delays in completing / amending the law on the Health Insurance Fund.

**Objective 8 - Effective management of medical treatment outside the Public Health Institutions**

Within this objective there are a total of two (7) activities as follows:

8.1 Analyzing the processes of medical treatment outside the Public Health Institutions; and

8.2 Reconciliation with private health institutions.

Within Q1 this objective had four (4) sub-activities, of which two (2) have been implemented and two (2) are in the process of being implemented.

**Objective 9 - Establishment of cooperation with other local institutions as well as with international partners**

Within this objective there are a total of five (5) activities as follows:

9.1 Agreement of Understanding with TAK, CRA and CBK;

9.2 Collaboration with Chambers of Health Professionals;

9.3 Concluding agreements of understanding with the same Institutions of the countries of the region for the exchange of experience;

9.4 Partnership with one of the EU Member State Funds; and

9.5 Donor Cooperation (Donations to provide assistance whether through financial means, activity coverage or training organization.

Within Q1 this objective has had six (6) sub-activities, of which two (2) have been implemented, two (2) are in the process of being implemented, while the other two (2) have not been implemented. Undeveloped sub-activities are related to partnerships with other countries.

**Objective 10 - Capacity building of human resources and continuing professional education**

Within this objective there are a total of three (3) activities as follows:

10.1 Regional Offices;

10.2 Recruitment of staff (48 positions) to fill the vacancies necessary for the functioning of the Institution; and

10.3 Provision of training for new staff and professional staff.

Within Q1 this objective had four (4) sub-activities, of which two (2) have been implemented and two (2) are in the process of being implemented.

**Objective 11 - Completion of prerequisites for contracting services and start of collection of premiums according to law no. 04 / L-239 on Health Insurance**

Within this objective there are a total of five (5) activities as follows:

11.1 Create a list of basic health care services together with the relevant financial statement for the fiscal year;

11.2 Creating a list of services guaranteed by Article 7 of the Law on Health Insurance;

11.3 Price setting for each health care service for the fiscal year;

11.4 Determination of co-payments and other levels of co-financing for exempt categories; and

11.5 Provision of insurance cards, or other means of identification for the insured, including at least 75% of public and private sector employees and 75% of individuals of the exempt categories.

Within Q1 this objective has had five (5) sub-activities, of which one (1) has been implemented, one (1) is in the process of being implemented, while three (3) have not been implemented. Unfulfilled activities have to do with the bylaws for the provision of health services.

**Objective 12 - Preparation and finalization of the list of out-of-hospital medicines (with prices) to be paid by the Fund**

Within this objective there are a total of four (4) activities as follows:

12.1 Initiate a procedure for establishing a legal basis for contracting pharmacies;

12.2 Finalize the list of out-of-hospital drugs at prices to be paid by the Fund;

12.3 Memorandum of Understanding with municipalities on the use of E-prescriptions by MFMCs; and

12.4 Contracts with pharmacies for medicines to be paid by the Fund.

In Q1 this objective had no sub-activities, their planning was delayed due to legal obstacles encountered in contracting pharmacies and implementation was delayed until the legal framework was clarified.

**Objective 13 - Informing the public through information campaigns and increasing public confidence**

Within this objective there are a total of three (3) activities as follows:

13.1 Analysis of information needs, including target groups, methodology used, etc. ;

13.2 Preparation of necessary materials (brochures, seminars, spots, web site announcements, etc.); and

13.3 Organizing information campaigns.

Within Q1 this objective has had six (6) sub-activities, but none of these have been achieved due to the lack of professional staff within the Fund which would oversee the achievement of this objective.

**Objective 14 - Securing the location / start of construction of the Health Insurance Fund facility**

Within this objective there are a total of three (3) activities as follows:

14.1 Designation of the parcel, preparation of the conceptual design as well as obtaining the construction permit;

14.2 Bidding procedures and contract award; and

14.3 Start of construction of the facility.

Within Q1 this objective has had two (2) sub-activities, which have been implemented in accordance with their planning.

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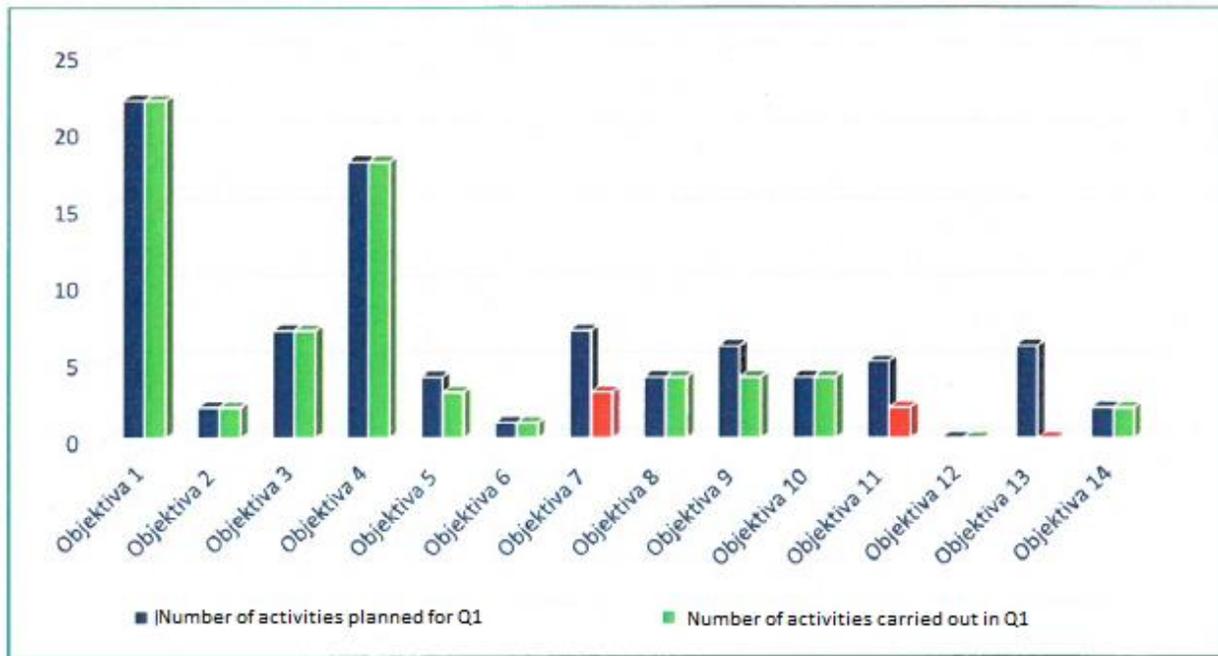
Table no. 8. Results achieved in relation to the targets set for the Q-1 quarterly period

Objectives	Number of sub-activities planned for 2019	Number of sub-activities planned for Q-1	Number of sub-activities carried out in Q-1	Number of sub-activities not implemented in Q -1	Level of realization of the 2019 work plan in Q-1
Objective 1 - Ensure effective governance, transparency and accountability in the HIF.	26	22	22	0	100.00%
Objective 2 - Prepare a five (5) year strategic plan and an annual work plan for 2020.	5	2	2	0	100.00%
Objective 3 - Identify the needs for amending / amending the legal and sub-legal acts as well as the internal administrative procedures and initiating them to complete the legislation.	19	7	7	0	100.00%
Objective 4 - Development and implementation of systems.	19	18	18	0	100.00%
Objective 5 - Implementation of the FIS.	24	4	3	1	75.00%
Objective 6 - Collaboration with the University Clinical Hospital Service of Kosovo (HUCSK) and other Health Care Institutions. Prepare for contracting health services.	5	1	1	0	100.00%
Objective 7 - Proposal of the Health Sector Financing Scheme.	7	7	3	4	42.86%
Objective 8 - Effective management of medical treatment outside the Public Health Institutions.	4	4	4	0	100.00%
Objective 9 - Establishment of cooperation with other local institutions as well as with international partners.	13	6	4	2	66.67%
Objective 10 - Capacity building of human resources and continuing professional education.	6	4	4	0	100.00%
Objective 11 - Completion of prerequisites for contracting services and start of collection of premiums according to law no. 04 / L-239 on Health Insurance.	21	5	2	3	40.00%
Objective 12 - Preparation and finalization of the list of outpatient drugs (at prices) to be paid by the HIF.	6	0	0	0	0.00%
Objective 13 - Informing the public through information campaigns and increasing public confidence.	9	6	0	6	0.00%

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Objective 14 - Securing the location / start of construction of the Health Insurance Fund facility.	6	2	2	0	100.00%
Total	170	88	72	16	81.82%

Figure no. 4. Results achieved in relation to the unallocated objectives (sub-activities) for the Q-1 quarterly period



From the figure above, we can see that most of the objectives (sub-activities for QM-1) have been met during the Q-1 quarter 2019. Overall, the achievement of the objectives amounts to 82%. Out of 14 targets not fulfilled in 11 of them the realization was complete or satisfactory, while in three (3) objectives the level of accomplishment was lower. The lowest realization was:

1. **Objective 7** - Proposal of the Health Sector Financing Scheme. A draft analysis of the financing of the health sector by the World Bank consultant has been made in relation to this objective, but this analysis will be further expanded in the document to be finalized at the end of May 2019;
2. **Objective 11** - fulfilment of prerequisites for contracting services and start of collection of premiums according to law no. 04 / L-239 on Health Insurance; and
3. **Objective 13** - Informing the public through information campaigns and increasing public confidence.

The reasons for not fulfilling the above objectives are related to several factors, such as:

1. Delays in approving the annual work plan for 2019;
2. Delays in completing / amending health insurance legislation; and
3. Failure to fill the position of Communications Officer (Objective 13 in the context of which none of the sub-activities have been fulfilled).

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However, taking into account all the factors, the plan execution at 82% shows satisfactory performance for this period.

5 Annex - Objectives and activities implemented in Q1 - 2019

Objectives	Activities	Sub-activities	Sub-activities completed	Sub-activities in process	Incomplete sub-activities
Objective 1 - Ensure effective governance, transparency and accountability in the HIF.	1.1. Prepare a record of possible risks and effective management of the risk.	1.1.1. Establishing a working group to identify risks.	X		
		1.1.2. Drafting the risk register.	X		
		1.1.3. Designate the person responsible for reporting and monitoring the registry.	X		
		1.1.4. Regular monitoring of the risk register.	X		
	1.2. Efficient budget management in line with the 2019 appropriations.	1.2.1. Drafting a cash flow plan.	X		
		1.2.2. List of liabilities from the previous year.	X		
		1.2.3. Drafting the specifics for Capital Investments.		X	
		1.2.4. Regular monthly reporting on expenses in accordance with the cash flow plan.	X		
		1.3.2. Planning and completion of internal audits (four audits) based on identified areas of risk.		X	
		1.3.6. Follow up on the implementation of internal audit recommendations.		X	
	1.4. Effective management and fair and accurate reporting of outstanding liabilities.	1.4.1. Regular monthly reporting on outstanding liabilities.	X		
		1.4.2. Keeping a record of contingent liabilities.	X		
	1.5. Effective management and fair and accurate reporting of non-financial assets.	1.5.1. Establishment of an asset inventory commission.	X		
		1.5.2. Drafting of asset inventory registration.		X	
		1.5.3. Establishment of a commission for the transfer of assets from the MoH to the Fund.	X		
		1.5.4. Transfer of assets from MoH to the Fund.	X		
		1.5.5. Regular registration of new property (accepted / purchased).	X		

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	1.6. Drafting of Annual Financial Statements.	1.6.1. Collection of financial data.	X		
		1.6.2. Drafting of annual financial statements.	X		
	1.7. 2018 Annual Report.	1.7.1. Establishment of a working group for drafting the annual report.	X		
		1.7.2. Creating an annual reporting model.	X		
		1.7.3. Drafting of the annual report for 2018.	X		

Objective 2 - Preparation of five (5) year strategic plan and annual work plan for the year	2.1. Prepare a five (5) year strategic plan including vision, mission, values and strategic goals.	2.1.1. Administrative procedures and approval of the Fund's account		X	
		2.1.2. Establishment of the working group for drafting the strategic plan.		X	
Objective 3 - Identify needs for supplementing / amending the laws and bylaws as well as internal administrative procedures and initiating them to complete the legislation.	3.1. Providing input to supplement / amend existing Legislation.	3.1.1. Contribution (through the working group) to the draft Health Insurance Fund Law (eventually including sections that affect the Health Law).		X	
		3.1.2. Initiation to amend / amend the Financial Management Regulation.	X		
	3.2. Issue new regulations that are necessary to supplement the secondary legislation of the Health Insurance Fund (HIF).	3.2.1. Initiation to promulgate the new Regulation on Systematization of Jobs in the Fund.	X		
		3.2.2. Regulation on Fund Staff Evaluation.	X		
		3.2.3. Contribution to the bylaws of the payment of premium, co-payments and other co-financing obligations.	X		
		3.2.5. Initiation to issue a bylaw regulating the status of employees in the Fund.		X	
		3.2.11. Other internal acts that ensure the efficient operation of the Fund (archiving, security, public communication, finance and budget, personnel, etc.).		X	
Objective 4 - Development and implementation of systems.	4.2. Installation and configuration of hardware.	4.2.1. Borrowing hardware resources from the Information Society Agency (ISA)	X		
		4.2.2. Registration of all hardware owned by the HIF	X		
		4.2.3. Preparation of technical specifications for the purchase of laptops and other TL equipment with the World Bank	X		

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		4.2.4. Preparation of technical specifications for the purchase of IT equipment.	X		
4.3. Manage, update, manage and migrate servers and other equipment.		4.3.1. Continuous server management, maintenance and migration (current + new)		X	
		4.3.2. Installing, configuring, and logging into computers	X		
		4.3.3. Providing remote access for related parties using the government network		X	
		4.3.4. Preparation of technical specifications for the implementation of the scanner security system for physical control of access to the HIF facility.	X		
		4.3.5. Designing and standardizing electronic forms for HIF official paperwork, creating official e-mail distribution groups for HIF staff.		X	

4.4. Planning, development and maintenance of HIF internal systems.		4.4.1. Creating procedures for user accounts, security policies and other standard operating procedures for the use, maintenance and monitoring of hardware and software.		X	
		4.4.2. Identification and implementation of digital archive for electronic document storage and management.	X		
		4.4.3. Improvement of treatment system abroad.	X		
		4.4.4. Development of a system for reporting the costs and activity of health services (volume) from all levels of the health system.	X		
		4.4.5. Planning of human resources and payroll management system.		X	
		4.4.6. Implementation of the help desk system.	X		
		4.4.7. Implementation of the internal asset management system.		X	
		4.4.8. Analysis, planning and sketching of the HIF intranet construction.		X	
		4.4.9. Preparation of financial plan, human resources, training	X		

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		and technology in MSI department.			
Objective 5 - Implementation of the DIS.	5.1. FIS Contracting.	5.1.1. Appointment of commission for evaluation of tender for FIS, upon request from the ASP / MoH unit.	X		
		5.1.2. Bid evaluation for bidders for e-recipe implementation.	X		
	5.2. E-prescription implements.	5.2.1. Preparation / Signing of detailed project plan.		X	
	5.4. Implementation of SIF (Liaison Module with Civil Registration Agency (CRA), Central Bank of Kosovo (CBK), Tax Administration of Kosovo (TAK), and other relevant institutions).	5.4.1. Coordination with ARC, TAK and CBK, MoH, MLSW, KBRA and ASHI.			X

Objective 6 - Cooperation with the University Clinical Hospital Service of Kosovo (HUCSK) and other Health Care Institutions. Prepare for contracting health services.	6.1. Finalizing contracting procedures and defining a contract model for health services.	6.1.1. Examine the model of contracts for health services from different countries.		X	
Objective 7 - Proposal of Financing Scheme Health Sector.	7.1. Health sector financing analysis.	7.1.1. Establish a working group within the Fund.	X		
		7.1.2. Review of the legal framework and other necessary documentation.	X		
		7.1.3. Visiting countries in the region to review their experiences in these processes.			X
	7.2. Finalizing the Health Sector Financing Scheme Plan Proposal.	7.2.1. First drafting of the scheme proposal plan.	X		
		7.2.2. Discussion of the proposal with stakeholders.			X
		7.2.3. incorporating comments to date from discussions.			X
		7.2.4. Draft the final draft of the proposal plan.			X

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Objective 8 - Effective management of outpatient medical treatment Public Health.	8.1. Process analysis of outpatient medical institutions public Health.	8.1.1. Compilation of narrative report from data compiled since 2006.	X		
		8.1.2. Periodic reporting to the HUCSK Directorate on Consular Reports for the MTOPI.	X		
	8.2. Equity with Private Health Institutions (inside and outside the country).	8.2.1. Review process for medical treatment outside of public health institutions.		X	
		8.2.2. Balance with hospitals.		X	
Objective 9 - Establishment of cooperation with other local institutions as well as with international partners.	9.3. Linking agreements of understanding with the same Institutions of the countries of the region for the exchange of experiences.	9.3.1. Concluding cooperation agreements with the Compulsory Health Insurance Fund of Albania.			X
	9.4. Partnership with one of the EU Member State Funds.	9.4.1. Defining the areas that are needed for further improvement.			X
		9.4.2. Analysis of Health Funds of EU countries that can provide the required services.		X	
		9.4.3. Contracting for partnership.		X	
	9.5. Cooperation with donors (Donations to provide assistance whether through financial means, activity coverage or training organization).	9.5.1. Coordination meeting with donors.		X	
9.5.1. Coordination meeting with donors			X		