



2024 HEALTH SUMMIT REPORT

DEVELOPMENT OF THE HEALTH INNOVATION
AND ENTREPRENEURSHIP ECOSYSTEM
(December 21, 2024)

www.tusap.org

TUSAP **8** years
HEALTH PLATFORM

2024 HEALTH SUMMIT REPORT

December 21, 2024

ISBN: 978-605-4123-78-0

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VISION SUMMIT ON HEALTH IN 2024



8TH YIL TÜSAP HEALTH SUMMIT

DECEMBER 21, 2024, SATURDAY

PLACE

Hilton Istanbul Bosphorus



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Deputy Minister of the Ministry of Health of the Republic of Türkiye, Member of the TUSAP Executive Board



FOREWORD

Prof. Dr. Sabahattin AYDIN

Chairman of the TÜSAP Executive Board

WE ACHIEVED SYNERGY THROUGH SPEECHES THAT BROADENED OUR HORIZONS

As TÜSAP, while leaving 8 years behind on this journey we set out on, we are pleased to have successfully completed 40 meetings. In the 32 vision meetings and 8 summits we have held to date, we brought together different stakeholders of the sector and conducted important discussions on the healthcare ecosystem. This process, shaped by the contributions of you, our valued participants, was enriched not only through statistics but also through the diversity of ideas.

Our meetings, shaped around innovation and future projections in the healthcare sector, revealed Türkiye's potential for sustainable growth and technology-oriented transformation in healthcare. Inspired by Harvard, Stanford, and sector leaders, we emphasized the necessity of building a healthcare system that produces innovation rather than consumes it.

As we have stated in every meeting, we need a shared vision to realize the potential our sector possesses. We will resolutely continue our efforts to carry the experience we have gained from past to present into the future with firmer steps. With our thanks to everyone who participated, contributed with their ideas, and became a part of this process...

VİZYON TOPLANTILARI-40

SAĞLIK ZİRVESİ

21 ARALIK 2024, CUMARTESİ

GÜNDEM

"Sağlıkta İnovasyon ve Girişim Ekosistemi Geliştirilmesi"

*Hilton İstanbul
Bosphorus*

ORGANİZASYON
atur

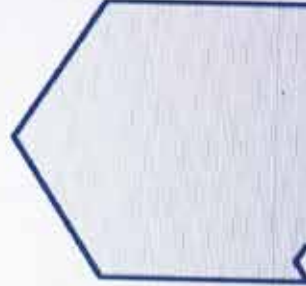
32

+



40

8



Harvad, Stanford, Carbo

Tüketen bir sağlık siste

K... soy kırımlar,

WE WILL RESOLUTELY CONTINUE OUR EFFORTS TO
CARRY THE EXPERIENCE WE HAVE GAINED FROM PAST TO
PRESENT INTO THE FUTURE WITH FIRMER STEPS.



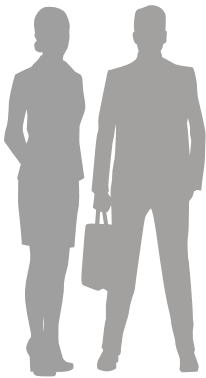
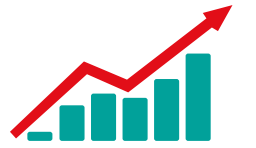
ABOUT TÜSAP

Prof. Dr. Sabahattin AYDIN
Chairman of the TÜSAP Executive Board

The TÜSAP Journey in 40 Meetings

Today, we have reached the end of our 8th year, and throughout this process, we have left 40 meetings behind together. In Anatolia, they say for children that “their forty days have passed”; as TÜSAP, we are likewise pleased to have crossed such a threshold in this sense.

TÜSAP IN FIGURES



40

Vision Meetings

2.623

Participation

65,5

Average Meeting Attendance

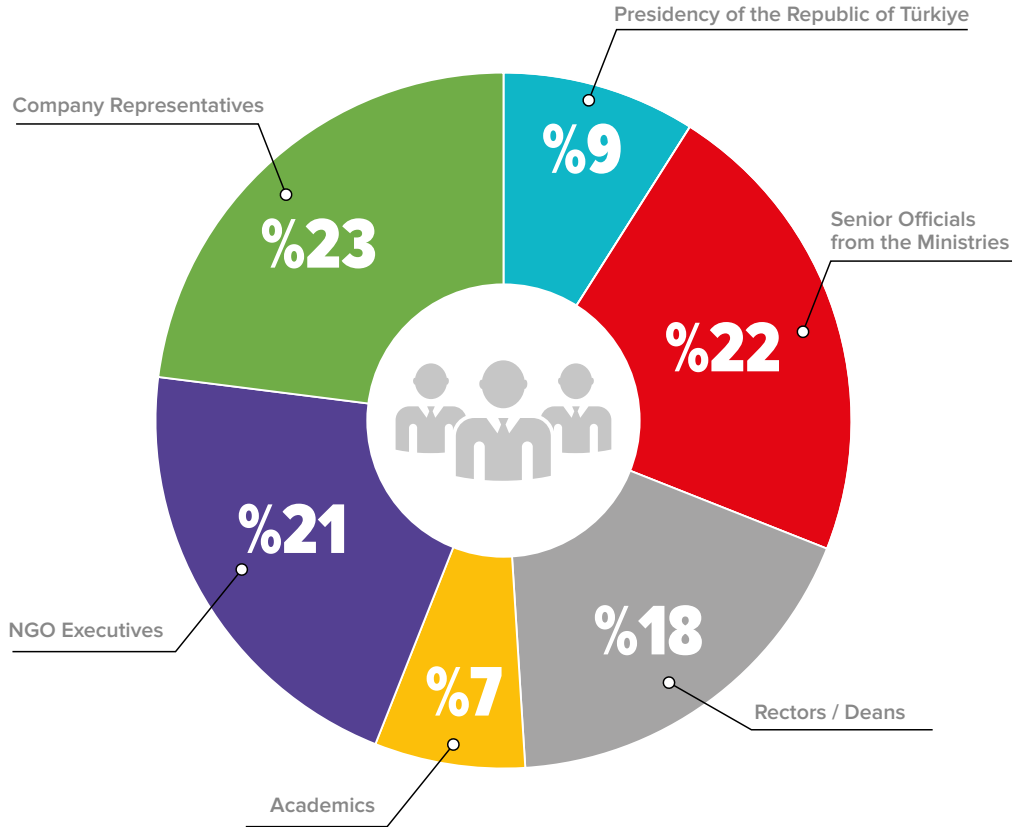
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Highest Participation

38th TÜSAP Vision Meeting
September 14, 2024
Başakşehir Çam and Sakura City Hospital

Within the framework of TÜSAP Meetings, we have organized 32 vision meetings and 8 TÜSAP Summits to date. A total of 2,623 participants attended these events. Of course, although some of the participants were repeated attendees, the specific weight of each of them added significant value to our meetings. While our average number of participants was around 65-66 people, our meeting with the highest attendance was the one we held at Çam and Sakura Hospital with the presence of our Honorable Minister.

PARTICIPANT PROFILE



When we look at the institutional distribution of our participants, we see balanced participation from the public sector, private sector, non-governmental organizations, and universities. This demonstrates that all stakeholders of the sector are represented in our meetings and that TÜSAP stands in an extremely balanced position.

As for the structure of our meetings; generally, after a speaker, we ask questions related to the theme of the day and ensure that these are discussed. In this process, the views of our participants and stakeholders are extremely important to us. We proceed not only with statistics, but also with thoughts that support or differ from these statistics, and with participant opinions. It is precisely this diversity that makes TÜSAP meetings truly valuable.



REPORT AND DISTRIBUTION



40

Reports



5000+

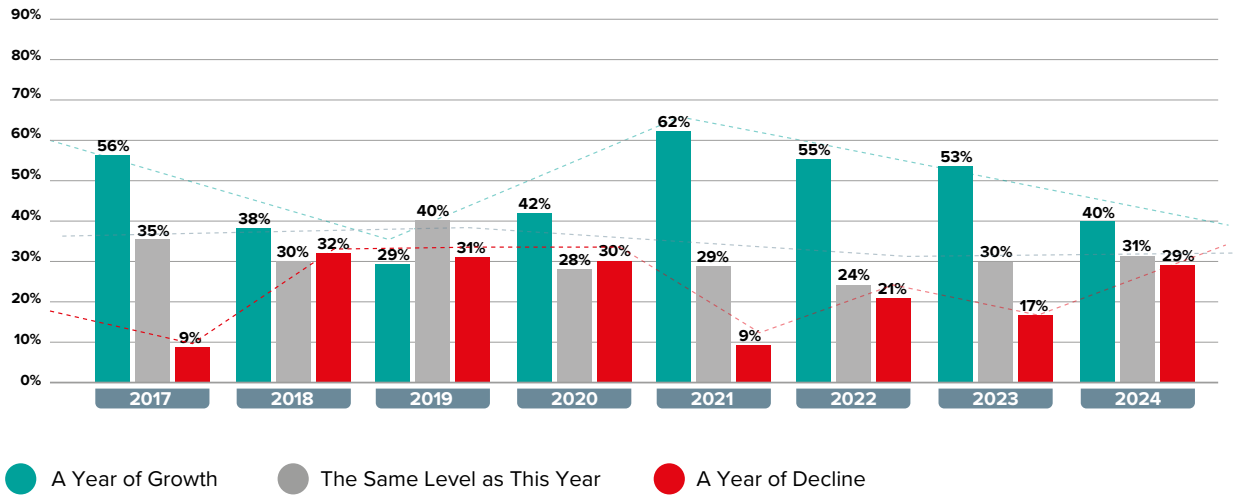
Distribution / Downloads

At the end of 8 years, 40 reports have been prepared through the production of qualified information, and these reports have reached more than 5,000 relevant stakeholders through both printed copies and digital report downloads.



General Evaluation

HEALTH SECTOR PROJECTION FOR THE COMING YEAR IN TÜRKİYE

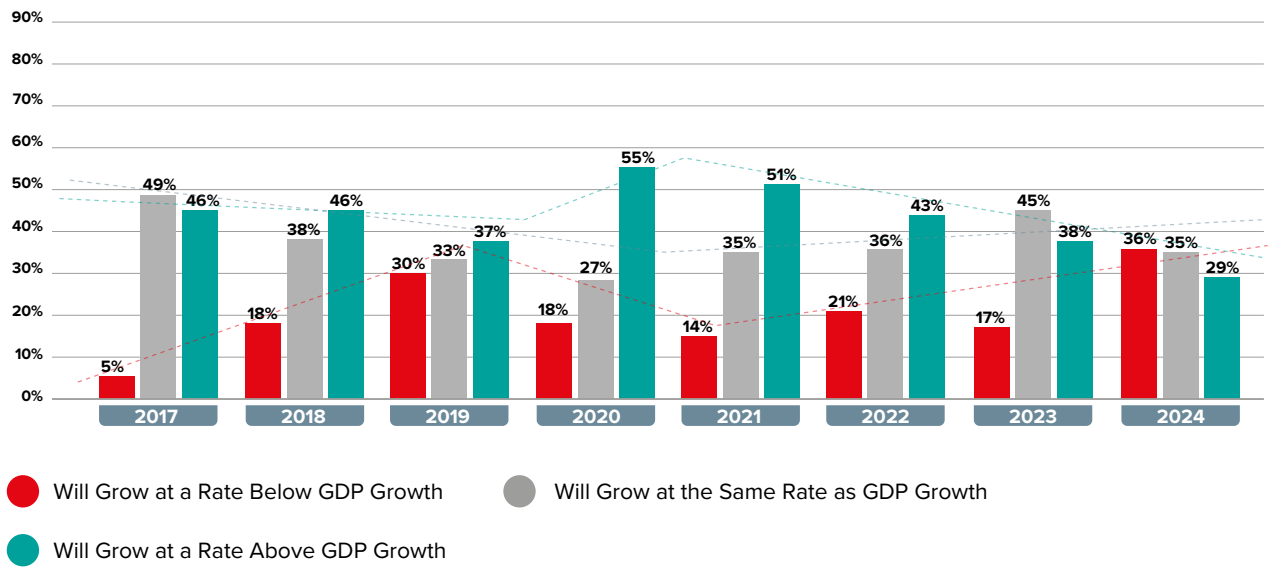


There were certain questions we asked at the end of every meeting, which perhaps have now become a habit, and which at times made us think, “enough already, we are fed up with this question.” Today, I would like to share a few of these questions with you and evaluate how things have changed over the years.

As a matter of fact, except for 2019, we see that from 2017 to 2024, a generally optimistic perspective prevailed in short-term expectations regarding the growth of the healthcare sector and investments. In 2019, a pessimistic atmosphere was felt. However, although this general state of optimism peaked especially in 2021, it gradually declined in the following years. I believe that this situation should be analyzed and addressed from an examining perspective, particularly by sector executives. Why did such a course of events occur? How can we make such trends more positive in the future? We need to think carefully about these questions.

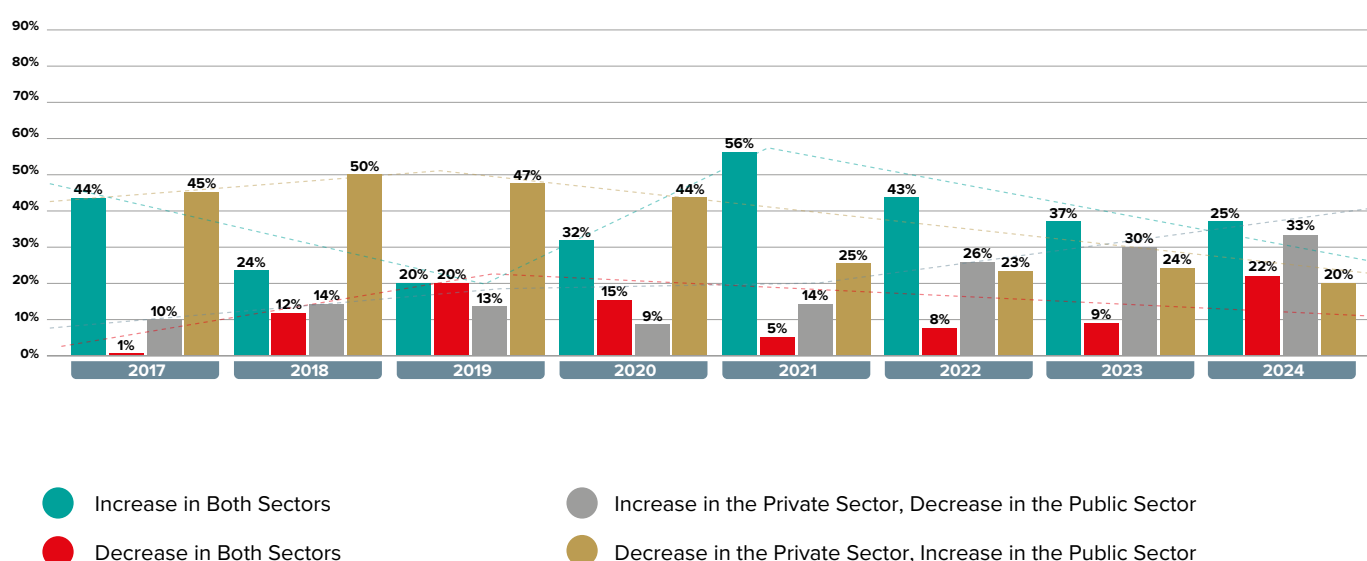


HEALTH INVESTMENT PROJECTION FOR TÜRKİYE OVER THE NEXT 5 YEARS



When we look at slightly longer-term, five-year expectations, a striking picture emerges. In 2019, the pessimism in the long-term perspective clearly shows itself, and this situation continues in the following years with a gradual downward trend. However, when we come to 2024, this time we see an equal distribution in expectations. There is no clear weight between positive or negative views; almost a state of balance prevails. This shows that 2024 appears before us as a year full of uncertainties in terms of seeing the road ahead.

HEALTH INVESTMENT PROJECTION OVER THE NEXT 5 YEARS FROM THE PERSPECTIVE OF THE PRIVATE SECTOR AND THE PUBLIC SECTOR



There have also been significant changes over the years in the responses given to our questions regarding how investments in the healthcare sector are shared between the public and private sectors. In the first years, the general tendency was in favor of the public sector, and private sector stakeholders foresaw this situation as a pessimistic picture. However, over the years, it is seen that the optimistic approach suggesting that public and private sector investments would increase together has gradually declined.

When we look at 2024, we encounter an interesting picture: there is a close distribution across all options such as “private sector and public investments will increase together,” “while there will be an increase in the private sector, public investments will decrease,” “while there will be a decrease in the private sector, public investments will increase,” or “there will be a decrease in both areas.” This shows that planning the future has also become more difficult in terms of sectoral investments.



Vision **32** Meetings **8** Summits **40** MEETINGS

Biotechnology Ecosystem in Pharmaceuticals

Localization and Nationalization in Pharmaceuticals and Vaccines

Future Vision for Healthcare Services

Innovation in Healthcare Delivery

The Future of Health Technologies

Supply Chain Management and the Healthcare Market

The Healthcare System in the Post-COVID-19 New Normal

Healthcare Expenditures

Türkiye as a Health Informatics Hub

Could the Transformation of Türkiye's Defense Industry Serve as a Suitable Model for the Healthcare Industry?

The Future of the Pharmaceutical Industry

Developing Export Capacity and Globalization in the Healthcare Industry

R&D, Localization, and Incentive Programs in Pharmaceuticals and Vaccines

Healthcare Services During Earthquakes and Disasters

Future Vision for Healthcare Reimbursement Methods

The Burden of Disease in National and International Healthcare Financing

The Healthcare Workforce in the Future Health System

Future Vision for Pharmaceuticals and Pharmacy

The Impact of Global Technological Advances on Türkiye's Healthcare System

Next-Generation Technologies in the Pharmaceutical Industry

R&D, Innovation, and the Future Vision for Health Technologies

The Economic Burden of COVID-19 Treatment

Developing Export Capacity and Globalization in Health Technologies

Future Vision and Sustainability in Health Insurance

Exploring New Funding Sources for Healthcare Financing

The Future of University Hospitals

Health Communication for Health Promotion

Rights and Violence in Healthcare

Start-ups and the Development of the Health Technology Innovation Ecosystem

As you may remember, each meeting and summit had a theme; and at the beginning of these themes, we always had a keynote speaker who was an expert in their field, had achieved great success, and had become a leader in their sector. We listened to them, analyzed what they said, and then discussed these topics together.

When we look back at the past, we see that we addressed many important topics at TÜSAP meetings: We talked about supply management, the health market, and health convergence. By addressing the defense industry in detail, we considered whether we could achieve progress in parallel with developments in this field. When we experienced major earthquakes, we put healthcare services in disasters on the table.

We discussed the human resource needs of the healthcare system of the future; together with the Covid disaster, we evaluated the economic burdens we experienced and the effects of the pandemic. We addressed university hospitals and focused on issues that are constantly on the agenda, such as our rights in healthcare and violence.

Each of the topics discussed across such a broad spectrum formed the fundamental building blocks of our vision meetings. The summits, in particular, were a summary of all these topics. Therefore, we can comfortably say that our summits were shaped in light of the vision meetings and were part of a whole.





TOPICS HIGHLIGHTED IN PAST SUMMITS AND KEYNOTE SPEAKERS

1st YEAR

TÜSAP Summit Meeting
(December 2017, Çırağan Palace)

The topic of innovation in healthcare service delivery had been brought to the agenda.



Prof. Dr. Rifat ATUN
Harvard University, USA

At the first-year summit, Prof. Dr. Rifat Atun from Harvard University had delivered a remarkable speech addressing innovation in healthcare service delivery. While emphasizing that Türkiye needed to create a sustainable knowledge economy, Atun stated that this process should be supported by an innovation ecosystem.

In Professor Atun's speech, the idea that Türkiye had to transition to a knowledge-based health economy and that it had great potential to do so came to the fore. Referring to the critical role of Big Data and personal health data in this transformation, Atun had expressed, as early as 8 years ago, that Türkiye needed to cease being a country that consumes innovation and become a country that produces innovation, with the following words: "If we do not free ourselves from being a consuming country, it is not possible for us to reach a sustainable system. Türkiye has the potential and capacity to make this change."

Stating that following innovations around the world would be insufficient, since those who make these innovations would be one step ahead, Atun had drawn attention to the need for Türkiye to feed on its own unique success stories and for areas of innovation to shift toward these areas. He had stated that Türkiye had put into practice applications in healthcare service delivery that were taken as examples around the world, and that with innovation-oriented approaches in these areas, Türkiye could come to a leading position in the healthcare sector.

2nd YEAR

**TÜSAP Summit Meeting
(December 2018, University of Health Sciences)**

With Harvard experiences, the Future of Health and Innovation were discussed; in the future where health would be redesigned, emphasis was placed on the issue of “super consumers,” namely “conscious patients” and “conscious individuals who manage their health,” in this change.



Prof. Dr. Recep AKDAĞ
Former Minister of Health

At our second-year summit meeting, we listened to Prof. Dr. Recep Akdağ, our former Minister, who led the most recent transformation among the certain turning points of the Turkish health system. In addition to his ministerial duty, Akdağ is also an instructor in the Ministers' Education Program at the Harvard School of Public Health, conducted by Dr. Julio Frenk. In the session organized with inspiration from both his ministerial experience in Türkiye and his experiences at Harvard, innovation was addressed. In the future where health would be redesigned, emphasis was placed on the concept of “super consumers.” Prof. Akdağ drew attention to the importance of “conscious patients” and “individuals who manage their health” in the process of change.

By giving an example from an experience he had in Türkiye, he underlined that innovation would not take place in a system where positions are fixed and salaries are guaranteed, as is the case in our country.”

3rd YEAR

TÜSAP Summit Meeting
(December 2019, University of Health Sciences)

Innovation and the future in health technologies were discussed.



Prof. Dr. Utkan DEMİRCİ
Stanford University School of Medicine
California, USA

At our third-year summit meeting, Prof. Dr. Utkan Demirci from Stanford University School of Medicine was with us. We discussed innovation and the future in health technologies. Prof. Demirci particularly emphasized that innovation does not emerge randomly, but arises from a need. He also underlined an issue that could serve as a guide in terms of positioning ourselves, with the words, “Innovation is actually global; however, it can be transformed into a product by being localized and internalized.”

4th YEAR

**TÜSAP Summit Meeting
(December 2020, Online)**

“The Disruptive Digital Transformation of Healthcare Service Delivery After the Pandemic” was discussed in the digital meeting. During the pandemic process, we saw that; Türkiye gave a good account of itself in managing the pandemic with its success in digital transformation in healthcare dating back to previous years...



Eren BALI

Founder of Carbon Health,
World-Renowned Turkish Entrepreneur

At our fourth-year summit meeting, Eren Bali, a Turkish entrepreneur and Founder of Carbon Health and Udemy, was among us. He made a particularly horizon-broadening speech on digitalization in healthcare and shared his own success story with us. He underlined that software should not merely be the product of the developer, but should have a solution suited to the needs of user stakeholders such as physicians and patients. He drew attention to the fact that digital solutions could reduce the complexity of the healthcare sector.

5th YEAR

TÜSAP Summit Meeting
(January 2022, Online)

The topic of “How to Create a Successful Unicorn in Healthcare” was brought to the agenda.



Nazım SALUR
Founder of GETİR

At our fifth-year summit meeting, we listened to the success story of Nazım Salur, the founder of Getir, one of Türkiye’s first unicorns. He underlined that in order to create unicorns in the field of healthcare that could reach a value of billions of dollars, we needed to do work that grows rapidly and touches many people. In fact, the sector that requires speed and a wide sphere of impact is the healthcare sector. It touches almost the entire population and, of course, requires speed.

6th YEAR

**TÜSAP Summit Meeting
(January 2023, Baykar Facilities)**

What did we need most for the “National Technology Initiative in Healthcare”?

The topics and technology areas that could be candidates to become the “Kızıllema” of the national technology initiative in healthcare had been discussed.



Selçuk BAYRAKTAR

Chairman of the Board of Trustees,
T3 Foundation

At our sixth-year summit meeting, while listening to success stories and evaluating how we could draw inspiration from the healthcare sector, we listened to Selçuk Bayraktar, Chairman of the Board of Trustees of the T3 Foundation, which leads Türkiye’s defense industry. We held the summit with the theme of “National Technology Initiative in Healthcare.” While Mr. Selçuk tried to inspire us with excitement regarding the National Technology Initiative in Healthcare, he emphasized that the concepts of “morality” and “justice” should first not be forgotten in the vision to be put forward.

7th YEAR

TÜSAP Summit Meeting
(January 2024, Gebze Informatics Valley)

We listened to the “National Technology Vision in Healthcare” from our Minister of Industry and Technology, Honorable Fatih Kacır,

We listened to a visionary speech inspired by the TOGG initiative from Honorable M. Gürcan Karakaş, CEO of TOGG.

We held our seventh-year summit meeting at Informatics Valley in order, as the sector, to receive messages from TOGG, one of Türkiye’s important brands and a leader in electric vehicles. M. Fatih Kacır, Minister of Industry and Technology of the Republic of Türkiye, and M. Gürcan Karakaş, CEO of TOGG Türkiye’s Automobile Joint Venture Group, as keynote speakers, shared steps regarding how the successes in TOGG and the defense industry could be applied in the healthcare sector.



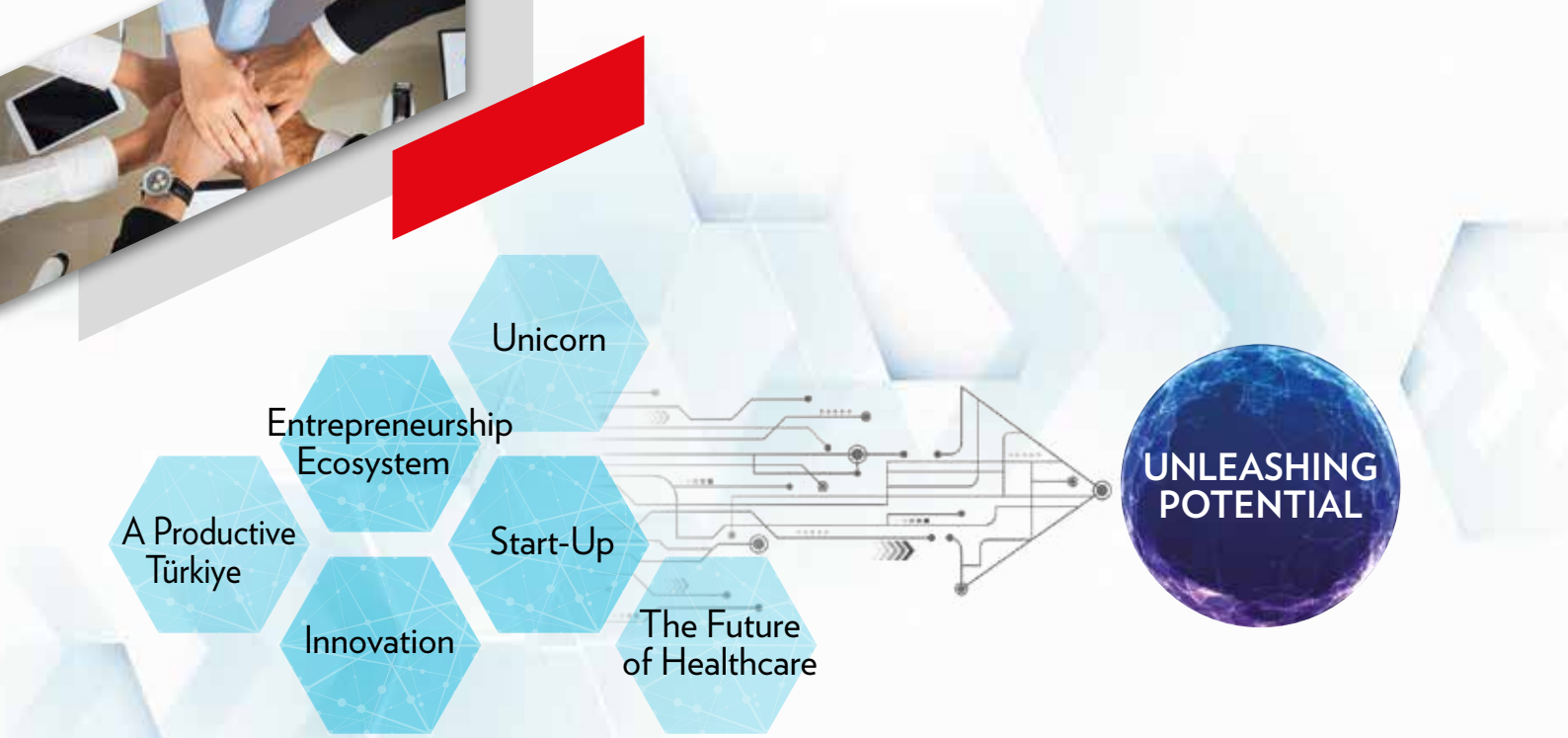
M. Fatih KACIR

Minister of Industry and Technology of
the Republic of Türkiye



M. Gürcan KARAKAŞ

CEO, TOGG (Türkiye’s Automobile
Joint Venture Group)



Harvard, Stanford, Carbon Health, Getir, Baykar, Togg...

► Different Topics and Examples,
the Same Theme

“We will explore ways to transition from a healthcare system that consumes resources to one that generates knowledge, technology, innovation, and prosperity.”

(Prof. Dr. Kemal Memişoğlu)

“In a world increasingly marked by massacres, genocides, oppression, and torture, we will continue to protect and sustain human life through compassion.”

WE NEED TO SHAKE OURSELVES UP A LITTLE TO MOBILIZE OUR POTENTIAL...

In all these summits, we talked about the entrepreneurial ecosystem, innovation, unicorns, start-ups, and the future of healthcare. In fact, we always said the same thing. No matter what all the speakers explained, or what we discussed, there was always mention of a potential that we believe Türkiye possesses.

It was underlined that this potential should become a new technology initiative, an innovation initiative in healthcare, and it was said, “let us mobilize this potential.”

Our Honorable Minister, Prof. Dr. Kemal Memişoğlu, honored the TUSAP Meeting at Başakşehir Çam and Sakura City Hospital, which had the highest participation. He underlined the sentence: “We will explore ways of transitioning from a healthcare system that consumes to a healthcare system that produces.”

Rifat Atun had also given us this message at our very first summit. In other words, we are receiving these messages and we want to implement them. There is no hesitation in this regard. But we get stuck somewhere. From this perspective, we need to shake ourselves up a little.

I do not want to prolong my words too much; however, we live in a world where massacres, genocides, oppression, and torture are increasing one after another. Even though these continue, we will still strive to protect human health, to stand by human beings, and to keep people alive on the basis of love, and we will try to build our entire future and vision on this basis. I believe that we have united around such a common ground.



As in every meeting, we also have support partners at this summit. I would like to thank you, our valued participants, and everyone who has contributed, and I wish you a successful meeting.

**HEALTHCARE
PRESENTATION**

**PHARMACEUTICAL
AND PHARMACY**

**HEALTH
TECHNOLOGIES**

**HEALTH
FINANCING**



**HEALTH PLATFORM
SUMMIT**



TÜSAP Vision Meetings Evaluations



2024 TSAP VISION MEETINGS

36th TSAP VISION MEETING: HEALTH FINANCING (April 19, 2024)

"Future Vision and Sustainability in Health Insurance"

The TSAP Health Financing Vision Meeting, where Assoc. Prof. Dr. Eren USUL, General Manager of General Health Insurance at the Social Security Institution, and Uęur GLEN, President of the Insurance Association of Trkiye, took part as keynote speakers, was held under the title "Future Vision and Sustainability in Health Insurance" on April 19, 2024, at Biruni University.

37th TSAP VISION MEETING (PHARMACEUTICALS AND PHARMACY) (May 31, 2024)

"Next-Generation Technologies in the Pharmaceutical Industry"

The TSAP Pharmaceuticals and Pharmacy Vision Meeting, where Dr. Asım HOCAOęLU, President of the Turkish Medicines and Medical Devices Agency, took part as the keynote speaker, was held under the title "Next-Generation Technologies in the Pharmaceutical Industry" on May 31, 2024, at Atlas University.

38th TSAP VISION MEETING (HEALTHCARE SERVICE DELIVERY) (September 14, 2024)

"Future Vision in Healthcare Services"

The TSAP Healthcare Service Delivery Vision Meeting, where Prof. Dr. Kemal MEMİęOęLU, Minister of Health of the Republic of Trkiye, took part as the keynote speaker, was held under the title "Future Vision in Healthcare Services" on September 14, 2024, at Baęakęehir am and Sakura Hospital.

39th TSAP VISION MEETING (HEALTH TECHNOLOGIES) (November 1, 2024)

"Start-Ups in Health Technologies and the Development of the Entrepreneurial Ecosystem"

The TSAP Health Technologies Vision Meeting, where Assoc. Prof. Dr. řuayıp BİRİNCİ, Deputy Minister of the Ministry of Health, took part as the keynote speaker, was held under the title "Start-Ups in Health Technologies and the Development of the Entrepreneurial Ecosystem" on November 1, 2024, at Ko University.





36th TUSAP VISION MEETING HEALTH FINANCING

AGENDA:

FUTURE VISION AND SUSTAINABILITY IN HEALTH INSURANCE

EVENT DATE:

APRIL 19, 2024

VENUE:

BİRÜNİ UNIVERSITY



MODERATOR
Prof. Dr. Haluk ÖZSARI
Secretary General of the
Association of University
Hospitals



KEYNOTE SPEAKER
Assoc. Prof. Dr. Eren USUL
SSI, General Health Insurance
General Manager



KEYNOTE SPEAKER
Uğur GÜLEN
President of the Insurance
Association of Türkiye

The 36th TÜSAP Health Financing Vision Meeting, titled “Future Vision and Sustainability in Health Insurance,” posed questions on the subject to participants representing the healthcare sector. Participants answered these questions by marking the options they preferred.

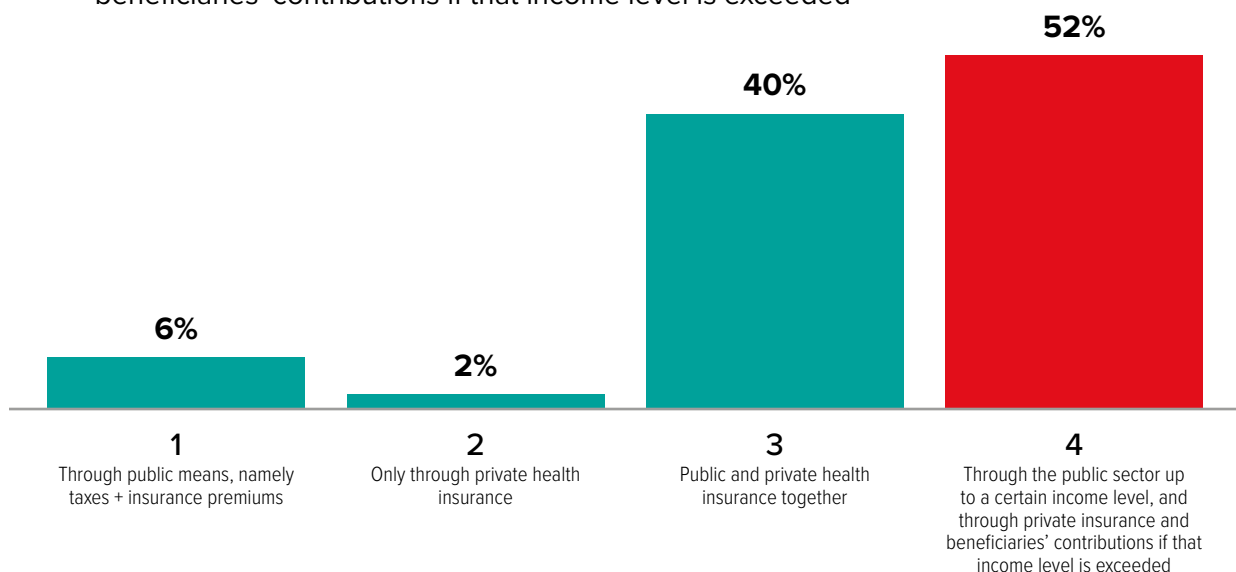
The prominent and memorable survey results of this meeting were shared with the participants under the moderation of Prof. Dr. Haluk ÖZSARI, Faculty Member at Istanbul University-Cerrahpaşa:

HEALTH SHOULD BE FINANCED ACCORDING TO INCOME LEVEL THROUGH THE PUBLIC SECTOR, PRIVATE INSURANCE, AND BENEFICIARIES

In response to the question regarding how the healthcare system in Türkiye should be financed, 52 percent of the participants tended toward the financing model in which healthcare is financed by the public sector up to a certain income level, and through private insurance and beneficiaries' contributions if that income level is exceeded. Forty percent of the participants marked the option that public and private health insurance should be financed together.

How should the healthcare system in Türkiye be financed?

1. Through public means, namely taxes + insurance premiums
2. Only through private health insurance
3. Public and private health insurance together
4. Through the public sector up to a certain income level, and through private insurance and beneficiaries' contributions if that income level is exceeded



Moderator: The financing of the healthcare system in Türkiye by the public sector up to a certain income level, and through private insurance and beneficiary contributions if this level is exceeded, resembles a model led by Germany.

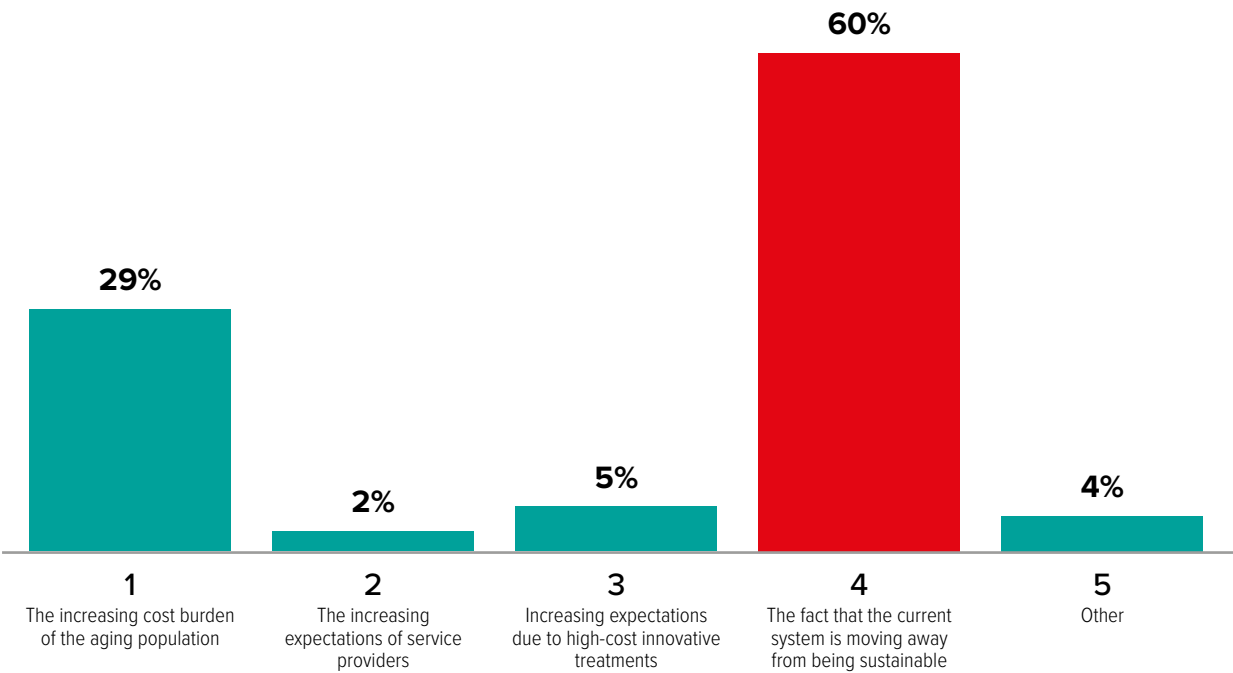


THE FACT THAT THE CURRENT SYSTEM IS MOVING AWAY FROM BEING SUSTAINABLE IS THE MOST IMPORTANT RISK AWAITING GHI

Sixty percent of the participants considered the most important risk awaiting General Health Insurance in the future to be the fact that the current system is moving away from being sustainable. The increasing cost burden of the aging population was marked as the second most important risk, with a participant rate of 29 percent.

What is the most important risk awaiting General Health Insurance in the future?

- 1. The increasing cost burden of the aging population
- 2. The increasing expectations of service providers
- 3. Increasing expectations due to high-cost innovative treatments
- 4. The fact that the current system is moving away from being sustainable
- 5. Other



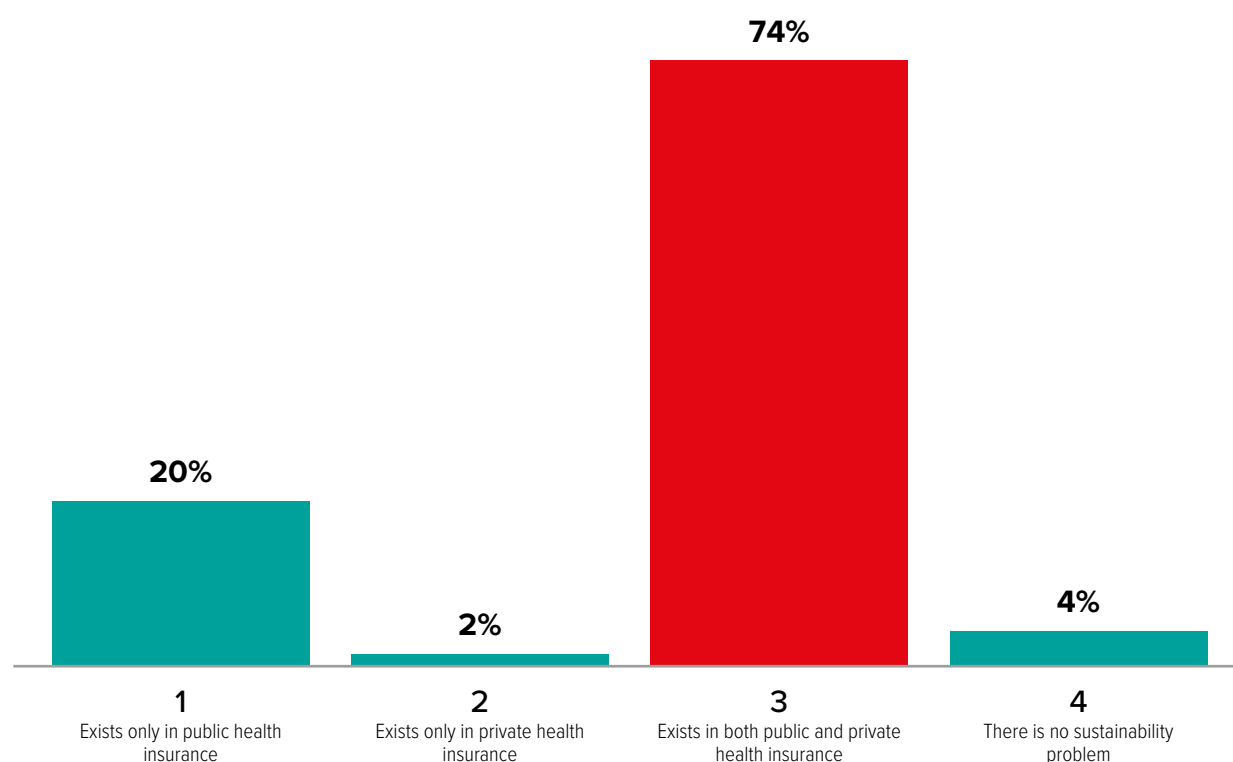
A benefits package as large and comprehensive as ours is not encountered in any other social health insurance system in the world. This situation constitutes an important risk in terms of sustainability.

THERE IS A SUSTAINABILITY PROBLEM IN EXISTING HEALTH FINANCING RESOURCES IN BOTH PUBLIC AND PRIVATE HEALTH INSURANCE

Seventy-four percent of the participants agreed that there is a sustainability problem in the existing health financing resources in Türkiye. Twenty percent of the participants marked the option indicating that the sustainability problem exists only in public health insurance.

The sustainability problem in existing health financing resources in Türkiye;

1. Exists only in public health insurance
2. Exists only in private health insurance
3. Exists in both public and private health insurance
4. There is no sustainability problem



This sustainability problem applies to both public and private insurance. The gradual increase in health expenditures makes it difficult to establish a long-term model that can meet these expenditures.

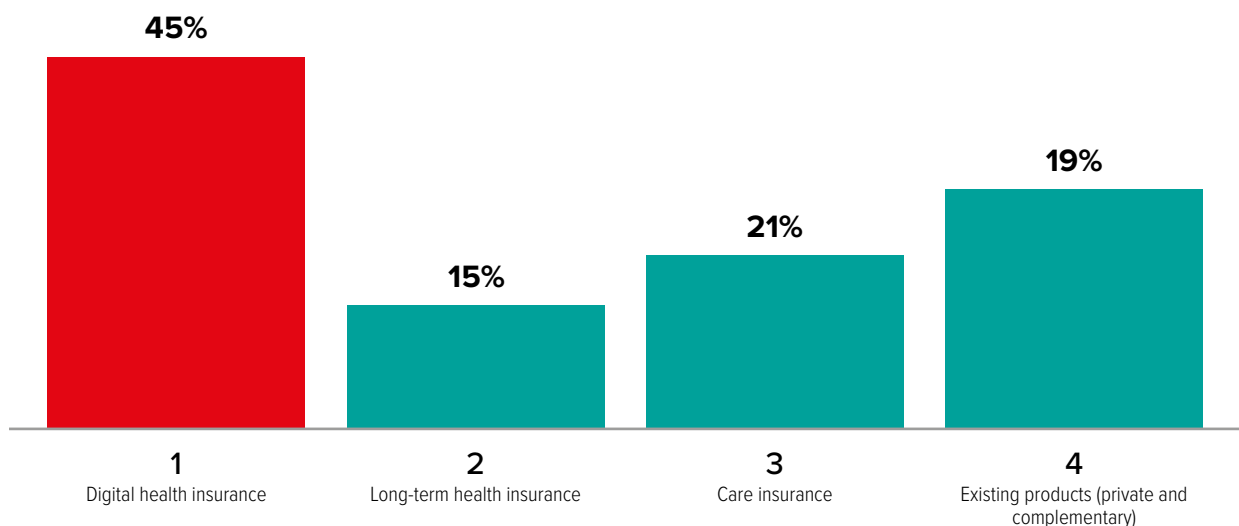


DIGITAL HEALTH INSURANCE WILL BE THE MOST PROMINENT TOPIC REGARDING PRIVATE HEALTH INSURANCE IN THE COMING YEARS

In response to the question regarding which topic will be more prominent in our country's private health insurance sector in the coming years, 45 percent of the participants marked the option "Digital health insurance." This was followed by "Care insurance" with 21 percent, "Existing products (private and complementary)" with 19 percent, and "Long-term health insurance" with 15 percent.

Which topic will be more prominent in our country's private health insurance sector in the coming years?

1. Digital health insurance
2. Long-term health insurance
3. Care insurance
4. Existing products (private and complementary)



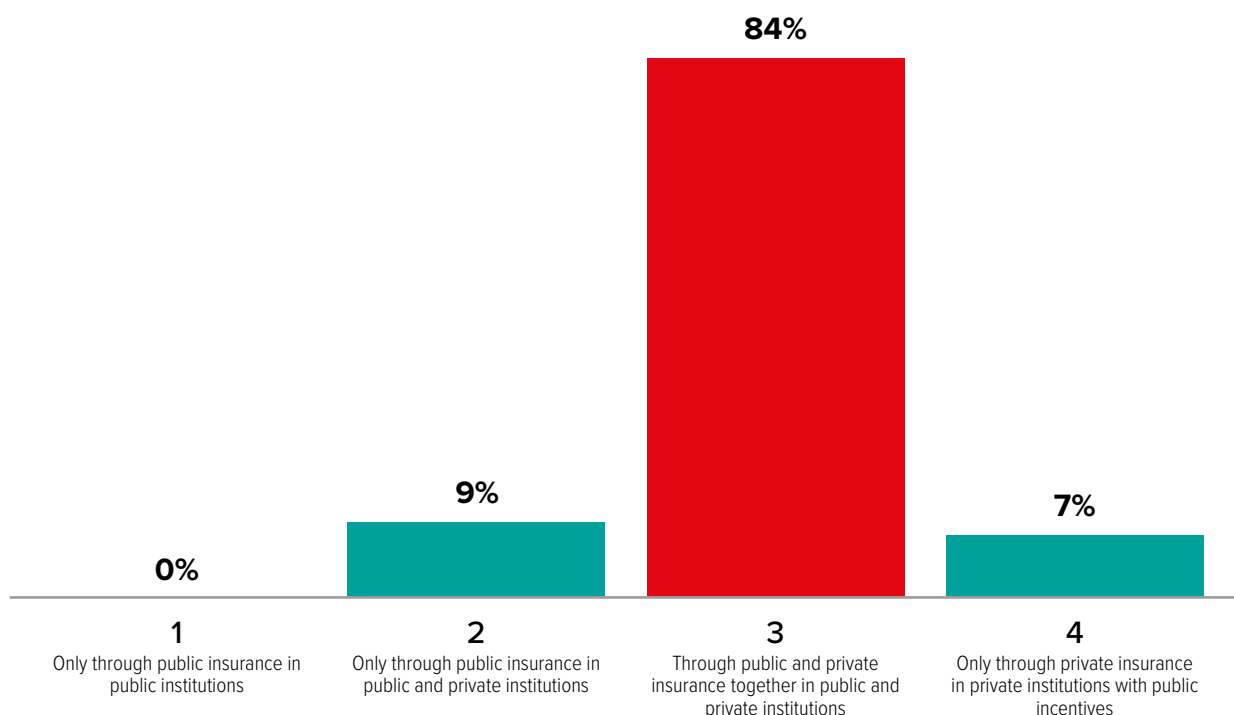
On the other hand, we see that investments in digital health insurance are gradually reaching significant levels.

HEALTH INSURANCE SUCH AS LONG-TERM AND CARE INSURANCE IN TÜRKİYE SHOULD BE IMPLEMENTED IN PUBLIC AND PRIVATE INSTITUTIONS THROUGH PUBLIC AND PRIVATE INSURANCE TOGETHER

Eighty-four percent of the participants who were asked how health insurance such as long-term and care insurance should be implemented in Türkiye for the aging population marked the option “In public and private institutions through public and private insurance together.”

For the aging population, health insurance such as long-term and care insurance in Türkiye;

1. Only through public insurance in public institutions
2. Only through public insurance in public and private institutions
3. Through public and private insurance together in public and private institutions
4. Only through private insurance in private institutions with public incentives



It is being discussed that services such as long-term care insurance should be provided by both the public and private sectors, or jointly by the two.

I hope that the recommendations emerging from here will be implemented by political decision-makers.

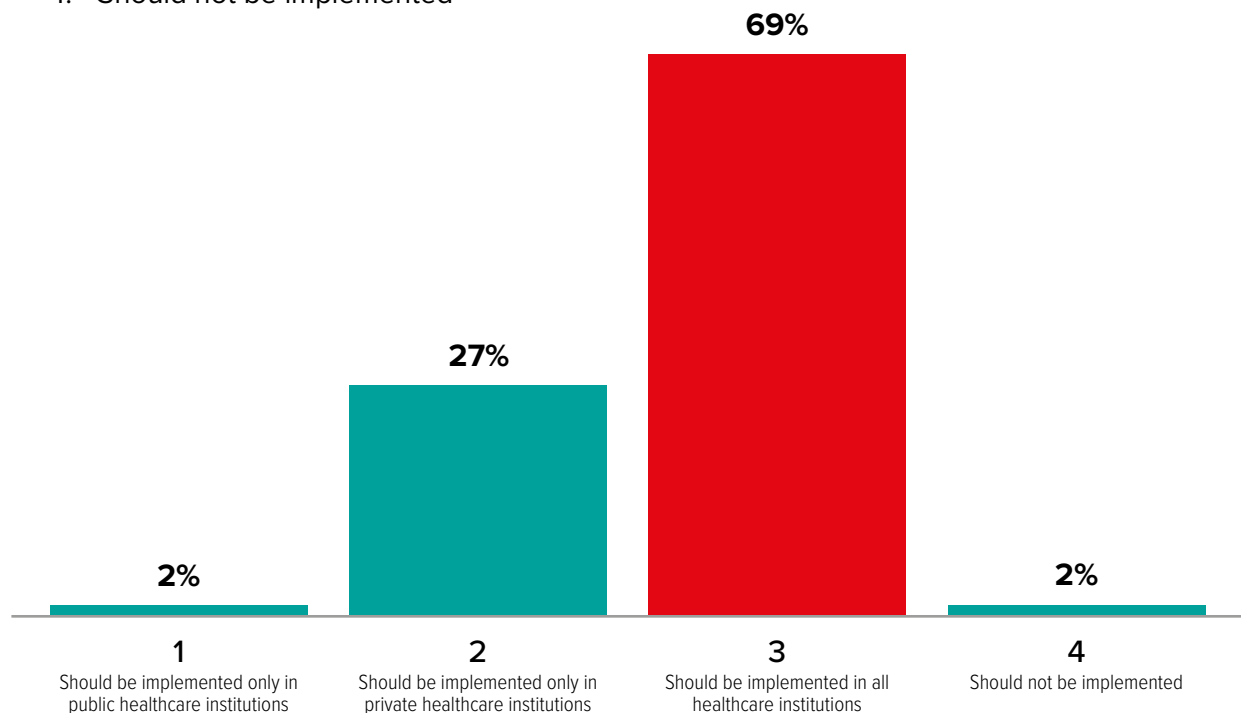


COMPLEMENTARY HEALTH INSURANCE SHOULD BE IMPLEMENTED IN ALL HEALTHCARE INSTITUTIONS IN TÜRKİYE

Sixty-nine percent of the participants who were asked how Complementary Health Insurance should be implemented in Türkiye marked the option indicating that it should be implemented in all healthcare institutions. Twenty-seven percent of the participants tended toward the option “It should be implemented only in private healthcare institutions.”

Complementary Health Insurance in Türkiye;

1. Should be implemented only in public healthcare institutions
2. Should be implemented only in private healthcare institutions
3. Should be implemented in all healthcare institutions
4. Should not be implemented



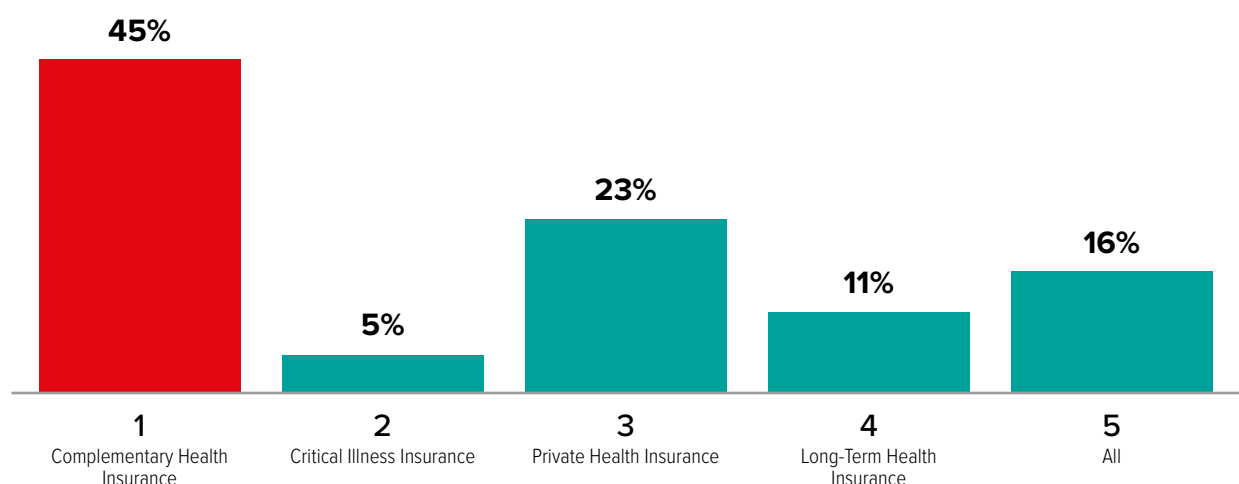
I would also like to share some good news. There is serious state support for the implementation of complementary health insurance in university hospitals. This issue was raised in the meetings held in recent days, and it is planned to launch pilot implementation in a few universities. We will all see which universities these are in 2025. This will be a very important stage. Perhaps after university hospitals, city hospitals will also say, “Why are we not doing this?” and expand complementary health insurance.

REGARDING OUT-OF-POCKET HEALTH EXPENDITURES, COMPLEMENTARY HEALTH INSURANCE MAY CREATE A MORE APPROPRIATE RESOURCE IN THE FIELD OF PRIVATE HEALTH INSURANCE

In Türkiye, regarding out-of-pocket health expenditures as a more appropriate resource for private health insurance, 45 percent of the participants marked “Complementary Health Insurance,” 23 percent marked “Private Health Insurance,” 11 percent marked “Long-Term Health Insurance,” and 5 percent marked “Critical Illness Insurance.”

For which private health insurance can out-of-pocket health expenditures in Türkiye create a more appropriate resource?

1. Complementary Health Insurance
2. Critical Illness Insurance
3. Private Health Insurance
4. Long-Term Health Insurance
5. All



When looking at what the right resource may be in the financing of health expenditures, it is seen that out-of-pocket expenditures constitute a high rate. Formalizing these expenditures and transferring them to complementary health insurance is considered as a proposed solution.



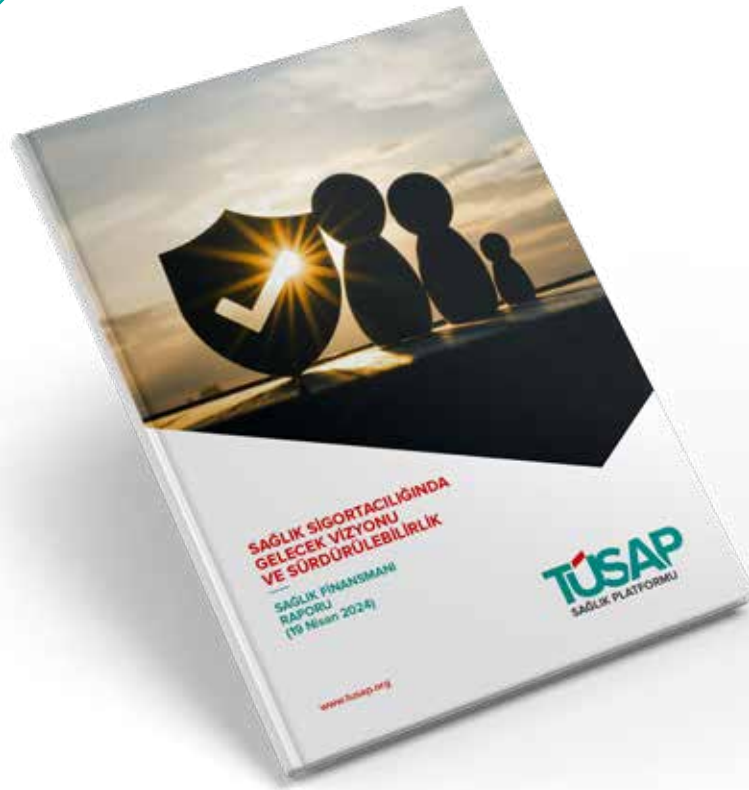
EPILOGUE

In Türkiye;

- Health financing; public up to a certain income level, private insurance if exceeded; 52%
- Sustainability problem in health financing resources exists in public and private insurance; 74%
- Out-of-pocket health expenditure is a more appropriate resource for complementary health insurance; 45%
- Complementary health insurance should be implemented in all healthcare institutions; 69%
- Long-term and care insurance; should be valid in public/private institutions through public/private insurance; 84%
- Digital health insurance will be on the agenda in private health insurance in the coming years; 45%
- The approach expressed by GHI General Manager Assoc. Prof. Dr. Eren USUL; increasing the role of the Social Security Institution in the financing of preventive healthcare services and differentiating the co-payments paid by GHI beneficiaries according to their use of preventive healthcare services was an important development.

“Lastly, the role of SSI in the financing of preventive healthcare services should be increased. The best example of this was the recent decision to attach sensors to children with type 1 diabetes. This is a very important step. Children’s fingers are pierced 288 times a year. This objective mentioned by Professor Eren was already included in the law, but it has begun to be put into practice. We even learned that differentiation of co-payments is being considered. This is also an important issue that needs to be emphasized.”

- All participants agreed with the proposal of TSB and other officials that public support similar to the Private Pension System is needed for CHI and private health insurance.
- More importantly; a concept called HIS, the “Health Insurance System,” was brought up. In general terms, the need for an umbrella health system that prioritizes the goal of achieving a healthy society for all health-based insurance was brought to the agenda through this meeting.



You can download the 36th TÜSAP Vision Meeting report from **tusap.org**





37th TUSAP VISION MEETING PHARMACEUTICALS AND PHARMACY

AGENDA:

NEXT-GENERATION TECHNOLOGIES IN THE PHARMACEUTICAL INDUSTRY

EVENT DATE:

MAY 31, 2024

VENUE:

ATLAS UNIVERSITY



MODERATOR

Ersin ERFA

President of the Türkiye
Biotechnological Pharmaceuticals
and Vaccine Platform



KEYNOTE SPEAKER

Dr. Asım HOCAOĞLU

President of the Turkish Medicines and
Medical Devices Agency

The 37th TÜSAP Pharmaceuticals and Pharmacy Vision Meeting, titled “Next-Generation Technologies in the Pharmaceutical Industry,” posed questions on the subject to participants representing the healthcare sector. Participants answered these questions by marking the options they preferred.

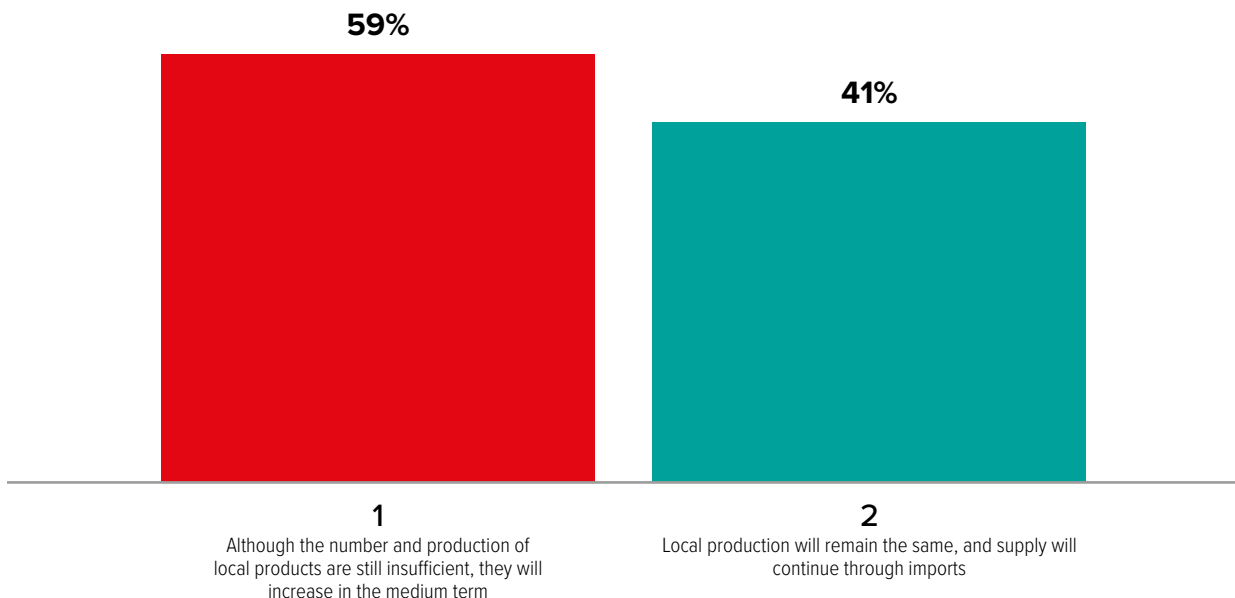
The prominent and memorable survey results of this meeting were shared with the participants under the moderation of Prof. Dr. Haluk ÖZSARI, Secretary General of the Association of University Hospitals:

IN THE MEDIUM TERM, SUCH AS 5-6 YEARS, LOCAL PRODUCTION OF BIOTECHNOLOGICAL/BIOSIMILAR PHARMACEUTICALS WILL INCREASE, ALTHOUGH IT WILL REMAIN INSUFFICIENT

Fifty-nine percent of the participants marked the option indicating that, in the medium term, such as 5-6 years, the number and production of local products in the supply of biotechnological/biosimilar pharmaceuticals in Türkiye would increase, although still remaining insufficient, while 41 percent of the participants marked the option indicating that local production would remain the same and supply would continue through imports.

What is your opinion regarding the supply of biotechnological/biosimilar pharmaceuticals in our country in the medium term, such as 5-6 years?

1. Although the number and production of local products are still insufficient, they will increase in the medium term
2. Local production will remain the same, and supply will continue through imports



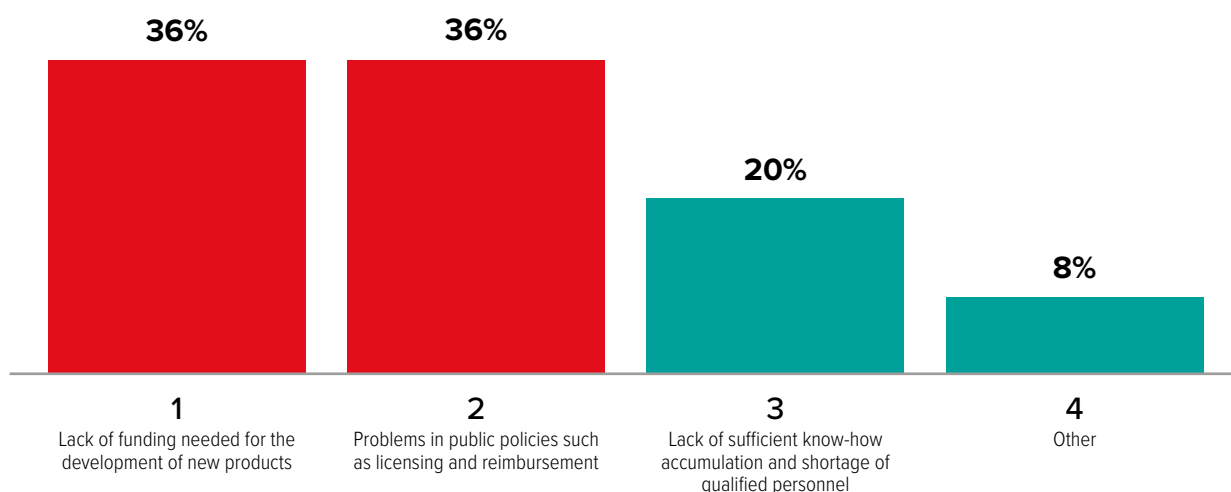


THE MAIN REASONS FOR NOT INTRODUCING ENOUGH PRODUCTS TO THE MARKET ARE LACK OF FUNDING AND PROBLEMS IN PUBLIC POLICIES SUCH AS LICENSING AND REIMBURSEMENT

While there are many investor companies and entrepreneurs (start-ups) in the field of biotechnology, 36 percent of the participants each marked “Lack of funding needed for the development of new products” and “Problems in public policies such as licensing and reimbursement” as the main reason why enough products cannot be introduced to the market in this field. Twenty percent of the participants considered the lack of sufficient know-how accumulation and the shortage of qualified personnel as the main reason why enough products cannot be introduced.

What is the main reason why enough products cannot be introduced to the market in the field of biotechnology, despite the presence of many investor companies and entrepreneurs (start-ups) in this field?

1. Lack of funding needed for the development of new products
2. Problems in public policies such as licensing and reimbursement
3. Lack of sufficient know-how accumulation and shortage of qualified personnel
4. Other

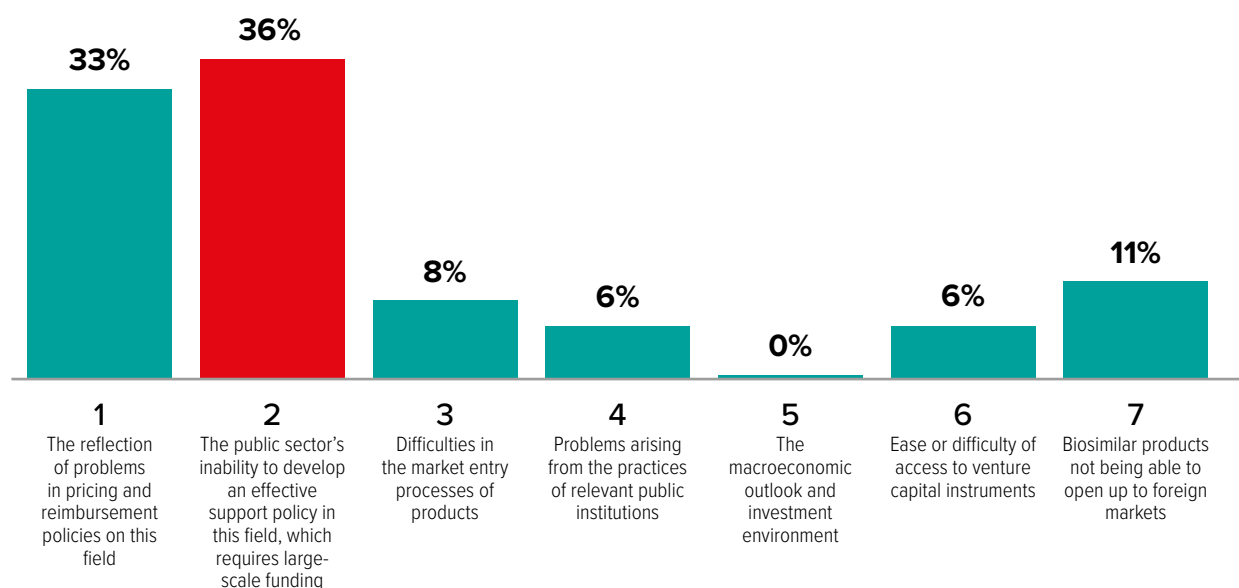


THE OBSTACLES TO DEVELOPMENT IN THE FIELD OF BIOTECHNOLOGICAL/BIOSIMILAR PHARMACEUTICALS ARE AGAIN LACK OF FUNDING AND THE ISSUE OF PRICING AND REIMBURSEMENT

Thirty-six percent of the participants who were asked the main reason why the path for development in the field of biotechnological/biosimilar pharmaceuticals has not been sufficiently opened considered the public sector's inability to develop an effective support policy in this field, which requires large-scale funding, as the main reason, while 33 percent considered the reflection of problems in pricing and reimbursement policies on this field as the main reason. The option "Biosimilar products not being able to open up to foreign markets" was marked at a rate of 11 percent, and the option "difficulties in the market entry processes of products" was marked at a rate of 8 percent.

What is the main reason why the path for development in the field of biotechnological/biosimilar pharmaceuticals has not been sufficiently opened?

1. The reflection of problems in pricing and reimbursement policies on this field
2. The public sector's inability to develop an effective support policy in this field, which requires large-scale funding
3. Difficulties in the market entry processes of products
4. Problems arising from the practices of relevant public institutions
5. The macroeconomic outlook and investment environment
6. Ease or difficulty of access to venture capital instruments
7. Biosimilar products not being able to open up to foreign markets



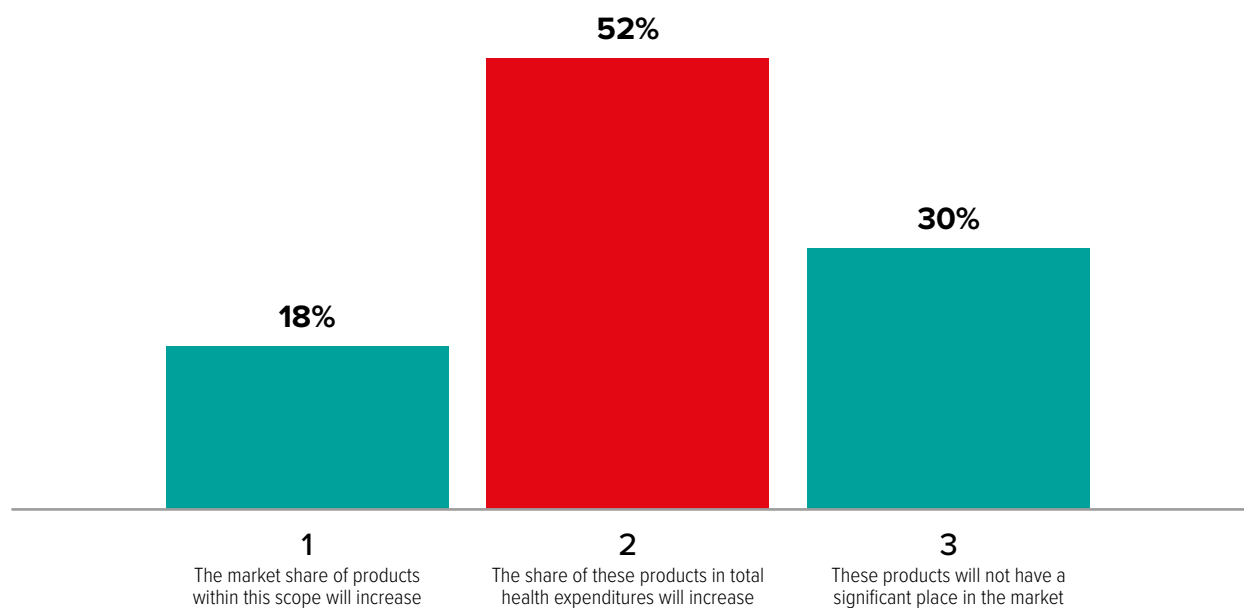


THE SHARE OF NEXT-GENERATION TECHNOLOGIES SUCH AS “PERSONALIZED MEDICINES” AND “GENE TECHNOLOGIES” IN TOTAL HEALTH EXPENDITURES WILL INCREASE

Fifty-two percent of the participants marked the option indicating that, in the medium term, the share of next-generation technologies such as “Personalized Medicines” and “Gene Technologies” in total health expenditures in the Turkish pharmaceutical sector would increase, while 15 percent marked the option indicating that the market share of products within this scope would increase. Thirty percent of the participants thought that next-generation technologies such as “Personalized Medicines” and “Gene Technologies” would not have a significant place in the market.

What will be the place of next-generation technologies such as “Personalized Medicines” and “Gene Technologies” in total health expenditures in the Turkish pharmaceutical sector in the medium term?

1. The market share of products within this scope will increase
2. The share of these products in total health expenditures will increase
3. These products will not have a significant place in the market

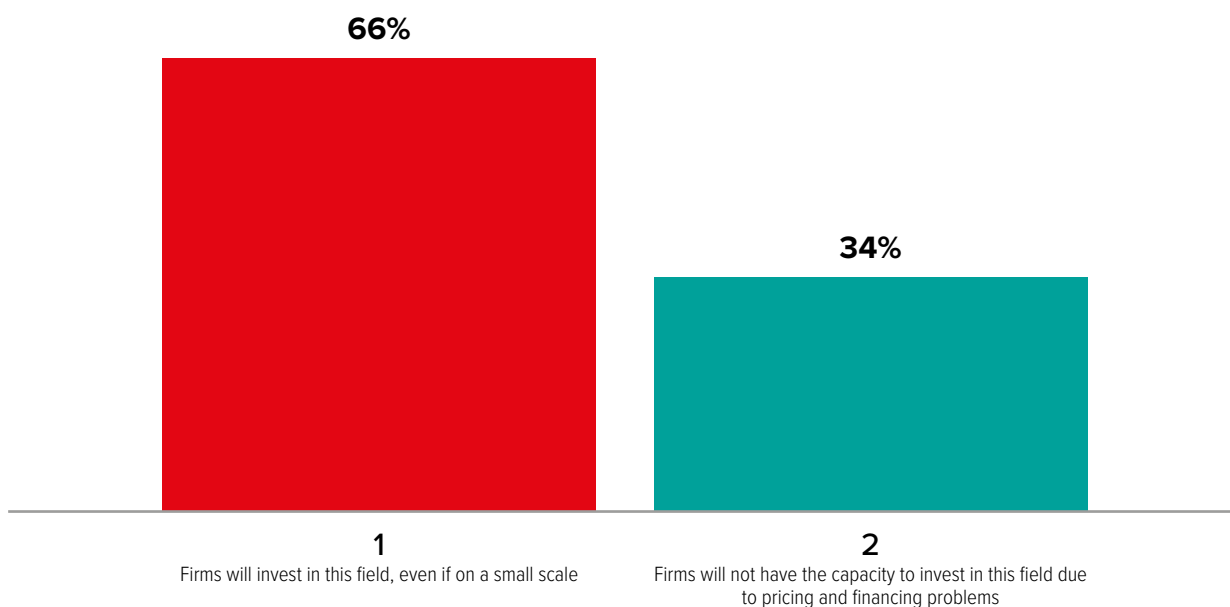


THE PHARMACEUTICAL INDUSTRY WILL INVEST IN NEXT-GENERATION TECHNOLOGIES IN THE MEDIUM TERM, EVEN IF ON A SMALL SCALE

Sixty-six percent of the participants marked the option indicating that the pharmaceutical industry would invest in next-generation technologies in the medium term, even if on a small scale, while 34 percent marked the option indicating that firms would not have the capacity to invest in next-generation technologies due to pricing and financing problems.

What will the pharmaceutical industry's investments in next-generation technologies be in the medium term?

1. Firms will invest in this field, even if on a small scale
2. Firms will not have the capacity to invest in this field due to pricing and financing problems



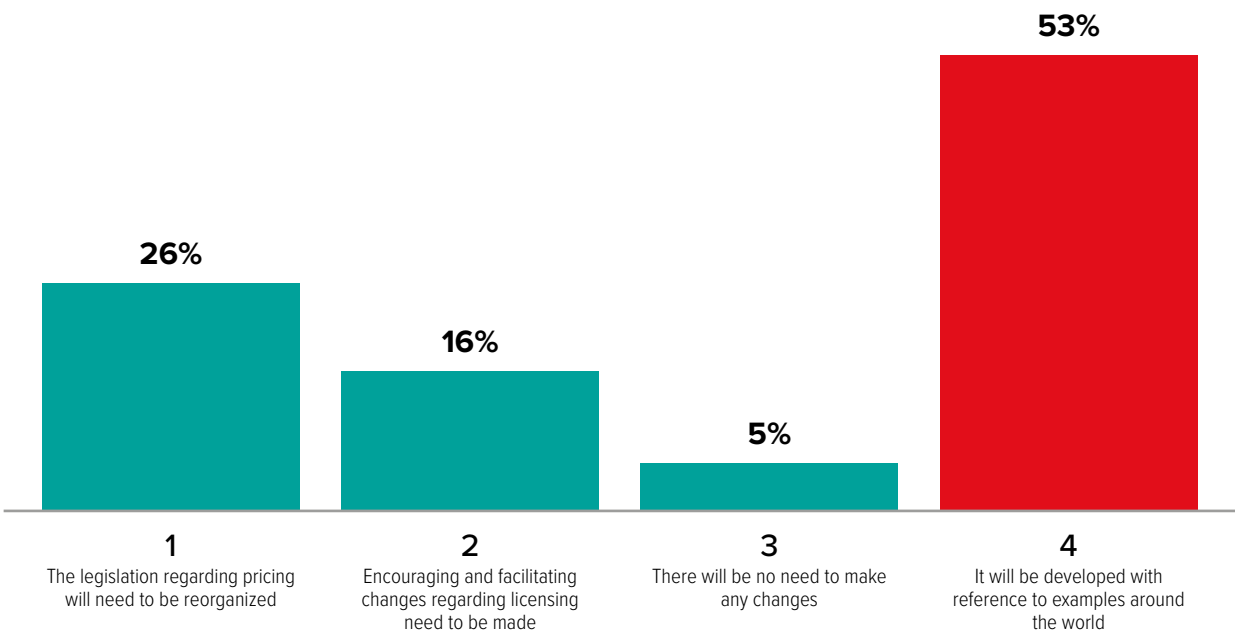


IF NEXT-GENERATION TECHNOLOGIES ENTER TREATMENT, PRICING AND LICENSING WILL BE DEVELOPED WITH REFERENCE TO EXAMPLES AROUND THE WORLD

Fifty-three percent of the participants who were asked how pricing and licensing would be carried out if next-generation technologies enter treatment in the coming period marked the option “It will be developed with reference to examples around the world,” 26 percent marked “The legislation regarding pricing will need to be reorganized,” and 16 percent marked “Encouraging and facilitating changes regarding licensing need to be made.”

How will pricing/licensing be carried out if next-generation technologies enter treatment in the coming period?

- 1. The legislation regarding pricing will need to be reorganized
- 2. Encouraging and facilitating changes regarding licensing need to be made
- 3. There will be no need to make any changes
- 4. It will be developed with reference to examples around the world

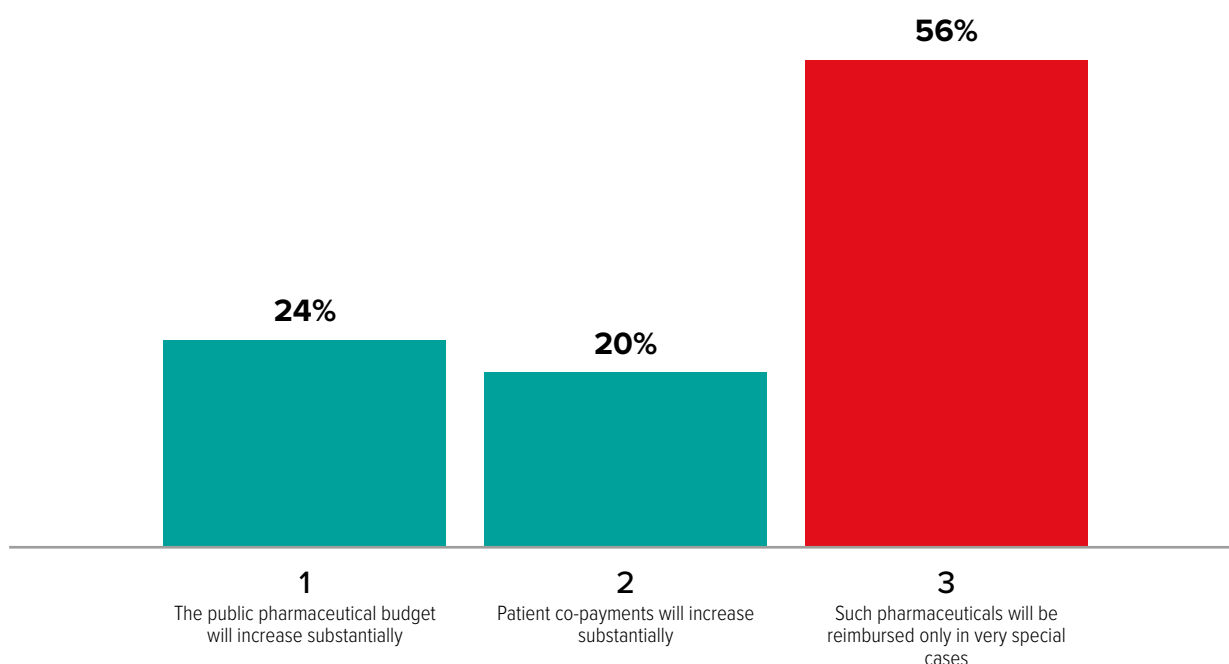


PHARMACEUTICALS PRODUCED WITH NEXT-GENERATION PRODUCTION TECHNOLOGIES WILL BE REIMBURSED ONLY IN VERY SPECIAL CASES

Fifty-six percent of the participants who were asked how pharmaceuticals produced with next-generation production technologies would be reflected in the reimbursement system (SSI) stated that such pharmaceuticals would be reimbursed only in very special cases. Twenty-four percent of the participants marked the option indicating that the public pharmaceutical budget would increase substantially, while 20 percent marked the option indicating that patient co-payments would increase substantially.

How will pharmaceuticals produced with next-generation technologies be reflected in the reimbursement system (SSI)?

1. The public pharmaceutical budget will increase substantially
2. Patient co-payments will increase substantially
3. Such pharmaceuticals will be reimbursed only in very special cases



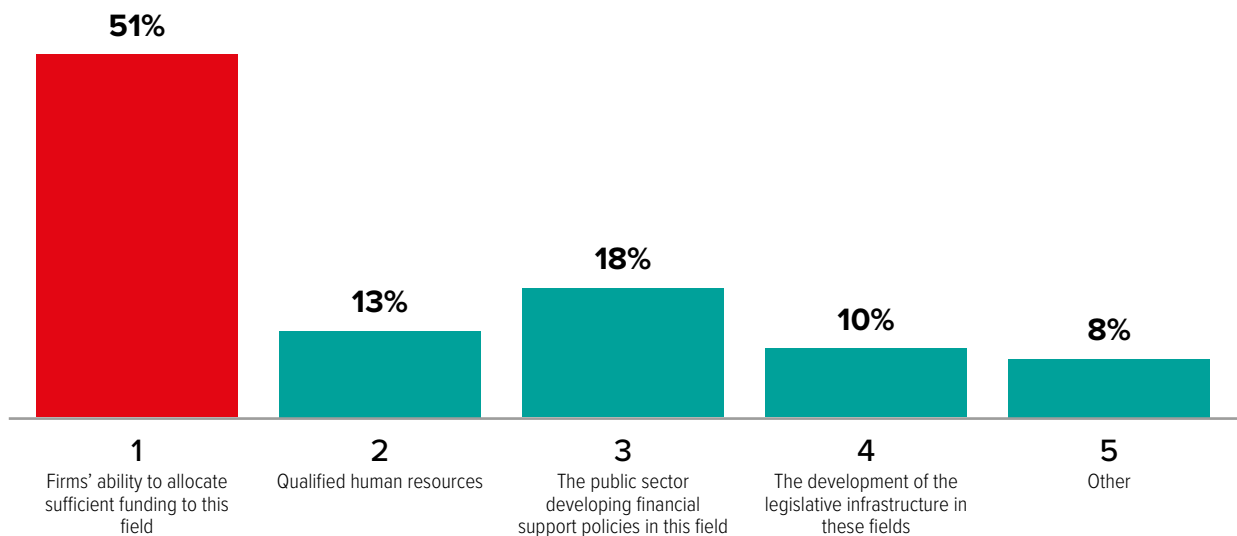


THE MOST IMPORTANT NEED IS FOR FIRMS TO BE ABLE TO ALLOCATE SUFFICIENT FUNDING TO THE FIELD OF ARTIFICIAL INTELLIGENCE AND NEXT-GENERATION PHARMACEUTICALS

Fifty-one percent of the participants considered the most important need for the Turkish pharmaceutical sector to be able to enter the field of artificial intelligence and next-generation pharmaceuticals to be firms' ability to allocate sufficient funding to this field. Eighteen percent of the participants marked "The public sector developing financial support policies in this field," 13 percent marked "Qualified human resources," and 10 percent marked "The development of the legislative infrastructure in these fields" as the most important need.

What is the most important need for the Turkish pharmaceutical sector to be able to enter the field of artificial intelligence and next-generation pharmaceuticals?

1. Firms' ability to allocate sufficient funding to this field
2. Qualified human resources
3. The public sector developing financial support policies in this field
4. The development of the legislative infrastructure in these fields
5. Other

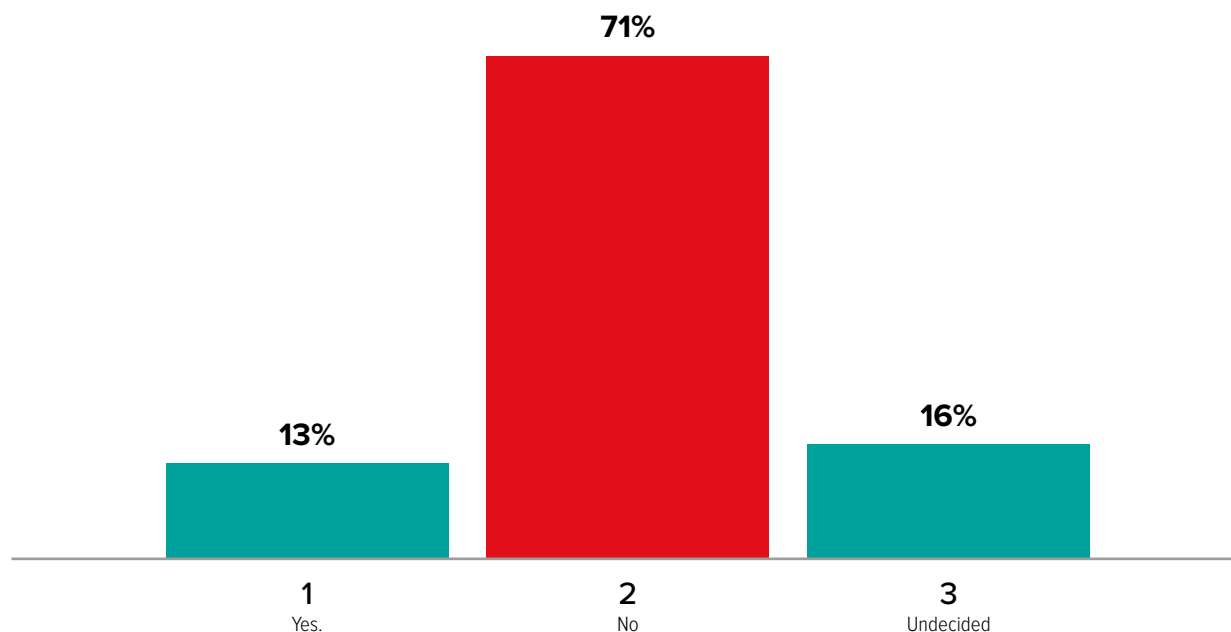


THE PHARMACEUTICAL SECTOR DOES NOT HAVE THE CAPACITY TO INVEST IN ARTIFICIAL INTELLIGENCE AND NEXT-GENERATION TECHNOLOGIES

Regarding whether the pharmaceutical sector has the capacity to invest in artificial intelligence and next-generation technologies within the current pharmaceutical pricing system, 71 percent of the participants marked the option indicating that it does not, while 13 percent marked the option indicating that it does.

Do you think the pharmaceutical sector has the capacity to invest in artificial intelligence and next-generation technologies within the current pharmaceutical pricing system?

1. Yes
2. No
3. Undecided



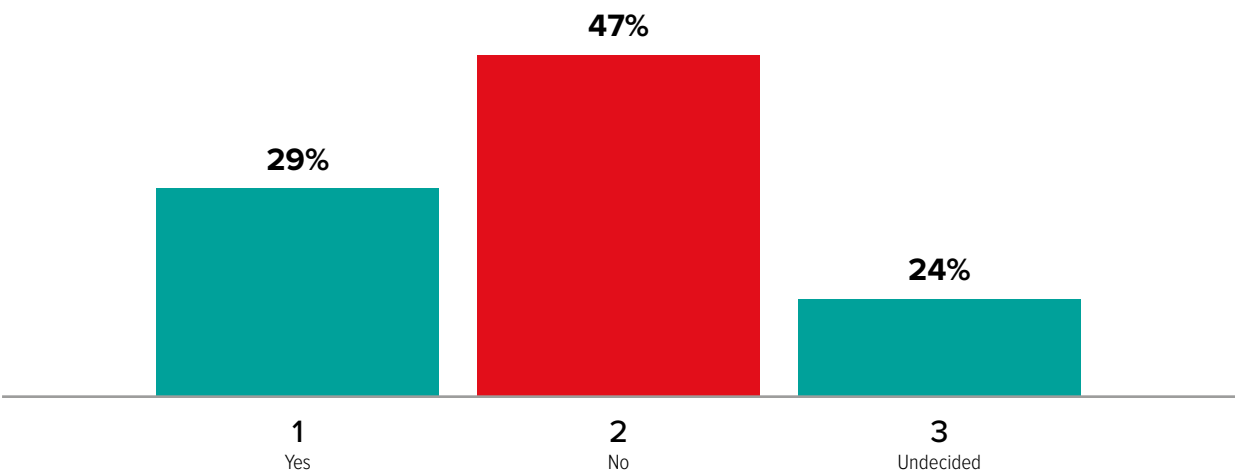


THE PUBLIC SECTOR WILL NOT BE ABLE TO ESTABLISH THE LEGISLATIVE AND INCENTIVE INFRASTRUCTURE FOR ARTIFICIAL INTELLIGENCE AND NEXT-GENERATION TECHNOLOGIES IN A TIMELY AND SUFFICIENT MANNER

Regarding whether the public sector will be able to establish the legislative and incentive infrastructure for artificial intelligence and next-generation technologies in a timely and sufficient manner, 47 percent of the participants marked the option indicating that it will not be able to, while 29 percent marked the option indicating that it will be able to.

Do you think the public sector will be able to establish the legislative and incentive infrastructure for artificial intelligence and next-generation technologies in a timely and sufficient manner?

- 1. Yes
- 2. No
- 3. Undecided







EPILOGUE

As seen from the responses and comments, all problems in the sector point to the same issue: problems arising from the pricing system and, for this reason, firms' inability to allocate sufficient funding to the necessary high-technology investments and R&D expenditures.

In parallel with this, the public sector's failure to provide sufficient support in the field of biotechnology, which requires high amounts of capital, emerges as another important problem. In addition, another role expected from the public sector is to implement policies that bring forward next-generation models that will strengthen cooperation between industry, academia, and the public sector.

In conclusion, to summarize, it has emerged that public policies, including the pricing and incentive system, need to be reviewed in line with developments around the world in order for the pharmaceutical industry to have a say in next-generation technologies.



You can download the 37th TÜSAP Vision Meeting report
from **tusap.org**.



38th TUSAP VISION MEETING HEALTHCARE SERVICE DELIVERY

AGENDA:

FUTURE VISION IN HEALTHCARE SERVICES

EVENT DATE:

SEPTEMBER 14, 2024

VENUE:

BAŞAKŞEHİR ÇAM AND SAKURA CITY HOSPITAL



KEYNOTE SPEAKER

Prof. Dr. Kemal MEMİŞOĞLU

Minister of Health of the
Republic of Türkiye



MODERATOR (Panel-1)

Assoc. Prof. Dr.

Şuayıp BİRİNCİ

Deputy Minister of Health



MODERATOR (Panel-2)

Prof. Dr. Sabahattin AYDIN

Chairman of the TUSAP
Executive Board



MODERATOR (Panel-3)

Dr. Reşat BAHAT

President of OHSAD

The 38th TÜSAP Healthcare Service Delivery Vision Meeting, organized as three separate panels under the title “Future Vision in Healthcare Services,” posed questions on the subject to participants representing the healthcare sector. Participants answered these questions by marking the options they preferred.

The prominent and memorable survey results of this meeting were shared with the participants under the moderation of Dr. Reşat Bahat, President of OHSAD:

Moderator: TÜSAP, which has completed its 8th year and 40 meetings, is unique and charismatic in nature due to its structure encompassing the entire sector, including the public sector, the Ministry of Health, universities, SSI, the pharmaceutical industry, medical and consumable material manufacturers, private insurers, and foundation universities.



PANEL-1 THE FUTURE IN HEALTHCARE SERVICES (HEALTHCARE SERVICE DELIVERY)



MODERATOR
Assoc. Prof. Dr. Şuayip BİRİNCİ
Deputy Minister of Health



PANELIST
Dr. Muharrem USTA
Chairman of the Board of MLP
Care Healthcare Group



PANELIST
Prof. Dr. Nuri AYDIN
Rector of Istanbul University-Cerrahpaşa,
President of ÜHB

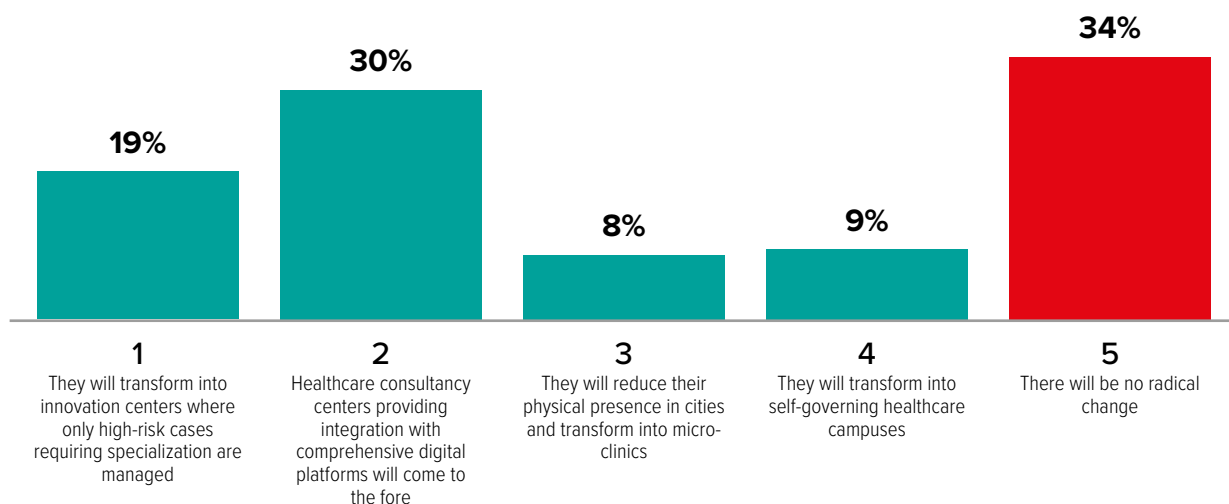


THE ROLE OF HOSPITALS IN THE PUBLIC SECTOR WILL NOT CHANGE MUCH IN THE NEXT 10 YEARS

In response to the question of how the role of hospitals in the public sector will evolve in the next 10 years, 34 percent of the participants marked the option “there will be no radical change.” Thirty percent of the participants stated that “healthcare consultancy centers providing integration with comprehensive digital platforms will come to the fore.” Nineteen percent agreed that hospitals would transform into innovation centers where only high-risk cases requiring specialization are managed.

How do you think the role of hospitals in the public sector will evolve in the next 10 years?

1. They will transform into innovation centers where only high-risk cases requiring specialization are managed
2. Healthcare consultancy centers providing integration with comprehensive digital platforms will come to the fore
3. They will reduce their physical presence in cities and transform into micro-clinics
4. They will transform into self-governing healthcare campuses
5. There will be no radical change



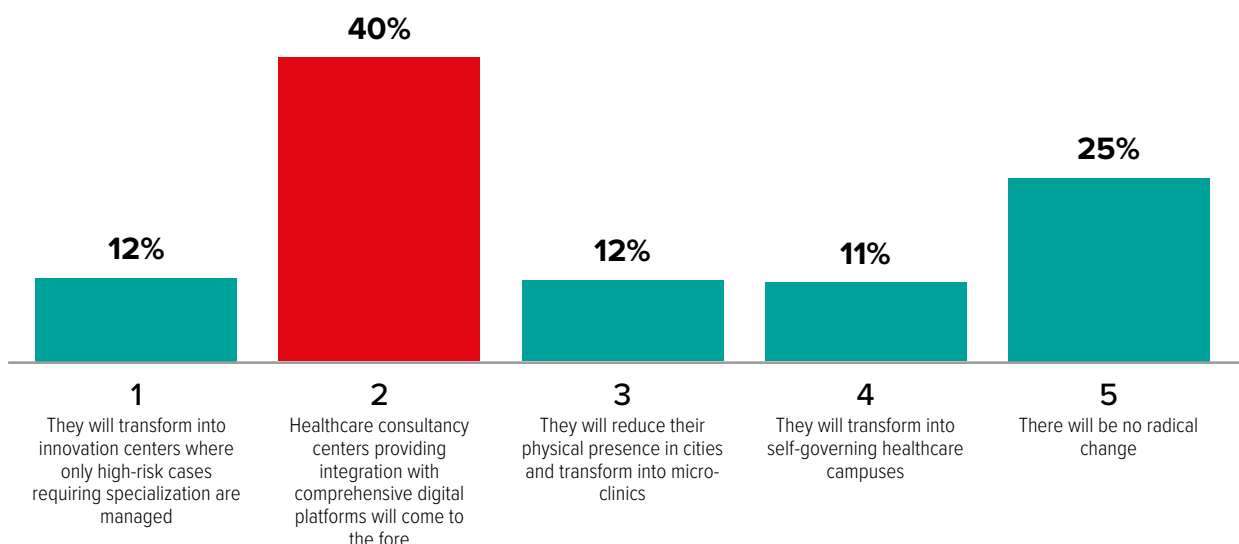
The participants’ projection that there will be no radical change in the public sector over the next 10 years means that your hopes for change should diminish. The second option, that healthcare consultancy centers providing integration with comprehensive digital platforms will come to the fore, is rather ornate. I do not know how such a large structure can do this when it will not be able to make a radical change. I read this second answer as the participants’ aspiration.

IN THE PRIVATE SECTOR, HEALTHCARE CONSULTANCY CENTERS PROVIDING INTEGRATION WITH COMPREHENSIVE DIGITAL PLATFORMS WILL COME TO THE FORE IN THE NEXT 10 YEARS

In response to the question of how the role of hospitals in the private sector will evolve in the next 10 years, 25 percent of the participants marked the option “there will be no radical change.” Forty percent of the participants stated that “healthcare consultancy centers providing integration with comprehensive digital platforms will come to the fore.” Two groups of 12 percent each agreed on the options that hospitals “will transform into innovation centers where only high-risk cases requiring specialization are managed” and “will transform into self-governing healthcare campuses.”

How do you think the role of hospitals in the private sector will evolve in the next 10 years?

1. They will transform into innovation centers where only high-risk cases requiring specialization are managed
2. Healthcare consultancy centers providing integration with comprehensive digital platforms will come to the fore
3. They will reduce their physical presence in cities and transform into micro-clinics
4. They will transform into self-governing healthcare campuses
5. There will be no radical change



The participants' projection that healthcare consultancy centers providing integration with comprehensive digital platforms will come to the fore regarding the next 10 years of private hospitals is interesting. Here, what we now talk about the most, “health tourism,” was not mentioned. Those who think that there will be no radical change must have either lost their belief or their self-confidence.

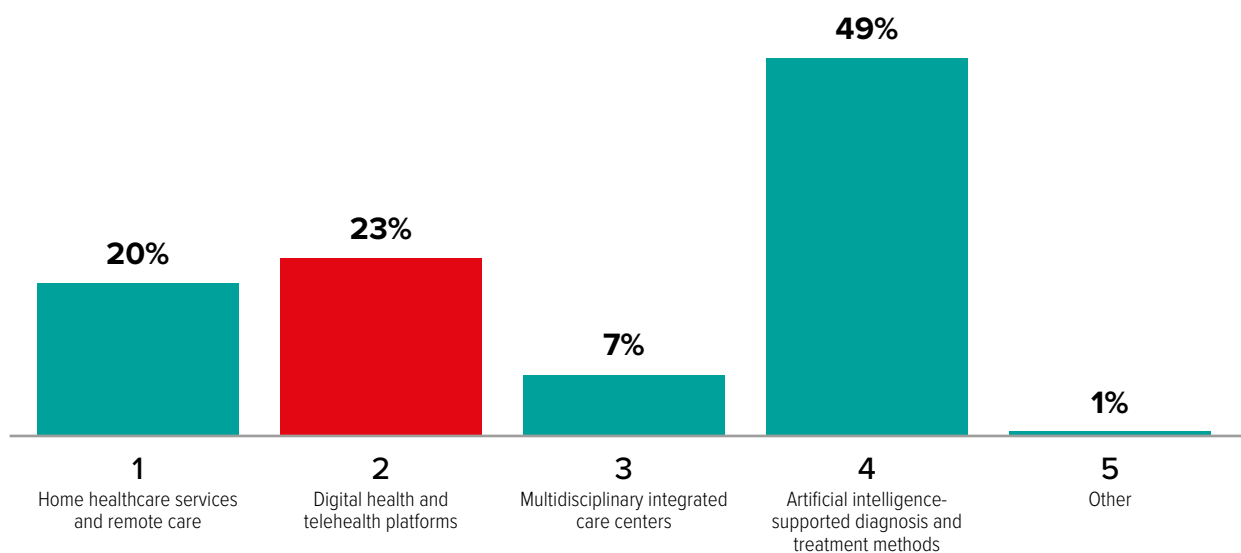


ARTIFICIAL INTELLIGENCE-SUPPORTED DIAGNOSIS AND TREATMENT METHODS WILL COME TO THE FORE IN THE DELIVERY OF HEALTHCARE SERVICES IN THE FUTURE

Forty-nine percent of the participants who were asked to indicate which innovative model would come to the fore in the delivery of healthcare services in the future marked the option of artificial intelligence-supported diagnosis and treatment methods. This option was followed by digital health and telehealth platforms with 23 percent, and home healthcare services and remote care with 20 percent.

Which innovative model do you expect to come to the fore in the delivery of healthcare services in the future?

1. Home healthcare services and remote care
2. Digital health and telehealth platforms
3. Multidisciplinary integrated care centers
4. Artificial intelligence-supported diagnosis and treatment methods
5. Other

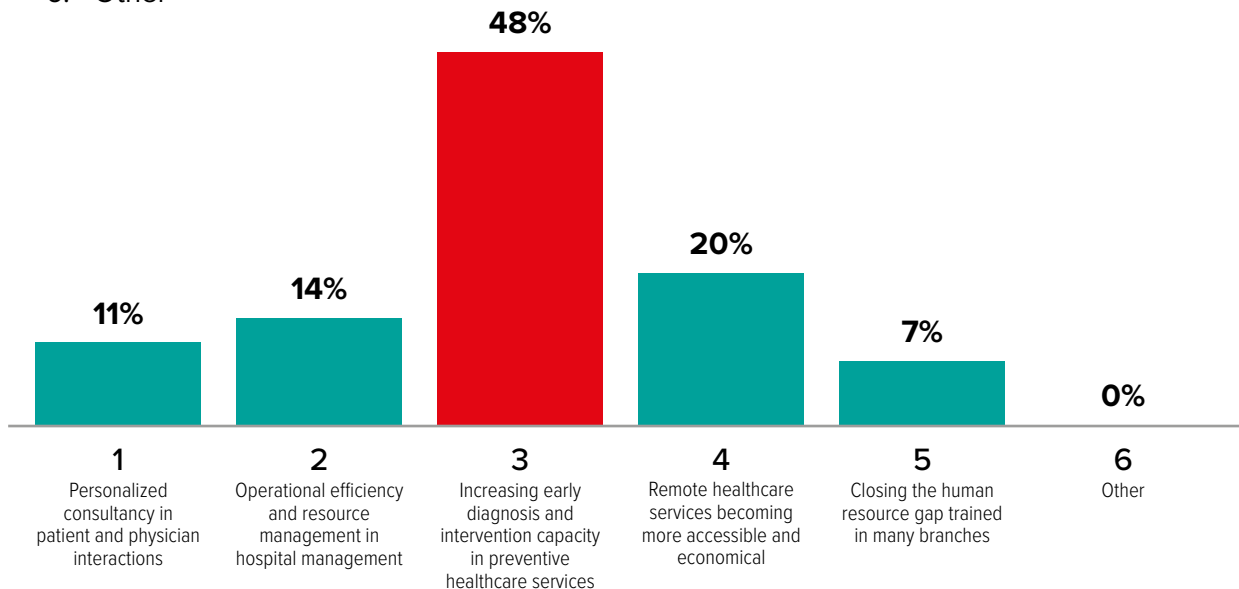


WITH ARTIFICIAL INTELLIGENCE-SUPPORTED HEALTHCARE SERVICE DELIVERY MODELS, EARLY DIAGNOSIS AND INTERVENTION CAPACITY IN PREVENTIVE HEALTHCARE SERVICES WILL INCREASE

When asked in which area the greatest transformation could occur with the widespread use of artificial intelligence-supported healthcare service delivery models, 48 percent of the participants marked the option “increasing early diagnosis and intervention capacity in preventive healthcare services.” This was followed by “remote healthcare services becoming more accessible and economical” with 20 percent, “operational efficiency and resource management in hospital management” with 14 percent, and “personalized consultancy in patient and physician interactions” with 11 percent.

In which area could the greatest transformation occur with the widespread use of artificial intelligence-supported healthcare service delivery models?

1. Personalized consultancy in patient and physician interactions
2. Operational efficiency and resource management in hospital management
3. Increasing early diagnosis and intervention capacity in preventive healthcare services
4. Remote healthcare services becoming more accessible and economical
5. Closing the human resource gap trained in many branches
6. Other



Preventive healthcare services are probably the only method that can save the state's or the citizen's economy from catastrophic health expenditure. With aging, and especially with aging in poverty and poor health, a terrifying health burden appears ahead of us. Türkiye is ending this year with the lowest birth rate in its history. This means that even if you age healthily, there will be no one to look after you. Almost everyone at the age of 85 needs a caregiver, whether formally or informally. Perhaps we need to discuss artificial intelligence, digitalization, remote health, and remote home healthcare more.



EPILOGUE (PANEL 1)

Great expectation of transformation in knowledge-based production in healthcare...

It was argued that Türkiye, with its public and private sectors, needs to embark on a major journey toward knowledge production in healthcare. Hospitals and healthcare institutions that achieve this will also become institutions that produce knowledge. Within their revenues, the income they generate from patents and the technologies they produce will exceed hospital revenues... This will also provide added value to the country.

The importance of anonymizing health data and opening it to researchers was emphasized.

Just as Türkiye achieved a major transformation in healthcare in the 2000s, it can now open the doors to a new reform by opening its existing health data to clinical research. Otherwise, it will continue to lose heavily.

“We have e-Nabız, a software available in very few countries in the world. We have the Medula system, which we have been using for years. We process and invoice even the most complex procedures, such as heart transplantation, through digital systems. However, my hospitals still have a 5,000-square-meter archive. Although we do everything digitally, we continue to store files in such a large area. Moreover, sometimes when the law requires them, we cannot even find the files we have stored ourselves. Of course, this problem can be solved, but our real issue is to use the big data we have correctly. This data is our greatest strength. We must bring together all universities and all the resources we have and work on these data. Because from these data, we can learn many things, from our aging processes to which solutions work, and from air pollution to the cognitive development of our children.”



PANEL-2

THE FUTURE IN HEALTHCARE SERVICES (STRATEGY, HEALTH FINANCING AND INSURANCE)



MODERATOR

Prof. Dr. Sabahattin AYDIN

Chairman of the TÜSAP Executive Board



PANELIST

Assoc. Prof. Dr. Eren USLU

General Manager of GHI



PANELIST

Engin KARABAŞ

Ministry of Health Strategy
Development Directorate



PANELIST

Gökhan GÜRCAN

Bupa Türkiye

The era of taking pride in bed capacity in hospitals is coming to an end.

In the past, all clinics used to take pride in their number of beds; in the coming decades, digital channels will gain greater importance rather than the number of beds. Today, artificial intelligence has reached a point where it can solve the problems of many patients who come to outpatient clinics through a phone screen.

“While artificial intelligence is being discussed this much, it is of course natural that bed numbers are not on the agenda. However, I am concerned that hospitals may turn into care homes. Despite an unhealthy aging population, we do not have enough care centers. If hospitals turn into care homes, neither Çam and Sakura nor Bilkent can carry this burden. A solution must absolutely be found for this issue.”

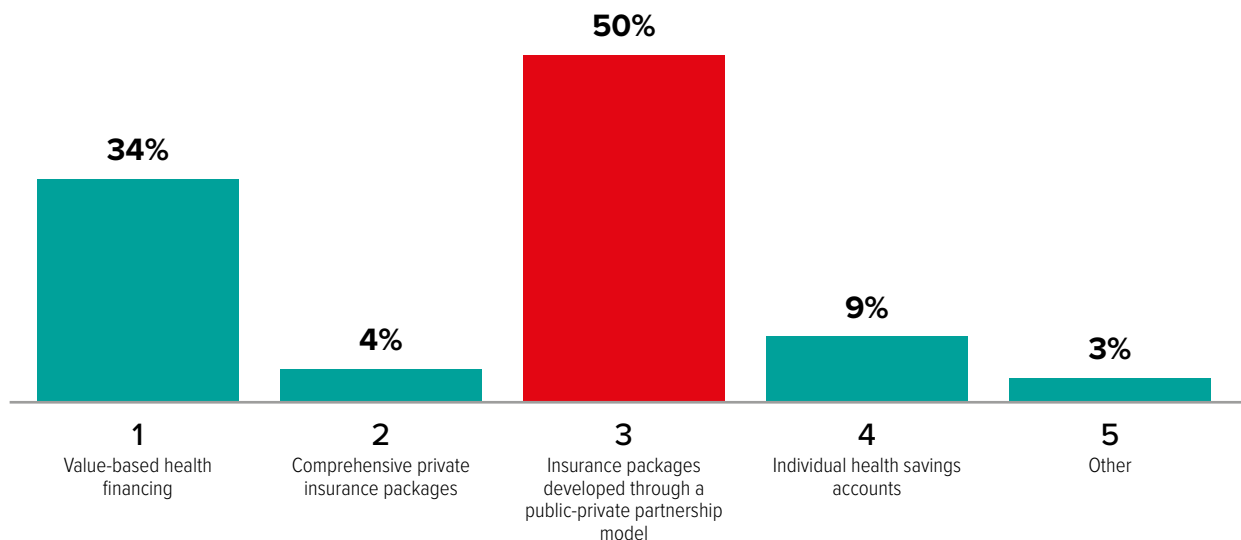


INSURANCE PACKAGES DEVELOPED THROUGH A PUBLIC-PRIVATE PARTNERSHIP MODEL IN HEALTH FINANCING AND INSURANCE ARE A SUSTAINABLE MODEL

Fifty percent of the participants who were asked which model they considered more sustainable in health financing and insurance found the option of insurance packages developed through a public-private partnership model to be more sustainable. In contrast, 34 percent of the participants preferred the value-based health financing model.

Which model do you think is more sustainable in health financing and insurance?

1. Value-based health financing
2. Comprehensive private insurance packages
3. Insurance packages developed through a public-private partnership model
4. Individual health savings accounts
5. Other



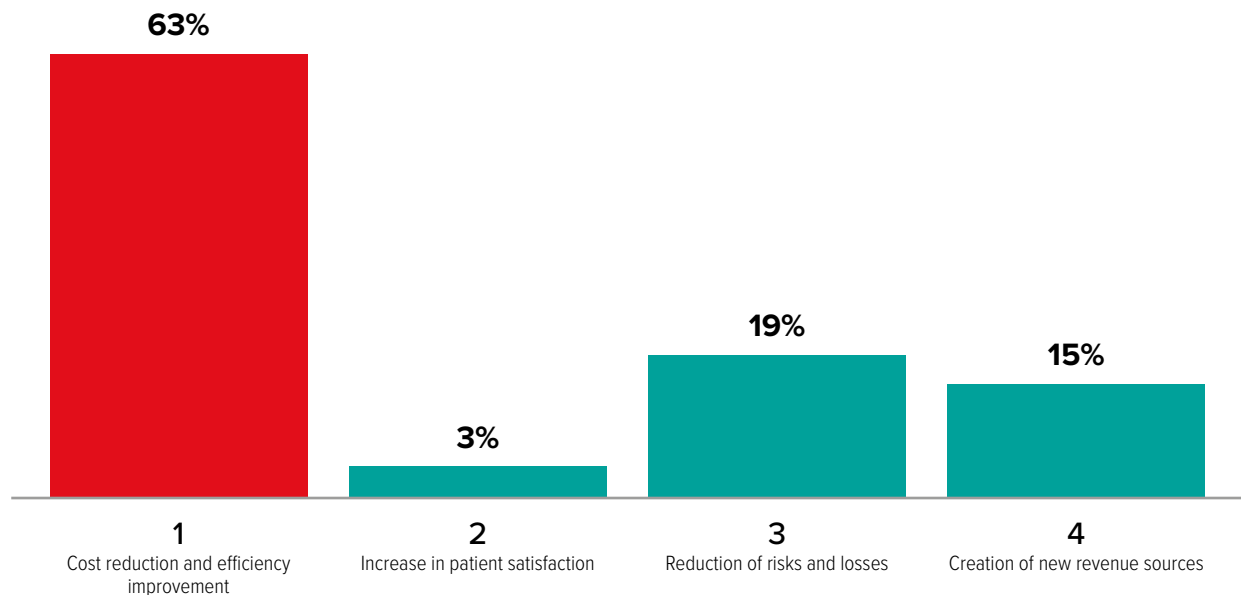
The fact that the participants marked insurance packages developed through a public-private partnership model at the highest rate shows that health can no longer be sustained solely through public financing. Half of those who are knowledgeable about the subject hold this view. The value-based health financing approach, on the other hand, gives an important message in terms of controlling costs. For example, we foresee that costs may increase significantly even for certain 8-10 diseases. However, insurance has a responsibility not only to produce services, but also to produce quality. Currently, our social security payment system and complementary health insurance unfortunately produce only services, not quality. This situation carries the system to a point where it harms itself. However, patients who make out-of-pocket payments and private insurance contribute much more in terms of quality. If we do not have the goal of increasing quality, we will be overwhelmed by this, and our system will become a structure that appeals only to a happy minority, as in some European countries.

THE GREATEST RETURN OF INNOVATION IN THE FINANCING OF HEALTH SYSTEMS WILL BE IN THE AREA OF COST REDUCTION AND EFFICIENCY IMPROVEMENT

Sixty-three percent of the participants who were asked in which area the greatest return of innovation in the financing of health systems would be marked the option “Cost reduction and efficiency improvement.” This was followed by “Reduction of risks and losses” with 19 percent. While 15 percent of the participants selected the option “Creation of new revenue sources,” only 3 percent stated that there would be an increase in patient satisfaction.

In which area will the greatest return of innovation in the financing of health systems be?

1. Cost reduction and efficiency improvement
2. Increase in patient satisfaction
3. Reduction of risks and losses
4. Creation of new revenue sources



Health expenditures have fallen to 3.8% of GDP. In the face of the decline in our resources, we still carry the hope that “we can reduce costs through innovation.” However, the pharmaceutical sector, universities, and the private sector are suffering serious losses. Without health tourism, it would even be difficult for the private sector to survive. The situation is no different in public hospitals; resources are depleted before September arrives. Nevertheless, we believe that innovation can reduce costs, and we present this to the public through reports.

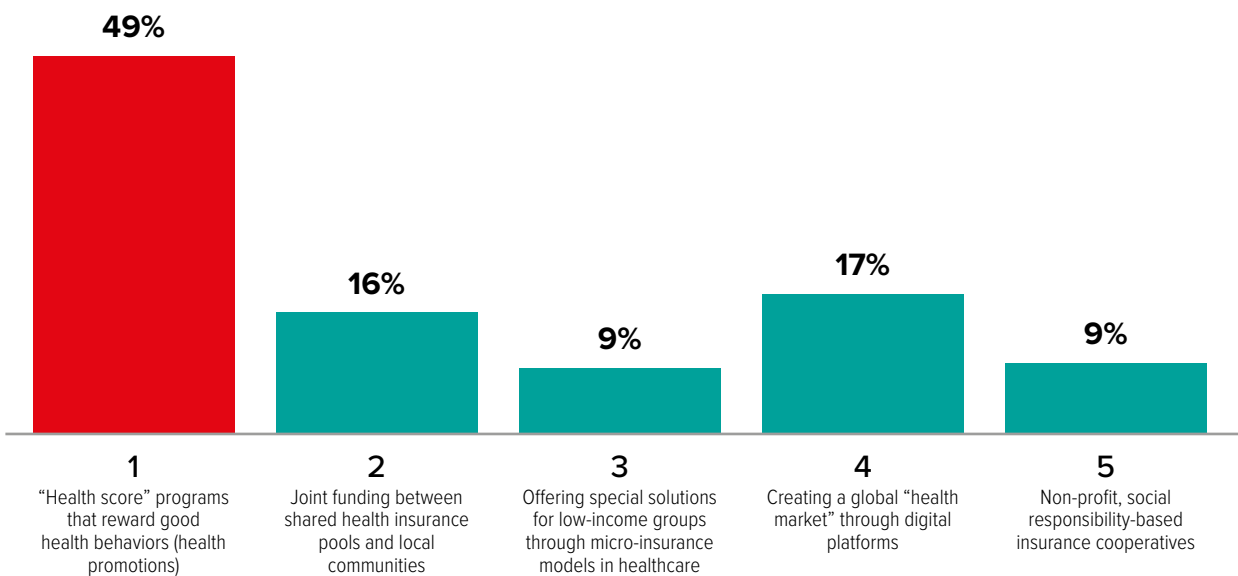


CREATIVE STRATEGIES TO FINANCE HEALTH SYSTEMS IN THE FUTURE

When participants were asked which creative strategy would make the greatest difference in financing health systems in the future, 49 percent marked the option “health score” programs that reward good health behaviors (health promotions) as the most effective strategy. This was followed by “creating a global ‘health market’ through digital platforms” at 17 percent. A group of 16 percent preferred the option “joint funding between shared health insurance pools and local communities.” The other options were ranked with lower rates.

Which creative strategy would make the greatest difference in financing health systems in the future?

1. “Health score” programs that reward good health behaviors (health promotions)
2. Joint funding between shared health insurance pools and local communities
3. Offering special solutions for low-income groups through micro-insurance models in healthcare
4. Creating a global “health market” through digital platforms
5. Non-profit, social responsibility-based insurance cooperatives



In addition to our citizens aging in poverty, their aging in poor health is also not an issue that politics can manage. This situation creates a serious obstacle to democracy. People who age in poor health may vote for populist policies at the ballot box, and this may drag our country to troubled points.

EPILOGUE (PANEL 2)

Stick or carrot

The wrongness of not making an effort as an individual to stay healthy against behaviors such as smoking, alcohol use, or constant eating, and then going to the Ministry of Health and asking it to provide treatment, was expressed. First, you should do your part so that afterward you can reach the point of asking the state or insurance companies for the rest... For this purpose, solution proposals such as advantages in the insurance system for those who protect their health, and a financial burden for those who do not, came to the agenda.

Citizens need to put their hands under the stone

We have a generous model in which all kinds of health expenditures are covered by the state. Although we proudly explain this everywhere, we must become aware of the need to cut our coat according to our cloth. Therefore, if citizens do not put their hands under the stone, health insurance is moving toward an unsustainable point.

“The perception that healthcare is free needs to be eliminated. Healthcare is a very expensive service, and the Republic of Türkiye spends a great fortune on it. When the state treats its citizen free of charge in its own hospital, the citizen also thinks that they receive healthcare for free. However, I believe that if the citizen goes to the hospital arbitrarily, they should pay a contribution fee, even if small.”

The frequency needs to be reduced

Our main goal should be to reduce the frequency; in other words, we should see the person who truly needs treatment in the hospital.

“It is essential to have physicians and nurses in primary care who do their jobs very well, are satisfied with their profession, and are financially satisfied. In secondary and tertiary care, it is necessary to transition to a system in which employees can duly receive the return for the work they do, and in which universities at the tertiary level can allocate time to produce science. Because such studies can only be carried out with increased financial resources and time. If healthcare professionals have no time left for anything other than providing services, they are forced only to run to their homes and families.”





PANEL-3

THE FUTURE IN HEALTHCARE SERVICES (DIGITAL HEALTH, ARTIFICIAL INTELLIGENCE, REMOTE HEALTHCARE AND HEALTH TECHNOLOGIES)



MODERATOR
Dr. Reşat BAHAT
President of OHSAD



PANELIST
Dr. Ertuğrul EĞİN
Preside Deputy Director
General of Health Services,
Ministry of Health



PANELIST
Prof. Dr. Hakkı
Muammer KARAKAŞ
Board Member of TÜSEB



PANELIST
Tolga TUNCER
Güven Healthcare Group



PANELIST
T. Ufuk EREN
Member of the TÜSAP
Executive Board

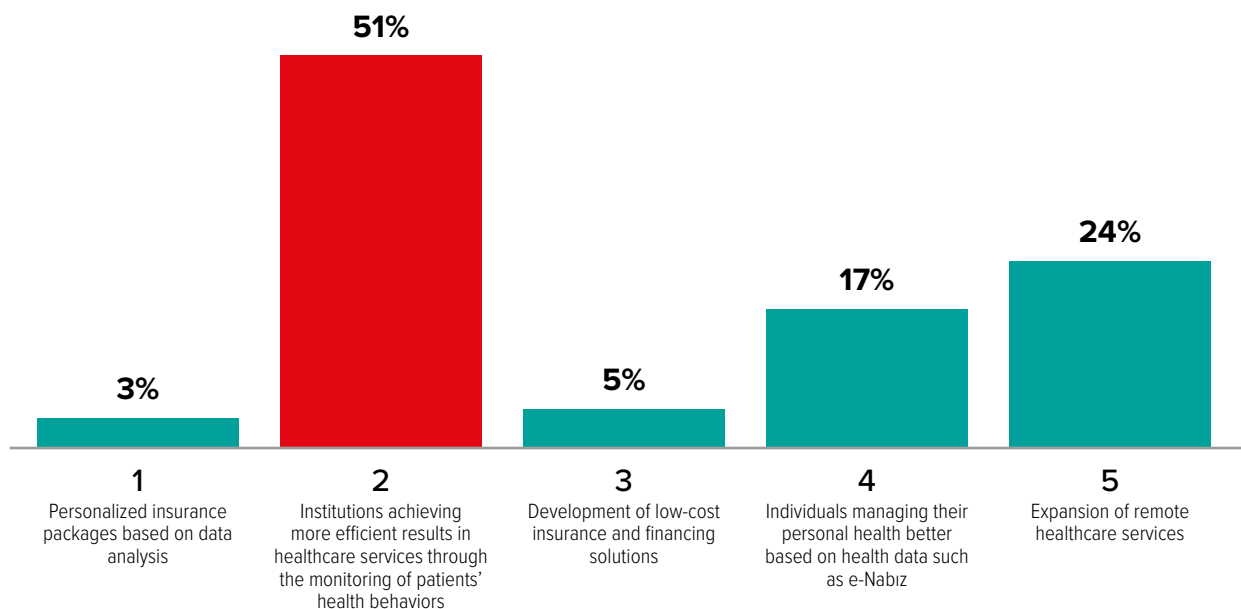


THE EFFECTS OF DIGITALIZATION IN HEALTHCARE SERVICES

When asked about the most important effect of digitalization in healthcare services, 51 percent of the participants preferred the option “institutions achieving more efficient results in healthcare services through the monitoring of patients’ health behaviors.” Following this, a group of 24 percent attached importance to the statement “the expansion of remote healthcare services,” while 17 percent marked the option “individuals managing their personal health better based on health data such as e-Nabız.” Other options were preferred at lower rates: “development of low-cost insurance and financing solutions” received 5 percent support, and “personalized insurance packages based on data analysis” received only 3 percent support.

What will be the most important effect of digitalization in healthcare services?

1. Personalized insurance packages based on data analysis
2. Institutions achieving more efficient results in healthcare services through the monitoring of patients’ health behaviors
3. Development of low-cost insurance and financing solutions
4. Individuals managing their personal health better based on health data such as e-Nabız
5. Expansion of remote healthcare services



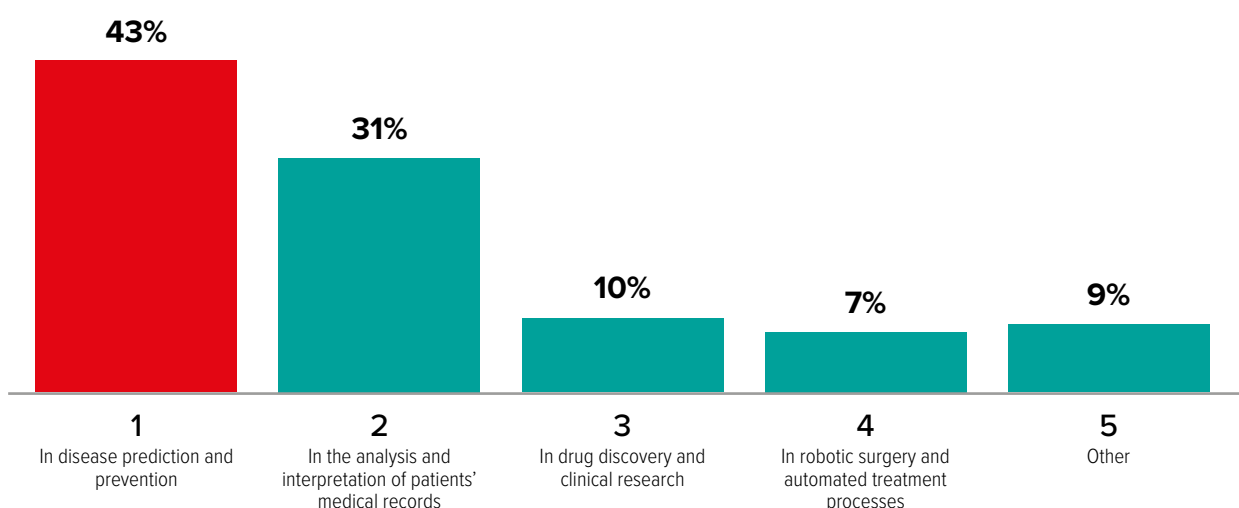
We are quite hopeful about digitalization. As OHSAD, we have had serious expectations in this field for approximately 15 years. However, apart from the software used by the state in Türkiye and the HIS programs of the private sector, a fully successful and efficient digitalization model has not yet been established. But I think we are very close to achieving this goal.

EFFECTIVE AREAS OF USE OF ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING IN THE HEALTHCARE SECTOR

When asked about the most effective area of use of artificial intelligence and machine learning in the healthcare sector, 43 percent of the participants marked the option “in disease prediction and prevention” as the top priority area. A following group of 31 percent thought that these technologies would be effective “in the analysis and interpretation of patients’ medical records.” A lower rate of 10 percent stated that artificial intelligence and machine learning could be useful “in drug discovery and clinical research,” while only a group of 7 percent saw the impact of these technologies as coming to the fore “in robotic surgery and automated treatment processes.” The “Other” option was also included among the responses at a rate of 9 percent.

In which area will artificial intelligence and machine learning be used most effectively in the healthcare sector?

1. In disease prediction and prevention
2. In the analysis and interpretation of patients’ medical records
3. In drug discovery and clinical research
4. In robotic surgery and automated treatment processes
5. Other



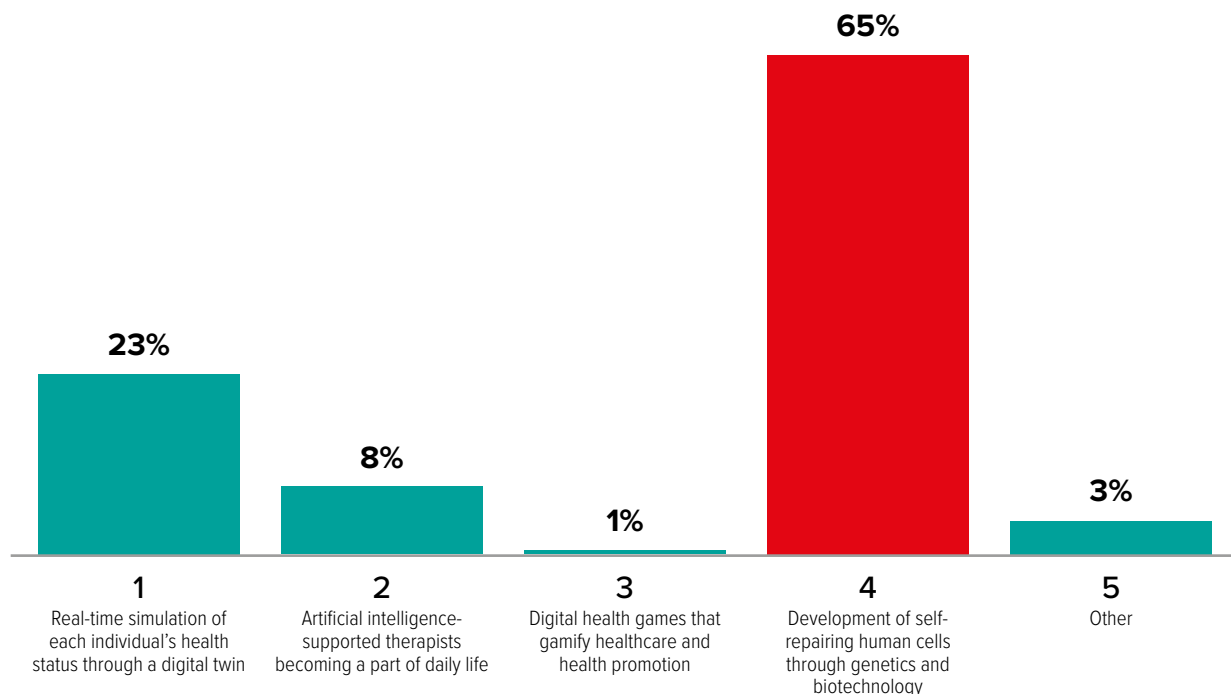


EXTRAORDINARY IDEAS THAT WILL CREATE A REVOLUTION IN DIGITAL HEALTH IN 2035

When participants were asked what an “extraordinary” idea that would create a revolution in the field of digital health in 2035 could be, a large group of 65 percent brought forward the option “development of self-repairing human cells through genetics and biotechnology.” This idea was considered to have the potential to lead to fundamental changes in the field of health. While 23 percent of the participants proposed the idea of “real-time simulation of each individual’s health status through a digital twin,” only a group of 8 percent expressed the view that “artificial intelligence-supported therapists becoming a part of daily life” would be such an idea. In addition, the option “digital health games that gamify healthcare and health promotion” was answered at a low rate of only 1 percent. The “Other” option was preferred by 3 percent of the participants.

What do you think could be an “extraordinary” idea that will create a revolution in the field of digital health in 2035?

1. Real-time simulation of each individual’s health status through a digital twin
2. Artificial intelligence-supported therapists becoming a part of daily life
3. Digital health games that gamify healthcare and health promotion
4. Development of self-repairing human cells through genetics and biotechnology
5. Other



We have even brought the dream of immortality here. But we also need to ask ourselves the following questions: What are we doing to deserve such a long life? Will we be able to find something to do with this life? Perhaps there is no need to live that long. The answers to these questions may be painful for us.

EPILOGUE (PANEL 3)

Will digital twins enter our lives?

We used to replace the parts of a machine in advance by saying, “This machine seems like it is going to break down.” Now, beyond identifying that a person is ill, work is being carried out to determine when they will become ill and, more importantly, to make modifications so that they never become ill at all. In other words, we must now be ready for a period in which we will talk about health, not treatment.

“If everything in life has an algorithm, and if thought is also an algorithm, we may have a digital twin that thinks like us. Perhaps we will not live as carbon-based biological beings, but our digital twins may continue to exist in this world.”

Remote healthcare

Today, there is Migros, and there is also virtual Migros. You can shop from both. If we define the customer as a patient, they should experience such a journey that there should be no interruptions in between. They should be able to move throughout the journey from digital health to physical health; from physical health to digital health, and there should be no interruption. While healthcare institutions that achieve this will become stronger, those that cannot will be eliminated.

“We can take home care services to an incredible point with remote healthcare technologies. During the period when I worked as a physician 5 days a week, 2 hours a day, I could have treated 60 percent of my patients by phone. We need to implement systems that will improve this point.”

What can artificial intelligence do without us?

The future of artificial intelligence, which has entered every point of our lives, and the threats it will create were discussed. Discussions such as whether it is more intelligent than us, whether it is an immortal being, whether it is alive or not. But if we are talking about an intelligence that can create its own existence forever without us, you may need to be a little frightened.

With reference to the final words of our Minister of Health; I would like to emphasize once again that what we, as the public sector, truly need to manage is protecting people's health and preventing people from becoming ill.

“We are in the 8th year and 40th session of this meeting. For all this time, we have discussed here for hours, produced ideas, and prepared reports. We have come together so many times that you have all become my friends now. Wherever we come together, we continue from where we left off. We made many predictions on health financing. Now, at the end of 8 years, we need to ask the following questions: Which of our predictions came true, and which did not? Why did they not materialize? Which of the projections we made for the Ministry of Health, SSI, private insurance, universities, and secondary care services found a response? Perhaps we need to dwell more on all of these.

So many high-level officials spoke, listened, and presented their ideas. But why have these ideas still not found a response? Why is the impact power of such a large community so low? Is it thought that the system is not suitable for this? Why can we not think in the same way as politics? Are we disconnected from the public? Do we perceive financial resources differently? Have we not been able to bring industry, science, and service delivery together sufficiently?

The defense and automotive industries are progressing extremely successfully, because large public resources are being transferred to these areas. We also reached this point with public resources. We grew rapidly thanks to the merger of insurance schemes, the gathering of social security under a single roof, and the procurement of services from the private sector and universities at quite realistic prices under the SUT prices. However, afterward, resources were withdrawn rapidly and an asymmetry emerged. Did the public want this? Or are we standing in front of the demands of the public? We need to discuss all these questions and their reasons.”



39th TÜSAP VISION MEETING HEALTH TECHNOLOGIES

AGENDA:

**START-UPS IN HEALTH TECHNOLOGIES AND THE
DEVELOPMENT OF THE ENTREPRENEURIAL ECOSYSTEM**

EVENT DATE:

NOVEMBER 1, 2024

VENUE:

KOÇ UNIVERSITY



MODERATOR

T. Ufuk EREN

Member of the TÜSAP
Executive Board



KEYNOTE SPEAKER

Assoc. Prof. Dr. Şuayıp BİRİNCİ

Deputy Minister of the Ministry of Health



PANELIST

Prof. Dr. Ümit KERVAN

President of TÜSEB



PANELIST

Cem ÖZTÜRK

President of Sanofi Eurasia Zone
and General Manager of
Pharmaceuticals

The 39th TÜSAP Health Technologies Vision Meeting, titled “Future Vision and Sustainability in Health Insurance,” posed questions on the subject to participants representing the healthcare sector. Participants answered these questions by marking the options they preferred.

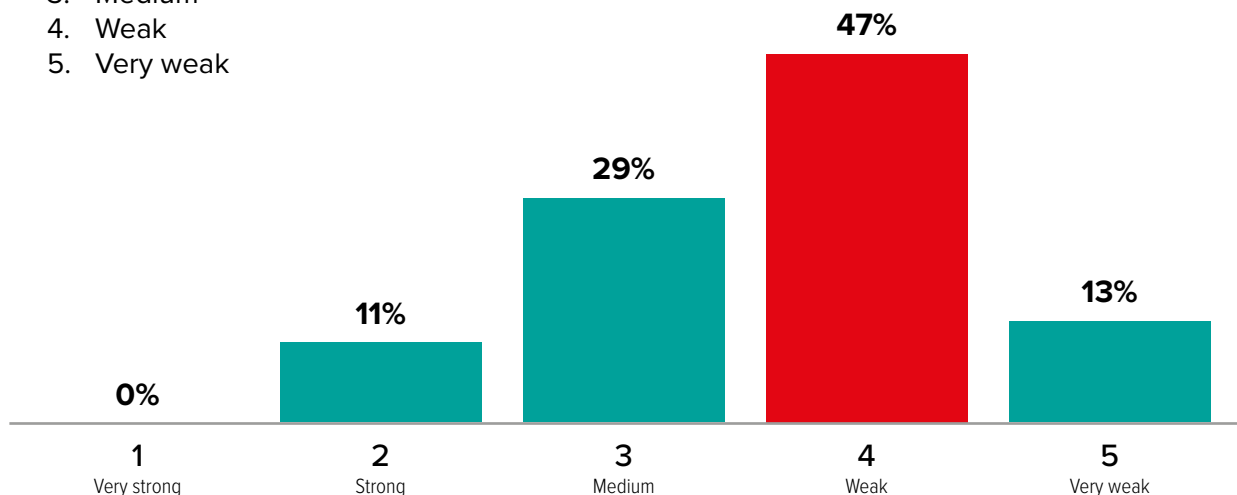
The prominent and memorable survey results of this meeting were shared with the participants under the moderation of T. Ufuk Eren, Member of the TÜSAP Executive Board:

TÜRKİYE HEALTH TECHNOLOGIES AND INNOVATION ECOSYSTEM: STRONG OR WEAK?

According to the evaluations made regarding the current health technologies and innovation ecosystem in Türkiye, it was revealed that the vast majority of participants thought that this ecosystem was weak. While a group of 47 percent stated that the current ecosystem was “weak,” 13 percent made a “very weak” assessment. A group of 29 percent evaluated the ecosystem as “medium.” Only a group of 11 percent stated that the health technologies and innovation ecosystem in Türkiye was “strong.” Interestingly, no participant described the ecosystem as “very strong.”

How do you evaluate the current health technologies and innovation ecosystem in Türkiye?

1. Very strong
2. Strong
3. Medium
4. Weak
5. Very weak



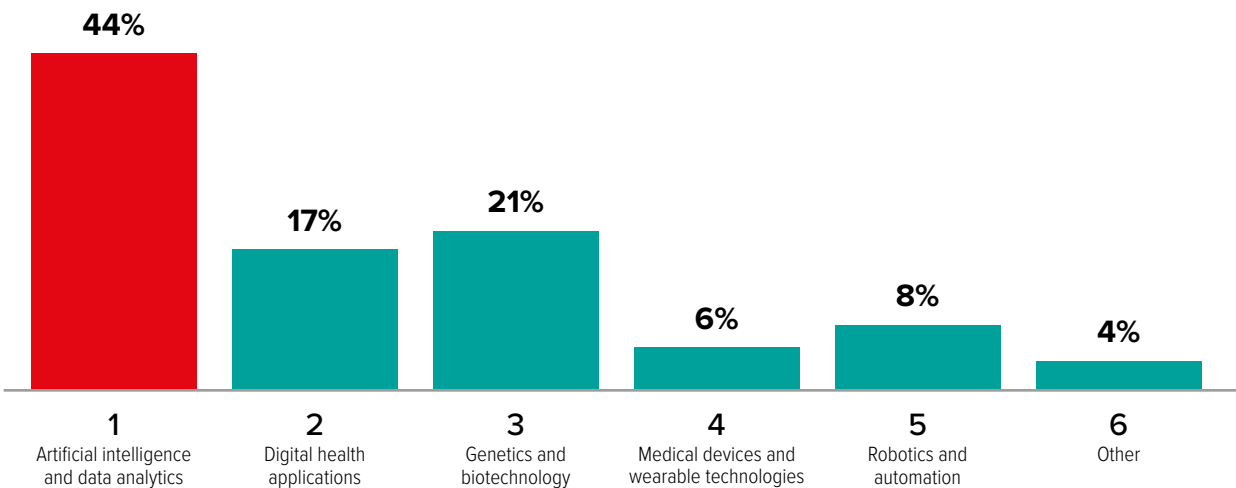


AREAS WITH THE GREATEST GROWTH POTENTIAL IN GLOBAL HEALTH TECHNOLOGIES: ARTIFICIAL INTELLIGENCE AND DATA ANALYTICS

According to the evaluation conducted to determine the area with the greatest growth potential in health technologies, a large portion of the participants (44 percent) highlighted the field of artificial intelligence and data analytics, while 21 percent stated that they focused on genetics and biotechnology. Digital health applications ranked third with a share of 17 percent. Among other areas, medical devices and wearable technologies were preferred at a rate of 6 percent, while robotics and automation were preferred at a rate of 8 percent. Only a group of 4 percent preferred another area.

Which area do you think has the greatest growth potential in health technologies on a global scale?

- 1. Artificial intelligence and data analytics
- 2. Digital health applications
- 3. Genetics and biotechnology
- 4. Medical devices and wearable technologies
- 5. Robotics and automation
- 6. Other

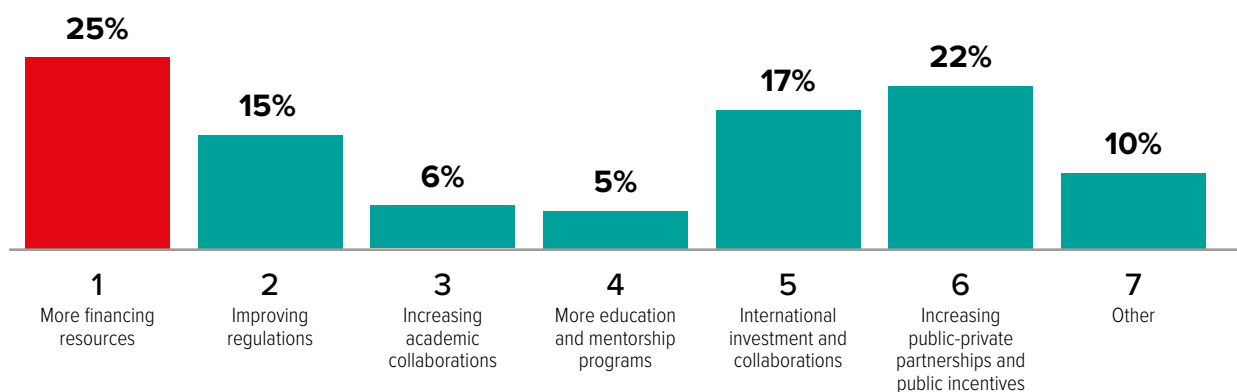


THE GREATEST NEED FOR TÜRKİYE TO BECOME AN INNOVATION CENTER IN HEALTH TECHNOLOGIES IS A FINANCING RESOURCE

According to the evaluations made regarding Türkiye's ability to become an innovation center in health technologies, a large portion of the participants (25 percent) stated that more financing resources are needed. Increasing public-private partnerships and public incentives ranked second with a rate of 22 percent. Increasing international investment and collaborations received 17 percent support, while improving regulations received 15 percent support. Increasing academic collaborations and more education and mentorship programs constituted the lowest demands, with rates of 6 percent and 5 percent, respectively. Other options had a share of 10 percent.

What is the greatest need for Türkiye to become an innovation center in health technologies?

1. More financing resources
2. Improving regulations
3. Increasing academic collaborations
4. More education and mentorship programs
5. International investment and collaborations
6. Increasing public-private partnerships and public incentives
7. Other



Moderator: “At a meeting held at Boğaziçi University, a panel was organized with 5-6 start-ups. At the end of the panel, participants were asked, ‘Is there a need for a mentor or for money?’ An experienced start-up representative responded, ‘Whenever we say we need a mentor, someone gives money. Whenever we say we need money, they give us a mentor.’ Indeed, both are very important. However, the lack of capital in the field of entrepreneurship in Türkiye stands out. Many start-ups are trying to survive with support provided by the public sector, and this prevents ventures from gaining financial resilience.”

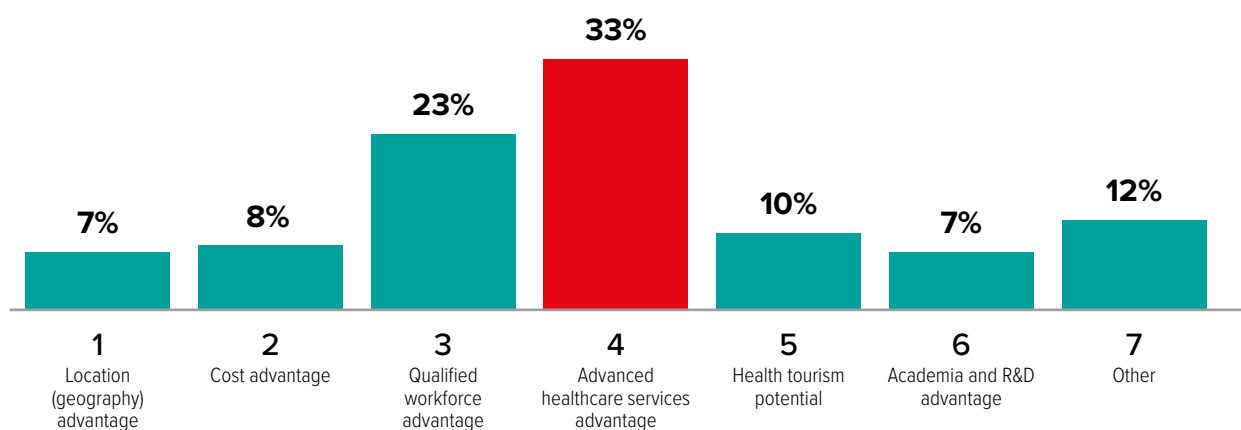


ADVANCED HEALTHCARE SERVICES ARE A POTENTIAL OPPORTUNITY FOR TÜRKİYE TO BECOME A GLOBAL PLAYER IN THE FIELD OF HEALTH TECHNOLOGIES

Participants state that the greatest opportunity for Türkiye to become a global player in the field of health technologies is the advantage of advanced healthcare services. This view stands out as the most preferred option, with a rate of 33 percent. The advantage of qualified workforce ranks second with 23 percent, while health tourism potential was evaluated as another important opportunity with 10 percent. Cost advantage and academia and R&D advantage were preferred at lower rates, with 8 percent and 7 percent, respectively. Geographical location advantage and other options also rank last with 7 percent.

Which potential opportunities should we make use of for Türkiye to become a global player in the field of health technologies?

1. Location (geography) advantage
2. Cost advantage
3. Qualified workforce advantage
4. Advanced healthcare services advantage
5. Health tourism potential
6. Academia and R&D advantage
7. Other



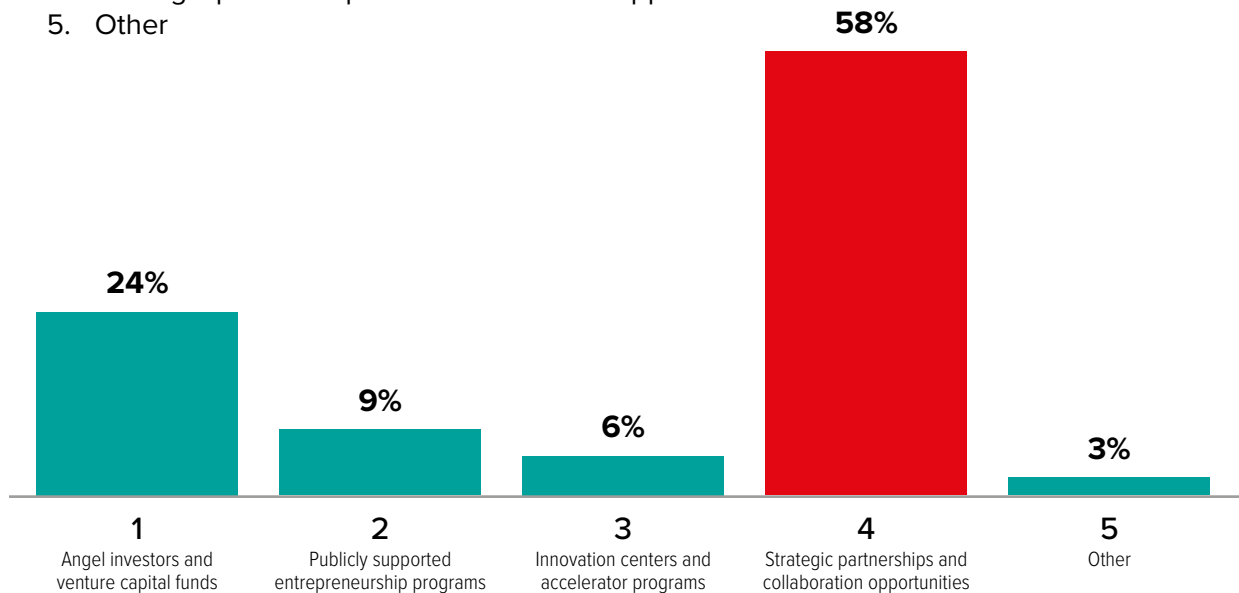
Türkiye has an advanced healthcare service capacity in its region. In addition, its large population creates a major data resource, and this provides an important advantage. There is also a qualified workforce, but investments are needed to carry this potential further.

STRATEGIC PARTNERSHIPS AND COLLABORATION OPPORTUNITIES CONTRIBUTE TO HEALTH TECHNOLOGY VENTURES

Participants prioritized strategic partnerships and collaboration opportunities (58 percent) as the greatest investment opportunity that would contribute to the growth of health technology ventures. Angel investors and venture capital funds also play an important role, with 24 percent. Publicly supported entrepreneurship programs (9 percent) and innovation centers and accelerator programs (6 percent) were evaluated at lower rates. These results reveal that collaborations and strategic partnerships are an important factor in the growth of the sector.

Which investment opportunities for health technology ventures can contribute to the growth of the sector?

1. Angel investors and venture capital funds
2. Publicly supported entrepreneurship programs
3. Innovation centers and accelerator programs
4. Strategic partnerships and collaboration opportunities
5. Other



Türkiye's globalization is targeted through strategic partnerships and collaboration opportunities. At the same time, the message intended to be given to angel investors is: "We are here too, we are in the healthcare sector, see us."

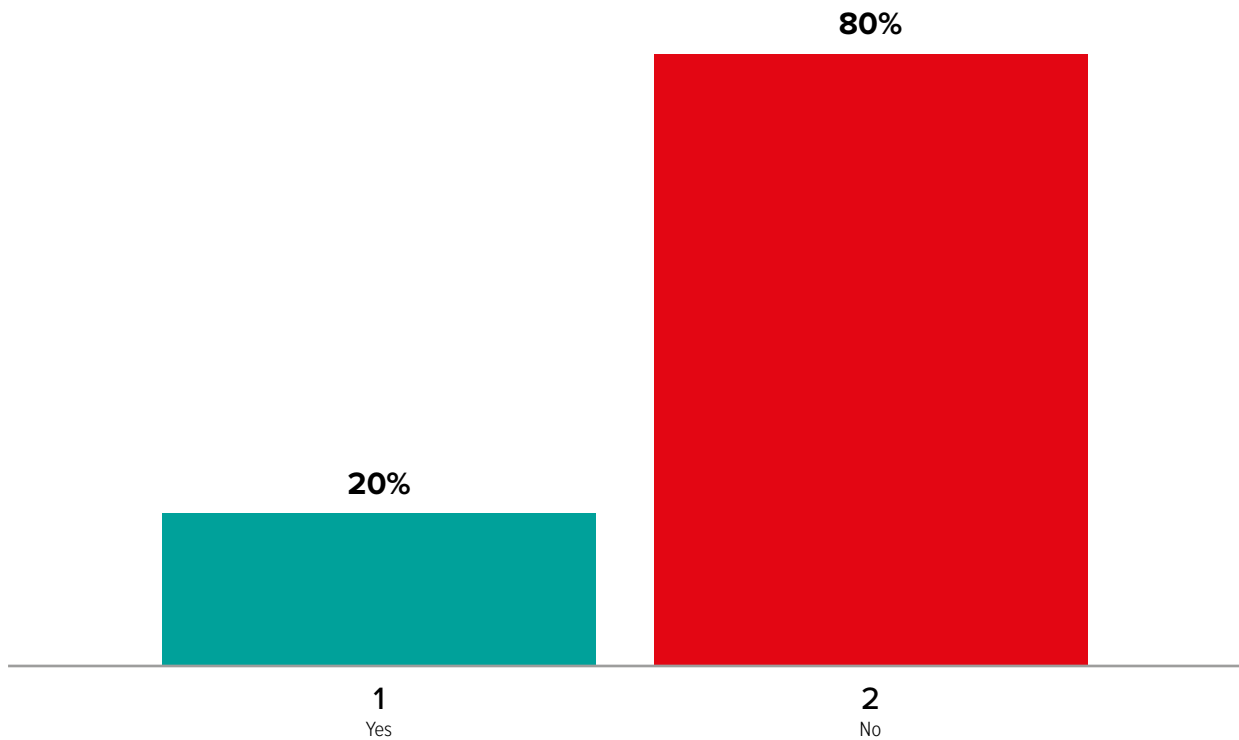


THE SUPPORT AND INCENTIVES PROVIDED TO YOUNG ENTREPRENEURS IN TÜRKİYE ARE NOT SUFFICIENT

The support and incentives provided to young entrepreneurs in Türkiye are generally found insufficient by the participants. While 80 percent of the participants stated that the existing support and incentives are not sufficient, only 20 percent stated that they think these supports are sufficient.

Do you find the support and incentives provided to young entrepreneurs in Türkiye sufficient?

1. Yes
2. No

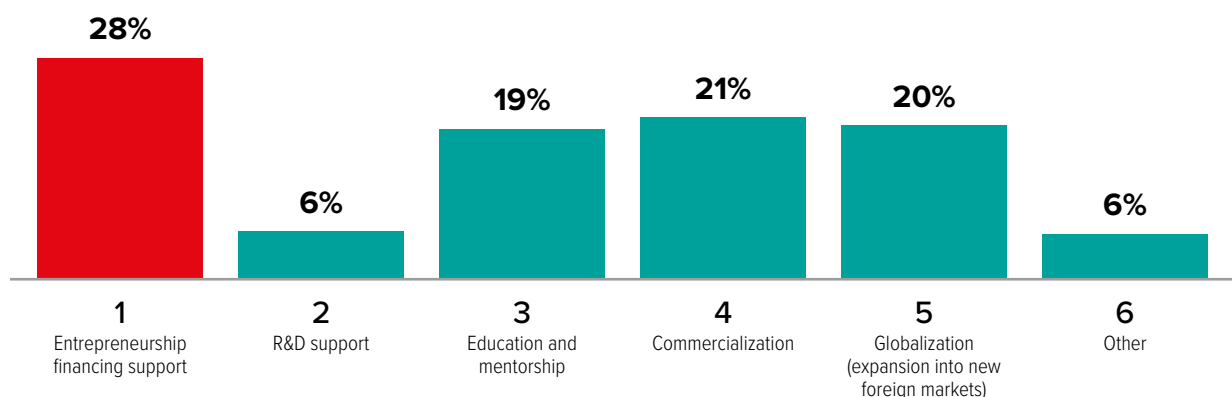


PROVIDING ENTREPRENEURSHIP FINANCING SUPPORT TO YOUNG HEALTH ENTREPRENEURS IS OF CRITICAL IMPORTANCE

A large portion of the participants state that providing entrepreneurship financing support to young health entrepreneurs is the most critical need. In this area, a group of 28 percent evaluates financing support as the most important need. Commercialization ranks second with 21 percent, while globalization (expansion into foreign markets) stands out as another important area of support with a rate of 20 percent. Education and mentorship draw attention with 19 percent, while R&D support and other options were less preferred, each with rates of 6 percent.

In which area do you think it is most critical to provide support to young health entrepreneurs?

1. Entrepreneurship financing support
2. R&D support
3. Education and mentorship
4. Commercialization
5. Globalization (expansion into new foreign markets)
6. Other



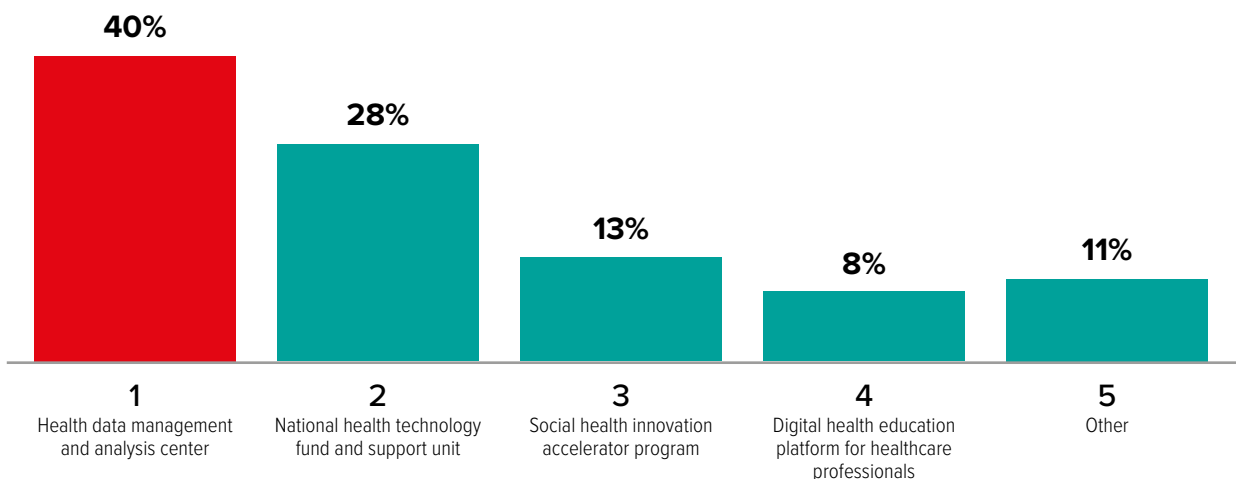


NEW INSTITUTIONS AND ROLES IN THE HEALTH INNOVATION ECOSYSTEM

A large portion of the participants (40 percent) prioritized the establishment of a health data management and analysis center in the health innovation ecosystem. The creation of a national health technology fund and support unit (28 percent) stood out as another important demand. Suggestions such as a social health innovation accelerator program (13 percent) and a digital health education platform for healthcare professionals (8 percent) were preferred at lower rates. Other options also stood out as a notable option with a rate of 11 percent.

If you could create a brand-new role or institution in the health innovation ecosystem, which one would you prioritize?

1. Health data management and analysis center
2. National health technology fund and support unit
3. Social health innovation accelerator program
4. Digital health education platform for healthcare professionals
5. Other



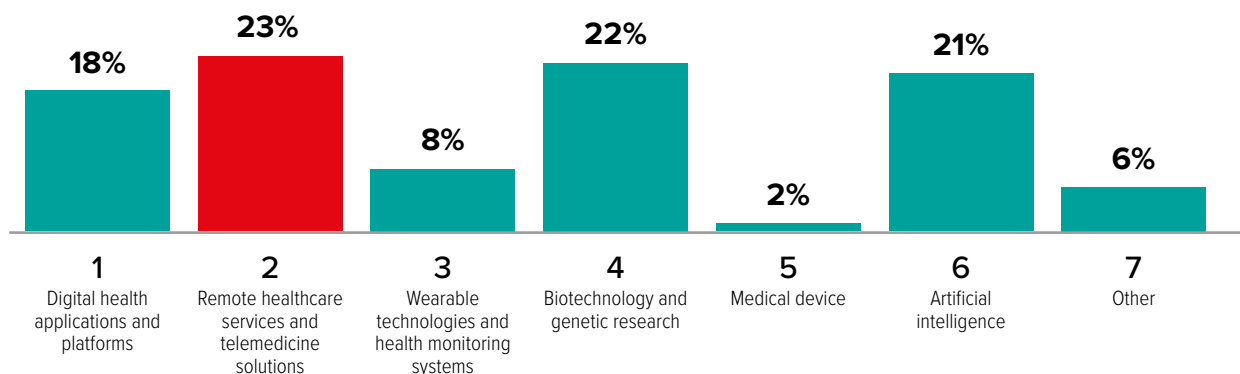
When we look at the two options that attract the most attention, we see that there are messages here directed toward the Ministry of Health and TÜSEB.

TÜRKİYE HAS MANY DIFFERENT AREAS OF OPPORTUNITY FOR HEALTH TECHNOLOGY ENTREPRENEURSHIP

Among the areas that participants stated offer the greatest future opportunities for Türkiye's health technology entrepreneurship, remote healthcare services and telemedicine solutions stand out. This area became the most preferred option, with a rate of 23 percent. Biotechnology and genetic research (22 percent) and artificial intelligence (21 percent) are also seen as important opportunities, while digital health applications and platforms draw attention with 18 percent. These results emphasize the digitalization of healthcare services and the increasing importance of technology-supported solutions.

Which areas offer the greatest future opportunities for Türkiye's health technology entrepreneurship?

1. Digital health applications and platforms
2. Remote healthcare services and telemedicine solutions
3. Wearable technologies and health monitoring systems
4. Biotechnology and genetic research
5. Medical device
6. Artificial intelligence
7. Other



Remote healthcare services, telemedicine solutions, digital health, artificial intelligence, and biotechnology offer important opportunities for Türkiye's future.



EPILOGUE

- Serious improvements should be made in the areas of infrastructure, financing, and incentives for the development of ventures and innovation efforts.
- The private sector and start-ups should make the ecosystem more efficient by collaborating with universities.
- International competitiveness should be increased by developing expertise in the fields of artificial intelligence and data analytics.
- Funding sources for health technologies should be expanded and sustainable financing mechanisms should be established.

“At the previous summit, we talked about Getir, one of Türkiye’s unicorns. Currently, there are a total of 7 unicorns in Türkiye. However, a unicorn has not yet emerged in the healthcare sector. When we look at investments made in the healthcare sector, it is seen that, compared to S&P 500 investments, they provide investors with twice as much return. In addition, in terms of resilience, the healthcare sector has a structure that is more resistant to fluctuations. Studies show that every 1-dollar investment made in health contributes between 2 and 4 dollars to GNP. However, the healthcare sector does not have a simple structure like the gaming sector. Regulations such as MDR and FDA, and requirements such as licensing processes, can be perceived as obstacles for investors. While a start-up in the gaming sector can write a success story within one year, this process is much longer and more difficult in the healthcare sector.

On the other hand, the increase in the processing capacities of computers greatly affects the health technologies market. These technologies converge in the field of health, which is the world’s largest market. The next 10 years will be a period in which developments that will excite us, especially in the field of artificial intelligence, will take place.”

- Türkiye’s strong infrastructure in healthcare services should be made attractive for international collaborations.

“Türkiye can become a center of attraction with its strong health infrastructure. It can also be an important center of attraction for clinical research. Türkiye has the potential to be the best research center in this geography. We can do much better work in this field than Poland or other competitor countries.”

- Special incentive programs for start-ups should be implemented for remote healthcare and telemedicine solutions.
- Strategic partnerships and international collaborations should be prioritized to accelerate the growth of the sector.

“At this point, international companies have a major responsibility. Sanofi’s Pharm-Up project can be shown as an example for increasing the worldwide visibility of Turkish start-ups. The number and impact of such projects need to be increased. Perhaps companies can come together and provide consolidation for larger and more effective efforts. Such initiatives can be an important support in the globalization journey of start-ups.”

INFERENCES

The Transformative Role of Start-Ups in the Health Ecosystem

Start-ups are considered an indispensable part of innovation processes in health technologies. It is almost impossible to think of an innovative future in health technologies while ignoring start-up ventures. These ventures draw attention with their potential to increase access to healthcare services and reduce costs.

The Entrepreneurial Ecosystem in Health Technologies Should Be Developed

It is stated that start-up ecosystems in Türkiye are not strong enough. In order to eliminate this deficiency, it is emphasized that entrepreneurship supports should be increased, incubation centers should be expanded, and investors should participate more actively in the ecosystem.

Challenges Brought by the Aging Population

One of the greatest threats Türkiye faces is a rapidly aging and unhealthy population structure. It is projected that the economic burden this situation will bring to Türkiye in 2035 and beyond will reach 40 billion dollars. The aging population and the increase in chronic diseases create great pressure on the healthcare system, and solving these problems through innovation and new technologies is of critical importance.

Digital Health and Artificial Intelligence Investments

Digitalization and artificial intelligence applications in health technologies are of vital importance for making healthcare services more effective and sustainable. Increasing investments in these areas will be decisive for the future of the healthcare system.

The Importance of Multidisciplinary Work

The healthcare sector requires the integration of different disciplines such as engineering, business, law, and medicine. Unlike sectors such as Getir or Pink Games, this field has a multidisciplinary structure. For a successful start-up in the healthcare sector to grow, expertise from a wide range of fields, from engineers to business professionals and from medical doctors to lawyers, needs to come together in teams.

Sustainability of Health Expenditures

The aging population and the increase in chronic diseases are making health expenditures a serious challenge in terms of sustainability for both the state and individuals. Through technological innovations and new business models, it is aimed to increase the capacity to provide 24/7 diagnosis and treatment services in health.

Public and Private Sector Collaboration

Public and private sector collaboration is of critical importance to accelerate progress in health technologies. Making this collaboration more efficient is considered a necessity that will pave the way for sectoral development.

**HEALTHCARE
PRESENTATION**

**PHARMACEUTICAL
AND PHARMACY**

**HEALTH
TECHNOLOGIES**

**HEALTH
FINANCING**



**HEALTH PLATFORM
SUMMIT**



TÜSAP SUMMITS FROM PAST TO PRESENT



TÜSAP SUMMITS FROM PAST TO PRESENT



MODERATOR

Prof. Dr. Haluk ÖZSARI

Secretary General of the Association of University Hospitals,
Member of the TÜSAP Executive Board

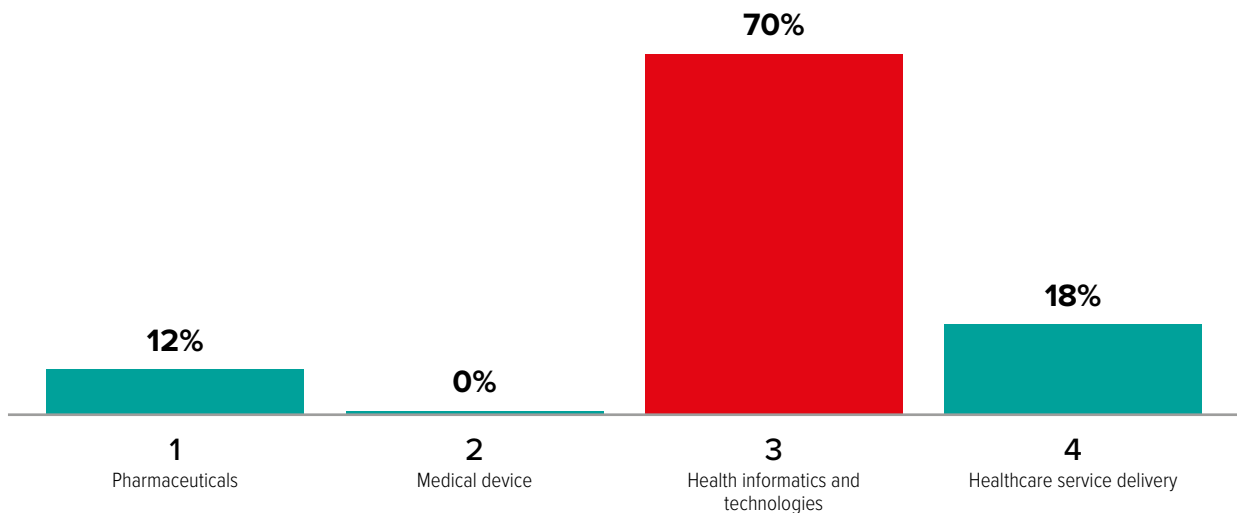
TÜSAP Board Member Prof. Dr. Haluk Özsarı made a presentation drawing attention to important topics from the summits held in recent years.

A UNICORN MAY EMERGE IN THE FIELD OF HEALTH INFORMATICS AND TECHNOLOGIES

Regarding the area in which the priority might lie if a unicorn venture emerges in the field of health in Türkiye, 70 percent of the participants expressed the view that it could be in the field of health informatics and technologies. 18 percent of the participants marked the option of healthcare service delivery, while 12 percent marked the option of pharmaceuticals.

If a unicorn venture emerges in the field of health in Türkiye, in which area could the priority be?

1. Pharmaceuticals
2. Medical device
3. Health informatics and technologies
4. Healthcare service delivery



The term “unicorn” frequently comes to the agenda. This concept, which defines start-ups with a valuation exceeding 1 billion dollars, has become an important indicator worldwide. There are currently a total of 1,204 unicorns in the world, and 653 of them are located in the United States. Türkiye currently ranks in this list with only 7 unicorns.

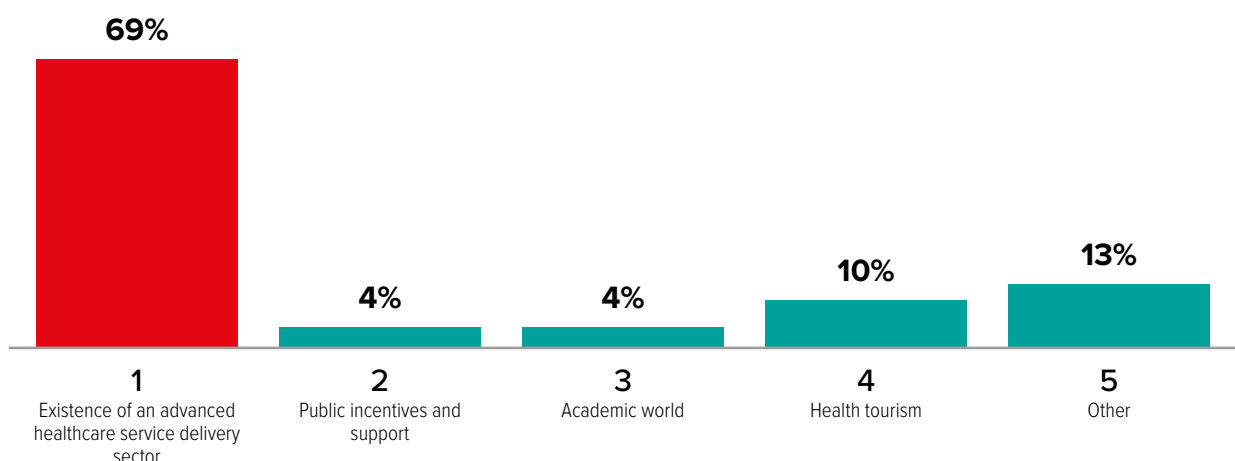


THE EXISTENCE OF AN ADVANCED HEALTHCARE SERVICE DELIVERY SECTOR IN TÜRKİYE STRENGTHENS THE EXPECTATION THAT A UNICORN MAY EMERGE IN THE FIELD OF HEALTH

When participants were asked what the leading reasons would be for the expectation that a unicorn may emerge in the field of health in Türkiye, 69 percent marked the option stating that this expectation arises from the existence of an advanced healthcare service delivery sector. A group of 10 percent of the participants marked the option stating that the expectation of a unicorn emerging in the field of health arises due to health tourism. The options “public incentives and support” and “academic world” were not seen by the participants as effective factors in the expectation of producing a unicorn in the field of health.

If you have an expectation that a unicorn may emerge in the field of health in Türkiye, which do you think is the leading reason?

1. Existence of an advanced healthcare service delivery sector
2. Public incentives and support
3. Academic world
4. Health tourism
5. Other

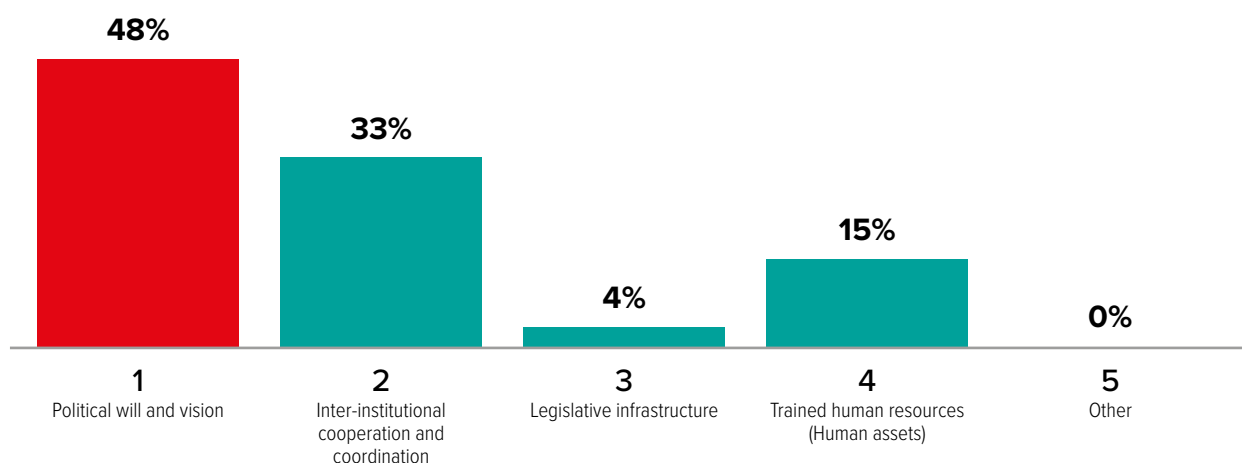


POLITICAL WILL AND VISION ARE NEEDED FIRST FOR THE NATIONAL TECHNOLOGY INITIATIVE IN HEALTH

When participants were asked what is needed most for the national technology initiative in health, 48 percent marked the option of political will and vision, while 33 percent marked inter-institutional cooperation and coordination. The rate of participants who thought that trained human resources are the area most needed for the national technology initiative in health was 15 percent, while the option “legislative infrastructure” was marked at a rate of 4 percent.

What do we need most for the national technology initiative in health?

1. Political will and vision
2. Inter-institutional cooperation and coordination
3. Legislative infrastructure
4. Trained human resources (Human assets)
5. Other



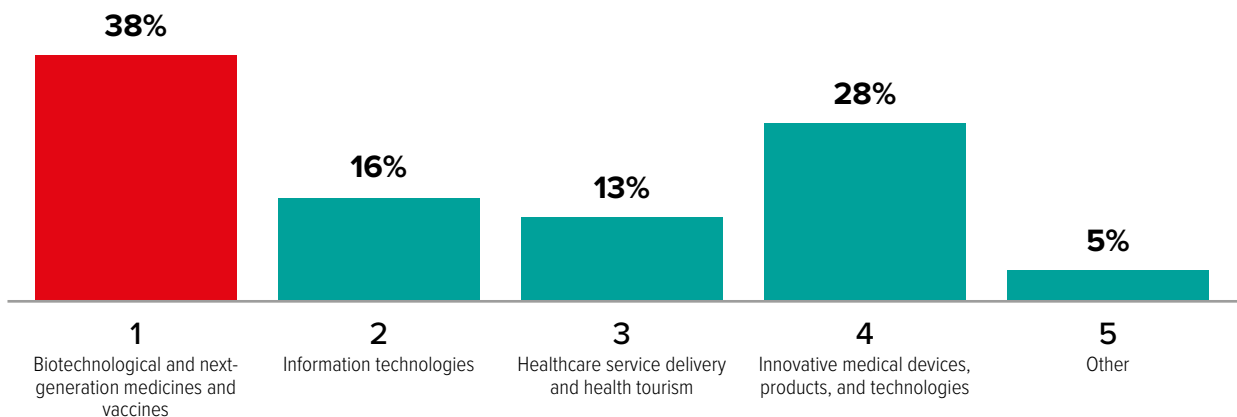


BIOTECHNOLOGICAL AND NEXT-GENERATION MEDICINES AND VACCINES ARE THE AREAS CLOSEST TO BECOMING THE “KIZILELMA”

In response to the question, “Which of the following areas is more suitable to become the ‘KızılElma’ of the national technology initiative in health?” 38 percent of the participants marked the option “Biotechnological and next-generation medicines and vaccines,” while 28 percent marked the option “Innovative medical devices, products, and technologies.” These were followed by “Information technologies” with 16 percent and “Healthcare service delivery and health tourism” with 13 percent.

Which of the following areas is more suitable to become the “KızılElma” of the national technology initiative in health?

1. Biotechnological and next-generation medicines and vaccines
2. Information technologies
3. Healthcare service delivery and health tourism
4. Innovative medical devices, products, and technologies
5. Other

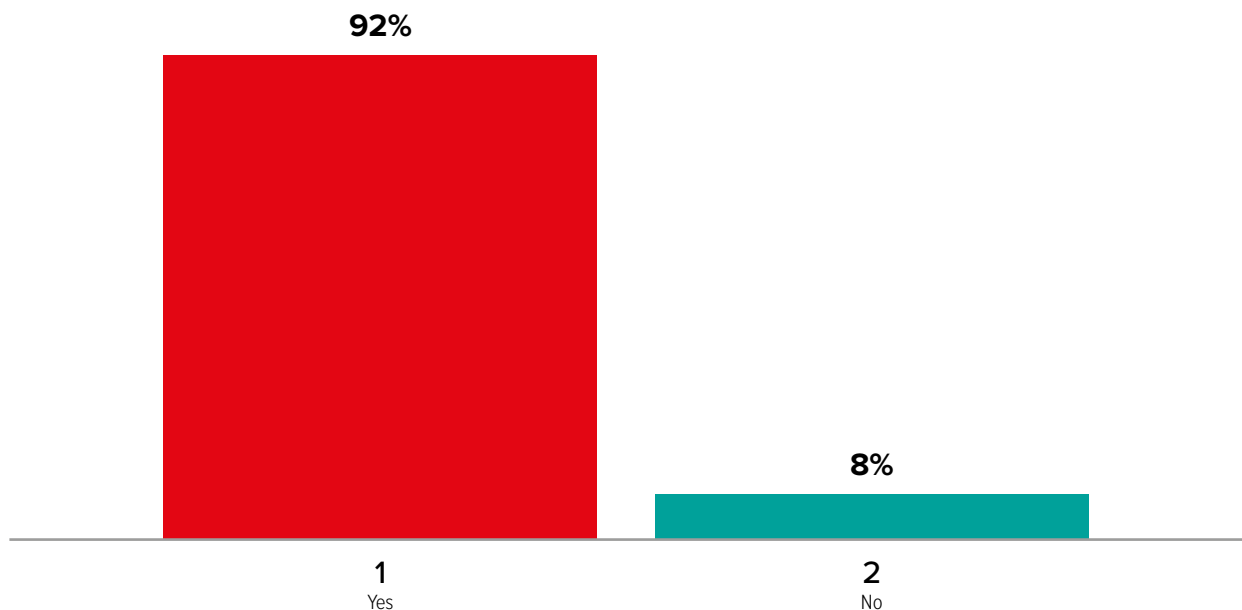


THE HEALTHCARE SECTOR CAN BE A LOCOMOTIVE SECTOR IN THE TURKISH ECONOMY

The participants of the 7th TÜSAP Summit were asked whether the healthcare sector could become a locomotive sector in the Turkish economy. 92 percent of the participants marked the option indicating that it could become a locomotive sector.

Can the healthcare sector become a locomotive sector in the Turkish economy?

1. Yes
2. No



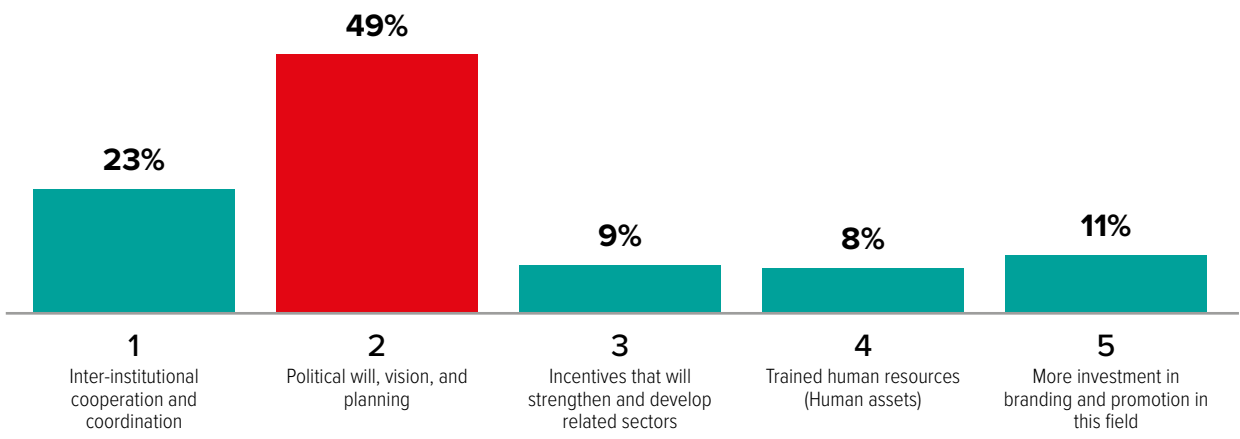


THE HEALTHCARE SECTOR MOST NEEDS POLITICAL WILL, VISION, AND PLANNING TO BECOME THE LOCOMOTIVE OF THE ECONOMY

The rate of participants who thought that the healthcare sector most needs political will, vision, and planning in order to become the locomotive of the economy was 49 percent. This option was followed by “inter-institutional cooperation and coordination” with 23 percent, “more investment in branding and promotion in this field” with 11 percent, “incentives that will strengthen and develop related sectors” with 9 percent, and “trained human resources (human assets)” with 8 percent.

What do we need most for the healthcare sector to become the locomotive of the economy?

- 1. Inter-institutional cooperation and coordination
- 2. Political will, vision, and planning
- 3. Incentives that will strengthen and develop related sectors
- 4. Trained human resources (Human assets)
- 5. More investment in branding and promotion in this field







SUMMIT WORKSHOP Q&A AND CONTRIBUTIONS



METHODOLOGY

At the 8th year TÜSAP Summit, opinion leaders representing the healthcare sector were asked 3 different questions regarding the “technology vision in health in Türkiye.” Participants answered each question through digital marking. The result graphs prepared based on the responses of 125 senior executives and young entrepreneurs representing the public sector, NGOs, the private sector, and universities were again interpreted by the participants. NGO representatives constituted 14 percent of the participants, while public sector executives constituted 30 percent. Private sector executives took their place with a rate of 32 percent, and universities focused on the field of health with a rate of 24 percent.

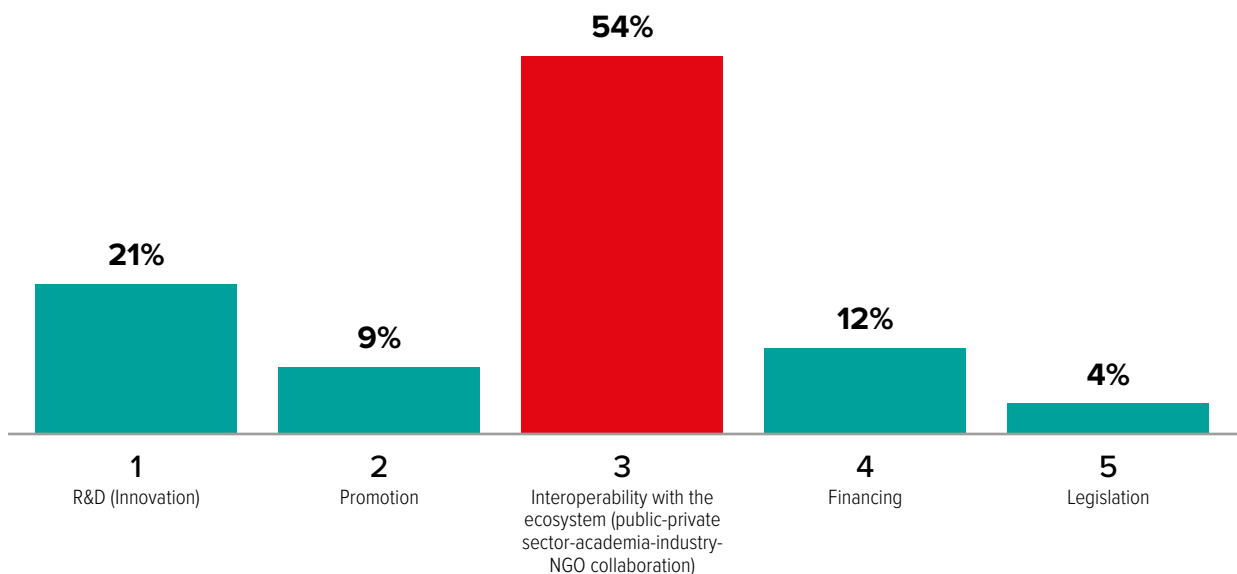


COLLABORATION BETWEEN RELEVANT PARTIES STANDS OUT

When participants were asked which area should be prioritized in order to strengthen the model of a Türkiye that produces in health, 54 percent preferred the option of interoperability with the ecosystem (public-private sector-academia-industry-NGO collaboration) in first place. This option was followed by R&D (Innovation) with 21 percent. While the rate of those who thought that focus should be placed on financing was 12 percent, promotion received 9 percent support. Legislation was the least preferred area, with a rate of 4 percent.

Which area should be focused on the most in order to strengthen the model of a Türkiye that produces in health?

1. R&D (Innovation)
2. Promotion
3. Interoperability with the ecosystem (public-private sector-academia-industry-NGO collaboration)
4. Financing
5. Legislation

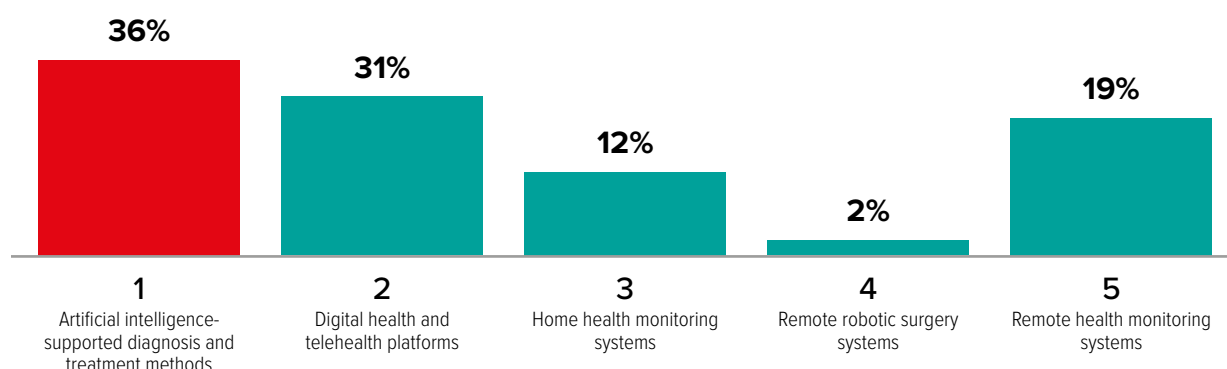


ARTIFICIAL INTELLIGENCE WILL ASSUME A LEADING ROLE IN THE FUTURE OF HEALTHCARE SERVICES

In the projections received from participants regarding which innovative model will be implemented as a priority in the future of healthcare services, the option of artificial intelligence-supported diagnosis and treatment methods stood out with the highest rate (36 percent). This option was followed by digital health and telehealth platforms (31 percent). Remote health monitoring systems ranked third (19 percent), while home health monitoring systems ranked fourth (12 percent). Remote robotic surgery systems were evaluated as an innovative model preferred at a relatively lower rate (2 percent).

Which innovative model do you foresee being implemented as a priority in the future of healthcare services?

1. Artificial intelligence-supported diagnosis and treatment methods
2. Digital health and telehealth platforms
3. Home health monitoring systems
4. Remote robotic surgery systems
5. Remote health monitoring systems



Moderator: “Another concept that has attracted attention recently is digital therapeutics. This concept, which refers to artificial intelligence-supported computer programs, constitutes an important dimension of innovation. Today, we are discussing many important issues under this heading.”

AN IMPORTANT EMPHASIS ON FUTURE GOALS

It was stated that a specific time period should be indicated when asking questions. It was emphasized that when “the future” is mentioned, uncertainty arises as to whether this refers to the near future or 50 years later. At the meeting, attention was drawn to the importance of clearly stating whether this uncertainty covers the distant future, in which most participants will not be alive, or a closer period.

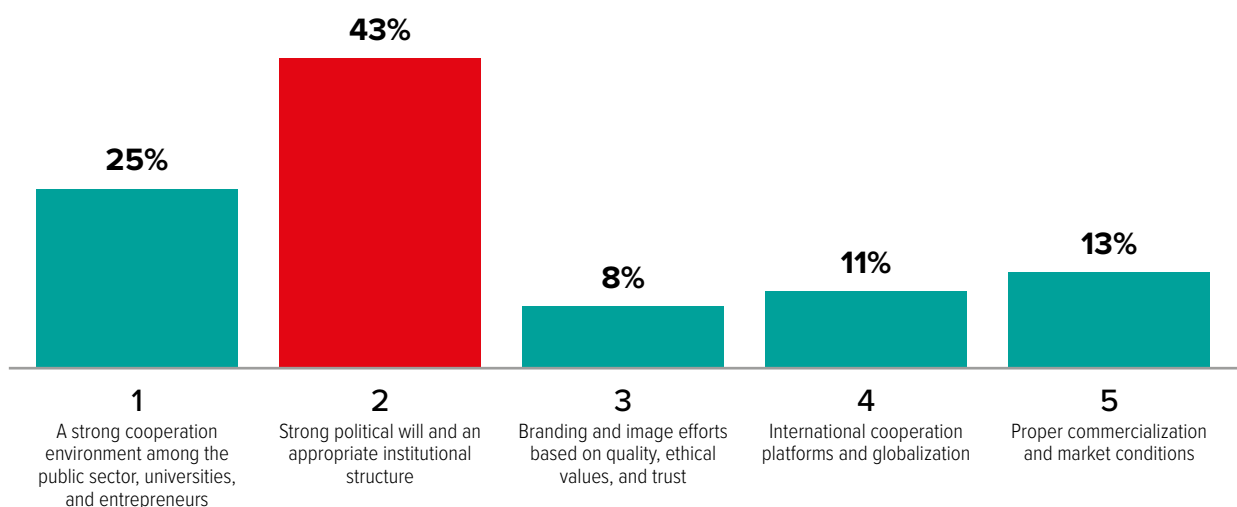


TÜRKİYE'S PRIORITIES ON THE PATH TO BECOMING A GLOBAL PLAYER IN HEALTH TECHNOLOGIES: POLITICAL WILL AND AN APPROPRIATE INSTITUTIONAL STRUCTURE

Among the participants evaluating the elements most needed for Türkiye to become a prominent global player in terms of healthcare services and technologies, 43 percent marked the option of strong political will and an appropriate institutional structure. This option was followed by a strong cooperation environment among the public sector, universities, and entrepreneurs, with a rate of 25 percent. Proper commercialization and market conditions ranked third with 13 percent, while international cooperation platforms and globalization received 11 percent support. Branding and image efforts based on quality, ethical values, and trust were the least preferred element, with 8 percent.

What is most needed for Türkiye to become a prominent global player in terms of healthcare services and technologies?

1. A strong cooperation environment among the public sector, universities, and entrepreneurs
2. Strong political will and an appropriate institutional structure
3. Branding and image efforts based on quality, ethical values, and trust
4. International cooperation platforms and globalization
5. Proper commercialization and market conditions



STRONG POLITICAL WILL AND SECTORAL EXPECTATIONS

It was stated that although there has been strong political will in Türkiye for more than 20 years, the fact that many participants marked the option of strong political will and an appropriate institutional structure means that hope is high. While it was noted that the sector continues to regress in real terms on a global scale, it was emphasized that some things are done well and some are done poorly. It was stated that this situation requires sector leaders to come forward with a complete and good model regarding what should be done with political will and to convince decision-makers.

THOUGHTS ON GLOBALIZATION AND THE IMPACT OF INTERNAL PROBLEMS

Although the question emphasized the goal of becoming a prominent player on a global scale, it was stated that the fact that strong political will and institutional structure came to the forefront in the answers created a dilemma as to whether the discussion focused on global goals or internal problems. While it was asked whether internal problems prevent the globalization process, the medical device sector was cited as an example, with the statement that it had become tired and worn down domestically and therefore turned toward exports. Although it was emphasized that the sector increased its exports from 14 million dollars to 1.4 billion dollars over the last 20 years, it was also stated that producers could not generate profit due to foreign exchange pressure.

THE RATIO OF HEALTH EXPENDITURES AND THE NEED FOR FAIR RESOURCE DISTRIBUTION WERE EMPHASIZED

At the meeting, it was underlined that the share of health expenditures in Gross National Product (GNP) in Türkiye remains at a low level of 3.8 percent. In contrast, it was stated that the increases in budgets allocated to the defense and construction industries are noteworthy. It was emphasized that the reasons for the decline in the field of health should be put on the table, and that this situation can be resolved through a strong and fair will.

It was stated that a new model is needed to ensure the fair distribution of rights and resources in the healthcare system. It was noted that such a model is critical in terms of strengthening the healthcare sector and ensuring its sustainability.

THE IMPORTANCE OF STRONG POLITICAL WILL AND INTERNATIONAL COOPERATION WAS EMPHASIZED THROUGH THE EXAMPLE OF TOGG

It was emphasized that the TOGG project reached this point thanks to strong political will. It was stated that in order to overcome financial problems and create a strong commercial market, the external market should be brought inside. In this regard, attention was drawn to the importance of international cooperation platforms and globalization.



It was stated that when the vision is determined in this way, all options will naturally come together and contribute to success. It was also expressed that this approach should be adopted in similar projects.

COUNTRIES' PRIORITIES SHAPE RESOURCE DISTRIBUTION

It was stated that countries act according to their priorities and direct their resources accordingly. Attention was drawn to the fact that resources allocated to the defense industry were increased because security is seen as a priority issue. It was noted that this approach shapes resource distribution according to countries' strategic preferences.

Moderator: "At the 2024 Health Financing Meeting, you said to the General Manager of General Health Insurance, 'Let us produce such a model for you in preventive healthcare services that you allocate the money you save from here to us for use in other areas. If necessary, let us even share this saving.' Did this happen, will it happen?"

Şuayıp Birinci: "This process actually started with family medicine. There is no direct saving in family medicine. However, thanks to the action of family medicine, we foresee that a serious contribution will be made at the secondary and tertiary levels. We are taking important steps regarding the establishment of the right physician and right patient relationship. We could not reach an agreement with General Health Insurance, but we reached a consensus with the Ministry of Treasury and Finance. We think that the process will gradually become richer and create a transformation toward producing more benefit from this economy."

TÜRKİYE'S GLOBAL ROLE AND COLLABORATION VISION IN THE HEALTH ECOSYSTEM

While the elements required for Türkiye to become a prominent player on a global scale in terms of healthcare services and the ecosystem were discussed, it was stated that it is actually believed that Türkiye is already in this position. It was emphasized that Türkiye is the best in Europe in the field of health technologies within the framework of HIMSS standards and ranks second globally after the United States. In terms of healthcare services, it was stated that Türkiye is a global player in health tourism.

Emphasizing the importance of international cooperation platforms and globalization, it was stated that the work carried out in the region within the scope of Health Technology Assessment International is noteworthy in this regard. In addition, it was noted that the results achieved through initiatives such as EIT Health in the integration process of the European Union have created great satisfaction. It was emphasized that Türkiye's players should take a more active role in international cooperation platforms and even have a say in the design of these platforms.

POLITICAL WILL AND INSTITUTIONAL STRUCTURE ARE IMPORTANT ON TÜRKİYE'S PATH TO BECOMING A GLOBAL PLAYER

It was stated that strong political will and political power are different concepts. It was emphasized that political power can exist in a dominant manner; however, political will is not only a power, but also a choice and preference. While discussing Türkiye's emergence as a global player, attention was drawn to the importance of strategic preferences instead of an approach that expects everything from the state.

In particular, it was stated that one of the most important steps in Türkiye becoming a global player was the Customs Union, that this facilitated access to European markets, and that it strengthened the country's position in the global arena. In this context, the importance of clarifying the direction of political will and making the right preferences was emphasized.

Regarding institutional structure, it was stated that instead of creating new institutions, it is necessary to analyze how existing structures work and carefully make decisions on protection, maintenance, and renewal. It was expressed that for Türkiye to become a global pharmaceutical and medical technology player, it is critical for the Türkiye Pharmaceuticals and Medical Devices Agency (TİTCK), the regulatory authority, to become a global brand like the FDA, EMA, and MHRA.

It was stated that TİTCK has made significant progress over the last 10 years, and that the people who provided leadership developed and implemented this vision, and thanks were extended to these individuals. In addition, it was emphasized that Türkiye's membership in international oversight and inspection networks such as the International Council for Harmonisation (ICH) and the European Directorate for the Quality of Medicines & HealthCare (EDQM) is a major achievement.

It was also stated that TÜSEB is a good example in this field, and that if these institutional structures are supported and strengthened in line with their vision and mission and appropriate environments are provided, Türkiye can achieve its goal of becoming a global player.

TÜRKİYE'S ROLE IN THE GLOBAL FIGHT AGAINST OBESITY

Attention was drawn to obesity. It was stated that this health problem will create an economic burden of more than 4 trillion dollars annually in the world in 2035. It was expressed that this corresponds to 3 percent of global gross national product. It was emphasized that, according to medical data, it is calculated that 2 out of every 5 children will be obese in the same year.

It was stated that obesity has two main effects. Among the direct effects, it was stated that obesity increases health expenditures, raises drug costs, and intensifies hospital services. Among the indirect effects, workforce loss, long hospitalization periods, and early retirement were highlighted as important problems. Attention was drawn to the fact that 10-15 percent of health expenditures in Türkiye have been found to be linked to obesity.



It was stated that in the circular issued by the state in 2007, the steps that many institutions, from the Ministry of National Education to the Ministry of Industry and Technology, from the Ministry of Treasury and Finance to media organizations, should take in the fight against obesity were defined.

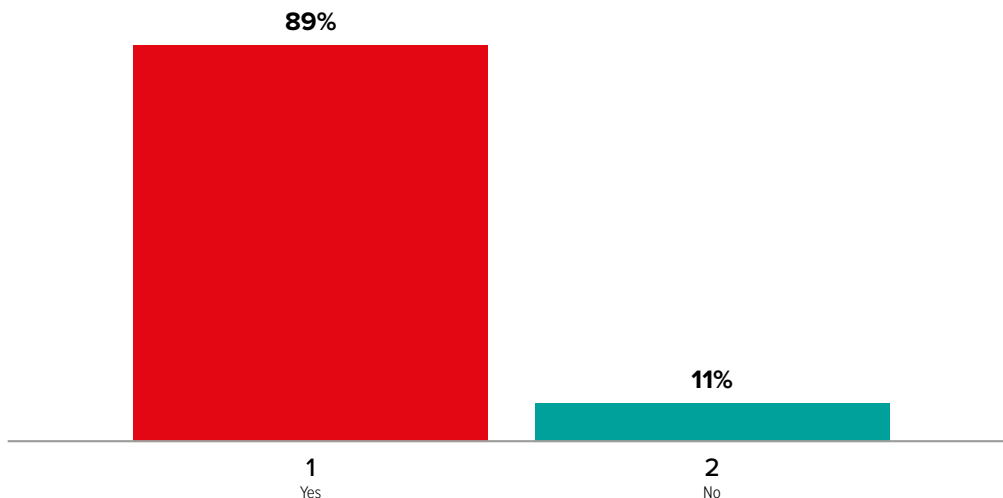
It was expressed that in order to become a strong player on a global scale, the state, the public and private sectors, the pharmaceutical sector, and other stakeholders must act together. The importance of addressing the issue with all its parties and creating a model was emphasized. It was stated that Türkiye's resources in this field are sufficient, that it has a strong health infrastructure and bed capacity, and that this potential offers an opportunity to stand out on a global scale.

PARTICIPANTS FOUND THE MEETING SUCCESSFUL

In the evaluation made regarding the meeting, the vast majority of participants (89 percent) stated that they found the meeting successful. In contrast, a group of 11 percent expressed a negative opinion.

Did you find this meeting successful?

1. Yes
2. No



THE NEED FOR MORE HEATED DISCUSSIONS IN MEETINGS WAS EMPHASIZED

The process from 4-5 years ago, when a department related to rare diseases and autism was to be established by the Ministry of Health, was mentioned. It was stated that important experiences regarding the dynamics of bureaucracy were gained during this process. Angry patient demonstrations, high expectations of non-governmental organizations, heated bureaucratic meetings, and emotionally charged processes carried out with scientific institutions were underlined.

It was stated that there is more “learned courtesy” in TÜSAP’s current meetings, and that this situation is not healthy. It was emphasized that more heated discussions should be held in meetings organized to close system gaps.

It was expressed that there may be a deficiency behind courtesy, and that such processes could be supported through subcommissions, but the discussion environment should be more lively. It was stated that start-ups in the sector and relevant stakeholders approach with heated demands, but that these demands are not felt with the same intensity in the meetings. It was expressed that this situation should be transformed into a more dynamic and effective collaboration environment.

TIME MANAGEMENT AND ITS IMPACT ON THE SUCCESS OF THE MEETING WERE DISCUSSED

At the meeting, attention was drawn to time management as one of the factors affecting success. Participants indicated non-compliance with the allocated time as one of the reasons why the meeting was not found sufficiently successful. It was stated that disruptions in time planning could negatively affect the flow of the meeting and reduce efficiency.

THE IMPORTANCE OF A CALM DISCUSSION ENVIRONMENT AND INNOVATIVE APPROACHES WAS EMPHASIZED

It was emphasized that one of the most valuable aspects of the meetings is that participants can freely express everything without paying attention to positions and without concern for offending anyone. It was stated that this situation offers an opportunity for participants and provides an open communication environment for the meetings.

In addition, it was stated that the reason innovation mostly comes from start-ups is that those with financial means deal more with human resources, and as a result, mental capacity is not directed sufficiently toward innovative ideas. While the success of the meeting was associated with the increase in the number of those expressing negative opinions, it was stated that even the presence of participants who were not satisfied with the meetings would move the meeting further forward and improve it.



EVALUATION AND CLOSING SPEECH

Assoc. Prof. Dr. Şuayip BİRİNCİ

Deputy Minister of the Ministry of Health of the Republic of Türkiye



THE CODE OF THE SECOND GREAT TRANSFORMATION IN HEALTHCARE

TRANSFORMING TÜRKİYE FROM A CONSUMER TO A PRODUCER IN HEALTHCARE

- A KNOWLEDGE-DRIVEN HEALTHCARE ECONOMY
- HARNESSING HEALTH DATA AND MAKING IT ACCESSIBLE TO RESEARCHERS
- MAKING HEALTHCARE A DRIVING FORCE OF THE TURKISH ECONOMY

BECOMING A COUNTRY THAT PRODUCES, NOT CONSUMES, IN HEALTH

At the first summit meeting held in 2017, Prof. Dr. Rifat Atun from Harvard University emphasized that Türkiye should become a country that produces innovation instead of a country that consumes innovation, and that it should transform into a knowledge-based economy. At the point we have reached today, although different expressions are used, we observe that everyone shares similar views on this issue and that minds are in harmony on this subject.

There are evaluations indicating that we have been late in processing health data. Worldwide as well, the expected level of progress has not yet been achieved in areas such as the use of these data and the creation of a big data culture. For example, the market size of digital twins is currently at approximately 1 billion dollars. They are expected to be widely used in diagnosis and treatment in the future. It seems that physicians will use this technology not only to evaluate patients, but also to confirm their own diagnoses.

I think that working with data will create a structure focused on value for both the patient and the physician. Our preparations in this field are continuing. However, existing regulations and financial priorities sometimes make it difficult to correctly construct the necessary structures.

Can health become the locomotive sector of the Turkish economy? Even if it is not seen as an economic sector, goals such as touching human life and reducing morbidity and comorbidity can make major contributions to the business world and society. On the other hand, Türkiye faces serious demographic challenges. While one-fifth of the world population will be over the age of 60 in 20 years, this rate will reach 21 percent in Türkiye. This picture shows that we may face much greater problems in the future.

However, despite these challenges, I believe that Türkiye has major opportunities in this field. Even if politics does not go into details, I think it has a structure that supports general planning and that a strong will still continues to exist.



DIGITAL TRANSFORMATION

Everyone is now talking about digital transformation. We are also saying good things. The 2023 report has also been published in Europe's reports. At the point we have reached, we always had a fear of whether we would fall behind at this pace. In other words, when you skip a move that needs to be made, you actually lose your speed. Now we look at countries on our scale... Previously, we were 10 countries ahead of Germany in the world ranking; now we have opened up a gap of 18 countries. During the Covid period, we used such digital systems well in terms of keeping citizens connected to the system. A strong digital health infrastructure made our work easier.



Yes, Covid was a good opportunity to demonstrate the importance of digitalization to the world through lived experience, but although it partially slowed down our steps toward the future, we learned a great deal from the crisis. The fact that Germany and France were in a worse position than us the following year, moved backward in the ranking, and that small countries moved to the front already shows this. I would like to briefly say that we, as a large country, experienced similar difficulties. These days, we frequently face criticism... I can say that we have only recently found the opportunity to move past criticisms such as how we cannot process such large data, and that we have only just gained the opportunity to focus on new projects by putting big data before us.



THE CODE OF THE SECOND GREAT TRANSFORMATION IN HEALTHCARE

DEDICATION

- SHIFTING THE FOCUS FROM TREATING DISEASE TO PRESERVING HEALTH
- REWARDING THOSE WHO HEAL PATIENTS, NOT SIMPLY THOSE WHO PROVIDE CARE
- VALUE-BASED PAYMENT AND AN INFORMED HEALTHCARE CONSUMER

DEDICATION

The concept of dedication has a distinct importance for healthcare professionals in Türkiye. Healthcare workers carry a great responsibility in establishing a strong bond with the patient by reflecting their emotions in their work. However, it is anticipated that the tendency toward comfort in the future may reduce this level of dedication.

I think that technology will play an important role in closing the gaps among healthcare personnel. In particular, citizens protecting their own health and acting more consciously by reducing information asymmetry will provide an advantage in this process. It is projected that there will be a shortage of 10 million healthcare personnel worldwide within the next 5 years. In order to close this gap, greater investment in technology will be needed.

According to the WHO report, migrants, who constitute 3.5 percent of the world population, increase global health problems due to the difficulties they experience in accessing healthcare services. While it

is stated that 75 percent of these migrants come from neighboring countries, it is emphasized that this situation also carries serious risks in countries such as Türkiye. It is expressed that, especially in Sub-Saharan Africa, 7 million lives could be saved within the next 5 years with a healthcare expenditure of only 1 dollar per person per year. This reveals what major opportunities health policies can offer when they are managed correctly with data and knowledge.

Value-based health systems are also increasingly coming to the agenda. These systems include models that make payments not only to those providing services, but also according to treatment outcomes. Recently, this approach has created a major change in the minds of both professionals and the public. However, I think that the widespread adoption of this model at the citizen level may make the work of all stakeholders in the healthcare sector more complex. The private sector in particular may face major challenges within this new paradigm.



TÜRKİYE CENTURY MODEL IN HEALTH

While discussions have intensified on Türkiye's potential to become the "model of the century" in the field of health, it is seen that there are different views on this issue. Türkiye's strong reflexes in its healthcare system and its success in crisis management are among the important elements supporting this claim. The rapid and effective responses given in recent years to the COVID-19 pandemic, earthquakes, and the reflections of wars have revealed that the country has a remarkable capacity. Success stories such as the transfer of more than 50,000 earthquake victims to other provinces for treatment, in particular, demonstrate Türkiye's ability to produce creative and effective solutions during periods of crisis.

However, we now have to move forward not only with solutions based on past experiences, but also with preparations for scenarios that have not yet been experienced. Türkiye's ability to show strong reflexes in crises, its capacity to develop different paths, and its success in bringing the best healthcare professionals together with citizens are indicators that we can achieve this goal.



At the same time, the necessity of coping with situations that are being experienced today and have not been experienced before creates new challenges for Türkiye, as it does for the entire world. Despite these challenges, the country's flexibility in crisis management and innovative solutions may continue to offer important opportunities in the future.

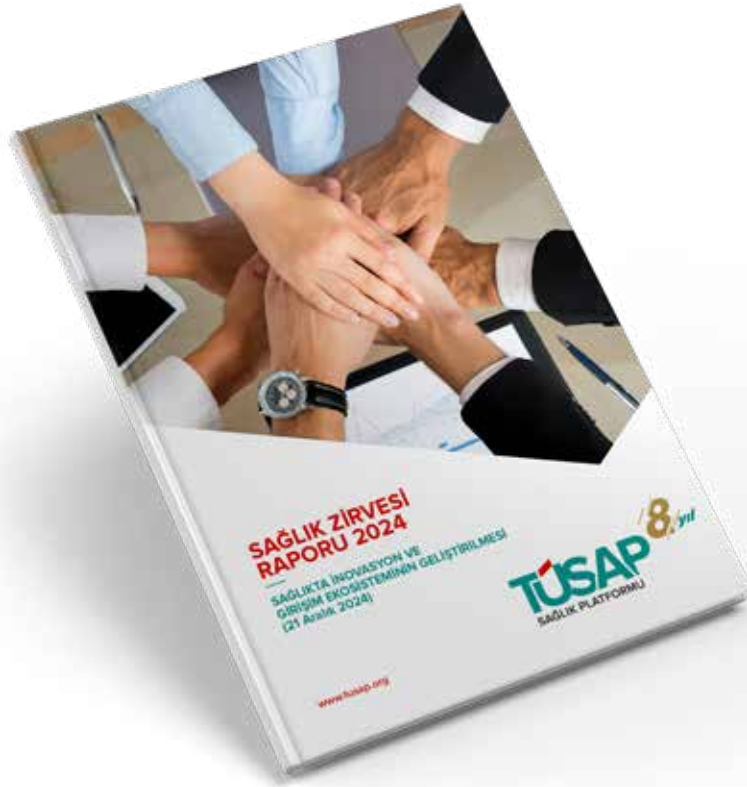
Another point emphasized at the last summit was Türkiye's progress in knowledge sharing and transfer of experience within the healthcare system.

This summit, where topics were explained clearly and concisely, was held in a format that, unlike previous meetings, placed the topics rather than a single person at the center. While this offered participants a more intensive learning experience, it also prepared a ground for developing new approaches.

The discussions held and lessons learned at this summit offer an important opportunity to achieve a more systematic and inclusive healthcare model in the future. Türkiye's success in the field of health may serve as an example not only for our country, but also for the world.

In a world where crises will not be absent, Türkiye's ability to respond to such situations with strong reflexes and its capacity to find different solution paths are among its greatest advantages supporting its potential to become a global model in health in the future.





You can download the 40th TUSAP Vision Meeting report
from **tusap.org**





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Prof. Dr. Kemal MEMİŞOĞLU, Minister of Health of the Republic of Türkiye

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Savaş MALKOÇ, Secretary General of İEİS

PARTICIPANT PROFILE

The 8th Year TÜSAP Summit was held with the participation of senior executives from all components of the healthcare sector. Of the total 125 invited participants, approximately 100 consisted of representatives from the public sector, universities, NGOs, and private healthcare institutions, while approximately 25 consisted of start-up founders and young entrepreneurs.

TÜSAP Vision Meetings are held every year under 4 main headings: “Health Technologies,” “Healthcare Service Delivery,” “Pharmaceuticals and Pharmacy,” and “Health Financing.” Following these meetings, the meeting reports are generally evaluated through the TÜSAP Health Summit, and future projections in health are determined. The meetings are held only with the participation of invitees, and invitations are sent to relevant persons before the meeting. Corporate information about the TÜSAP Vision Meetings and the TÜSAP Summit, which are planned to be held simultaneously 4 times a year, can be accessed at www.tusap.org.

ABOUT TÜSAP

In rapidly changing conditions, sector stakeholders need to act with common wisdom in order to use limited resources efficiently and produce permanent solutions to problems for a sustainable and high-quality healthcare system.

Founded by the leading opinion leaders of the sector who came together with this idea, the TÜSAP Health Platform aims to hold vision discussions based on the current state of the sector and to produce qualified information that will affect the future of the sector.

Ensuring sustainability in healthcare service delivery, the value-based health system, increasing quality, the transition of the domestic medical and pharmaceutical industry to high value-added production, the steadily developing healthcare service delivery in our country, public health practices, and health financing are listed as important agenda items of the events that TÜSAP will regularly organize.

In these events, held under the name TÜSAP Vision Meetings in Health, mid- and senior-level executives from the public sector, civil society, and the private sector have the opportunity to directly share their views on the agenda with other participants. These views are shared with the participants themselves, the media, and the public through special reports prepared after each event.

The work carried out in these meetings, which are held four times a year, is re-evaluated with broader participation at the special event titled “Health Platform Summit” held at the end of each year, and is presented directly to representatives of the sector and other relevant institutions.

For more detailed information and participation in events, you can visit www.tusap.org.

HEALTH SECTOR LEADERS
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VISION MEETINGS

2024 EVENTS



HEALTH PLATFORM SUMMIT

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ISBN: 978-605-4123-78-0