



**BENCHMARKING OF INTERNATIONAL RATES OF A  
SAMPLE OF MEDICAL PROCEDURES**

**REPORT OF RESULTS**

**February 2015**

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## **INTRODUCTION**

Under the comparative study of skills and market rates for a set of hospitals selected by Coomeva Prepaid Medicine and the Ministry of Health, Welfare and Sports of the Kingdom of the Netherlands, this document contains the report with the results obtained from information reported by the institutions contacted.

To develop the study, 36 institutions were analyzed; only 14 institutions finally submitted their data. The report is presented in three sections, the first is the technical development of the consultancy, the second presentation of results and their scope in terms of benchmarking and the third the conclusions and recommendations.

SIGIL'S team is grateful to the participating institutions in the processes of planning, surveying and validation of the information.

The opinions and content of the report are the sole responsibility of the consulting firm, and therefore neither compromise nor is the responsibility of Coomeva Prepaid Medicine and the Ministry of Health Welfare and Sports of the Kingdom of the Netherlands.

## 1. METHODOLOGY USED FOR THE DEVELOPMENT OF THE CONSULTANCY

This chapter presents the methodology applied in the processes of collection, processing and analysis of the information gathered from the selected institutions. The methodology applied is consistent with the proposal submitted to Coomeva Prepaid Medicine and the Ministry of Health, Welfare and Sports of the Kingdom of the Netherlands at the beginning of the project.

### 1.1. Scope of the Study

Considering that the scope of the study is to generate information to learn the market offer, capacities and rates offered by a group of institutions to provide health services to the population of the territories of Bonaire, Saint Eustatius and Saba, which are Special Municipalities the Netherlands in the Caribbean<sup>1</sup>. These territories have around 18,000 inhabitants of which 92% reside in Bonaire, from the point of view of the demand for health services this population size was considered by several of the institutions interviewed as small, uninteresting without growth possibilities.

The technical development of the consultancy moved forward aiming in the collection and processing of information regarding the offer and the rates of a group of selected medical procedures, to conduct a comparative analysis of services.

It is expected that the results of this study will serve as a guiding framework for assessing the supply and availability of health care services in the international market in the region and to formulate strategies for procurement by the Ministry of Health, Welfare and Sports of the Netherlands and as well to learn lessons on conditioning factors in these studies.

### 1.2. Stages

The applied methodology was based on the development of the stages that are shown in *Figure 1. Stages of the Study*

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<sup>1</sup> Also referred to as public entities (Openbare Lichamen)

**Figure 1. Stages of the Study**



**Source:** Sigil Consulting Group 2014

### Stage 1. Formulation of the comparison criteria

This step was the formulation of the comparison criteria between the participant institutions and it was oriented aiming the capture the information about capabilities and conditions for providing quality health care services of international patients. Given this, it was necessary to define concepts and criteria that address the reasons for evaluation, because usually the concepts or quality measurements are immersed in the institutional settings and are not necessarily applicable internationally.

At this stage we sought to collect basic information that allow the assessment of the quality and allow us to determine if all the institutions analyzed meet with a minimum criteria for the provision of the necessary services, therefore in the developed instrument indicators that show the level of the capacity that an institution have to provide specialized services in international health were included.

This stage included the following steps:

- a) Definition of the evaluation model
- b) Development of the appraisalment criteria
- c) Implementation of pilot testing and adjustments

#### **a. Definition of the evaluation model**

In order to build the evaluation model, we adapted the basic theory of an evaluation process, the definitions of the indicators and the methodology for the creation of a Benchmarking.

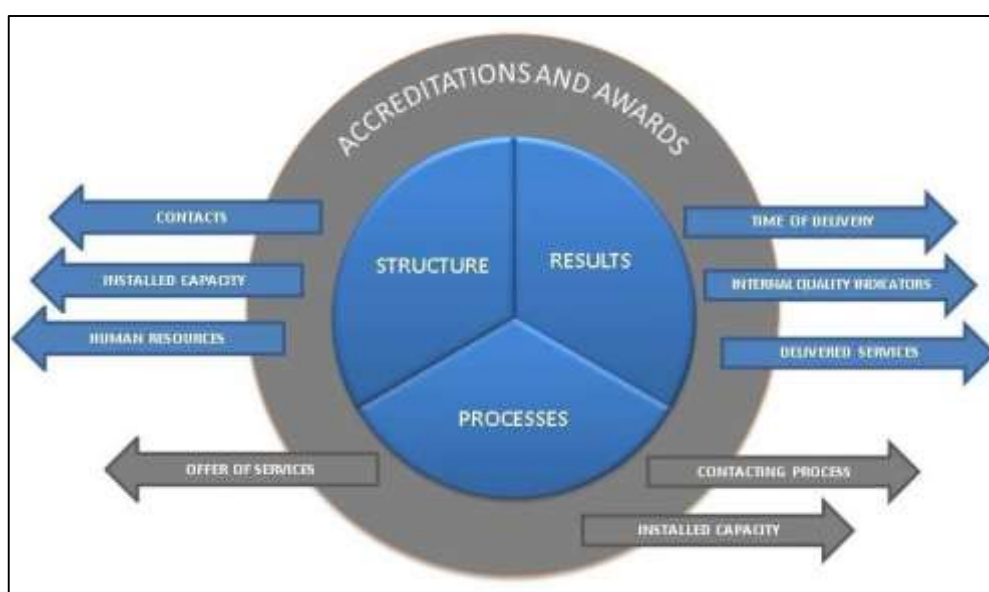
Based on the theory of systems that is based on the identification of the structure of processes and results, and the application of the methodology of "mystery shopper" for the creation of a Benchmarking where individuals act like independent observation units to be compared in a final stage, but where the individual characteristics and individualities contribute to the final outcome of the study.

Based on the above, an "Offer Appraisal Model" (MVO) was structured to integrate elements of installed capacity, service delivery, quality and management of the institutions.

The model is aimed at measuring the capacity to serve international patients, the ability to provide security for patients, the response process and to generate information from a network of selected institutions under the study. See **Figure 2**.

The MVO links, both the process of achieving information and the aspects of capacity, offer, service quality and rates.

**Figure 2. Offer Appraisal Model (MVO)**



**Source:** Sigil Consulting Group 2014

## **b. Construction of the criteria**

Given the MVO and criteria to evaluate, an instrument was built to facilitate the collection of information and its comparability. (**Figure 3**), we presented the prototypes of the protocols in Spanish, English and French that were used in the collection of information. As indicated in Annex 1, this instrument included the



specification of a set of related physical and technical capacity criteria, human resources, clinical outcomes and rates.

Figure 3. Presenting the Instrument for Information collection

The figure displays three screenshots of a web-based instrument for information collection, showing the interface in Spanish, English, and French.

**Spanish Screenshot:** The header includes the logo of the Ministry of Health, Welfare and Sport and the Sigil logo. The title is "BENCHMARKING DE LAS TARIFAS INTERNACIONALES DE TRATAMIENTOS MÉDICOS". Below the title is a text input field labeled "ESCRIBA EL NOMBRE DE LA INSTITUCIÓN". The main menu consists of ten buttons arranged in two rows: "INFORMACIÓN GENERAL", "CARTERA DE SERVICIOS", "CAPACIDAD INSTALADA", "RECURSOS HUMANOS", "PRODUCCIÓN DE SERVICIOS" in the first row, and "RESULTADOS CLÍNICOS", "COMPETITIVIDAD 1", "COMPETITIVIDAD 2", and "TARIFAS" in the second row.

**English Screenshot:** The header includes the logo of the Ministry of Health, Welfare and Sport and the Sigil logo. The title is "INTERNATIONAL PRICE BENCHMARK OF MEDICAL PROCEDURES". Below the title is a text input field labeled "CENTRE HOSPITALIER UNIVERSITAIRE POINT-A-PITRE". The main menu consists of ten buttons arranged in three rows: "GENERAL INFORMATION", "SERVICE CATALOG", "INSTALLED CAPACITY", "HUMAN RESOURCES", "SERVICE OFFER" in the first row; "PRICES", "CLINICAL RESULTS", "COMPETITIVENESS 1", "COMPETITIVENESS 2", and "COMPETITIVENESS 3" in the second row; and "SERVICE SHEETS" in the third row.

**French Screenshot:** The header includes the logo of the Ministry of Health, Welfare and Sport and the Sigil logo. The title is "BENCHMARKING DES PRIX INTERNATIONAUX DES TRAITEMENTS MÉDICAUX". Below the title is a text input field labeled "CENTRE HOSPITALIER UNIVERSITAIRE POINT-A-PITRE". The main menu consists of ten buttons arranged in three rows: "INFORMATION GÉNÉRALE", "SÉLECTION DE SERVICES", "CAPACITÉ INSTALLÉE", "RESSOURCES HUMAINES", "PRODUCTION DE SERVICES" in the first row; "ETRS", "RÉSULTATS CLINIQUES", "COMPÉTITIVITÉ 1", "COMPÉTIVITÉ 2", and "COMPÉTIVITÉ 3" in the second row; and "FICHES DES SERVICES" in the third row.

Source: Sigil Consulting Group 2014

### c. Validation and adjustment of the Instrument

The data collection instrument was validated and adjusted based on the results of its application in the Santa Fe de Bogota Foundation.

Finally, the Analysis of the defined dimensions encompassed six aspects as indicated in **Figure 4. Dimension of the analysis of quality of the institution**

Additionally we foresee the need to incorporate some variables that measured the ability of commercial response and management of the institutions analyzed.

**Figure 4. Dimension of the analysis of quality of the institution**



**Source:** Sigil Consulting Group 2014

The first dimension analyzes the offer of services of each institution in relation to general services and specialist services and the offer of international health services.

The second dimension presents installed capacity in each institution in relation to infrastructure and equipment, concepts grouped into physical resources required for the delivery of service.

The dimension of human resources analyzes the amount of health professionals by type of specialty.

The next dimension presents the amount of services provided by each institution in the different specialties.

The dimension of indicators presents the results concerning five indicators that allow measuring the internal quality of the institutions and also measures the quality of services and patient safety. The indicators were:

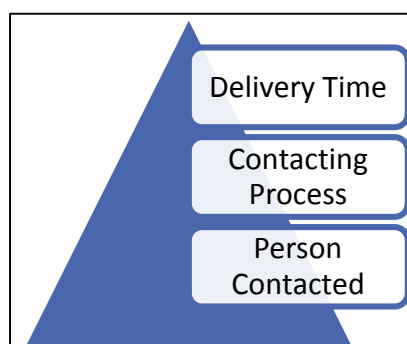
- Number of procedures performed in the last 12 months.
- Percentage of compliance in surgical scheduling.
- Occupancy rate.
- Rate of nosocomial infections.
- Percentage of adverse events
- Rate of satisfaction

The last dimension analyzes certifications and accreditations that each institution has, both national and internationally, such as:

- Accreditations and awards won by institution.
- Certifications such as Joint Commission International and others.
- Awards for quality such as Malcom Baldrige and others.
- European Foundation for Quality Management (EFQM).
- Certifications such as ISO 9001 or others.

In **Figure 5** we presented the criteria defined for analyzing the dimension to measure the capacity for commercial response. In general, we considered i) The time between receiving training and send the information, ii) the process of contacting encloses the relevant characteristics for the execution of the process with the channels of communication and the communication management and iii) the ability to respond and management skills of the person (s) contacted, their characteristics and level of power in the decision-making.

**Figure 5. Dimensions of the commercial response**



**Source:** Sigil Consulting Group 2014

With regard to the comparative analysis of rates, the selected procedures are indicated in Table 1. **List of selected treatments and procedures**, in each of the institutions the breakdown of these costs for medical fees, medicines, supplies, materials and OR rights. Unfortunately, most institutions did not provide the information either because they did not have it or because the costing system of services is based on the cost per event according to resource consumption and therefore the rate is variable. Generally, it is observed that the institutions made no further effort to deliver or detailed information about rates.

**Table 1. List of selected treatments and procedures**

No	Type	Procedure
1	Orthopedic	UNILATERAL KNEE REPLACEMENT
2	Orthopedic	UNILATERAL HIP REPLACEMENT
3	Orthopedic	UNILATERAL ARTHROSCOPY KNEE
4	Orthopedic	UNILATERAL ARTHROSCOPY SHOULDER
5	Orthopedic	ORTHOPEDIC CONSULTATION COST
6	Ophthalmology	VITRECTOMY
7	Ophthalmology	CROSSLINKING
8	Ophthalmology	OPHTHALMOLOGY CONSULTATION COST
9	Neuro surgery	SPINAL BLOCK
10	Neuro surgery	MICRODISCECTOMY LUMBAR EXPLORATION AND RACHIDIA CHANNEL DECOMPRESSION
11	Neuro surgery	LUMBAR ARTRODESIS WITH INSTRUMENTS
12	Urology	TRANSURETHRAL PROSTATECTOMY
13	Urology	LASER KIDNEY STONE
14	Urology	LITHOTRIPSY EXTRA CORPOREAL
15	Gynecology and Obstetrics	HYSTERECTOMY ABDOMINAL TOTAL
16	Gynecology and Obstetrics	HYSTERECTOMY LAPAROSCOPIC
17	Gynecology and Obstetrics	CESAREAN SURGERY
18	Gynecology and Obstetrics	DELIVERY
19	Pet Ct	TEST
20	Oncology	ONCOLOGY EVALUATION
21	Oncology	CONFORMATION RADIOTHERAPY
22	Oncology	HISTOPATHOLOGY STUDY BIOPSY MAMMARY GLANDS, COLON Y PROSTATE.
23	Cardiovascular	DIAGNOSTIC CORONAROGRAPHY
24	Cardiovascular	CORONAROGRAPHY ANGIOPLASTY STENT
25	Cardiovascular	PACEMAKER BICAMERAL
26	Cardiovascular	CARDIOVASCULAR RESYNCHRONIZATION
27	Cardiovascular	DEFIBRILLATION

Source: COOMEVA MEDICINA PREPAGADA S.A. Market Study and Benchmarking prices of medical treatments. Terms of Reference.

## Stage 2. Collection of the information

In this stage, the institutions were selected to participate, the study had as a logical result that some of the institutions were chosen for patient care, this implied filling the form or instrument for collecting information and handed to one of our senior consultant who, then reviewed the information and complemented it with relevant qualitative information.

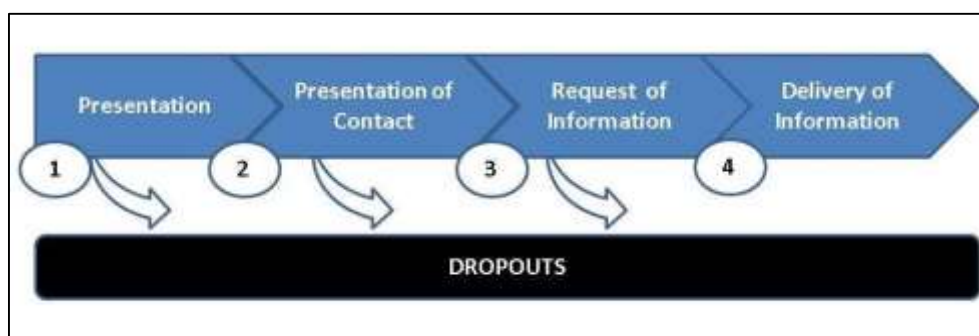
According to the agreement with Coomeva prepaid medicine and the Ministry of Health, Welfare and Sports of the Netherlands, the firm agreed to handle the information in strict confidentiality and solely for purposes of decision-making by the Ministry. The firm signed confidentiality agreements with each institution that participated in the study.

For gathering the information the following steps were performed inside each organization:

- a. Identify the institutions.
- b. Presentation and approval by Coomeva prepaid medicine.
- c. Identify key contacts in each institution.
- d. Organize teleconferences to explain the advancing and goals of the study.
- e. Visits and interviews with each institution.
- f. Collection and review the consistency of the information.
- g. Request for clarification and/or supplementation of missing data.

The contact process was managed using an approach method and commercial contacting, in which the institutions responded to achieve the procurement and delivery of the information, as indicated in **Figure 6. Process of Commercial Contact**

**Figure 6. Process of Commercial Contact**



Source: Sigil

Consulting Group 2014

A balance of the results in the contacting stage indicated that 77% of those contacted decided not to participate from the beginning, 9% once the contact was assigned this decided not to participate and 14% decided not to participate at the time of delivering the information. Detailed information on dropouts by institution is presented in A balance of results in the contact of the institutions indicated that 77% chose not to participate from the beginning, 9% once the contact is decided not to participate and 14% decided not to participate at the time of delivery was assigned information detailed information on dropouts in the process of trade contacts per institution is presented in **Table 2**.

It is very important to highlight that for each process of monitoring and controlling of the contacting process, SIGIL CONSULTING GROUP kept a detailed record of the phone calls, communications and contacts in each one of the institutions. In previous reports presented to Coomeva prepaid medicine and the Ministry of Health, Welfare and Sports of the Netherlands you can find this information.

In this regard, the institutions were monitored by a measuring table of approach and follow up, in which each consultant managed the information, the pending and the number of approaches necessary to advance into the next stage was documented. With this, we were able to identify in advance when to start looking for the replacements.

**Table 2. Relation of institutions that abandoned the process**

Country / Institution	Presentation	Contact Identification / Assigned	Request of Information	Delivery of Information
<b>Panamá</b>				
Hospital Punta Pacifica				
Centro Medico Paitilla				
Clinica Hospital San Fernando				
Hospital Nacional				
Hospital Santo Tomas				
<b>Dominican Republic</b>				
CEDIMAT				
Clinica Abreu				
Hospiten				
Instituto de Medicina Especializada				
<b>Puerto Rico</b>				
Hospital Auxilio Mutuo Puerto Rico				
<b>Trinidad y Tobago</b>				
Westshore Private Hospital				
St. Claire Medical Center				
<b>Barbados</b>				
Queen Elisabeth Hospital				
Bayview Hospital				
Sandy Crest				
FMH Emergency Medical Clinic				
Brigade House Medical Centre				
<b>USA</b>				

Baptist Hospital				
Jackson Memorial Hospital				
Cleveland Clinic				
Broward Health				
Miami Children's Hospital				

Source: Advancement Reports 1, 2, 3, 4, 5 y 6

Complementing this, with Coomeva prepaid medicine and the Ministry of Health, Welfare and Sports of the Netherlands coordination a process of searching started to find new institutions to compensate those that decided not to continue with the study. This process was performed under two modalities:

- Secondary Search: Identification in each country of those institutions that have the potential to offer international health services. For example, in Barbados we found a tendency for public institutions that were not interested in international patients.
- Search through organizations. We approach hospitals through hospital organizations to identify and contact the institutions with the size and structure and after verification thru their websites and a visit to the facilities (this methodology was used primordially in the Dominican Republic and Panama).

As result, in **Table 3** we present a summary of the contacted institutions. Out of the 23 institutions that were included in the contract, SIGIL contacted 13 additional institutions and 14 delivered the information.

**Table 3. Relation of analyzed institutions**

Country	Contact	Additional Search	Positive Answer	With Information
Colombia	5		5	5
Panama	2	4	0	0
Costa Rica	0	3	2	2
Dominican Republic	4	2	3	2
Puerto Rico	3		3	2
Aruba	1		1	1
Curacao	1		1	1
Trinidad and Tobago	2		0	0
Barbados	2		0	0
Guadalupe	1		1	1
USA	2	4	1	0
<b>Total</b>	<b>23</b>	<b>13</b>	<b>17</b>	<b>14</b>

Source: Progress reports submitted to COOMEVA MEDICINA PREPAGADA S.A.

For collecting the information, a team of 8 consultants had the responsibility for contacting and gathering the information on each of the institutions. The institutions that fully delivery the information were:

Institution 1: Hospital Pablo Tobón Uribe, Colombia

Institution 2: Clínica CardioVid, Colombia

Institution 3: Clínica Las Américas, Colombia

Institution 4: Fundación Santa Fe de Bogotá, Colombia

Institution 5: Fundación Cardio Infantil, Colombia

Institution 6: Clínica CIMA, Costa Rica

Institution 7: Clínica Bíblica, Costa Rica

Institution 8: Plaza General de la Salud, Dominican Republic

Institution 9: Hospital Metropolitano de Santiago, Dominican Republic

Institution 10: HIMA Health, Puerto Rico

Institution 11: PRESBY, Puerto Rico

Institution 12: Hospital Dr. Horacio Oduber, Aruba

Institution 13: Saint Elisabeth Hospital, Curacao

Institution 14: Centro Hospitalario de Guadalupe, .Guadalupe

### Stage 3. Process and Analysis

For the standardization of information, the information reported in the formats provided by SIGIL Consulting was used, however in the processing of the information some of the institutions did not provide the information as requested and presented the information available, in some cases incomplete and/or not comparable. In the next section, the main problems associated with the comparability of data are presented in detail.

The first step taken was to debugging the information and the request for clarification of the data with some institutions. In some cases no response was received.

A process of organizing folders, standardizing the data collection instrument, was made by reviewing the information provided and generating a folder of attachments for additional information.

A matrix with the standardized information was built with the various analyzed dimensions and another matrix with the information concerning rates (Annex 3).

For the analysis, specific indicators were defined. The indicators are described as follows:



Indicator 1: Index of the Offer of International services: It is calculated by validating the achievement of the following criteria:

- Experience in the care of international patients.
- Effective International accreditations or the commitment to start the process in the next 2 years.
- Internationalization of services as part of the strategic development plan of the institution.
- Implemented department or in the process of implementing an international patient care department.

Then a value of 1 is given for each of the criteria that is accomplished, otherwise a value of zero is given. Then it is divided by 4, which are the total parameters evaluated.

Indicator 2: Average index of the installed capacity: With this index the following basic services:

- Cardiology
- Gynecology – Obstetrics
- Neurosurgery
- Ophthalmology
- Oncology
- Orthopedics
- PET CT test

A value of 1 was given for each of these services; otherwise, a value of zero was assigned. The total is then divided by 7.

Indicator 3: Index of Diagnostic services capacity. The parameters evaluated were:

- Conventional Radiology
- Portable x-ray services
- Intraoperative Imaging (C arm)
- CT scan
- MRI
- Doppler
- 3D Ultrasound
- 4D Ultrasound
- Mammography
- Catheterization Laboratory

- Angiography Laboratory
- Densitometry
- Cystoscopy
- Laparoscopy
- PET / CT

For those insititutions that offer these services a value of 1 was given, otherwise, a value of zero was assigned. The resulling number is then divided by 15.

Indicator 4: Medical Specialization Index: to calculate this index (MSI), the specialties covered by the specialists were analyzed and a value of (1) was given to each one that is offered. If the specialty is not covered, then a value of zero was given. The resulting figure is then divided by 7. The specialties evaluated were:

- Cardiovascular surgery
- Gynecology and Obstetrics
- Ophthalmology
- Orthopedics
- PET CT
- Neurosurgery
- Oncology

Indicator 5: Index of accreditations and awards: To calculate this index, the accomplishment of the variables was reviewed and certified, for those that fulfilled the requisites a value of 1 was given, if not a value of zero was given. The resulting figure was then divided by 7. The parameters evaluated were:

- Amount of international certifications (I1)
- Certifications such as Joint Commission International Accreditation (I2)
- Received awards for quality such as Malcolm Baldrige and others (I3)
- European Foundation Quality Management (EFQM) (I4)
- Certifications such as ISO 9001 and others (I5)
- International recognitions (I6)
- Association with universities (I7)

Additionally, a series of validations were developed on those clinics that delivered the information on the commercial process and the contact person, with relation of those aspects previously described:

- In the delivery time dimension and contacting process: the following indicators were determined: scaling, access, management and agility.

- In the dimension of the contact person, the indicators evaluated were empowerment in the decision making process, comparability, interest in the commercial process, interest in the case study.

This information was compiled based on the judgment and perception of the consultants, under a created matrix of the commercial process. Annex 3.

#### Stage 4. Preparation of the report

Based on the compiled information, SIGIL CONSULTING prepared for Coomeva prepaid medicine and the Ministry of Health, Welfare and Sports of the Netherlands a document that summed up the findings with relation of the benchmarking of international rates of a sample of medical procedures selected by COOMEVA.

## 2. COMPARATIVE RESULTS

In this chapter we present the findings and results for the different variables and indicators analyzed in relation with the commercial process and the offer of the selected health services.

### 2.1. Evaluation of the commercial process

A first aspect to analyze is the result in the business approach. Out of 36 contacted institutions, only 14 accepted to participate. This was possible due to the systematic process of following up, through the organization of several visits to some of the institutions and for the searching of substitute institutions after identifying problems with participation by some of them. The consolidated results are presented in **Table 4**. (See Annex 2)

**Table 4. Commercial Process Index by Institution**

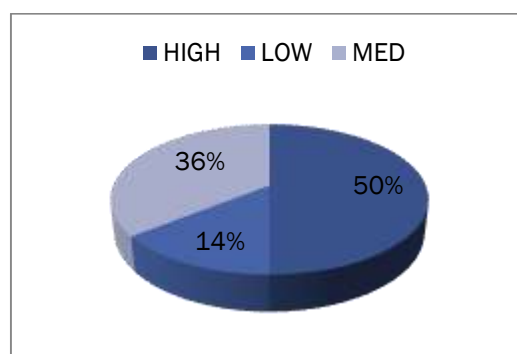
CLINIC/HOSPITAL	COMMERCIAL PROCESS			HUMAN RESOURCES				
	Access	Scale	Management	Empowerment	Assertiveness	Agility	Interest in the Commercial Process	Interest in the Case Study
Hospital Pablo Tobon Uribe Colombia	High	Quick	Good	YES	High	#	High	Med
Clinica CardioVid Colombia	Med	Quick	Regular	YES	Med	#	Med	Med
Clinica Las Americas Colombia	High	Med	Regular	YES	Med	5	Low	Low
Fundacion Santa Fe de Bogotra Colombia	High	Quick	Excellent	YES	Med	#	High	High
Fundacion Cardio Infantil Colombia	High	Quick	Good	YES	Med	#	Med	Med
Clinica CIMA Costa Rica	Low	Slow	Regular	YES	High	#	Med	Med
Clinica Biblica Costa Rica	Med	Med	Good	YES	High	#	High	High
Plaza General de la Salud Rep. Dominicana	Med	Quick	Regular	YES	Med	#	High	Med
Hospital Metropolitano de Santiago. Rep. Dominicana	High	Slow	Regular	Med	High	#	High	High
Hospital HIMA San Pablo Puerto Rico	High	Quick	Excellent	YES	Med	#	High	High
Hospital San Pablo Puerto Rico	Med	Quick	Regular	YES	Med	#	Med	Low
Hospital Dr. Horacio Oduber Aruba	High	Quick	Excellent	YES	High	#	High	High
Saint Elisabeth Hospital curacao	Med	Quick	Regular	NO	Med	#	Med	Low

Centro Hospitalario de Guadalupe Guadalupe	Low	Slow	Regular	YES	High	#	Med	Med
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**Source:** Sigil Consulting Group. Consolidated matrix of results.

As a result of the commercial process in the 14 institutions, we gained access and various communication channels were opened, like email and by telephone, altogether supported by one or two physical visits. However, the communication was not so fluid, because the persons we to contact do not respond or cancelled appointments making the consultants to invest too much time making appointments and resending communications, besides the fact that the site visits had to be reschedule.

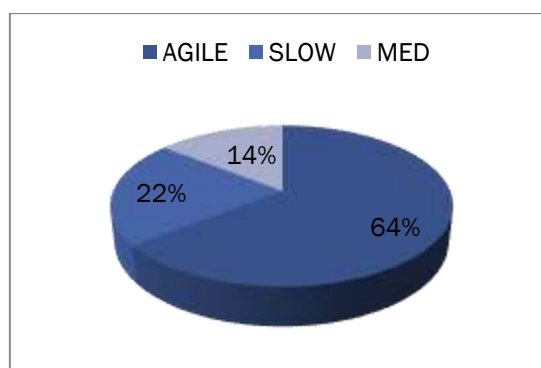
**Figure 7. Results of the access indicator**



**Source:** Sigil Consulting Group. Consolidated matrix of results.

With relation to contacting people with scaling, although it implied time it was a rather quick process in the 64% of the institutions, due to the fact that the profile of the consultants and the presentation of the case study allowed having access to directors who delegate the collection of information to others.

**Figure 8. Results of the scaling indicator**

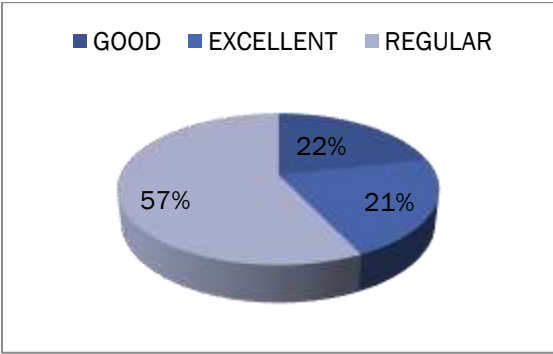


**Source:** Sigil Consulting Group. Consolidated matrix of results.

With relation to the management capacity, it is observed that in the 76% of the institutions the consultants identified problems and/or deficiencies in the commercial management. Although the analyzed institutions are highly specialized and of a very

high scientific and administrative level, they presented flaws in the administrative level. These are operations oriented to the development of health services but with a low level in the commercial management and with the communications with potential clients. As a result, they do not pay enough attention to a potential customer, in this particular case, many of them expressed low interest because of the market size or because of the lack of clarity in the rules of contracting.

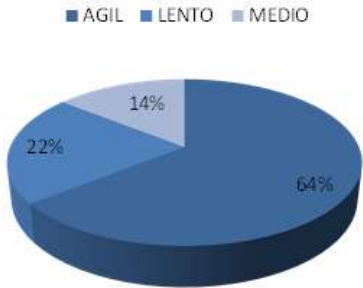
**Figure 9. Results management indicator**



**Source:** Sigil Consulting Group. Consolidated matrix of results.

As the degree of power indicator in the decision making process is analyzed, in 79% of the institutions was evident the degree of power in the decision making process in the person assigned to the project, due in great part of the position they had inside the institutions, however, this was also a problem because they didn't have the enough time, nor the a high priority was given to the development of the project. These persons also indicated that their institutions were not minded in giving an additional effort for collecting the information.

**Figure 10. Decision making results indicator**

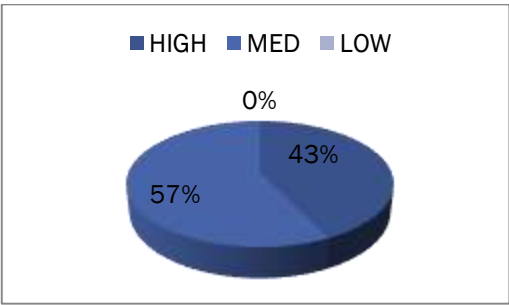


**Source:** Sigil Consulting Group. Consolidated matrix of results.

The comparison criteria tried to measure the degree of similarity of the information collected in each institution and how this information can be compared to one

another. The results indicated that 43% of the institutions had fairly comparable information. Although the information delivered was credible, it was provided according their own process of information, to adapt it to the format of the instrument was in some institutions impossible to achieve, so therefore homogeneity and comparability problems were generated.

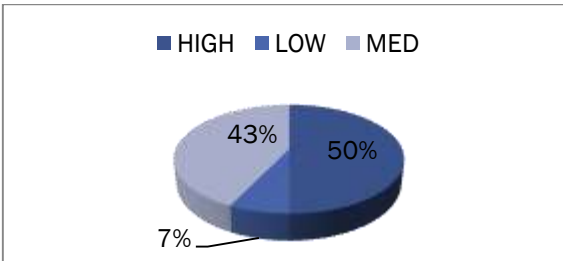
**Figure 11. Results for comparability indicator**



**Source:** Sigil Consulting Group. Consolidated matrix of results.

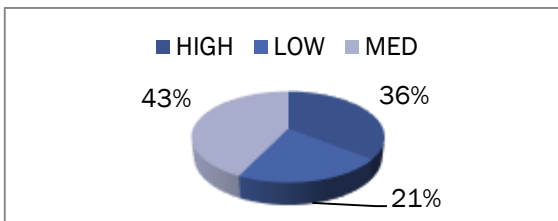
As general conclusion for the general interest in the process of commercial approach and in the interest in participate in the study, the figures indicate that there was very Little interest to participate in a new Project of international health and particularly to participate in the study, because many institutions requested more detailed information about the demand of services, the contracting conditions and the payment Schedule.

**Figure 12. Results for the commercial process indicator**



**Source:** Sigil Consulting Group. Consolidated matrix of results.

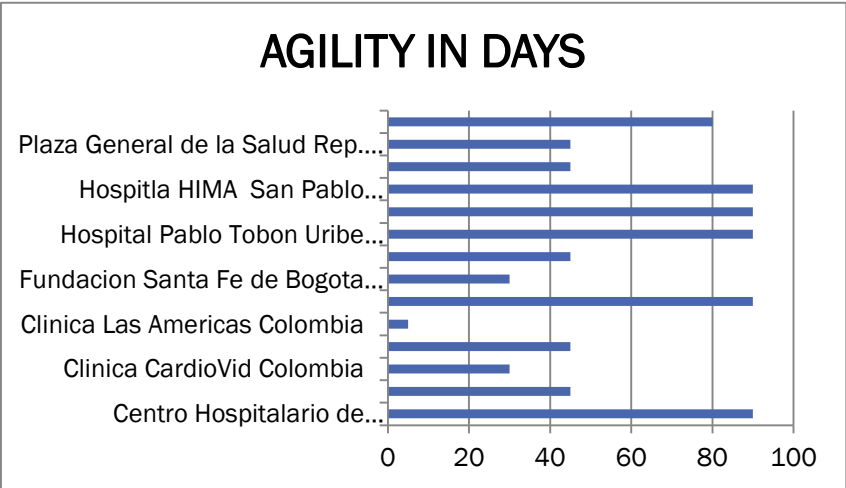
**Figure 13. Results of the interest in participate in the study indicator**



**Source:** Sigil Consulting Group. Consolidated matrix of results.

The response time measured from the moment the assigned contact person committed to supply the information, this is around 45 days. During the physical visit, nearly 80% of the requirements that were not supplied during the follow up process were then managed.

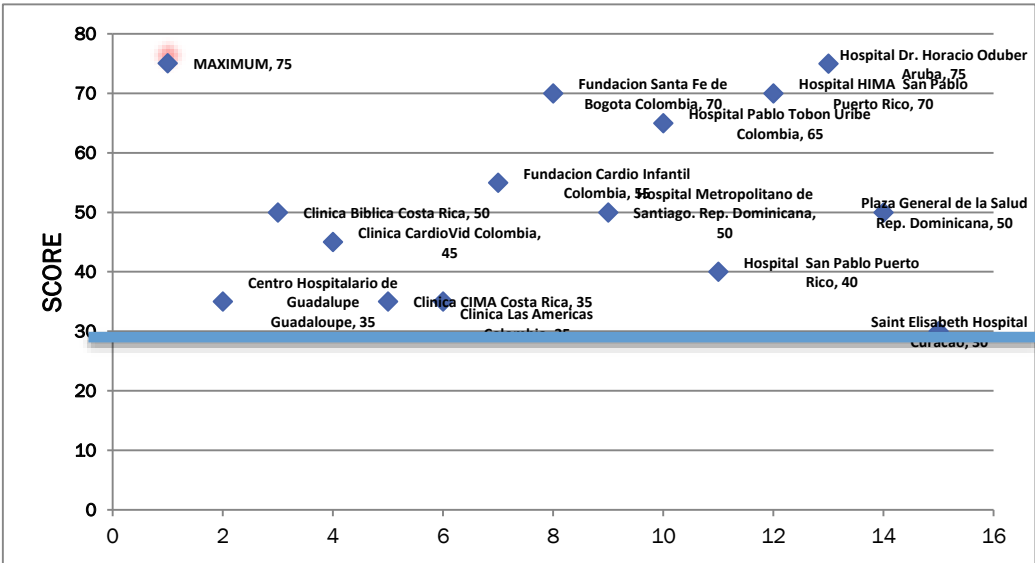
Figure 14. Average time to deliver the information



Source: Sigil Consulting Group. Consolidated matrix of results.

The comparative synthesis of the information of the commercial process indicated that three institutions are notable because of their high scores: Fundacion Santa Fe de Bogota (Colombia), Hospital HIMA San Pablo (Puerto Rico) and Hospital Horacio Oduber (Aruba).

Figure 15. Comparativeness score of approach and commercial management



Source: Sigil Consulting Group. Consolidated matrix of results.



## 2.2. Offer of International Health Services

To calculate indicator 1, related to the index of offer of international services and based on the reported information, 100% of the institutions reported to have international health services. In order to demonstrate their capacity to bid for these services, the following aspects were considered:

- Experience in treating international patients.
- Effective international accreditation and/or the commitment to initiate the process of accreditation in the next 2 years.
- Internationalization of the services as part of the institutional strategy development plan.
- The existence of a department or process for the implementation for treating international patients.

Using these criteria as a start point, the specialization index is calculated for these services in which the degree of accomplishment is measure for each institution. The results for the evaluation of this point indicate that 80% of the institutions meet the majority of the parameters analyzed. Additionally, 8 of the institutions meet 100% it tge established parameters, 6 meet 75% and only one with the 63%, presenting an average of 86% in the offer of international services, as indicated in **Table 5**.

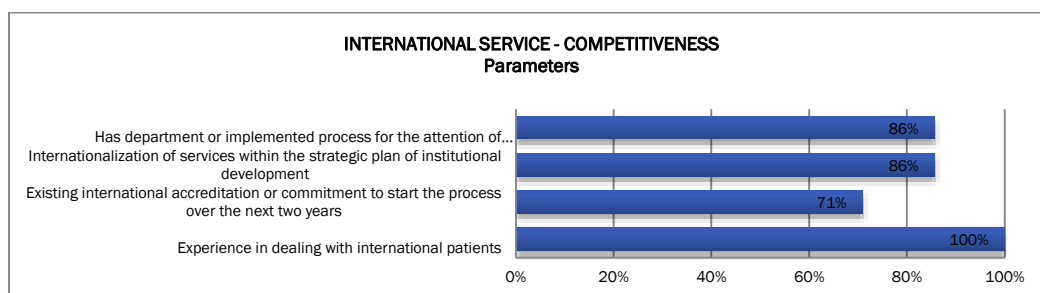
**Table 5. International Offer of Services**

Name of the Institution	Rating of specialization in international health
Hospital Pablo Tobón Uribe Colombia	75%
Clinic Cardio Vid Colombia	75%
Clinic Las Americas Colombia	100%
Fundación Santa Fe de Bogotá Colombia	100%
Foundation Cardio Infantil Colombia	100%
Clinic CIMA Costa Rica	75%
Clinic Biblica Costa Rica	100%
Plaza General de la Salud Rep. Dominicana	100%
Hospital Metropolitano de Santiago. Rep. Dominicana	75%
Hospital HIMA San Pablo Puerto Rico	100%
Hospital El PRESBY. Puerto Rico	100%
Hospital Dr. Horacio Oduber Aruba	63%
Saint Elisabeth Hospital. Curacao	75%
Centro Hospitalario de Guadalupe. Guadalupe	100%

**Source:** Sigil Consulting Group. Consolidated matrix of results.

Additionally, the entire set of institutions expressed having experience in the treatment of international patients, 71% indicated the intention of having or already have international accreditation. In general, an interest to treat this type of patient is observed.

**Figure 16. International Services Offer**



**Fuente: Source:** Sigil Consulting Group. Consolidated matrix of results.

### 2.3. Installed capacity and offer of services

The installed capacity in the hospitals is analyzed base on two variables, the number of Beds and the equipment and the human resources.

With relation of the amount of beds, the information reported indicated that the institutions have as an average 288 beds (excluding Hospital Metropolitano de Santiago, due to the deviation that it will present), as illustrated in **Table 6**.

**Table 6. Number of Beds**

Name of the Institution	Number of Beds
Hospital Pablo Tobón Uribe Colombia	371
Clínica Cardio Vid Colombia	158
Clínica Las Américas Colombia	358
Fundación Santa Fe de Bogotá Colombia	246
Fundación Cardio Infantil Colombia	330
Clínica CIMA Costa Rica	56
Clínica Bíblica Costa Rica	111
Plaza General de la Salud Rep. Dominicana	285
Hospital Metropolitano de Santiago. Rep. Dominicana	1.476
Hospital HIMA San Pablo Puerto Rico	430
Hospital El PRESBY. Puerto Rico	195
Hospital Dr. Horacio Oduber Aruba	533
Saint Elisabeth Hospital. curacao	422
Centro Hospitalario de Guadalupe. Guadalupe	244

**Source:** Sigil Consulting Group. Consolidated matrix of results..

The offer of services will be analyzed based on several criteria (Indicator 2 Average index of the installed capacity). The first one is the services offered by the hospital in relation to:

- Cardiovascular surgery
- Gynecology and obstetrics
- Gynecology
- Neurosurgery
- Ophthalmology
- Oncology
- Orthopedics
- PET CTE

According with the submitted information, we found that 80% of the institutions have coverage over 88% of the services studied, and just one institution is under 75% of coverage; the results are presented in **Table 7**.

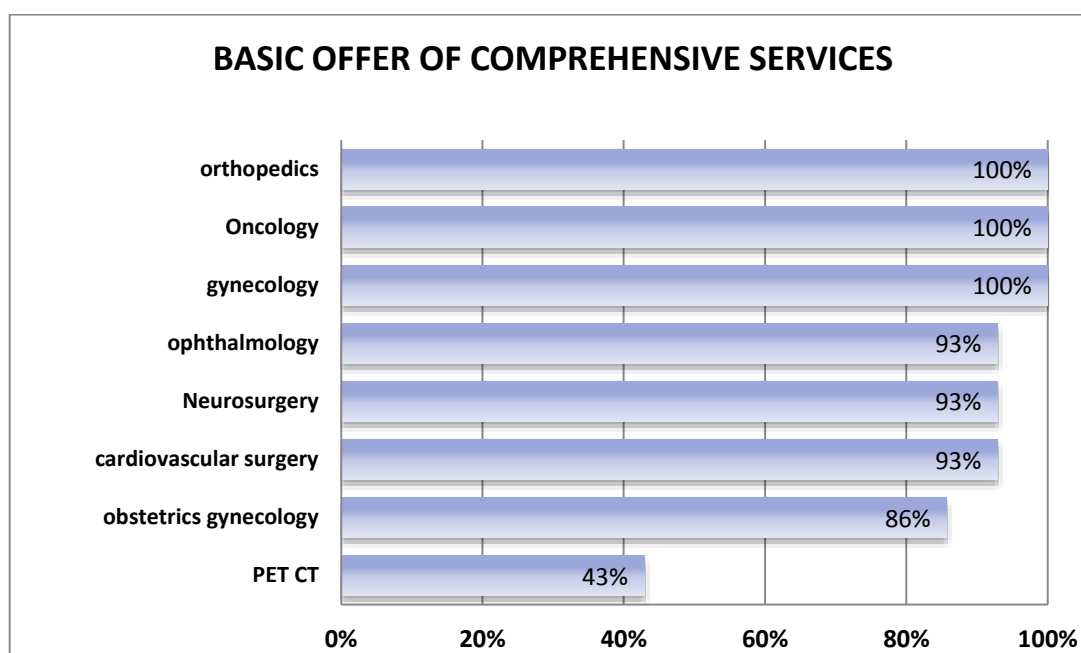
**Table 7. Percentage of offered services**

Name of the institution	Rating of coverage
Hospital Pablo Tobón Uribe Colombia	100%
Clínica Cardio Vid Colombia	75%
Clínica Las Américas Colombia	100%
Fundación Santa Fe de Bogotá Colombia	100%
Fundación Cardio Infantil Colombia	75%
Clínica CIMA Costa Rica	100%
Clínica Bíblica Costa Rica	88%
Plaza General de la Salud Rep. Dominicana	88%
Hospital Metropolitano de Santiago. Rep. Dominicana	88%
Hospital HIMA San Pablo Puerto Rico	100%
Hospital El PRESBY. Puerto Rico	63%
Hospital Dr. Horacio Oduber Aruba	100%
Saint Elisabeth Hospital. Curacao	75%
Centro Hospitalario de Guadalupe. Guadalupe	88%

**Source:** Sigil Consulting Group. Consolidated matrix of results..

The overall results showed that the basic services are generally offered, with the exception of PET CT that is only present in 43% of the institutions.

**Figure 17. Percentage of institution by specialty that offer the service**



Source: Sigil Consulting Group 2014

Within the offer of services, the second parameter that was evaluated was the specialized diagnostics services and for this purpose 17 services were defined and analyzed. The results are shown in **Table 8**. This information belongs to indicator 3: Capacity index for diagnostic services.

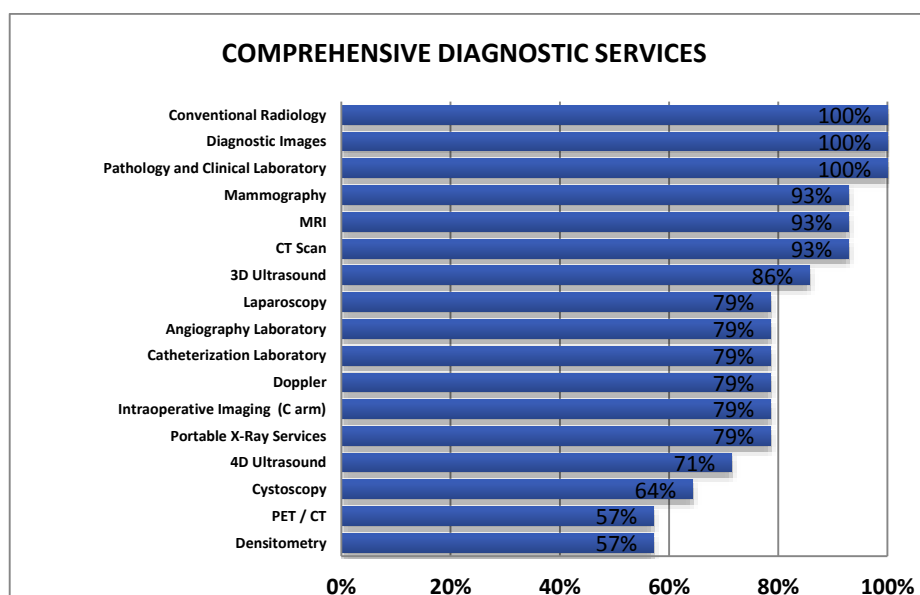
**Table 8. Diagnostic support offer of services**

Name of the institution	Index of Completeness
Hospital Pablo Tobón Uribe Colombia	76%
Clínica Cardio Vid Colombia	65%
Clínica Las Américas Colombia	100%
Fundación Santa Fe de Bogotá Colombia	100%
Fundación Cardio Infantil Colombia	71%
Clínica CIMA Costa Rica	100%
Clínica Bíblica Costa Rica	94%
Plaza General de la Salud Rep. Dominicana	65%
Hospital Metropolitano de Santiago. Rep. Dominicana	71%
Hospital HIMA San Pablo Puerto Rico	100%
Hospital El PRESBY. Puerto Rico	65%
Hospital Dr. Horacio Oduber Aruba	59%
Saint Elisabeth Hospital. curacao	76%
Centro Hospitalario de Guadalupe. Guadalupe	100%

Source: Sigil Consulting Group. Consolidated matrix of results.

With respect to the comprehensive diagnostic services, we presented the coverage of these services by institution. In **Figure 18**, is observed that the diagnostic services more common in all the institutions are conventional radiology, diagnostic images, pathology and clinical laboratory, and the one with less coverage are PET CT and densitometry with only 57%.

**Figure 18. Percentage of institutions that offer the service by equipment type**



**Source:** Sigil Consulting Group. Consolidated matrix of results.

## 2.4. Human Resources

According to indicator 4 the Medical Specialty Index the human resources were determined in each institution and it was analyzed in function of the following type of specialty:

- Cardiology
- Electrophysiology Cardiology
- Hemodynamic Cardiology
- Pediatric Cardiology
- Cardiovascular surgery
- Gynecology
- Ophthalmology
- Orthopedics
- PET CT (Positron Emission Tomography / computed)
- Neurosurgery
- Oncology
- Conventional Radiology

- Chest radiology

Considering these specialties, in **Table 9** the number of specialists in each institution is presented.

**Table 9. Specialized Human Resources by Hospital**

Name of the Institution	Number of specialists
Hospital Pablo Tobón Uribe Colombia	64
Clínica Cardio Vid Colombia	52
Clínica Las Américas Colombia	66
Fundación Santa Fe de Bogotá Colombia	82
Fundación Cardio Infantil Colombia	90
Clínica CIMA Costa Rica	102
Clínica Bíblica Costa Rica	53
Plaza General de la Salud Rep. Dominicana	125
Hospital Metropolitano de Santiago. Rep. Dominicana	42
Hospital HIMA San Pablo Puerto Rico	96
Hospital El PRESBY. Puerto Rico	20
Hospital Dr. Horacio Oduber. Aruba	12
Saint Elisabeth Hospital. Curazao	26
Centro Hospitalario de Guadalupe, Guadalupe	54

**Source:** Sigil Consulting Group. Consolidated matrix of results.

## 2.5. Certifications

To compare the certifications and accreditations of each hospital, we considered the following criteria:

- Amount of international recognitions
- Amount of international certifications
- Certifications such as Joint Commission International Accreditation
- European model (European Foundation for Quality Management (EFQM))
- Amount of certifications such as ISO 9 1 and others

**Table 10. Certifications, accreditations and awards**

Installations	International awards	Number of international certifications	Certifications such as Joint Commission International	Awards for quality like Malcom Baldrige	European quality model EFQM	Certifications like ISO 9 1 and others.
---------------	----------------------	--	---	---	-----------------------------	---

			Accreditation	and others		
Hospital Pablo Tobón Uribe Colombia	Yes		Yes	Yes	No information	Yes
Clínica Cardio Vid Colombia				Yes	No information	Yes
Clínica Las Américas Colombia		5	Yes	Yes	No information	
Fundación Santa Fe de Bogotá Colombia	Yes	1	Yes	Yes	No information	Yes
Fundación Cardio Infantil Colombia	Yes	1	Yes	Yes	No information	Yes
Clínica CIMA Costa Rica			Yes		No information	
Clínica Bíblica Costa Rica	Yes	7	Yes		No information	Yes
Plaza General de la Salud Rep. Dominicana	Yes		In Process		No information	Yes
Hospital Metropolitano de Santiago. Rep. Dominicana		1			No information	
Hospital HIMA San Pablo Puerto Rico			yes	Yes	No information	
Hospital El PRESBY. Puerto Rico		4			No information	Hospital Best Practices Award( Birth Prevention March Dimes)
Hospital Dr. Horacio Oduber. Aruba		3	Yes		No information	

**Source:** Sigil Consulting Group. Consolidated matrix of results

Inside the institutions that reported this information, it is shown that there is a high interest to maintain quality standards either because of the certifications or the awards received.

## 2.6. Clinical results indicators

This dimension, corresponding to indicator 5, index of accreditations and awards, the results of the four indicators that allow measuring the internal quality of the institutions and measures the quality of the services and the safety of the patient. The indicators defined were:

- Percentage of accomplishment in the scheduling of surgeries: total number of procedures performed divided between the total numbers of programmed procedures multiplied by 100.

- Standardized occupancy rate: Average stay: total number of days of hospitalization in the period divided between total number of hospitalized patients in the same period.
- Nosocomial infection index: Number of nosocomial infections divided between the total number of hospitalized patients by 100.
- Percentage of adverse events: An adverse event is one that causes damage to the patient, after the patient is admitted in the institution and is related to the care provided during a base illness.
- Satisfaction index: Measure and method to evaluate the user's satisfaction.

It is important to highlight that the hospitals defined their own variables and parameters each one of the indicators, therefore they are not completely comparable. The following table presents the observed results.

**Table 11. Percentage of accomplishment in surgical scheduling**

Institutions	Percentage of accomplishment in surgical scheduling	Observations
Fundación Santa Fe de Bogotá Colombia	96%	
Clínica CIMA Costa Rica	96%	
Clínica Bíblica Costa Rica	100%	
Plaza General de la Salud Rep. Dominicana	84.5%	Programmed 6,367 y Accomplished 5,383
Hospital Metropolitano de Santiago. Rep. Dominicana	98%	
Hospital HIMA San Pablo Puerto Rico	96,40%	
Hospital Dr. Horacio Oduber. Aruba	94.9%	
Centro Hospitalario de Guadalupe	80.61%	prog = 10 305 rate : $8307/10305 \cdot 100 = 80.61\%$
Hospital Pablo Tobón Uribe Colombia	94%	The clinic is monitoring this through an indexed denominated proportion of programmed surgeries cancellations, percentage indicator registered in box 2013.
Fundación Cardio Infantil Colombia	2.79	Sum of all calendar days elapsed between the date of request of the programmed surgery and the moment that the surgery is performed / number of programmed surgeries performed in the period.
Clínica CardioVid Colombia	NI*	
Clínica Las Américas Colombia	NI*	
Hospital El PRESBY. Puerto Rico	NI*	
Saint Elisabeth Hospital. Curacao	NI*	
* No information		



Source: Sigil Consulting Group 2014-Tabulated information

**Table 12. Standardized Stay Index**

Institutions	Standardized Stay Index	Observations
Hospital Pablo Tobón Uribe Colombia	9,6	
Fundación Santa Fe de Bogotá Colombia	5	
Fundación Cardio Infantil Colombia	7.8	
Clínica CIMA Costa Rica	2,3	
Clínica Bíblica Costa Rica	2,28	The formula for calculation is as follow: Total days of stay of period divided by the number of discharges of the same period.
Plaza General de la Salud Rep. Dominicana	4	
Hospital Metropolitano de Santiago. Rep. Dominicana	2,34	
Hospital HIMA San Pablo Puerto Rico	4,7	
Hospital Dr. Horacio Oduber. Aruba	7.3	
Centro Hospitalario de Guadalupe	6,67	Medicine : 6,84%; 6,73% Surgery : 4,67%; 4,60% Gynecology and Obstetrics : 3,08%; 3,05% Follow-Up Care : 26,85%; 30,36%
Clínica CardioVid Colombia	NI*	
Clínica Las Américas Colombia	NI*	
Hospital El PRESBY. Puerto Rico	NI*	
Saint Elisabeth Hospital. Curacao	NI*	

Source: Sigil Consulting Group 2014-Tabulated information

**Table 13. Index of Nosocomial**

Institutions	Index of nosocomial infections	Observations
Hospital Pablo Tobón Uribe Colombia	6,6	Infections by each 100 discharges
Clínica CardioVid Colombia	3,8	Less than 6%
Clínica Las Américas Colombia	3,45	
Fundación Santa Fe de Bogotá Colombia	0,01	
Fundación Cardio Infantil Colombia	4,2	
Clínica CIMA Costa Rica	1%	
Clínica Bíblica Costa Rica	0,32	The formula for calculation is as follow: Total of infections of the period divided by the total of days of stay in the same period multiply by 100.
Hospital Dr. Horacio Oduber. Aruba	2,70%	
Plaza General de la Salud Rep. Dominicana	NI*	

Hospital Metropolitano de Santiago. Rep. Dominicana	NI*	
Hospital HIMA San Pablo Puerto Rico	NI*	
Hospital El PRESBY. Puerto Rico	NI*	
Saint Elisabeth Hospital. Curazao	NI*	
Centro Hospitalario de Guadalupe	NI*	
* No informa		

**Source:** Sigil Consulting Group 2014-Tabulated information

**Table 14. Index of Satisfaction**

Institutions	Satisfaction Index	Observations
Hospital Pablo Tobón Uribe Colombia	98,1%	
Clínica CardioVid Colombia	84.1%	
Fundación Santa Fe de Bogotá Colombia	95,0%	
Fundación Cardio Infantil Colombia	97%	
Clínica Bíblica Costa Rica	93%	Aspects such as waiting time, how the client is treated, delivered services, installations are evaluated.
Plaza General de la Salud Rep. Dominicana	74%	This is the general satisfaction index for the hospital. The evaluation method is through satisfaction surveys to the patients in the different areas and processes in the institution. The formula used demand high levels of excellence. In 2013 we do not applied this survey due to an institutional decision. In the present we are applying the survey for 2014.
Hospital HIMA San Pablo Puerto Rico	98%	
Hospital El PRESBY. Puerto Rico	98%	2012=3062 2013= 3241
Centro Hospitalario de Guadalupe	93,09%	Rules for the attention and reception of patients are part of the program of continuing education for the hospital's personnel. Satisfaction surveys are performed regularly and the information gathered in the questionnaire that is included in the welcome package is given to each patient at the moment of arrival.
Clínica Las Américas Colombia	*NA	
Clínica CIMA Costa Rica	*NA	
Hospital Dr. Horacio Oduber. Aruba	*NA	
Saint Elisabeth Hospital. Curazao	*NA	
Hospital Metropolitano de Santiago. Rep. Dominicana	*NA	
* No information		

**Source:** Sigil Consulting Group 2014-Tabulated information

## 2.7. Consolidated results

The consolidated results are presented in function of the five indicators previously defined.

### 2.7.1. Offer of services

To obtain an adequate offer of services, the following parameters were considered for the evaluation:

- Offer of International services
- Offer of basic services
- Offer of specialized services
- Offer of Diagnostic services

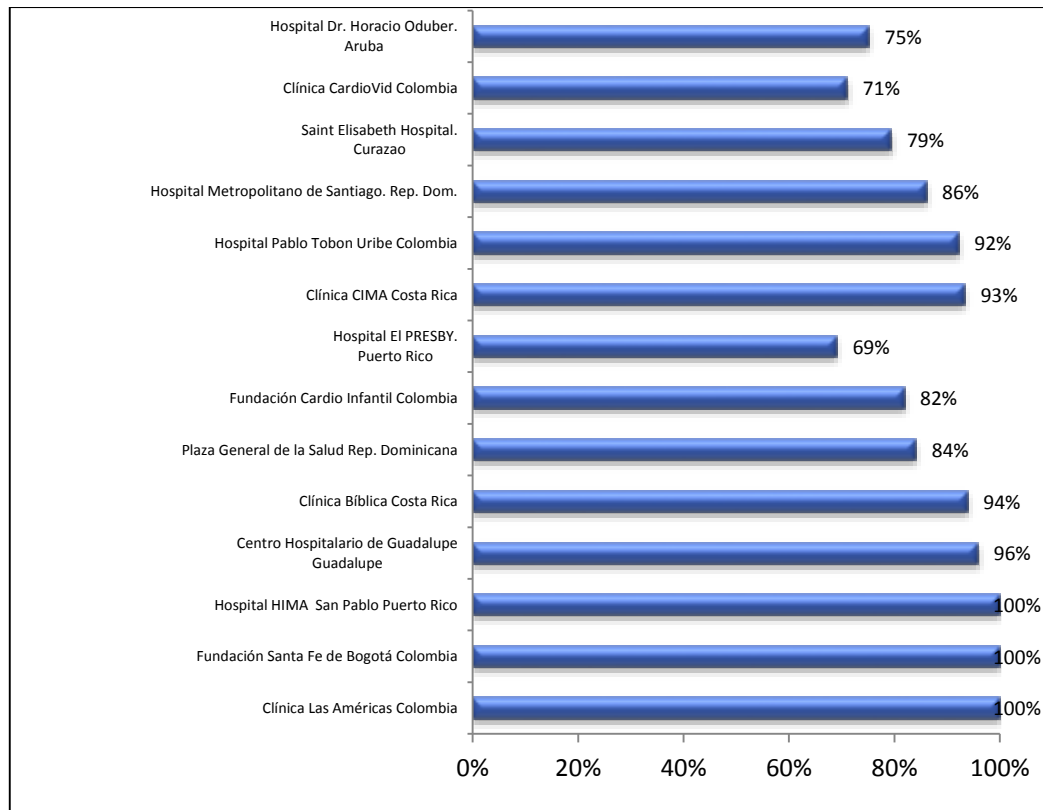
The latter three framed the offer's installed capacity, an average indexed will be calculated with the purpose of observing the degree of relation between the international services and the capacity.

**Table 15. Index of basic coverage of international services vs the installed capacity of the offer**

Institutions	International Services		Basic Services Offer	Specialize Service Offer	Diagnostic services	Average
Clínica Las Américas Colombia	100%		100%	100%	100%	100%
Fundación Santa Fe de Bogotá Colombia	100%		100%	100%	100%	100%
Hospital HIMA San Pablo Puerto Rico	100%		100%	100%	100%	100%
Centro Hospitalario de Guadalupe Guadalupe	100%		88%	100%	100%	96%
Clínica Bíblica Costa Rica	100%		88%	100%	94%	94%
Plaza General de la Salud Rep. Dominicana	100%		88%	100%	65%	84%
Fundación Cardio Infantil Colombia	100%		75%	100%	71%	82%
Hospital El PRESBY. Puerto Rico	100%		63%	80%	65%	69%
Clínica CIMA Costa Rica	75%		100%	80%	100%	93%
Hospital Pablo Tobon Uribe Colombia	75%		100%	100%	76%	92%
Hospital Metropolitano de Santiago. Rep. Dom.	75%		88%	100%	71%	86%
Saint Elisabeth Hospital. Curacao	75%		75%	87%	76%	79%
Clínica CardioVid Colombia	75%		75%	73%	65%	71%
Hospital Dr. Horacio Oduber.	50%		100%	67%	59%	75%

Source: Sigil Consulting Group 2014-Tabulated information

**Figure 19. Index of coverage of international services vs index of average coverage of the installed capacity**



Source: Sigil Consulting Group 2014-Tabulated information

The results showed that there is a correlation between the clinics with a greater coverage of the parameters of international services and the coverage of the parameters of capacity.

### 2.7.2. Installed capacity

The coverage of diagnostic services index was evaluated requested in the different institutions and the reported amount of beds.

**Table 16. Percentage of diagnostic services offered**

Institution name	Index of coverage
Hospital Pablo Tobón Uribe Colombia	76%
Clínica Cardio Vid Colombia	65%
Clínica Las Américas Colombia	100%
Fundación Santa Fe de Bogotá Colombia	100%
Fundación Cardio Infantil Colombia	71%
Clínica CIMA Costa Rica	100%
Clínica Bíblica Costa Rica	94%
Plaza General de la Salud Rep. Dominicana	65%
Hospital Metropolitano de Santiago. Rep. Dominicana	71%
Hospital HIMA San Pablo Puerto Rico	100%
Hospital El PRESBY. Puerto Rico	65%
Hospital Dr. Horacio Oduber Aruba	59%
Saint Elisabeth Hospital. Curazao	76%
Centro Hospitalario de Guadalupe. Guadalupe	100%

Source: Sigil Consulting Group 2014-Tabulated information

**Table 17. Number of Beds by institution**

Institution Name	Number of Beds
Hospital Pablo Tobón Uribe Colombia	371
Clínica Cardio Vid Colombia	158
Clínica Las Américas Colombia	358
Fundación Santa Fe de Bogotá Colombia	246
Fundación Cardio Infantil Colombia	330
Clínica CIMA Costa Rica	56
Clínica Bíblica Costa Rica	111
Plaza General de la Salud Rep. Dominicana	285
Hospital Metropolitano de Santiago. Rep. Dominicana	1.476
Hospital HIMA San Pablo Puerto Rico	430
Hospital El PRESBY. Puerto Rico	195
Hospital Dr. Horacio Oduber Aruba	533
Saint Elisabeth Hospital. Curazao	422
Centro Hospitalario de Guadalupe. Guadalupe	244

Source: Sigil Consulting Group 2014-Tabulated information

### 2.7.3. Human Resources

In this dimension the medical specialties in the evaluated services were assessed, in a way that the presence of the adequate human resources is present in the different areas. According with the reported information, the index of medical specialty is presented by institution.

**Table 18. Index of coverage of the requested specialties**

Institution Name	Specialty Index
Hospital Pablo Tobón Uribe Colombia	88%
Clínica CardioVid Colombia	75%
Clínica Las Américas Colombia	75%
Fundación Santa Fe de Bogotá Colombia	88%
Fundación Cardio Infantil Colombia	63%
Clínica CIMA Costa Rica	63%
Clínica Bíblica Costa Rica	75%
Plaza General de la Salud Rep. Dominicana	75%
Hospital Metropolitano de Santiago. Rep. Dominicana	75%
Hospital HIMA San Pablo Puerto Rico	75%
Hospital El PRESBY. Puerto Rico	50%
Hospital Dr. Horacio Oduber . Aruba	50%
Saint Elisabeth Hospital. Curazao	50%
Centro Hospitalario de Guadalupe, Guadalupe	75%

**Source:** Sigil Consulting Group 2014-Tabulated information

### 2.7.4. Delivered services

To evaluate this dimension, we started with the base that we requested information of the following delivered services:

- Cardiology (S1)
- Gynecology and obstetrics (S2)
- Neurosurgery (S3)
- Ophthalmology (S4)
- Oncology (S5)
- Orthopedics (S6)
- PET CT test (S7)

Considering the above and the information reported by the institutions, the amount of procedures delivered is calculated for each institution in the preceding year.

**Table 19. Number of procedures by type of delivered service**

Institution name	S1	S2	S3	S4	S5	S6	S7	TOTAL
Hospital HIMA San Pablo Puerto Rico	44.083	3.566	240		83.017	2.061	6.807	139.774
Plaza General de la Salud Rep. Dominicana	692	1.108	260	12.468	6.399	14.813		35.740
Fundación Santa Fe de Bogotá Colombia	227	1.445	499	1.323	10.839	15.455	978	30.766
Hospital Pablo Tobón Uribe Colombia				2.316	14.510	13.148	537	30.511
Clínica Bíblica Costa Rica	179	1.666	221	126	241	8.431		10.864
Hospital Metropolitano de Santiago. Rep. Dominicana	307	1.655	137	62	1.859	55		4.075
Clínica Las Américas Colombia	2.147	792	191		314	160		3.604
Hospital Dr. Horacio Oduber. Aruba	117	1.762	335	5	163	466		2.848
Clínica CIMA Costa Rica	252	1.260	72		-	564	240	2.388
Centro Hospitalario de Guadalupe- Guadalupe				21	7			28
Clínica CardioVid Colombia								NA*
Fundación Cardio Infantil Colombia								NA*
Hospital El PRESBY. Puerto Rico								NA*
Saint Elisabeth Hospital. Curacao								NA*

\* No information

**Source:** Sigil Consulting Group 2014-Tabulated information

The above table was reformatted assigning a rank to each institution by specialty, to show the place it occupies in the production of the services.

**Table 20. Ranking by type of services delivered**

Institution name	S1	S2	S3	S4	S5	S6	S7	RANKING
Hospital HIMA San Pablo Puerto Rico	1	1	4		1	5	1	1
Plaza General de la Salud Rep. Dominicana	3	7	3	1	4	2		2
Fundación Santa Fe de Bogotá Colombia	6	5	1	3	3	1	2	3
Hospital Pablo Tobón Uribe Colombia				2	2	3	3	4
Clínica Bíblica Costa Rica	7	3	5	4	7	4		5
Hospital Metropolitano de Santiago. Rep. Dominicana	4	4	7	5	5	9		6
Clínica Las Américas Colombia	2	8	6		6	8		7
Hospital Dr. Horacio Oduber. Aruba	8	2	2	7	8	7		8
Clínica CIMA Costa Rica	5	6	8			6	4	9

Centro Hospitalario de Guadalupe Guadalupe				6	9			10
Clínica CardioVid Colombia								
Fundación Cardio Infantil Colombia								
Hospital El PRESBY. Puerto Rico								
Saint Elisabeth Hospital. Curacao								

**Source:** Sigil Consulting Group 2014-Tabulated information

## 2.7.5. Accreditations and awards

In this dimension, the following parameters were considered for each institution in order to see the extent of the coverage for each of the listed parameters:

- Amount of international certifications (I1)
- Certifications such as Joint Commission International Accreditation (I2)
- Quality awards such as Malcom Baldrige or others (I3)
- European Quality Model – European Foundation of Quality Management EFQM (I4)
- Certifications like ISO 9001 or others. (I5)
- International awards (I6)
- Relation with universities (I7)

**Table 21. Identification of parameters covered by each institution**

Institution Name	I1	I2	I3	I4	I5	I6	I7
Hospital Pablo Tobón Uribe Colombia		Yes	Yes		Yes	Yes	Yes
Clínica CardioVid Colombia			Yes		Yes		Yes
Clínica Las Américas Colombia	5	Yes	Yes				Yes
Fundación Santa Fe de Bogotá Colombia	1	Yes	Yes		Yes	Yes	Yes
Fundación Cardio Infantil Colombia	1	Yes	Yes		Yes	Yes	Yes
Clínica CIMA Costa Rica		Yes					Yes
Clínica Bíblica Costa Rica	7	Yes			Yes	Yes	Yes
Plaza General de la Salud Rep. Dominicana					Yes	Yes	Yes
Hospital Metropolitano de Santiago. Rep. Dominicana	1						Yes
Hospital HIMA San Pablo Puerto Rico		Yes	Yes				Yes
Hospital El PRESBY. Puerto Rico	4				Yes		
Hospital Dr. Horacio Oduber. Aruba	3						Yes
Saint Elisabeth Hospital. Curacao	3				Yes		Yes
Centro Hospitalario de Guadalupe - Guadalupe	4				Yes	Yes	

**Source:** Sigil Consulting Group 2014



Considering what was mentioned above, the index of accreditations and awards is calculated with the purpose of identifying the institutions with a greater tendency of managing the quality processes and advances.

**Table 22. Index of coverage of accreditations and recognitions**

Institution name	Index of coverage
Hospital Pablo Tobón Uribe Colombia	71%
Clínica CardioVid Colombia	43%
Clínica Las Américas Colombia	57%
Fundación Santa Fe de Bogotá Colombia	86%
Fundación Cardio Infantil Colombia	86%
Clínica CIMA Costa Rica	29%
Clínica Bíblica Costa Rica	71%
Plaza General de la Salud Rep. Dominicana	43%
Hospital Metropolitano de Santiago. Rep. Dominicana	29%
Hospital HIMA San Pablo Puerto Rico	43%
Hospital El PRESBY. Puerto Rico	29%
Hospital Dr. Horacio Oduber. Aruba	29%
Saint Elisabeth Hospital. Curazao	43%
Centro Hospitalario de Guadalupe ,Guadalupe	43%

**Source:** Sigil Consulting Group 2014-tabulated information

### 3. COMPARATIVE ANALYSIS OF RATES

Although during the process of recollecting the rates some procedures were standardized, these concepts are more oriented to the Colombian rating process than the region object of the study, adding the particularities of the institutions that generated the not so homogenous information, this serves as a baseline to understand the complexity of each institution.

#### 3.1. General approach to the comparative analysis of rates

To address the comparative analysis of the rates, groups of rates by specialty were built. Inside each group we looked for a traceable rate, that is the one with the more degree of homogeneity in the data then, a dispersion analysis is applied to this rate generating clusters that are evaluated by an expert who analyze the possible inclusions or exclusions in the value.

#### 3.2. Analysis by groups

The identified groups, services and procedures were the following:

##### Group 1: Cardiology

- Placing of cardiac synchronizer
- Placing of cardiofibrillator
- Placing of Bicameral pacemaker

We present a consolidated chart with the rates by institution in USA dollars.

**Table 23. Rates by institution in US\$ for Specialty: cardiology**

Surgical Procedure and/or diagnostic	Placement of Cardiac Resynchronizer	Placement of cardiofibrillator	Placement of bicameral pacemaker
Baseline ISS 2001 rates	CARDIOLOGY		
	3,124	1,020	1,107
Hospital Pablo Tobon Uribe, Colombia	2,608	691	1,232
Clinica CardioVid, Colombia	27,526	20,421	6,842
Clinica las Americas, Colombia	6,153	4,172	2,239
Fundacion Santa Fe de Bogota, Colombia	26,842	21,458	6,443
Fundacion Cardio Infantil, Colombia	24,456	31,844	1,331
Clinica CIMA, Costa Rica	52,000	52,000	10,200
Clinica Biblica, Costa Rica	17,125	24,125	11,625
Plaza General de la Salud, Rep. Dominicana			2,000
Hospital Metropolitano de Santiago, Rep. Dominicana	34,000	34,000	7,625

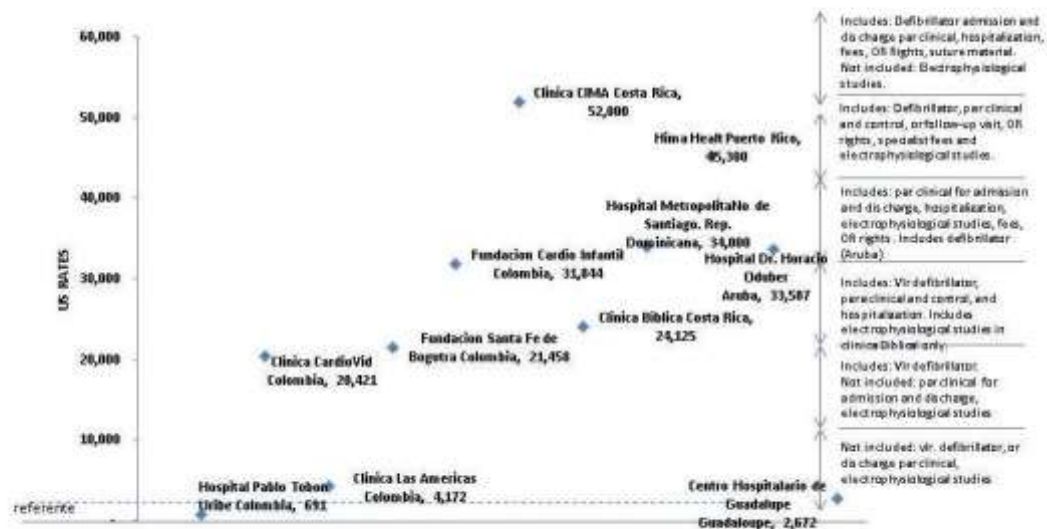
HIMA Health, Puerto Rico	37,400	45,300	18,000
PRESBY			
Hospital Auxilio Mutuo, Puerto Rico			
Hospital Dr. Horacio Oduber, Aruba		33,587	31,709
St. Elisabeth Hospital, Curacao			
Centro Hospitalario de Guadalupe	2,672	2,672	2,672

Source: Sigil Consulting Group 2014-Tabulated information

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 1.

The traceable variable in this group and charted in the figure below is “Placement of cardiodefibrilator”.

**Figure 20. Behavior of rates Group 1 Cardiology. Traceable variable in Figure: placement of cardiodefibrilator.**



Source: Sigil Consulting Group 2014

## Group 2: Hemodynamics

- Coronarography angioplasty stent
- Diagnostic Coronarography

Below we present a consolidated table of the rates by institution in USA Dollars:

**Table 24. Rates by Institution in US\$ Specialty: Hemodynamics.**

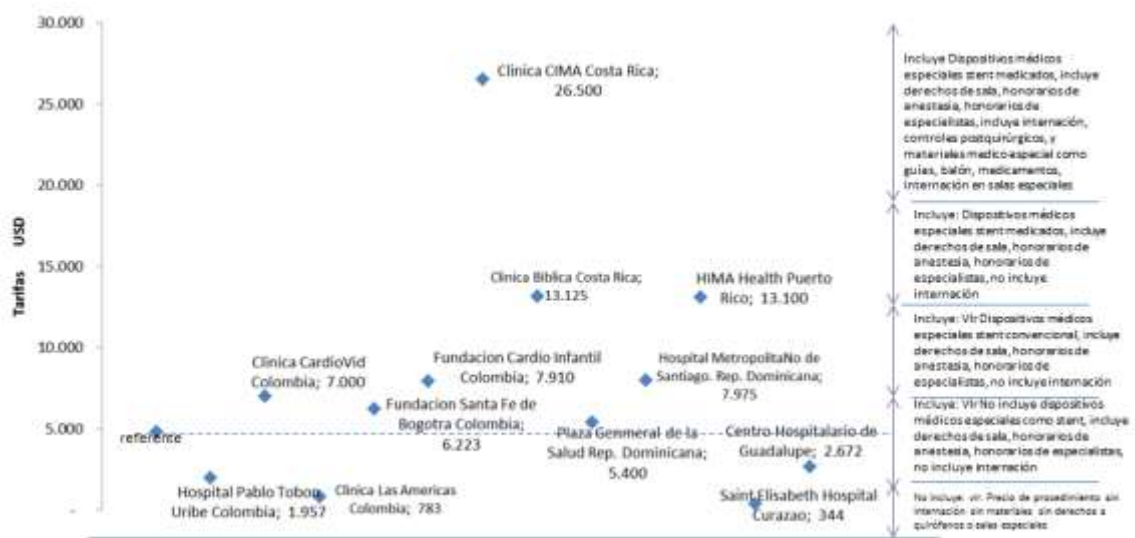
PROCEDIMIENTO QUIRURGICO Y/O DIAGNOSTICO	CORORIOGRAFÍA ANGIOPLASTIA STENT	CORORIOGRAFÍA DIAGNÓSTICA
LINEA BASE TARIFAS ISS 2001 +30% RESOLUCION 256 DE 2001	HEMODINAMICA	
	4,813	1,113
Hospital Pablo Tobon Uribe Colombia	1,957	1,136
Clinica CardioVid Colombia	7,000	1,315
Clinica Las Americas Colombia	783	686
Fundacion Santa Fe de Bogotra Colombia	6,223	1,136
Fundacion Cardio Infantil Colombia	7,910	1,191
Clinica CIMA Costa Rica	26,500	3,600
Clinica Biblica Costa Rica	13,125	7,850
Plaza Genmeral de la Salud Rep. Dominicana	5,400	
Hospital Metropolitano de Santiago. Rep. Dominicana	7,975	900
HIMA HEALTH PUERTO RICO	13,100	11,200
PRESBY		21,280,000
Hopittal Auxilio Mutuo Puerto Rico		
Hospital Dr. Horacio Oduber Aruba		
Saint Elisabeth Hospital Curazao	344	0
Centro Hospitalario de Guadalupe	2,672	2,672

**Source:** Sigil Consulting Group 2014-Tabulated information

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 2.

The traceable variable in this group and charted in the figure below is: **“Coronarography angioplasty stent”**.

**Figure 21. Behavior of rates Group 2 Hemodynamic. The traceable variable in Figure: Coronarography angioplasty stent.**



Source: Sigil Consulting Group 2014

### Group 3: Gynecology Obstetrics

- Cesarean surgery
- Total abdominal hysterectomy
- Laparoscopic hysterectomy
- Labor

Below we present a consolidated table of the rates by institution in USA Dollars:

**Table 25. Rates by institution in US\$ Specialty: Gynecology Obstetrics.**

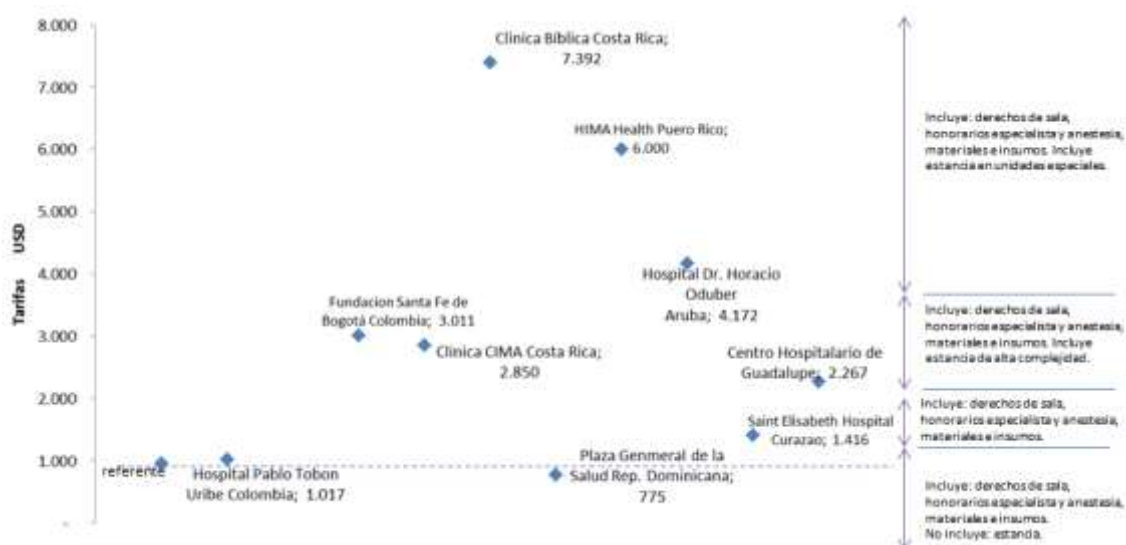
PROCEDIMIENTO QUIRURGICO Y/O DIAGNOSTICO	CESAREA	HISTERECTOMÍA ABDOMIL TOTAL	HISTERECTOMÍA LAPAROSCOPICA	PARTO
LINEA BASE TARIFAS ISS 2001 +30% RESOLUCION 256 DE 2001	GINECOBSTERICIA			
	511	955	755	238
Hospital Pablo Tobon Uribe Colombia	-	1,017	726	-
Clinica CardioVid Colombia	-	-	-	-
Clinica Las Americas Colombia				
Fundacion Santa Fe de Bogota Colombia	2,777	3,011	2,164	1,674
Fundacion Cardio Infantil Colombia	-	-	-	-
Clinica CIMA Costa Rica	2,100	2,850	5,400	1,550
Clinica Biblica Costa Rica	5,243	7,392	11,622	4,729
Plaza Genmeral de la Salud Rep. Dominicana	635	775	-	765
Hospital Metropolitana de Santiago. Rep. Dominicana	5,000	-	-	-
HIMA HEALTH PUERTO RICO	5,500	6,000	6,500	2,700
PRESBY	4750	-	6100	3750
Hopittal Auxilio Mutuo Puerto Rico				
Hospital Dr. Horacio Oduber Aruba	3,406	4,172	1,364	2,090
Saint Elisabeth Hospital Curacao	1,092	1,416	1,799	360
Centro Hospitalario de Guadalupe	2,267	2,267	2,267	2,267

**Source:** Sigil Consulting Group 2014-Tabulated information

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 3.

The traceable variable in this group and charted in the figure below is: **“Total Abdominal Hysterectomy”**.

**Figure 22. Behavior of the rates Group 3 Gynecology Obstetric. Traceable variable in Figure *Total abdominal Hysterectomy*.**



Source: Sigil Consulting Group 2014

#### Group 4: Orthopedics

- Unilateral arthroscopy Knee
- Orthopedics consultation
- Unilateral hip replacement
- Unilateral knee replacement

Below we present a consolidated table of the rates by institution in USA Dollars:

**Table 26. Rates by institution in US\$ Specialty: Orthopedics.**

PROCEDIMIENTO QUIRURGICO Y/O DIAGNOSTICO	ARTROSCOPIA DE HOMBRO UNILATERAL	ARTROSCOPIA RODILLA UNILATERAL	CONSULTA ORTOPEDIA	REEMPLAZO DE CADERA UNILATERAL	REEMPLAZO DE RODILLA UNILATERAL
LINEA BASE TARIFAS ISS 2001 +30% RESOLUCION 256 DE 2001	1,071	1,044	22	1,887	1,816
Hospital Pablo Tobon Uribe Colombia	1,057	1,057	65	4,214	3,512
Clinica CardioVid Colombia	-	-	-	-	-
Clinica Las Americas Colombia					
Fundacion Santa Fe de Bogotra Colombia	-	-	-	-	-
Fundacion Cardio Infantil Colombia	718	718	63	5,134	-
Clinica CIMA Costa Rica	4,200	2,250	100	10,000	9,100
Clinica Biblica Costa Rica	7,500	4,713	200	13,645	13,440
Plaza Genmeral de la Salud Rep. Dominicana	870	465	60	-	-
Hospital MetropolitanaNo de Santiago. Rep. Dominicana	-	-	84	-	-
HIMA HEALTH PUERTO RICO	\$7,000-13,000	\$7,000 - \$12,000	\$125 - \$200	11,841	12,500
PRESBY	1500	1,500	0	6400	6400
Hopittal Auxilio Mutuo Puerto Rico					
Hospptal Dr. Horacio Oduber Aruba	3,327	2,492	-	10,915	3,152
Saint Elisabeth Hospital Curazao	1,227	1,389	-	556	-
Centro Hospitalario de Guadalupe	2,672	2,672	37	2,672	2,672

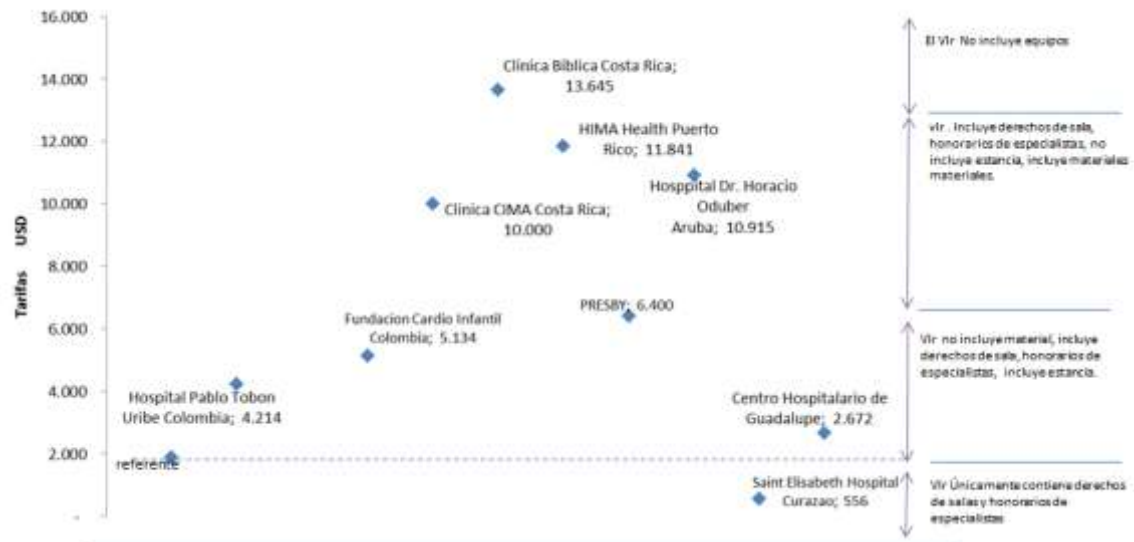
**Source:** Sigil Consulting Group 2014-Tabulated information

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 4.

The traceable variable in this group and charted in the figure below is: **“Unilateral hip replacement”**.



**Figure 23. Behavior of rates Group 4 Orthopedics. Traceable variable in Figure:**  
*Unilateral hip replacement.*



Source: Sigil Consulting Group 2014

### Group 5: Urology

- Laser for kidney stones
- Lithotripsy extracorporeal
- Transurethral prostatectomy

Below we present a consolidated table of the rates by institution in USA Dollars:

**Table 27. Rates by institution in US\$ Specialty: Urology.**

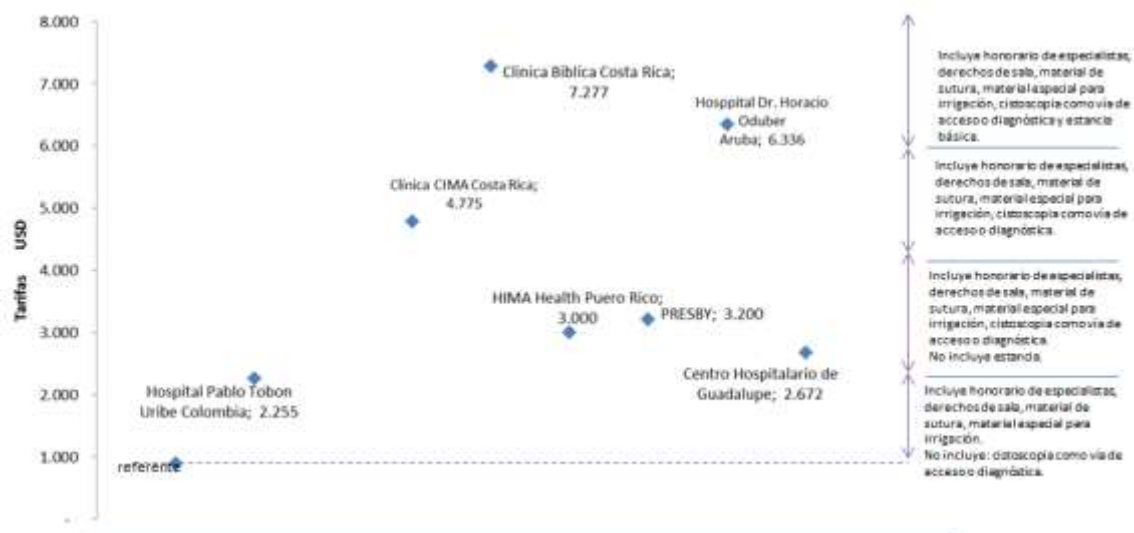
PROCEDIMIENTO QUIRURGICO Y/O DIAGNOSTICO	LASER PARA CALCULOS RELES	LITOTRIPSIA EXTRACORPOREA	PROSTATECTOMIA TRANSURETRAL
LINEA BASE TARIFAS ISS 2001 +30% RESOLUCION 256 DE 2001	UROLOGÍA		
Hospital Pablo Tobon Uribe Colombia	1,330		888
Clinica CardioVid Colombia			2,255
Clinica Las Americas Colombia			
Fundacion Santa Fe de Bogotra Colombia			
Fundacion Cardio Infantil Colombia		2,186	
Clinica CIMA Costa Rica	5,150	725	4,775
Clinica Biblica Costa Rica	8,282		7,277
Plaza Genmeral de la Salud Rep. Dominicana	2,265		
Hospital Metropolitana de Santiago. Rep. Dominicana			
HIMA HEALTH PUERTO RICO	4,305	4,305	3,000
PRESBY		5,600	3200
Hopittal Auxilio Mutuo Puerto Rico			
Hosppital Dr. Horacio Oduber Aruba	5,242		6,336
Saint Elisabeth Hospital Curazao			
Centro Hospitalario de Guadalupe	2,672	2,672	2,672

**Source:** Sigil Consulting Group 2014-Tabulated information

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 5.

The traceable variable in this group and charted in the figure below is: **“Transurethral prostatectomy”**.

**Figure 24. Behavior of rates Group 5 Urology. Traceable variable in Figure:**  
*Transurethral prostatectomy.*



**Source:** Sigil Consulting Group 2014

### 3.3. Other procedures

**Table 28. Rates by institutions in US\$ Specialty: Neurosurgery.**

PROCEDIMIENTO QUIRURGICO Y/O DIAGNOSTICO	BLOQUEO ESPIL
LINEA BASE TARIFAS ISS 2001	ANESTESIA - NEUROCIRUGIA
+30% RESOLUCION 256 DE 2001	44
Hospital Pablo Tobon Uribe Colombia	-
Clinica CardioVid Colombia	-
Clinica Las Americas Colombia	
Fundacion Santa Fe de Bogotra Colombia	5,053
Fundacion Cardio Infantil Colombia	-
Clinica CIMA Costa Rica	450
Clinica Biblica Costa Rica	1,500
Plaza Genmeral de la Salud Rep. Dominicana	-
Hospital MetropolitanaNo de Santiago. Rep. Dominicana	-
HIMA HEALTH PUERTO RICO	CASE BY CASE
PRESBY	0
Hopittal Auxilio Mutuo Puerto Rico	
Hosppital Dr. Horacio Oduber Aruba	1,371
Saint Elisabeth Hospital Curazao	-
Centro Hospitalario de Guadalupe	2,672

**Source:** Sigil Consulting Group 2014-Tabulated information

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 6.

**Table 29. Rates by institutions in US\$ Specialty: Ophthalmology.**

PROCEDIMIENTO QUIRURGICO Y/O DIAGNOSTICO	CONSULTA OFTALMOLOGÍA	VITRECTOMIA
LINEA BASE TARIFAS ISS 2001	OFTALMOLOGIA	
+30% RESOLUCION 256 DE 2001	22	1,021
Hospital Pablo Tobon Uribe Colombia		1,341
Clinica CardioVid Colombia		
Clinica Las Americas Colombia		
Fundacion Santa Fe de Bogotra Colombia	13,079	1,737
Fundacion Cardio Infantil Colombia	63	5,914
Clinica CIMA Costa Rica	95	2,100
Clinica Biblica Costa Rica	200	5,000
Plaza Genmeral de la Salud Rep. Dominicana	60	875
Hospital Metropolitana de Santiago. Rep. Dominicana	84	
HIMA HEALTH PUERTO RICO	100	
PRESBY	0	
Hopittal Auxilio Mutuo Puerto Rico		
Hosppital Dr. Horacio Oduber Aruba		1,699
Saint Elisabeth Hospital Curazao		720
Centro Hospitalario de Guadalupe	37	2,672

**Source:** Sigil Consulting Group 2014-Tabulated information.

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 7.

**Table 30. Rates by institutions in US\$ Specialty: Oncology.**

PROCEDIMIENTO QUIRURGICO Y/O DIAGNOSTICO	VALORACIÓN (CONSULTA) POR ONCOLOGÍA
LINEA BASE TARIFAS ISS 2001 +30% RESOLUCION 256 DE 2001	79
Hospital Pablo Tobon Uribe Colombia	65
Clinica CardioVid Colombia	
Clinica Las Americas Colombia	
Fundacion Santa Fe de Bogotra Colombia	50
Fundacion Cardio Infantil Colombia	63
Clinica CIMA Costa Rica	100
Clinica Biblica Costa Rica	200
Plaza Genmeral de la Salud Rep. Dominicana	65
Hospital MetropolitanaNo de Santiago. Rep. Dominicana	84
HIMA HEALTH PUERTO RICO	\$50 - \$200
PRESBY	0
Hopittal Auxilio Mutuo Puerto Rico	
Hospital Dr. Horacio Oduber Aruba	
Saint Elisabeth Hospital Curazao	
Centro Hospitalario de Guadalupe	37

**Source:** Sigil Consulting Group 2014-Tabulated information

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 8.

**Table 31. Rates by institutions in US\$ Specialty: Orthopedics – Neurosurgery – Spine CX.**

PROCEDIMIENTO QUIRURGICO Y/O DIAGNOSTICO	ARTRODESIS LUMBAR CON INSTRUMENTACIÓN	MICRODISCECTOMÍA LUMBAR EXPLORACIÓN Y DESCOMPRESIÓN DE CAL RAQUÍDEO
LINEA BASE TARIFAS ISS 2001 +30% RESOLUCION 256 DE 2001	ORTOPEDIA - NEUROCIRUGIA - CX DE COLUMNA	
	731	1,050
Hospital Pablo Tobon Uribe Colombia	1,623	2,703
Clinica CardioVid Colombia		
Clinica Las Americas Colombia		
Fundacion Santa Fe de Bogotra Colombia	279	9,817
Fundacion Cardio Infantil Colombia		
Clinica CIMA Costa Rica	26,700	4,900
Clinica Biblica Costa Rica	6,000	12,200
Plaza Genmeral de la Salud Rep. Dominicana	4,500	
Hospital Metropolitana de Santiago. Rep. Dominicana		
HIMA HEALTH PUERTO RICO	CASE BY CASE	CASE BY CASE
PRESBY	6000	6,092
Hopittal Auxilio Mutuo Puerto Rico		
Hospital Dr. Horacio Oduber Aruba	10,104	6,902
Saint Elisabeth Hospital Curazao		
Centro Hospitalario de Guadalupe	2,672	2,672

**Source:** Sigil Consulting Group 2014-Tabulated information

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 9.

**Table 32. Rates by institutions in US\$ Specialty Interventional Radiology.**

PROCEDIMIENTO QUIRURGICO Y/O DIAGNOSTICO	ESTUDIO HISTOPATOLOGICO DE BIOPSIA SENO, COLON Y PROSTATA.
LINEA BASE TARIFAS ISS 2001 +30% RESOLUCION 256 DE 2001	RADIOLOGIA INTERVENCIONISTA 689
Hospital Pablo Tobon Uribe Colombia	623
Clinica CardioVid Colombia	-
Clinica Las Americas Colombia	
Fundacion Santa Fe de Bogotra Colombia	4,392
Fundacion Cardio Infantil Colombia	-
Clinica CIMA Costa Rica	1000 c/u
Clinica Biblica Costa Rica	150
Plaza Genmeral de la Salud Rep. Dominicana	-
Hospital Metropolitana de Santiago. Rep. Dominicana	-
HIMA HEALTH PUERTO RICO	\$1,200 - \$4,000
PRESBY	0
Hopittal Auxilio Mutuo Puerto Rico	
Hosppital Dr. Horacio Oduber Aruba	7,800
Saint Elisabeth Hospital Curazao	-
Centro Hospitalario de Guadalupe	2,672

**Source:** Sigil Consulting Group 2014-Tabulated information

It is important to keep in mind the observations in each case according with the review and the analysis performed on the rates. See Annex 10.

### 3.4. Rate models

It is important to understand that the different countries have different ways for pricing. It is very common to enter into the collection by demand with the information systems that allow reaching down to the surgical material used. It also very common that the charged fees depend on the physician and not of the institution.



#### 4. CONCLUSIONS

With the participation of a 38% of the contacted institutions indicates that a commercial approach for contracting international health services must count with complete information and with incentives that lead the participation of the institutions. A fundamental aspect to have in mind in this process is that the institutions handed vital and key information for their commercial strategy in exchange of a possible contact with the Ministry of Health of the Netherlands.

One factor that influenced the decision to participate in the study was the size of the market and the dimension of the demand, some countries considered that a market of 18000 inhabitants was not attractive enough because of its limited size. Also, they stated the need of knowing more about the estimated demand of procedure in order to determine the potential of this market.

A second factor is related with the limited interest in developing commercial links with the government of the Netherlands and the unknown mechanisms and/or rules for contracting and payment and the mechanisms for auditing and verification of accounts that the Ministry of Health of the Netherlands have defined for the settlement of health services contracts.

As a result, the institutions limited themselves to hand the available information without additional efforts to meet the requested standards, although having an standardized instrument for data collection. The consultant team worked with the commercial management units and administration assistants in the process of gathering the data, however, all institutions manifested their decision not to hand out information that implied additional processing or standardization.

The most relevant results derived from the study were:

- In relation with the commercial process, in the 14 institutions that responded, although the access was fast and seamless, 76% of the institutions showed problems during the collection of information in terms of the availability and timely flow of information.
- In relation to the creation of a unit or department within the organizational structure for managing international patients, we found that the institutions met, on average, with 86% of the parameters of the offer of International services, 8 institutions meet 100% of the established parameters while 6 institutions meet 75% and just one with 63%.

- Institutions together, all say they have experience in dealing with international patients, 71% expressed intention to have or already have international accreditation. Overall interest shown in dealing with this type of patient.
- With regard to installed capacity, the 14 contacted hospitals have on average 288 beds and are institutions serving to a medium to high complexity cases. 88% of these institutions offer Cardiovascular Surgery, gynecology and obstetrics, neurosurgery, ophthalmology, oncology, orthopedics. The PET CT service is offered by 43% of institutions.
- Of the 14 institutions evaluated, 8 have international certifications and 5 of them international recognition. From the point of view of an international health program, these institutions offer support to the Ministry of Health on the suitability and capacity in the provision of services.
- As for the quality of service, a set of indicators was analyzed and it was found that each hospital defines its own variables and parameters of measurement for each indicator and therefore they are not completely comparable.
- 9 institutions that actually reported the surgical scheduling indicator reported compliance above 81%.
- The occupancy indicator logged and ample variability due to measurement criteria in the different institutions. The indicator of nosocomial infections is not comparable due to different measurement criteria used.
- The indicator of patient satisfaction regarding the services show values higher than 75% satisfaction, but concentrated in percentages above 90%.
- From the institutions analyzed those with larger installed infrastructure and better management for the care of international health programs are as follows: PRESBY. Puerto Rico, Colombia Children's Heart Foundation, General Health Plaza Dominican Republic, Clinica Biblica Costa Rica, Puerto Rico HIMA Health Clinic Americas Colombia and Santa Fe de Bogota Colombia Foundation.
- Comparative analysis of rates for the group of cardiology services, including implantation of cardiac resynchronizer, dual chamber pacemaker and defibrillator indicates that there are variations in rates depending on the supply of devices and this requires the establishment of mechanisms for contracting and negotiation.
- Comparative analysis of rates for services from the group of Hemodynamics catheterization, stent angioplasty and diagnostic catheterization shows that the average rate is around US \$ 5000 but with a marked variability.
- Comparative analysis of rates for services group gynecology, including caesarean section, total laparoscopic and abdominal hysterectomy and delivery care shows a lower relative variability and the average rate for the procedure is around US \$ 1,000.
- Comparative analysis of rates for the group of orthopedics services that includes 5 services: Consultation, arthroscopy unilateral knee, unilateral hip

replacement, and unilateral knee replacement, indicates from for the traced variable that full service is about US \$ 13,000, while OR Rights and fees are around US \$ 2,000.

- Comparative analysis of rates for the group of urology services, including Laser for kidney stones, extracorporeal lithotripsy and transurethral prostatectomy shows rates between \$ 1000 and \$ 7000 for procedure.

## **ANNEXES**

## ANNEX 1

### Group Cardiology – Rates and Observations.

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		PLACEMENT OF CARDIAC SYNCHRONIZER	DEFIBRILLATOR IMPLANTATION	IMPLANTATION BICAMERAL PACEMAKER
BASE LINE RATES ISS 2001 +30% RESOLUTION 256 OF 2001	Specialty	CARDIOLOGY		
	Value in Colombian Pesos	5,935,432	1,938,535	2,102,356
	Observations	THE PRICE FOR THE PROCEDURE IS 5,935,432. THIS VALUE DOES NOT INCLUDE THE CARDIAC SYNCHRONIZER ITSELF, ALSO DOES NOT INCLUDE THE HOSPITALIZATION, THE COST OF THE MATERIALS MAY VARY DEPENDING ON THE SUPPLIER. A CONTROL CONSULTATION IS INCLUDED AND ELECTROPHYSIOLOGICAL STUDIES ARE EXCLUDED.	THE PRICE FOR THE PROCEDURE IS 1,938,535 THE DEFIBRILLATOR IS NOT INCLUDED, ITS COST MAY VARY DEPENDING ON THE SUPPLIER, ADMISSION AND DISCHARGE paraclinical TESTS ARE NOT INCLUDED, ALSO ELECTROPHYSIOLOGICAL STUDIES ARE NOT INCLUDED.	THE VALUE INCLUDES THE IMPLANTATION ONLY, SPECIAL MATERIALS, MEDICAL DEVICES, ELECTROPHYSIOLOGICAL STUDIES AND HOSPITALIZATION ARE NOT INCLUDED.
Hospital Pablo Tobon Uribe Colombia	Value in USA Dollar	2,608	691	1,232
	Value in Colombian Pesos	4,955,200	1,312,900	2,340,800
	Observations	FOR THE PROCEDURE, IT IS ASSUMED THAT THE COST IS ONLY FOR THE SURGERY, WHICH INCLUDES OR RIGHTS, SPECIALIST FEES AND MATERIAL. THE COST OF THE CARDIAC SYNCHRONIZER IS NOT INCLUDED. THE AVERAGE COST IN THE MARKET IS BETWEEN \$30.000.000 AND 42.000.000, HOSPITALIZATION IS NOT INCLUDED.	THE PRICE DOES NOT INCLUDE THE DEFIBRILLATOR, THE paraclinical TESTS ON ADMISSION AND DISCHARGE AND ELECTROPHYSIOLOGICAL TESTS. THE DIFFERENCE IN RELATION WITH THE BASE LINE MAY BE DUE TO THE RATES USED BY THE CLINIC	THE PRICE DOES NOT INCLUDE MEDICAL DEVICES , OR RIGHTS, PHYSICIAN FEES, MATERIALS, HOSPITALIZATION, CONTROL TESTS.
Clinica CardioVid Colombia	Value in USA Dollar	27,526	20,421	6,842
	Value in Colombian Pesos	52,299,400	38,799,900	12,999,800
	Observations	THE DIFFERENCE WITH THE BASE LINE PRICE MAY BE THAT THIS PRICES INCLUDES THE CARDIAC SYNCHRONIZER, OR RIGHTS, MATERIALS AND FEES. HOSPITALIZATION IS NOT INCLUDED.	THE PRICES INCLUDES THE DEFIBRILLATOR. THE paraclinical TESTS ON ADMISSION AND ON DISCHARGE OR THE ELECTROPHYSIOLOGICAL TESTS ARE NOT INCLUDED.	THE PRICE DOES NOT INCLUDE SPECIAL MATERIALS, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES, paraclinical ON ADMISSIONS, DIAGNOSTIC SUPPORT, PRESCRIPTION DRUGS AND HOSPITALIZATION
Clinica Las Americas Colombia	Value in USA Dollar	6,153	4,172	2,239
	Value in Colombian Pesos	11,690,700	7,926,800	4,254,100
	Observations	THE PRICE INCLUDES OR RIGHTS, SPECIALIST FEES, HOSPITALIZATION. MATERIALS ARE NOT INCLUDED (CATHETERS, CARDIAC SYNCHRONIZER)	THE PRICE DOES NOT INCLUDE THE DEFIBRILLATOR. OT DOES INCLUDE THE paraclinical TESTS ON ADMISSION AND DISCHARGE.	THE PRICE DOES NOT INCLUDE MEDICAL DEVICES. IT DOES INCLUDE OR RIGHTS, PHYSICIAN FEES, MATERIALS, HOSPITALIZATION AND

			ELECTROPHYSIOLOGICAL TEST ARE NOT INCLUDED, HOSPITALIZATION IS INCLUDED DEPENDING ON THE CASE, ICU OR OTHER UNITS ARE NOT INCLUDED.	POST SURGERY CONTROL
Fundacion Santa Fe de Bogota Colombia	Value in USA Dollar	26,842	21,458	6,443
	Value in Colombian Pesos	51,000,000	40,770,000	12,242,000
	Observations	THE DIFFERENCE WITH THE BASE LINE PRICE IS ASSUMED THAT THE CARDIAC SYNCHRONIZER IS INCLUDED, OR RIGHTS, MATERIAL AND FEES. HOSPITALIZATION IS NOT INCLUDED.	THE PRICE INCLUDES THE DEFIBRILLATOR, paraclinical TESTS ON ADMISSION, CONTROL TESTS ARE COVERED AND HOSPITALIZATION. ELECTROPHYSIOLOGICAL TESTS ARE NOT INCLUDED.	THE PRICE INCLUDES SPECIAL MATERIAL, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. DOES NOT INCLUDE PRE SURGERY TESTS NOR DIAGNOSTIC SUPPORT, PRESCRIPTION DRUGS, HOSPITALIZATION
Fundacion Cardio Infantil Colombia	Value in USA Dollar	24,456	31,844	1,331
	Value in Colombian Pesos	46,466,400	60,503,600	2,528,900
	Observations	THE DIFFERENCE IN RESPECT OF THE BASE LINE PRICE WE ASSUMED IS THAT THE PRICE INCLUDES THE CARDIAC SYNCHRONIZER, OR RIGHTS, MATERIALS, PHYSICIAN FEES, ADDITIONALLY, IS ASSUMED THAT THIS PRICE DOES NOT INCLUDE HOSPITALIZATION, PREOPERATIVE TESTS AND LABORATORIES.	THE PRICE DOES NOT INCLUDE THE DEFIBRILLATOR, IT DOES INCLUDE paraclinical TEST ON ADMISSION AND DISCHARGE, ELECTROPHYSIOLOGICAL TESTS, HOSPITALIZATION, FEES AND OR RIGHTS	THE PRICE INCLUDES MEDICAL DEVICES, OR RIGHTS, FEES, MATERIALS. DOES NOT INCLUDE HOSPITALIZATION, CONTROLS
Clinica CIMA Costa Rica	Value in USA Dollar	52,000	52,000	10,200
	Value in Colombian Pesos	98,800,000	98,800,000	19,380,000
	Observations	IN RELATION WITH THE DIFFERENCE WITH THE BASE LINE PRICE, WE ASSUMED THAT THE PRICE INCLUDES THE CARDIAC RESYNCHRONIZER, OR RIGHTS, MATERIALS, SPECIALIST FEES, ALSO HOSPITALIZATION, PRE SURGICAL TESTS AND LABORATORY Y ICU DEPENDING ON THE PATIENT'S CONDITION.	THE PRICE INCLUDES THE DEFIBRILLATOR, paraclinical TEST ON ADMISSION AND DISCHARGE, ELECTROPHYSIOLOGICAL TEST ARE NOT INCLUDED. HOSPITALIZATION, FEES, MATERIALS AND OR RIGHTS ARE INCLUDED	THE PRICE INCLUDES MATERIALS, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALISTS FEES. DOES NOT INCLUDE PREOPERATIVE TESTS, DIAGNOSTIC SUPPORT, PRESCRIPTION DRUGS AND HOSPITALIZATION
Clinica Biblica Costa Rica	Value in USA Dollar	17,125	24,125	11,625
	Value in Colombian Pesos	32,537,500	45,837,500	22,087,500
	Observations	THE PRICE IS ASSUMED TO CONTAIN THE CARDIAC RESYNCHRONIZER, OR RIGHTS, MATERIALS, PHYSICIAN FEES. HOSPITALIZATION IS NOT INCLUDED.	THE PRICE FOR THE PROCEDURE INCLUDES THE DEFIBRILLATOR, paraclinical TESTS ON ADMISSION AND DISCHARGE AND ELECTROPHYSIOLOGICAL TESTS ,	THE PRICE INCLUDES SPECIAL MATERIALS, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. DOES NOT INCLUDE PREOPERATIVE TESTS, DIAGNOSTIC SUPPORT, PRESCRIPTION DRUGS AND HOSPITALIZATION.
Plaza General de la Salud Rep.	Value in USA Dollar	-	-	2,000

Dominicana	Value in Colombian Pesos	-	-	3,800,000
	Observations	N/A		THE PRICE INCLUDES MEDICAL DEVICES, OR RIGHTS, PHYSICIAN FEES, MATERIALS. DOES NOT INCLUDE HOSPITALIZATION AND CONTROL
Hospital Metropolitano de Santiago. Rep. Dominicana	Value in USA Dollar	34,000	34,000	7,625
	Value in Colombian Pesos	64,600,000	64,600,000	14,487,500
	Observations	IT IS ASSUMED THAT THE PRICE INCLUDES THE CARDIAC RESYNCHRONIZER, OR RIGHTS, MATERIALS, PHYSICIAN FEES, HOSPITALIZATION. PREOPERATIVE TESTS AND LABORATORY TEST ARE NOT INCLUDED.	THE PRICE OF THE PROCEDURE DOES NOT INCLUDE THE DEFIBRILLATOR, IT DOES INCLUDE paraclinical TESTS ON ADMISSION AND ON DISCHARGE, ELECTROPHYSIOLOGICAL TESTS, HOSPITALIZATION, FEES AND OR RIGHTS	THE PRICE INCLUDES SPECIAL MATERIAL AND GENERAL MATERIAL, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. DOES NOT INCLUDE PREOPERATIVE TEST, DIAGNOSTIC SUPPORT, PRESCRIPTION DRUGS, AND HOSPITALIZATION.
HIMA HEALTH PUERTO RICO	Value in USA Dollar	37,400	45,300	18,000
	Value in Colombian Pesos	71,060,000	86,070,000	34,200,000
	Observations	IT IS ASSUMED THAT THE PRICE INCLUDES THE CARDIAC RESYNCHRONIZER, OR RIGHTS, MATERIALS, PHYSICIAN FEES, HOSPITALIZATION AND PREOPERATIVE TESTS AND LABORATORY TESTS.	THE PROCEDURE INCLUDES THE DEFIBRILLATOR, PARACLINICAL TESTS, CONTROL OR FOLLOW UP CONSULTATION, OR RIGHTS, FEES AND ELECTROPHYSIOLOGICAL TESTS.	THE PRICE INCLUDES MATERIALS, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES, LABORATORY. DOES NOT INCLUDE PRESCRIPTION DRUGS AND HOSPITALIZATION.
PRESBY	Value in USA Dollar	0	0	0
	Value in Colombian Pesos	0	0	0
	observations	N/A	N/A	
Hospital Auxilio Mutuo Puerto Rico	Value in USA Dollar			
	Value in Colombian Pesos	0		
	Observations			
Hospital Dr. Horacio Oduber Aruba	Value in USA Dollar	-	33,587	31,709
	Value in Colombian Pesos	-	63,815,547	60,247,214
	Observations	N/A	THE PROCEDURE INCLUDES THE DEFIBRILLATOR, PARACLINICAL TESTS ON ADMISSION AND CONTROL, CONTROL AND FOLLOW UP CONSULTATION, OR RIGHTS, FEES, ELECTROPHYSIOLOGICAL TESTS AND HOSPITALIZATION WHEN NECESSARY.	THE PRICE INCLUDES MATERIALS, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES, LABORATORY, PRESCRIPTIONS DRUGS AND HOSPITALIZATION
Saint Elisabeth Hospital Curacao	Value in USA Dollar	0	0	0
	Value in Colombian Pesos	0	0	0
	Observations			

Centro Hospitalario de Guadalupe	Value in USA Dollar	2,672	2,672	2,672
	Value in Colombian Pesos	5,076,248	5,076,248	5,076,248
	Observations	THE DIFFERENCE WITH THE BASE LINE PRICE IS THAT THE PRICE COVERS THE SURGICAL PROCEDURE WHICH INCLUDES OR RIGHTS, PHYSICIAN FEES AND MATERIALS. THE PRICE DOES NOT INCLUDE THE CARDIAC RESYNCHRONIZER AND HOSPITALIZATION.	THE PRICE DOES NOT INCLUDE THE DEFIBRILLATOR, INCLUDES PARA CLINICAL TESTS ON ADMISSION AND DISCHARGE, FEES, OR RIGHTS. PHYSIOLOGICAL TESTS AND HOSPITALIZATION ARE NOT INCLUDED	THE PRICE INCLUDES MATERIALS, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED.



## ANNEX 2

### Group Hemodynamic – Rates and observations

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		CORONAROGRAPHY ANGIOPLASTY STENT	DIAGNOSTIC CORONAROGRAPHY
BASE LINE RATES ISS 2001 +30% RESOLUTION 256 OF 2001	Specialty	HEMODYNAMIC	
	Value in Colombian Pesos	9,144,798	2,114,476
	Observations	THE PROCEDURE CORONARY ANGIOPLASTY AND/OR ATHERECTOMY OF ONE OR MORE BLOOD VESSELS, PLUS THE INTRAVASCULAR PLACEMENT OF ONE OR MORE STENTS, THE PROCEDURE INCLUDES CATHETERIZATION AS ACCESS, THE ANGIOPLASTY AND THE IMPLANT OF NECESSARY STENTS, IT IS IMPORTANT TO MENTION THAT WHEN THE PATIENT NEEDS THE PLACEMENT OF A STENT THE AVERAGE VALUE OF THE MARKET, WHICH IS \$5.000.000 BECAUSE IT IS NOT INCLUDED IN THE PROCEDURE. HOSPITALIZATION IS NOT INCLUDED	THE PROCEDURE INCLUDES CATHETERIZATION (RIGHT AND LEFT) WITH OR WITHOUT ANGIOGRAPHY PLUS AORTOGRAM, ADDITIONALLY INCLUDES MATERIALS, OR RIGHTS AND SPECIALIST FEES. DOES NOT INCLUDE HOSPITALIZATION.
Hospital Pablo Tobon Uribe Colombia	Value in US Dollars	1,957	1,136
	Value in Colombian Pesos	3,600,880	2,158,400
	Observations	THE PRICE DOES INCLUDE MEDICAL DEVICES SUCH AS STENT, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED	THE PROCEDURE INCLUDES CATHETERIZATION (RIGHT AND LEFT) WITH OR WITHOUT ANGIOGRAPHY PLUS AORTOGRAM, ADDITIONALLY INCLUDES MATERIALS, OR RIGHTS AND SPECIALIST FEES. DOES NOT INCLUDE HOSPITALIZATION.
Clinica CardioVid Colombia	Value in US Dollars	7,000	1,315
	Value in Colombian Pesos	13,300,000	2,498,500
	Observations	THE PRICE INCLUDES MEDICAL DEVICES CONVENTIONAL STENT, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES, HOSPITALIZATION IS NOT INCLUDED.	THE PROCEDURE INCLUDES CATHETERIZATION (RIGHT AND LEFT) WITH OR WITHOUT ANGIOGRAPHY PLUS AORTOGRAM, ADDITIONALLY INCLUDES MATERIALS, OR RIGHTS AND SPECIALIST FEES. DOES NOT INCLUDE HOSPITALIZATION.
Clinica Las Americas Colombia	Value in US Dollars	783	686
	Value in Colombian Pesos	1,487,700	1,303,400
	Observations	THE PRICE DOES NOT INCLUDE MEDICAL DEVICES LIKE STENT. IT INCLUDES OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED	THE PROCEDURE INCLUDES CATHETERIZATION OF THE LEFT SIDE OF THE HEART AND AORTOGRAM. DOES NOT INCLUDE HOSPITALIZATION , MATERIALS SUCH AS CATHETERS, BALLOONS OR STENT
Fundacion Santa Fe de Bogota Colombia	Value in US Dollars	6,223	1,136
	Value in Colombian Pesos	11,823,000	2,159,000
	Observations	THE PRICE INCLUDES SPECIAL MEDICAL DEVICES CONVENTIONAL STENT, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED.	THE PROCEDURE INCLUDES CATHETERIZATION OF THE RIGHT AND LEFT SIDES WITH OR WITHOUT ANGIOGRAPHY, AORTOGRAM, ALSO DE MATERIALS, OR RIGHTS, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED

Fundacion Cardio Infantil Colombia	Value in US Dollars	7,910	1,191
	Value in Colombian Pesos	15,029,000	2,262,900
	Observations	THE PRICE INCLUDES SPECIAL MEDICAL DEVICES CONVENTIONAL STENT, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED	THE PROCEDURE INCLUDES CATHETERIZATION OF THE RIGHT AND LEFT SIDES WITH OR WITHOUT ANGIOGRAPHY, AORTOGRAM, ALSO DE MATERIALS, OR RIGHTS, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED
Clinica CIMA Costa Rica	Value in US Dollars	26,500	3,600
	Value in Colombian Pesos	50,350,000	6,840,000
	Observations	THE PRICE INCLUDES SPECIAL MEDICAL DEVICES PRESCRIBED STENTS, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES, HOSPITALIZATION, POSTOPERATIVE CONTROLS, SPECIAL MEDICAL MATERIAL LIKE GUIDES, BALLOON, PRESCRIBED DRUGS, SPECIAL WARDS HOSPITALIZATION	THE PROCEDURE INCLUDES CATHETERIZATION OF THE RIGHT AND LEFT SIDES WITH OR WITHOUT ANGIOGRAPHY, AORTOGRAM, ALSO DE MATERIALS, OR RIGHTS, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED
Clinica Biblica Costa Rica	Value in US Dollars	13,125	7,850
	Value in Colombian Pesos	24,937,500	14,915,000
	Observations	THE PRICE INCLUDES SPECIAL MEDICAL DEVICES PRESCRIBED STENTS, OR RIGHTS ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED	THE PROCEDURE INCLUDES CATHETERIZATION OF THE RIGHT AND LEFT SIDES WITH OR WITHOUT ANGIOGRAPHY, AORTOGRAM, ALSO DE MATERIALS, OR RIGHTS, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED
Plaza Genmeral de la Salud Rep. Dominicana	Value in US Dollars	5,400	-
	Value in Colombian Pesos	10,260,000	-
	Observations	THE PRICE INCLUDES SPECIAL MEDICAL DEVICES CONVENTIONAL STENT, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED	
Hospital MetropolitanaNo de Santiago. Rep. Dominicana	Value in US Dollars	7,975	900
	Value in Colombian Pesos	15,152,500	1,710,000
	Observations	THE PRICE INCLUDES SPECIAL MEDICAL DEVICES CONVENTIONAL STENT, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED	
HIMA HEALTH PUERTO RICO	Value in US Dollars	13,100	11,200
	Value in Colombian Pesos	24,890,000	21,280,000
	Observations	THE PRICE INCLUDES SPECIAL MEDICAL DEVICES PRESCRIBED STENTS, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED	THE PROCEDURE INCLUDES CATHETERIZATION OF THE RIGHT AND LEFT SIDES WITH OR WITHOUT ANGIOGRAPHY, AORTOGRAM, ALSO DE MATERIALS, OR RIGHTS, SPECIALIST FEES AND HOSPITALIZATION
PRESBY	Value in US Dollars	0	21,280,000
	Value in Colombian Pesos	0	40,432,000,000
	Observations		THE PROCEDURE INCLUDES CATHETERIZATION (RIGHT AND LEFT) WITH OR WITHOUT ANGIOPLASTY AND AORTOGRAM, ADDITIONALLY INCLUDES MATERIALS, OR RIGHTS, SPECIALIST FEES, ICU
Hopittal Auxilio Mutuo	Value in US Dollars		

Puerto Rico	Value in Colombian Pesos		
	Observations		
Hospital Dr. Horacio Oduber Aruba	Value in US Dollars	-	-
	Value in Colombian Pesos	-	-
	Observations		
Saint Elisabeth Hospital Curacao	Value in US Dollars	344	0
	Value in Colombian Pesos	654,444	0
	Observations	PRICE WITHOUT HOSPITALIZATION, MATERIAL, OR RIGHTS OR SPECIAL ROOMS	
Centro Hospitalario de Guadalupe	Value in US Dollars	2,672	2,672
	Value in Colombian Pesos	5,076,248	5,076,248
	Observations	PRICE INCLUDES SPECIAL MEDICAL DEVICES SUCH AS STENT, OR RIGHTS, ANESTHESIOLOGIST FEES, SPECIALIST FEES. HOSPITALIZATION NOT INCLUDED	THE PROCEDURE INCLUDES CATHETERIZATION OF THE RIGHT AND LEFT SIDES WITH OR WITHOUT ANGIOGRAPHY, AORTOGRAM, ALSO DE MATERIALS, OR RIGHTS, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED

## ANNEX 3

### Group OB-GYN – rates and observations

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		CESAREAN SURGERY	TOTAL ABDOMINAL HYSTERECTOMY	LAPAROSCOPIC HYSTERECTOMY	LABOR
BASE LINE RATES ISS 2001 +30% RESOLUTION 256 OF 2001	Specialty	GYNECOLOGY OBSTETRICS			
	Value in Colombia Pesos	970,281	1,814,813	1,435,220	451,341
	observations	PROCEDURE TO PERFORM A C-SECTION WITH A LOW TRANSVERSE INCISION INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS. HOSPITALIZATION IS NOT INCLUDED	THE PRICE FOR THE PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE VARIES DEPENDING ON THE LEVEL OF THE INCISION	NO RATE FOR THIS PROCEDURE IN COLOMBIA	INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS AND MATERIALS, ALSO INCLUDES ARTIFICIAL OR NATURAL RUPTURE OF THE MEMBRANE, EPISIOTOMY, EPISIORRHAPHY AND/OR PERINEORRHAPHY. HOSPITALIZATION IS NOT INCLUDED.
Hospital Pablo Tobon Uribe Colombia	Value in US Dollars	-	1,017	726	-
	Value in Colombia Pesos	-	1,932,300	1,379,400	-
	observations	N/A	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS, MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION IS NOT INCLUDED.		
Clinica CardioVid Colombia	Value in US Dollars	-	-	-	-
	Value in Colombia Pesos	-	-	-	-

	observations	N/A	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS, MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION IS NOT INCLUDED.		
Clinica Las Americas Colombia	Value in US Dollars				
	Value in Colombia Pesos	-	-	-	-
	observations	N/A			
Fundacion Santa Fe de Bogota Colombia	Value in US Dollars	2,777	3,011	2,164	1,674
	Value in Colombia Pesos	5,277,000	5,720,000	4,112,000	3,181,000
	Observations	INCLUDES THE INITIAL CONSULTANCY BY SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN, HIGH COMPLEXITY HOSPITALIZATION. SPECIAL CARE UNITS AND SPECIAL POSTOPERATIVE CONTROLS ARE NOT COVERED	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS, MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION OF HIGH COMPLEXITY IS INCLUDED.		INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS. INCLUDES ARTIFICIAL OR NATURAL RUPTURE OF MEMBRANES, EPISIORRHAPHY AND/OR PERINEORRHAPHY. HOSPITALIZATION FOR MEDIUM COMPLEXITY CASES IS ALSO INCLUDED. NEITHER PRESCRIPTION DRUGS NOR SPECIAL MATERIAL IS INCLUDED.
Fundacion Cardio Infantil Colombia	Valor en USD americanos	-	-	-	-
	Valor en pesos	-	-	-	-
	Observations				
Clinica CIMA Costa Rica	Valor en USD americanos	2,100	2,850	5,400	1,550
	Valor en pesos	3,990,000	5,415,000	10,260,000	2,945,000
	observations	INCLUDES THE INITIAL CONSULTANCY BY SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN, HIGH COMPLEXITY HOSPITALIZATION. SPECIAL CARE UNITS AND SPECIAL	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS,		THE PROCEDURE INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, EPISIOTOMY, EPISIORRHAPHY AND/OR PERINEORRHAPHY WITH OR WITHOUT ARTIFICIAL RUPTURE OF THE MEMBRANES IS INCLUDED. INCLUDES

		POSTOPERATIVE CONTROLS ARE NOT COVERED	MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION OF HIGH COMPLEXITY IS INCLUDED.		HOSPITALIZATION FOR HIGH COMPLEX CASES AND HIGH RISK DELIVERY.
Clinica Biblica Costa Rica	Value in US Dollars	5,243	7,392	11,622	4,729
	Value in Colombia Pesos	9,961,700	14,044,800	22,081,800	8,985,100
	observations	PROCEDURE INCLUDES INITIAL CONSULTATION BY AND SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN, HIGH COMPLEXITY HOSPITALIZATION, EXCLUDING SPECIAL CARE UNITS AND POSTOPERATIVE CONTROLS.	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS, MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION IN SPECIAL CARE UNITS IS INCLUDED.		THE PROCEDURE INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, EPISIOTOMY, EPISIORRHAPHY AND/OR PERINEORRHAPHY WITH OR WITHOUT ARTIFICIAL RUPTURE OF THE MEMBRANES IS INCLUDED. INCLUDES HOSPITALIZATION FOR HIGH COMPLEX CASES AND HIGH RISK DELIVERY.
Plaza General de la Salud Rep. Dominicana	Value in US Dollars	635	775	-	765
	Value in Colombia Pesos	1,206,500	1,472,500	-	1,453,500
	observations	PROCEDURE INCLUDES INITIAL CONSULTATION BY AND SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN. HOSPITALIZATION IS NOT INCLUDED.	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS, MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION IS NOT INCLUDED.		THE PROCEDURE INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, EPISIOTOMY, EPISIORRHAPHY AND/OR PERINEORRHAPHY WITH OR WITHOUT ARTIFICIAL RUPTURE OF THE MEMBRANES IS INCLUDED. INCLUDES HOSPITALIZATION FOR MEDIUM COMPLEX CASES AND SPECIAL MATERIAL AND PRESCRIPTION DRUGS ARE NOT INCLUDED.
Hospital Metropolitano de Santiago. Rep.	Value in US Dollars	5,000	-	-	-
	Value in Colombia Pesos	9,500,000	-	-	-

Dominicana	observations	PROCEDURE INCLUDES INITIAL CONSULTATION BY AND SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN. HOSPITALIZATION IN SPECIAL CARE UNITS (CRITICAL CARE) POSTOPERATIVE CONTROLS			
HIMA HEALTH PUERTO RICO	Value in US Dollars	5,500	6,000	6,500	2,700
	Value in Colombia Pesos	10,450,000	11,400,000	12,350,000	5,130,000
	observations	PROCEDURE INCLUDES INITIAL CONSULTATION BY AND SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN. HOSPITALIZATION IN SPECIAL CARE UNITS (CRITICAL CARE) POSTOPERATIVE CONTROLS	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS, MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION IN SPECIAL CARE UNITS IS INCLUDED.		THE PROCEDURE INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, EPISIOTOMY, EPISIORRHAPHY AND/OR PERINEORRHAPHY WITH OR WITHOUT ARTIFICIAL RUPTURE OF THE MEMBRANES IS INCLUDED. INCLUDES HOSPITALIZATION FOR HIGH COMPLEX CASES AND HIGH RISK DELIVERY.
PRESBY	Value in US Dollars	4750	-	6,100	3,750
	Value in Colombia Pesos	9025000	-	11,590,000	7,125,000
	observations	PROCEDURE INCLUDES INITIAL CONSULTATION BY AND SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN. HOSPITALIZATION IN SPECIAL CARE UNITS (CRITICAL CARE) POSTOPERATIVE CONTROLS			THE PROCEDURE INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, EPISIOTOMY, EPISIORRHAPHY AND/OR PERINEORRHAPHY WITH OR WITHOUT ARTIFICIAL RUPTURE OF THE MEMBRANES IS INCLUDED. INCLUDES HOSPITALIZATION FOR HIGH COMPLEX CASES AND HIGH RISK DELIVERY.
Hospital Auxilio Mutuo Puerto Rico	Value in US Dollars				
	Value in Colombia Pesos				
	observations				
Hospital Dr. Horacio Oduber Aruba	Value in US Dollars	3,406	4,172	1,364	2,090
	Value in Colombia Pesos	6,471,305	7,926,173	2,591,011	3,970,183

	observations	PROCEDURE INCLUDES INITIAL CONSULTATION BY AND SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN, HIGH COMPLEXITY HOSPITALIZATION, EXCLUDING SPECIAL CARE UNITS AND POSTOPERATIVE CONTROLS.	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS, MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION IN SPECIAL CARE UNITS IS INCLUDED.		THE PROCEDURE INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, EPISIOTOMY, EPISIORRHAPHY AND/OR PERINEORRHAPHY WITH OR WITHOUT ARTIFICIAL RUPTURE OF THE MEMBRANES IS INCLUDED. INCLUDES HOSPITALIZATION FOR HIGH COMPLEX CASES AND HIGH RISK DELIVERY.
Saint Elisabeth Hospital Curacao	Value in US Dollars	1,092	1,416	1,799	360
	Value in Colombia Pesos	2,074,167	2,690,611	3,418,944	684,000
	observations	PROCEDURE INCLUDES INITIAL CONSULTATION BY AND SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN. HOSPITALIZATION IS NOT INCLUDED.	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS, MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION IS NOT INCLUDED.		LOW RISK DELIVERIES AND LOW COMPLEXITY. CONTROLS, ECHOGRAPHY, DIAGNOSTIC SUPPORT, MATERIALS, AND HOSPITALIZATION ARE NOT INCLUDED.
Centro Hospitalario de Guadalupe	Value in US Dollars	2,267	2,267	2,267	2,267
	Value in Colombia Pesos	4,307,792	4,307,792	4,307,792	4,307,792
	observations	PROCEDURE INCLUDES INITIAL CONSULTATION BY AND SPECIALIST, OR RIGHTS, ANESTHESIOLOGIST FEES, INTRAOPERATIVE MEDICATION, ADAPTATION AND PROPHYLAXIS OF THE NEWBORN, HIGH COMPLEXITY HOSPITALIZATION, EXCLUDING SPECIAL CARE UNITS AND POSTOPERATIVE CONTROLS.	C-SECTION WITH A LOW TRANSVERSE INCISION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS, THE VALUE DOES NOT VARY FOR THE SALPINGECTOMY OR OOPHORECTOMY, APPLIES FOR INCOMPLETE ABORTION, PUERPERAL ENDOMETRITIS, MOLA OR ANY OTHER OBSTETRIC CAUSE. HOSPITALIZATION OF HIGH COMPLEXITY IS INCLUDED.		THE PROCEDURE INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, EPISIOTOMY, EPISIORRHAPHY AND/OR PERINEORRHAPHY WITH OR WITHOUT ARTIFICIAL RUPTURE OF THE MEMBRANES IS INCLUDED. INCLUDES HOSPITALIZATION FOR HIGH COMPLEX CASES AND HIGH RISK DELIVERY.



## ANNEX 4

### Group Orthopedics – Rates and observations

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		SHOULDER ARTHROSCOPY	KNEE ARTHROSCOPY	ORTHOPEDIC CONSULTATION	HIP REPLACEMENT UNILATERAL	KNEE REPLACEMENT UNILATERAL
BASE LINE RATE ISS 2001 +30% RESOLUTION 256 DE 2001	Specialty	ORTHOPEDIC				
	Value in Colombian pesos	2,035,432	1,984,530	41,950	3,585,000	3,450,932
	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, STITCH MATERIAL. SPECIAL MATERIAL AND HOSPITALIZATION ARE NOT INCLUDED.	INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS AND MATERIALS. INCLUDES THE EXTRACTION OF FOREIGN MATERIAL. HOSPITALIZATION NOT INCLUDED. THIS APPLIES FOR SYNOVETOMY.	ONLY INCLUDES DE VALORIZATION. THE SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.	MATERIAL IS NOT INCLUDED. INCLUDES OR RIGHTS, SPECIALIST FEES. HOSPITALIZATION AND MATERIALS ARE NOT INCLUDED.	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES ARE INCLUDED. HOSPITALIZATION IS NOT INCLUDED.
Hospital Pablo Tobon Uribe Colombia	Value in USD dollars	1,057	1,057	65	4,214	3,512
	Value in Colombian pesos	2,008,300	2,008,300	123,500	8,006,600	6,672,800
	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, STITCH MATERIAL. SPECIAL MATERIAL AND HOSPITALIZATION ARE NOT INCLUDED.	INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS AND MATERIALS. INCLUDES THE EXTRACTION OF FOREIGN MATERIAL. HOSPITALIZATION NOT INCLUDED. THIS APPLIES FOR SYNOVETOMY.	ONLY INCLUDES DE VALORIZATION. THE SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES AND HOSPITALIZATION IS INCLUDED.	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES AND HOSPITALIZATION ARE INCLUDED.
Clinica CardioVid Colombia	Value in USD dollars	-	-	-	-	-
	Value in Colombian pesos	-	-	-	-	-
	Observations					
Clinica Las Americas Colombia	Value in USD dollars					
	Value in Colombian pesos	-	-	-	-	-
	Observations					
Fundacion Santa Fe de Bogota Colombia	Value in USD dollars	-	-	-	-	-
	Value in Colombian pesos	-	-	-	-	-
	Observations					
Fundacion Cardio Infantil Colombia	Value in USD dollars	718	718	63	5,134	-
	Value in Colombian pesos	1,364,200	1,364,200	119,700	9,754,600	-

	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, STITCH MATERIAL. SPECIAL MATERIAL AND HOSPITALIZATION ARE NOT INCLUDED.	INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS AND MATERIALS. INCLUDES THE EXTRACTION OF FOREIGN MATERIAL. HOSPITALIZATION NOT INCLUDED. THIS APPLIES FOR SYNOVETOMY. MICROSCOPE NOT INCLUDED.	ONLY INCLUDES DE VALORIZATION. THE SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.	MATERIAL IS NOT INCLUDED. OR RIGHTS, SPECIALIST FEES AND HOSPITALIZATION ARE INCLUDED.	
Clinica CIMA Costa Rica	Value in USD dollars	4,200	2,250	100	10,000	9,100
	Value in Colombian pesos	7,980,000	4,275,000	190,000	19,000,000	17,290,000
	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, STITCH MATERIAL. SPECIAL HOSPITALIZATION IS NOT INCLUDED.	INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST, OR RIGHTS AND MATERIALS. ALSO EXTRACTION OF FOREIGN MATERIAL. HOSPITALIZATION IS NOT INCLUDED, THIS APPLIES FOR SYNOVETOMY. INCLUDES POSTOPERATIVE CONTROLS.	ONLY INCLUDES DE VALORIZATION. THE SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES ARE INCLUDED. HOSPITALIZATION NOT INCLUDED.	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES ARE INCLUDED. HOSPITALIZATION IS NOT INCLUDED.
Clinica Biblica Costa Rica	Value in USD dollars	7,500	4,713	200	13,645	13,440
	Value in Colombian pesos	14,250,000	8,954,700	380,000	25,925,500	25,536,000
	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, STITCH MATERIAL. SPECIAL MATERIAL AND HOSPITALIZATION.	PROCEDURE INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, INCLUDES EXTRACTION OF FOREIGN MATERIAL. HOSPITALIZATION IS NOT INCLUDED. APPLIES TO SYNOVETOMY INCLUDES POSTOPERATIVE CONTROLS, BASIC HOSPITALIZATION IS INCLUDED.	ONLY INCLUDES DE VALORIZATION. THE SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.	MATERIAL IS NOT INCLUDED. OR RIGHTS, SPECIALIST FEES AND HOSPITALIZATION ARE INCLUDED.	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES HOSPITALIZATION.
Plaza Genmeral de la Salud Rep. Dominicana	Value in USD dollars	870	465	60	-	-
	Value in Colombian pesos	1,653,000	883,500	114,000	-	-
	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, STITCH MATERIAL. SPECIAL MATERIAL AND HOSPITALIZATION ARE NOT INCLUDED.	THE VALUE OF THE PROCEDURE ONLY INCLUDE OR RIGHTS AND SPECIALIST FEES.	ONLY INCLUDES DE VALORIZATION. THE SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.		
Hospital MetropolitanaNo	Value in USD dollars	-	-	84	-	-

de Santiago. Rep. Dominicana	Value in Colombian pesos	-	-	159,600	-	-
	Observations			ONLY INCLUDES DE VALORIZATION. THE SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.		
HIMA HEALTH PUERTO RICO	Value in USD dollars	\$7,000-13,000	\$7,000 - \$12,000	\$125 - \$200	11,841	12,500
	Value in Colombian pesos				22,497,900	23,750,000
	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, STITCHING MATERIAL, SPECIAL MATERIAL, HOSPITALIZATION. THE VALUE MAY VARY DEPENDING ON SPECIAL MATERIALS FOR TH PROCEDURE.			WITHOUT DEVICES	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES HOSPITALIZATION.
PRESBY	Value in USD dollars	1500	1,500	-	6,400	6,400
	Value in Colombian pesos	2850000	2,850,000	-	12,160,000	12,160,000
	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALISTS FEES, ANESTHESIOLOGIST FEES, STITCHING MATERIAL. SPECIAL MATERIAL AND HOSPITALIZATION NOT INCLUDED.	PROCEDURE INCLUDES SPECIALIST FEES, ANESTHESIOLOGIST FEES OR RIGHTS AND MATERIALS. AND EXTRACTION OF FOREIGN MATERIAL. HOSPITALIZATION IS NOT INCLUDED FOR SYNOVECTOMY.		MATERIAL IS NOT INCLUDED. OR RIGHTS, SPECIALIST FEES AND HOSPITALIZATION ARE INCLUDED.	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES ARE INCLUDED. HOSPITALIZATION IS NOT INCLUDED.
Hopittal Auxilio Mutuo Puerto Rico	Value in USD dollars					
	Value in Colombian pesos					
	Observations					
Hospital Dr. Horacio Oduber Aruba	Value in USD dollars	3,327	2,492	-	10,915	3,152
	Value in Colombian pesos	6,321,965	4,734,876	-	20,738,709	5,989,731
	Observations	INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, STITCHING MATERIAL, SPECIAL MATERIAL. HOSPITALIZATION IS NOT INCLUDED.	PROCEDURE INCLUDES SPECIALIST AND ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, ALSO FOREIGN MATERIAL EXTRACTION IS INCLUDED BASIC HOSPITALIZATION IS INCLUDED. APPLIES TO SYNOVECTOMY		MATERIAL IS NOT INCLUDED. OR RIGHTS AND SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED.	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES ARE INCLUDED. HOSPITALIZATION IS NOT INCLUDED.

Saint Elisabeth Hospital Curazao	Value in USD dollars	1,227	1,389	-	556	-
	Value in Colombian pesos	2,331,722	2,638,889	-	1,055,556	-
	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES ANESTHESIOLOGIST FEES, STITCHING MATERIAL. SPECIAL MATERIAL AND HOSPITALIZATION NOT INCLUDED.	PROCEDURE INCLUDES SPECIALIST AND ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, ALSO FOREIGN MATERIAL EXTRACTION IS INCLUDED BASIC HOSPITALIZATION IS NOT INCLUDED. APPLIES TO SYNOVECTOMY		ONLY INCLUDES OR RIGHTS AND SPECIALIST FEES.	
Centro Hospitalario de Guadalupe	Value in USD dollars	2,672	2,672	37	2,672	2,672
	Value in Colombian pesos	5,076,248	5,076,248	71,034	5,076,248	5,076,248
	Observations	PROCEDURE INCLUDES OR RIGHTS, SPECIALIST FEES ANESTHESIOLOGIST FEES, STITCHING MATERIAL AND SPECIAL MATERIAL. HOSPITALIZATION IS NOT INCLUDED.	PROCEDURE INCLUDES SPECIALIST AND ANESTHESIOLOGIST FEES, OR RIGHTS, MATERIALS, ALSO FOREIGN MATERIAL EXTRACTION IS INCLUDED BASIC HOSPITALIZATION IS NOT INCLUDED. APPLIES TO SYNOVECTOMY	ONLY INCLUDES DE VALORIZATION. THE SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.	PROCEDURE DOES NOT INCLUDE MATERIAL. INCLUDES OR RIGHTS, SPECIALIST FEES. HOSPITALIZATION IS NOT INCLUDED.	MATERIALS ARE NOT INCLUDED. OR RIGHTS, SPECIALIST FEES ARE INCLUDED. HOSPITALIZATION IS NOT INCLUDED.

## ANNEX 5

### Group Urology – rates and observations

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		LASER FOR STONES RELE	LITHOTRIPSY EXTRACORPOREAL	TRANSURETHRAL PROSTATECTOMY
BASE LINE RATES ISS 2001 +30% RESOLUTION 256 DE 2001	Specialty	UROLOGY		
	Value in Colombia pesos			1,687,496
	observations			PROCEDURE INCLUDES MATERIALS, OR RIGHTS, IRRIGATION, SPECIALIST FEES. HOSPITALIZATION NOT INCLUDED.
Hospital Pablo Tobon Uribe Colombia	Value in US Dollars	1,330	-	2,255
	Value in Colombia pesos	2,527,000	-	4,283,656
	observations			PROCEDURE INCLUDES SPECIALIST FEES, OR RIGHTS, STITCHING MATERIAL, SPECIAL MATERIAL FOR IRRIGATION. CYSTOSCOPY IS NOT INCLUDED.
Clinica CardioVid Colombia	Value in US Dollars			
	Value in Colombia pesos			
	observations			
Clinica Las Americas Colombia	Value in US Dollars			
	Value in Colombia pesos			
	observations			
Fundacion Santa Fe de Bogota Colombia	Value in US Dollars			
	Value in Colombia pesos			
	observations			
Fundacion Cardio Infantil Colombia	Value in US Dollars		2,186	
	Value in Colombia pesos		4,153,400	
	observations			
Clinica CIMA Costa Rica	Value in US Dollars	5,150	725	4,775
	Value in Colombia pesos	9,785,000	1,377,500	9,072,500
	observations			PROCEDURE INCLUDES SPECIALIST FEES, OR RIGHTS, STITCHING MATERIAL, SPECIAL MATERIAL FOR IRRIGATION. CYSTOSCOPY IS INCLUDED.
Clinica Biblica Costa Rica	Value in US Dollars	8,282		7,277
	Value in Colombia pesos	15,735,800		13,826,300

	observations			INCLUDES SPECIALIST FEES, OR RIGHTS, STITCHING MATERIAL, SPECIAL MATERIAL FOR IRRIGATION, CYSTOSCOPY AND BASIC HOSPITALIZATION.
Plaza General de la Salud Rep. Dominicana	Value in US Dollars	2,265		
	Value in Colombia pesos	4,303,500		
	observations			
Hospital Metropolitana de Santiago. Rep. Dominicana	Value in US Dollars			
	Value in Colombia pesos			
	observations			
HIMA HEALTH PUERTO RICO	Value in US Dollars	4,305	4,305	3,000
	Value in Colombia pesos	8,179,500	8,179,500	5,700,000
	observations			
PRESBY	Value in US Dollars		5,600	3,200
	Value in Colombia pesos		10,640,000	6,080,000
	observations			INCLUDES SPECIALIST FEES, OR RIGHTS, STITCHING MATERIAL, SPECIAL MATERIAL FOR IRRIGATION, CYSTOSCOPY AND HOSPITALIZATION IS NOT INCLUDED.
Hospital Auxilio Mutuo Puerto Rico	Value in US Dollars			
	Value in Colombia pesos			
	observations			
Hospital Dr. Horacio Oduber Aruba	Value in US Dollars	5,242		6,336
	Value in Colombia pesos	9,960,655		12,038,894
	observations			INCLUDES SPECIALIST FEES, OR RIGHTS, STITCHING MATERIAL, SPECIAL MATERIAL FOR IRRIGATION, CYSTOSCOPY AND BASIC HOSPITALIZATION.
Saint Elisabeth Hospital Curacao	Value in US Dollars			
	Value in Colombia pesos			
	observations			
Centro Hospitalario de Guadalupe	Value in US Dollars	2,672	2,672	2,672
	Value in Colombia pesos	5,076,248	5,076,248	5,076,248
	observations			INCLUDES SPECIALIST FEES, OR RIGHTS, STITCHING MATERIAL, SPECIAL MATERIAL FOR IRRIGATION, CYSTOSCOPY AND HOSPITALIZATION IS NOT INCLUDED.

## ANNEX 6

### Anesthesia – Rates and observations

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		EPIDURAL BLOCK
BASE LINE RATE ISS 2001 +30% RESOLUTION 256 DE 2001	Specialty	ANESTHESIA - NEUROSURGERY
	Value in Colombian pesos	83,950
	observations	PROCEDURE INCLUDES ANESTHESIOLOGIST FEES, APPLIES FOR ANESTHESIA. DOES NOT INCLUDE THE INSERTION OF A CATHETER FOR THE ANESTHESIA. Neither MATERIALS NOR PRESCRIPTION DRUGS ARE INCLUDED.
Hospital Pablo Tobon Uribe Colombia	Value in US Dollars	-
	Value in Colombian pesos	
	observations	
Clinica CardioVid Colombia	Value in US Dollars	-
	Value in Colombian pesos	-
	observations	
Clinica Las Americas Colombia	Value in US Dollars	
	Value in Colombian pesos	-
	observations	
Fundacion Santa Fe de Bogota Colombia	Value in US Dollars	5,053
	Value in Colombian pesos	9,600,000
	observations	PROCEDURE INCLUDES ANESTHESIOLOGIST FEES, CATHETER INSERTION, MATERIALS, AND MEDICATION FOR BLOCK, HOSPITALIZATION, CONTROLS AND DIAGNOSTIC SUPPORT LIKE ELECTROMYOGRAPHY.
Fundacion Cardio Infantil Colombia	Value in US Dollars	-
	Value in Colombian pesos	-
	observations	
Clinica CIMA Costa Rica	Value in US Dollars	450
	Value in Colombian pesos	855,000
	observations	ONLY THE OR RIGHTS, SPECIALIST FEES. MATERIAL, NEITHER HOSPITALIZATION NOR MEDICATION ARE INCLUDED.
Clinica Biblica Costa Rica	Value in US Dollars	1,500

	Value in Colombian pesos	2,850,000
	observations	PROCEDURE INCLUDES ANESTHESIOLOGIST FEES, CATHETER INSERTION, MATERIALS, AND MEDICATION FOR BLOCKING. HOSPITALIZATION IS NOT INCLUDED DERIVED ADDITIONAL PROCEDURES ARE NOT INCLUDED.
Plaza General de la Salud Rep. Dominicana	Value in US Dollars	-
	Value in Colombian pesos	-
	observations	
Hospital Metropolitana de Santiago. Rep. Dominicana	Value in US Dollars	-
	Value in Colombian pesos	-
	observations	
HIMA HEALTH PUERTO RICO	Value in US Dollars	CASE BY CASE
	Value in Colombian pesos	
	observations	
PRESBY	Value in US Dollars	
	Value in Colombian pesos	
	observations	
Hospital Auxilio Mutuo Puerto Rico	Value in US Dollars	
	Value in Colombian pesos	
	observations	
Hospital Dr. Horacio Oduber Aruba	Value in US Dollars	1,371
	Value in Colombian pesos	2,605,356
	observations	PROCEDURE INCLUDES ANESTHESIOLOGIST FEES, CATHETER INSERTION, MATERIALS, AND MEDICATION FOR BLOCKING. HOSPITALIZATION AND DERIVED PROCEDURES ARE NOT INCLUDED.
Saint Elisabeth Hospital Curacao	Value in US Dollars	-
	Value in Colombian pesos	-
	observations	
Centro Hospitalario de Guadalupe	Value in US Dollars	2,672
	Value in Colombian pesos	5,076,248
	observations	PROCEDURE INCLUDES ANESTHESIOLOGIST FEES, CATHETER INSERTION, MATERIALS, MEDICATION FOR BLOCKING, HOSPITALIZATION. DERIVED ADDITIONAL PROCEDURES ARE EXCLUDED.



## ANNEX 7

### Ophthalmology – rates and observations

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		CONSULTATION WITH OPHTHALMOLOGIST	VITRECTOMY
BASE LINE RATES ISS 2001 +30% RESOLUTION 256 DE 2001	Specialty	OPHTHALMOLOGY	
	Value in Colombian peso	41,500	1,939,078
	observations	JUST THE CONSULTATION, SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.	POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE.
Hospital Pablo Tobon Uribe Colombia	Value in US Dollars	-	1,341
	Value in Colombian peso		2,547,900
	observations		POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE.
Clinica CardioVid Colombia	Value in US Dollars	-	-
	Value in Colombian peso	-	-
	observations		
Clinica Las Americas Colombia	Value in US Dollars		
	Value in Colombian peso	-	-
	observations		
Fundacion Santa Fe de Bogotra Colombia	Value in US Dollars	13,079	1,737
	Value in Colombian peso	24,850,000	3,300,000
	observations	JUST THE CONSULTATION, SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.	POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE.
Fundacion Cardio Infantil Colombia	Valor en USD americanos	63	5,914
	Valor en pesos	118,750	11,236,600
	Observaciones	JUST THE CONSULTATION, SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED.	POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE. INCLUDES HOSPITALIZATION IN MEDIUM COMPLEXITY CASES IF REQUIRED.
Clinica CIMA Costa Rica	Value in US Dollars	95	2,100
	Value in Colombian peso	180,500	3,990,000

	observations	JUST THE CONSULTATION, SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED. LABORATORY IS NOT INCLUDED.	POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE. INCLUDES HOSPITALIZATION IN MEDIUM COMPLEXITY CASES IF REQUIRED.
Clinica Biblica Costa Rica	Value in US Dollars	200	5,000
	Value in Colombian peso	380,000	9,500,000
	observations	JUST THE CONSULTATION AND CONTROL VISITS, SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED. LABORATORY IS NOT INCLUDED.	POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE.
Plaza Genmeral de la Salud Rep. Dominicana	Value in US Dollars	60	875
	Value in Colombian peso	114,000	1,662,500
	observations	JUST THE CONSULTATION AND CONTROL VISITS, SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED. LABORATORY IS NOT INCLUDED.	POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE.
Hospital Metropolitana de Santiago. Rep. Dominicana	Value in US Dollars	84	-
	Value in Colombian peso	159,600	-
	observations	JUST THE CONSULTATION AND CONTROL VISITS, SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED. LABORATORY IS NOT INCLUDED	
HIMA HEALTH PUERTO RICO	Value in US Dollars	100	-
	Value in Colombian peso	190,000	-
	observations	JUST THE CONSULTATION AND CONTROL VISITS, SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED. LABORATORY IS NOT INCLUDED.	
PRESBY	Value in US Dollars	0	-
	Value in Colombian peso	0	-
	observations		
Hopital Auxilio Mutuo Puerto Rico	Value in US Dollars		
	Value in Colombian peso		
	observations		
Hospital Dr. Horacio Oduber Aruba	Value in US Dollars	-	1,699
	Value in Colombian peso	-	3,227,169
	observations		POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE.

Saint Elisabeth Hospital Curazao	Value in US Dollars	-	720
	Value in Colombian peso	-	1,368,000
	observations		POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE.
Centro Hospitalario de Guadalupe	Value in US Dollars	37	2,672
	Value in Colombian peso	71,034	5,076,248
	observations	JUST THE CONSULTATION AND CONTROL VISITS, SURGICAL PROCEDURES OR DERIVED DIAGNOSTICS ARE NOT INCLUDED. LABORATORY IS NOT INCLUDED.	POSTERIOR VITRECTOMY WITH RETINOPEXY INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES ARE NOT INCLUDED, MATERIALS, HOSPITALIZATION. IS AN AMBULATORY PROCEDURE.

## ANNEX 8

### Oncology – rates and observations

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		ONCOLOGY CONSULTATION
LINEA BASE TARIFAS ISS 2001 +30% RESOLUCION 256 DE 2001	Specialty	ONCOLOGY
	Value in Colombia Pesos	150,000
	observations	THE PRICE OF THE CONSULTANCY INCLUDES ONLY THE EVALUATION AND HANDLING ACCORDINGLY THE PREVIOUSLY PERFORMED STUDIES AND/OR THE INITIAL DIAGNOSTIC
Hospital Pablo Tobon Uribe Colombia	Value in US Dollars	65
	Value in Colombia Pesos	123,500
	observations	
Clinica CardioVid Colombia	Value in US Dollars	-
	Value in Colombia Pesos	-
	observations	
Clinica Las Americas Colombia	Value in US Dollars	
	Value in Colombia Pesos	-
	observations	
Fundacion Santa Fe de Bogotra Colombia	Value in US Dollars	50
	Value in Colombia Pesos	95,082
	observations	THE PRICE OF THE CONSULTANCY INCLUDES ONLY THE EVALUATION AND HANDLING ACCORDINGLY THE PREVIOUSLY PERFORMED STUDIES AND/OR THE INITIAL DIAGNOSTIC
Fundacion Cardio Infantil Colombia	Value in US Dollars	63
	Value in Colombia Pesos	119,700
	observations	THE PRICE OF THE CONSULTANCY INCLUDES ONLY THE EVALUATION AND HANDLING ACCORDINGLY THE PREVIOUSLY PERFORMED STUDIES AND/OR THE INITIAL DIAGNOSTIC
Clinica CIMA Costa Rica	Value in US Dollars	100
	Value in Colombia Pesos	190,000
	observations	THE PRICE OF THE CONSULTANCY INCLUDES ONLY THE EVALUATION AND HANDLING ACCORDINGLY THE PREVIOUSLY PERFORMED STUDIES AND/OR THE INITIAL DIAGNOSTIC
Clinica Biblica Costa Rica	Value in US Dollars	200
	Value in Colombia Pesos	380,000
	observations	THE PRICE OF THE CONSULTANCY INCLUDES ONLY THE EVALUATION AND HANDLING ACCORDINGLY THE PREVIOUSLY PERFORMED STUDIES AND/OR THE INITIAL DIAGNOSTIC. INCLUDES UP TO 2 CONTROL VISITS.
Plaza Genmeral de la Salud Rep. Dominicana	Value in US Dollars	65
	Value in Colombia Pesos	123,500
	observations	THE PRICE OF THE CONSULTANCY INCLUDES ONLY THE EVALUATION AND HANDLING ACCORDINGLY THE PREVIOUSLY PERFORMED STUDIES AND/OR THE INITIAL DIAGNOSTIC

Hospital Metropolitana de Santiago. Rep. Dominicana	Valor en USD americanos	84
	Value in Colombia Pesos	159,600
	observations	THE PRICE OF THE CONSULTANCY INCLUDES ONLY THE EVALUATION AND HANDLING ACCORDINGLY THE PREVIOUSLY PERFORMED STUDIES AND/OR THE INITIAL DIAGNOSTIC
HIMA HEALTH PUERTO RICO	Value in US Dollars	\$50 - \$200
	Value in Colombia Pesos	
	observations	
PRESBY	Value in US Dollars	0
	Value in Colombia Pesos	0
	observations	
Hopital Auxilio Mutuo Puerto Rico	Value in US Dollars	
	Value in Colombia Pesos	
	observations	
Hospital Dr. Horacio Oduber Aruba	Value in US Dollars	-
	Value in Colombia Pesos	-
	observations	
Saint Elisabeth Hospital Curazao	Value in US Dollars	-
	Value in Colombia Pesos	-
	observations	
Centro Hospitalario de Guadalupe	Value in US Dollars	37
	Value in Colombia Pesos	71,034
	observations	THE PRICE OF THE CONSULTANCY INCLUDES ONLY THE EVALUATION AND HANDLING ACCORDINGLY THE PREVIOUSLY PERFORMED STUDIES AND/OR THE INITIAL DIAGNOSTIC

## ANNEX 9

### Neurosurgery – Spinal CX – Rates and observations

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		VERTEBRAL ARTHRODESIS WITH INSTRUMENTS	LUMBAR MICRO DISCECTOMY Á EXPLORATION AND DECOMPRESSION STEM
BASE LINE RATES ISS 2001 +30% RESOLUTION 256 DE 2001	Specialty	ORTHOPEDICS - NEUROSURGERY - SPINAL CX	
	Value in Colombian pesos	1,389,317	1,994,461
	observations	ARTHRODESIS OF THE LUMBAR REGION, POSTERIOR OR POSTEROLATERAL TECHNIQUE WITH MODULAR INSTRUMENTATION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES. HOSPITALIZATION AND THE MATERIALS USED ARE NOT INCLUDED.	THE PRICE FOR THE PROCEDURE ONLY INCLUDES OR RIGHTS, ANESTHESIOLOGIST AND SPECIALIST FEES. INCLUDES MICROSCOPE OR MICRODISSECTOMY, APPLIES TO DECOMPRESS THE CERVICAL CHANNEL OR THE ROOT OF THE SPINAL NERVE AT THE SAME LEVEL AND THE EXTRACTION OF THE PULP NUCLEUS. PULPOUS.
Hospital Pablo Tobon Uribe Colombia	Value in US Dollars	1,623	2,703
	Value in Colombian pesos	3,083,700	5,135,700
	observations	ARTHRODESIS OF THE LUMBAR REGION, POSTERIOR OR POSTEROLATERAL TECHNIQUE WITH MODULAR INSTRUMENTATION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES. HOSPITALIZATION AND THE MATERIALS USED ARE NOT INCLUDED.	THE PRICE FOR THE PROCEDURE ONLY INCLUDES OR RIGHTS, ANESTHESIOLOGIST AND SPECIALIST FEES. INCLUDES MICROSCOPE OR MICRODISSECTOMY, APPLIES TO DECOMPRESS THE CERVICAL CHANNEL OR THE ROOT OF THE SPINAL NERVE AT THE SAME LEVEL AND THE EXTRACTION OF THE PULP nucleus PULPOUS, INCLUDES MATERIAL AND EXCLUDES HOSPITALIZATION.
Clinica CardioVid Colombia	Value in US Dollars	-	-
	Value in Colombian pesos	-	-
	observations		
Clinica Las Americas Colombia	Value in US Dollars		
	Value in Colombian pesos	-	-
	observations		
Fundacion Santa Fe de Bogotra Colombia	Value in US Dollars	279	9,817
	Value in Colombian pesos	530,000	18,652,000
	observations	THE VALUE DOES NOT MAKE REFERENCE EVEN TO THE OR RIGHTS. THIS VALUE IS UNCLEAR.	THE PRICE FOR THE PROCEDURE ONLY INCLUDES OR RIGHTS, ANESTHESIOLOGIST AND SPECIALIST FEES. INCLUDES MICROSCOPE OR MICRODISSECTOMY, APPLIES TO DECOMPRESS THE CERVICAL CHANNEL OR THE ROOT OF THE SPINAL NERVE AT THE SAME LEVEL AND THE EXTRACTION OF THE PULP NUCLEUS PULPOUS. INCLUDES MATERIALS, HOSPITALIZATION AND POSTOPERATIVE CONTROLS.
Fundacion Cardio Infantil Colombia	Value in US Dollars	-	-

	Value in Colombian pesos	-	-
	observations		
Clinica CIMA Costa Rica	Value in US Dollars	26,700	4,900
	Value in Colombian pesos	50,730,000	9,310,000
	observations	ARTHRODESIS OF THE LUMBAR REGION, POSTERIOR OR POSTEROLATERAL TECHNIQUE WITH MODULAR INSTRUMENTATION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, HOSPITALIZATION IN ANY SPECIAL CARE UNIT AND THE MATERIALS USED ARE INCLUDED.	THE PRICE FOR THE PROCEDURE ONLY INCLUDES OR RIGHTS, ANESTHESIOLOGIST AND SPECIALIST FEES. INCLUDES MICROSCOPE OR MICRODISSECTOMY, APPLIES TO DECOMPRESS THE CERVICAL CHANNEL OR THE ROOT OF THE SPINAL NERVE AT THE SAME LEVEL AND THE EXTRACTION OF THE PULP NUCLEUS PULPOUS. INCLUDES MATERIALS AND GENERAL HOSPITALIZATION.
Clinica Biblica Costa Rica	Value in US Dollars	6,000	12,200
	Value in Colombian pesos	11,400,000	23,180,000
	observations	ARTHRODESIS OF THE LUMBAR REGION, POSTERIOR OR POSTEROLATERAL TECHNIQUE WITH MODULAR INSTRUMENTATION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS. HOSPITALIZATION IS NOT INCLUDED.	THE PRICE FOR THE PROCEDURE ONLY INCLUDES OR RIGHTS, ANESTHESIOLOGIST AND SPECIALIST FEES. INCLUDES MICROSCOPE OR MICRODISSECTOMY, APPLIES TO DECOMPRESS THE CERVICAL CHANNEL OR THE ROOT OF THE SPINAL NERVE AT THE SAME LEVEL AND THE EXTRACTION OF THE PULP nucleus PULPOUS. INCLUDES MATERIALS, HOSPITALIZATION AND POSTOPERATIVE CONTROLS.
Plaza Genmeral de la Salud Rep. Dominicana	Value in US Dollars	4,500	-
	Value in Colombian pesos	8,550,000	-
	observations	ARTHRODESIS OF THE LUMBAR REGION, POSTERIOR OR POSTEROLATERAL TECHNIQUE WITH MODULAR INSTRUMENTATION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES AND HOSPITALIZATION. MATERIALS ARE NOT INCLUDED.	
Hospital Metropolitana de Santiago. Rep. Dominicana	Value in US Dollars	-	-
	Value in Colombian pesos	-	-
	observations		
HIMA HEALTH PUERTO RICO	Value in US Dollars	CASE BY CASE	CASE BY CASE
	Value in Colombian pesos		
	observations		
PRESBY	Value in US Dollars	6000	6,092
	Value in Colombian pesos	11,400,000	11,574,800
	observations	ARTHRODESIS OF THE LUMBAR REGION, POSTERIOR OR POSTEROLATERAL TECHNIQUE WITH MODULAR INSTRUMENTATION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS. HOSPITALIZATION IS NOT INCLUDED	THE PRICE FOR THE PROCEDURE ONLY INCLUDES OR RIGHTS, ANESTHESIOLOGIST AND SPECIALIST FEES. INCLUDES MICROSCOPE OR MICRODISSECTOMY, APPLIES TO DECOMPRESS THE CERVICAL CHANNEL OR THE ROOT OF THE SPINAL NERVE AT THE SAME

			LEVEL AND THE EXTRACTION OF THE PULP nucleus PULPOUS. INCLUDES MATERIALS AND GENERAL HOSPITALIZATION.
Hopital Auxilio Mutuo Puerto Rico	Value in US Dollars		
	Value in Colombian pesos		
	observations		
Hospital Dr. Horacio Oduber Aruba	Value in US Dollars	10,104	6,902
	Value in Colombian pesos	19,198,436	13,113,534
	observations	ARTHRODESIS OF THE LUMBAR REGION, POSTERIOR OR POSTEROLATERAL TECHNIQUE WITH MODULAR INSTRUMENTATION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS. HOSPITALIZATION IS NOT INCLUDED.	THE PRICE FOR THE PROCEDURE ONLY INCLUDES OR RIGHTS, ANESTHESIOLOGIST AND SPECIALIST FEES. INCLUDES MICROSCOPE OR MICRODISSECTOMY, APPLIES TO DECOMPRESS THE CERVICAL CHANNEL OR THE ROOT OF THE SPINAL NERVE AT THE SAME LEVEL AND THE EXTRACTION OF THE PULP nucleus PULPOUS. INCLUDES MATERIALS AND GENERAL HOSPITALIZATION.
Saint Elisabeth Hospital Curazao	Value in US Dollars	-	-
	Value in Colombian pesos	-	-
	observations		
Centro Hospitalario de Guadalupe	Value in US Dollars	2,672	2,672
	Value in Colombian pesos	5,076,248	5,076,248
	observations	ARTHRODESIS OF THE LUMBAR REGION, POSTERIOR OR POSTEROLATERAL TECHNIQUE WITH MODULAR INSTRUMENTATION, INCLUDES OR RIGHTS, SPECIALIST FEES, ANESTHESIOLOGIST FEES, MATERIALS. HOSPITALIZATION IS NOT INCLUDED.	THE PRICE FOR THE PROCEDURE ONLY INCLUDES OR RIGHTS, ANESTHESIOLOGIST AND SPECIALIST FEES. INCLUDES MICROSCOPE OR MICRODISSECTOMY, APPLIES TO DECOMPRESS THE CERVICAL CHANNEL OR THE ROOT OF THE SPINAL NERVE AT THE SAME LEVEL AND THE EXTRACTION OF THE PULP nucleus PULPOUS. INCLUDES MATERIALS AND GENERAL HOSPITALIZATION. THE AMOUNT FOR RENTING THE MICROSCOPE IS NOT INCLUDED.



## ANNEX 10

### Interventional Radiology – Rates and observations

SURGICAL PROCEDURE AND/OR DIAGNOSTIC		HISTOPATHOLOGICAL STUDIES BREAST, COLON AND PROSTATE
BASE LINE RATE ISS 2001 +30% RESOLUTION 256 DE 2001	Specialty	INTERVENTIONAL RADIOLOGY
	Value in Colombian Pesos	1,308,930
	observations	THE PROCEDURE INCLUDES TAKING THE SAMPLE, BIOPSY, PROCESSING AND REPORTING. THE HEMI COLECTOMY FOR BREAST AND COLON CANCER IS NOT INCLUDED, AS WELL AS THE PROSTATECTOMY. THE TACT GUIDED BIOPSY OR ECHOGRAPHY IS INCLUDED.
Hospital Pablo Tobon Uribe Colombia	Value in US Dollars	623
	Value in Colombian Pesos	1,184,403
	observations	THE PROCEDURE INCLUDES TAKING THE SAMPLE, BIOPSY, PROCESSING AND REPORTING. THE HEMI COLECTOMY FOR BREAST AND COLON CANCER IS NOT INCLUDED, AS WELL AS THE PROSTATECTOMY. THE TACT GUIDED BIOPSY OR ECHOGRAPHY IS INCLUDED. HOSPITALIZATION IS NOT INCLUDED.
Clinica CardioVid Colombia	Value in US Dollars	-
	Value in Colombian Pesos	-
	observations	
Clinica Las Americas Colombia	Value in US Dollars	
	Value in Colombian Pesos	-
	observations	
Fundacion Santa Fe de Bogota Colombia	Value in US Dollars	4,392
	Value in Colombian Pesos	8,344,000
	observations	THE PROCEDURE INCLUDES TAKING THE SAMPLE, BIOPSY, PROCESSING AND REPORTING. THE HEMI COLECTOMY FOR BREAST AND COLON CANCER IS NOT INCLUDED, AS WELL AS THE PROSTATECTOMY. THE TACT GUIDED BIOPSY OR ECHOGRAPHY IS INCLUDED. HOSPITALIZATION IS INCLUDED.
Fundacion Cardio Infantil Colombia	Value in US Dollars	-
	Value in Colombian Pesos	-
	observations	
Clinica CIMA Costa Rica	Value in US Dollars	1000 c/u
	Value in Colombian Pesos	
	observations	
Clinica Biblica Costa Rica	Value in US Dollars	150

	Value in Colombian Pesos	285,000
	observations	THE PROCEDURE INCLUDES TAKING THE SAMPLE, BIOPSY, PROCESSING AND REPORTING. THE HEMI COLECTOMY FOR BREAST AND COLON CANCER IS NOT INCLUDED, AS WELL AS THE PROSTATECTOMY. THE TACT GUIDED BIOPSY OR ECHOGRAPHY IS INCLUDED. HOSPITALIZATION IS INCLUDED.
Plaza General de la Salud Rep. Dominicana	Value in US Dollars	-
	Value in Colombian Pesos	-
	observations	
Hospital Metropolitana de Santiago. Rep. Dominicana	Value in US Dollars	-
	Value in Colombian Pesos	-
	observations	
HIMA HEALTH PUERTO RICO	Value in US Dollars	\$1,200 - \$4,000
	Value in Colombian Pesos	
	observations	
PRESBY	Value in US Dollars	0
	Value in Colombian Pesos	0
	observations	
Hospital Auxilio Mutuo Puerto Rico	Value in US Dollars	
	Value in Colombian Pesos	
	observations	
Hospital Dr. Horacio Doubter Aruba	Value in US Dollars	7,800
	Value in Colombian Pesos	14,819,221
	observations	THE PROCEDURE INCLUDES TAKING THE SAMPLE, BIOPSY, PROCESSING AND REPORTING. THE HEMI COLECTOMY FOR BREAST AND COLON CANCER IS NOT INCLUDED, AS WELL AS THE PROSTATECTOMY. THE TACT GUIDED BIOPSY OR ECHOGRAPHY IS INCLUDED. HOSPITALIZATION IN CRITICAL SERVICES IS INCLUDED.
Saint Elisabeth Hospital Curacao	Value in US Dollars	-
	Value in Colombian Pesos	-
	observations	
Centro Hospitalario de Guadalupe	Value in US Dollars	2,672
	Value in Colombian Pesos	5,076,248
	observations	THE PROCEDURE INCLUDES TAKING THE SAMPLE, BIOPSY, PROCESSING AND REPORTING. THE HEMI COLECTOMY FOR BREAST AND COLON CANCER IS NOT INCLUDED, AS WELL AS THE PROSTATECTOMY. THE TACT GUIDED BIOPSY OR ECHOGRAPHY IS INCLUDED. HOSPITALIZATION IS INCLUDED.