

## **Texto (prova ANS 2013 - CESPE)**

### **A hospital case**

Sweden is leading the world in allowing private companies to run public institutions. Saint Goran's hospital is one of the glories of the Swedish welfare state. It is also a laboratory for applying business principles to the public sector. The hospital is run by a private company, Capio, which in turn is run by a consortium of private-equity funds, including Nordic Capital and Apax Partners. The doctors and nurses are Capio employees, answerable to a boss and a board.

Welcome to health care in post-ideological Sweden. From the patient's point of view, St Goran's is no different from any other public hospital. Treatment is free, after a nominal charge which is universal in Sweden. St Goran's gets nearly all its money from the state. But behind the scenes it has led a revolution in the relationship between government and business. In the mid-1990s St Goran's was slated for closure. Then, in 1999, the Stockholm County Council struck a deal with Capio to take over the day-to-day operation of the hospital. In 2006 Capio was taken over by a group of private-equity firms led by Nordic Capital. Stockholm County Council recently extended Capio's contract until 2021.

St Goran's is now a temple to "lean management" — an idea that was pioneered by Toyota in the 1950s and has since spread from car-making to services and from Japan to the rest of the world. Britta Wallgren, the hospital's chief executive, says she never heard the term "lean" when she was at medical school (she is an anaesthetist by training). Now she hears it all the time.

The hospital today is organised on the twin lean principles of "flow" and "quality". Doctors and nurses used to keep a professional distance from each other. Now they work (and sit) together in teams. In the old days people concentrated solely on their field of medical expertise. Now they are all responsible for suggesting operational improvements as well.

Internet: <[www.economist.com](http://www.economist.com)> (adapted).

**According to the text above, judge the following items.**

21 The deal made with Capiro prevented the hospital from being closed.

22 Saint Goran's hospital is the first example of the use of Toyota's management technique outside the car-making industry.

23 Britta Wallgren admits her training as an anaesthetist was inadequate.

24 The changes implemented in the hospital have encouraged professionals to get involved in some areas they have not been originally trained for.

25 Saint Goran's is a private hospital and a public laboratory.

## Tradução Livre

### A hospital case

#### *Um caso hospitalar*

Sweden is leading the world in allowing private companies to run public institutions

*A Suécia está liderando o mundo em/ao permitir que companhias privadas dirijam instituições públicas*

Saint Goran's hospital is one of the glories of the Swedish welfare state. It is also a laboratory for applying business principles to the public sector. The hospital is run by a private company, Capio, which in turn is run by a consortium of private-equity funds, including Nordic Capital and Apax Partners. The doctors and nurses are Capio employees, answerable to a boss and a board.

*O hospital de Saint Goran é uma das glórias do bem-estar sueco. Ele é também um laboratório para aplicação dos princípios de negócios para o setor público. O hospital é dirigido por uma companhia privada, Capio, a qual por seu turno é dirigida por um consórcio de fundos privados, incluindo o Nordic Capital e Apax Partners. Os médicos e enfermeiras são empregados da Capio, respondendo para um chefe e uma junta (direção).*

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*Bem-vindos aos cuidados da saúde na Suécia pós-ideológica. Do ponto de vista dos pacientes, o Saint Goran não é diferente de qualquer outro hospital público. O tratamento é grátis, após uma taxa (preço) nominal que é universal na Suécia. O Saint Goran pega (recebe) quase todo seu dinheiro do estado. Mas por trás das cenas, ele tem levado uma revolução no relacionamento entre o governo e os empresários. Na metade dos anos 1990 o Saint Goran foi listado para fechar. Depois, em 1999, o Stockholm County Council acertou um negócio com a Capiro para assumir as operações diárias do hospital. Em 2006, a Capiro foi assumida por um grupo de firmas privadas lideradas por Nordic Capital. O Stockholm County Council recentemente estendeu o contrato da Capiro até 2021.*

St Goran's is now a temple to "lean management" — an idea that was pioneered by Toyota in the 1950s and has since spread from car-making to services and from Japan to the rest of the world. Britta Wallgren, the hospital's chief executive, says she never heard the term "lean" when she was at medical school (she is an anaesthetist by training). Now she hears it all the time.

*O Saint Goran é agora um templo para "gestão enxuta" – uma ideia que foi desenvolvida pela Toyota nos anos 1950 e desde então espalhou da fabricante de carros para serviços do Japão para o resto do mundo. Britta Wallgren, chefe executiva do hospital, disse que ela nunca ouviu o termo 'enxuto' quando ela estava na escola de medicina (ela é uma anestesista de formação). Agora ela ouve isso todo o tempo.*

The hospital today is organised on the twin lean principles of "flow" and "quality". Doctors and nurses used to keep a professional distance from each other. Now they work (and sit) together in teams. In the old days people concentrated solely on their field of medical expertise. Now they are all responsible for suggesting operational improvements as well.

*O hospital hoje é organizado sobre dois princípios enxutos de "fluxo" e de "qualidade". Os médicos e enfermeiras usavam manter uma distância profissional um do outro. Agora eles trabalham (e sentam) juntos em equipes. Nos dias passados as pessoas concentravam-se somente sobre*

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*seu campo de especialização médica. Agora eles são todos responsáveis por sugerir melhorias operacionais também.*

Internet: <www.economist.com> (adapted).

According to the text above, judge the following items.

*De acordo com o texto acima, julgue os itens seguintes.*

21 The deal made with Capiro prevented the hospital from being closed.

*O negócio feito com a Capiro preveniu o hospital de ser fechado. (CERTO)*

22 Saint Goran's hospital is the first example of the use of Toyota's management technique outside the car-making industry.

*O hospital Saint Goran é o primeiro exemplo do uso das técnicas de gestão (gerenciamento) da Toyota fora da indústria de carros. (ERRADO)*

23 Britta Wallgren admits her training as an anaesthetist was inadequate.

*Britta Wallgren admite que seu treinamento como uma anestesista foi inadequado. (ERRADO)*

24 The changes implemented in the hospital have encouraged professionals to get involved in some areas they have not been originally trained for.

*As mudanças implementadas no hospital tem encorajado profissionais para se envolverem em algumas áreas que eles não foram originalmente treinados. (CERTO)*

25 Saint Goran's is a private hospital and a public laboratory.

*O Saint Goran é um hospital privado e um laboratório público. (ERRADO)*