

THE REFORM THAT DOESN'T SCREAM, BUT WORKS. WHAT I LEARNED FROM RUNNING A PUBLIC HOSPITAL IN ROMANIA



Interview with Adrian Miulescu, General Manager, INRMFB (National Institute of Recovery, Physical Medicine and Balneoclimatology)

As Chief Editor of the Romanian Journal of Medical Rehabilitation, Physical Medicine and Balneoclimatology, he

coordinated the editorial activity in the field of medical recovery.

He published an article in the Balneo and PRM Research Journal on the topic 'Digital Medicine: From Spa to Medical Recovery'.

He is an active member of the European Association of Neurological Rehabilitation, Physical Medicine and Balneoclimatology and played an essential role in organizing the Centennial International Congress of the INRMFB. He also participated in numerous national congresses and conferences and actively contributed to the development of several rehabilitation medical centers,

Reporter: *Dear Doctor, you are the manager of the National Institute of Recovery, Physical Medicine and Balneoclimatology (INRMFB), which is recognized as one of the reference centers at the national level.*

What challenges does the management of such a hospital involve/presume, from the point of view of organization, planning, coordination, management and control of the activity?

Adrian Miulescu: The Romanian public health system remains one of the most sensitive and polarizing national issues. Every time a hospital burns down, a doctor is absent, or images of damp wards emerge, voices are raised – but rarely does anything change. In reality, however, there are places where work is done thoroughly, without scandal, without breaking news, and without image campaigns. One of these institutions is the National Institute of Recovery, Physical Medicine and Balneoclimatology (INRMFB), which I have the honor to lead.

When I took over, I knew that I could not rely on promises or shortcuts. I had only one thing at my disposal: work. I started with what was available – dedicated teams, patients who still had trust, and the desire to build a functional, long-term system. Today, INRMFB is a concrete example of transformation in the public system: state-of-the-art robotic equipment, expanded access for patients from all over the country, international partnerships, and a team that has consistently performed, even during times of crisis.

R: *From your experience so far as a manager, what do you think you have learned?*

AM: That you can reform a hospital without asking for millions, if you know how to optimize.

That respect is earned by example, not by position.

And that reform starts with seemingly small things: a simple schedule, a clean space, a doctor who communicates, a system that works without blockages.

R: *What do you consider to be the greatest value of the National Institute of Recovery, Physical Medicine and Balneoclimatology?*

AM: I have seen patients who gave up hope and who have set out on their own. I have seen medical teams who give their all, day after day, for people. These things do not appear in the news, but they change destinies. And, yes, they can happen in a state hospital, in Romania.

R: *If you feel it is necessary to answer another question that was not addressed to you, now is the time.*

AM: I would like to answer this question not to criticize, but to show that it is possible.

That in Romania there are public institutions that function. That we have valuable specialists, who can build efficient, modern, dignified systems.

I believe it is time for competent, dedicated people with real management experience to join national reform projects, regardless of who leads them.

I believe in the partnership between the administration, professionals and the community.

For me, every patient treated, every motivated team and every result achieved is proof that we can move forward together.

I have learned that progress is not made through noise, but through seriousness, collaboration and respect.

I am determined to develop this institute as a functional model of the Romanian medical system.

We have a long-term strategic plan, built step by step, and a dedicated team.

And where expertise and experience can be useful beyond the institute, I will offer support openly – through projects, ideas, and concrete solutions.

Recorded by: Sorana Lixandru, MD

Interview with: Adrian Miulescu

General Manager, INRMFB

A man who believes Romania can work. Seriously.