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<https://dergipark.org.tr/tr/pub/ussmad>*Derleme Makale/ Review Article***Economic Dimension of Strategic Investments in Health: Friendship Hospitals***Sağlıkta Stratejik Yatırımların Ekonomik Boyutu: Dostluk Hastaneleri***Hülya Diğer^a**^aAssist. Prof., Department of Health Management, Faculty of Economics and Administrative Sciences, Erzurum Technical University, Türkiye, hulya.diger@erzurum.edu.tr, ORCID: 0000-0002-1737-8195.**ARTICLE INFO****Article Received:** 21.03.2024**Article Accepted:** 15.07.2024**Keywords:** Health Services, Health Economics, Health Investments, Friendship Hospitals.**JEL Codes:** I10, I12, I18.**ABSTRACT**

While health services were provided for epidemic diseases in the early periods, today, they have gained a more comprehensive structure with the development of technology. The common goal in all development processes is to provide an effective health service. In this process, factors such as quality, equipment, number, and personnel quality have become determining factors in effective health service delivery. However, in addition to the existing factors, the level of development of countries also plays a vital role in providing health services. The expenditures allocated to health services can change the service's development level. The excellent health services in developed countries depend on the spending allocated to health services. However, the opposite situation may be observed in some developed countries, and a low level of health service provision may be realized. In this respect, inter-country agreements and strategic health investments are essential. Friendship Hospitals, which are built due to Türkiye's agreements with other countries and can be considered a strategic investment, can be evaluated in this context. Friendship hospitals built by Türkiye in different countries have various consequences for the health system. It is thought that these results will have an impact not only on the health system of the country where the hospital is built but also on Türkiye's health system. This study aims to analyze and evaluate Friendship Hospitals, one of Türkiye's strategic investments in the field of health services, from various perspectives.

MAKALE BİLGİSİ**Makale Gönderim Tarihi:** 21.03.2024**Makale Kabul Tarihi:** 15.07.2024**Keywords:** Sağlık Hizmetleri, Sağlık Ekonomisi, Sağlık Yatırımları, Dostluk Hastaneleri.**JEL Kodları:** I10, I12, I18.**ÖZ**

Sağlık hizmetleri, ilk dönemlerde salgın hastalıklara yönelik olarak sunulurken günümüzde gelişen teknoloji ile daha kapsamlı bir yapıya kavuşmuştur. Tüm gelişim süreçlerinde ortak hedef etkin bir sağlık hizmeti sunmaktır. Bu süreçte kalite, donanım, personel sayısı ve niteliği gibi faktörler etkili sağlık hizmeti sunumunda belirleyici unsurlar haline gelmiştir. Ancak mevcut faktörlerin yanı sıra ülkelerin gelişmişlik düzeyi de sağlık hizmetlerinin sunumunda önemli rol oynamakta ve sağlık hizmetlerine ayrılan harcamalar hizmetin gelişmişlik düzeyini değiştirebilmektedir. Nitekim gelişmiş ülkelerde sağlık hizmetlerinin iyi düzeyde olması sağlık hizmetlerine ayrılan harcamalara bağlıdır. Ancak bazı gelişmiş ülkelerde bunun tam tersi bir durum da gözlelenebilmekte ve düşük düzeyde bir sağlık hizmeti sunumu gerçekleştirilebilmektedir. Bu doğrultuda ülkeler arası anlaşmalar ve stratejik sağlık yatırımları önemli bir rol oynamaktadır. Türkiye'nin diğer ülkelerle yaptığı anlaşmalar neticesinde inşa edilen ve stratejik bir yatırım olarak değerlendirilebilecek Dostluk Hastaneleri bu kapsamda değerlendirilebilmektedir. Türkiye'nin farklı ülkelerde inşa ettiği dostluk hastanelerinin sağlık sistemi açısından çeşitli sonuçları bulunmaktadır. Bu sonuçların sadece hastanenin inşa edildiği ülkenin sağlık sistemi üzerinde değil, Türkiye'nin sağlık sistemi üzerinde de etkili olacağı düşünülmektedir. Bu çalışmanın amacı, Türkiye'nin sağlık hizmetleri alanındaki stratejik yatırımlarından biri olan dostluk hastanelerini çeşitli açılardan incelemek ve değerlendirmektir.



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Introduction

Health and health services are a type of service that undergoes constant change and transformation. Although this change and transformation depends on the characteristics of the population addressed, this situation is generally shaped around health expenditures. At this point, countries with high health expenditures can provide better health services (e.g. Germany). In countries with low health expenditures, on the other hand, low or inadequate health services can be observed (e.g. Iceland, Luxembourg, Slovenia) (OECD Statistics, 2020). This is directly related to the process of managing health services and health resources.

At the point of effective management of the health service process, time and cost savings can be achieved by bringing health supply and demand together at the balance point. Health strategies, policies and systems of countries play an important role in this process. Economically effective management of the health service process enables different health investments or projects for countries. In line with the objectives of the Health Transformation Program implemented by Türkiye as of 2003, “*Increasing the importance given to preventive medicine*”, “*Increasing the importance given to maternal and child health*”, “*Establishing a referral chain by switching to family medicine*”, “*Giving administrative and financial autonomy to hospitals*” (Republic of Türkiye Prime Ministry, 2003, p. 11), it is aimed to ensure time and cost savings in health services. Correct and effective utilization of health expenditures enables various health investments. In this context, the friendship hospitals built by Türkiye in various countries can be considered as a strategic health investment.

Türkiye has been building friendship hospitals in different countries for various purposes (improving inter-country cooperation, promoting Türkiye's health system, etc.), especially contributing to the health services of other countries. This study aims to evaluate the friendship hospitals built in Albania, Kyrgyzstan and Nigeria from various perspectives. In this respect, it is among the objectives of the study to examine these health investments made by Türkiye by taking into account Türkiye's health expenditures, especially the outcomes of the Health Transformation Program.

There are various studies on strategic investment in health in the literature. However, there is no study in the literature that examines friendship hospitals as an example of strategic investment and no such health investment made by other countries. Analyzing friendship hospitals, which are specific to Türkiye's health system, and evaluating the use of Türkiye's health expenditures in the relevant years opens the door to the originality of the study. In this context, the study will evaluate the friendship hospitals (Fier Memorial Regional Hospital, Bishkek Kyrgyz-Turkish Friendship Hospital, Niger-Türkiye Friendship Hospital) from various perspectives and analyze them economically. In line with the evaluation and Türkiye's expenditures in the years when Türkiye built the friendship hospitals, it is among the objectives of the study to make various suggestions for health systems.

1. Strategic Investment and Health Investments

The increase in competitors, the development of technology and the difficulties in competitive conditions emerge as a challenge for businesses to adapt to the age and maintain their existence in the market. In such a structure, since the scarce resource-unlimited need situation affects the preferences of consumers (Özer et al., 2010, p. 232), enterprises have to follow a more efficient way in the use of resources in decision-making processes for production. This situation can undoubtedly be considered as a positive development created by competition. On the other hand, due to economic fluctuations, businesses try to minimize their costs while consumers are more cautious. In addition, the developments in the information and communication age with the developing technology have enabled the world to become a global village (Ağaoğlu et al., 2006, p. 43). This situation has increased competition and the efforts of businesses to act more strategically in their decisions. Increased competition among organizations has increased the tendency towards strategy in the private sector and in all organizations operating in the third sector and the public sector. Therefore, compared to the past, the importance of strategic thinking, decision-making, and planning for competition has become more prominent today (Arslan, 2010, p. 456; Özalp et al., 2012, p. 123). In this direction, strategic management can be defined as the activities and decisions taken by the business management as a result of the exchange of opinions of individuals at all management levels within the business to determine the long-term activities of the enterprises. This process starts with strategic planning (Arslan, 2010, p. 456). Strategic planning constitutes the first stage of strategic management.

Strategic management can be defined as all activities and decisions aimed at the effective development and implementation of strategies, and the evaluation and control of the results achieved. According to the Strategic Planning Guidelines for Public Institutions, strategic management is defined as a path between the current position of the organization and the position it wants to reach, covering strategic planning, management and supervision. In this direction, the purpose of the organization is to create a long-term perspective for the future and the requirements for determining the methods that will enable access to the goals (Soylu and İleri, 2010, p. 80). According to another definition, strategic management can be defined as the effective and efficient use of

production resources to achieve the organization's goals (Çınar et al., 2019, p. 42). Strategic investments aligned with strategic management are also seen in health services. In this context, Türkiye is building friendship hospitals as a strategic health investment in line with agreements with various countries and is taking various initiatives to increase the number of these projects.

Along with national and international health reforms, investment projects in health are increasing. With the increase in investment projects in health, there are continuous reforms and transformations in the health systems of developed and developing countries, including Türkiye. Investments and reforms mainly aim to improve the health sector and the health system. Health investments or projects include large-scale health projects such as building investments, especially hospitals, building maintenance and repairs, technology purchases, city hospitals (Öztürk et al., 2015). Friendship hospitals, built for various purposes and characterized as a health investment, can also be evaluated in this direction.

2. Friendship Hospitals

The friendship hospitals Türkiye has designed and built with various countries can be considered a strategic investment. These hospitals are built by TİKA (Turkish Cooperation and Coordination Agency). In addition to contributing to developing relations with the countries with which agreements are signed, these hospitals also play an essential role in promoting Türkiye's health system.

The concept of friendly hospitals can be defined as institutions that serve the purpose of improving the quality of health services and providing patient-centered treatments. Friendly hospitals, which do not have a general definition in the literature, aim to increase the satisfaction of patients applying to the health institution as well as meeting their expectations. In addition, friendly hospitals create a different framework for increasing the quality of health services and making service beneficiaries feel privileged (Özmen and Koyuncu, 2023, p. 725). Türkiye has friendship hospitals in many countries. However, in this study, the friendship hospitals built in Albania, Kyrgyzstan and Niger were analyzed and evaluated from various perspectives.

2.1. Türkiye-Albania Fier Friendship Hospital

As of May 27, 2021, Fier Memorial Regional Hospital was built by the Republic of Türkiye in Tirana. The construction of the hospital was completed in 68 days and designed as a tertiary healthcare institution (Fier Friendship Hospital, 2022). Fier Memorial Regional Hospital is jointly managed by a Turkish-Albanian team. The hospital comprises 56 Turkish doctors and 342 Albanian medical staff (doctors, nurses, administration, etc.), totaling 398 personnel. A new management model is being designed and a new health work process is being carried out in the hospital. Fier Memorial Regional Hospital is the first hospital to implement hospital autonomy regarding management (Fier Friendship Hospitala, 2022). This is reflected in the hospital's services and shapes the delivery of services.

The service delivery process of the hospital was realized in three phases. In the first phase, services were provided for internal medicine, neurology, radiology, cardiology, general surgery, urology, laboratory, anesthesia and specialized outpatient consultations for the first phase services. As of June 30, 2021, the second stage of health services has started to be provided. Accordingly, services for ear-nose-throat, surgical emergency, infectious diseases, hemodynamics, ophthalmology, pneumology, and specialized outpatient consultations for the health services in the first phase were provided. Approximately one month after the second phase of health services (30.07.2021), the third phase of health services started to be provided. The third phase of healthcare services included neurosurgery, thoracic surgery, vascular surgery, orthopedics and traumatology, and specialized outpatient consultations for the services mentioned in the third phase (Fier Friendship Hospitalb, 2022).

Within the framework of the agreement between Türkiye and Albania, the strengthening of the Albanian health system and the support of the health infrastructure by Türkiye were included in the text of the relevant agreement. In this context, the health personnel and consultancy services hospital's during the transition period are provided by the Ministry of Health of the Republic of Türkiye (Ünal, 2022). A visual of the Türkiye-Albania Friendship Hospital building is presented in Figure 1.

Figure 1: Turkiye-Albania Fier Friendship Hospital Building

Reference: YDA Group, 2022

According to Figure 1, when Fier Memorial Regional Hospital is evaluated in terms of hospital model, it is seen that the hospital is designed as various T-type, H-type, and + types. When analyzed according to the building type (architectural shape), it is a horizontal type hospital. Hospitals designed in this type are more economical regarding electricity, cleaning, time, and land and more practical in terms of use (Beyatlı, 2017, p. 32-68).

In terms of hospital health personnel, various studies are carried out on coordination within the hospital based on the joint activities of Turkish-Albanian personnel. In this sense, it is thought that "highly motivated health manpower equipped with knowledge and skills" and "widespread access and friendly health service system", which are among the decisions of the Health Transformation Program, can be implemented in the hospital.

The hospital autonomy to be implemented in Fier Memorial Regional Hospital is based on the understanding of similarity with the autonomy included in the Health Transformation Program, which started to be implemented in Turkiye in 2003. Hospitals in Turkiye have been granted autonomy in line with the 'Health Transformation Program'. Likewise, similar to Turkiye, Fier Memorial Regional Hospital is administratively and financially autonomous.

The beginning of the service delivery process in the hospital was realized in stages. It is thought that implementing the hospital service process in stages will play an important role in effectively managing the service process. There is a preparation stage in the implementation process of each service. It is thought that the implementation process of health services in Fier Memorial Regional Hospital is similar to the stages that have started to be implemented in line with the 'Health Transformation Program' in Turkiye.

2.2. Bishkek Kyrgyz-Turkiye Friendship Hospital

Kyrgyz-Turkish Friendship Hospital was built by TIKA in Bishkek, the capital of Kyrgyzstan. Establishing the Kyrgyz-Turkish Friendship Hospital aims to develop Kyrgyzstan's health sector and transfer Turkiye's experience in health services to Kyrgyzstan. The Kyrgyz-Turkish Friendship Hospital started accepting patients on October 15, 2021. In the hospital, Turkish and Kyrgyz healthcare professionals exchange professional equipment (Aliyev Tayfur, 2023; Ünal, 2023). The relevant Friendship Hospital has many different physical features.

Kyrgyz-Turkish Friendship Hospital was built in a closed area of 12,000 m². The construction of the hospital was completed in 2018 and started receiving patients in 2021. According to the agreement between Kyrgyzstan and Turkiye, the hospital will be managed by the two countries' authorities for three years (Bishkek Kyrgyz Turkish Friendship Hospital, 2023).

The hospital has four intensive care units (general intensive care, cardio vascular surgery (CVS) intensive care, intermediate intensive care) and eight departments (general surgery, gastroenterology, interventional radiology, pulmonology, cardiology, reanimation, anesthesia, cardiovascular surgery). The hospital is designed to be the best among Central Asian hospitals in terms of advanced diagnostics and treatment (Bishkek Kyrgyz Turkish Friendship Hospital, 2023). An image of the Bishkek Kyrgyz-Turkish Friendship Hospital building is presented in Figure 2.

Figure 2: Bishkek Kyrgyz-Turkish Friendship Hospital Building

Reference: TİKA, 2023

According to Figure 2, when Bishkek Kyrgyz-Turkish Friendship Hospital is analyzed in terms of hospital building type (architectural shape) and hospital model, it is seen that the hospital is a horizontal and L-type hospital. Hospitals designed in this model are more practical in terms of time, usage, economy, etc. (Beyatlı, 2017, p. 67).

2.3. Niger-Turkiye Friendship Hospital

In 2013, TİKA built the Niger-Turkiye Friendship Hospital in line with the President's instructions during his visit to Niger. The hospital will be jointly managed by the Turkish Ministry of Health and the Niger Ministry of Health for three years, after which it will be handed over to Niger (Sert Karaaslan, 2023).

Before the hospital was built, a 12-member delegation from the Ministry of Health traveled to Niamey, the capital of Niger, where the hospital would be built, and made preliminary preparations for the hospital. Accordingly, the number of staff, branches and hospital budget were determined (Niger-Turkiye Friendship Hospital, 2023).

Built on 5840 m² of land, the Niger-Turkiye Friendship Hospital (Niger-Turkiye Friendship Hospital, 2023) has patient rooms, an operating room, a delivery room, an imaging center, an outpatient clinic, a laboratory, an intensive care unit, a pharmacy, and incubators. The hospital is jointly managed by Türkiye and Niger (Niger-Turkiye Friendship Hospital, 2023).

Infant mortality and gynecological diseases are very common in Niger. In this context, the Niger-Turkiye Friendship Hospital built by TİKA operates with the knowledge and experience of the Turkish Ministry of Health personnel in maternal and child health. In this respect, the hospital is a branch hospital providing services as a gynecology and obstetrics hospital. This plays an important role in the health level of Niger, especially in maternal and child health (Sert Karaaslan, 2023). An image of the Niger-Turkiye Friendship Hospital building is presented in Figure 3.

Figure 3: Niger-Turkiye Friendship Hospital Building**Reference:** Niger-Turkiye Friendship Hospitalb, 2023

According to Figure 3, the Niger-Turkiye Friendship Hospital is designed as H-type and + type in terms of hospital model. In addition, when the hospital is evaluated in terms of building type, it can be said that it is a horizontal type hospital. H-type and + type hospitals create many benefits in terms of utilization, especially time and economy (Beyatlı, 2017, p. 67).

3. Statistics of Hospitals

Friendship hospitals are hospitals built due to signed between Turkiye and other countries. Although the hospitals designed in this direction differ in certain aspects, they have common physical features (architectural shape, building type, etc.). Friendship hospitals are also built to assist the country in which the hospital is built in terms of health services, to introduce Turkiye's health system, to ensure cooperation between Turkiye and the other country's health personnel and to establish agreements on medical education between the countries.

In this regard, statistical information on the Fier Memorial, Bishkek Kyrgyz and Niger friendship hospitals built by Turkiye in different countries is presented in Table 1.

Table 1: Statistics on Friendship Hospitals

Hospital	Number of Beds	Number of Staff	Number of Intensive Care Units	Number of Operating Rooms	Number of Polyclinics
Fier Memorial Regional Hospital	150	56 Turkiye 342 Albania	20	6	6
Bishkek Kyrgyz-Turkish Friendship Hospital	72	64 Turkiye 50 Kyrgyzstan	21	2	8
Niger-Turkiye Friendship Hospital	44	31 Turkiye 146 Niger	2	2	8

Reference: Fier Friendship Hospitala, 2023; Fier Friendship Hospitalbc, 2023; Aliyev Tayfur, 2023; Niger-Turkiye Friendship Hospital, 2023; Niger-Turkiye Friendship Hospitala, 2023; Bishkek Kyrgyz Turkish Friendship Hospitalb, 2023; Sert Karaaslan, 2023

According to Table 1, Fier Memorial Regional Hospital, built in Albania, ranks first among the evaluated hospitals in terms of the number of beds, staff, and operating rooms. When the hospitals are evaluated in terms of the number of intensive care units, Bishkek-Kyrgyz Turkish Friendship Hospital ranks first. In terms of the number of polyclinics, Kyrgyz and Niger friendship hospitals have equal numbers.

Statistics on the construction time, costs and total land size in the settlement areas, which can also be characterized as the economic dimensions of the friendship hospitals, are presented in Table 2.

Table 2: Financial Statistics of Friendship Hospitals

Hospital	Construction	Time Cost	Total Land
Fier Memorial Regional Hospital	68 Days	70 Millions Euros	17.425 m ²

Bishkek Kyrgyz-Turkish Friendship Hospital	15 Months	13 Million Dollars	12.000 m ²
Niger-Turkiye Friendship Hospital	6 Years	8 Million 423.000 TL	5.840 m ²

Reference: Fier Friendship Hospital, 2023; City Hospitals, 2023; Bishkek Kyrgyz-Turkish Friendship Hospital, 2023; Bishkek Kyrgyz Turkish Friendship Hospitala, 2023; Ünal, 2023; Bishkek Kyrgyz Turkish Friendship Hospitalb, 2023; Niger-Turkiye Friendship Hospitalb, 2023; Niger-Turkiye Friendship Hospitalc, 2023

According to Table 2, Fier Memorial Regional Hospital was built in the shortest time among the hospitals analyzed. This hospital, which has a large area and was built quickly also has the highest cost. Bishkek Kyrgyz-Turkish Friendship Hospital ranks second in terms of cost and area. When Niger-Turkiye Friendship Hospital is evaluated in terms of construction time, it is seen that the construction time of this hospital is longer than that of other hospitals. In terms of construction cost and area size, this hospital has a lower budget and area size compared to other hospitals.

Discussion

In this study, Albania, Kyrgyzstan and Niger Friendship Hospitals are evaluated from various perspectives, where friendship hospitals built as a result of Turkiye's strategic investments in health services in line with its agreements, cooperation and initiatives to promote its health system.

Niger-Turkiye Friendship Hospital was built in 2018. This hospital serves as a gynecology and obstetrics hospital by utilizing the knowledge and experience of the Turkish Ministry of Health due to the high rate of gynecological diseases and infant mortality in Nigeria. In this respect, the hospital differs from other friendship hospitals. Bishkek Kyrgyz-Turkish Friendship Hospital, whose construction was completed in the same year, started to serve in 2021. According to the agreement between the countries, the hospital is managed by the Kyrgyz-Turkish team for three years. The Fier Friendship Hospital, which was built in Albania, started to serve on May 27, 2021. The hospital, which has the highest cost and the largest area, was built in a very short time (68 days). The hospital's service process was carried out in three phases and ranked first among the friendship hospitals in terms of certain characteristics (number of beds, number of operating rooms, number of staff). In addition to being jointly managed by the Turkish-Albanian team, it is the first hospital to implement hospital autonomy. The common goal of each hospital built in line with inter-country agreements is to contribute to the health services of the respective country and to promote Turkiye's health system.

Analyzing Turkiye's health expenditures during the period in which Turkiye built the relevant friendship hospitals will allow us to see the role of health economics in the health system. Accordingly, Table 3 presents Turkiye's health expenditures during the period (year/month) in which Turkiye built the friendship hospitals.

Table 3: Health Expenditures in Turkiye (TL)

Year/ Month	January	February	March	April	May	June	July	August	September	October	November	December
2018	43.884	178.768	519.529	920.194	1.203.570	1.426.259	1.873.306	2.205.385	2.587.493 ¹	2.996.601	3.320.596	3.810.647
2019	350.497	576.587	1.211.379	1.549.493	1.826.800	1.962.644	2.500.069	2.775.631	2.938.399	3.673.030	3.844.135	4.716.960
2020	221.303	415.714	697.214	1.203.042	1.834.719	2.046.793	2.523.018	2.810.188	3.428.050	4.023.226	5.639.509	9.596.718

¹ Niger-Turkiye Friendship Hospital.

2021	3.059.707	3.473.520	4.888.632	5.287.313	6.668.320²	7.679.483	8.624.165	9.278.185	12.696.380	18.289.346³	20.797.883	35.837.521
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Reference: Republic of Turkiye Ministry of Treasury and Finance, 2024

According to Table 3, it is seen that health expenditures differ according to years. When the health expenditures of 2018, when the Niger-Turkiye Friendship Hospital was built, are analyzed, it can be said that the increase rates between months are close to each other and that the expenditures are managed effectively in this regard. When the health expenditure data for 2021, when the Turkiye-Albania Fier and Bishkek Kyrgyz-Turkish Friendship Hospitals were built, are evaluated, it is predicted that the expenditures increase in close ranges. However, it can be said that the health expenditures of October 2021, when the Bishkek Kyrgyz-Turkish Friendship Hospital was built, had a higher increase in expenditures compared to the expenditures in the previous month and year.

It is thought that the construction of friendship hospitals and the promotion of the Turkish health system in other countries may pave the way for positive results in health tourism. Health tourism data for the years in which the hospitals were built are presented in Table 4.

Table 4: Turkiye Health Tourism Data

Year	Number of Health Tourists	Health Tourism Revenues (\$)
2015	428.894	745.916
2016	418.944	811.721
2017	491.055	910.088
2018	656.320	1.007.239
2019	756.926	1.459.132
2020	435.691	1.371.189
2021	729.592	2.016.262
2022	1.381.807	2.206.750
2023	1.538.643	3.006.092

Reference: USHAŞ, 2024

According to Table 4, there has been a significant increase in health tourism data. Despite the global pandemic (covid-19) in the relevant years, Turkiye has been a preferred country for health services. When health tourism data are evaluated in terms of friendship hospitals, it can be said that significant increases in the number of health tourists and revenues have been achieved especially after 2021. In this context, it is predicted that Friendship Hospitals, a strategic health investment, has achieved its purpose and provided positive results for Turkiye, and these results are supported by health tourism data.

Conclusions

In this study, which aims to examine selected friendship hospitals as examples of strategic health investments in Turkiye, the statistics of the hospitals are analyzed and evaluated from various perspectives. The analysis reveals that the friendship hospitals differ from each other in terms of both physical and statistical information.

It is believed that coordination and information will play an important role in friendship hospitals where health personnel from Turkiye and other countries provide services together and that the quality of the services provided in these hospitals will be improved daily with strong coordination. In addition, it is aimed to ensure efficiency in hospital services and increase patient satisfaction by implementing the decisions of the Health Transformation Program such as "highly motivated health manpower equipped with knowledge and skills" and "widespread access and friendly health service system".

² Turkiye-Albania Fier Friendship Hospital.

³ Bishkek Kyrgyz-Turkish Friendship Hospital.

Considering the information obtained from the study, it can be said that the concept of health economics plays an important role in developing health services. Therefore, it is seen that health expenditures and investments made on the axis of health economics continue to increase daily. This situation reveals the necessity of health economics in health institutions and the importance of friendly hospitals, examples of strategic health investments made with scarce resources. Friendship hospitals built by Turkiye have received much positive feedback (health tourism, cooperation between health personnel, agreements for medical education, etc.), and the promotion of the Turkish health system can be evaluated in this context. Therefore, friendship hospitals can be seen as an output of effective management and decisions taken for the health economy. In this context, it is thought that the understanding of effective health service delivery with scarce resources should be integrated into health institutions. As a result, it is predicted that a low-cost and high-quality health service delivery will emerge, and strategic health investments can be increased in the long term by subjecting health institutions and health managers to the necessary training.

Based on the results obtained from the study, the following suggestions can be made;

- Health investments such as friendship hospitals should be given due importance in terms of cooperation between countries and promotion of health systems.
- Health investments should be taken into consideration in health tourism initiatives.
- Positive results can be achieved in health policies and systems in line with cooperation between countries.

AUTHOR STATEMENT

Research and Publication Ethics Statement: This study was prepared in accordance with the rules of scientific research and publication ethics.

Ethics Committee Approval: This study does not require ethics committee approval as it does not include analyses that require ethics committee approval.

Author Contribution: The author's contribution is 100%.

Conflict of Interest: There is no conflict of interest for the author or third parties arising from the study.

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