

Integrated Report 2020



OSWALDO CRUZ
HOSPITAL ALEMÃO



Hospital Alemão Oswaldo Cruz
INTEGRATED REPORT
2020

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About this report

WELCOME TO THE 2020 EDITION OF THE INTEGRATED REPORT OF HOSPITAL ALEMÃO OSWALDO CRUZ GRI 102-45, 102-46, 102-48, 102-49, 102-53

The purpose of the document is to render accounts to employees, clinical staff, associates, suppliers, partners, patients and the community about the Institution's results, investments and projects in an extremely challenging year for health both in Brazil and in the world, due to the Covid-19 pandemic.

Hospital Alemão Oswaldo Cruz holds transparency as an important premise, adding value to the brand and allowing to form bonds of trust with its stakeholders. The report is guided by the Global Reporting Initiative (GRI) Standards, the integrated reporting methodology of the International Integrated Reporting Council (IIRC), guidelines of the Brazilian Association of Listed Companies (Abrasca) and the Institution's own strategic planning. The selection of the data presented is associated to the materiality, listing the most relevant topics for management and communication according to the perspective of the *stakeholders*.

The economic-financial, environmental, social and governance (ESG) indicators cover the period from January 1 to December 31, 2020 and encompasses all units directly maintained by the Hospital - Paulista, Vergueiro, Campo Belo and, in some cases, informed throughout the text, the Complexo Hospitalar dos Es-tivadores e o Ambulatório Médico de Especialidades Dr. Nelson Teixeira, both managed by Instituto Social Hospital Alemão Oswaldo Cruz. (Social Institute). The main novelty for the scope of the report is AMBESP - Ambulatório Médico de Especialidades Dr. Nelson Teixeira in the GRI indicators focused on the impact on society.

Themes such as the management and adaptation of the business model to the context of the pandemic, the advances in Innovation, Research and Education and the performance of the Hospital based on its strategic planning are added to issues such as human development, environmental management, care practices and protocols and the social impact promoted through the administration of public health equipment. If you have any questions about the content of this report, please contact us at marketing@haoc.com.br.



In addition to this complete version, available in print and PDF file, the Institution publishes the Integrated Report in a summarized format on the website <https://www.hospitaloswaldocruz.org.br/o-hospital/relatorio-integrado> (onepage report), with a selection of the main indicators and highlights of the year.

2020 in indicators

GRI 102-7



CARE QUALITY AND SECURITY

- **97.7%** adherence to the venous thromboembolism (VTE) protocol
- **83.3%** adherence to antibiotic administration in 1 hour within the sepsis protocol
- **0.7%** crude hospital infection rate
- **0.8%** surgical site infection rate
- customer satisfaction:
- **76.7%** NPS



COLLABORATION IN THE DEVELOPMENT OF HEALTH SYSTEMS AND INITIATIVES FOR ACCESS TO MEDICAL TREATMENT

- **68,893** visits in 2020 at AMBESP - Ambulatório Médico de Especialidades Dr. Nelson Teixeira (medical consultations, multidisciplinary consultations and surgeries/biopsies)
- **590** visits in the beds of the Campaign Hospital of Complexo Hospitalar dos Estivadores (Hospital Vitória). (hospitalizations in medical clinic and ICU)
- **R\$ 192.7** million in tax immunity in the 23 Proadi-SUS projects (2018-2020)



EFFICIENT ECONOMIC PERFORMANCE IN THE USE OF RESOURCES

- **R\$ 852.497** million of net revenue, 1.2% more than 2019
- **59.6% increase** in net revenue at the Vergueiro Unit
- **85.6%** increase in net revenue in the area of Innovation, Research and Education
- **R\$ 31.5** million invested in expansion and infrastructure
- **5.6%** Ebitda margin



EMPLOYEE HEALTH

- **2,197** medical visits in the Integral Health Program
- **86%** of employees taking the periodic medical exam

INSTITUTION PERFORMANCE HIGHLIGHTS

material sustainability issues



RELATIONSHIP WITH OPERATORS

- **R\$ 258.5** million in revenue from the Paulista Unit originating from global daily rates
- **4%** improvement in the Institution's receipt deadlines



CLINICAL STAFF ENGAGEMENT

- **100%** of doctors from the registered clinical staff evaluated in the performance program



ENVIRONMENTAL SUSTAINABILITY

- **288.48** tons of waste destined for recycling



INNOVATION, RESEARCH AND EDUCATION

- **164** study publications in journals
- **53** researchers involved in the Covid-19 Coalition, 14 from Hospital Alemão Oswaldo Cruz
- **64** studies conducted by the International Research Center, 23 of which focused on therapeutic alternatives for the treatment of Covid-19
- **506** enrollments in technical, undergraduate and postgraduate courses + 6,795 students in fully distance learning courses, with 1,570 studying free of charge
- **35** students graduating from courses in the emphasis areas
- **38.4** total hours of training per active employee

Message from the Chairman of the Board of Trustees GRI 102-14

123 YEARS LATER, A MISSION THAT GOES ON

In these 123 years of activity, we have experienced several moments in history that have had a global impact. In 1918, the world was shaken by an influenza pandemic, which became known as the Spanish flu and infected almost a quarter of the world's population. At the time, Associação Hospital Alemão was already established in São Paulo, a city in full development, but severely plagued by the disease. Pervaded with a spirit of solidarity, aided by donations from the German community in the country, the Association built an emergency hospital in two days in the former Ballroom of the Germania Society. A year later, and with the end of the First World War, the Association was able to meet again and resume the works of what is now the Hospital Alemão Oswaldo Cruz.

It was a time similar to what we are experiencing today, both in terms of symptoms, as well as high rate of contamination and mortality. The Spanish flu, which arrived with 200 crew members from a British ship coming from Lisbon that docked in Rio de Janeiro, victimized mainly the elderly and had social distancing as the main measure against the spread of contagion. Today, Covid-19 travels by plane in a much faster and widespread way, but it faces an advanced medicine in the treatment and a fast formulation of vaccines with a much more efficient communication - which allows rapid exchange of information.

Despite the differences, the health system was and is still extremely challenged. Hospitals had to react quickly, implementing crisis committees and putting together tactical and strategic plans to be able to take care of patients in the best way. As I heard from a colleague, those in pain are in a hurry, those in pain are in an urgency.

Hospital Alemão Oswaldo Cruz from the first day of the pandemic, has gone through great ordeals to maintain our Mission, *"To be precise and human to guarantee the best experience and health results for the patient", and our Values "Patient Safety; Warmth; Truth; Collaborative Protagonism; Innovative Tradition"*.

This was only possible through the tireless dedication, commitment and effort of our health professionals, who placed their work above the risks of contamination and, many times, even gave up family life.

On behalf of the Board of Trustees, I would like to express our immense gratitude to all these professionals who make the Hospital Alemão Oswaldo Cruz an institution of reference and excellence.

To all other employees, without distinction, from the desk reception to the board of directors, we also thank you for the motivation, sense of responsibility and professionalism in maintaining and improving the quality of our services.

In addition to the great dedication of everyone in matters related to the pandemic, the Board worked hard to improve the governance of the Hospital.

Always with the coordination of one of the members of the Board of Trustees and the participation of associates, five committees were put together with the purpose of helping the executive management on different issues and supporting the decision-making process of the Board of Trustees. The committees are: Management and Risk; Strategy; People; Innovation and Technology; Research and Education.

With the support and coordination of the Strategy Committee, we reviewed our strategic planning for the next 5 years. Vigorous growth, technologies to support the development of efficiency and quality of patient care, as well as becoming a center of excellence in our areas of emphasis - oncology and digestive tract - were some of the topics set.

The People Committee continued to work to attract new members to further contribute to our group (in 2020 there were 21 new members).

The other committees work to improve our audit and risk control system, in the search for technological transformation and incentives for more inno-

vative ways, as well as in the breadth of research and education activities, so important for our development.

2020 was a year of great challenges both for the results of the Hospital and in the financial sphere, when our capacity for reaction and resilience was tested.

Despite a strong improvement in results in the last months of the year, in 2021, we will face new challenges arising from the pandemic.

My gratitude to our clinical staff, direct and indirect employees,

our associates, our executive officer and his team and my colleagues on the Board for the incredible dedication and cooperation facing the difficulties.

I count on the support of all to continue positively impacting the development of health in the country, through patient care and medicine of excellence and high complexity, making Hospital Alemão Oswaldo Cruz a reference in Latin America. In order to preserve the legacy of our Institution, we will remain firm, exercising our vision: "full health care takes place in harmony with knowledge and compassionate care".



Weber Porto

President of the Board of Trustees

We remain confident in the strength of our institution to face the challenges and preserve our legacy

Message from the CEO

ACTION IN DEFENSE OF LIFE AND SCIENCE GRI 102-14

When we started our journey in 2020, information about the rapid spread of a virus capable of causing serious respiratory disease in mainland China was already beginning to concern international health authorities. Although we started preparing relatively early for the arrival in Brazil, for sure we, like all other health organizations, companies and the society itself, experienced in our country a rapid advance of Covid-19, already as a pandemic.

Adopting a plan with clear pillars and an operational and financial structure capable of dealing with adversities, in addition to a team truly passionate about life and obstinate in achieving the best outcomes for all patients, our Hospital became a cutting edge center for combat, research and assistance on Covid-19, without interrupting the care of other illnesses.

Immediately, we made a series of adjustments in the occupation and circulation in our units in

We invested in research, innovation and health care to face the pandemic

order to ensure segregation of cases of the disease and protect patients, doctors and employees. We increased the number of ICU beds according to the demand in all units; we changed some care routines maintaining humaneness, security and compassionate care; throughout the year we increased the number of employees with 474 hires; we established connections with government officials and specialists to better understand the disease and its progression; and, as members of the Covid-19 Brazil Coalition, we directed our efforts in Innovation, Research and Education to tackle the biggest pandemic in our recent history.

All these measures in addition to the rigorous monitoring of the strategy's execution, with emphasis on projects in the areas of emphasis, business protection, contribution and impact on Brazilian health. Despite this scenario, our net revenue grew slightly compared to the previous year, but much of the progress was in *ramp-up* and strengthening operations - as in the case of the Vergueiro Unit, which had a 60% raise in revenue.

In the Private Health pillar, I highlight in 2020 the expansion of outpatient and oncology services at the Vergueiro Unit, the process of transferring the

Specialized Center for Obesity and Diabetes to the Paulista Unit, now located on the same floor as the recently opened Specialized Center in Digestive System, fully consolidating our performance in this area of emphasis. Another highlight of extreme relevance was our indicators in the treatment of Covid-19, with outcomes and results for the patient comparable to those of the best international hospital centers.

In relation to Innovation, Research and Education, we continue to progress in studies and incorporation of technologies, expanding our offer of postgraduate courses in the areas of emphasis: Oncology and Digestive System. Our International Research Center and the Center for Innovation and Health Education have also yielded good results, from the training and qualification our own and market professionals to the testing of disruptive solutions and dialogues with *startups* that seek to revolutionize the health market.

We believe that every organization has a duty to contribute to the development of its community. It was from this ideal that our founders courageously be-

gan a journey that today would culminate in 123 years of commitment to the advancement of public and private health.

A century later, we continue to be guided by this same commitment through our Social Responsibility pillar, which works towards forming partnerships of shared value to contribute even more to Brazilian public health.

On the one hand, we adapted our actions in the Support Program for Institutional Development of the Unified Health System (Proadi-SUS) for the 2018-2020 period to disseminate knowledge and to meet needs related to the pandemic with services such as TeleHAOC - in which our teams offered a portal for associate discussion of cases with public sector professionals.

We were also able to act directly on the emergencies of Covid-19 through our Social Institute, which took over the operation of the Campaign Hospital (Hospital Vitória), in addition to the activities already carried out by Complexo Hospitalar dos Estivadores to face the disease in the Baixada Santista. The Social Institute also during the pandemic led the opening of AMBESP - Ambulatório Médico de Especialidades Dr. Nelson Teixeira, our most recent achievement in public equipment operation.

Finally, I could not fail to revisit the year 2020 without mentioning the commitment, dedication and resilience of our teams.

In addition to the results of the Hospital, I can only look positively for the year that has passed by counting how many lives were saved in our facilities, how many stories will continue - all thanks to the hard work of our multiprofessional teams.

I join our patients and their families to say a resounding thank you to each employee and member of the clinical

staff and, especially to those who work on the front line, for making our Hospital a place where life is valued, something fundamental in a pandemic that, in 2021 already killed thousands of Brazilians. For 2021, we hope to be able to continue with resilience, being sure that this will certainly mean an important chapter of our trajectory as an Institution.



Paulo Vasconcellos Bastian
CEO

Our Hospital

GRI 102-1, 102-2, 102-3, 102-5

WE ARE A CENTURY-OLD INSTITUTION AND AT THE SAME TIME COMMITTED TO HIGH PERFORMANCE AND INNOVATION IN HEALTH CARE

1.

IN THIS CHAPTER

- > Timeline
- > Our units
- > Business model
- > Corporate governance
- > Ethics, integrity and risks





Founded 123 years ago by German-speaking immigrants in the city of São Paulo (SP), Hospital Alemão Oswaldo Cruz is an integrated center of high complexity, offering patient care, treatment, teaching and research in health with emphasis on Oncology and Digestive System.

The Institution, which is a reference in Latin America, has as its hallmarks the commitment to always do better - the motto *Immer Besser*, in German - and the philanthropic profile, guided by a business model that aims to generate shared value and promote a positive impact on Brazilian health. For this, it has more than 3,300 direct employees and 4,500 physicians and dentists in its active registered clinical staff.



MISSION GRI 102-16

Be precise and humane to ensure the best experience and health outcome for the patient



VISION GRI 102-16

Full health care takes place in harmony between knowledge and compassionate care.



VALUES GRI 102-16

- **PATIENT SAFETY** - Attention and precision to deliver the essential for our patients: safety.
- **COMPASSIONATE CARE** - It is through human relations, touching and looking that the most profound medicine is practiced.
- **TRUTH** - Trust is our means and credibility our end. We are righteous with ourselves and the world around us.
- **COLLABORATIVE PROTAGONISM** - The Hospital is a living organism. Each one of us need to perform their role and, above all, have initiative, regard each other and work together.
- **INNOVATIVE TRADITION** - Preservation of the culture and historical landmarks of a century-old hospital that knows how to reinvent itself in order to continuously evolve.

Reception of the Paulista Unit

Organizational activities are based on the pillars of Private Health (through the Paulista, Vergueiro and Campo Belo units); Innovation, Research and Education (production and dissemination of knowledge through research and provision of education at technical, undergraduate and postgraduate levels); and Social Responsibility, through the Hospital's performance in programs and projects to improve Brazilian public health and Instituto Social Hospital Alemão Oswaldo Cruz (Social Institute).

The Social Institute is responsible for managing Complexo Hospitalar dos Estivadores and AMBESP

- Ambulatório Médico de Especialidades Dr. Nelson Teixeira, in Baixada Santista, in addition to the beds to face the Covid-19 pandemic at the Campaign Hospital Complexo Hospitalar dos Estivadores (Hospital Vitória), located in Santos.

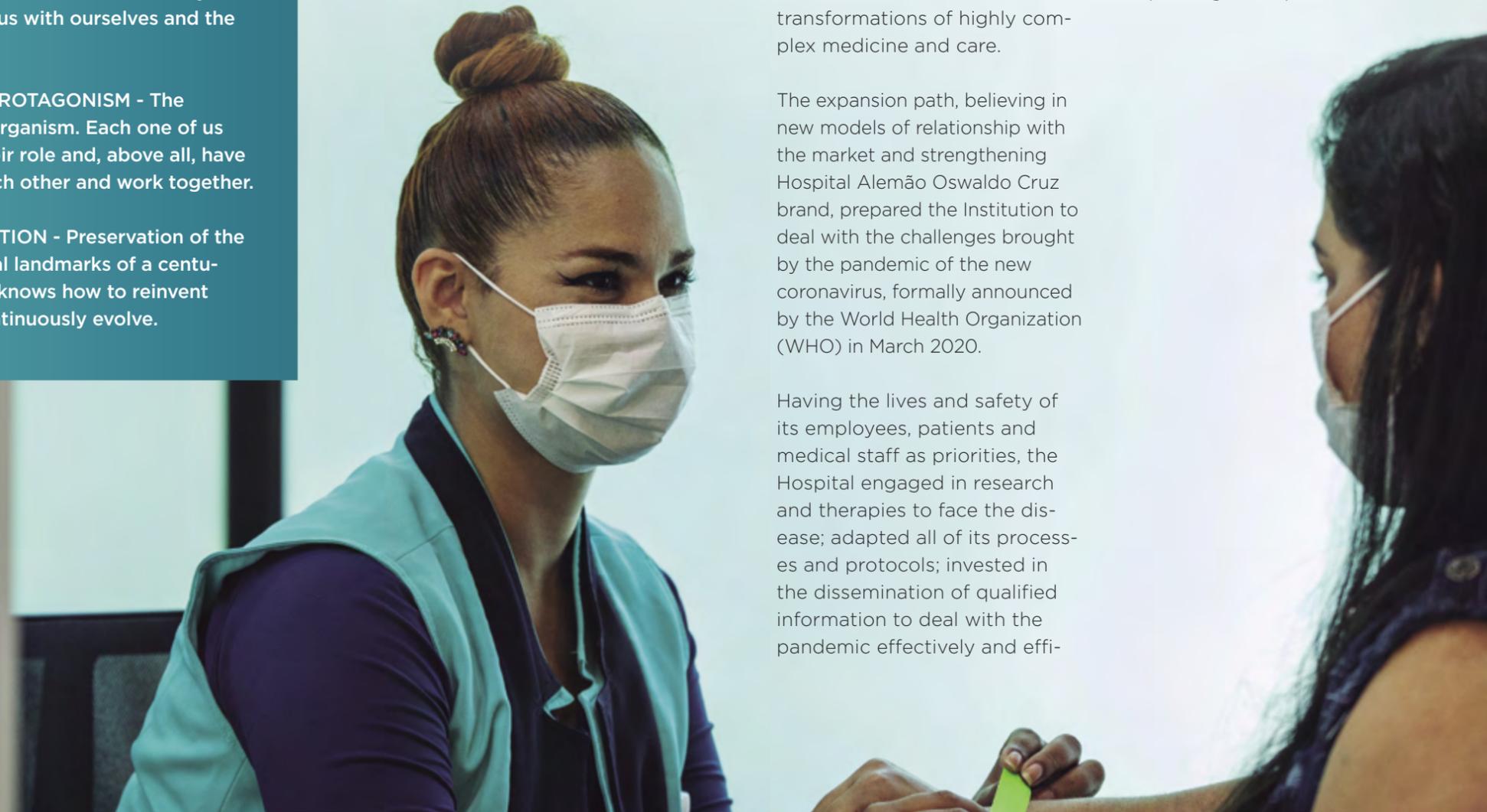
The Strategic Plan focuses on evoking the points that stand out in the business model and the historical attributes of the Institution - such as the combination of medical excellence and relationships guided by humaneness and compassionate care - to prepare for growth with goals, indicators and projects in different fronts. The long-term vision is in line with the challenges of the health market and the trends and transformations of highly complex medicine and care.

The expansion path, believing in new models of relationship with the market and strengthening Hospital Alemão Oswaldo Cruz brand, prepared the Institution to deal with the challenges brought by the pandemic of the new coronavirus, formally announced by the World Health Organization (WHO) in March 2020.

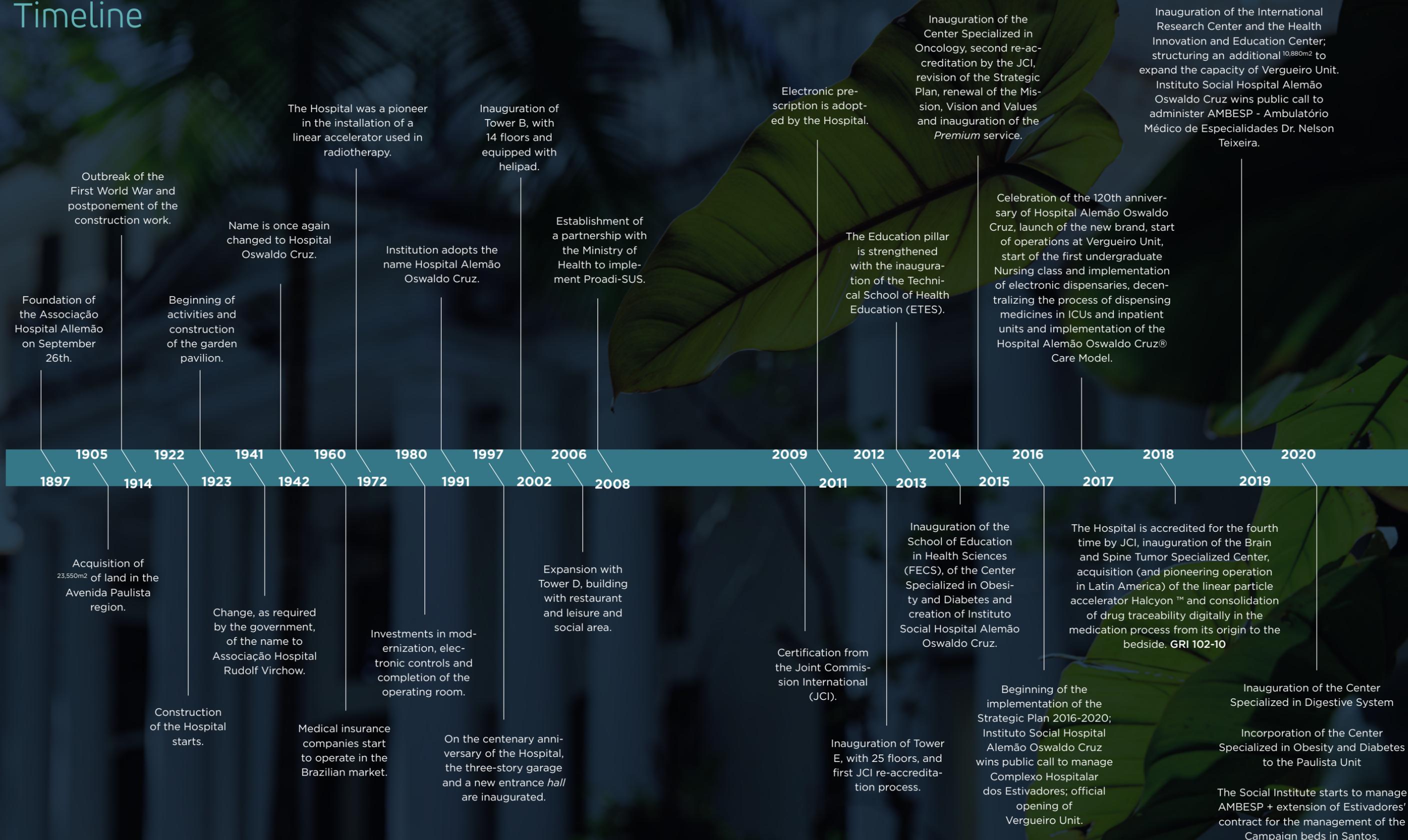
Having the lives and safety of its employees, patients and medical staff as priorities, the Hospital engaged in research and therapies to face the disease; adapted all of its processes and protocols; invested in the dissemination of qualified information to deal with the pandemic effectively and effi-

ciently; and took good care of the business, seeking to control the natural risks of the context and impacts on the revenue generation and profitability of the Hospital.

At the end of the year, the Hospital had a net revenue of R\$ 852.4 million, slightly above 2019. The revenue profile has changed substantially with the reduction of elective procedures and the increase in hospitalizations of patients with Covid-19. On the other hand, in line with the strategy, the expressive growth in Vergueiro Unit and in the area of Innovation, Research and Education reinforces the consistency of the results of the year with the Hospital's growth plan.



Timeline



Our Units

GRI 102-4, 102-6, 102-7

PAULISTA UNIT

Located in the heart of São Paulo, the Paulista complex focuses on patient care, diagnosis and research in highly complex medicine. Equipped with General Adult Emergency Service; Cardiology, Neurology and Surgery Emergency; laboratory and imaging diagnostics services; Outpatient Units and Specialty Centers; Center Specialized in Oncology; Center Specialized in Urology and Robotic Surgery; Centers of Cardiology, Endoscopy, Nephrology and Dialysis, Orthopedics, Brain and Spine Tumor Surgery; Check-up Center; Hernias Unit; and Surgery Center, among other specialties. At the end of 2020, a Center Specialized in Digestive System was also opened at the unit, offering clinical and surgical care. This inauguration was an important milestone for the Institution, which was also highlighted in the *ranking* of the best Brazilian hospitals in the area of gastroenterology featured in the American magazine *Newsweek*. The publication highlighted hospitals that are references for the experience of their clinical staff, state-of-the-art facilities, best diagnostic systems, effective treatments and a high level of care.

- 96,000m² in built-up area
- 306 hospital beds
- 21 operating rooms
- 44 ICU beds*

STRUCTURE

TOWER A

- Diagnostic Imaging Center
- Center Specialized in Oncology
- Center Specialized in Orthopedics
- Clinical and Orthopedic Emergency Care
- Nephrology and Dialysis
- Surgical Specialties Outpatient Unit
- Clinical Neurophysiology
- Brain and Spine Tumor Specialized Center
- Cardiology
- Clinical Medicine

TOWER B

- Surgery Center
- Cardiovascular Intervention Center
- Clinical Specialties Center
- Inpatient Units
- Noninvasive cardiology
- Day Clinic
- Endoscopy and Colonoscopy - Specialty Center
- Convenience and Living area for Physicians
- Material and Sterilization Center (CME)
- Physicians' Restaurant

TOWER C

- Emergency Department
- Cardiology, Neurology and Surgical Emergency Unit
- Surgery Center

TOWER D

- International Research Center
- Inauguration of the Specialized Center for Digestive System
 - » Esophagus and Stomach Unit
 - » Bile Ducts and Pancreas Unit
 - » Liver Unit
 - » Coloproctology and Intestines Unit
 - » Hernias Unit
- Specialized Center for Obesity and Diabetes
- Specialized Center for Urology
- Specialized Center for Robotic Surgery
- Onco-hematology Unit
- Employees' restaurant, gym and leisure and social area

TOWER E

- Employee Health and Safety Center (CASSC) - occupational focus
- Inpatient Units
- Surgery Center
- ICUs and premium service rooms
- Convenience and Living area for Physicians
- Living area for patients
- Auditorium

*Data refers to installed capacity. Due to the evolution of the pandemic, other beds were opened throughout the year, which changed the data (presented in other parts of this report - see chapter Coping with Covid-19).

SÃO PAULO



VERGUEIRO UNIT

In 2020, upon a consistent ramp up process with an increase of 60% in net revenue compared to the previous year, the unit inaugurated an outpatient building with R\$ 2.5 million in investments, which will allow an increase of over 100% in the volume of patient care. The construction is 10,600 square meters larger in relation to the 36,500 m2 of built-up area and in operation since 2017.

The unit has 69 offices in total and centers specialized in Women's Health, Cardiology and Surgical Specialties.

The innovative business model is based on cost predictability and focus on the best patient experience. In addition to the Specialized Center for Oncology and the Specialized Center for Obesity and Diabetes, the new Vergueiro building will now host the Comprehensive Health program.

232 hospital beds
12 operating rooms
30 ICU beds



CAMPO BELO UNIT

Located in the south region of São Paulo, it has more than 1,400 m2 of built-up area and 15 rooms, with various services that include:

- Infusion Center
- Clinic specialized in dizziness
- Personalized check-up - "Bespoke"
- High Endoscopy and Colonoscopy Service
- Surgical Day Clinic
- Vaccination Service
- Specialized Memory Clinic
- Consultations in the specialties of medical clinic, general surgery, cardiology, geriatrics, dermatology, gynecology, rheumatology, gastroenterology, coloproctology, hepatology, ophthalmology, orthopedics, otolaryngology, nephrology, plastic surgery, urology, neurology, psychiatry, psychology, pneumology, nutrition and speech therapy



SPECIALIZED CENTER FOR OBESITY AND DIABETES

The unit specialized in serving one of the areas of emphasis was incorporated at the end of 2020 in the Paulista Unit. Until this year, it was in a segregated space with 578 m2 of built-up area, close to the hospital complex

TECHNICAL SCHOOL AND COLLEGE

Continuing the expansion process of the Institution's educational area, the headquarters of the Technical School and College of the Hospital were transferred to a commercial building on Av. Paulista. The initiative reinforces the organization's purpose of being a pioneer contributing to the progress of health in Brazil through Education, proposing solutions for the health today and in the future.

8 classrooms
3 laboratories (IT, Patient Care Practices and Virtual Reality)
980 m² of built-up area



HEALTH INNOVATION AND EDUCATION CENTER

Located on Avenida Paulista, it is a space that houses an incubator and accelerator for startups, a data science laboratory, 3D printing island, education station and development of solutions in virtual reality and augmented reality, training and realistic simulation laboratories and workshops for the development of digital solutions for health

790 m²
of built-up area

SANTOS/SP

COMPLEXO HOSPITALAR DOS ESTIVADORES

Located in the city of Santos and managed since 2017 by Instituto Social Hospital Alemão Oswaldo Cruz, the service is a reference for pregnant women and high-risk newborns. Among their activities there is the Center for Elective Surgery, diagnostic services and outpatient medical care. In 2020, it also began to provide care to patients with Covid-19 in Baixada Santista.

11,600 m² of built-up area

190 active beds

66 ICU beds
(10 neonatal + 16 adult + 40 Covid-19)

4 operating rooms

AMBESP - AMBULATÓRIO MÉDICO DE ESPECIALIDADES DR. NELSON TEIXEIRA

Located in the Macuco neighborhood in Santos and managed by Instituto Social since 2020, AMBESP is a high-resolution clinic that offers 34 medical specialties, eight non-medical, diagnostic center and surgical procedures.

4.4 thousand m²
of built-up area

5 floors

CAMPAIGN HOSPITAL VITÓRIA - EXCLUSIVE COVID-19 CARE

Acting to combat the Covid-19 pandemic, through the expansion of the contract signed for the management of Complexo Hospitalar dos Estivadores, Instituto Social Hospital Alemão Oswaldo Cruz incorporated the management of Campaign Hospital Vitória, which receives patients from Santos' emergency services and referenced from all the cities of Baixada Santista and other municipalities.

110 beds
40 ICU beds

*Data referring to installed capacity. Due to the evolution of the pandemic, other beds were inaugurated throughout the year. More information in the chapter Coping with Covid-19

BUSINESS MODEL

Here is a summary of our value creation process, from the capitals we use to the impacts we cause.

Immer besser

CAPITALS WE USE (our assets)

Centennial hospital group that preserves the German culture and reinvents itself to evolve continuously. Modern structure, high-tech equipment and high standard of medical care



Philanthropic institution with financial capital from private services, operators and health and self-management plans. All funds obtained are reinvested in the organization itself



A multidisciplinary, qualified and integrated team focused on providing full health care, combining knowledge and compassionate care. Quality partnerships with suppliers, researchers and specialists. Cost-effectiveness and excellence in operations

KEY ACTIVITIES

Private Health

High complexity hospital with an emphasis on Oncology and the Digestive System and focused on quality and patient safety

Innovation, Research and Education

It creates and disseminates knowledge through innovation, research and education. Empowers talents and supports the development of professionals through technical, undergraduate and graduate programs

Social Responsibility

Contributes to the excellence of Brazil's National Health System (SUS) through partnerships of shared value for the management of public institutions and several other contributions to the strengthening and systemic advancement of Health in Brazil

Hospital Alemão Oswaldo Cruz® Care Model

a owned model, which provides individualized, comprehensive and humanized assistance for patients and family members in the care center

High-performance medicine and a vocation for care

OUTPUT

(the value we deliver)

High performance medicine that delivers the best experience and the best health result for the patient

. Providing more people with excellence in medicine, compassionate care and cost predictability. Sharing knowledge and best practices with other organizations

Sub-products



Waste treatment and recycling

+ hospital waste
+ reclaimed water

OUTCOMES

(our impacts)



Financial capital that can be reinvestment in technology, infrastructure and employee development and compensation



Creation of a disruptive payment model with cost predictability covering diagnosis, treatment and post-discharge and is therefore more sustainable for payors



Improved public health and expanded access to both public and private healthcare; improved public hospitals



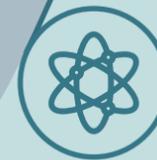
Satisfaction of patients and family members



Health care management model for companies, with health promotion, diagnosis, treatment and post-discharge, as well as the use of integrated information throughout the health chain



Information for society on healthy habits and disease prevention



Knowledge generation, research activities, diffusion of innovation

Corporate governance

GRI 102-18

Organized as a non-profit, philanthropic association, Hospital Alemão Oswaldo Cruz has a decision-making structure underpinned by professionalism in management, aligning the conduct of its executives and leaders with the mission and institutional values and by compliance with good governance and national and international management.

At the end of 2020, the Institution had 120 associate members. This group provides reflections on the business, its origins, purpose and areas of impact and growth in the context of Brazilian health.

In recent years, the Hospital's governance model has undergone intense renovation. In line with the Strategic Plan, the idea was to strengthen the Institution's brand positioning in a highly challenging market, guided by competition in areas of private health growth and structural changes in the financing, costing and profitability models of hospital businesses.

The governing bodies of Hospital Alemão Oswaldo Cruz are the Members' General Meeting, the Board of Trustees, the Audit Board and the Executive Board. In 2020, advisory committees were added to these structures to the Board of Trustees in several areas of specialty.

Members' General Meeting

It is the main body and holds ordinary meetings once a year to elect the members of the Board of Trustees and Audit Board, to discuss and vote on the financial statements of the previous year, among other matters provided for in the Institution's Bylaws.

- **120 members**
- **1 meeting in 2020**

Board of Trustees

Comprising a minimum of eight and a maximum of ten members, as provided for in the Bylaws, the body is responsible for the general, political and strategic orientation of the Hospital. Furthermore, the Board must ensure the implementation of the strategic plan, as well as monitor and evaluate the executive management. Members receive no compensation and in order to be part of this Board they must be committed and have a vision aligned with the Hospital, its challenges and priorities.

Audit Board

The Audit Board is a collegiate body of permanent operation formed by at least three and at most six members. In compliance with the best governance practices, it operates independently and reinforces the Institution's adherence to legislation, internal and external controls, as well as applicable tax and accounting standards. As a body responsible for inspecting the executive management, the Audit Board reviews the economic and financial balance sheets of the Hospital and is in charge of other matters provided for in the Bylaws.

- **4 members**
- **5 ordinary meetings in 2020**

- **9 members**
- **10 ordinary and 2 extraordinary meetings in 2020**

Advisory committees

Structured in 2020 with the purpose of supporting the basis for the decisions of the Board of Trustees, the committees focus on themes defined according to their competence and issue opinions and analyzes relevant to the future of the Institution, therefore, not having a deliberative character. All advisory committees are coordinated by members of the Board of Trustees, thus ensuring compliance with the strategic plan and guidelines defined by the Board of Trustees. In 2020, the following Committees were created:

- **Audit and Risk Committee**
- 5 members
- **People Committee**
- 5 members
- **Strategy Committee**
- 4 members
- **Innovation and Technology Committee**
- 5 members
- **Research and Education Committee**
- 5 members

Executive Board

Holding positions that cover the main areas of operation of the Hospital, the group includes executives with experience in the health sector and is responsible for ensuring the execution of the business plan. In addition to the CEO, the team includes Patient Care, Medical, Operations, People & Management, Innovation, Research & Education and Social Responsibility directors.

In accordance with instructions issued by the Federal Board of Medicine (CFM), members of the Clinical Board are also appointed by an open clinical body.

- **7 members on the Executive Board**
- **18 meetings held by the Executive Board**
- **2 members on the Clinical Board**
- **48 meetings of the Clinical Board held in 2020**

GOVERNANCE AT THE SOCIAL INSTITUTE

As it is a Social Health Organization of legal nature, the Social Institute has in its governance structure the Board of Directors, the Audit Board and the executive management, carried out by the CEO, with the support of leaders and managers active in the projects and units under management contract with public entities.

The Bylaws provides for nine members with terms of four years with the possibility of one reelection. The chairman and deputy chairman of the Board of Directors are appointed by Hospital Alemão Oswaldo Cruz.

The Audit Board is a collegiate body with three to six members, all founding members or permanent members.

The Executive Board can be composed of up to three members. The latter is responsible for complying with the Bylaws and the resolutions of the General Meeting and the Board of Directors.

HOSPITAL ALEMÃO OSWALDO CRUZ

Board of Trustees



WEBER PORTO
CHAIRMAN



MARK ESSE
DEPUTY CHAIRMAN



MARIA CAROLINA
DA COSTA
MEMBER



JULIO MUÑOZ KAMPFF
MEMBER



JOÃO CARLOS VISETTI
MEMBER



MARCELO OLIVEIRA
DOS SANTOS
CLINICAL DIRECTOR



GILBERTO
TURCATO JUNIOR
DEPUTY CLINICAL
DIRECTOR



RODOLFO SPIELMANN
MEMBER



FABIO MITTELSTAEDT
MEMBER



MICHAEL LEHMANN
MEMBER



RONALD SCHAFFER
MEMBER

Audit Board



CHARLES KRIECK
CHAIRMAN



ERNESTO
NIEMEYER FILHO
DEPUTY CHAIRMAN



BEATE BOLTZ
MEMBER



ROLAND GALLBACH
MEMBER

Executive Board



PAULO
VASCONCELLOS
BASTIAN
CHIEF EXECUTIVE



FÁTIMA SILVANA
FURTADO GEROLIN
CHIEF OFFICER FOR
PATIENT CARE



KENNETH ALMEIDA
CHIEF OFFICER
FOR INNOVATION,
RESEARCH &
EDUCATION



ANTONIO DA SILVA
BASTOS NETO
CHIEF MEDICAL
OFFICER



ANA PAULA NEVES
MARQUES DE PINHO
CHIEF SOCIAL
RESPONSIBILITY
OFFICER AND INTERIM
OFFICER FOR PEOPLE &
MANAGEMENT



ALLAN JAMES PAIOTTI
CHIEF OPERATIONS
OFFICER

Clinical Board

INSTITUTO SOCIAL HOSPITAL ALEMÃO OSWALDO CRUZ

Board of Directors



MARIO PROBST
CHAIRMAN



MARK ESSE
DEPUTY CHAIRMAN



BRUNO DE CARLI
MEMBER



JULIO MUÑOZ KAMPFF
MEMBER



RONALD SCHAFFER
MEMBER



BRUNA JACOBINA
MEMBER



PAULO
VASCONCELLOS
BASTIAN
MEMBER



FÁTIMA SILVANA
FURTADO GEROLIN
MEMBER



ANTONIO DA SILVA
BASTOS NETO
MEMBER

Audit Board



MICHAEL LEHMANN
CHAIRMAN



ERNESTO NIEMEYER
FILHO
DEPUTY CHAIRMAN



BEATE BOLTZ
MEMBER



WEBER PORTO
MEMBER



ANA PAULA NEVES
MARQUES DE PINHO
CHIEF EXECUTIVE

Executive Management

Ethics, integrity and risks

GRI 102-16; 103-2, 103-3 | 205, 205-3; 103-2, 103-3 | 418, 418-1; 103-2, 103-3 | 419, 419-1

Hospital Alemão Oswaldo Cruz's relations are based on value of integrity. Relationships between doctors, employees, patients, governments, suppliers and society are guided by clear guidelines in good faith and conduct, seeking to protect the brand's reputation and avoid any ethical deviations in the conduct of the Institution's daily activities.

All actions aimed at promoting ethics are guided by the Integrity Program, carried out in a transversal manner, with direct engagement by the CEO; communication, training, policy dissemination, maintenance of channels for records, complaints and denunciations, Ombudsman processes, Internal Audit and Risk Management are all linked to the program.

In 2020, the subject was strengthened in the organizational structure through the creation of the Legal and Compliance Department, which integrates the processes of legal follow-up and projects in ethics and integrity at the Hospital. This decision is in line with the initiative to implement the matrix model in the management of Hospital Alemão Oswaldo Cruz, with leaders responsible for setting forth policies, guidelines and work standards applicable to the units that make up the organization.

The Internal Audit area is another relevant front, reporting directly to the Audit & Risk Management Committee - one of the advisory bodies structured in the year. Annually, the department executes a work plan aimed at areas and processes of

greater risk and/or strategic for the Hospital. The area is also responsible for verifying incidents of corruption.

In line with the plan established for the year, the processes of People & Management, Accounts Payable, Purchasing, Pharmacy and Medical Transfer areas were audited. In 2020, as in previous years, no cases of corruption were identified at the Hospital.

In another initiative of Hospital Alemão Oswaldo Cruz towards more controls and governance, the Institution took advantage of the adaptation process for the Facilities and Security Management (FMS) chapter of the Joint Commission International (JCI) to create, in 2020, a pilot project for the implementation of a continuous Corporate Risk Management (non-clinical) process, which will be under the Internal Audit area.



POLICIES & PROCESSES

The main management policy related to the subject is the Ethical Conduct Handbook, available to all areas in order to clarify doubts, provide guidance and explain responsibilities and impacts of the employees' performance.

In 2020, new management policies were developed with the purpose of consolidating the culture of integrity, ethics and transparency in the Institution. They are: Third-Party Transactions Policy, Conflict of Interest Policy, Confidential Channel Policy, Information Security and Data Protection Policy and Privacy Policy.

All deviations and potential non-compliance with the Handbook can be reported through the Confidential Channel - which is managed by third parties and ensures independence of the process, secrecy, integrity and privacy of the records.

Reports sent to the channel are forwarded for analysis by the Ethical Conduct Committee, formed by the Chief Executive Officer and by the managers of Internal Audit, Legal and Compliance Department and People & Management Department. The body analyzes the cases and if necessary establishes corrective or disciplinary measures in joint decision with the leaders of the Institution. In 2020, 467 cases



COMPLIANCE WITH THE LGPD

The Institution's preparation to meet all the requirements of the Brazilian General Data Protection Act (LGPD) started in 2020. The creation of the Privacy Policy and its wide dissemination on the institutional website were the first measures, followed by steps to adapt processes and conduct training for employees. In the first half of 2021, more controls are planned to mitigate the risk of data leakage.

Today, the topic is under the direct management of the Information Security and Legal Departments. There is a specific channel for patients to contact the Hospital and clarify doubts related to privacy. These structures are complemented by the Data Protection work committee, which meets periodically and counts on the hospital's top management team.

were accepted, against 491 records in 2019 and 182 in 2018.

Taking into account customers, the Ombudsman also accepts complaints and protocols. In 2020, as in previous years, there was a record of cases (20 in the year, against 33 in 2019 and 26 in 2018) of attempted scams aimed at patients and family members, requesting fake bank deposits on behalf of the Institution. There were no complaints by customers or responsible agencies associated to data leakage.

We received 467 reports in the Ethical Conduct Committee during the year



INTRABEAM®, intraoperative radiotherapy equipment



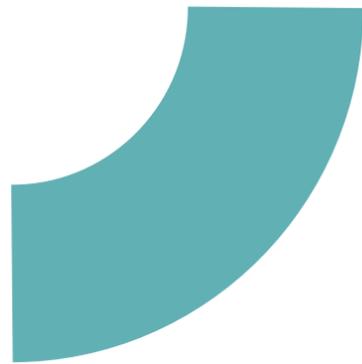
Strategy

2.

IN THIS CHAPTER

- > Planning, goals and indicators
- > Capital allocation
- > Sustainability agenda

2020 REPRESENTED A MILESTONE IN THE HISTORY OF HOSPITAL ALEMÃO OSWALDO CRUZ AS WE ENDED A STRATEGIC PLAN CYCLE, WHICH WAS IN PLACE SINCE 2016



al groups and the subsequent acquisition of hospital centers caused institutions such as **Hospital Alemão Oswaldo Cruz** to strengthen their competitiveness with a more solid brand positioning, based on attributes perceived by patients, clinical staff and operators and a focus on specific areas of medicine. This planning was in fact decisive to deal with the challenges of the Covid-19 pandemic in a resilient manner.

The strategy in recent years has prioritized investments and actions that reinforce the Institution's brand and positioning in the health market. We highlight the innovations in the relations with operators and the further development of the areas of emphasis. It was also a relevant cycle in Innovation, Research & Education - with the

The five years were decisive for the realization of growth plans, strengthening of the brand and investment in fronts such as Innovation, Research & Education and Social Responsibility, preparing the Institution for an increasingly challenging environment in the Brazilian health market.

Several changes taking place in the Brazilian health have been consolidated in recent years. Old debates, such as the intervention of digital culture in the care and treatment processes, the adoption of *data science* tools in population management and care protocols, the evolution of telemedicine and the systemic look at the patient focused on outcomes are some of the trends that have deepened in the context of the Covid-19 confrontation.

Another significant aspect of the Brazilian private health market was the inclination towards consolidation in the last decade. The arrival of large internation-

opening of more undergraduate and postgraduate courses, the inauguration of centers dedicated to innovation & research and advance in the generation of knowledge and education - and also in Social Responsibility with important achievements in the administration of public health services that reinforce the Institution's impact on the Brazilian society.

Equipped with knowledge, advances and new challenges in its sector, the Institution is already working on its new Strategic Plan 2021-2025 conducted by the Board of Trustees and the Executive Board, whose focus will be on strengthening the brand, in partnerships, in the patient's experience and gains in operational efficiency with high resolution and performance.

RESILIENCE AND ADAPTATION

Data from the National Association of Private Hospitals (Anahp) point out that despite the growing demand caused by Covid-19 peaks throughout 2020, Brazilian institutions had a drop in their financial results, according to the association's observatory - which represents 118 hospital centers.

In addition to pointing out the cycles of the pandemic and its impact on emergencies and emergency departments, with the assistance to suspected cases and diagnostic confirmations growing again as from October 2020 the technical opinion of Anahp shows that there was a drop in average bed occupancy rate (which fell from 77% to 67.7% between 2019 and 2020), as a result of

the postponement of procedures, elective surgeries and outpatient care.

There was also a change in hospitalizations: in 2020, those related to infectious diseases - which include patients with Covid-19 - more than doubled, while other areas had a reduction or stabilization in relation to the previous year.

According to Anahp, the consolidated Ebitda margin for the year had a significant drop of 4.3 percentage points in comparison with the year 2019. The scenario showed signs of recovery at the end of the year; however, the upsurge in the pandemic in the first quarter of 2021 points to new impacts on the sector, including pressure on hospital services and the provision of medicines and supplies.

Another important sector of this market is that of supplementary health. Data from the National Supplementary Health Agency (ANS) indicate an increase in the number of users of private plans (+ 1.5%), even with the negative economic scenario of 2020. Operators closed the year with a consolidated increase in profit, stable levels of default and even with suspensions in the second semester, they may have a reset of the adjustments in 2021. In December 2020, the supplementary health sector totaled 47,564,363 users in health care plans, the highest number since January 2017.

This business area exposes institutions such as Hospital Alemão Oswaldo Cruz to a series of challenges and opportunities. In the last few years investments have been made on several decisive strategic plans to keep the Institution well positioned in a context such as that of 2020. On the one hand, the focus on knowledge generation and dissemination strengthened the relations of the Hospital with other players in areas of innovation, research and health education. This can be noticed with the participation of the Hospital in the Coalition Covid-19 Brazil, an integrated front of studies to understand the disease and the infected population, as well as with the efforts made in the research and innovation centers of the Hospital.



Vergueiro Unit

AREAS OF EMPHASIS: ONCOLOGY AND DIGESTIVE SYSTEM

The areas of emphasis are one of the first focuses of the institutional strategy and in 2020 yielded significant results. Gradually, the volume and indicators of research, production and innovation in the areas of Oncology and Digestive System have been standing out - in line with investments made in the centers of specialties and areas related to them.

In association with population aging and the expectation of a 60% increase in cases of cancer in the coming years (data from the World Health Organization), a level that reaches more than 80% in developing countries, a dedicated Oncology center was opened in 2015 and in 2020 it expanded outpatient service to Vergueiro Unit, in order to further extend the coverage of healthcare and medical services.

In the area of the Digestive System, a highlight for the year 2020 was the implementation of the Specialized Center for Digestive System, the result of investments and works to strengthen the care offered by the Hospital to patients in this segment. In addition, the Specialized Center for Obesity and Diabetes was integrated

into the area of the Digestive System in the building of the Paulista Unit.

Notwithstanding other important and traditional areas of the Institution, the two segments had been showing consistent growth. However, the Covid-19 pandemic impacted some specialties and subspecialties, due to the lower demand for visits, exams and, especially, elective or tracking/identification procedures of pathologies (see charts).

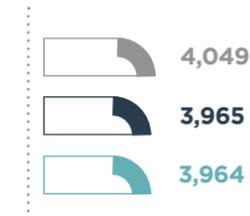
Other relevant fields of investment, which interface with the areas of emphasis and new technologies and therapies are neurology, which registered 596 surgeries in 2020, higher than the previous year, and robotic surgery with 235 procedures performed during the year.

Check out our performance in other areas and specialties in the Indicators Panel, p. 72



INDICATORS - VOLUMETRY IN THE EMPHASIS AREAS

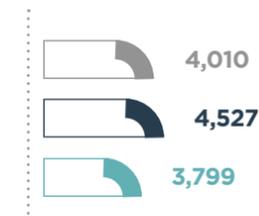
Cancer Surgeries*



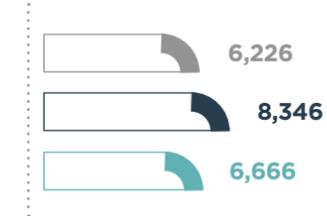
Oncological Consultations*



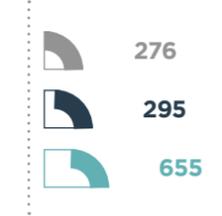
Digestive Surgery*



Consultations at the Specialized Center for Obesity and Diabetes**



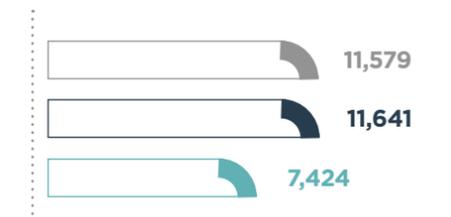
Surgeries at the Specialized Center for Obesity and Diabetes**



Endoscopies ***



Colonoscopies***



Reference



* Paulista and Vergueiro Units
 ** Paulista Unit
 *** Paulista, Vergueiro and Campo Belo Units

Planning, goals and indicators

At the same time we had the completion of the 2016-2020 cycle of Strategic Planning, the year prompted us carefully analyse the indicators adopted to monitor the progress of the Institution's long-term plans.

In the last five years, Hospital Alemão Oswaldo Cruz set forth eight strategic pillars to advance in the generation of value. The Board of Trustees was in charge of the identification of such pillars, which represent the vision of the associates and the long-term and perpetuity read-

ing of the Hospital; their implementation and responsibility are under the executive boards, leaders who must inspire their teams to abide by and engage with business priorities.

Different areas, including those of *business intelligence*, finance, transformation, information technology and operations, accompany the execution of the main strategic projects.

During 2020, discussions were initiated to reformulate the Strategic Plan, now within the

next five years (2021-2025), for the entire Institution. Furthermore, the specific strategy in the area of Innovation, Research & Education and the planning of Instituto Social Hospital Alemão Oswaldo Cruz was continued. Important drivers and lessons learned in recent years, such as the evolution of the matrix structure - increasingly important in the face of business expansion movements - and the strengthening of competitive differentials in the areas of emphasis, should be the pillar for the next five-year period.

OUR STRATEGIC PILLARS

And our achievements in the 2016-2020 cycle

1 Strengthening the brand

Our targeted action: Increase investments in communication and marketing and reinforce the Institution's presence and role in the media, capturing potential and current patients and being a preference among the clinical staff

WHAT WE HAVE ACHIEVED:

- > Presentation of new market positioning and logo after branding work
- > Significant increase in the Hospital's presence and relevance on social media: 1,896,818 followers on Facebook, LinkedIn and Instagram. In 2020 alone the Institution had 352,790 new followers
- > Independent audit study shows a rapid ascension regarding visibility in the press - 8th (2016) x 3rd (2020).
- > Reputation research in 2017 detected advances in Top of Mind (press and population).

2 Operational efficiency

Our targeted action: Improving the patient experience, delivering the best result with cost-effectiveness, quality and safety in the processes

WHAT WE HAVE ACHIEVED:

- > Increase of 2.5 percentage points in the Net Promoter Score (NPS)*
- > Extension of the Emergency Service 2 operating hours to 24h
- > Opening of drive-thru for PCR testing

3 Expansion and Coverage

Our targeted action: To grow organically and inorganically increasing the number of beds, advanced units and partnerships with the public and private sectors

WHAT WE HAVE ACHIEVED:

- > Expansion of Vergueiro Unit, with a new outpatient building and arrival of the Specialized Center for Oncology and the Specialized Center for Digestive System
- > Increased impact and presence of the brand in public health through the Instituto Social Hospital Alemão Oswaldo Cruz, which manages public facilities in Santos (SP)

*NPS started to be counted in 2017

4 Human development

Our targeted action: Attract, retain and qualify employees of the Institution, strengthening the attributes of engagement, innovation and collaboration among teams

WHAT WE HAVE ACHIEVED:

- > Increase of 30.41% in the total number of employees from 2016 to 2020
- > We received the Great Place to Work badge. An award for the best companies to work for

5 Social responsibility

Our targeted action: Contribute to Brazilian health through public-private partnerships and agreements, working with the Ministry of Health and local governments

WHAT WE HAVE ACHIEVED:

- > Two public calls won by the Social Institute: in 2016, for the administration of Complexo Hospitalar dos Estivadores, and in 2020, for the administration of Ambulatório Médico de Especialidades Dr. Nelson Teixeira - AMBESP
- > Implementation of structural projects for the SUS (Brazil's National Healthcare System) with coverage throughout the national territory
- > Elaboration of 27 strategic maps for the state health departments, and restructuring of 27 public hospitals from the point of view of patient care processes
- > Infection reduction in 24 hospital ICUs across the country
- > Qualification of bariatric surgery processes in 21 Brazilian hospitals
- > With regard to innovation and research, scientific articles related to the analysis of cost-effectiveness of medicines were published and 31 clinical protocols were delivered to the Ministry of Health, together with 83 systematic reviews, two methodological guidelines, one in technical-scientific opinion and the other in a systematic review of randomized clinical trials.

PRESENCE ON SOCIAL MEDIA



FACEBOOK

Dec./2015: 137,422 followers

Dec./2020: 1,555,607 followers



LINKEDIN

Dec./2015: 17,469 followers

Dec./2020: 295,120 followers

Total engagement*: 413,689

*Total engagement considers the sum of likes, comments and shares

6

Innovation, Research & Education

Our targeted action: Encourage the production and dissemination of knowledge within and outside the Institution, through the provision of technical, undergraduate and graduate programs; study of incorporation of new technologies; development of new solutions and products for health through alliances with *startups* and large organizations; and increased participation of this pillar in the business

WHAT WE HAVE ACHIEVED:

- > 429% increase in net revenue in the area from 2016 to 2020
- > Structuring of the International Research Center and the Center for Innovation and Health Education



7

Relationship with physicians

Our targeted action: Building relationships of trust, engagement and mutual development with the active registered clinical staff, including fostering research and valuing excellence

WHAT WE HAVE ACHIEVED:

- > 40% increase in active registered clinical staff from 2016 to 2020
- > New model of medical relationship, with dedicated programs and incentives for engagement in research and knowledge actions

8

Relationship with operators

Our targeted action: Make the relationship between the Hospital and its partner operators more efficient, balanced and with mutual gains, reducing dependence and seeking joint cost-effectiveness solutions

WHAT WE HAVE ACHIEVED:

- > New models tested with operators, with price predictability, outcome and care coordination
- > 26% increase in the percentage of revenue (Paulista and Vergueiro Units) derived from closed packages linked to standard protocols for patient profiles and clinical conditions

Management indicators*

In connection with its strategic pillars, the Hospital manages a set of *key performance* indicators (KPI) that signal progress in areas of excellence, knowledge creation, economic performance, financial health and human development. Check out some of these KPIs on the following pages and their evolution year by year:

*The strategic indicators associated with Medical Development programs and actions (%) were not reported because such initiatives are under review

BED TURNOVER

Definition: it indicates the relationship between the speed, efficiency and bed occupancy at the Hospital. It is calculated from the number of discharges/number of beds x number of months.

Analysis of 2020: the main challenge of the year was due to the pandemic, resulting in less bed turnover and difficulties in improving the Institution's *performance*.

	2018	2019	2020
Paulista Unit	5.28	6.07	5.55
Vergueiro Unit	3.7	5.7	4.3

SHARE OF AREAS OF EMPHASIS ON REVENUE (%)

Definition: points out the economic and financial result of the Hospital linked to the areas of Oncology and Digestive Diseases

2020 Analysis: Revenue from ICU admission increased in connection with the demands of the Covid-19 pandemic, which reduced the representativeness of the areas of emphasis

	2018	2019	2020
	49	48	45

RESEARCH IN EMPHASIS AREAS

Definition: total research protocols and projects linked to areas of emphasis

2020 analysis: even with the pandemic, the Institution has advanced in studies related to areas in line with its strategy

	2018	2019	2020
	10	15	20

AVERAGE ACCOUNTING RECEIVABLES PERIOD

Definition: it indicates the number of days for the Institution to receive credit for the services rendered

2020 analysis: the number has remained relatively stable compared to previous years

PMR**	2018	2019	2020
	129.52	123.18	118.21

**PMR (not discounting Estimated Losses on Doubtful Credits - PECLD): accounts receivable/total net revenue x days.

GRADUATING STUDENTS FROM COURSES IN THE AREAS OF EMPHASIS

Definition: volume of students in undergraduate and graduate programs in the Institution's areas of emphasis

Analysis of 2020: 32 graduating students from the Oncology Nursing graduate program, one graduate from Oncological Neurology (medical graduate program) and two graduates from the medical residency in Digestive Endoscopy, Onco-hematology: Clinical Practice in Lymphoproliferative Diseases and Pharmaceutical Assistance in Oncology due to the pandemic, theoretical courses were transferred to virtual rooms, so they could continue by means of technology. In 2020, three new graduate programs were launched: Digestive Endoscopy, Onco-hematology: Clinical Practice in Lymphoproliferative Diseases and Pharmaceutical Assistance in Oncology.

	2018	2019	2020
	49	39	35

NET REVENUE (R\$ THOUSAND)

Definition: revenue obtained by the Institution

Analysis of 2020: despite the challenges of the period, the expansion of Vergueiro Unit and the high demand for hospitalizations and ICU occupation boosted the generation of results by the Hospital

	2018	2019	2020
	R\$ 764,029	R\$ 842,596	R\$ 852,497

ALLOWANCE FOR DOUBTFUL DEBTORS (R\$)

Definition: the volume of funds not received that the Institution classifies as uncertain as to the receipt

Analysis of 2020: with the update of the policy related to the topic in 2019, the numbers were within the expected during the year

	2018	2019	2020*
	12 million	(11.5 million)*	2.6 million

* Negative value due to a work to revise the PDD policy, generating reversal of the amounts provisioned.

STAFF SATISFACTION (%)

Definition: satisfaction survey conducted with support from Great Place to Work (GPTW)

Analysis of 2020: even with the challenges experienced in the year, the percentage remained positive and stable, with an increase in relation to 2019

	2018	2019	2020
	70%	69%	73%

PATIENT SATISFACTION - NPS (%)

Definition: satisfaction measured by the Net Promoter Score (NPS), by SMS sent after discharge from the Hospital or *via email*

2020 analysis: the institutional indicator had a greater variation compared to 2019, but reached its highest level in the last three years - although the goal originally set for the year was 80%

	2018	2019	2020
NPS	73.5%	73.0%	76.7%

INSTITUTO SOCIAL HOSPITAL ALEMÃO OSWALDO CRUZ

Definition: total patient care visits provided by public services managed by Instituto Social Hospital Alemão Oswaldo Cruz

Analysis of 2020: the volume of patient care provided increased exponentially with the operation of AMBESP - Ambulatório Médico de Especialidades Dr. Nelson Teixeira

	2018	2019	2020
	19,054	23,071	97,834





Capital allocation

The year 2020 for Hospital Alemão Oswaldo Cruz had been planned with a series of investments and projects linked to the consolidation of the Strategic Plan. Much of the actions, however, were impacted by the Covid-19 pandemic - which resulted in the need for emergency projects to increase the capacity of Hospital in the Emergency Department of its units, to ensure good safety standards for doctors, patients and employees, to provide quick and effective responses in the treatment of the new coronavirus for infected patients and allocate human, material and financial resources in a strategic way, following daily indicators and trends of the pandemic in Brazil and, specifically, in the city of São Paulo.

Even so, the main works planned for the year were maintained including the renovation of the surgery center and the delivery of the new Specialized Center for the Digestive System, at Tower D of the Paulista Unit, as well as the integration of the Specialized Center for Obesity and Diabetes in this same unit, in addition to the outpatient and oncology expansion at Vergueiro Unit.

Investments for the year totaled R\$ 31.5 million. The amounts include R\$ 4.5 million contributed to Information Technology, R\$ 1.6 million for the expansion of Vergueiro Unit and R\$ 25.4 million to other projects. Check out some highlights on the following pages.



Surgical Center has a new lighting system

HIGHLIGHTS OF THE YEAR



R\$ 31.5 million

Hospital Alemão Oswaldo Cruz consolidated Capex in 2020, including:

- **R\$ 17.5 million invested in works and medical equipment** (engineering) at Paulista and Vergueiro Units
- **R\$ 0.3 million for digital modernization** of the patient's journey
- **R\$ 3.8 million at the Innovation and Health Education Center**
- **R\$ 2.5 million for the expansion of the outpatient clinic** of Vergueiro Unit



6 new and 3 restored rooms

The general renovation of the Surgical Center of Paulista Unit added new rooms, the modernization of several spaces and the creation of a medical living area and dressing room



R\$ 12.4 million

In investments in works at Paulista and Vergueiro units, which started in 2020 and finished early 2021

Vergueiro: pace of expansion

As part of the *ramp-up* process of Vergueiro Unit, opened in the second half of 2017, the highlights in 2020 were the opening and consolidation of the new outpatient building, the expansion of the capacity of beds and the expansion of specialized services in Oncology to the unit, among which are the Bone Marrow Transplant Area (BMT). Currently, Vergueiro Unit includes another area of emphasis in addition to the services of the Specialized Center for Obesity and Diabetes.

Based on a disruptive business model that takes into account the current needs of the Brazilian health market and is guided by preset protocols and *bundled payment models* in all specialties (except obstetrics and pediatrics), as well as daily and global rates for exams, clinical admissions and chemotherapy, Vergueiro is a successful bet on what the Institution believes is the natural way for operators and hospital centers to generate the best result and outcome for the patient, with efficient use of resources and excellence in adhering to protocols, guaranteeing care quality and safety.

Today, there are more than 1,200 *bundled* payment models adopted at Vergueiro for patients with health plans contracted with the unit - in addition to private patients. Since its inauguration, more than R\$ 443 million have been invested in the plan to expand service offer.

In order to improve the patient's experience with a complete cycle of care, diagnosis and treatment, one of the planned projects was carried out during the year: the inauguration of an outpatient building. The space received R\$ 2.5 million in funds for renovations, equipment, furniture and technology. In total, there are 69 specialty medical offices, 12 of which are *co-working* models. In addition, the outpatient building has care lines for specific areas, such as a Specialized Center for Women's Health, another specialized in Cardiovascular Health and the Specialized Center for Obesity and Diabetes.

The goal is to increase the volume of patient care per month by 150%, with a raise of up to R\$ 12.5 million in revenue from patient visits, in addition to the expected benefits in increasing the volume of surgeries at the unit coming from the outpatient clinic. The new building now also hosts the Employee Health and Safety Center (CASSC), previously located at Paulista Unit.

70%

was the average occupation of active beds in 2020 at Vergueiro Unit

63%

was the growth of the operation between 2019 and 2020 in terms of bed occupation

68.8%

increase in hospitalizations

73%

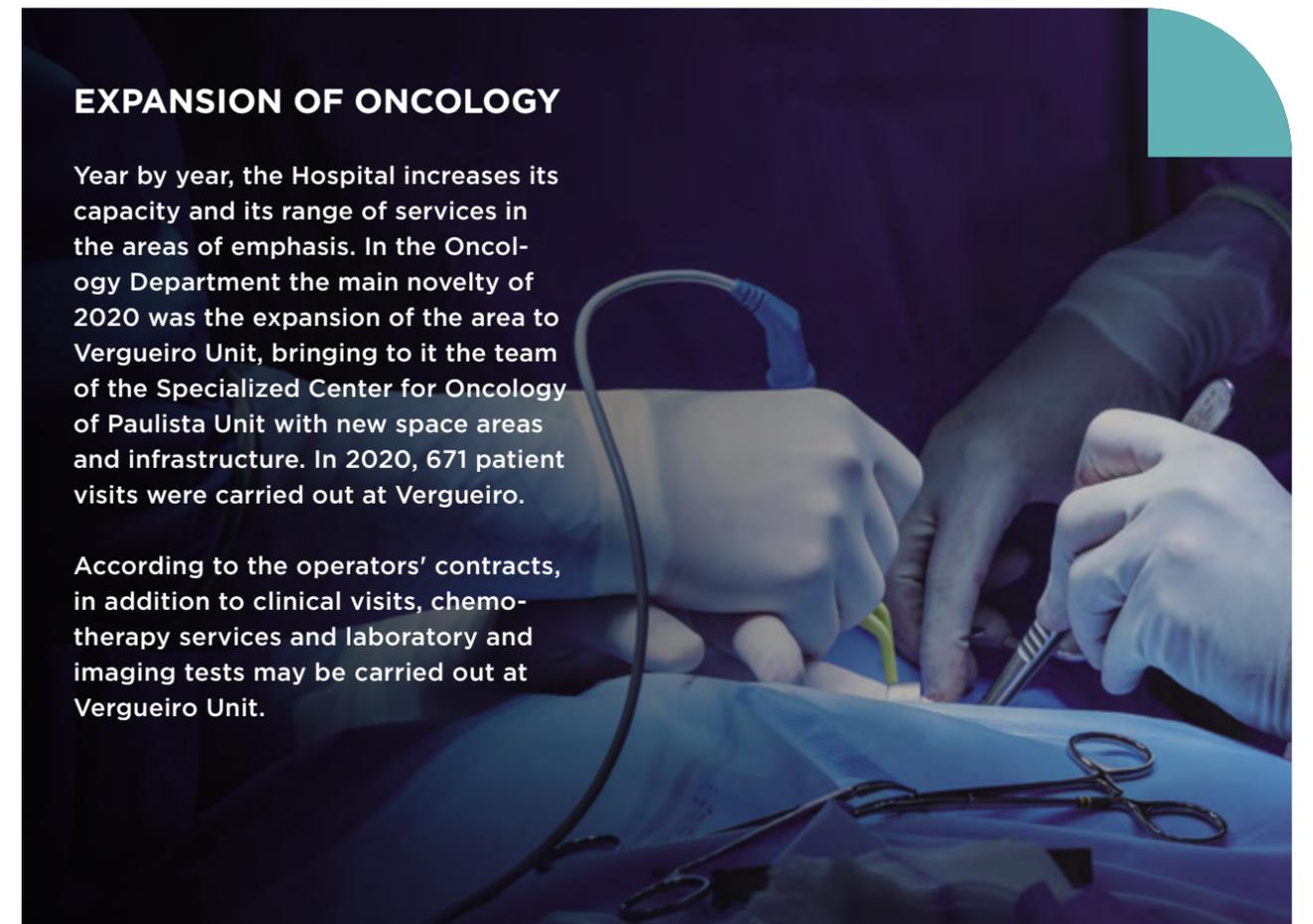
is the forecast for the bed occupancy rate of the unit in 2021

The Unit has continued to expand strategic partnerships with healthcare operators, offering care services that are always guided by quality, safety and this model with cost predictability that is disruptive in the market.

EXPANSION OF ONCOLOGY

Year by year, the Hospital increases its capacity and its range of services in the areas of emphasis. In the Oncology Department the main novelty of 2020 was the expansion of the area to Vergueiro Unit, bringing to it the team of the Specialized Center for Oncology of Paulista Unit with new space areas and infrastructure. In 2020, 671 patient visits were carried out at Vergueiro.

According to the operators' contracts, in addition to clinical visits, chemotherapy services and laboratory and imaging tests may be carried out at Vergueiro Unit.





Diagnostic Imaging Center
of Paulista Unit

Investment in digital innovation

The focus on innovation is at the center of the hospital's strategic agenda (*read more on p. 36*). In 2019, the Innovation and Health Education Center was inaugurated - celebrating the institution's 122 years with a clear commitment to the digital market and its contribution to renewing the business model.

Partnerships with national and international research centers, industries and renowned organizations, such as Microsoft, are at the heart of the center's efforts to develop data analysis and modeling projects applied to health and to seek ways to promote a more connected and multiplatform education. Another pillar of action is the connection with *startups* in the health area, with possibilities for accelerating business that are under development in the market.

In the middle of the year, during the Covid-19 pandemic, the Institution deepened its dialogue with *startups* in order to strengthen its ecosystem and, thus, incorporate technologies capable of improving the patients' digital journey. In 2020, the highlight was the launch of a challenge focused on the Specialized Center for Oncology - the intensive use of technology to improve the experience of those who use the services of the Hospital. This focus is not exclusive to this specialty, but to all business fronts.



Sustainability agenda GRI 102-40, 102-42,

102-43, 102-44, 102-47

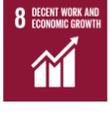
Adherence to commitments and agendas related to environmental, social and governance issues (ESG) is a challenge taken on by Hospital Alemão Oswaldo Cruz. The Institution acts with responsibility and in line with its business model seeking to evolve in this journey by understanding its most relevant impacts through dialogue with stakeholders.

Since 2016, the evolution in the integration of methodologies such as the Global Reporting Initiative (GRI) and the International Integrated Reporting Council (IIRC) to the production of annual reports has stimulated the development of materiality processes - the last one was completed in 2019 and resulted in the definition key sustainability topics for hospital communication and management.

Social and environmental topics in line with the Hospital's strategy

Materiality included stages of sector analysis, prioritization through consultations, consolidation of topics and validation by senior leadership. The first step was the study of trends, key topics and recent changes in the sector, based on policies, research, data from entities and policies of the Institution.

The second stage involved two processes: an *online* consultation with about 400 entries from suppliers, industry leaders, employees, clinical staff and health plan operators; and face-to-face interviews with executive directors, leaders and representatives of the sector. In the end, eight topics were mapped as the most relevant in the field of sustainability. Check them out on the next pages.

MATERIAL TOPICS	AMBITION	CHALLENGES	EXTENT OF IMPACTS* GRI 102-40	RELATED GRI DISCLOSURES**	STRATEGIC TOPICS OF THE HOSPITAL	SDG
 Quality and care safety	<ul style="list-style-type: none"> Safe care based on the best evidence, considering the value perceived by patients Efficient, highly reliable processes, with waste reduction, with a central focus on patient and family care 	<ul style="list-style-type: none"> Engagement of the Clinical Staff in quality actions and patient safety Inclusion of the patient in the design of care processes (<i>codesign</i>) Improvement of behavioral skills (<i>soft skills</i>) 	Managers Employees Patients Health Operators Physicians Press Providers Competitors	102-43 102-44 416-1 416-2 417-1 418-1 419-1	<ul style="list-style-type: none"> Operational efficiency Social Responsibility 	
 Talent development and engagement	Training, professional and academic qualification of employees and performance management	<ul style="list-style-type: none"> Engagement of professionals developed by the Institution Recognition of professional deliveries 	Executive Board Managers Employees Patients Health Operators Providers	102-8 102-41 401-1 404-1 404-3	<ul style="list-style-type: none"> Human development Innovation, research and education 	
 Collaboration in the development of health systems and initiatives for access to medical treatment	Offering quality service to the low-income population, in addition to the service and contribution to the development of Brazil's National Healthcare System (SUS)	<ul style="list-style-type: none"> Improvement of care for the least favored population Increased coverage and brand reinforcement Managing changes in the supplementary healthcare market 	Executive Board Press Providers Health Operators	203-2 413-1	<ul style="list-style-type: none"> Social Responsibility Innovation, research and education 	  
 Efficient economic performance in the use of resources	Business model and revenue in the face of increased operations and the need to maintain service quality	<ul style="list-style-type: none"> New business model for Vergueiro Unit Greater integration of specialties Search for new partners and suppliers for the innovative model 	Executive Board	419-1	<ul style="list-style-type: none"> Expansion and Coverage 	
 Clinical staff engagement	Loyalty, benefits offered, career plan and performance assessment tools for physicians	<ul style="list-style-type: none"> Greater involvement in the hospital's decision-making processes Proximity of the Medical Relationship area with the professionals Encouragement to increase the bond with physicians 	Physicians	Institutional strategic indicators	<ul style="list-style-type: none"> Relationship with Physicians Brand Strengthening 	  
 Relationship with operators	Operators' participation in the Hospital's revenue and maintenance of commercial relations	<ul style="list-style-type: none"> Changing remuneration models and agreements 	Physicians	201-1 201-4 205-3 419-1	<ul style="list-style-type: none"> Brand Strengthening Relationship with operators 	
 Innovation, Research and Education	Valuing of production, management and dissemination of knowledge, seeking innovation in health processes and technologies	<ul style="list-style-type: none"> Improvement in information systems for data collection applicable to research Incentive to academic production within the Hospital 	Executive Board	Institutional strategic indicators	<ul style="list-style-type: none"> Innovation, research and education Brand Strengthening 	 
 Environmental sustainability	Efficiency in the use of natural resources and control of impacts, focusing on the issues of emissions/energy, waste and water	<ul style="list-style-type: none"> Consumption of water and materials (paper) 	Executive Board	302-1 303-1	<ul style="list-style-type: none"> Operational efficiency Brand Strengthening 	

* The extent of impacts covers the main internal and external stakeholders that highlighted the relevance of the topics during the consultation and prioritization process

** In this cycle, the Hospital chose to disclose indicators 201-3 and 401-2, although they are not part of the materiality



COPING WITH COVID-19

CHALLENGES OF THE YEAR WERE FACED WITH INVESTMENTS IN TEAM AND PATIENT SAFETY, PROTOCOLS BASED ON SCIENTIFIC EVIDENCE AND DISSEMINATION OF QUALIFIED INFORMATION TO SOCIETY

3.

IN THIS CHAPTER

- > Protocols and lines of care
- > Multiplatform communication
- > Taking care of our team



Agile responses to fight the new coronavirus

Facing the greatest health emergency of the century was a huge challenge that all Brazilians and all organizations had to respond to during 2020 - regardless of whether they work in the health field or not.

The resilience of Hospital Alemão Oswaldo Cruz was tested in 2020 and it was a milestone in our history. It required preparation, planning and responsiveness in face of the worsening of the pandemic in São Paulo and in the rest of the country. However, even before the emergency gained greater proportions in Brazil, as soon as news about the progress of Sars-CoV-2 in Europe and the United States began to surface, leaders of the Institution's medical area anticipated the problem and contacted foreign peers to start structuring what was possible. As for example the segregation of areas and the change in service flows within the Hospital, the establishment of health rules and protocols and the use of barriers to contain the virus.

During the month of March, the Executive Board together with the Presidency formed a crisis committee focused on the pandemic. And among the issues addressed in this committee there was the medical conduct that the Hospital would have to treat its first patients infected with Covid-19. In other words, the situations in which a patient would be admitted, the conditions under which more or less invasive procedures should be performed and so on. Making these decisions in multiprofessional committees was essential for an agile response and resulted in a rich learning experience that the Institution intends to take beyond and apply to situations other than the pandemic.



Our frontline professionals

Protocols and lines of care

Science was the basis from which Hospital Alemão Oswaldo Cruz established its protocols in relation to therapy and with regard to the organization of its activities. Coping lines were created, ranging from the aforementioned medical protocols to the protection of clinical and care staff and administrative employees; to communication with patients and their families.

Since its origins, all medical procedures at the Hospital have been strictly based on scientific protocols, and coping with the pandemic is no different. The Institution's Executive Board ignored discussions and political controversies regarding the treatment of Covid-19, making all decisions supported by scientific

research and also respecting ethics - thus reinforcing the Hospital's commitment to science. In addition, the Strategic Medicines Committee has taken a strong stance to classify as *off label* all drugs whose action on Covid-19 was not scientifically proven to be effective.

The leap in the research area was significant. A total of 41 articles on Covid-19 were published in highly relevant scientific journals; something important not only for the reputation of the Hospital and for the engagement of the clinical staff, but mainly for the contribution in the field of health to advances in knowledge about Covid-19 (see more in *Innovation, Research & Education*).

In turn, with regards to Social Responsibility, the uninterrupted activities of the crisis committee against the pandemic and the excellence of the Hospital Alemão Oswaldo Cruz in care also benefited the public health network. In addition to its work at Complexo Hospitalar dos Estivadores and Proadi-SUS, the Institution participated prominently in the development of guidelines for diagnosis and treatment of Covid-19 by the Ministry of Health. Through Instituto Social Hospital Alemão Oswaldo Cruz, the Hospital also started to manage beds in a campaign hospital in the city of Santos (see more in *Social Responsibility*).

Actions with the clinical staff and employees

- > Communication with the medical area via the Hospital's *website*, *e-mail marketing*, SMS, among other digital and *offline channels*;
- > Cancellation and/or reorganization of events for the virtual format;
- > Sending newsletters with recommendations on the use of Personal Protective Equipment (PPE) and patient management;
- > Tributes to the frontline teams;
- > Guidance on communication and protocols to be adopted in eventual cases of companions with Covid-19;
- > Acceleration of the hiring process of technicians and nurses, which was already underway before the pandemic due to the expansion of Vergueiro Unit;
- > Dissemination of information content, guidelines, protocols and updates via intranet to employees;
- > Free parking for all employees;
- > Flexibility of schedules to prevent employees from taking public transportation during busy hours;
- > Implementation of a *home office* policy for relevant activities;
- > In units dedicated to the care of patients with suspected or confirmed cases of Covid-19, restriction to face-to-face work for employees over 60 years of age, cardiac patients, diabetics, patients with chronic respiratory diseases, immunosuppressed patients and pregnant women;
- > Creation within the scope of the Integral Health Program of a space for medical, psychological, nutritional and social service, among others, as direct support to employees and their families.

We restructured our service flows and strengthened communication with all users of our units



Temperature measurement at the entrance of Paulista Unit

Actions with patients and family members

- > At the entrances to our units, professionals, visitors and patients are screened with temperature measurements;
- > Separation of flows, care and treatment environments, in addition to operating rooms for patients not affected by coronavirus;
- > Communication via *website*, social media, SMS, among other digital and *offline channels*;
- > Creation of a *podcast* with special episodes about the new coronavirus;
- > Signaling changes over an area of over 135,000 m², considering the three units, in addition to the Center for Innovation and Health Education, the Technical School and the Faculty;
- > Provision of information totems about new service flows and security protocols;
- > Installation of temperature sensors at the entrance of the units, with guidance on how to proceed in case of signs and symptoms of Covid-19;
- > Reinforcement of communication actions on correct hand hygiene and surface cleaning;
- > Structuring of a section on the institutional *website* on the need for continued health care.

Changes in customer service

We went through several changes to make the Hospital an even safer environment, such as the adoption of new protocols, readjustment of flows and spaces for patient care. We also relocated some teams, thus ensuring jobs and better patient care.

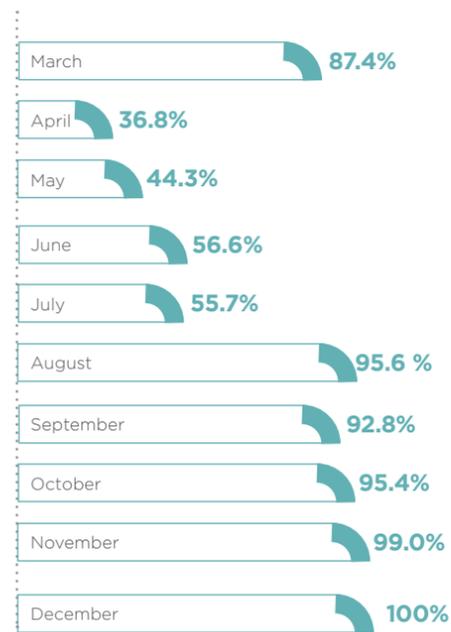
Tower E of Paulista Unit, for example, now houses only surgical procedures unrelated to the disease; and the flow of care in the Emergency Department has also been changed to provide a safer environment for both patients and frontline employees. Furthermore, the Hospital revisited together with its medical staff, teams of the Emergency Department and the SAC (Customer Service), the initial flow of patient care for those in search of a bed in the Institution. Thanks to a series of adjustments, it was possible to make beds available to everyone even in the most critical moments of the pandemic in 2020.

In order to provide more safety to patients, the Hospital transferred the entire *check-up* service from the Paulista Unit to Campo Belo Unit, which was transformed into a Covid-free point at the Hospital - that is, without patients with the disease. Another fundamental action in this regard was to reinforce the quality of hygiene both in general environments and in the places most frequently touched - such as door handles, elevator buttons and other surfaces, for example.

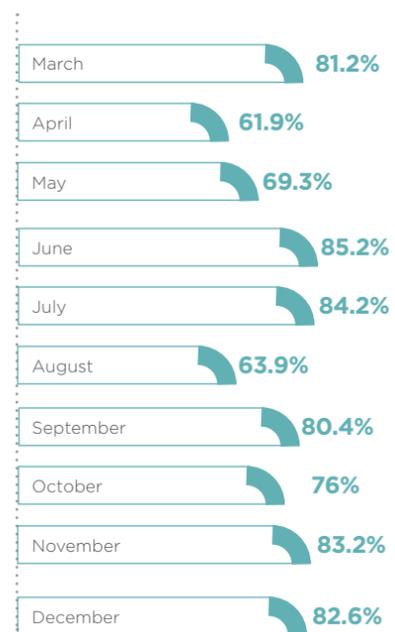
Availability of ICU beds for patients with Covid-19

At the beginning of the pandemic, the Paulista and Vergueiro Units provided 22 ICU beds for patients with Covid-19. As the pandemic progressed, this availability of beds had to be constantly revised to guarantee quality and safe care, reaching 74 beds at the height of the first wave. In addition, it was necessary to act quickly to support the care of other chronic diseases, whose treatments were repressed due to the apprehension of the population in seeking medical and hospital care. To meet this demand, the Hospital had an average increase of 11% in the care taking workforce. Regarding the profile of patients with Covid-19 who arrived at the ICU, up to 76% of them required mechanical ventilation, against an average of 26% before the pandemic. This context demanded resilience and a sense of responsibility on the part of the care taking teams to guarantee a service aligned with the Care Model.

Bed occupancy rate at the Covid-19 Inpatient Unit (Paulista and Vergueiro)



ICU Covid-1 bed occupancy rate (Paulista and Vergueiro Units)



ICU Covid-19 care team

Multiplatform communication

Adding the hospitalizations of those with the new coronavirus to those hospitalized for other reasons the average occupancy of the Inpatient and ICU Units of Paulista and Vergueiro Units in 2020 was 69%. The Hospital had a total of 21,897 visits and 1,975 hospitalizations of patients with Covid-19.

In order to expand communication with stakeholders the Hospital implemented different approaches, channels and formats; taking the right message to each one and making everyone aware of the recommended measures and available scientific evidence - always with a reliable content, endorsed by those on the front lines of the fight against the pandemic. The units were equipped with communications in key places, containing relevant information on subjects such as the new guidelines on circulation, mask and distance measures for example. In addition, patients were impacted by information displayed in info-graphics addressing various aspects of the virus, the symptoms caused by Covid-19 and the treatment. The campaign 'Hospital Seguro' (Safe Hospital) is also worth mentioning, as it informed patients of all the changes made in the hospital's service flows.

related to Covid-19 in order to assist the population in fighting the pandemic.



For more information:
Facing the new Coronavirus
<https://www.hospitaloswaldocruz.org.br/enfrentando-o-coronavirus-covid-19>

The page has videos, *podcast* episodes, educational guides, information and guidance, questions and answers, as well as a chatbot *and* a dedicated area to answer questions from Internet users.



Safe Hospital Campaign
<https://www.hospitaloswaldocruz.org.br/hospital-seguro/>

The institutional *website* also gained an exclusive area to disseminate various contents

VIDEOS

In addition to the Institution's website, the playlist of the Hospital Alemão Oswaldo Cruz on YouTube and IGTV on Instagram have been helping to boost videos that address, among other topics, clarification on the need or not for testing and guidelines for special care. Daily posts about Covid-19 were also disseminated through social media, which today have more than 1.5 million followers. Today, the Hospital is the largest interlocutor in the segment's social media.

Acknowledging the institution's professionals and their dedication was also one of the priorities in communication during the year 2020. Examples of this are videos of tribute to all professionals, partners and suppliers of the Hospital, in addition to a special video dedicated to Prof. Medical Doctor Angelita Habr-Gama, who recovered from Covid-19 after 54 days of hospitalization.



Video of tribute to health professionals



Video of tribute to Prof. Medical Doctor Angelita Habr-Gama

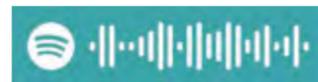
DIALOGUE WITH THE PRESS AND SOCIETY

During 2020, communication played a fundamental role in establishing dialogue not only with patients, clinical staff and employees; but also with the press and society as a whole. As Hospital Alemão Oswaldo Cruz is a reference in health care in the country, the organization faced many challenges and had the opportunity not only to have an impact on the qualified discussion of Covid-19, its symptoms and coping strategies, but also to reinforce its positioning and support the fight against fake news.

The first phase of communication actions took place shortly after the announcement by the World Health Organization (WHO) that the world was facing a pandemic. The Hospital then began to focus its communication on clarifying Covid-19, its symptoms and risk factors, providing guidance on personal care to prevent contagion and providing guidance to physicians and employees regarding health protocols. After a few months of the pandemic in Brazil the second phase of the Institution's communication actions sought to encourage health care habits and encourage patients to continue their treatments, exams and routine visits - also reinforcing the care that the

Hospital was taking with the safety and health of everyone on its premises.

With an eye on the spread of fake news the Hospital took on the mission before its stakeholders to disseminate accurate and qualified information for a more assertive confrontation of the pandemic. The Institution suggested several guidelines to the press and made spokespersons available to help clarify issues about the disease to the population. As example it addressed topics such as ways to avoid contagion, advances in research, use of technology to support the diagnosis of Covid-19, development of equipment to replace mechanical ventilation and the history of past pandemics. Finally, the Hospital Alemão Oswaldo Cruz also prepared a series of digital educational files on how to prevent the disease and created a podcast with special episodes about the new coronavirus.



Check out the Podcast of Hospital Alemão Oswaldo Cruz on Spotify



Entrance to the employees' cafeteria at Paulista Unit

Taking care of our team

To ensure the health and care of employees several measures were taken aimed at disease prevention and control from training for the correct use of PPE and the management of patients to the adjustment of collective spaces, such as the auditorium, gym and cafeteria, which had capacity reduced and environments redesigned. The purpose was to promote social distance and more safety to the teams. Furthermore, a mental health support program was developed with teleconsultation and other channels.

The estimated prevalence of people infected by Covid-19 during 2020 was 23%, taking into account all employees. The professional categories with greater contamination were those of nurses, nursing technicians and hygiene professionals. No physician in the active clinical staff fully hired by the Hospital died as a result of Covid-19.

FULLY HIRED EMPLOYEES AFFECTED BY COVID-19 IN 2020

Month	Physicians Employees	All employees
March 2020	3	65
April 2020	5	129
May 2020.	1	118
June 2020	1	113
July 2020	3	111
August 2020	1	54
September 2020	1	23
October 2020	0	30
November 2020	2	68
December 2020	3	84
Grand Total	20	795



Automatic temperature and humidity alert system for medicines and vaccines

The central role of technology

Having the Innovative Tradition as one of its values, Hospital Alemão Oswaldo Cruz already provided tools for *online* access to test results and the clinical history of patients. With the pandemic and the needs that emerged from it, especially those related to remote access to the Institution's services, digital channels such as portals and applications had an increase in access of 30%. Faced with this new reality and committed to becoming an increasingly digital health institution, the Hospital invested in 2020 around R\$ 4 million in the hiring of new technologies, information technology and equipment consulting services, including optimizations to the Brazilian General Data Protection Act (LGPD) and optimizations of existing solutions. The amount is 200% higher than invested in 2019.

PEP-Online, a medical record management tool integrated with Tasy, a hospital management system, made available through the Medical Portal and 'Meu Oswaldo Cruz' application, provided the clinical staff with easier and more dynamic access to the entire clinical history and evolution of each patient in a single tool - which even guaranteed more security for the procedures performed inside the Hospital.

It was also necessary to support the large number of employees placed in remote work. To this end the Hospital invested in the

acquisition of new equipment and in the adaptation of its number of VPN (*Virtual Private Network*) licenses in order to make the remote connection with the Institution feasible and allow employees from the administrative sectors, which were largely placed in remote work, to carry out their daily activities regularly. Between the end of 2020 and the beginning of 2021, 120 to 140 employees were still working remotely.

R\$ 4 million was invested by the Institution in new technologies and equipment

TELECONSULTATION

The need to deploy a telemedicine tool had already been discussed at the Hospital. With the pandemic the topic gained utmost urgency so that the clinical staff could keep up with patients, especially those with chronic diseases.

Also in March, the Hospital partnered with Conexa - a startup in the field of telemedicine - to quickly make available a smaller and more urgent product where patients could answer questions about the new coronavirus. Open to the general public this service was a web interface in which, given people's responses to an

Initial *Online Health Assessment*, the system could offer three possible outcomes according to each case: stay at home (the initial assessment did not refer to a respiratory problem or Covid-19 positive case), schedule a virtual visit (the Initial Assessment signaled the need for medical assessment) or go to the Emergency Department when the Initial Assessment referred to a respiratory problem or symptoms of Covid -19.

On April 30, the Hospital launched the initial version (and still restricted to some specialties) of its own telemedicine

tool. And on May 15 the second delivery of this tool was made with a number of improvements.

The said tool aimed at Covid-19 and made in partnership with Conexa was kept for some time and then turned off as the Hospital platform was established as the Institution's virtual gateway.

In July, the Virtual Emergency Service project was implemented for the remote care of patients who are maintaining social distance or who may be in other cities. This teleconsultation is an option for patients



Vergueiro Unit ICU



Drive-Thru for testing Covid-19 at Paulista Unit

who have simpler symptoms and/or complaints, whether or not related to COVID-19. Upon accessing the platform on our website the patient goes through a screening to identify possible signs of severity and can be informed about the need for an assessment in person. Since December patients who are taken care of in person at Paulista and Vergueiro Units (except outpatient clinics) have the possibility to schedule a return visit through the Virtual Emergency Service. This measure aims to reduce the circulation of people at this time of the pandemic, reaffirming the Institution's commitment to patient safety.

A session was also implemented in the telemedicine tool for telerehabilitation, that is, for monitoring patients in the

indications for physical and/or respiratory rehabilitation; and teleorientation, used for follow-up consultations with patients already assisted and for obtaining second medical opinions.

The advances in telemedicine were also driven by the activities of the Hospital with Proadi-SUS. After all, the dialogue between the institution's clinical staff and physicians working in the public health system across the country - which already demanded better communication structure - became even more intense and frequent during the pandemic.

Some of the benefits from using telemedicine during the pandemic are expected to remain to some degree even after the end of the health emergency. Among them are the access of

patients from other cities and even from other Brazilian states to consultations with specialists from the Hospital and the use of electronic prescriptions - made possible by a functionality on the platform that allows digital signatures of documents.

100% virtual emergency department guarantees safety and convenience in accessing urgent and emergency services

LEARNINGS & NEW BUSINESS

Driven by the demands arising from the pandemic Hospital Alemão Oswaldo Cruz launched a series of products in addition to the telemedicine tool. The following are the main highlights:

- > **Drive-Thru for Covid-19 Testing** - in partnership with the Fleury Laboratory. Scheduling, patient care, collection and availability of results on the Patient Portal is carried out by the Institution and the analysis of the material by Fleury;
- > **HAOC at Home** - where patients have the option to be assisted at home and carry out some cardiological exams, such as HOLTER and MAPA;
- > **Telecheck-up** - treats the patient through virtual consultation with a single physician, general practitioner. This physician will carry out analysis, request for exams, evaluate results and when necessary appoint other specialists to complete the treatment. This modality means more simplicity, agility and lower cost to the patient.
- > **Partnership with airlines for Covid-19 testing** in October 2020 and January 2021, respectively. The Hospital established a partnership with Lufthansa and Air Canada to conduct tests to detect Covid-19. Os passageiros das companhias têm desconto na coleta do exame PCR (nasofaringe e orofaringe), que pode ser feito por meio do serviço de *drive-thru* na Unidade Paulista. Lufthansa offered the participants of its Membership Program (Partner Plus Benefit) the collection of PCR through the *drive-thru* as an option to redeem points.

IN THIS CHAPTER

- > Quality, safety and clinical outcomes
- > Business results



High Performance

OPERATIONAL EXCELLENCE, HIGH QUALITY AND SAFETY PARAMETERS AND INCREASING RESEARCH AND INNOVATION EFFORTS ARE THE PILLARS FOR THE HIGH PERFORMANCE OF HOSPITAL ALEMÃO OSWALDO CRUZ

4.



The motto *immer besser* (“better and better”) shows that doing more and better is a philosophy that does not exist by itself: it is always at the service of the patient.

Delivering the best diagnosis, offering the best treatments and pursuing the best possible clinical outcome are the Hospital's premises not only from the medical-assistance point of view, but also in its strategy and in the day-to-day operational decisions.



Quality, safety and clinical outcomes

GRI 102-11; GRI 103-2, 103-3 | 416, 416-1; GRI 103-2, 103-3 | 417

Being among the best hospitals not only in Brazil but also in the world regarding practices and results of Quality, Patient Safety and Clinical Outcomes is key in the strategy of Hospital Alemão Oswaldo Cruz. Success in this area depends on daily efforts based on a series of internationally recognized standards that unfold in processes, protocols and indicators.

To ensure good quality management and patient safety, the Hospital has an Institutional

Policy on Quality, Patient Safety and Clinical Outcomes and a Quality and Safety Improvement Program to establish guidelines and processes that identify and prioritize areas and critical points. All materials and supplies used in the Hospital undergo a quality and safety evaluation process. In addition, the Hospital has processes in place to ensure the management of non-clinical risks, expressed by assessing the quality of supplies and materials, managing resources such as water, energy, gases, besides safety in dealing with waste and complying with the Brazilian General Data Protection Act (LGPD) principles for information security. Audits are regularly performed by the responsible areas and communication with employees and the medical staff is ensured through a channel to report occurrences and risk situations.

The main highlight of the year 2020 in terms of audit policies and processes was when the Emergency Department, the outpatient chemotherapy service of Vergueiro Unit and the Vaccination Center of Campo Belo Uni received the certification of the Joint Commission International (JCI), the same awarded in 2009 to the Paulista Unit. The last one was awarded in 2018 with a rate of adherence to the standards of 99.7%. As in the hospital complex, the Vergueiro and Campo Belo Units presented their management and quality processes and their main indicators and projects. As a

result, the operating units of Hospital Alemão Oswaldo Cruz in São Paulo are all certified by the JCI.

Another important highlight was the beginning of the preparation of the team of Complexo Hospitalar dos Estivadores for the accreditation process by the JCI. Training and internal audits were carried out to diagnose the practices and structure of this Hospital, setting up working groups to prepare the Institution for this journey.

The commitment to patient safety progresses in all medical and healthcare areas, in addition to the support teams themselves. A Strategic Quality and Patient Safety Committee was created composed by the Quality and Patient Safety team, the medical and healthcare corporate managers, as well as the medical and healthcare executive directors. The purpose of the committee is to speed up and expand actions of quality and patient safety.

Risk management is one of the main actions to ensure safety. This is done through risk analyzes carried out proactively in all aspects that may impact patient care. In 2020, special attention was given to non-clinical processes with emphasis on the risks related to the interface between Information Technology and Infrastructure and their impact on patient safety.

Adapting to the conditions of social distance and isolation did not prevent awareness-raising

and knowledge-dissemination actions. The traditional scientific event Journey of Quality and Safety of Hospital Alemão Oswaldo Cruz was held virtually and addressed the topic of the impacts of digital transformation in improving quality and safety of patient care. There was also the first edition of the Improvement and Innovation Contest, which resulted in an institutional mobilization in search of new solutions and innovative processes to make patient care safer.

In the same virtual format the Safety and Employee Week was held addressing security content in various dimensions, through videos of interviews with expert guests, with the participation of the Executive Board and *quiz* for employee interaction. Likewise, the Rounds and the Security Committee have been adapted to

the virtual environment, enabling continuous security practices that are so important for the maintenance of the Safety Culture

In a year focused on facing Covid-19 many efforts and actions were aimed at ensuring the safety of processes related to the care of patients with Covid-19 and the protection of employees. For this purpose specific protocols were developed to address this pathology, segregate flows and training aimed at protecting employees and patients.

The diligence in adapting and suiting care resulted in a recovery rate of 88% of inpatients diagnosed with Covid-19.

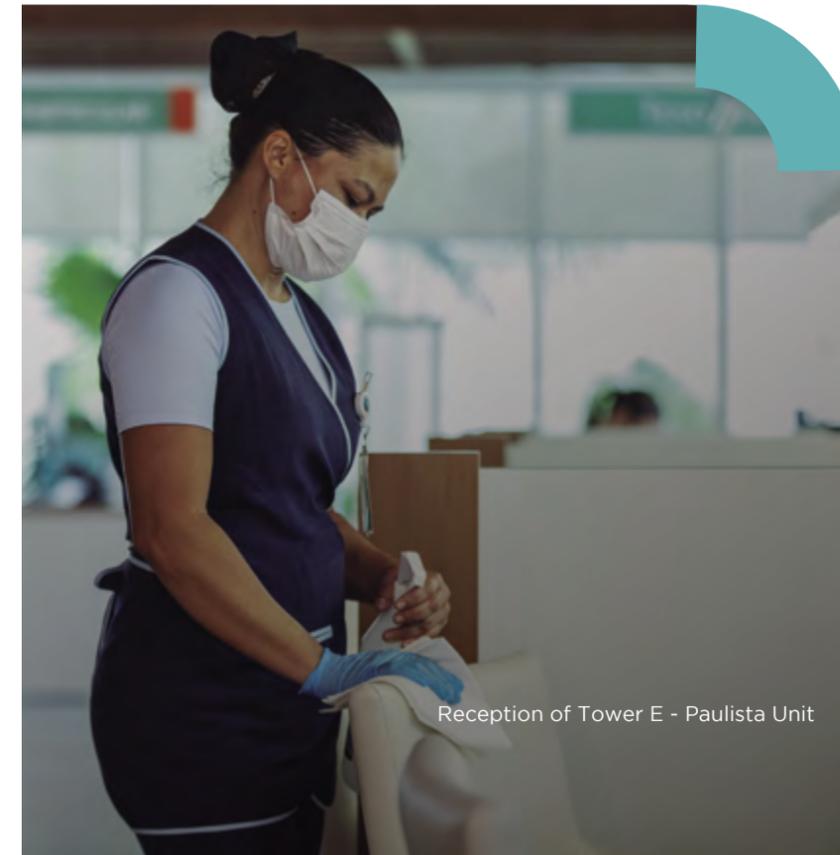
In 2020, there was no fine, penalty or warning applied to the Institution for health and safety issues.

CLINICAL OUTCOME PROGRAM

Since 2016, the Institution has maintained the Clinical Outcome Program aimed at the study of delivering value to the patient. The program started aiming at results for bariatric surgery and in 2017 the Hospital became part of the Brazilian Association of Private Hospitals (Anahp) group, which in partnership with the International Consortium for Health Outcomes Measurement (ICHOM) and in a joint effort of eight hospital centers was a pioneer in collective implementation of standardized measures of clinical outcomes.

In 2020, the Clinical Outcomes Program followed 5,142 patients discharged from treatments and procedures for bariatric surgery, heart failure, breast cancer, hip arthroplasty and bone marrow transplantation.

In addition to these cases, the program also monitored patients who resorted to the service due to the new coronavirus to assess their quality of life. Out of followed up patients until 90 days after infection by Covid-19, ICU discharges reported an average of 72.5 points on the visual analog scale from 0 to 100 of how good or bad their health was, while those discharged from the Inpatient Unit reported the average of 78.2 points on the same scale. The main impacts on health reported by patients referred to the sequelae - with greater or lesser severity - arising from the disease itself.



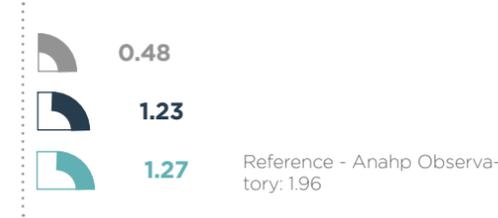
Reception of Tower E - Paulista Unit

EXCELLENCE IN OUTCOMES RELATED TO COVID-19

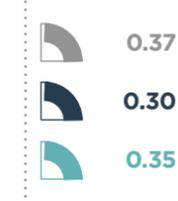
Epimed Monitor data - *software* used in the Brazilian ICUs project and that was developed by the Brazilian Intensive Care Association (AMIB) in partnership with Epimed Solutions -, collected from a set of 402 hospitals and about 500 ICU beds show that patients of Covid-19 assisted by Hospital Alemão Oswaldo Cruz throughout 2020 were from a higher age group and presented greater severity than the average of Brazilian hospitals. However, it was the health institution that performed the best in the whole country in terms of lethality. In other words: even in comparison with the Brazilian ICUs with better *performance*, the processes, resources and teams of the Hospital managed to take the lead and proved their value proposal.

PERFORMANCE ON INDICATORS AND RATES

Incidence density of bloodstream infection related to central venous catheter ICU - Paulista and Vergueiro Units (x/1,000 catheters-day)



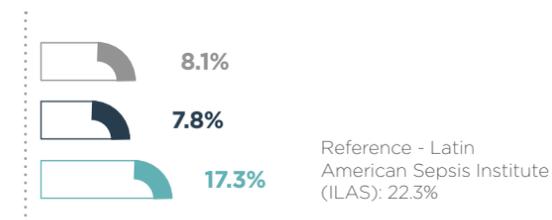
Density of drug-related adverse events



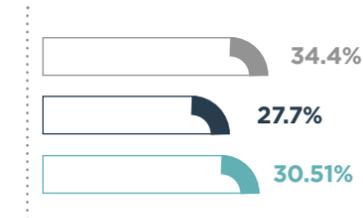
Percentage of adherence to risk assessment of venous thromboembolism



Sepsis Lethality



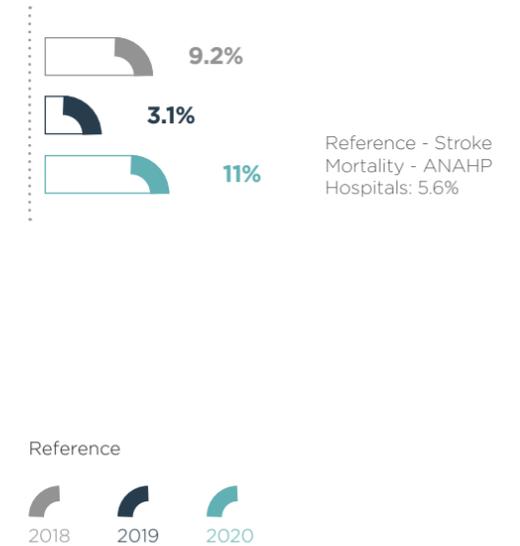
Rate of opportunities and reorientation in the administration of high-alter medication



Injury Falls



Stroke Lethality



BLOODSTREAM INFECTION

In 2020 there was an increase in cases of bloodstream infections in intensive care units. This indicator reflects the greater severity and vulnerability of patients to this type of event. International publications in the area of prevention of healthcare-related infections have shown an increase in infection rates in ICUs dedicated to the treatment of Covid-19. The characteristics of pathogens causing these infections have also changed. According to the Health Surveillance Coordination (COVISA) of the city of São Paulo, this difference in the set of hospitals in the city is independent from the group of hospitals (public, private, philanthropic or educational). At Hospital Alemão Oswaldo Cruz cases of bloodstream infections were monitored in real time. In addition, the Institution adapted routines, pro-

moted continuing education and incorporated new technologies in order to minimize the occurrence of infections in intensive care units.

STROKE

The increase in the rate of strokes during 2020 was not an isolated phenomenon at Hospital Alemão Oswaldo Cruz. Brazilian medical associations and medical-scientific publications have identified an increase in acute cardiovascular disease events, such as acute myocardial infarction (AMI) and stroke during the Covid-19 pandemic. Possibly, the late search for hospital medical care contributed to this type of complication. In addition, Covid-19 is a disease that causes extrapulmonary manifestations and leads to the formation of blood clots that

result in AMI and stroke. In order to reduce this type of damage to the health of patients the Hospital has taken the utmost effort to ensure safe care for all, so that patients can continue the treatment of chronic diseases. The protocols for Covid-19 are constantly updated providing for the monitoring of the risk of cardiovascular events in this group with a preventive and therapeutic approach. To alert the population at greatest risk the Hospital promoted educational actions through its digital media.



Business results GRI 103-2, 103-3 | 201

As expected, the character of an absolute exception of 2020 was imposed on all the plans and forecasts of the Hospital. In connection with its strategy the Institution has a growth projection based on its areas of emphasis and the greater offer of outpatient, care and surgical services in the units in operation. The pandemic, however, caused a significant drop in elective procedures and care services.

Despite the difficulties the Institution ended the year with a slight increase in its revenue - which remained at R\$ 852.497 million, with a 45% share of the areas with emphasis on revenue, and registered an EBITDA of R\$ 47.4 million.

The Institution's preparation to deal with the pandemic involved the Emergency Department - which had a significant raise in patient admission in the first weeks of the pandemic and later registered an abrupt fall that only reversed in the middle of June. Another area particularly affected was oncology: reductions in diagnoses and patient visits contrasted with relative stability in the chemotherapy services of the specialized center. This was closely related to the concern of patients actually leaving their homes and going to the Hospital.

This trend significantly affected the Institution's revenues and bed turnover throughout the first semester. Another important impact on strategic indicators - such as the participation of areas of emphasis on the revenue - was the change in the profile and mixed revenue in 2020 due to hospitalizations and the Intensive Care Unit (ICU) in face of the worsening of Covid- 19.

This exceptional situation affected most strongly Vergueiro Unit, which was still in the *ramp-up* process and depends to a considerable extent on elective services based on packages. However, even with the pandemic, Vergueiro Unit

ended the year with slightly higher revenue than in 2019 - although below the planned for the year.

However, some trends contributed to the control of the impacts of the pandemic on the business. From the financial stand point the Hospital established successful partnerships with the City of São Paulo for hiring ICU beds in the Vergueiro Unit and with a private health operator that has its own service network. In addition, the Hospital carried out a series of measures to face the challenging situation imposed by the pandemic, such as the contracting of a R\$ 90 million credit line made up of three

RECOGNITION AND DISTRIBUTION OF VALUE

The employees of Hospital Alemão Oswaldo Cruz received an extraordinary bonus on account of their outstanding commitment throughout 2020. In addition, the Institution did not make cuts in salaries or personnel in the period. The actions of valuing the teams in the midst of a period of great difficulties for the entire sector resulted in increased engagement and in the feeling of belonging on the part of the employees.

DIRECT ECONOMIC VALUE CREATED (R\$ THOUSAND) GRI 201-1

	2018	2019	2020
Revenues	818,527	902,857	891,676

ECONOMIC VALUE DISTRIBUTED (R\$ THOUSAND) GRI 201-1

	2018	2019	2020
Employee salaries and benefits	353,422	381,247	405,602
Other operating expenses	372,607	360,504	394,587
Proadi-SUS funds invested	50,618	75,619	66,646
Financial revenue/expense	5,865	22,471	28,330
Total	782,512	839,841	895,164

WITHHELD ECONOMIC VALUE (R\$ THOUSAND) GRI 201-1

Withheld	2018	2019	2020
"Direct economic value generated" less "Economic value distributed"	36,014.58	63,016.25	- 3,488.62

ECONOMIC VALUE DISTRIBUTED (%) GRI 201-1

	2018	2019	2020
Employee salaries and benefits	45.17	45.40	45.31
Other operating expenses	47.62	42.93	44.08
Proadi-SUS funds invested	6.47	9.00	7.45
Financial expenses	0.75	2.68	3.16
Total	100.00	100.00	100.00

R\$ 30 million financing lines, the efforts to have an advance payment from healthcare operators, the extension from 90 to 120 days of payment term to long-term partner suppliers (mainly in the area of cancer products) and several renegotiation of contracts.

Careful financial management in the midst of the crisis proved to be decisive for the Hospital to end the year in a comfortable situation, with R\$ 102 million in cash - that is, a larger amount than the loan taken out by security to guarantee cash flow to the Institution.

Indicators panel

OUR OPERATIONAL PERFORMANCE IN NUMBERS

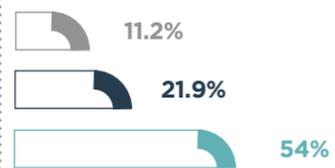
Reference



ICU occupancy rate - Paulista Unit



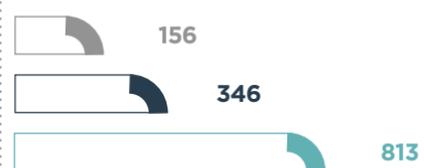
ICU occupancy rate - Vergueiro Unit



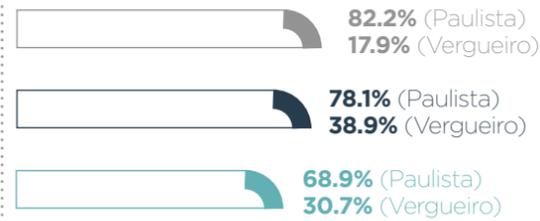
ICU care - Paulista Unit



ICU care - Vergueiro Unit



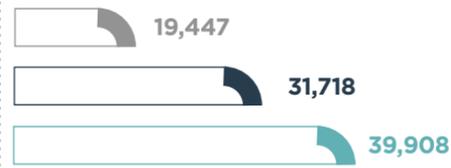
Average occupancy - hospitalization



Outpatient care - Paulista Unit



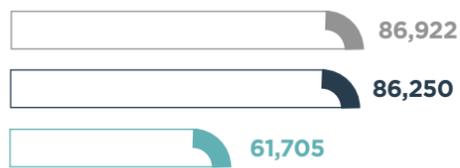
Outpatient care - Vergueiro Unit



Outpatient care - Campo Belo Unit



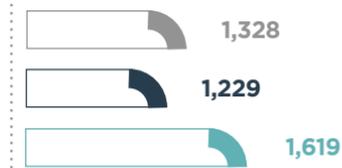
Emergency Care visits - Paulista Unit



Emergency Care Visits - Vergueiro Unit*



Check-ups - Campo Belo Unit



Check-ups - Paulista Unit



Hospitalizations - Paulista and Vergueiro Units



Total Surgeries (Operated Patients) - Paulista Unit



Cardiology surgeries - Paulista and Vergueiro Units



Neurological surgeries - Paulista and Vergueiro Units



Orthopedic surgeries - Paulista and Vergueiro Units



Robotic surgeries - Paulista Unit



Total Surgeries (Operated Patients) - Vergueiro Unit





Care in relationships

THE PASSION FOR CARE IS PART OF THE INSTITUTION'S HISTORY AND TRANSLATES INTO ACTIONS AIMED AT WELCOMING AND RESPECTING OUR PATIENTS, DOCTORS, EMPLOYEES AND PARTNERS

IN THIS CHAPTER

- > Patient journey
- > Employees
- > Staff development
- > Suppliers

5.



The assistance teams' service followed the Hospital's Care Model

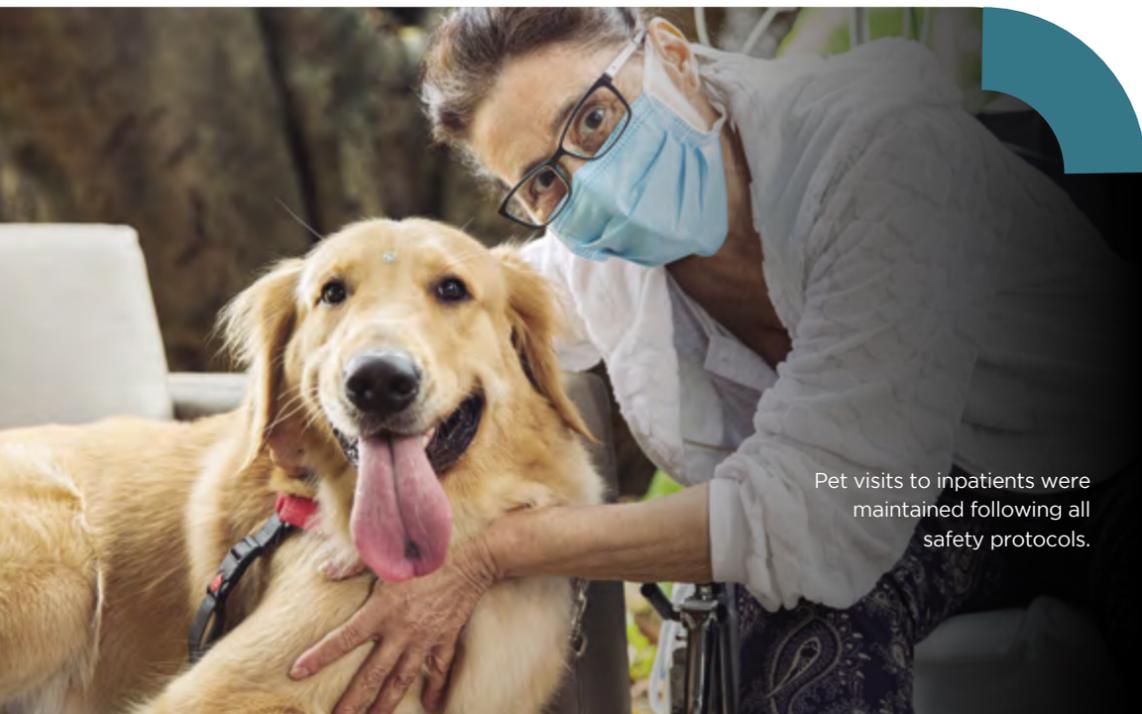
The quality of service and care is a competitive advantage of Hospital Alemão Oswaldo Cruz, built over decades and cultivated daily by its employees.

Through Oswaldo Cruz Care Model® (Modelo Assistencial Hospital Alemão Oswaldo Cruz®), the Institution promotes a set of guidelines and premises in the relationship with patients and their families combining the passion for care, with humanization and focus on the patient -in their journey and their needs- as requirements to make decisions and guide efforts.

Oswaldo Cruz Care Model has as its basic premises the concepts of *relationship based care* (RBC) and *primary nursing* (a key concept in care).

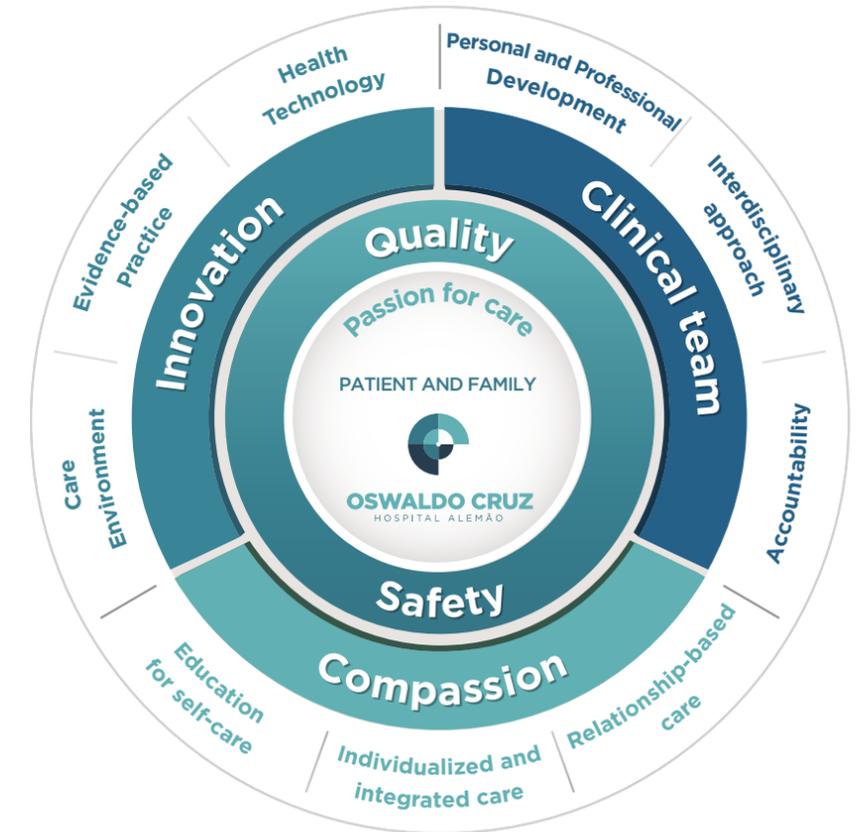
The Care Model Group (GMA), now called the Corporate Core of Practices and Care Model, promotes and monitors the correct application of the premises of this model in all units that compose the Hospital.

In 2020, shortly before the outbreak of the Covid-19 pandemic, the book "What I learned by taking care of you" was launched. This collaborative production, coordinated by the Chief Office of Patient Care, shares the experiences of professionals of the institution's assistance team.



Pet visits to inpatients were maintained following all safety protocols.

THE OSWALDO CRUZ CARE MODEL®



A great adaptive process was carried out by assistance leaders from all areas - outpatient clinics, emergency services, ICUs - of the Paulista, Vergueiro and Campo Belo Campus to coordinate the coping with the global health crisis without losing the characteristic features of the culture of assistance and care, which are differentials of the Institution in the health market.

One of the measures adopted to minimize the suffering and anguish of family members was the authorization of visits to Covid-19 patients admitted to the ICU, following a program with specific safety protocols. Internally, a board of emotions was created so that assistance employees could externalize their feelings on the moment of crisis.

Efforts in the Pharmacy area and its interface with Supplies were also of vital importance, with actions aimed at ensuring that critical supplies were available to guarantee safe care for patients. One of these initiatives was the implementation of a tool to anticipate the demand for medicines, later

adopted by the Brazilian Association for Patient Quality and Safety. The active participation of healthcare in efforts linked to the Covid-19 Brazil Coalition was outstanding, specially on clinical drug trials.



Patient Experience

The Institution has sought to mature its patients' journey through continuous investment in the promotion of the Care Model and in offering convenience, security and humanity in the channels and instruments that accompany the patient and the family member in the Hospital.

Governance on this issue includes the Chief Office of Patient Care and the Patient and Family Advisory Committee, created in 2018 and which, in 2020, had 13 members and held three meetings.

All the questions of those who pass by or remain in the Hospital are duly registered, analyzed and converted into response action.

The pandemic has substantially accelerated efforts towards the digital journey, a key point in the patient's experience at times

such as the pandemic's - when the fear of visiting hospital units has led many people to put in-person appointments on hold, thus calling for solutions with the use of technology.

In 2020, all the patient's digital contact points were mapped with the Hospital, through interviews with patients and doctors to identify opportunities for improvement. These are some of the most important measures taken:

> **The creation of the virtual assistant Wal**, whose personality and name were chosen in a poll with the employees of the Hospital. It is already active as a *chatbot* for virtual service at the *official website* or WhatsApp. More patient engagement actions are to be implemented in 2021 through digital channels, such as confirmation of appointments, exams, *check-up* and campaigns, among

others, with the virtual assistant Wal as the contact point. With the acquisition of Salesforce tools in 2020, the Hospital began to boost these engagement actions;

> **Redesign of the "Meu Oswaldo Cruz" app**. In 2020 the application, that already had tools for exam results and health data sharing, was updated for better usability with a new layout. Throughout 2021, new features will be added, such as scheduling appointments and exams, *check-in and check-out*. In addition, physicians were able to use Electronic Patient Records for online consultations, a function already available on the website in 2020;

> **Other Services** launched in 2020 that will be implemented in 2021 are: Self-Service for ease and agility in creating assistance records and also the

control of access to buildings by QR Code linked to digital transformation initiatives;

During the year, specific measures were also implemented to assess the care for patients in recovery from Covid-19. The most significant were:

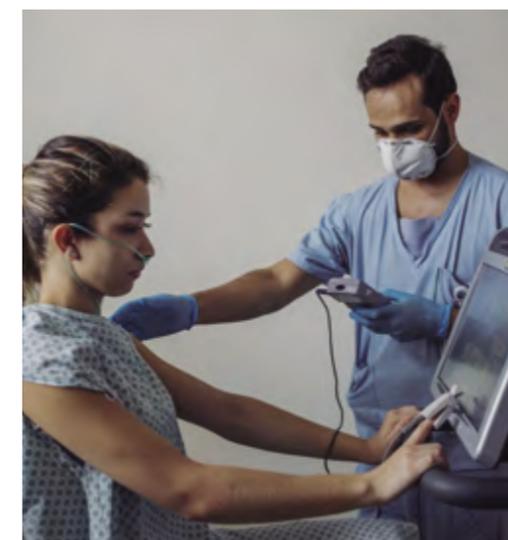
> **Adapter for non-invasive mechanical ventilation**, developed by the Hospital's physiotherapy area in partnership with the Center for Innovation and Health Education and external organizations. Created to allow the use of non-invasive mechanical ventilation devices (so-called BiPAPs) in patients with Covid-19 admitted to the ICU, this innovation eliminates the contraindication originally linked to these devices (due to the possibility of contamination by the healthcare team) through a new device that allows the adaptation of a

bacterial and viral filter in the circuit of non-invasive fans. Thus, it is possible to carry out therapy without the generation of aerosols;

> **Quarantine Self-Care Manual**. Developed by the Team of Best Practices in Integrative and Complementary Therapies in Health, the small manual contains suggestions and tips on nutrition, yoga, foot-bath and *mindfulness* that aim to reduce stress and bring emotional and spiritual balance during the days at home;

> **Cardiopulmonary telerehabilitation**, a service made possible by telemedicine and that allows patients who had been undergoing cardiopulmonary rehabilitation at the Hospital's outpatient clinic to continue their therapy at home during the pandemic - and with the same team of physiotherapists.

The pandemic accelerated efforts to improve patients' digital journey



The Hospital created a room dedicated to the motor and pulmonary rehabilitation of patients diagnosed with Covid-19 admitted to the Vergueiro Campus. On site, the physiotherapy team performs customized activities with the aim of rehabilitating the patients' motor and respiratory capacities. The exercises are programmed individually and respect the limitations of each patient. In this way, patients gain more autonomy and feel safer to resume activities after leaving the Hospital.

Hospital Alemão Oswaldo Cruz periodically conducts satisfaction surveys based on the Net Promoter Score (NPS) method. Respondents assess the Institution and its services with scores from 0 to 10. The consolidated result of the indicator in 2020 was 76.7% – above the 73% of 2019. The target set for 2020 was 80%. **GRI 102-43, 102-44**

We also have specific satisfaction surveys for each type of journey and we hold periodic meetings with the different areas of the Hospital to create action plans in relation to any reported problems. The Institution recently changed its NPS research platform, in order to carry out customized shots by sectors and to have tools for the construction of management information panels.

VOLUNTEER WORK

2020 was the starting point for the Volunteer Program at Hospital Alemão Oswaldo Cruz. Launched shortly before the outbreak of the pandemic, it was resumed with the stabilization of cases and relies on the presence of volunteers within the Institution's health and safety protocols. Today there are 16 volunteers performing activities to welcome patients and families. The goal is to increase both the number of volunteers and the number of activities performed by the group at the Paulista Campus, as well as taking the initiative to the Vergueiro Campus.



Integration of the Volunteer Program



Paulista Campus ICU

Our team 103-2, 103-3 | 401

The pandemic made it necessary to create quick training sessions carried out with employees already at their jobs, in order to guarantee the care of all patients in the most critical moments.

Recruiting the best professionals who stay committed to the Institution's purpose and business model is a priority in Strategic Planning, which relies on human development as one of its pillars.

The Institution faces the challenge of reaching staff, especially the most qualified staff acting in healthcare area, in its working locations; the Covid-19 pandemic made this scenario more complex, with the need for rapid training at the workplace to ensure the care of all patients at critical moments.

The People & Management area has relevant programs that aim to strengthen the culture and improve the organizational environment, develop and retain the best professionals and help them stay in line with the long-term plan, in addition to dealing with risks and business opportunities.

In 2020, this department repeated the Great Place to Work

(GPTW) survey, which annually ranks the best companies to work for in Brazil, conducting surveys with central information that directly impact the organizational environment and corporate results, demonstrating how leadership is exercised at the Institution, as well as the level of motivation and engagement of employees in relation to the objectives of the Hospital.

A total of 472 out of 1,000 invited employees (that is a 47% participation rate) answered the GPTW survey, obtaining **a 73% favorable** response and earning the certification.

To strengthen the management of the workplace environment, there were implemented committees with the participation of employees and managers and Chief Officers acting as *sponsors*. The structure resulted in a plan with actions that are being implemented.

In 2020 the Hospital launched a new Recruitment and Selection policy to further promote the internal use of employees, promoting the appreciation and career growth at the Institution



RECRUITMENT AND SELECTION

In a challenging pandemic year, the Institution had to review and improve recruitment and selection processes and tools, in order to attract the best market professionals aligned with the strategy. The entire selection process started to be 100% *online*, with the implementation of the ATS platform, which uses artificial intelligence and *machine learning* to evaluate the candidates that match the positions profile and are more aligned to the values through the cultural *fit* test, conducting technical tests and posting video presentations. As a result, it was possible to significantly reduce the time to fill the

positions, expanding the team's selection capacity and productivity. In September 2020, a new Recruitment and Selection policy was released with the objective of encouraging the internal use of employees, promoting the appreciation and career growth at the Institution.

The integration of these employees is another important point. The 100% digital admission was implemented through a specialized platform with electronic management of all documents, ensuring gains in operational efficiency and reduction in the use of materials.

DEVELOPMENT & CAREER GRI 103-2, 103-3 | 404

The main internal policy covering training and education at the Institution is the Development and Learning Program, which focuses on directing the Hospital's performance in the development of employees, ensuring the effectiveness and standardization of development strategies, from training admissions programs to those of continuous development, ensuring personal and professional growth through technical, scientific and behavioral investments.

Another pillar of investment is the training of leaders in the technical and behavioral skills necessary for managing people

and contributing to organizational objectives. In addition, the Hospital offers an incentive benefit for the development of the employee, the PDI Up, which aims to provide educational support to achieve the goals established in the employee's Individual Development Plan (PDI). The PDI Up can be requested for technical training, undergraduate and graduate courses, in addition to extension and training courses and participation in conferences and scientific events.

The objective is to help people develop a focus on well-being, training and technical improvement, fostering leadership for change and a more collaborative culture. With regard to initiatives focused on this area in 2020, some mandatory training topics are defined annually for the entire Institution. During the year, the topics of Hand Hygiene were discussed; NR 32 – Safety and Health at Work in Health Services; NR 23 – Fire Prevention and Fighting .

Training management at the Institution is carried out by the Corporate Education team, which operates under the management of Multiprofessional Education at the Institute of In-

novation, Research and Education. Corporate Education has the support of specialists from different areas of the Institution for the development of technical and behavioral training.

The main guidelines for the development of training are: definition of training needs (takes place once a year with the objective of planning the training courses for the following year and whenever necessary), annual analysis of the results of employees' performance evaluations, analysis of the

workplace environment survey results – in addition to strategic demands from the Executive Board. All training actions are based on a strategic report, which includes the program and the planning, execution and evaluation of the initiatives.

PERFORMANCE MANAGEMENT

In 2020, 360° performance assessments were conducted for managers and 180° performance assessments for other employees. A total of 2,099 assessments were completed, with *feedback*. They are relevant inputs for the development of employees, who can have feedback from their managers on their potential and opportunities for development, considering both their current and future functions.

EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND GENDER GRI 102-8

Contract type	2018			2019			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Indefinite term	915	1,771	2,686	1,035	1,942	2,977	1,153	2,160	3,313
Definite term	10	34	44	8	26	34	3	3	6
Total	925	1,805	2,730	1,043	1,968	3,011	1,156	2,163	3,319

Apprentices and interns were also considered for these benefits. All the company's units are located in the southeastern region

AVERAGE MONTHLY HOURS OF EMPLOYEE TRAINING BY GENDER GRI 404-1

	2018	2019	2020
Men	3.61	3.54	2.96
Women	4.07	3.75	3.17
Total	3.91	3.68	3.10

MONTHLY AVERAGE HOURS OF EMPLOYEE TRAINING BY FUNCTIONAL CATEGORY GRI 404-1

	2018	2019	2020
Administrative	3.93	3.26	3.02
Care Delivery	4.04	3.77	3.21
Service	1.94	3.83	1.81
Operational	3.38	2.85	3.58
Leaders	5.66	6.06	2.60
Total	3.91	3.68	3.10

Note: The average training hours shown corresponds to the monthly average. It would total 37.2 hours of training per employee per year (compared to the Brazilian average of 15 hours per year per employee).

Emotions Panel at the ICU of Paulista Campus

GRI 401-2 BENEFITS

Oswaldo Cruz offers a wide range of benefits to employees, including medical and dental assistance, private pension fund (only for employees who choose the benefit), life insurance with disability or temporary disability coverage,

Well-Being Program, Education grants (only for direct employees, with more than 18 months in the institution), daycare support (for employees with children from 0 to 6 years of age), meal vouchers, on-site cafeteria and public transport passes.

Temporary third-party employees have access to the on-site cafeteria and public transport vouchers.

EMPLOYEES BY TYPE OF EMPLOYMENT GRI 102-8

Job Type	2018			2019			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full time	609	1,146	1,755	660	1,267	1,927	725	1,330	2,055
Part-time	316	659	975	383	701	1,084	431	833	1,264
Total	925	1,805	2,730	1,043	1,968	3,011	1,156	2,163	3,319

EMPLOYEES BY AGE GROUP GRI 102-8

	2018	2019	2020
< 30 years	592	645	758
from 30 to 50	1,922	2,061	2,305
> 50 years	216	305	256
Total	2,730	3,011	3,319

WORKFORCE BY EMPLOYEE CATEGORY GRI 102-8

	2018	2019	2020
Executive Board	5	8	11
Management	29	33	34
Head/coordination	87	93	123
Technical/supervisor	25	23	28
Technician	770	795	977
Administrative	519	515	573
Operational	1,233	1,480	1,473
Trainees	18	23	46
Apprentices	36	33	39
Interns	8	8	15
Total	2,730	3,011	3,319

MEMBERS OF GOVERNANCE BODIES GRI 102-8

	2018	2019	2020
Board of Directors	15	15	13

The members of the Board of Trustees and the Audit Board of the Hospital were considered

HIRED EMPLOYEES BY AGE GROUP GRI 401-1

	2018		2019		2020	
	No.	Rate	No.	Rate	No.	Rate
< 30 years	214	0.08	339	0.11	472	0.14
from 30 to 50	151	0.06	396	0.13	648	0.20
> 50 years	5	0.00	10	0.00	9	0.00
Total	370	0.14	745	0.25	1,129	0.34

HIRED EMPLOYEES, BY GENDER GRI 401-1

	2018		2019		2020	
	No.	Rate	No.	Rate	No.	Rate
Men	115	0.04	268	0.09	355	0.11
Women	255	0.09	477	0.16	774	0.23
Total	370	0.14	745	0.25	1,129	0.34

EMPLOYEES WHO LEFT THE COMPANY, BY AGE GROUP GRI 401-1

	2018		2019		2020	
	No.	Rate	No.	Rate	No.	Rate
< 30 years	204	0.07	202	0.07	255	0.08
from 30 to 50	296	0.11	278	0.09	475	0.14
> 50 years	66	0.02	36	0.01	47	0.01
Total	566	0.21	516	0.17	777	0.23

EMPLOYEES WHO LEFT THE COMPANY, BY GENDER GRI 401-1

	2018		2019		2020	
	No.	Rate	No.	Rate	No.	Rate
Men	217	0.08	169	0.06	233	0.08
Women	349	0.13	347	0.12	544	0.18
Total	566	0.21	516	0.19	777	0.28



Employee in the care area being vaccinated against Covid-19

CORPORATE HEALTH

Result of the implementation of the strategy in the five-year period, the hospital's corporate health program is called the All-round Health Program and takes care of more than 7 thousand lives, among employees and dependents. The initiative focuses on the dimensions of well-being – physical, mental, etc. – and explores the segment of primary health care with a preventive, coordinated, comprehensive and innovative approach in terms of population management. During the year, there were 2,197 medical visits within the program, mostly through telemedicine.

The successful experience of the All-round Health Program, that earned the Global Healthy Workplace Award in 2018, created the opportunity for a new business unit, commercialized through the Hospital. In 2020, an outpatient clinic was opened at Klabin, in partnership with SulAmérica, in the São Paulo headquarters office, to serve 1,200 lives, among employees and dependents. In 2021, the Institution also won another client: a hospital in São Paulo with 4,000 employees now

covered by the services of an outpatient unit that include consultations with the family health team and prevention and health promotion actions.

In 2020, absenteeism rates registered a slight increase, under the impact of the Covid-19 cases that affected more than 790 employees.

GENERAL ABSENTEEISM RATE

Month	2018	2019	2020
January	2.11%	2.43%	2.42%
February	2.31%	2.35%	2.63%
March	2.23%	2.65%	4.51%
April	2.55%	2.36%	4.42%
May	2.54%	2.73%	3.91%
June	2.38%	2.18%	3.80%
July	2.19%	2.13%	3.52%
August	2.37%	2.23%	3.42%
September	2.52%	1.85%	2.56%
October	2.26%	2.03%	2.62%
November	2.17%	1.99%	3.81%
December	2.48%	2.14%	3.80%
Medium	2.34%	2.26%	3.45%

WORK SAFETY

Helping people to live in a healthy, safe and sustainable way is a concern of the Hospital and its work focuses on the awareness and engagement of teams to make health and safety in the workplace everyone's commitment. In recent years, there was a significant reduction in the frequency of typical accidents.

Specific efforts were made on the correct use of protective equipment and sharp materials, patient movement, work at height, work with electricity and risk notification, among others. In addition to training, occupational safety also carries out periodic inspections and monitoring of the sectors, in order to verify possible risks of accidents and occupational diseases.

	2018	2019	2020
Frequency of typical accidents with leave *	11.64%	14.22%	9.15%

* Occurring during professional activity

PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT ASSESSMENTS GRI 404-3

	2018			2019			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive Board	100%	100%	120%	60%	66%	63%	50%	66%	57%
Management	100%	100%	100%	72%	90%	84%	33%	72%	59%
Head/coordination	100%	100%	128%	186%	126%	137%	67%	72%	71%
Technical/supervisor	96%	93%	90%	79%	84%	82%	80%	77%	78%
Administrative	100%	100%	96%	191%	150%	163%	77%	76%	77%
Operational	95%	95%	102%	61%	41%	48%	87%	94%	91%
Trainee	100%	100%	106%	0	6%	4%	57%	37%	43%
Total	98%	89%	97%	88%	74.62%	79%	78%	76%	77%

* Employees who have been in the institution for 6 months and those who have not been on leave for more than 6 months are eligible for performance evaluation. Interns, apprentices and third-parties do not participate in the annual performance assessment cycle.

** Performance assessment was conducted in May 2019, and the total number of employees corresponds to December 2019; thus, employees hired after May 2019 were not considered. Employees who have been in the institution for six months and those who have not been on leave for more than six months are eligible for performance evaluation.



Staff development

Clinical Staff Management, Physician Ombudsman, Clinical Staff Performance Assessment Program and the Clinical Staff Academic Program are the pillars that guide the hospital's medical staff development actions.

The positive relationship with the clinical staff working at the Institution - composed of physicians of different specialties and dentists- involves engaging in innovation and research initiatives, offering benefits and building long-term relationships with those who ensure the success of the Hospital.

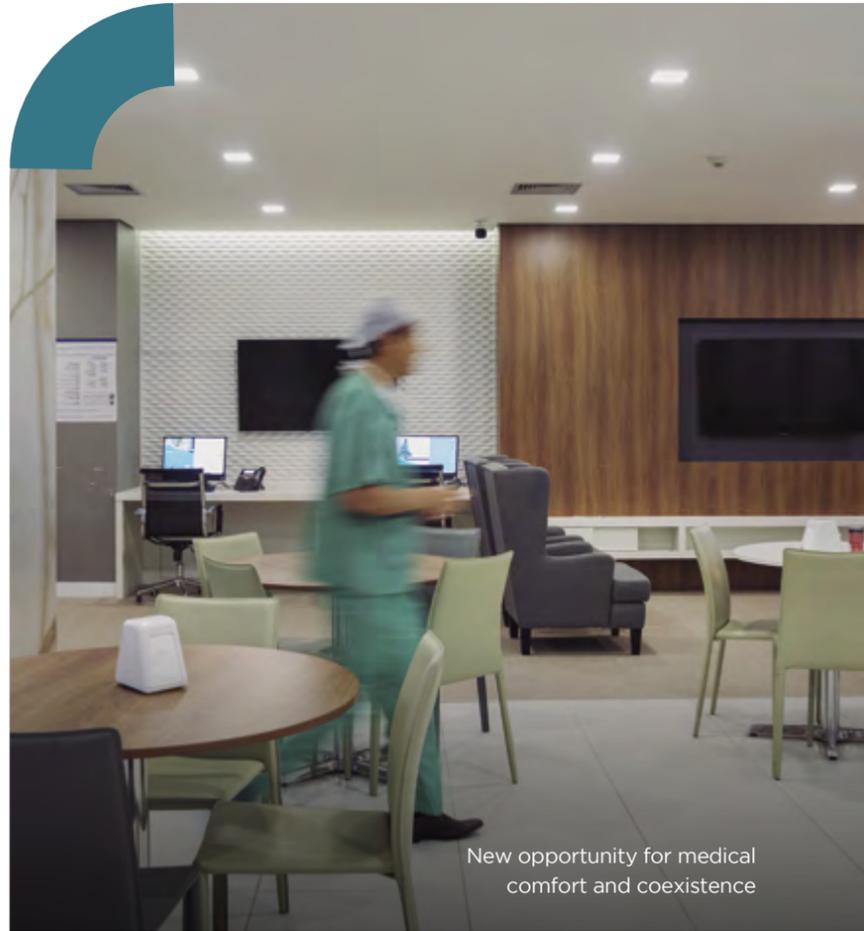
The Medical Relationship area is directly responsible for the actions that include selection, evaluation and bonus of members of the active registered clinical staff in a value-based health approach - that is, focused on the patient and their care journey.

To recognize the strategic role of physicians and dentists of the Institution in building its reputation and preference for patients, the Hospital develops a series of measures to engage the clinical staff on strategies and challenges of cost-effectiveness, sustainability, quality

and safety. During 2020, the premises of this relationship did not change and maintained their structure in four pillars:

- > **Clinical Staff Management:** it manages the onboarding and approval of physician registrations and documentation, in addition to detecting their needs and strengthening their engagement with the Hospital. The program is linked to the Medical Accreditation Commission, the Clinical Board and the functions under the Chief Medical Officer.
- > **Physician Ombudsman:** area responsible for receiving reports, records, concerns, complaints and compliments from the clinical staff about the Hospital. Cases related to ethics, are registered in this channel and referred to the **compliance instruments**.
- > **Clinical Staff Performance Assessment Program:** in 2020,

it included 100% of the active registered clinical staff with actions aimed at the analysis and measurement of medical results according to care indicators, clinical outcomes, surgical performance, patient record completeness and capacity generation of knowledge and participation in research. During the year, a review of performance assessment instruments and criteria was launched in order to reinforce the value-based approach.

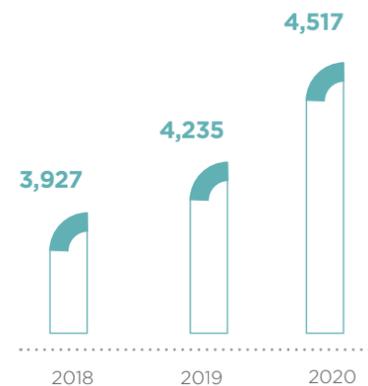


New opportunity for medical comfort and coexistence

> **Clinical Staff Academic Program:** it is linked to the direct incentive to the participation of the institution's physicians and dentists in research and initiatives that generate knowledge. In 2020, due to the Covid-19 pandemic, there were significant changes in patient profiles, treatments and financial and academic-scientific production. This only reinforced the belief that it is necessary to analyze quality based on value, and a great movement to change concepts and indicators began. With this, the Institution began to redesign its

program to not only assess the value of each service, but also to return value to professionals and their patients in the form of safety, quality, well-being and relationship. As well as performance evaluation, the academic front is reviewing analysis tools and scoring metrics.

EVOLUTION OF THE ACTIVE REGISTERED CLINICAL STAFF (INCLUDING ORAL AND MAXILLOFACIAL DOCTORS AND SURGEONS)



Supply chain GRI 102-9

The Procurement department was a particularly important battle front during the Covid-19 pandemic. The Institution relied on the punctuality, credibility and dedication of its more than 200 suppliers focused on inputs linked to the disease to ensure the supply of essential materials, equipment, technologies and medicines to go through a challenging year.

The Hospital adopts, as a premise for the management of its partners, cost-effectiveness related to quality and excellence criteria, seeking to standardize and review its use of materials and specialized services according to real needs - such as those recommended in clinical protocols and packages increasingly common in the business model.

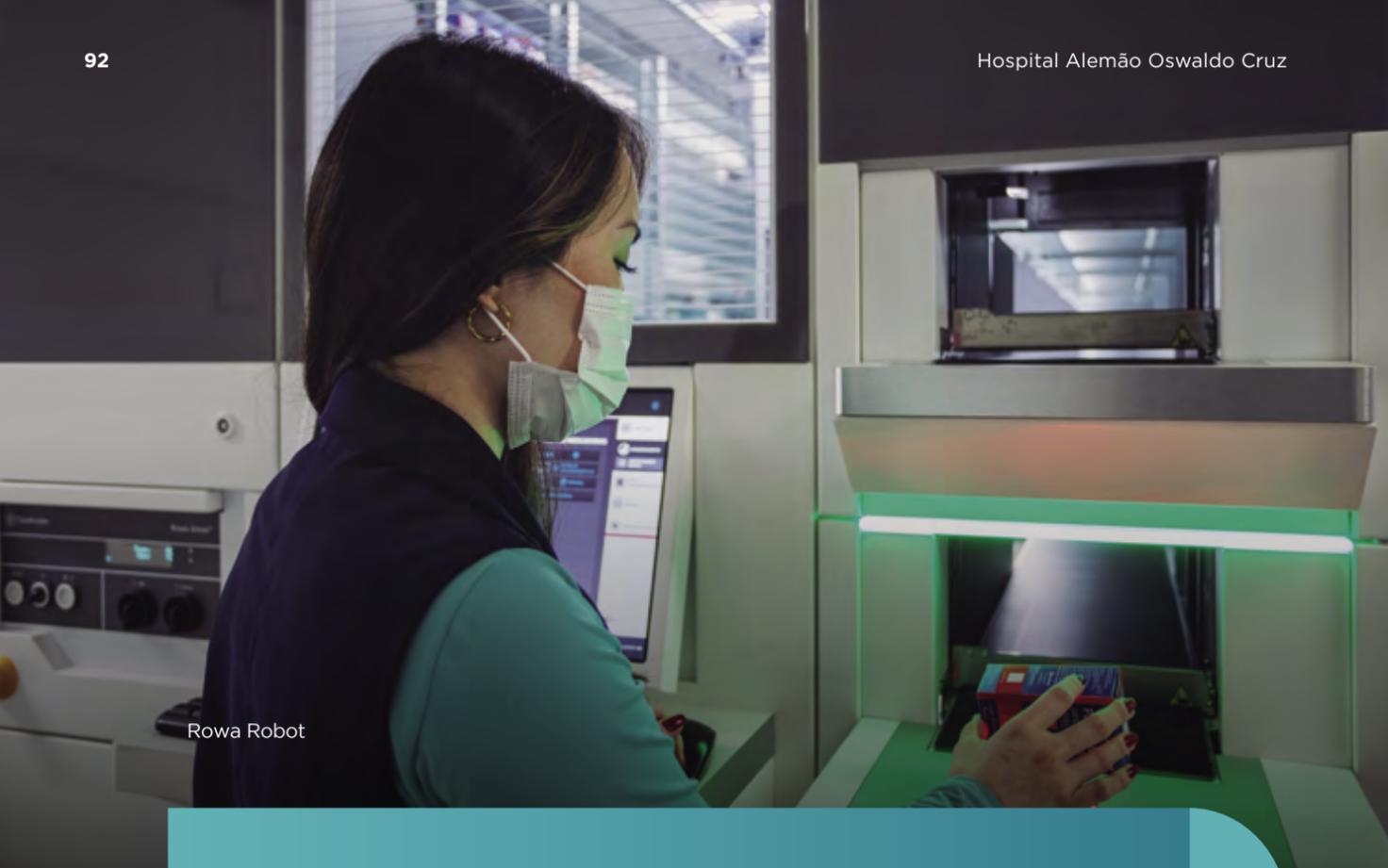
As of March, several items with much higher than average demand - waterproof aprons, N95 masks, highly complex medications used in the ICU to stabilize patients - began to run the risk of shortages in the country. In response, the Procurement Department implemented a tool with "trigger" alerts for some categories and sought to act

promptly to the Hospital in the face of challenges.

The changes in Covid-19's medical treatment protocols also posed a challenge over time, as with them came the consequent changes in the necessary supplies. And, simultaneously, with the sharp drop in the number of routine or elective procedures at the beginning of the pandemic, some items started to remain in stock longer.

As a result of these efforts to ensure an intelligent and rational use of resources, the Hospital was able to guarantee its inputs throughout the period. The first action behind this achievement was to draw up a list of 96 items that are particularly critical in tackling the pandemic and to monitor each one on a daily basis. In addition, at the end of March, the Institution made the decision to maintain 90-day inventories of critical supplies, a much longer term than usual. As these inventories were decreasing, the Procurement Department worked with long-time suppliers to guarantee replacements.

Agility and planning capacity were crucial for the Hospital to be able to face the challenges imposed by the pandemic



Rowa Robot

AUTOMATION 4.0

The automation project is the biggest challenge for the Hospital Procurement Department for the near future. Significant operational gains are expected with actions such as the automation of the *follow-up* with suppliers and the use of artificial intelligence (by means of a robot) to eliminate the typing of input invoices. In the latter case, robotization was already being used by the Institution for medicines and supplies and will now be extended to the entire chain, thinking of gaining efficiency, as well as quality and safety, a fundamental factor within the Supply Chain Mission of the

Hospital. The area's objective is to rely more and more on specialist buyers, working in synergy with the different areas of the Institution and concentrating their energies on relationships with suppliers and partners, leaving more repetitive tasks (such as typing invoices and *follow-up*) to the machines. Automation is considered such an important area that it is already included in the Strategic Plan of Hospital Alemão Oswaldo Cruz. Regarding supplier management policies, the approval is pending on tax, legal and regulatory aspects before any negotiation or contracting.

INVENTORY ZERO

Another major mission for 2021 is to advance in the Inventory Zero program, which aims to make suppliers take responsibility for the Hospital's inventory - helping with inventory scheduling, researching systems and making deliveries according to consumption. With this, we seek to increase the frequency of delivery of products, even to up to every 24 hours depending on the input.

Decreasing inventory to the maximum is something that significantly frees up the hospital's cash flow, contributing to better financial results. When Inventory Zero started, the Institution had inventories in the amount of R\$ 14 million, a number that was reduced by half before the pandemic arrived and created an exceptional situation. For 2021, the goal is not only to go back to this R\$ 7 million level, but also to significantly reduce this number.



New storeroom



Innovation research and education

WE CONTINUE TO SEEK A DIFFERENTIATED POSITION IN PRIVATE HEALTH BY INCORPORATING TRANSFORMATIONS SUPPORTED BY TECHNOLOGY THAT WILL SHAPE THE FUTURE OF THE BRAZILIAN MARKET

6.

IN THIS CHAPTER

- > Innovation projects
- > Teaching and knowledge generation
- > Future of health and new business



Engagement of the hospital's clinical staff, employees and partners in innovation, research and education activities grew significantly with the pandemic.

The reorganization of efforts and priorities experienced in all areas of the Hospital had an impact on the Innovation, Research and Education strategy. All projects that had the objective of combating Covid-19 became a priority; several of them will bear fruit that will benefit the Institution and its patients even after the health emergency is over.

There was a significant increase in engagement by the clinical staff, employees and partners in innovation, research and education activities during 2020. The sense of urgency aroused by the outbreak of the pandemic resulted in many new proposals put forward, while it also helped form a series of partnerships (with the industry, *startups*, or the government).

The way of working had to be adapted to new circumstances. The need to adopt distance work came with a learning curve in its implementation and resulted in the incorporation of the technologies that make it possible. The Hospital experienced an increase in the dynamism of its internal relations, the digitization and refinement of several processes that generated considerable gains in productivity in various activities.



Technical School Student



Innovation projects

In 2020, the Innovation area at Hospital Alemão Oswaldo Cruz developed a series of projects related to combating the Covid-19 pandemic. The most important were:

- > Application of **artificial intelligence** to support the interpretation of chest CT scans, in order to improve the **diagnosis of Covid-19**. This project also resulted in tools that help medical decision by estimating the risk of complications in each patient, as well as optimizing the decision-making process of the management areas as it anticipates the **need for more advanced resources** (such as ICU beds), respirators and hemodialysis, for example. In a time of scarcity of space, equipment and human resources, these tools not only allowed the Hospital to better manage the flow of patients and the operation of the units, but were also made available to eight health institutions – private hospitals and hospitals linked to state and federal universities.

- > Co-development and validation of **artificial intelligence** for the **automated extraction of clinical information from medical records**, allowed the Hospital to increase the assertiveness of a series of processes that permeate research activities – thus generating knowledge in a more agile and efficient manner.
- > Around a thousand pieces of personal protective equipment (**PPE**) were developed and produced with **3D printers** and donated to public health units. This included a **device** for the use of non-invasive mechanical ventilation equipment in patients with Covid-19, in addition to **facial supports** for a more anatomic fit of non-invasive ventilation masks.

The use of artificial intelligence to support diagnostics and medical and managerial decision-making was one of the most outstanding achievements in the area of Innovation

OTHER PROJECTS

The fields of **virtual reality** and **augmented reality** yielded great advances in 2020 in innovation activities that were not linked to fighting the pandemic. This is an area in which the pioneering spirit of the Oswaldo Cruz stands out.

The most important case is, clearly, the use of these technologies for planning surgical procedures. Once the images of exams such as CT scans and MRIs are captured, they are placed in a virtual environment so that they can be manipulated in 3D by physician. This technology provides a more immersive experience and a broader understanding of each situation, helping in decision-making even during surgical procedures.

The use of virtual and augmented reality also has great potential in the care area - in helping patients to better understand a certain procedure they will undergo, in addition to assisting in the control of anxiety in a hospital environment. These technologies can also be used in a rehabilitation scenario, optimizing the experience during physiotherapy treatments. The technological tools created by the project are in their approval phase. After this stage, the Hospital intends to use the technol-

ogy as soon as possible, also in education and to improve the exchange of information between health professionals. Partially virtual medical boards,

where some professionals would participate online, are also one of the several promising possibilities.



Training of medical teams at the Center for Innovation and Health Education

THE TRINETX NETWORK

In 2020 Hospital Alemão Oswaldo Cruz joined the TriNetX network. Aimed at the research market with *Real World Evidence* in health, the platform is a repository of more than 400 million records from around 170 health institutions in 70 countries. By leading the Brazil cluster on this platform, the Hospital will be able to gain precious *insights* and offer information specific to the Brazilian population. And this should be very useful at a time when the lack of ethnic and geographic diversity among participants in clinical studies has been more questioned as it generates more limited results.

INTERNATIONAL RESEARCH CENTER: HEALTH THROUGH KNOWLEDGE

The International Research Center was established in order to strengthen the position of Hospital Alemão Oswaldo Cruz in the area of knowledge generation, contributing with a high impact on world science and Brazilian medicine and assistance. It is led by Dr. Álvaro Avezum, considered by the consultancy Thomson Reuters as one of the four Brazilian scientists with the highest impact academic production in the world in an international ranking of 3,215 researchers (2015, 2016, 2017, 2019).

The center currently develops research in several therapeutic areas, such as Oncology, Digestive System, Infectology, Cardiology, Pulmonology, Endocrinology, Nephrology, Rheumatology, Population Health and Intensive Care. Its premise is to answer questions of relevance to the population, bringing therapeutic alternatives clinically useful for the community.

The search for alternative therapies for the treatment of patients with Covid-19 included 23 studies aimed at bringing therapeutic alternatives in the fight against Sars-CoV-2. These are of the achievements of the International Research Center in 2020:

- > **GCHF:** Largest record of heart failure (HF) in progress in the world, which aims to document demographic, socioeconomic and clinical factors of HF, estimating the incidence rate of outcomes in heart failure patients worldwide.
- > **Invictus:** Project that involves a comprehensive evaluation of patients with rheumatic heart valve disease who have atrial fibrillation or atrial flutter, assessing the prevention of stroke or systemic embolism. The drugs used in the study are Rivaroxaban or vitamin K antagonists.
- > **PURE:** Acronym for Prospective Urban Rural Epidemiology, it is a global population study that has followed more than 300 thousand people in almost 30 countries for 12 years, distributed in urban and rural areas. In Brazil, PURE is coordinated by the International Research Center of Hospital Alemão Oswaldo Cruz, which has followed 6,081 volunteers since 2003, identifying over time, through the collection of individual data, the association of behavior (lifestyle), environment, genetics and other factors to the population's risk of illness (from cardiovascular events, cancer, respiratory and kidney diseases, cardiovascular death, cancer death and other causes).

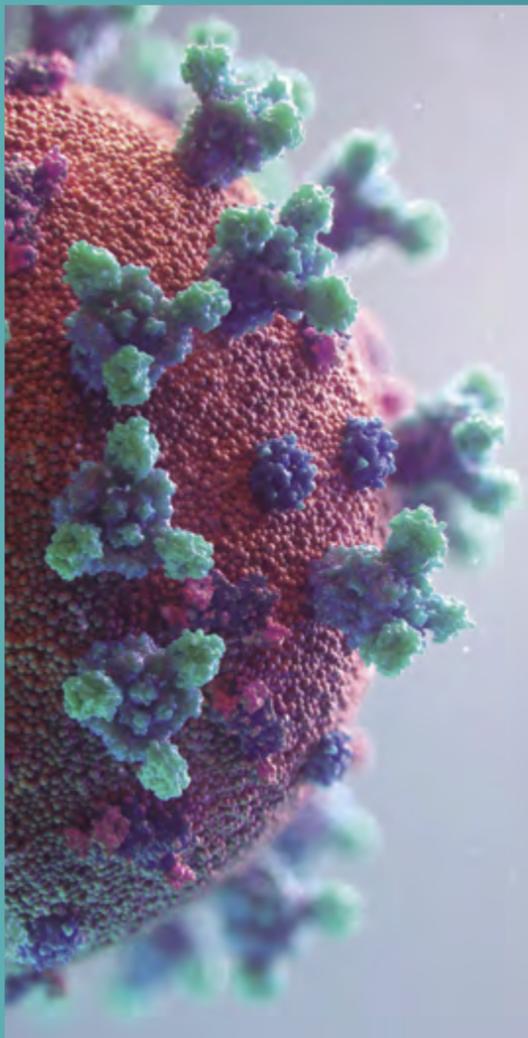
Publications

In 2020: 123 articles were published in high-impact international newspapers and magazines, such as *The New England Journal of Medicine*, *BMJ Global Health*, *Annals of Hematology & Oncology*, *BMC Geriatrics*, *The Lancet*, *JAMA* and *Circulation*, as well as 42 articles published in Brazilian journals.

COVID-19 BRAZIL COALITION GRI 102-12

Hospital Alemão Oswaldo Cruz was part of this research task force of eight health institutions to conduct clinical studies evaluating therapeutic strategies in inpatients and outpatients, in order to reduce complications associated with Covid-19. During 2020, 10 studies were conducted, four of which were completed with publications in high-impact scientific journals.

- > Hydroxychloroquine and azithromycin: in line with findings from other global studies, the Coalition published in the *New England Journal of Medicine* work that pointed out the ineffectiveness of these drugs in combating Covid-19, with no variations or indications of benefits among patients who received one or both, compared to those who received standard treatment.
- > Dexamethasone: the Coalition conducted a study that identified that the anti-inflammatory dexamethasone helps to decrease the time of use of the artificial respirator in critically ill patients hospitalized with Sars-CoV-2. The results were communicated in August 2020 through publication in the *Journal of the American Medical Association (JAMA)*. The study was approved by the National Research Ethics Commission (Conep) and the National Health Surveillance Agency (Anvisa).
- > Tocilizumab: a study published by the Coalition in *The British Medical Journal*, in January 2021, points out that analysis with tocilizumab needed to be stopped after 15 days due to the increase in deaths among patients who received the drug. There were also no benefits found with the administration of the drug.



CARE PATHWAYS PROJECT

Developed by the International Research Center, the Care Pathways Project revolves around care protocols aimed at a series of conditions of recognized relevance in the context of public health. With a high social and financial impact, these diseases often result in serious events – hospitalization and death, mainly – that burden public services significantly. Care Pathways are based on good quality scientific evidence, following the principles and guidelines of the Unified Health System (SUS), the standards and technical manuals of the Ministry of Health and the rules and services of each location. Acting with precision, at the right time and in the most suitable place is essential to raise the quality of healthcare.

HEALTH TECHNOLOGY ASSESSMENT UNIT

In the context of the pandemic, the team from the Health Technology Assessment Unit (UATS, by its acronym in Portuguese) of the International Research Center produced 18 rapid systematic reviews to support internal decision-making at the Hospital. In addition, this expertise allowed the construction of the Covid-19 Diagnosis and Treatment Guideline with the Ministry of Health – a *living guideline* updated every 15 days, with four versions delivered and 24 systematic reviews. In addition, the UATS team participated with the Brazilian Association of Intensive Care Medicine (AMIB), the Brazilian Society of Pulmonology and Tisiology (SBPT) and the Brazilian Society of Infectious Diseases (SBI) in the construction of Covid-19 guidelines for pharmacological treatment.

31 clinical protocols were delivered to the Ministry of Health, with 83 systematic reviews. All of this material will be published periodically on the *website* of the National Commission for the Incorporation of Technologies (Comissão Nacional de Incorporação de Tecnologias - Conitec). There will be three methodological guidelines: one following the Grading of Recommendations Assessment, Development and Evaluation (GRADE) system, another following technical-scientific advice, and the third being a systematic review of randomized clinical trials.

NATIONAL RESEARCH & INTERNATIONAL PARTNERSHIP NETWORK GRI 102-13

The International Research Center has integrated a collaborative network with 250 Brazilian institutions that develop studies of relevance to the population and international institutions. One of these international partners is the Population Health Research Institute (PHRI), a non-profit research center at McMaster University and Hamilton Health Sciences Corporation in Canada – where Dr. Álvaro Avezum is an International Research Associate. PHRI's mission is to conduct cross-disciplinary research to improve key health outcomes in common and neglected diseases that affect not only Canadians, but the world population as a whole. The International Research Center of Hospital Alemão Oswaldo Cruz constitutes and represents PHRI in Brazil.

The excellence of the Hospital led the Institution to build, together with the Ministry of Health, the Covid-19 Diagnostic and Treatment Guideline, a *living guideline*

Education and generation of knowledge

The most significant challenges in 2020 for the education area were its relocation in a building close to the Paulista Campus and the adaptation of in-person classes to virtual rooms due to the social distance measures adopted against the pandemic. The coordination and professors resorted to new technological resources and worked in the improvement of active methodologies. In addition, there were several initiatives to support students with the aim of increasing interaction between them and professors.

Despite the difficulties caused by the atypical year, the Technical School of Health Education (ETES) continued on its path to becoming an growing reference in its field – mainly in the training of nursing technicians. At the beginning of the year, in January, the Federal Nursing Council (Cofen) certified through the National Quality Program (PNQ) the professional training complex of the Hospital, that houses the Undergraduate, Graduate and the Technical School. The certification included the evaluation of the training program of nursing technicians and nurses, as well as the graduate programs

in the area, and the building infrastructure (which includes the Center for Innovation and Health Education, where the Realistic Simulation Center and the Virtual Reality areas are located). The complex reached 98.2% of the indicators assessed, and became the first institution of higher education and the second of technical education to be certified by Cofen in the state of São Paulo.

The expansion of the Education area is a strategic priority for Hospital Alemão Oswaldo Cruz, which works to achieve a leadership position and to be increasingly recognized as a teaching hospital whose great healthcare tradition also involves education. There are currently 34 graduate programs available (8 in the medical field and 26 in the multiprofessional area, with 19 extension programs *(read more on page 106)*).

The goal of increasing the number of students in the entire area of Education by 60% was achieved with the incorporation of an expressive number of students in 2020, specifically:



201

in the Nursing Technical Program

27

in graduate technical programs

93

in undergraduate programs

185

in graduate programs

In 2020, several e-learning extension courses were launched, reaching 6,795 students, of which 1,570 participated in free courses. In addition, the Undergraduate and Graduate School was accredited as an Distance Education Institution, and the Ministry of Education authorized the Hospital Management Technology Program, with the maximum grade. The program became part of the group of other programs already authorized or recognized with grade 5.0.



OUTSTANDING STUDENT

Tatiane Vinhas de Souza, student of the FECS undergraduate program in Technology in Hospital Management, obtained the highest score among all graduates that took the National Student Performance Exam (Enade) for this program. Tatiane got 89.2 points, against a national average of 48.9 points.

The Net Promoter Score (NPS) in the Education area was 60.5 on average in in-person education and 92 in online education.

Even during the Covid-19 pandemic, there was no increase in dropout rates in the programs, but a reduction compared to 2019: from the 14.99% registered that year, it fell to a 12.16% in 2020.



COFEN Seal and Quality Certification Ceremony

CONTRIBUTING TO TACKLING THE PANDEMIC

In partnership with Johnson & Johnson Brazil, the Education area of Hospital Alemão Oswaldo Cruz created in 2020 three *online* courses related to the health emergency caused by Sars-CoV-2. **The Training Program to face the new coronavirus in the Hospital Environment** was aimed at nurses, nursing assistants, nursing technicians and other health professionals who are at the forefront of patient care in Covid-19 both in the private network as well as in the public health network. With a 40-hour duration, the first training course focused on a multiprofessional audience; while the second one, with a total workload of 100 hours, was oriented to the area of nursing. The third course was the **Update Program for Community Health Agents and Agents to combat Endemics to cope with the new coronavirus**, with a 4-hour duration. The students of the three training courses received certificates awarded by the Institution, totaling 4,798 trained professionals until December 2020.

Other achievements for the area in 2020 were:

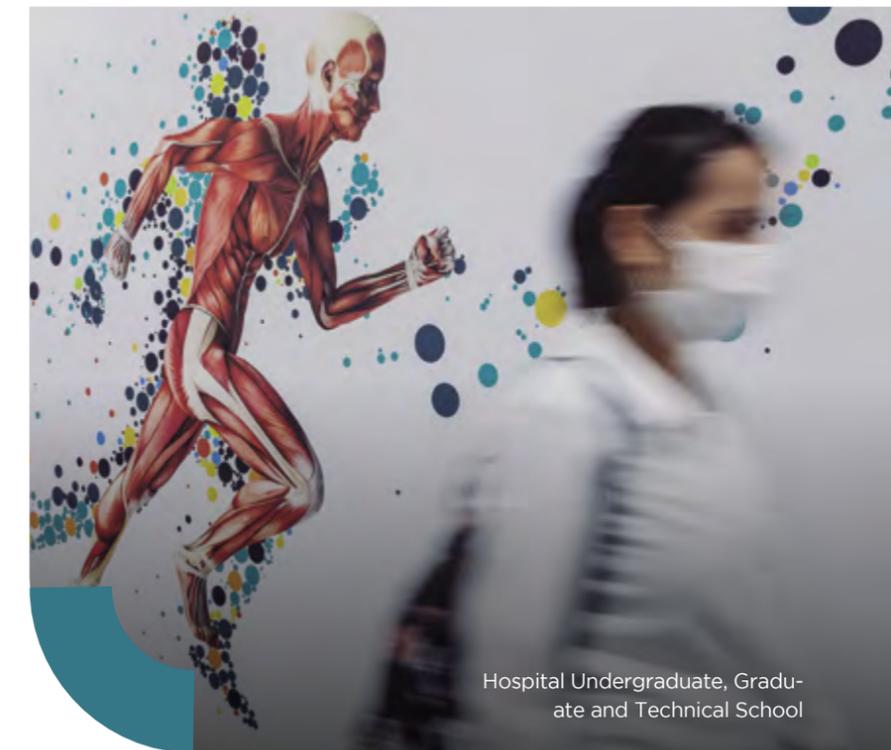
- > **In partnership with the Transformation and Care Delivery area, it was created the Hospital's Support Service** provided by the students of the Undergraduate, Graduate and Technical Schools. The goal is to offer more comfort and welcome to patients and family members in basic needs such as food, mobility and movement in beds. In addition, students assist with the communication of patients and family members with the medical team throughout the whole

process. This new service is the result of a Final Thesis of the MBA in Management and Innovation in Health, an outstanding program of our School.

- > **Improvement and Innovation Contest** held in partnership with the Quality, Safety and Clinical Outcomes area. Out of 97 projects registered (30 in the Innovation and 67 in the Improvement fields) 40 qualified for the stage of evaluation (18 of the Innovation and 22 of Improvement fields). Three projects were chosen as the winners: in the care area, a proposal for functional rehabilitation for Covid-19 patients who went to the ICU; in the administrative area, the implementation of a new quality control procedure for the Linear Accelerators for radiotherapy, and, in the Innovation area, a platform for patient visitors. This platform consists of an interactive and easy-to-use virtual environment for patients and their families with information on visitors - thus allowing inpatients to monitor visit requests through their cell phone, computer or tablet (in order to have autonomy to authorize or deny access). The Information Technology team at the Hospital will develop the *software*.
- > The Innovativ team - the School's Innovation Laboratory - developed 95 learning

assets (such as videos and infographics) for the institutional support to face the pandemic.

- > The **Telemedicine Training Project**, created to raise the awareness of the Hospital's medical team and the scientific community in general on the possibilities of using telemedicine safely.
- > Creation of the extension program **in Corporate Health Management**, designed to help managers make decisions amid the challenges imposed by the pandemic.
- > Creation of the **Mindfulness Training extension program for the Health Area**, which provides scientific and methodological understanding and training of *mindfulness* techniques - as well as their psychological and cognitive aspects



Hospital Undergraduate, Graduate and Technical School

LEARNING WITH PRACTICE

In 2020, the educational programs conducted in partnership with the Hospital's healthcare and management areas had a considerable expansion, becoming one of the main factors to attract more students to the courses. In the **Student Development and Support Program (PDDA)**, undergraduate and technical education students provide support in different processes and workflows in the Hospital's healthcare and management areas. Each sector hosting a student pays for 50% of their tuition fees.

While in 2019 there were 55 active students benefited by the initiative working across nine sectors of the Hospital, in 2020 the number rose to 141 students immersed in the hospital reality - a great differential for students in the Healthcare area.

PROGRAMS

UNDERGRADUATE

- > Nursing
- > Technology in Hospital Management
- > Radiology Technology

LATO SENSU GRADUATE PROGRAM IN THE MEDICAL FIELD

- > Bariatric and Metabolic Surgery
- > Robotic Surgery in Urology
- > Clinical Medicine
- > Echocardiography
- > Advanced Digestive Endoscopy
- > Oncological Neurosurgery
- > Onco-hematology - Clinical practice in lymphoproliferative diseases

LATO SENSU GRADUATE PROGRAM IN THE MULTIPROFESSIONAL AREA

- > Pharmaceutical Assistance in Oncology
- > Oncology Nursing
- > Intensive Care Nursing
- > Applied Nutritional Genomics
- > Gerontology
- > Management of Nursing Care Services and Practices
- > Mammography Diagnostic Technology and Breast Biopsy Methods
- > Diagnostic Technology by Computed Tomography and Magnetic Resonance

EXTENSION

- > *Mindfulness* Training for Healthcare
- > Corporate Healthcare Management
- > Allergy and Intolerance
- > Early Childhood Nutrition
- > Healthcare Management 4.0
- > Telemedicine Training
- > Nutrition in Oncology
- > Project Management in Healthcare Organizations
- > Health and Wellness *Coaching*
- > Best Practices in Quality and Patient Safety
- > Bed Sore Assessment and Treatment
- > Palliative Care: adding value to practice
- > Training for coping with the new coronavirus for health professionals

UNIVERSITY EXTENSION PROGRAMS

- > Diagnostic and Therapy Services
- > Electronic Health Record and Health Information Technology
- > Structure of Assistance Services
- > Strategic Support for Health Institutions

FREE TRAINING COURSES

- > Precaution, Standard and Isolation
- > NR32: Safety and Health at Work in Healthcare Services
- > Hand hygienization
- > NR23: Fire Protection
- > Elaboration of Scientific Research Papers



Future of healthcare and new business opportunities

The pandemic ended up accelerating the understanding within healthcare institutions that technology is no longer a department or the responsibility of a specific sector. Technology is increasingly transversal to all sectors of the economy and society.

Following its recognized innovative tradition, Hospital Alemão Oswaldo Cruz has used technology and data as tools to expand the capacity of health professionals to provide better care: more personalized and efficient.

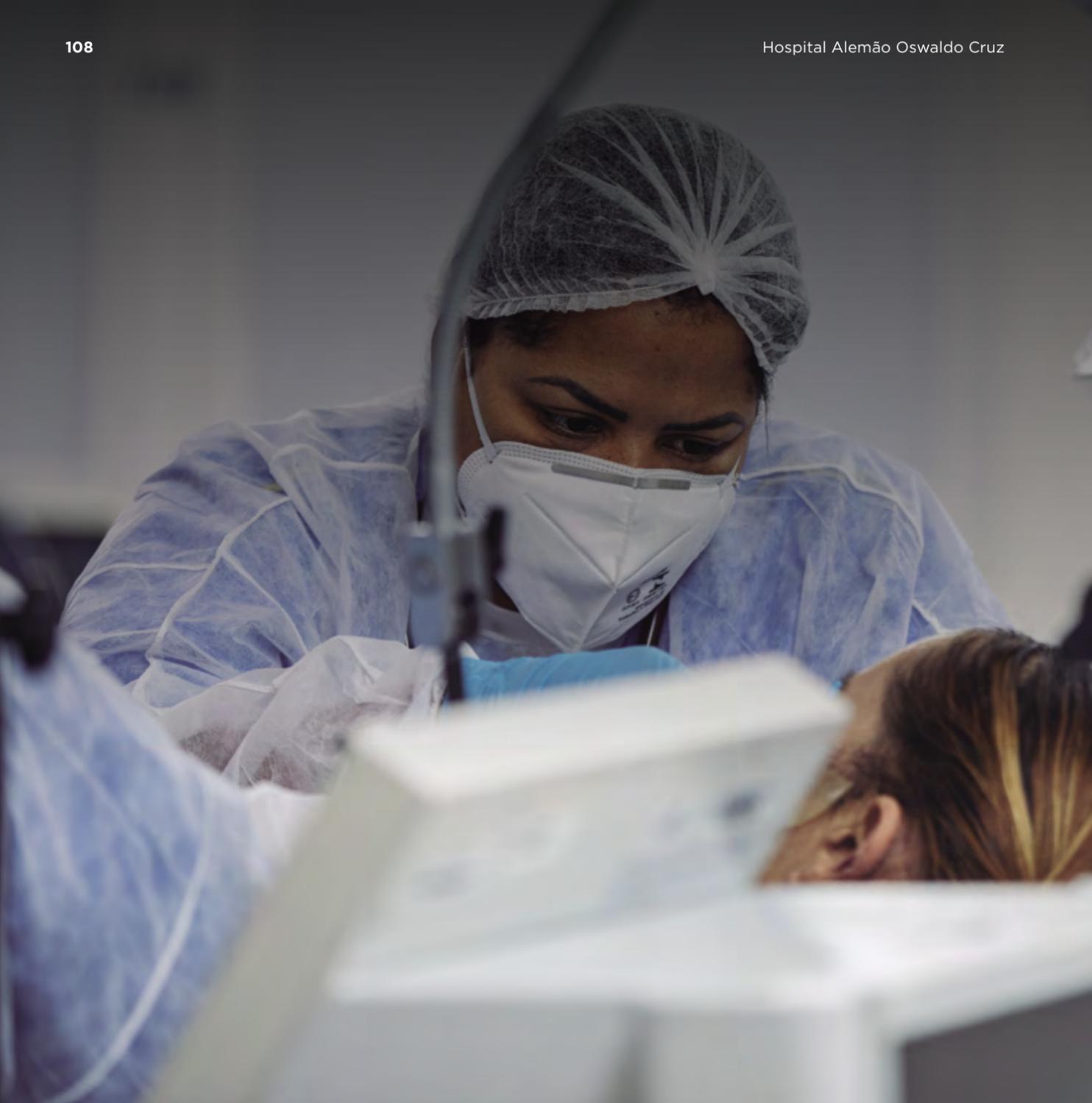
The Institution's objective is to advance towards becoming as *data driven* as possible – which involves everything from operational processes to therapeutic and care decisions. To make this possible, the Hospital created a data laboratory that has a dedicated team. The data lab uses data science and artificial intelligence to help the hospital's medical and management teams to identify in an ever better way the situations in which a patient will deteriorate or improve – or when an ICU bed or operating room will be vacant.

The final goal is to shift the focus from the reactive model and use analytical intelligence so that the Hospital moves from contingency to the prediction of complications – and to have an even greater role in the

journey of each patient, offering care experiences that match the expectations and needs of patients and health professionals in the 21st century.

TELEMEDICINE AS A RESOURCE

There are great chances that the pandemic has permanently transformed patients' behavior – at least to some degree. The Hospital hired a consultant that undertook a study of more than 4,000 people around the world and concluded that patients are increasingly open and desirous of digital and virtual interactions and interventions; either as a complement to the traditional model or as a replacement for it. In addition, the practicality and convenience of telemedicine are especially important for patients from other cities and those who need some form of medical follow-up that can be done remotely. For all these reasons, the Hospital intends to implement telemedicine as a possibility in even more points of the patient's journey – be it in the private sector, or in the public sector –, making the Institution's excellence in care reach more and more places.



Social Responsibility

7.

IN THIS CHAPTER

- > Impact on Brazilian health
- > Instituto Social Hospital Alemão Oswaldo Cruz
- > Proadi-SUS

ATTENTION TO OUR IMPACT ON THE
COUNTRY'S PUBLIC HEALTH IS A PRIORITY
IN OUR MANAGEMENT MODEL

More than the focus of a specific area, social aspects inherent to its activities are something that Hospital Alemão Oswaldo Cruz takes into account both in the day-to-day operations and in its strategic decisions.

Engagement and dialogue with the main stakeholders has led the Institution to evolve in the construction of a sustainability agenda and in its capacity to contribute to the generation of scientific knowledge and the promotion of best practices that, combined, translate into a greater access for all Brazilians to more effective healthcare services.



Impact on Brazilian healthcare

GRI 103-2, 103-3 | 203, 203-2, 103-2, 103-3 | 413, 413-1



R\$ 192.7 million

in 23 projects developed under Proadi-SUS during the 2018-2020 period

The activities of Hospital Alemão Oswaldo Cruz in the area of Social Responsibility are focused on two fronts. On the one hand, the National Healthcare System Institutional Development Program (PROADI-SUS) of the Ministry of Health, in which the Institution has been active since 2009 and develops a series of projects, with R\$ 191,098,648 generated in tax immunity during the three-year period 2018-2020, with a total of R\$ 192,753,133 used in 23 projects.

On the other hand, the highlight of the year is that Instituto Social Hospital Alemão Oswaldo Cruz, Social Health Organization advanced in management in

the Brazilian public healthcare through the administration the Specialty Outpatient Center (AMBESP - Ambulatório Médico de Especialidades Dr. Nelson Teixeira) of Complexo Hospitalar dos Estivadores. and the Field Hospital do Complexo Hospitalar dos Estivadores (Hospital Vitória), all located in the municipal government of Santos (SP). The latter two went into operation administered by the Institute in 2020.

The size of the emergency brought by the pandemic was accompanied by an equally relevant commitment of specific resources in the Brazil's National Healthcare System (SUS), who showed its structural limitations during 2020

PROADI-SUS

SOCIAL RESPONSIBILITY PROADI-SUS 18/20



Where can you find us?

and was put to the test again in the first quarter of 2021.

In this scenario, both Hospital Alemão Oswaldo Cruz and Instituto Social Hospital Alemão Oswaldo Cruz are in a leading position that will allow them to prepare themselves in the best possible way for the complex scenario that will emerge from the post-pandemic. The potential for consulting, for example, represents a source of future social contribution, as well as the continuity of the positive impact and legacy left on public health with the administration of hospital and outpatient centers.

As a reference in excellence medicine, due to its matrix structure and accumulated expertise, Hospital Alemão Oswaldo Cruz impacts the well-being of society making access to excellent health services viable. From an economic point of view, the issue of job creation is still pressing: the expansion of public healthcare services, through the Specialty Outpatient Center (AMBESP). Dr. Nelson Teixeira of the Field Hospital and the Covid-19 beds at Complexo Hospitalar dos Estivadores, generated about one thousand new jobs in the local job market in 2020, directly and indirectly. In these places, 100% of the public receives healthcare via SUS.

HELP IN FIGHTING COVID-19 IN THE PUBLIC NETWORK GRI 413-1

The level of excellence that Hospital Alemão Oswaldo Cruz showed throughout 2020 in fighting Covid-19 was also taken to the public health network. Supporting the Ministry of Health in the fight against the pandemic through the National Healthcare System Institutional Development Program (Proadi-SUS) was, of course, the priority of the year.

Through its team from the Health Technology Assessment Unit (UATS), the Institution produced 18 quick systematic reviews to support the hospital's internal decision-making and participated in the Covid-19 Guideline for

NACIONAL

SCOPE OF THE COVID-19 TASK FORCE

- Present in the **26 states and the Federal District**
- **22** projects focused on management
- **10** training projects
- **4** research projects
- **2** health technology assessment projects



- States with up to 10 SUS institutions benefited
- States with up to 30 SUS institutions benefited
- States with more than 30 SUS institutions benefited

Diagnosis and Treatment with the Ministry of Health (see more in the *Innovation, Research and Education* chapter).

In addition, the Hospital has developed - also in conjunction with the Ministry of Health - TeleHAOC, a multiprofessional teleorientation portal. This initiative allowed public health professionals from all over the country to answer questions in real time about the new coronavirus through a multiprofessional support, which offered guidance on routines and care processes for health agents working in the front line against Covid-19.

The guidelines are provided virtually by a team formed by intensive care doctors and infectologists, nurses, physiotherapists, pharmacists, nutritionists and psychologists at the Hospital, who are also available to participate in individual teleconferences with professionals from public hospitals.

Another important action of the Hospital was to provide access to its Moodle platform, from online education, so that the general public could have access to repositories of technical content - such as protocols, flows and specific care to the treatment of Covid-19- and also to a series of support materials related to the management of the disease.

Also as part of the projects developed under Proadi-SUS, the 2018-2020 three-year period was marked by important actions that went beyond what was expected for each project. The Institution acted directly in reducing costs through the optimization of care processes in public hospitals, in direct support to municipal and state health managers, in strengthening the clinical pharmacy and in reducing infections in ICUs of a group of Brazilian hospitals exceeding the set goal - reducing the number of infections by 50%, which saved 2,430 lives

and generated savings of R\$ 320 million for SUS.

In order to enhance the project management processes, the Hospital created in 2018, within the Social Responsibility Pillar, the Knowledge Management Center. The purpose of this structure is to foster practices to gain and share knowledge, strengthening organizational learning. It structured the Monitoring and Evaluation of the project portfolio, providing more quality and transparency to the results and giving valuable support to the planning process of the upcoming 2021-2023 three-year period by qualifying processes and results indicators.

Instituto Social Hospital Alemão Oswaldo Cruz

Instituto Social Hospital Alemão Oswaldo Cruz played a key role in the fight against coronavirus in the public health system in Santos in 2020, where it managed a 110-bed Field Hospital, which had 590 visits (considering hospitalizations) in the year.

At Complexo Hospitalar dos Estivadores, in Santos, the entire space was remodeled and floors became operative. 40 ICU beds were created and 25 medical clinic beds were adapted for exclusive care to patients affected by Covid-19.

The Institute also expanded its field of action for assistance via specialized consultancy, through

which assisted schools, universities and companies in their return to in-person activities in order to prevent contamination by the new coronavirus and ensure greater safety. The Hospital signed partnerships with Colégio Imperatriz Leopoldina, Liceu Jardim, Célia Helena, Colégio Humboldt, among other institutions.

At Colégio Humboldt, the Institute prepared the new guidelines for health security measures of the school, in compliance with the recommendations of the São Paulo Plan, a set of strategies defined by the State Government to resume activities in several sectors of the economy during the Covid-19 pandemic, as well as the recommendations of the competent health agencies, such as the Ministry of Health, the World Health Organization (WHO) and Health Surveillance.



ICU of Complexo Hospitalar dos Estivadores



AMBESP - Ambulatório Médico de Especialidades Dr. Nelson Teixeira

ESTIVADORES: HUMANIZATION AND ADAPTATION TO THE PANDEMIC

Added via public call in 2016, the administration of the Complexo Hospitalar dos Estivadores, em Santos (SP), represents a milestone for the Hospital in terms of generating impact.

The Institution contributes its knowledge in the unit, a reference in the maternal and child area in the region, with actions to promote the Care Model, an intense training program and investment in quality and safety.

With the pandemic, Santos City Government decided to expand: 65 new beds were created to face Covid-19 - 25

medical beds and 40 ICUs. The complex has become one of the most important points of care, diagnosis and treatment of the disease.

In order to generate a more significant impact on society, it was implemented a set of actions following the National Humanization Policy. Part of the Specialty Outpatient Center (AMBESP), the Humanization Work Group works to conceive and implement new humanization initiatives that will benefit users and health professionals.

The group is composed of a multidisciplinary team from different

areas. Some of the actions led by the group are conversations to guide users about alcoholism, diabetes, smoking and sexually transmitted infections, among others, in addition to addressing awareness actions for internal health professionals.

EXPANSION: SPECIALTY OUTPATIENT CENTER DR. NELSON TEIXEIRA (AMBESP) AND THE FIELD HOSPITAL

Even with the pandemic the activities of the Social Institute in Santos continued growing. The Specialty Outpatient Center Dr. Nelson Teixeira, received 68 thousand visits, in 24 specialties, throughout the year -which represents 25% of the municipality's population-, using a model based on their resolute capacity and lines of care.

And all of this in a scenario in which AMBESP was closed for a period at the beginning of the pandemic - shortly after it was inaugurated - for the relocation of employees and resources by the government.

The line of care for type 1 diabetes created for AMBESP with the support of telemedicine deserves special recognition. The pandemic has made this type of resource more accepted (including by regulatory agencies), which opens a new front for the Social Institute.

The Field Hospital was opened in Santos for the treatment of Covid-19 cases in the context of an advance of the pandemic in Baixada Santista. Part of the United Health Group Brazil, owner of the health operator Amil, Hospital Vitória was ceded free of charge to the municipality through a lending term, valid until December 31, 2020.

The management of this Hospital was shared between the City Government and Instituto Social Hospital Alemão Oswaldo Cruz, by means of an amendment to the contract for the management of Complexo Hospitalar dos Estivadores. The monthly cost of the unit, R\$ 4.8 million, was paid with resources from the State Government.

Administered by the Social Institute, the new AMBESP served the equivalent of 25% of the population of Santos in six months, with a model based on its resolute capacity and lines of care - with emphasis on the care of patients with type I diabetes, with a multidisciplinary approach.

TOWARDS ACCREDITATION

Currently, only 0.3% of Brazilian public hospitals have international accreditation (JCI or ACI). Complexo Hospitalar dos Estivadores is, through the Social Institute, working to join this select group with the Joint Commission International certification. Progress towards this goal has been consistent and has also included intense employee development actions.



Environment and eco-efficiency

8.

THE INSTITUTION INVESTS IN THE CONTROL OF
IMPACT AND WORKS TO PROPERLY USE THE NATURAL
RESOURCES ESSENTIAL TO THE OPERATION

Environment and efficiency

The environmental impact related to the operation are a point of attention for Hospital Alemão Oswaldo Cruz – which has been undertaking a series of efforts in favor of greater energy efficiency in its projects for new units and towers, less water consumption and a more efficient waste management.

The indicators include the Paulista, Vergueiro and Campo Belo Campus and they are managed in their own system, capable of detecting variations and the need to increase efficiency in the Hospital's facilities.

ENERGY GRI 103-2, 103-3 | 302

The Hospital has been working to maintain an internal awareness policy on the use of energy through the use of communications and the application of technologies to reduce consumption, with emphasis on automation tools.

FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES (GJ) GRI 302-1

	2018	2019	2020
Piped gas supply São Paulo	13,774.97	13,102.66	14,654.57
Diesel fuel	1,111.50	876.00	1,029.85
Total	14,886.47	13,978.66	15,684.43

ENERGY CONSUMED (GJ) GRI 302-1

	2018	2019	2020
Electricity	69,727.82	89,312.13	97,627.61

TOTAL ENERGY CONSUMED (GJ) GRI 302-1

	2018	2019	2020
Nonrenewable fuels	14,886.47	13,978.66	15,684.43
Energy consumed	69,672.08	89,312.13	97,627.61
Total	84,558.55	101,425.27	113,312.03

WATER GRI 103-2, 103-3 | 306

The Hospital encourages the conscious use of water through internal communications, the application of technologies to reduce water consumption, the use of reused water and the monitoring of the use of the resource (which may be restricted when applicable). In 2020, the policies for internal awareness of water use, application of technologies to reduce consumption and use of reused water were maintained.

EFFLUENTS AND WASTE GRI 103-2, 103-3 | 306

The Hospital has internal routines to treat waste and effluents in line with Resolution RDCN. 222, which regulates Good Healthcare Waste Management Practices.

Monitoring and evaluation of this indicator are carried out by the Institution's Workplace Safety and Environment area. In addition, audits are carried out periodically in the areas to verify compliance with disposal, identification and awareness. Spending on waste treatment and disposal was R\$ 1,047,924.66 in 2020.

Even in the pandemic scenario, the routines were maintained and the commitment to the correct disposal of recyclable materials (which grew by 22.64% in the year) demonstrates this evolution. There was also an increase in the generation of waste associated with assistance due to the high occupation resulting from Covid-19 and the various precautions necessary to protect patients and employees.

TOTAL VOLUME OF WATER COLLECTED IN ALL AREAS AND AREAS UNDER WATER STRESS, BY SOURCE (ML) GRI 303-3

	2018	2019	2020
Groundwater (Total)	NA	NA	3,337.00
Third party water (Total)	137,981.00	194,602.02	169,009.00
Total	137,981.00	194,602.02	172,346.00

EFFLUENTS AND WASTE GRI 306-2

Hazardous Waste disposal (tons)	2018	2019	2020
Incineration (mass burn)	63.65	91.26	131.22
Landfill	510.01	394.94	526.12
On-site storage (radioactive waste)	0.00	0.863	0.429
Total	14,027.66	10,649.06	10,861.76

Other correct disposal practices are continuously implemented at the Hospital, including technological waste, batteries, vegetable oil, cigarette butts and the reverse logistics of plastic packaging. Plastic packaging is disposed of in partnership with a manufacturer that guarantees the correct disposal of waste.

DISPOSAL OF NON-HAZARDOUS WASTE (TONS) GRI 306-2

	2018	2019	2020
Recycling	216.83	235.23	288.48
Landfill	1,070.17	1,163.87	1,174.69
Total	1,286.99	1,399.10	1,463.17

In 2020, the Campo Belo Campus had unified monitoring in relation to the amount of non-hazardous waste (recyclable + landfill). Individualized monitoring began in 2021



Waste Recycling.



GRI Contents

GENERAL DISCLOSURES				
GRI Standard	Disclosure	Page/URL	Omission	SDG
GRI 101: Foundation 2016				
	GRI 101 has no content			
Organizational profile				
GRI 102: General disclosures 2016	102-1 Name of Organization	12		
	102-2 Activities, brands, products and services	12		
	102-3 Location of organization's headquarters	12		
	102-4 Location of operations	16		
	102-5 Ownership and legal form	12		
	102-6 Markets served	16		
	102-7 Scale of the organization	16		
	102-8 Information on employees and other workers	84, 85 and 86		8.10
	102-9 Supply chain	91		
	102-10 Significant changes in the organization and its supply chain	19		
	102-11 Precautionary principle or approach	66		
	102-12 External initiatives	100		
	102-13 Membership of associations	101		
Strategy				
GRI 102: General disclosures 2016	102-14 Statement from senior decision-maker	8 and 10		
Ethics and integrity				
GRI 102: General disclosures 2016	102-16 Values, principles, standards and norms of behavior	24		16
Governance				
GRI 102: General disclosures 2016	102-18 Governance structure	24		16
Stakeholder engagement				
GRI 102: General disclosures 2016	102-40 List of <i>stakeholder</i> groups	47		
	102-41 Collective bargaining agreements	All employees are covered by collective bargaining agreements.		8

GENERAL DISCLOSURES				
GRI Standard	Disclosure	Page/URL	Omission	SDG
Stakeholder engagement				
GRI 102: General disclosures 2016	102-42 Identifying and selecting <i>stakeholders</i>	47		
	102-43 Approach to <i>Stakeholder</i> Engagement	47 and 80		
	102-44 Key topics and concerns raised	47 and 80		
Reporting practices				
GRI 102: General disclosures 2016	102-45 Entities included in the consolidated financial statements	5		
	102-46 Defining report content and topic Boundaries	5		
	102-47 List of Material Topics	47		
	102-48 Restatements of information	Indicators with data reformulation or revision are detailed in a footnote or in the text.		
	102-49: Changes in reporting	5		
	102-50: Reporting period	Jan/1/2020 to Dec/31/2020.		
	102-51 Date of most recent report	April 2020		
	102-52 Reporting cycle	Annually		
	102-53 Contact point for questions regarding the report	5		
	102-54 Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards Core option.		
	102-55 GRI Content Index	122		
	102-56 External assurance	None.		

MATERIAL TOPICS				
GRI Standard	Disclosure	Page/URL	Omission	SDG
Economic Performance				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	70		
	103-3 Evaluation of the management approach	70		
GRI 103 Management approach 2016	201-1 Direct economic value generated and distributed	71		8.9
	201-3 Obligations of the defined benefit plan and other retirement plans	The Hospital has a defined contribution plan with minimum, regular or additional match contributions depending on employee contributions. The employer's minimum contribution is 1% of a participant's contribution salary, limited to R\$ 5,824.11 (as of March 2020). It is the employer's obligation to make the promised contributions up to the date of the participant's eligibility for the benefit or until his or her termination - or until his or her disability or death is attested.		
	201-4 Financial assistance received from the government	The government does not participate directly nor indirectly in the Institution's operations.		
Indirect economic impacts				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	110		
	103-3 Evaluation of the management approach	110		
	203-2 Significant indirect economic impacts	110		1, 3, 8

MATERIAL TOPICS				
GRI Standard	Disclosure	Page/URL	Omission	SDG
Anti-corruption				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	28		
	103-3 Evaluation of the management approach	28		
	205-3 Confirmed cases of corruption and measures taken	28		16
Power				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	118		
	103-3 Evaluation of the management approach	118		
GRI 302: Energy 2016	302-1 Consumption of energy within the organization	118		7, 8, 12, 13
Water and effluents				
GRI 103: Management approach 2018	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	119		
	103-3 Evaluation of the management approach	119		
GRI 103: Management approach 2018	303-1 Water interaction as a shared resource	119		6, 12
	303-2 Management of water discharge-related impacts.	Decree 8468 - ART 19A, Consolidation Ordinance 5, RDC 11, NBR 17665.		6
	303-3 Water withdrawal	119		6, 8, 12
Effluents and waste				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	119		
	103-3 Evaluation of the management approach	119		
	306-2 Waste by type and disposal method	119		3, 6, 12

MATERIAL TOPICS				
GRI Standard	Disclosure	Page/URL	Omission	SDG
Employment				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	81		
	103-3 Evaluation of the management approach	81		
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	86		5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	85		3, 5, 8
Training and education				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	82		
	103-3 Evaluation of the management approach	82		
GRI 404: Training and Edu- cation 2018	404-1 Average hours of training per year, per employee	84		4, 5, 8, 10
	404-3 Percentage of employees receiving regular performance and career development reviews	88		5, 8, 10
Local communities				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	110		
	103-3 Evaluation of the management approach	110		
GRI 413: Local Communi- ties 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	111		
Consumer Health and Safety				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	66		
	103-3 Evaluation of the management approach	66		

MATERIAL TOPICS				
GRI Standard	Disclosure	Page/URL	Omission	SDG
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	66		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There was no fine, penalty or warning applied to the Institution.		16
Marketing and Labeling				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	66		
	103-3 Evaluation of the management approach	66		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	The Institution has policies to regulate the purchase, availability/transportation, storage and monitoring of hazardous materials, as well as FISQP (Chemical Safety Information Sheet) guidelines available to all employees, third parties and partners. There is a healthcare service waste management program that monitors and manages the possibility of environmental impact of waste generated by health products.		12
Customer Privacy				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	28		
	103-3 Evaluation of the management approach	28		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	28		16

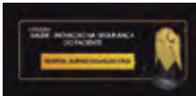
MATERIAL TOPICS				
GRI Standard	Disclosure	Page/URL	Omission	SDG
Social and economic compliance				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its boundary	48		
	103-2 The management approach and its components	28		
	103-3 Evaluation of the management approach	28		
GRI 419: Socio-economic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	We do not receive significant fines or penalties for failure to comply with laws and regulations.		16



Sustainable Development Goals

1. No poverty
2. Zero hunger and sustainable agriculture
3. Health and well being
4. Quality Education
5. Gender Equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reducing inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships for the goals

CERTIFICATIONS AND AWARDS

<p>2003</p>  <p>ONA Level 2 Certification Integrated Management</p>	<p>2005</p>  <p>ONA Level 3 Certification Excellence</p>	<p>2007</p>  <p>Temos Certification</p>	<p>2008</p>  <p>ONA Level 3 Re-certification Excellence</p>		
<p>2009</p>  <p>Bariatric Surgery Center Certification</p>	<p>2009</p>  <p>JCI Accreditation</p>	<p>2010</p>  <p>Temos Certification</p>	<p>2011</p>  <p>Prêmio Gestão com Qualidade</p>		
<p>2012</p>  <p>SOBED Endoscopy Center Certification</p>	<p>2012</p>  <p>JCI Reaccreditation</p>	<p>2012</p>  <p>Well-Being Program National Quality of Life Awards</p>	<p>2013</p>  <p>Temos Certification</p>  <p>Nutrition Service Green Kitchen Mark</p>  <p>Health Award Wellness Program</p>		
<p>2014</p>  <p>JCI: Extension survey - Tower E</p>	<p>2014</p>  <p>SOBED Endoscopy Center Certification</p>	<p>2014</p>  <p>As Melhores da Dinheiro: Best Healthcare Company in Brazil</p>	<p>2015</p>  <p>JCI Reaccreditation</p>		
<p>2015</p>  <p>Certification Leed Gold</p>	<p>2015</p>  <p>Bariatric Surgery Center Re-certification</p>	<p>2015</p>  <p>Latin American Hand Hygiene Excellence Award</p>	<p>2015</p>  <p>JCI</p>  <p>As Melhores da Dinheiro: Best Healthcare Company in Brazil</p>		
<p>2017</p>  <p>Best Companies for Occupational Health and Safety —ANIMASEG</p>	<p>2017</p>  <p>São Paulo Amigo do Idoso Program</p>	<p>2017</p>  <p>Aberje Award Media Communications and Relations</p>	<p>2017</p>  <p>Aberje Award Print Media LEVE</p>	<p>2017</p>  <p>National Quality of Life Awards</p>	
<p>2017</p>  <p>As Melhores da Dinheiro: Best Healthcare Company in Brazil</p>	<p>2018</p>  <p>Aberje Award Print Media LEVE</p>	<p>2018</p>  <p>Aberje Award Digital Media</p>	<p>2018</p>  <p>Nutrition Service Green Kitchen Mark</p>  <p>JCI Reaccreditation</p>	<p>2020</p>  <p>Great Place to Work</p>	
<p>2018</p>  <p>Global Healthy Workplace Awards</p>	<p>2018</p>  <p>Automation Awards 2018</p>	<p>2018</p>  <p>Bariatric Surgery Center Re-certification</p>	<p>2018</p>  <p>As Melhores da Dinheiro: Best Healthcare Company in Brazil</p>	<p>2019</p>  <p>Nutrition Service Green Kitchen Mark</p>	<p>2019</p>  <p>Certification of Undergraduate, Graduate and Technical School - Cofen Seal</p>

INTEGRATED REPORT 2020
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