



OSWALDO CRUZ
HOSPITAL ALEMÃO

SUSTAINABILITY
REPORT
2018

Hospital Alemão Oswaldo Cruz
SUSTAINABILITY REPORT **2018**

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Welcome

As part of a continued commitment to transparency toward patients, employees, clinical staff, members and business partners, Hospital Alemão Oswaldo Cruz is pleased to present a review of our journey in 2018 in this *Sustainability Report*.

In it we describe our operational capabilities, our vision for the future and a summary of our projects and financial and non-financial indicators describing our performance in the year.

Some of the topics covered in the Report include our focus on the patient experience; investment in technology, innovation and knowledge creation; and how we deliver social impact by helping to improve healthcare and increase access to high-quality, safe medical treatments in Brazil.

This report has been developed within the Global Reporting Initiative (GRI) framework and covers the social, environmental and economic topics that are most material to the Hospital from the perspective of our stakeholders.

To read previous editions and learn more about our report, visit www.hospitaloswaldocruz.org.br

We hope you enjoy the report!

Message from the Chairman of the Board of Trustees

GRI 102-14

2018: Important milestones further delivered on our Strategy

With a history punctuated by some of the most crucial moments in Brazil's own history, and in the history of medicine, Hospital Alemão Oswaldo Cruz celebrated its 121st anniversary with a wealth of lessons learned and a clear path forward in sustaining leadership in clinical excellence and high performance.

In 2018 we further strengthened our leading position in the Latin American healthcare market, we revisited our strategic plan, we

perfected our corporate governance frameworks, we expanded our Corporate Social Responsibility outreach, and we structured our Innovation, Research & Education department.

2018 was an especially positive year for our Hospital; through people development, innovation, research, education, and social responsibility programs, we successfully put into practice our principle of *Immer Besser*—Doing our best for you—by striving for high performance to deliver the very best healthcare experience and outcomes, within the shortest time possible, for all our patients

In a context of deep-reaching change, public and private healthcare in Brazil is experiencing a fundamental shift. With an increasingly value-based approach focused on defined care protocols, the market is seeking for clear, cost-effective and measurable outcomes for patients. Hospitals, health insurance carriers and suppliers need to rethink their operations outside comfort zones. For our part, I am certain we are prepared to lead this transformation of the healthcare market in Brazil.

“We are prepared to lead this transformation of the healthcare market in Brazil.”



The many initiatives we have implemented within the Hospital are a testament to this. We opened the Oswaldo Cruz Vergueiro Referral Center, a hospital with a disruptive and innovative business model; we built capabilities in our focus areas of Oncology and Digestive Diseases, including new specialist centers; we further strengthened our corporate social responsibility performance as operators of Complexo Hospitalar dos Estivadores, through Instituto Social Hospital Alemão Oswaldo Cruz, which in two years has helped the municipality of Santos to reach the lowest levels of infant mortality in its history; we invested heavily in state-of-the-art hospital infrastructure; we structured a Patient and Family Advisory Committee; and we carried out detailed user journey and user experience mapping which has helped to improve levels of user satisfaction.

I would also highlight two developments that illustrate our goal of going beyond the provision of healthcare services: initial implementation of our strategic plan for Innovation, Research & Education, and the creation of a new Social Responsibility Department, through which we completed

18 high-impact projects for the Brazilian National Healthcare System (SUS) in the third three-year program period.

In this report, we share a little about our journey in 2018 and our performance against the targets and plans we established towards achieving the growth and excellence needed to ensure the sustainability of our, century-old, philanthropic organization, while remaining alert to opportunities for growth, improvement and renovation.

I would like to thank our members, patients, our high-caliber physician and support staff, and our employees for your support and trust, which have enabled us to overcome new challenges to further establish us as one of the leading healthcare organizations in Latin America.

Julio Muñoz Kampff
Chairman of the Board of Trustees

Message from the Chief Executive

GRI 102-14

Efficiency and high performance hand in hand

Underpinned by a solid strategy that is responsive to the market environment in which we operate, we, the people who make the Hospital happen each day, navigated 2018 with a strong drive for efficiency, sustainability and capturing new opportunities.

We continued the investment program under our Strategic Plan 2016-2020 and actively responded to challenges in Brazil's macroeconomic environment with a commercial and operating model that is more cost-effective, sustainable and focused on delivering optimal patient outcomes.

We ended the year with net revenue of R\$ 764.029 million and invested more than R\$ 45.6 million in the expansion, modernization and improvement of our infrastructure.

Recognizing that human capital is essential in delivering on our strategy, we invested more than R\$ 2 million in training and development, and included 100% of our active registered physicians in our Performance

Assessment Program. We have also continued to support scientific research, with 10 research projects now in progress and more than 200 physicians participating in our Clinical Staff Academic Program (PACC).

Quality and safety are the basis for excellence in care, and this is achieved through our professionals' adherence to internationally recognized protocols and standards: in 2018 we were again accredited by the Joint Commission International (JCI) and completed six months with no hospital infections associated with central venous catheters. We outperformed some of the best hospital centers in the world and, to further strengthen our culture of safety, we continued to hold daily safety huddles with leadership across all units, and introduced Safety Rounds involving Hospital executives.

Our passion for care, an integral part of our identity, was translated in the year into a range of improvements, including: continued deployment of the Hospital Alemão Oswaldo Cruz Care Model; implementation of Lean principles in the Emergency Department at the Paulista Campus; and continued progress on Pharmacy automation and end-to-end digitization of the medication distribution cycle, with real-time medication charting and traceability at inpatient and ICU centers.

Technological innovation has been another key topic. In 2018 the Hospital purchased a

“We ended the year with net revenue of R\$ 764.029 million and invested more than R\$ 45.6 million in the expansion, modernization and improvement of our infrastructure.”



new linear particle accelerator (Halcyon™) that reduces treatment steps from 31 to nine, and a new 3 Tesla magnetic resonance imaging scanner capable of performing imaging scans in 25% less time. We now perform PSMA PET-CT imaging to detect metastatic cells anywhere in the body, and in 2019 we plan to open an Innovation Center to bring other actors—such as startups—into our innovation ecosystem.

We are alert to the digital transformation that is spreading across the healthcare value chain: to enhance efficiency in care and patient safety, we are currently working towards achieving HIMSS Stage 7 status, which denotes the level of effectiveness in digital integration of an organization's systems and information technology. In patient care, we are also developing a new clinical and medication decision support system and investing in digitization of processes related to medical records.

Last, but not least, I would like to highlight the way we have delivered on one of our biggest responsibilities as a center of excellence in healthcare: our social responsibility, which we exercise through partnerships with the Ministry of Health within the National Healthcare System Institutional Development Program (PROADI-SUS), and in our management of public hospitals through Instituto Social Hospital Alemão Oswaldo Cruz.

We entered 2019 with 21 projects for the three-year period 2018-2020 within the

Proadi-SUS program, which we joined in 2008, and we celebrated two years of operation of Complexo Hospitalar dos Es-tivadores with more than 22,000 Obstetric Emergency Department patients, 424 clinical admissions, 308 adult ICU admissions and 20,800 imaging exams — and a 95.45% user satisfaction rating.

This demonstrates the positive impact we can have on the public healthcare system, by helping to enhance the quality of services provided to patients, and aligning our business with the United Nations Sustainable Development Goals (SDGs)—especially those related to promoting health and well-being.

In this Sustainability Report, we provide a summary of our projects in 2018, explain the challenges we experienced in the period, and share our goals and targets for the following years.

We recognize there are many challenges facing the Brazilian healthcare industry, but I am confident that by creating knowledge and sharing the practices and technologies that have made our Hospital a leader in our market, we can contribute further to developing both public and private healthcare in Brazil.

Paulo Vasconcellos Bastian
Chief Executive

OUR JOURNEY IN 2018

INDICATORS SUMMARIZING OUR
PERFORMANCE IN THE YEAR



QUALITY OF CARE AND PATIENT SAFETY

8.1% IMPROVEMENT IN STAFF COMPLIANCE WITH THE VENOUS THROMBOEMBOLISM (VTE) PROPHYLAXIS PROTOCOL

6 MONTHS WITH NO CENTRAL VENOUS CATHETER INFECTIONS

4TH ACCREDITATION BY JOINT COMMISSION INTERNATIONAL (JCI)

GROSS HOSPITAL INFECTION RATE: **0.6%**

NPS OF 73.5%: SATISFIED PATIENTS



DEVELOPING AND ENGAGING TALENT

14,000 CONSULTATIONS WITHIN OUR INTEGRAL HEALTH PROGRAM

97.5% OF EMPLOYEES UNDERWENT PERIODIC MEDICAL EXAMS



ENGAGING IN THE DEVELOPMENT OF HEALTH CARE SYSTEMS AND INITIATIVES TO EXPAND PATIENT ACCESS TO CARE

21 PROADI-SUS PROJECTS WILL BE DEVELOPED BY THE HOSPITAL IN THE THREE YEAR PERIOD 2018-2020, GENERATING **R\$ 217 MILLION** IN TAX IMMUNITY

19,000 PATIENTS GIVEN CARE AT COMPLEXO HOSPITALAR DOS ESTIVADORES UNDER THE MANAGEMENT OF INSTITUTO SOCIAL HOSPITAL ALEMÃO OSWALDO CRUZ



RESOURCE- EFFICIENT ECONOMIC PERFORMANCE

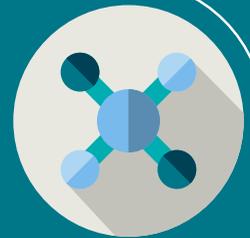
R\$ 764.029 MILLION IN NET REVENUE IN THE YEAR

R\$ 45.6 MILLION INVESTED IN EXPANDING INFRASTRUCTURE

MORE THAN 500 PRE-DEFINED CARE PROTOCOLS, PER-DIEM RATES AND OVERALL CHARGES AT THE OSWALDO CRUZ VERGUEIRO REFERRAL CENTER

PATIENT VOLUMES AT VERGUEIRO:
2017: 7,134 - 2018: 35,562
398% GROWTH

CARRIER RELATIONS



APPROXIMATELY 50 SCIENTIFIC ARTICLES PUBLISHED

10 RESEARCH PROJECTS IN PROGRESS IN FOCUS AREAS (ONCOLOGY AND DIGESTIVE DISEASES)

293 STUDENTS ENROLLED IN UNDERGRADUATE AND *LATO SENSU* PROGRAMS (FECS)

244 STUDENTS ENROLLED IN ETES PROGRAMS

INNOVATION, RESEARCH & EDUCATION



100% OF ACTIVE REGISTERED PHYSICIANS ASSESSED WITHIN OUR PERFORMANCE ASSESSMENT PROGRAM

210 PROFESSIONALS INVOLVED IN OUR CLINICAL STAFF ACADEMIC PROGRAM

ENGAGING OUR MEDICAL STAFF

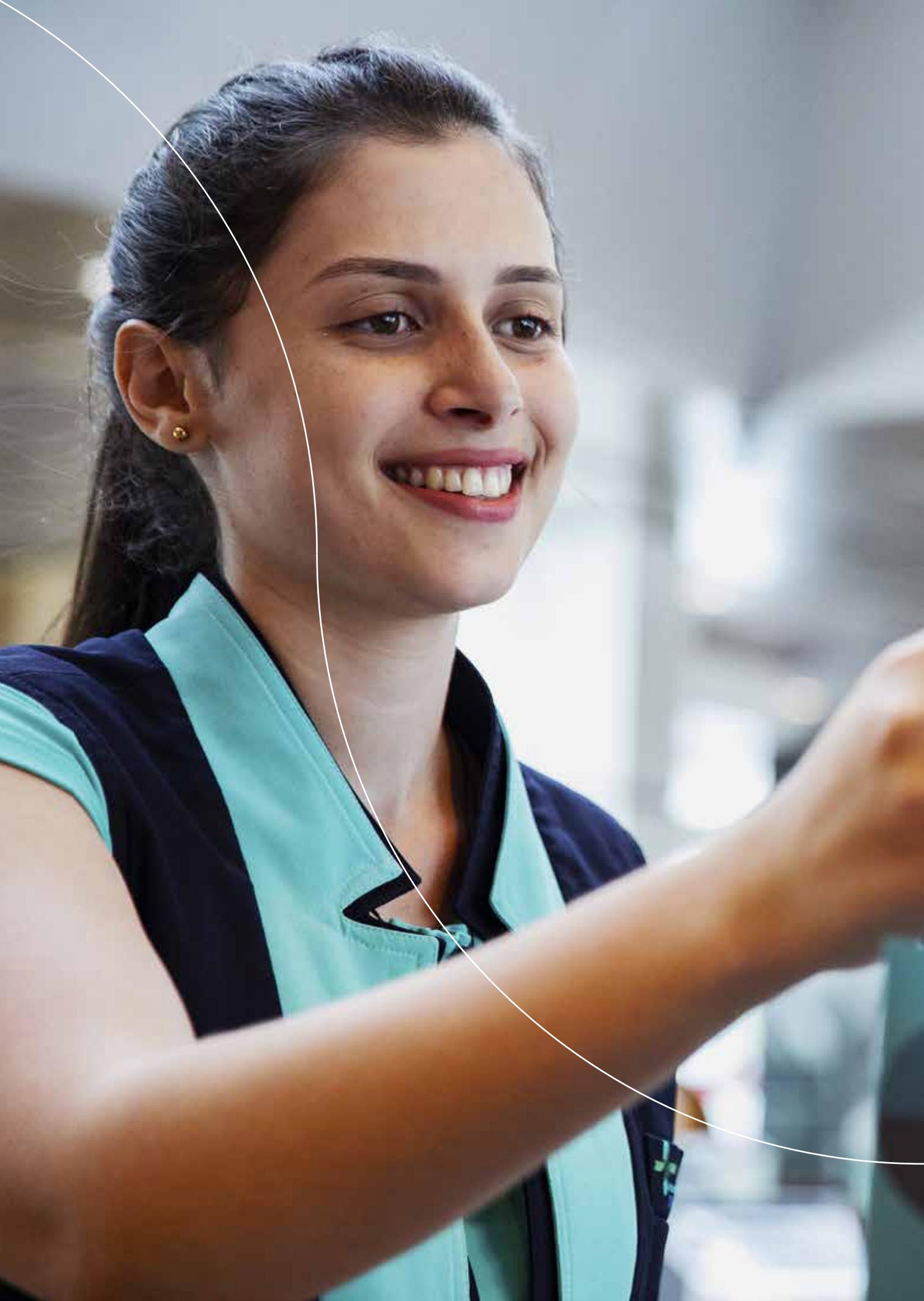


229 METRIC TONS OF WASTE RECYCLED

69,727 GJ OF ELECTRICITY CONSUMED:
1.2% DOWN ON 2017

ENVIRONMENTAL SUSTAINABILITY







1

Profile

Hospital Alemão Oswaldo Cruz celebrated its 121st anniversary in 2018 as a leading healthcare provider in Brazil and Latin America. Founded by a group of German-speaking immigrants in São Paulo, southeastern Brazil, the Hospital offers high-complexity services including care, treatment, education and research in multiple medical specialties, with Oncology and Digestive Diseases as primary focus areas. GRI 102-1, 102-2, 102-3

Guided by our motto—the German expression “*Immer Besser*”, which we translate as “Doing our best for you”—the Hospital, operating as a philanthropic organization, provides care combined with high-precision therapeutics delivered by a clinical staff of more than 3,900 active registered physicians, 2,730 direct employees and 1,277 outsourced staff. GRI 102-5, 102-7

Our operations span across three major pillars: Preventive Health, which comprises our main campus in the Avenida Paulista area, the Oswaldo Cruz Vergueiro Referral Center and the Campo Belo Campus; Innovation, Research and Education, including scientific research, knowledge creation, and associate level, undergraduate and graduate education; and Social Responsibility, which we exercise by contributing to the development of public healthcare in Brazil.

For the past 11 years, the Hospital has been one of the five centers of excellence linked to the Ministry of Health’s National Healthcare System Institutional Development Program (PROADI-SUS), and currently has 21 projects being developed for the three-year program period 2018-2020. In addition, Instituto Social Hospital Alemão Oswaldo Cruz, founded in 2014, has been responsible for the administration of Complexo Hospitalar dos Estivadores, in Santos (SP), for the past two years.

With strengths in high-complexity care, we are one of the largest hospital centers in Latin America

Throughout more than a century, medical excellence and the trust-based relationships we have built with patients, their families, partners and communities have enabled us to expand and diversify the business. Under our Strategic Plan 2016-2020, we have established a set of goals, indicators and capital projects aiming to ensure we remain competitive and continue to deliver results as well as social impact in an increasingly challenging and competitive business environment, with patients at the heart of everything we do.

The last few years have seen significant transformations: in our care practices, with the implementation of the Hospital Alemão Oswaldo Cruz Care Model (*Modelo Assistencial Hospital Alemão Oswaldo Cruz*®); in our approach to talent retention and development, through our professional development and physician relations programs; in the way we incorporate new knowledge and technologies through our research front; and in our investment in education and offering an environment that supports learning and research, through

AT A GLANCE



2,730
direct employees



3,927
active registered
physicians



484
direct employees at Complexo
Hospitalar dos Estivadores



111
ICU beds in total capacity
44 at the Paulista Campus
30 at the Vergueiro
Campus
37 at Complexo Hospitalar
dos Estivadores



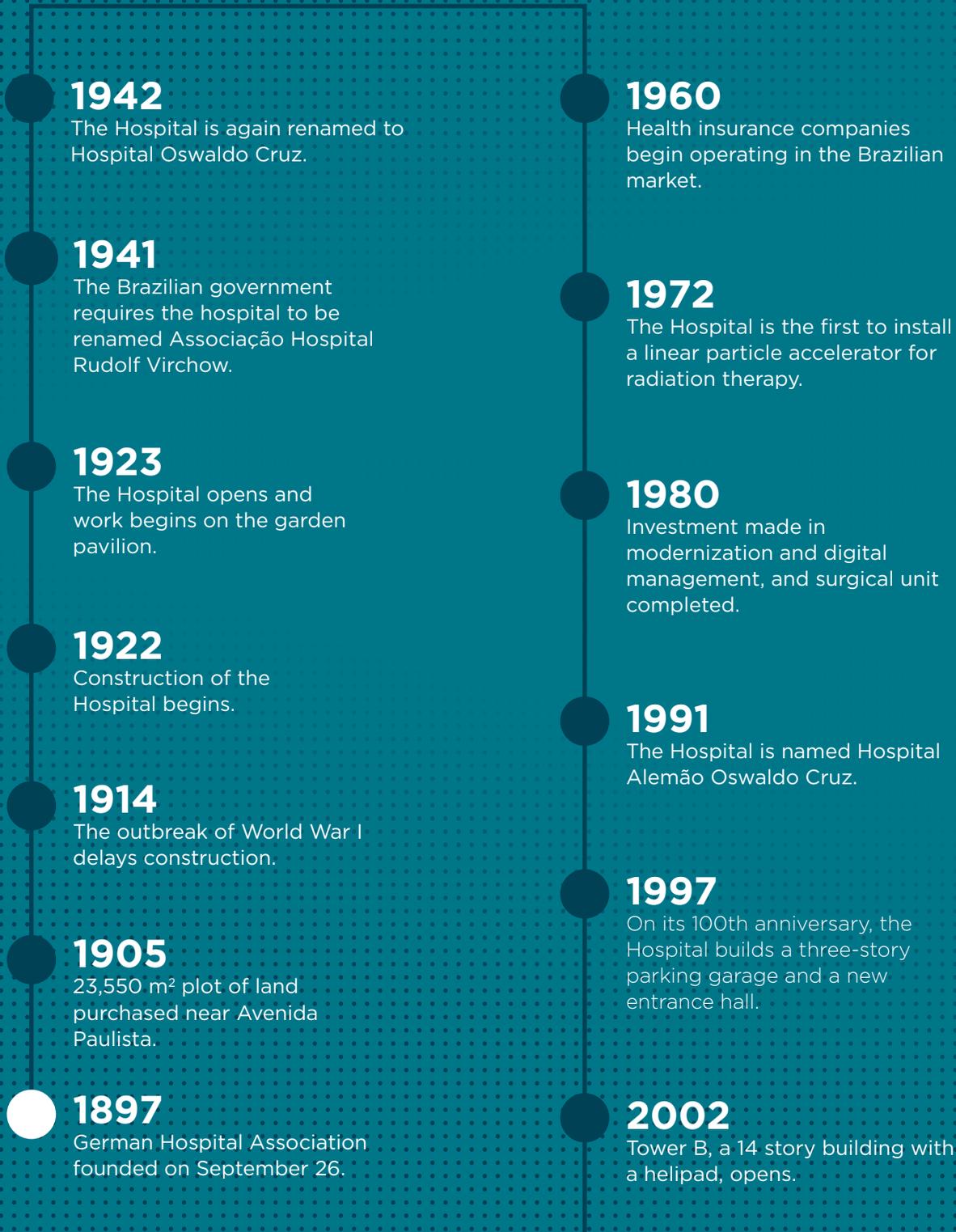
805
beds in total capacity
582 in private healthcare
223 in public healthcare (Complexo
Hospitalar dos Estivadores)

our Healthcare Science and Education Institute (IECS), our School of Healthcare Sciences (FECS) and our Technical Healthcare Education School (ETES)—which offer technical, undergraduate and graduate *lato sensu* programs accredited by the Ministry of Education.

In 2018, a year in which the macro economic environment in Brazil remained challenging, with direct effects on the private healthcare industry, the Hospital reported Net Revenue of R\$ 764.029 million, and

EBITDA of 15% for the Paulista Campus and 4% on a consolidated basis, which reflects the ramp-up of our new Oswaldo Cruz Vergueiro Referral Center. We also reported R\$ 147.3 million in investments (in 2017 and 2018) in expanding our operations, and more than 24,600 inpatient admissions, 140,244 outpatient consultations and 37,400 surgical procedures at our Paulista and Vergueiro campuses,

TIMELINE



2014

The School of Healthcare Sciences (FECS) and Obesity and Diabetes Center open for operations, and Instituto Social Hospital Alemão Oswaldo Cruz is founded.

2013

The Technical Healthcare Education School (ETES) opens.

2012

Tower E, a 25-story building, opens for operations; the first JCI re-accreditation process is completed.

2011

Electronic prescribing is implemented at the Hospital.

2009

Joint Commission International (JCI) accreditation secured.

2008

Partnership established with the Ministry of Health for the PROADI-SUS program.

2006

Tower D, with a cafeteria and lounge, expands our operations.

2015

Oncology Center opened; second JCI re-accreditation concluded; strategic plan revised, reformulated Mission, Vision and Values implemented; Premium service launched.

2016

Our Strategic Plan (2016-2020) is implemented; Instituto Social Hospital Alemão Oswaldo Cruz is successful in a public tender to manage Complexo Hospitalar dos Estivadores in Santos; Oswaldo Cruz formalizes the start of operation of the Oswaldo Cruz Vergueiro Referral Center.

2017

Hospital Alemão Oswaldo Cruz celebrates 120th anniversary; our new institutional brand is launched; the Oswaldo Cruz Vergueiro Referral Hospital opens for operations; our first graduate program in Nursing is initiated; electronic medication dispensing systems are implemented, decentralizing the dispensing process at inpatient units and ICUs; and the Hospital Alemão Oswaldo Cruz Care Model is launched.

2018

The Hospital is accredited by JCI for the fourth time, our Brain and Spine Tumor Center opens for operation, the Hospital purchases (and is the first hospital in Latin America to operate) a Halcyon™ linear particle accelerator, and further progress is made on end-to-end medication traceability, from source to bedside . GRI 102-10

UNITS AND OPERATIONS

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

TOWER A

- Diagnostic Imaging Center
- Oncology Center
- Orthopedics Center
- Orthopedic Emergency Unit
- Nephrology and Dialysis Center
- Specialty Outpatient Care
- Clinical Neurophysiology
- Brain and Spine Tumor Center
- Hernia Center
- Cardiology
- Clinical Medicine

TOWER B

- Surgical Unit
- Cardiovascular Center, Inpatient Units, Non-Invasive Cardiology, Day Clinic, Endoscopy and Colonoscopy
- Specialties and check-up center

TOWER C

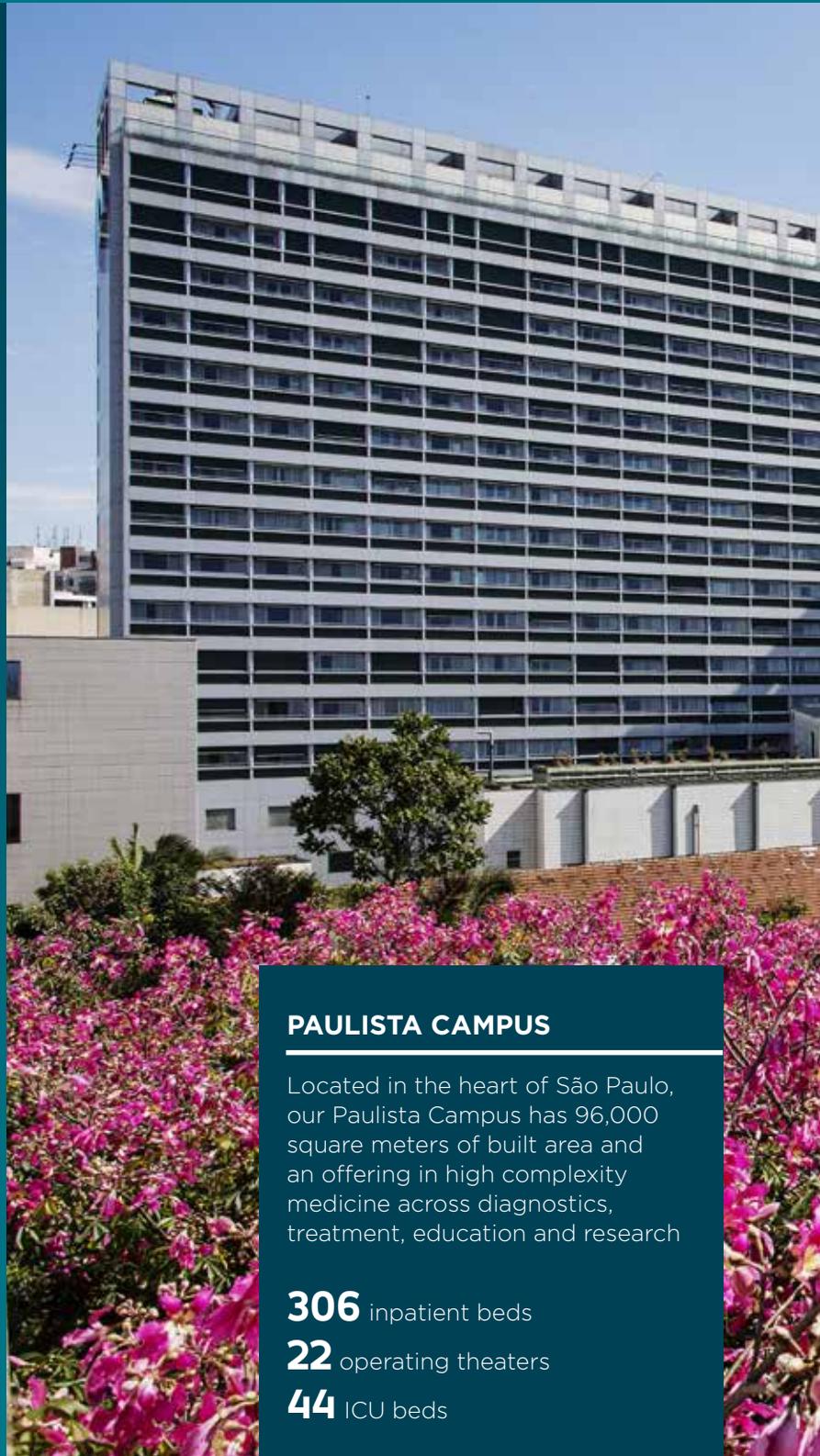
- Emergency Department

TOWER D

- Healthcare Science and Education Institute (IECS)
- School of Healthcare Sciences (FECS)
- Technical Healthcare Education School (ETES)
- Urology Center
- Robotic Surgery Center
- Employee Health and Safety Center (CASSC)
- Oncology/Hematology Unit, cafeteria, fitness center and lounge

TOWER E

- Inpatient Care
- Surgical Unit
- ICU
- Premium service rooms



PAULISTA CAMPUS

Located in the heart of São Paulo, our Paulista Campus has 96,000 square meters of built area and an offering in high complexity medicine across diagnostics, treatment, education and research

306 inpatient beds

22 operating theaters

44 ICU beds



OSWALDO CRUZ VERGUEIRO REFERRAL CENTER

With 25,500 m² in built-up area, the Oswaldo Cruz Vergueiro Referral Center has been in operation since 2017 with an innovative business model based on defined protocols and a focus on patient outcomes

232 beds in total capacity

30 ICU beds

13 operating theaters

SERVICES

- Inpatient Care
- ICU
- Surgical Unit
- Specialist Centers
- Diagnostics Center
- Endoscopy Center
- Chemotherapy

OBESITY AND DIABETES CENTER

A unit specializing in one of the Hospital's focus areas

578 m² of built area

SERVICES

- Integrated, multidisciplinary treatment for obesity and diabetes

CAMPO BELO CAMPUS

Located in the south side of São Paulo, the Campo Belo Campus has 1,485 m² in built-up area

15 rooms

SERVICES

- Infusion Center
- Dizziness Center
- Kidney Stone Center
- Check-up and Upper Endoscopy and Colonoscopy Center
- Muscle Rehabilitation and Outpatient Physiotherapy Center
- Surgical Procedures and Multidisciplinary Specialist Care
- The Campus offers consultations in clinical medicine, clinical surgery, cardiology, geriatrics, dermatology, gynecology, gastroenterology, colorectal surgery, hepatology, ophthalmology, orthopedics, otolaryngology, nephrology, plastic surgery, urology, psychiatry, cardiology and pneumology.
- Diagnostics services

Moema



Campo Belo

Liberdade

Mooca



PAULISTA CAMPUS

96,000 m² of built area

306 inpatient beds

44 ICU beds

22 operating theaters

MOOCA UNIT

Administrative and back-office functions

1,701 m² of built area

Ipiranga

Av. 23 de Maio

COMPLEXO HOSPITALAR DOS ESTIVADORES

Located in Santos and managed by Instituto Social Hospital Alemão Oswaldo Cruz

11,600 m² in built area

223 beds in total capacity

37 ICU beds

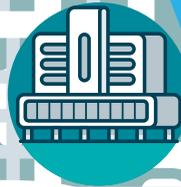
4 operating theaters

SERVICES

- Diagnostics services
- Clinical care
- Surgical Unit
- Maternal and infant care
- Clinical Medicine

Center

SANTOS (SP)



Av. Afonso Pena

Embaré

Estuário

Corporate governance GRI 102-18

Organized as a not-for-profit, philanthropic association, Hospital Alemão Oswaldo Cruz has a governance framework underpinned by continual modernization and industry and market best practice. The Hospital has 110 members who provide inputs into discussions on the future of the business and our approach to contributing to healthcare in Brazil.

Professionalized governance bodies, with transparent, collegiate and agile decision-making processes, provide leadership in designing and overseeing execution of our Strategic Plan 2016-2020, as well as monitoring developments in our industry.

STRUCTURE

- The Members' General Meeting is our highest governance body and is responsible for electing the chairpersons and vice chairpersons of the Board of Trustees and the Audit Board.
- The Board of Trustees is responsible for strategic planning, assessing results and evaluating the performance of executive officers. The Board comprises ten trustees, two of whom are involved in the annual budgeting process alongside our executive management. Members of the Board receive no compensation and are appointed based on the extent to which they demonstrate professionalism and a vision that is aligned with the long-term challenges facing the Hospital.
- The Audit Board reviews the Hospital's financial statements and assesses its accounting and financial reporting practices. It comprises six members and reports directly to top management.
- The Executive Board is responsible for strategic and operational management and for implementing the Hospital's business plan across key areas. It is headed by the CEO, and has five functions under it: Healthcare; Medical; Human Development; Innovation, Research & Education; and Social Responsibility—the latter function was established in 2018. In accordance with instructions issued by the Federal Board of Medicine (CFM), a clinical officer is also appointed by an open clinical body.

GOVERNANCE PROCESSES

The Board of Trustees holds monthly meetings that are attended by the Executive Board and other individuals in management positions related to the order of business. The Executive Board holds meetings on a weekly basis to periodically monitor progress and challenges in executing our Strategic Plan. Another important forum is our Organizational Performance Meeting, in which our leaders—including coordinators, supervisors and managers—interact with their reports and monitor project execution against our strategy and budget.

HOSPITAL ALEMÃO OSWALDO CRUZ

BOARD OF TRUSTEES



JULIO MUÑOZ KAMPFF
CHAIRMAN



MARCELO LACERDA
DEPUTY CHAIRMAN



EDGAR GARBADE
TRUSTEE



RONALD SCHAFFER
TRUSTEE



RONALDO LEMOS
TRUSTEE



LIDIA GOLDENSTEIN
TRUSTEE



MÁRIO PROBST
TRUSTEE



MARK ESSELE
TRUSTEE

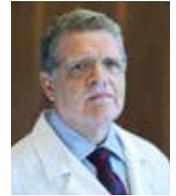


BERNARDO WOLFSON
TRUSTEE

CLINICAL BOARD



MARCELO OLIVEIRA DOS SANTOS
CLINICAL DIRECTOR



GILBERTO TURCATO JUNIOR
DEPUTY CLINICAL DIRECTOR

AUDIT BOARD



MICHAEL LEHMANN
CHAIRMAN



ERNESTO NIEMEYER FILHO
DEPUTY CHAIRMAN



BEATE BOLTZ
MEMBER



WEBER PORTO
MEMBER



KURT HUPPERICH
MEMBER



CHARLES KRIECK
MEMBER

EXECUTIVE MANAGEMENT



PAULO VASCONCELLOS BASTIAN
CHIEF EXECUTIVE



CLEUSA RAMOS
CHIEF HUMAN DEVELOPMENT OFFICER



FÁTIMA SILVANA FURTADO GEROLIN
CHIEF CARE OFFICER



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

INSTITUTO SOCIAL HOSPITAL ALEMÃO OSWALDO CRUZ

BOARD OF DIRECTORS



JULIO MUÑOZ KAMPPF
CHAIRMAN



MARCELO LACERDA
DEPUTY CHAIRMAN



PAULO VASCONCELLOS BASTIAN
MEMBER



EDGAR GARBADE
MEMBER



MÁRIO PROBST
MEMBER



BRUNA JACOBINA
MEMBER



DIETMAR FRANK
MEMBER



FÁTIMA SILVANA FURTADO GEROLIN
MEMBER



ANTONIO DA SILVA BASTOS NETO
MEMBER

AUDIT BOARD



ERNESTO NIEMEYER FILHO
CHAIRMAN



MICHAEL LEHMANN
DEPUTY CHAIRMAN



WEBER PORTO
MEMBER



KURT HUPPERICH
MEMBER



BEATE BOLTZ
MEMBER



ANA PAULA NEVES MARQUES DE PINHO
DIRECTOR,
INSTITUTO SOCIAL
HOSPITAL ALEMÃO
OSWALDO CRUZ

EXECUTIVE MANAGEMENT

ETHICS AND INTERNAL CONTROLS

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

We are committed to ensuring compliance with our standards of conduct and integrity in all dealings, practices and activities of our employees, leaders and members of our medical staff. Our primary compliance tools include our: Integrity Program, which is directly under the Executive Board; Ethical

Conduct Handbook; Ombudsman and Internal Audit; Confidential Hotline; and Ethical Conduct Committee.

The Hospital's Integrity Program is designed to raise awareness among employees about compliance, and includes training and a Ethical Conduct Handbook containing guidance on a variety of matters related to day-to-day Hospital operations. Any actual or potential misconduct, violation or

noncompliance with our Ethical Conduct Handbook can be reported via our Confidential Hotline. The Hotline is managed by a third-party organization that provides an independent case handling process and ensures confidentiality, integrity and privacy around Hotline reports. In 2019 our Ethical Conduct Handbook will undergo a review.

All reports are discussed by the Hospital's Ethical Conduct Committee, which is composed of managers from the Internal Audit, Legal and Human Development functions. The Committee compiles, reviews and agrees on corrective or disciplinary action with the manager of the individual involved.

In 2018 our Confidential Hotline received 161 reports, compared with 85 reports

in 2017. The higher volume of reports is related to increased awareness about the tool and compliance training provided, which has strengthened our corporate culture of compliance.

None of the reports in 2018 were related to suspected breaches of data privacy. The Ombudsman recorded 26 cases relating to attempted scams involving fraudulent telephone calls to patient relatives and companions to convince them to make wire transfers. [GRI 218-1](#)

To mitigate this risk, the Hospital has expanded initiatives to inform patients and their relatives on admission that the Hospital will never request any type of payment for hospital expenses by wire transfer.

Committees, communication channels and management policies address compliance issues

The Internal Audit function is responsible for assessing the controls in place in our organizational processes in order to mitigate risks, and for maintaining a permanent employee training program.

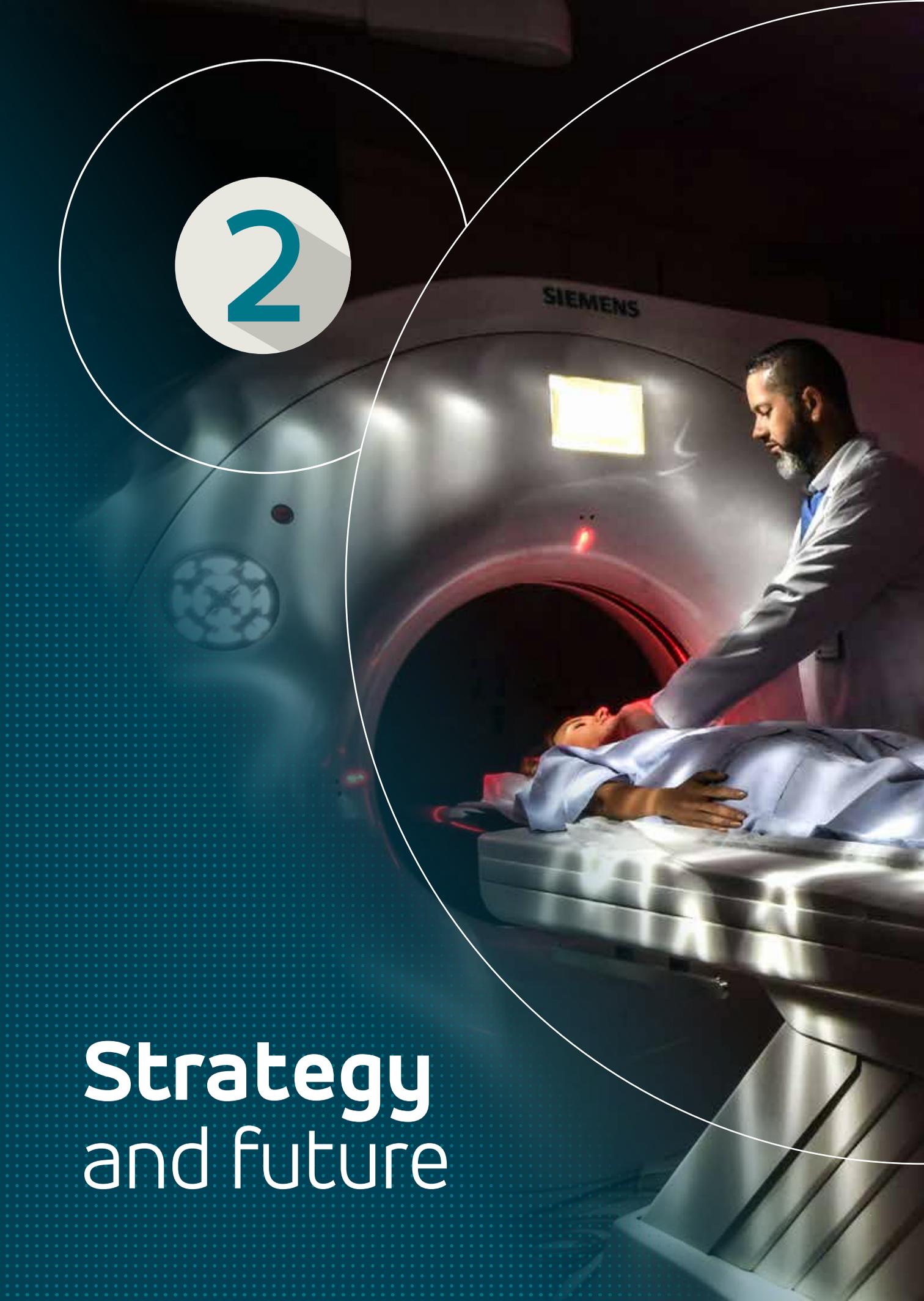
During the year, employees attended lectures on subjects such as violence at the workplace, and newly hired employees attended induction training on our Ethical Conduct Handbook and Confidential Ho-

line. In total, 896 training attendances were completed on these subjects in 2018.

The Hospital recorded no cases of corruption involving its representatives or operations in 2018. [GRI 205-3](#)

2

**Strategy
and future**





COMATOM
Pergerakan

1000
1000
1000
1000
1000



Oncology and Digestive Diseases are prioritized for investment

Hospital Alemão Oswaldo Cruz operates in a constantly changing market. Evolving business models, therapeutic technologies and processes, care practices and relationships with commercial partners require of hospital organizations an ability to renovate in step with developments in medicine and healthcare systems.

With a mission of delivering the very best healthcare experience and outcomes to patients, using a rigorous yet humanistic approach, the Hospital has gone through a cycle of significant transformation in recent years. Guided by our Strategic Plan 2016-2020—which was built reflecting observed

trends in the healthcare market in Brazil and globally—we have invested in expansion in what promise to be key specialties in the future: Oncology and Digestive Diseases. We have also worked to enhance our social contribution and the production and dissemination of knowledge beyond our campus walls.

A review of our Vision, Mission and Values in 2015 laid the groundwork for a new strategy that builds on our more than century-long legacy as a Hospital and leverages our competitive strengths—including technical excellence and our passion for care—to ensure we continue to lead in the



mission (My daily ambition)

To use a rigorous yet humanistic approach to provide the best experience and health outcomes to patients.

vision (my perspective on the world and healthcare)

To deliver integrative healthcare by combining expert knowledge with compassion.

values

(the way I do my job and nurture my relationships)

- **Patient safety** – Care and rigor combine to deliver what is most essential to our patients: safety.
- **Compassionate care** – It is in the human touch and gaze that medicine is at its most profound.
- **Integrity** – Trust is our means, and credibility our end. We act with integrity toward ourselves and toward the world around us.
- **Proactive collaboration** – A hospital is a living organism. We must all fulfill our individual roles but, above all, we must demonstrate initiative, see ourselves through the eyes of one another, and work as a team.
- **Innovative tradition** – Preserving the culture and legacy of a hospital with more than a century behind it, but which knows how to reinvent itself to continuously evolve.

incorporation of new technologies, in developing human capital, in testing new funding models, and in driving increased cost effectiveness in healthcare.

Between 2017 and 2018, further progress was made in long-term planning, including the development of a dedicated Strategic Plan for our Innovation, Research & Education function. In line with our future vision, the Strategic Plan has been designed to strengthen the Hospital's capabilities for generating and disseminating knowledge through Hospital-funded investment in research, a high-quality and comprehensive offering of technical and university-level education, and partnerships with leading institutions and centers.

FOCUS AREAS

One of our priorities in designing this strategy was to strengthen our capabilities in a set of focus areas within the Hospital's high-complexity care model—a hallmark of our history as a Hospital, in which we cater to a wide range of specialties—through investment, innovation and expansion.

Based on extensive inputs drawn from our senior leadership, including the Board of Trustees and senior executives, and with support from a project management office and specialized consultants, the Hospital selected Oncology and Digestive Diseases as its focus areas. The practical result from this decision is increased investment of human and material resources in building unique capabilities in these areas, including differentiated expertise in high complexity care and thought leadership in frontier areas of contemporary medicine.

Our focus on Oncology addresses one of the greatest challenges in both public and private healthcare globally. The World Health Organization (WHO) estimates that the number of new cases of cancer in the world will increase to more than 27 million by 2030. In Brazil, the National Cancer Institute (Inca) estimates that 600,000 new cases of cancer will be diagnosed each year

in the two-year period 2018-2019—with non-melanoma skin cancer alone expected to account for 170,000 new cases.

Recognizing that we are in a position to make a significant contribution in this field, in 2015 the Hospital opened an Oncology Center with a multidisciplinary team tasked with finding innovative, targeted, cost- and outcome-effective ways to fight the disease.

Continual development in this field has been promoted through initiatives such as a reorganization of the center into sub-specialty areas in 2018 (*read more on p.48*); training our clinical staff and oncology specialists; and incorporating new technologies.

Digestive Diseases comprises a broad spectrum of specialties that are among the Hospital's historical strengths, spanning



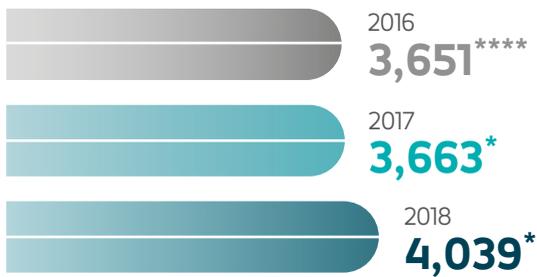
Fighting cancer

Approximately 27 million people worldwide are expected to require oncology treatment by 2030

care, detection, treatment and rehabilitation in gastroenterology and digestive system surgery. Our capabilities in Digestive Diseases currently comprise three centers: the Obesity and Diabetes Center, the Hernia Center and the Endoscopy Center. We also have a dedicated department of General Surgery of the Digestive System and Abdominal Wall, and the Campo Belo Campus offers related diagnostics procedures.

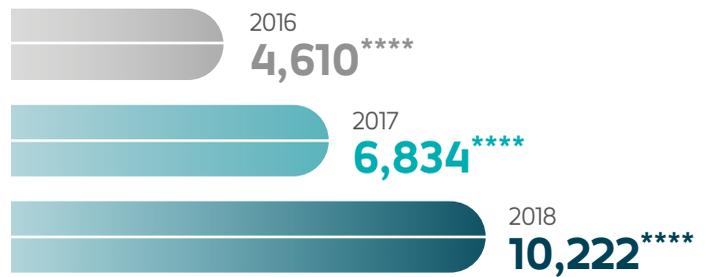
In addition to our two focus areas, in recent years the Hospital has experienced significant growth in interfacing areas, such as neurology. We also have a long-standing tradition in specialties such as cardiology, orthopedics, neurology and urology, and have invested in new procedures—such as robot-assisted surgery—that help to enhance the care experience for patients and are at the forefront of science and medicine.

ONCOLOGY SURGERIES

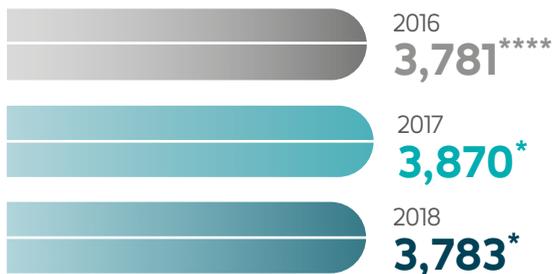


20.5%
INCREASE IN ONCOLOGY PATIENT VOLUMES
(2017 X 2018)

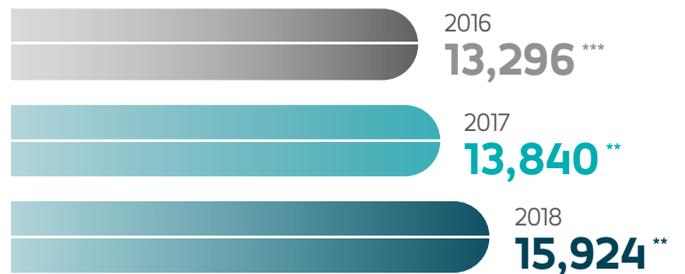
ONCOLOGY CONSULTATIONS



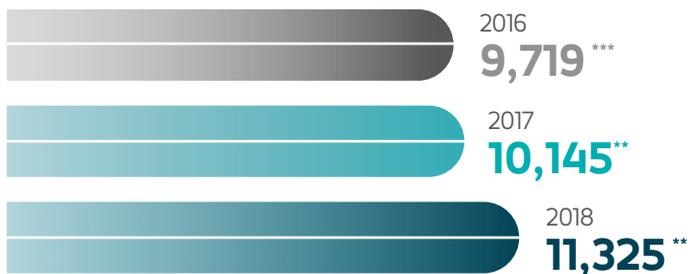
DIGESTIVE SURGERIES



ENDOSCOPIES



COLONOSCOPIES



*At the Paulista and Vergueiro campuses.
 ** At the Paulista, Vergueiro and Campo Belo campuses
 *** At the Paulista and Campo Belo campuses.
 **** At the Paulista campus

Strategic pillars

The Hospital has established 8 strategic pillars and 18 related strategic programs to guide execution of our Strategic Plan. Under the oversight of senior executives, these programs will be periodically monitored to measure the effectiveness of our business plan.

The 8 strategic pillars and related highlights in the year are summarized below:

1. BRAND BUILDING

Focus: expand investment in communications and marketing; build brand presence in the media, capturing potential and current patients

In 2018: an external survey identified significant growth in image share, and nearly 1.2 million followers on social media platforms such as Facebook, LinkedIn and Instagram.

2. OPERATING EFFICIENCY

Focus: improve the patient experience by delivering superior outcomes as well as cost effectiveness, quality and safety in patient care and surgical processes

In 2018: a 73.5% Net Promoter Score (NPS); 22.5% reduction in waiting time at the Emergency Department

3. EXPANSION & COVERAGE

Focus: Achieve organic and inorganic growth by increasing the number of beds, opening advanced and specialized centers, and developing public- and private-sector collaborations

In 2018: 398% growth in patient volumes at the Oswaldo Cruz Vergueiro Referral Center

4. HUMAN DEVELOPMENT

Focus: attract, retain and train employees to drive leadership development, a collaborative culture and innovation

In 2018: R\$ 2,050,000.00 invested in training and education

5. SOCIAL RESPONSIBILITY

Focus: make a positive impact on health-care in Brazil through partnerships with governments and institutions and by operating and managing public hospitals

In 2018: 36% reduction in infant mortality in Santos from a 2012 baseline, partly as a result of our operation of Complexo Hospitalar dos Estivadores; R\$ 217 million in tax immunity during the three-year period 2018-2020 in connection with the Proadi-SUS program



6. EDUCATION & RESEARCH

Focus: promote the production and dissemination of knowledge both within and outside our campus walls, incorporating new technologies, training new healthcare professionals and enhancing business results within these pillars

In 2018: seven research projects were initiated

7. PHYSICIAN RELATIONS

Focus: build effective engagement with active registered physicians, with an emphasis on developing and retaining high-caliber professionals through win-win relationship models and by supporting research and excellence

In 2018: 210 professionals involved in our Clinical Staff Academic Program

8. CARRIER RELATIONS

Focus: make payment and commercial processes more efficient, transparent and beneficial, with win-win relationships based on profitability and excellence

In 2018: Three partnerships established with major carriers using an innovative and disruptive model with more predictable pricing and shared risks; the Oswaldo Cruz Vergueiro Referral Center saw a 398% increase in patient volumes

Management indicators

The Hospital's Key Performance Indicators (KPIs) are linked to our guiding principles and strategic programs and are designed to measure the extent to which we have successfully implemented our Strategic Plan in

areas such as asset efficiency, knowledge creation and performance in focus areas, economic and financial management, patient and employee satisfaction, and social impact. Our performance on some of these indicators is summarized below:

BED TURNOVER

Definition: this indicator measures the relationship between efficiency, effectiveness and bed occupancy at the Hospital. Bed turnover is calculated as the number of discharges / number of beds x number of months.

2016	2017	2018
5.20	5.25	5.28

FOCUS-AREA REVENUE SHARE

Definition: how much of the Hospital's revenues are directly linked to Oncology and Digestive Diseases.

2016	2017	2018
47.6%*	50.0%	49.0%

*Changed for comparability with 2017.

FOCUS AREA RESEARCH

Definition: the number of research studies by the Hospital in fields contained within our growth strategy.

2016	2017	2018
2	4	10

DAYS ACCOUNTS RECEIVABLE*

Definition: the number of days it takes to collect receivables for services provided.

2016	2017	2018
140.48	132.10	129.52

Days A/R* (without deducting Allowance for Doubtful Accounts): accounts receivable/total net revenue x days.

STUDENTS COMPLETING COURSES IN FOCUS AREAS

Definition: the gross number of students completing programs within our focus areas, such as specialist training in nursing and oncology, bariatric and metabolic surgery.

2016	2017	2018
6	6	49

ALLOWANCE FOR DOUBTFUL ACCOUNTS***

Definition: the volume of unpaid receivables which the Hospital deems to be at risk of non-payment. As an internal policy, for all receivables more than 60 days overdue, an allowance for doubtful accounts (ADA) is established for 50% of the total amount of the receivables. For receivables more than 120 days overdue, an allowance is established for the full amount.

2016	2017	2018
R\$ 22.4 MILLION	R\$ 2 MILLION**	R\$ 12 MILLION

*Amounts restated in relation to the information reported in 2016.

**The change shown in the table above was due to agreements concluded with health insurance carriers.

*** This information is consolidated for all Oswaldo Cruz campuses.

NET REVENUE (IN R\$ THOUSAND)

Definition: total revenue generated by the Hospital

2016	2017	2018
694,728	765,049	764,029

SHARE OF PHYSICIANS WITHIN THE CLINICAL STAFF ACADEMIC PROGRAM (PACC) IN NET REVENUE

Definition: net revenue generated by PACC-supported physicians divided by total net revenue and multiplied by 100.

2016	2017	2018
13%	20.7%	23.6%

PATIENTS SERVICED BY INSTITUTO SOCIAL

Definition: total patients served at the O.S. Operation (Complexo Hospitalar dos Es-tivadores).

2017	2018
12,780	19,054

STAFF SATISFACTION

Definition: the percentage of satisfaction and well-being as measured through a sample-based Organizational Climate Survey performed every two years by the National Association of Private Hospitals in partnership with Korn Ferry/Hay Group.

2016	2018
70%	70%

* In 2018, a sample-based climate survey was conducted, with 56% of invited employees responding (a total of 223 respondents).

NET PROMOTER SCORE (%) - PATIENT EXPERIENCE

Definition: the Net Promoter Score measures how likely patients are to recommend the Hospital.

2016	2017	2018
73.5%	74.2%	73.5%



Projects and investments are preparing the Hospital for expanding volumes of healthcare users

Paulista Campus ICU

Investments and outlook

Affected by Brazil's difficult microeconomic environment in recent years, the healthcare industry has faced challenges that directly affect institutions such as Hospital Alemão Oswaldo Cruz.

According to the World Bank, spending on private healthcare amounted to 4.5% of Brazil's Gross Domestic Product (GDP) in 2014. Spending in Brazil's public healthcare system was 3.8% of GDP, according to data from the National Treasury, an amount approximately equivalent to the average for Latin America and the Caribbean (3.6%) but less than the average of 6.5% for Organization for Economic Co-operation and Development (OECD)¹ countries. The size of the private market has grown as living standards have continued to improve, access to health-

care services has increased, and the population has continued to age—today, 82% of Brazilians are aged 65 or older, according to the World Bank, which naturally increases demand for healthcare, medical procedures and diagnostic services.

This equation becomes even more complex for hospitals and health insurance carriers in balancing profitability with the costs of medication, technologies and compensation for skilled professionals. According to the Brazilian Institute for Geography and Statistics (IBGE), between 2012 and 2017 prices increased by a cumulative 43.67% for pharmaceutical products; 45.85% for laboratory and hospital services; and 85.46% for health plans. In 2017 alone, prices in the healthcare and personal care segments increased by a significant 6.52%.

¹ <http://twixar.me/x5TK>

When intersected with the number of private health insurance beneficiaries—more than 47.3 million according to the Brazilian Private Health Care Agency (ANS)—these data point to a market with significant potential for expansion on the one hand, but which is faced with structural challenges in terms of business models on the other, especially in relations between carriers, users and high-complexity hospital centers.

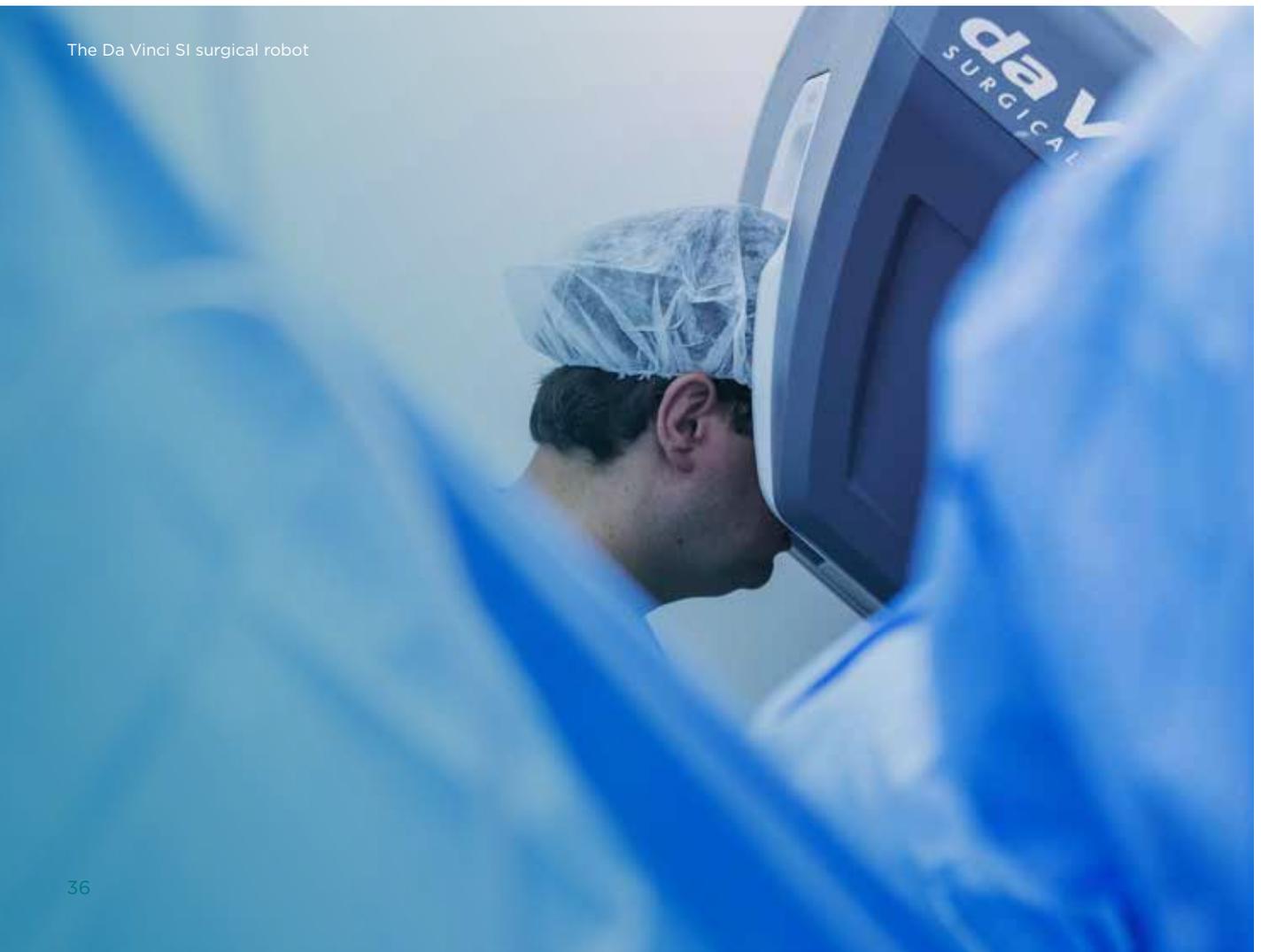
In this context, Hospital Alemão Oswaldo Cruz has undertaken strategic projects to capture business opportunities and minimize risks, using an integrated approach spanning Private Healthcare, Social Responsibility, and Innovation, Research & Education. As a not-for-profit organization, the Hospital reinvests 100% of its surplus back into the business, and therefore generating profits is a means for enhancing the quality of our operations and deliv-

ering increasingly efficient, effective and innovative services to patients.

Our Business Intelligence function identifies and develops qualified databases that enable us to assess progress on our initiatives using customized dashboards or data mining and discovery (the databases provide details on our processes). Currently more than 30 databases are available with information across different areas. The Hospital has invested more than R\$ 35.3 million in Information and Communications Technology (ICT) in the last eight years, including R\$ 15 million in software and R\$ 20.3 million in hardware.

Significant investments in recent years have included pilots of new business models, development of population health management products, and building the brand in public hospital management.

The Da Vinci SI surgical robot



THE OSWALDO CRUZ VERGUEIRO REFERRAL CENTER

The center was opened in the second half of 2017, with a total installed capacity of 232 beds and 25,500 square meters of built area. In 2018, the center provided 19,447 consultations and performed 4,161 medium- and high-complexity surgical procedures.

Using a disruptive business model that is responsive to current challenges in Brazil’s healthcare market, the center offers fixed rates for more than 500 predefined protocols across oncology, cardiology, orthopedics, neurology, urology, oral and maxillo-facial surgery, digestive diseases and other specialties, as well as fixed per-diem rates and overall charges for tests and exams, chemotherapy and clinical inpatient care. Health plan carriers have access to the care protocols defined by the Hospital, which works to deliver the best possible patient outcomes as well as quality, safety and cost effectiveness.

The model currently being implemented represents a shift in the sector from a fee-for-service model—in which fees are charged on a volume basis for each episode of care—to a bundled and other payment models in which both the risks and the benefits are shared by the Hospital and business partners.

The challenging business environment in the previous year, and its effects on the economy and employment, took a toll on the number of private health insurance policyholders.

Progress was made in the year on developing partnerships with carriers for referral care, a process which should develop further in the coming years. Investments were also made in our service offering and in building a new referral emergency care unit within the new model, available for patients whose health plans are covered by the referral model. We plan to expand this model in the coming years to increase its contribution to Hospital revenues.

In December 2018 the Oswaldo Cruz Vergueiro Referral Center was authorized by the Ministry of Health’s Technical Chamber to perform transplants of solid organs (liver, kidney, pancreas and kidney-pancreas transplants).

STAFF



SURGICAL PROCEDURES AT VERGUEIRO



EXAMS AT THE DIAGNOSTIC IMAGING CENTER



NOTE: Data not available for 2016 as the unit was opened in 2017

NEW PRODUCTS AND SERVICES

As well as expanding our capacity, the Hospital has worked to develop business solutions that support innovation in our service offering—with a focus on areas such as population health management, primary care and prevention and well-being programs for partner companies and organizations—all of which are areas that will be key in the future healthcare industry.

Drawing on eight years of experience with our Employee Health and Safety Center's (CASSC) Well-Being Program, which has garnered international recognition for its results (*read more on p.73*), we developed a proprietary product through which we provide consulting services to corporate clients.

The program, called Integral Health, offers a wide range of functionality—including a toll-free number that client employees can call to consult a nurse or family physician 24 hours per day, or to schedule appointments and procedures—with an emphasis on primary care. Among the benefits of the program is enhanced prevention, helping to reduce the volume of emergency care episodes.

Our Wellbeing and Health Evaluation (SABES) app is another tool we have implemented to support prevention and help mitigate expenses on healthcare claims and

treatments. Data compiled by the app on patient lifestyles, medical history and medicines taken is used to identify trends to inform customized action plans and health policies based on employee profiles and associated health risks.

This population health management tool was built using internationally recognized security and confidentiality protocols, and based on the Joint Commission International (JCI) accreditation manual.

The service, which was initially designed for Hospital employees, resonates with the current drive to reduce healthcare costs through primary care. Data from a survey in 34 Organization for Economic Co-operation and Development (OECD) countries indicates that every dollar invested in prevention generates 4 dollars in savings on healthcare services.

In 2018, the Hospital established a commercial partnership with a company in São Paulo covering approximately 3,800 lives. As part of the partnership, the Hospital set up an outpatient clinic on-site at the client's headquarters.

Our strategy prioritizes critical issues in the healthcare industry, such as cost-effectiveness, adherence to protocols and business-model innovation

INCORPORATING TECHNOLOGIES

Hospital Alemão Oswaldo Cruz has a strong record of delivering solutions that incorporate state-of-the-art healthcare technology. For example, we were the first Hospital to install a linear particle accelerator for use in radiation therapy, in 1972, and we have remained at the forefront of purchasing equipment and performing procedures that enhance health outcomes and the patient experience.

Three important milestones marked 2018. The Hospital performed the first surgery in Latin America to treat a lumbar spine tumor with a single-dose radiation treatment associated with a kyphoplasty procedure using Intrabeam, an intraoperative radiotherapy system purchased in 2014.

Another highlight in the year was our newly purchased linear particle accelerator (Halcyon™), which optimizes the radiation treatment process by reducing treatment steps from 31 to nine. Time savings of 4 to 7 minutes per patient compared with current technologies reduce treatment times to a maximum of eight minutes (compared to 12 to 25 minutes with current accelerators), increasing the Hospital's throughput capacity by as much as 50% more patients per hour. An investment of US\$ 2 million, the new equipment has delivered improved accuracy and efficacy, patient well-being and operational excellence at the Hospital.

Our Diagnostic Imaging Center also purchased a new 3 Tesla magnetic resonance scanner capable of generating high definition images of body organs and struc-



Laboratory

Innovation Center and Research Center

As part of our Innovation, Research & Education Strategy (*read more on p.64*), investments are planned for 2019 in two new spaces for research, testing and implementation of innovations in healthcare. These Research & Innovation Centers are due to be opened in September in the central area of São Paulo.

tures—for use particularly in the areas of neurology and oncology—and with a larger, 70 cm bore diameter. In 2019, the new technology is expected to increase throughput by 60% with scan times ranging from 20 to 30 minutes, while providing increased well-being for patients.

The Hospital has continued to invest in technology in 2019, including the introduc-

tion of ⁶⁸Ga-PSMA PET/CT imaging (PSMA is an acronym for Prostate Specific Membrane Antigen). This high-performance nuclear medicine imaging procedure for patients with prostate cancer generates full-body images following endovenous injection of PSMA, which binds to prostate tumor cells or cells resulting from metastasis in other organs of the body.

COMPLEXO HOSPITALAR DOS ESTIVADORES

Social Responsibility, one of the pillars of the Hospital’s business approach, was further strengthened in 2016 when we initiated operation of Complexo Hospitalar dos Estivadores under the management of Instituto Social Hospital Alemão Oswaldo Cruz, within the social healthcare organization (O.S.) model.

Under a contract awarded through a public call for tenders, we completed our second year of operation of the general hospital—which specializes in moderately complex care and cases referred by municipal facilities across areas such as maternal and infant health, surgery, clinical medicine and clinical surgery—in February 2019, with positive results.

In 2018, patient volumes at the hospital included 2,319 deliveries, 11,604 Obstetric Emergency Department patients, 394 clin-

ical admissions, 295 adult ICU admissions and 17,045 imaging exams. Local implementation of the Hospital Alemão Oswaldo Cruz Care Model, and initiatives to share technical expertise between staff in São Paulo and Santos, have not only gained recognition from the local community, but have also helped to improve health indicators in the Baixada Santista area.

In 2018, the municipality of Santos recorded the lowest levels of infant mortality in its history—helped by improved quality of care and patient safety at the unit.

During the year, Instituto Social received R\$ 68.3million in funding towards the operation of Complexo Hospitalar dos Estivadores. The hospital is also currently undergoing expansion to increase its capacity to serve communities in both Santos and in other municipalities in the region. The hospital currently has 131 beds—and is expected to reach a total capacity of 223 active beds in 2019.

COMPLEXO HOSPITALAR DOS ESTIVADORES

Funding for hospital management



NOTE: Data not available for 2016 as the unit was opened in 2017

Sustainability management

GRI 102-42, 102-43, 102-44, 102-47

Factoring social and environmental aspects into strategic decisions is among the challenges we are addressing at Hospital Alemão Oswaldo Cruz. As a player in an industry that inherently generates a broad spectrum of impacts—ranging from research and development through access to healthcare services to consumption of natural resources—the Hospital has worked to engage and dialog with key stakeholders to support the development of a sustainability agenda.

This journey began in 2016 with a direct survey of stakeholders in accordance with Global Reporting Initiative (GRI) guidelines on sustainability reporting, which informed a preliminary list of material topics.

This process, known as a materiality process, included an online stage (with more than 1,100 respondents, including suppliers, experts, employees, clinical staff, journalists and health plan carriers); and an expert interview stage (involving industry representatives and leaders). At the end of the process, eight financial and non-financial topics were identified by stakeholders as being most material.

These topics concern issues directly related to our Strategic Plan 2016-2020, including quality and safety, efficient business management, innovation, research and education and human development, as well as issues such as natural resource efficiency and environmental impacts

from our operations. Material topics aligned with the United Nations Sustainable Development Goals (SGGs) were also identified, including access to healthcare, well-being, responsible consumption and decent work. [GRI 102-12](#)

Between 2018 and 2019, the process was revisited to deepen our understanding of the primary challenges facing the Hospital across each of our eight material topics. This included additional in-person interviews with executive officers, a review of industry data and internal management documents, and an online survey of more than 400 respondents, including employees, patients, physicians, leaders, suppliers and representatives from health plan carriers. As a result of the review, challenges were mapped to each of the Hospital's identified material topics. The result of the review is shown in the following page.

MATERIAL TOPICS	ASPIRATION	CHALLENGES
 <p>Quality of care and patient safety</p>	<p>Differentiated, personalized, comprehensive and humanistic patient care with a focus on both patients' and families' satisfaction. Types of services provided, patient outcomes, security of patient data and medical records, and other tools to enhance patient well-being</p>	<ul style="list-style-type: none"> • Greater cross-department integration • An integrated approach to the broader patient experience • Engagement of medical staff and quality and patient safety processes • Work volume and adherence to protocols
 <p>Developing and engaging talent</p>	<p>Professional and academic training and performance management for staff</p>	<ul style="list-style-type: none"> • Engagement of professionals developed by the Hospital • Recognizing professionals' performance
 <p>Engaging in the development of health care systems and initiatives to expand patient access to care</p>	<p>Offering quality services to low-income communities, and providing care within, and support the development of, the public healthcare system</p>	<ul style="list-style-type: none"> • Improving care for underprivileged communities • Increasing coverage and building the brand • Managing change in the private healthcare market
 <p>Resource-efficient economic performance</p>	<p>A business and revenue model that reconciles the increase in operations with the need to maintain quality of services</p>	<ul style="list-style-type: none"> • New business model at the Oswaldo Cruz Vergueiro Referral Center • Increased integration across specialties • Developing new partners and suppliers for our innovative business model
 <p>Engaging our medical staff</p>	<p>Loyalty, benefits offered, career development and performance assessment tools for physicians</p>	<ul style="list-style-type: none"> • Increased engagement in decision-making processes • Closer engagement between the Physician Relations Department and physicians • Building closer relationships with physicians
 <p>Carrier relations</p>	<p>Provide health insurance carriers with a share of Hospital revenues and maintain commercial relations</p>	<ul style="list-style-type: none"> • New payment and agreement models
 <p>Innovation, Research & Education</p>	<p>Recognizing performance, managing and disseminating knowledge, and driving innovation in healthcare processes and technologies</p>	<ul style="list-style-type: none"> • Improvement in information systems for collecting research data • Support for research within the Hospital
 <p>Environmental sustainability</p>	<p>Natural resource efficiency and impact management with a focus on emissions/energy, waste and water</p>	<ul style="list-style-type: none"> • Consumption of water and materials (paper)

* Extent of impact denotes the primary internal and external stakeholders who considered the relevant topics to be material during the materiality process.

EXTENT OF IMPACTS* GRI 102-40	RELATED GRI DISCLOSURES	STRATEGIC TOPICS	SDGS
Managers Employees Patients Health insurance carriers Physicians Media Suppliers Competitors	102-43 102-44 416-1 416-2 417-1 418-1 419-1	<ul style="list-style-type: none"> Operating efficiency Social Responsibility 	
Executive Board Managers Employees Patients Health insurance carriers Suppliers	102-8 102-41 401-1 404-1 404-3	<ul style="list-style-type: none"> Human Development Innovation, Research & Education 	
Executive Board Media Suppliers Health insurance carriers	203-2 413-1	<ul style="list-style-type: none"> Social Responsibility Innovation, Research & Education 	  
Executive Board	419-1	<ul style="list-style-type: none"> Expansion & Coverage 	
Physicians	Strategic indicators	<ul style="list-style-type: none"> Physician Relations Brand Building 	  
Physicians	201-1 201-4 205-3 419-1	<ul style="list-style-type: none"> Brand Building Carrier Relations 	
Executive Board	Strategic indicators	<ul style="list-style-type: none"> Innovation, Research & Education Brand Building 	 
Executive Board	302-1 303-1	<ul style="list-style-type: none"> Operating efficiency Brand Building 	

** In the current reporting cycle, the Hospital chose to report on disclosures 201-3 and 401-2, although they are not among our materiality topics.

A person wearing a blue protective suit, mask, and gloves is using a handheld device. The background is a clinical setting with a white wall and a doorway. A large white circle with a teal number '3' is overlaid on the image.

3

High
performance



Technical excellence in resource efficiency is a requirement in delivering on our Strategic Plan

At Hospital Alemão Oswaldo Cruz, the meaning of high performance is best expressed by the German idiom *Immer Besser*—which we translate as “Doing our best for you”. Operational excellence, high standards of quality and safety, and research and innovation are all pursued for the benefit of patients. Delivering the best

possible outcomes, the very best treatments, within the shortest time possible with the best possible results are indisso- ciable goals both within the strategy that guides the Hospital’s management deci- sions and in the more practical aspects of day-to-day activities at the Hospital.

Business performance

GRI 103-1 | 201, 103-2 | 201, 103-3 | 201, 201-1

The year 2018 was highly challenging amid a recession from which Brazil has not yet completely recovered. With the result- ing unemployment, and the consequent reduction in active policyholders, health insurance carriers have been required to develop new business approaches in order to remain profitable.

Whereas in 2017 our main financial head- line was growth in oncology and in patient care, in 2018 our financial performance felt the effects from market pressures, new payment models and flattening margins. On the upside, the Oswaldo Cruz Vergueiro Referral Center recorded important growth, especially in the last four months of the year. Revenues also improved in Oncology and Digestive Diseases.

The Hospital’s overall net revenue re- mained on a level with the previous year. Revenue from the Oswaldo Cruz Vergue- iro Referral Center—which is still under development—increased by R\$ 14 million from 2017 to 2018.

INDICATOR 1: NET REVENUE (R\$ '000)**VALUE CREATION AND DISTRIBUTION****DIRECT ECONOMIC VALUE GENERATED (R\$ THOUSAND)**

GENERATED	2016	2017	2018
Revenue	R\$ 730,039	R\$ 829,510	R\$ 818,527

ECONOMIC VALUE DISTRIBUTED (R\$ THOUSAND)

DISTRIBUTED	2016*	2017*	2018
Wages and benefits	R\$ 274,464	R\$ 334,965	R\$ 353,422
Other operating expenses	R\$ 302,261	R\$ 349,717	R\$ 372,607
PROADI-SUS funds invested	R\$ 48,469	R\$ 73,308	R\$ 50,618
Financial revenue/expense	R\$ 1,562	R\$ 3,343	R\$ 5,865
TOTAL	R\$ 626,756	R\$ 761,333	R\$ 782,512

*Information for 2016 and 2017 has been restated.

ECONOMIC VALUE RETAINED (R\$ THOUSAND)

RETAINED	2016*	2017*	2018
Direct economic value generated less Economic value distributed	R\$ 103,283	R\$ 68,176	R\$ 36,014

* Information for 2016 and 2017 has been restated, not including depreciation and taxes.

SUMMARY FINANCIALS (R\$ '000)

	2016*	2017*	2018
Net revenue	R\$ 694,728	R\$ 765,049	R\$ 764,029
Operating surplus/(deficit)	R\$ 80,251	R\$ 56,511	(R\$ 13,522)
EBITDA	R\$ 109,973	R\$ 92,467	R\$ 31,012
Surplus/(deficit) for the period	R\$ 78,689	R\$ 53,168	(R\$ 19,384)
Total assets	R\$ 1,043,069	R\$ 1,084,542	R\$ 1,091,167
Net assets	R\$ 820,985	R\$ 874,154	R\$ 854,769

ECONOMIC VALUE DISTRIBUTED (%)*	2016	2017	2018
Wages and benefits	43.79	44.00	45.17
Other operating expenses	48.23	45.93	47.62
PROADI-SUS funds invested	7.73	9.63	6.47
Financial expense	0.25	0.44	0.75

*Information for 2016 and 2017 has been restated.

Operational excellence

Achieving high performance, one of our strategic priorities, is supported directly by projects designed to leverage synergies, improve quality and increase patient satisfaction at our units and specialist centers—within a model which we have advanced most significantly in recent years.

Our leaders continually monitor and discuss a set of performance indicators by center, by unit, by specialty and so forth—and how they compare to our Strategic Plan. These indicators include metrics such as bed turnover, occupancy rates at inpatient care and Intensive Care Units (ICUs), patient volumes, patient and relative satisfaction with services, quality and safety in medical practice, and the use of special technologies, supplies, medicines and materials.

In the following pages we review some of these indicators and provide an overview of our most significant results across our main specialist centers—which are part of a broader list that includes Oncology, Obesity and Diabetes, Hernia, Cardiology, Check-up, Robotic Surgery, Endoscopy, Nephrology and Dialysis, Orthopedics, Urology and Brain and Spine Tumors.

ONCOLOGY CENTER

One of the clearest outworkings from the Hospital's Strategic Plan—in which Oncology has been selected as one of our focus areas—was a major staff and department reorganization undertaken in 2018 at the Oncology Center, which was created in 2015.

The number of surgeries performed at the center increased from 3,663 in 2017 to 4,039 in 2018. The number of Oncology consultations increased even more significantly from 4,610 in 2016 to 6,834 in 2017 then 10,222 the following year. These figures are for both the Paulista Campus and the Oswaldo Cruz Vergueiro Referral Center.

Our acquisition of new technologies was another significant highlight at the center in 2018. The center's new 3 Tesla magnetic resonance scanner is capable of performing imaging scans in 25% less time and with higher resolution—especially in neurological and oncological cases. In addition, the unit has a 70 cm bore diameter—10 cm larger than typical scanners—offering greater comfort to patients, and especially obese patients.



3 Tesla MRI Scanner

Another important milestone was the deployment of Halcyon™, a new linear particle accelerator that combines state-of-the-art RapidArc® irradiation technology (IMRT-VMAT) with higher resolution image guidance (IGRT), enabling the Hospital to offer patients the best image-guided radio therapy available. The machine's streamlined workflow reduces treatment steps from 31 to only nine, each of which lasts only one minute, representing overall time savings of 4 to 7 minutes per patient compared with current technologies, with each radio therapy session lasting a maximum of eight minutes (compared with 12 to 25 minutes with conventional particle accelerators).

At year-end 2019 the Hospital's radio therapy service will complete half a century of operation. This demonstrates our long-standing tradition in this type of treatment, in which technical excellence and patient comfort have been a continual priority.

DIGESTIVE DISEASES

Digestive Diseases comprise a wide array of specialties and sub-specialties, which are not centralized in a single specialist center—our offering of therapeutic and outpatient services include treatments for hernias and our Obesity and Diabetes Center, which was created in 2014 and is now one of Brazil’s leading centers in the segment. In 2018, four surgeons initiated a

training program on Digestive System and Robotic Surgery, adding to our capabilities in high complexity care.

A total of 3,783 digestive surgeries were performed in 2018 at our Paulista Campus and the Oswaldo Cruz Vergueiro Referral Center, and 6,226 consultations at the Obesity and Diabetes Center.

Indicators for the Obesity and Diabetes Center show a step improvement in 2018

OBESITY AND DIABETES CENTER

Hospital Alemão Oswaldo Cruz is the only hospital in Brazil using a multidisciplinary and fully integrated approach to treating these two chronic diseases. The center is staffed by seven endocrinologists, four surgeons, two cardiologists, one pulmonologist, two nephrologists, two psychiatrists, four nutritionists, two psychologists and two nurses (one dedicated to clinical research). This enables the center to provide obese and/or diabetes patients with highly personalized care that extends beyond bariatric surgery—which is only indicated in specific cases. Patient volumes at the center increased significantly by 15.2% from 2017 to 2018.

Integration between clinical practice and research is another of the center’s differentiators. Created five years ago, our graduate program in bariatric surgery currently has the largest number of attending students (between 12 and 15 per year). All clinical staff are involved in the program. Two recent studies linked to the center will be published in 2019, one discussing

medications and the other, which is likely to attract global attention, comparing metabolic surgery with medication in treating diabetes, in terms of medical outcomes and the incidence of nephropathy, neuropathy and retinopathy in patients.

2016

4,401
consultations

159
surgeries

2017

5,405
consultations

202
surgeries

2018

6,226
consultations

276
surgeries

BRAIN AND SPINE TUMOR CENTER

Created toward the end of 2018, our Brain and Spine Tumor Center offers patients a one-stop facility for diagnostics, surgical treatment and multidisciplinary care across oncology, radiotherapy, rehabilitation and other services. The center is organized around our new pricing model, with service packages offering predictable pricing and mutual gains in profitability for the Hospital and health insurance carriers, as well as added benefits and enhanced effectiveness in treatment.

Most of the 521 brain surgeries performed in 2018 are within the Center's capabilities, suggesting that growing demand for this specialty can be expected over the coming years.



SPECIALIST CENTERS

HERNIA CENTER

The Hospital's Hernia Center, which is directly related to our focus area of Digestive Diseases, offers diagnostics services and surgical treatments for all cases of abdominal wall hernias.

ROBOTIC SURGERY CENTER

Our Robotic Surgery Center—which is equipped with a da Vinci SI surgical robot and state-of-the-art technology, and staffed by a specialist, multidisciplinary team—has performed approximately 2,500 procedures since opening 11 years ago. In 2018, the Center conducted 254 surgeries. Among its surgical specialties are urology, gynecology, gastroenterology, otolaryngology and transoral procedures (removal of tumors from the mouth and throat).

UROLOGY CENTER

A wide range of testing services—including urodynamic tests, cystoscopy, minor surgeries and image-fusion targeted-biopsy—are available for treatment of diseases such as benign prostatic hyperplasia, prostatitis, prostate cancer, kidney and bladder tumors, urinary and sexual dysfunctions, urinary tract diseases and kidney stones.

OTHER SPECIALTIES

ORTHOPEDICS

This specialty comprises various treatments for the spine, hands, hip, feet, wrist, knee, shoulder and elbow, as well as arthroscopy, arthroplasty and cellular therapy. This specialty performed a total of 2,887 surgeries in 2018, compared with 2,496 in 2017.

CARDIOLOGY

Cardiology—a specialty in which the Hospital has a long tradition—is present across our operations including the Emergency Department, ICU and surgical unit, and includes general cardiology, cardiovascular intervention, non-invasive diagnostics, arterial hypertension, cardiac insufficiency, pacemakers and arrhythmology.

NEPHROLOGY

This specialty receives outpatients and inpatients for renal replacement therapy, such as conventional and daily hemodialysis, hemodiafiltration, nocturnal dialysis and peritoneal dialysis. Patients are monitored and evaluated by a multidisciplinary team, and inpatient bedside dialysis services are available. A total of 16,046 procedures were performed in 2018, for 14,101 outpatients and 1,938 inpatients. A total of 46 patients were in the kidney transplant queue in 2018, of which 11 were successfully operated.

NEUROLOGY

The services offered by this important specialty include dedicated outpatient care, a specific institutional program for cerebrovascular accident (CVA) patients, and a Neurological ICU.

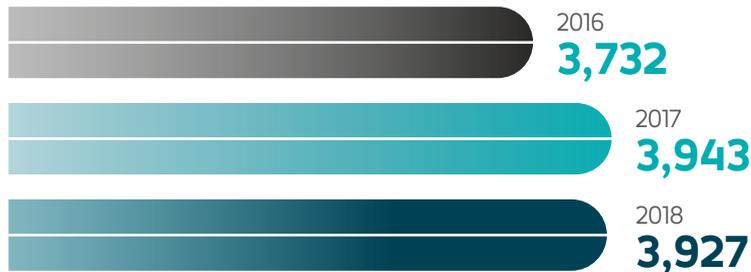
Staff development

Under our Strategic Plan, our staff of more than 3,900 active registered physicians are recognized as being critical to the success of our business model.

These professionals—across their different specialties and sub-specialties—help to build our reputation and competitive advantage by delivering excellence in clinical care and applying internationally recognized protocols and procedures in surgical practice, with a focus on patient outcomes, quality, safety and resource efficiency.

The Hospital's Physician Relations Department, which reports to our Chief Medical Officer, is responsible for the development of our clinical staff. Its activities range from physician onboarding to building engagement around new Hospital projects. Efforts at the department are currently directed to ensuring adherence to international protocols, supporting research, and training our staff, with a particular emphasis on developing our capabilities and improving the maturity of our business model in our focus areas.

ACTIVE REGISTERED CLINICAL STAFF COUNTS (INCLUDING PHYSICIANS AND ORAL AND MAXILLOFACIAL SURGEONS)*



* Not including physicians at Complexo Hospitalar dos Estivadores.

The Hospital's sustained numbers of active registered physicians reflect initiatives to strengthen their engagement around our values and strategy. They also reflect the expansion of our operations, including the Oswaldo Cruz Vergueiro Referral Center (opened in 2017) and new specialist centers opened in recent years.

Lessons learned from the disruptive model that has been implemented at the Oswaldo Cruz Vergueiro Referral Center have helped to improve engagement with our clinical staff. These professionals were responsible

for implementing clinical protocols and service packages using a new approach designed to achieve increased cost-effectiveness and value creation for patients, delivering results that have set a new standard for private healthcare.

In 2018 we continued our four physician development and qualification programs (*see below*). We have also worked to better understand the needs of our clinical professionals by using a journey approach similar to the model adopted for managing the patient experience, and by actively

listening to their feedback and critiques. This is especially important in our focus areas, in a market context in which competition for top talent is fierce, which requires the Hospital to undertake efforts to build an attractive clinical environment and to remain the brand of choice not only for patients, but also for healthcare professionals.

The focus of our initiatives in recent years has included offering compensation and rewards based on performance (not necessarily clinical performance, but also research, for example); improvement in surgery scheduling procedures; digital communication services and transparency

in performance assessments; and expanding the spectrum of physicians assessed and given feedback.

The results from Performance Assessments are currently communicated annually to the relevant professionals and other interested parties. Beginning in 2019, performance assessment results will be reported on a monthly basis in electronic form, on a password-protected webpage. Being able to more closely monitor performance will help to inform the Hospital's and each professional's strategic direction.

Recognizing performance and supporting research are a focus of our efforts

ENGAGEMENT PROGRAMS

CLINICAL STAFF MANAGEMENT

This program manages onboarding and approval of physician registrations and documentation. Activities within this program also include identifying staff needs, providing training, and answering questions about the Hospital. The program is linked to the Medical Accreditation Commission, the Clinical Board and the functions under the Chief Medical Officer. A new Specialty Outpatient Clinic, and a new outpatient management function to improve the patient experience, were two of the highlights within this program in 2018.

CLINICAL STAFF PERFORMANCE ASSESSMENT PROGRAM

In 2018, 100% of our active registered clinical staff were included in this initiative—which assesses and measures the performance of professionals working at the Hospital against a range of indicators including quality and safety (adherence to protocols, patient record completeness, surgical performance), care/productivity, and education and research (credentials, publishing, attendance at scientific events). During the year, a new IT solution was implemented that will allow physicians to view performance results on a monthly basis, including a wide range of data relating to their activities at the Hospital.

CLINICAL STAFF ACADEMIC PROGRAM (PACC)

Our Clinical Staff Academic Program (PACC) underwent a review in 2017 and 2018, and this year we conducted a project to catalog all research and scientific papers produced by professionals at the Hospitals. In 2018, a total of 210 physicians were involved.

The PACC uses a merit-based scoring system and a panel of 30 indicators. Participants exceeding specified thresholds become eligible to attend conferences and

organize scientific and research events. Academic indicators are also factored into performance assessments and are among the KPIs used in Strategic Planning (*read more on p.34*)

PHYSICIAN'S OMBUDSMAN

This department receives reports, concerns, complaints, questions and compliments our medical staff about the Hospital, employees and patients. Cases related to ethics, integrity and conduct are referred to the appropriate committees and chief officers.



Quality, safety and clinical outcomes

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

The Hospital's fourth re-accreditation by *Joint Commission International (JCI)* in 2018 was a milestone in terms of quality and safety. The JCI audit last year was conducted by a team of international auditors, and used a new scoring system for requirements under the handbook that increased the required level of adherence to defined standards. This is also the first time the Oswaldo Cruz Vergueiro Referral Center was included in the scope of the audit. The Hospital was 99.84% compliant with JCI requirements in 2018.

This positive performance was the result of efforts within our Quality, Patient Safety and Medical Outcome Management System, which comprises indicators, protocols and processes based on internationally recognized standards for quality and safety. In addition to mitigating risks, our management system aims to increase the effectiveness and efficacy of our practices, improve integration across services, departments, specialty centers and committees, and enhance the patient experience in a way that is measurable and comparable against the world's leading hospital centers.

99.84%
compliance with JCI
re-accreditation requirements

We annually conduct initiatives to further develop the patient safety culture at the Hospital. This year the focus was on improving tone from the top around safety initiatives by providing forums and developing strategies in which leaders can be more visible, present and act as role models in putting safety guidelines into practice. One of the highlights in the year was the introduction of Safety Rounds involving Hospital leadership.

On another front, our approach to monitoring and improving care at the Hospital was enhanced with a new dashboard of strategic Patient Safety and Quality indicators. The dashboard features 21 indicators in three groups: operating efficiency, risk and process management, and outcomes.

Quality and Patient Safety Indicators

OPERATING EFFICIENCY

- Net Promoter Score - Paulista Campus
- Tasy System Availability
- PACS RIS System Availability
- Average Length of Stay - Paulista Campus
- Uptime
 - MRI Scanners
- Uptime
 - CT Scanners
- Emergency Department waiting time to service

RISK, INCIDENT AND ACCIDENT MANAGEMENT

- Lost-time injury frequency rate
- Number of Never Events
- Patient falls resulting in injury/1000 patient days
- Density of preventable medication-related adverse events
- Density of CVC-related bloodstream infections (inpatient units)

CARE PROCESSES AND OUTCOMES - PRACTICE RELIABILITY

- Seven-day surgical mortality
- Hospital Mortality Rate
- Percent staff compliance with Venous Thromboembolism (VTE) Prophylaxis Protocol
- Systemic chemotherapy administered in the last 14 days of life
- Sepsis lethality rate
- 30-Day Readmission Rate following Bariatric Surgery
- 30-Day Readmission Rate following Mastectomy
- 30-Day Readmission Rate following Radical Prostatectomy

PRACTICAL RESULTS

Coordinated control and improvement efforts delivered important results in the year, including:

- A reduction in lethality from sepsis and septic shock in 2018, outperforming our benchmark (a group of ANAHP-accredited hospitals) and Instituto Latino Americano da Sepse (ILAS);
- Staff compliance with Venous Thromboembolism (VTE) Prophylaxis Protocol improved significantly by 8.1% in 2018;
- The Hospital completed six months with no central venous catheter infections in 2018.

To increasingly improve standardization and reliability in reporting, the Hospital has worked on validating a larger set of indicators that are used to inform decisions across different areas and clinical specialties, especially those related to our focus areas. Upon completion of the validation exercise, these indicators were certified by the Brazilian Accreditation Consortium (CBA) in early 2019.

OTHER VALIDATED INDICATORS

30-day readmission

Bariatric Surgery

30-day readmission

Radical Prostatectomy

30-day readmission

Hip Arthroplasty

30-day readmission

Knee Arthroplasty

Density of CVC-related bloodstream infections

Clinical Outcomes following

Bariatric and Metabolic Surgery

Surgical Site Infection after Total Hip Arthroplasty

Surgical Site Infection after Total Knee Arthroplasty

30-day reoperation rate

Urgency and Emergency - Cholecystectomy

30-day reoperation rate

Urgency and Emergency - Appendectomy

Average admission time

for urgency and emergency surgery

Cholecystectomy

Average admission time

for urgency and emergency surgery

Appendectomy

Average hospital stay

for urgency and emergency surgery

Cholecystectomy

Average hospital stay

for urgency and emergency surgery

Appendectomy

Surgical site infection rate

in clean surgeries

30-day readmission

Mastectomies

Early readmission rate

(equal to or less than 24 h) ICU

Early readmission rate

(equal to or less than 48 h) ICU

In line with current guidelines on value-based care, the Hospital has invested effort in monitoring and assessing clinical outcomes. This is evident in the set of indicators we have validated for institutional control, and in the Clinical Outcome Monitoring Program in which we participated in local initiatives in a partnership between the Brazilian Association of Private Hospitals (ANAHP) and the International Consortium for Health Outcomes Measurement (ICHOM).

The purpose of this program is to develop standard sets of outcomes for diseases that are widespread globally. Beginning with the Heart Failure (HF) Standard Set, the group of participating hospitals, coordinated by ANAHP, established metrics and structured indicators for benchmarking between institutions. Participating hospitals can now compare their performance in adherence to HF medication prescriptions on discharge, average length of stay, and 30-day quality of life. [GRI 102-13](#)

Protocols, committees, working groups and performance indicators help deliver safety and excellence in our operations

Creating value in care and medical practices has been a major challenge for healthcare organizations. This has been achieved through patient and relative activation and engagement in their care and in decisions to improve medical practices. In 2018 a pioneering initiative was implemented to include patients in decisions on ICU practices. The program, titled “Including patients/relatives in decisions on discharge from intensive care”, has consulted patients and their families on improvements in the discharge process, and will implement suggested changes in April 2019. Based on a Model for Improvement adapted from the framework published by the Institute for Healthcare Improvement (IHI), and using a co-production approach, the program has adopted the following guiding principles:

- Promote patient activation and engagement in self-care and decision-making;
- Provide professional training and establish a process that ensures patient participation in care delivery;
- Provide access to clear and meaningful information for care and decision-making;
- Develop a culture of patient inclusion and engagement as a way to deliver value-added care.

Patient Safety Practices

SAFETY HUDDLES

Each day, representatives from Hospital departments and units get together to assess risks existing in the operation and target efforts to either eliminate those risks or mitigate their consequences. Safety huddles are regularly attended, either in person or via videoconferencing, by our Paulista, Campo Belo, Oswaldo Cruz Vergueiro Referral Center and Complexo Hospitalar dos Estivadores units.

PATIENT SAFETY COMMITTEE

Created in 2018, our Patient Safety Committee meets with Hospital leadership to discuss any incidents or adverse events that occurred in the previous period. This provides a forum for open communication and for disseminating lessons learned from any weaknesses, contributing to the development of our safety culture.

QUALITY AND PATIENT SAFETY TUESDAYS

Internal audits are performed every two weeks on a selection of JCI requirements. The participation of employees from care delivery functions provides an opportunity for them to learn about quality standards and build risk awareness. Undergraduate students in the Nursing and Hospital Management Technology programs also participate in discussions.

SAFETY ROUNDS

Our chief officers and CEO visit our campuses to discuss quality and safety (patient safety, employee safety, environmental protection and information security) with staff. This helps people to walk the talk and strengthens adherence to our values.

QUALITY AND PATIENT SAFETY SKILLS

A series of workshops were held in 2018 to develop the skill sets needed for improvement in quality and patient safety, covering topics such as PDCA (a quality tool) and measurement and analysis (based on the IHI Model for Improvement).

QUALITY AND SAFETY WEEK

Raising awareness and building engagement is essential in improving our Culture of Safety and achieving increasingly strong results. Quality and Safety Week achieves this through a scientific event and a week of lectures and games related to quality and safety.

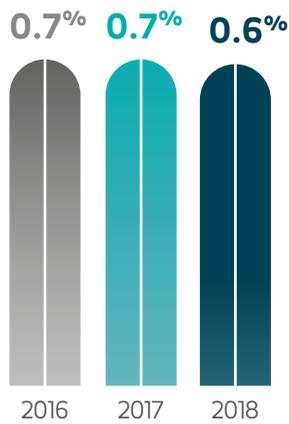
In 2018, the scope of our Quality and Safety Week activities was expanded to include initiatives addressing not only patient safety, but also employee safety and information security.

The theme selected for the scientific event was “Transformational Leadership and a Safety Culture”.

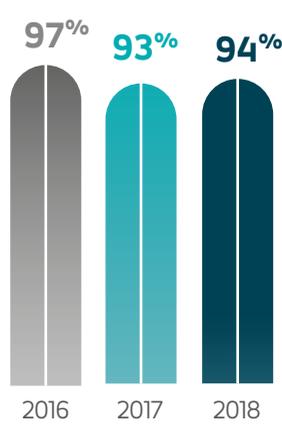
100%
of materials and supplies used
at the Hospital are screened for
quality and safety

PERFORMANCE INDICATORS AND RATES

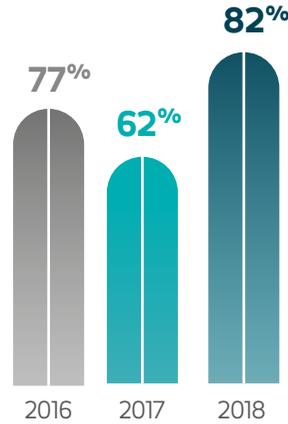
GROSS HOSPITAL INFECTION RATE



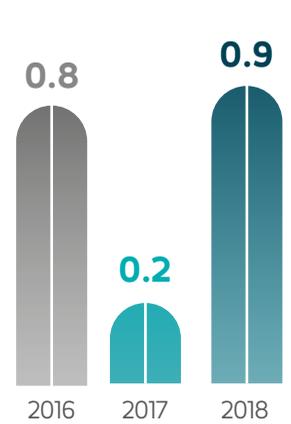
ADHERENCE TO ANTIMICROBIAL PROPHYLAXIS ADMINISTRATION WITHIN 60 MIN BEFORE INCISION IN HIP ARTHROPLASTY



HEALTHCARE PROFESSIONAL ADHERENCE TO HAND HYGIENE GUIDELINES

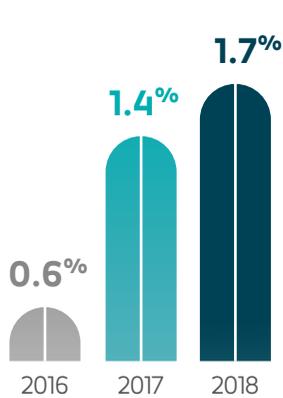


DENSITY OF CENTRAL VENOUS CATHETER-RELATED BLOODSTREAM INFECTIONS IN THE ICU (X/1,000 CATHETER DAYS)

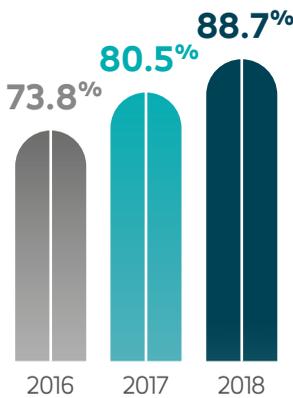


The rate in 2018 outperformed the average of 1.1/1,000 catheter days at hospitals reporting to the National Healthcare Safety Network (NHSN).

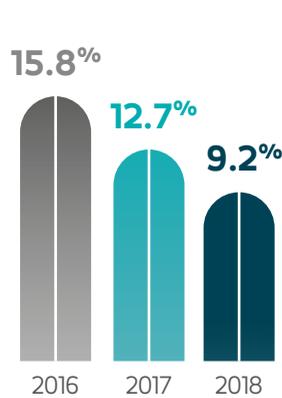
PERMANENT DIALYSIS CATHETER INFECTION RATE



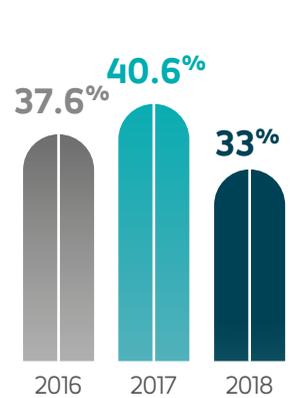
PERCENT STAFF COMPLIANCE WITH VENOUS THROMBOEMBOLISM (VTE) PROPHYLAXIS PROTOCOL



SEPSIS LETHALITY RATE



RATE OF OPPORTUNITIES AND REORIENTATION IN THE ADMINISTRATION OF HIGH-ALERT MEDICATION



The rate in 2018 outperformed the CVE (Epidemiological Surveillance Center, São Paulo State Department of Health) average of 3.23%.



4



**Innovation,
Research & Education**



Research developed and applied to healthcare

As a strategy to enhance our initiatives to create and disseminate knowledge within and outside our campus walls, Hospital Alemão Oswaldo Cruz adopted three guiding principles for our Innovation, Research & Education activities in 2018.

The first was to provide clear line of sight between the Hospital's focus areas and high-impact research in public healthcare. For example, in 2018 we achieved our goal of having 10 ongoing research projects linked to Oncology and Digestive Diseases, supporting improvements in medicine and care in these areas.

Our second goal was to structure a new Research Center and an Innovation Center in 2019 to provide the research capabilities needed to deliver results in research involving the Hospital's clinical staff. These centers are now staffed not only by research physicians, but also by systems analysts and biostatisticians, for example.

The third guiding principle entails expanding research through collaborations in Brazil and globally involving hospitals and research centers, building thought leadership at a national and not only at a local level.

Some of the key challenges in the coming years include developing research projects that are relevant in scale, extent and populational impact, and which involve research in primary care. Potential research projects will be assessed in relation to scale, relevance and reach in terms of public healthcare. Our goal is to fill current knowledge gaps, and strengthen our positioning as a think tank for medicine and healthcare.

The Hospital's dedicated education and research capabilities include our Technical Healthcare Education School (ETES), our School of Healthcare Sciences (FECS), our Healthcare Science and Education Institute (IECS) and our Research Center and Innovation Center, which are scheduled to be opened in September 2019.

Increased integration between our Hospital, undergraduate School and Technical School, and further development of practical disciplines in our education programs, were some of the key highlights in 2018.

Other highlights included a newly launched graduate program in Neurosurgical Oncology, a Seminar on Education & Health (during which three employees received awards for performance, two from the graduate School and one from the Hospital) and further development of our program of extra-curricular internships in areas such as the Diagnostic Imaging Center and UCI.

Expansion in education is one of the priorities at our Innovation, Research & Education department. The Hospital currently offers 13 graduate programs (five in medicine-related subjects and eight in multidisciplinary subjects), with this number expected to rise to 22 in 2019.

The Hospital's offering of undergraduate programs comprises the following three: BA in Nursing, Hospital Management Technology and Radiology Technology. Another three programs are pending authorization from the Ministry of Education.

ACADEMIC PARTNERSHIPS

In 2018, researchers linked to the Hospital published approximately 50 articles. These included publications in both Brazilian and international journals. Some of the most notable papers in the year included:

- *"Wet M1a non-small cell lung cancer: is it possible to predict recurrence of pleural effusion?" (Journal of Thoracic Oncology);*
- *"Is neoadjuvant chemoradiation with dose-escalation and consolidation chemotherapy sufficient to increase surgery-free and distant metastases-free survival in baseline cT3 rectal cancer?" (European Journal of Surgical Oncology);*
- *"Association of frailty with short-term outcomes, organ support and resource use in critically ill patients." (Intensive Care Med)*

In terms of partnerships with foreign institutions, we are currently developing prospective agreements with the London School of Hygiene, Stanford University (currently in the area of human development, although the relevant department is working to extend the partnership to the field of innovation), McMaster University, in Canada, and the *World Heart Federation*. Another partnership with a Swedish university should be formally approved in 2019. One of our goals is to advance partnerships specifically linked to our focus area of Oncology.

The Hospital has also benefited from a partnership with information technology researchers at the São Paulo School of Computer Science and Administration (FIAP). Our goal is to work closely not only with universities, but also with funding agencies, startups and private partners in developing innovative solutions for the business.

Approved projects

The Hospital's Research Ethics Committee approved 26 research projects in 2018. These projects are conducted at our research center by researchers who are professionals within our clinical and multidisciplinary staff.



Multidisciplinary *Lato Sensu* Graduate Programs:

Nursing in Oncology
 Nursing in Intensive Therapy
 Hospital Physiotherapy
 Gerontology
 Nursing Services and Care Management
 Clinical Research
 MBA in Hospital Administration and Healthcare Management
 MBA in Health Economics and Technology Assessment

Extension courses:

Coaching in Health and Well-Being

Lato Sensu Graduate Programs in Medicine:

Bariatric and Metabolic Surgery
 Robot-Assisted Surgery in Urology
 Clinical Medicine
 Echocardiography
 Neurosurgical Oncology

5



**Care - and trust -
based relations**



Care: a passion translated into excellence

Quality of care is an essential attribute in building our brand. With a 121-year history of serving to patients of different profiles, especially medium- and high-complexity cases, we work continually to evolve and improve our practices, technologies and tools in a way that combines rigor in treatment with our passion for care.

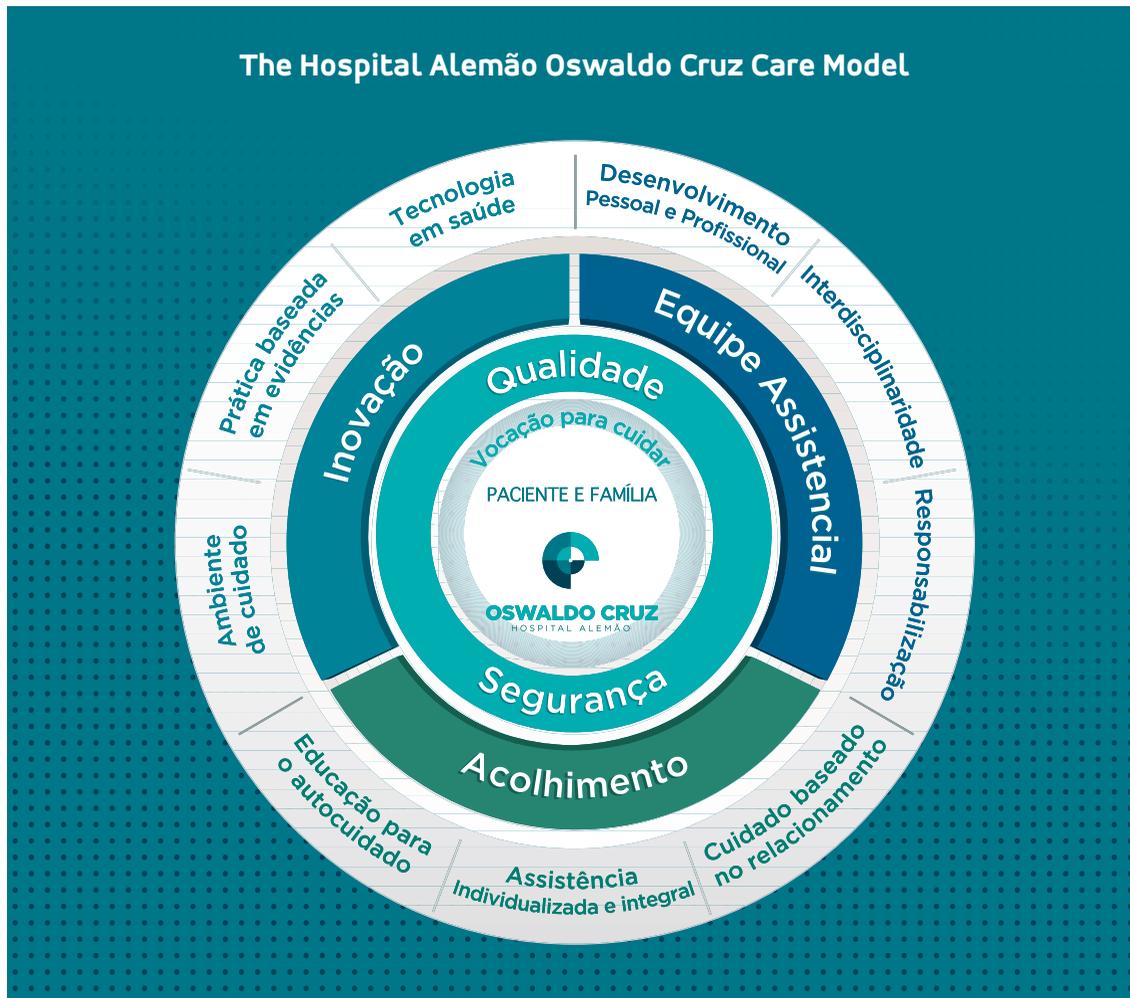
During 2018, further progress was made in deploying the Hospital Alemão Oswaldo Cruz Care Model through a range of initiatives, including installation of electronic dashboards and care reference boards at our inpatient units; continued development of a tool for assessing adherence to the model at our departments, centers and units; implementation of a Patient and Family Advisory Committee; deployment of medication traceability and administration

management technology; implementation of related practices beyond the Paulista Campus, including at Complexo Hospitalar dos Estivadores and as a basis for the business model at the Oswaldo Cruz Vergueiro Referral Center.

Our Strategic Plan 2016-2020 calls for an increased focus on the patient journey and recognizes our strong track record in care as an enabler of improved results. It also establishes that a proprietary care model, with protocols, methods and practices based on nationally and internationally recognized best practices, is needed to provide effective treatment and deliver optimal outcomes to each patient, while building trust with patients and staff and achieving the cost-efficiency required in modern-day healthcare.

Patient and Family Advisory Committee





The Hospital Alemão Oswaldo Cruz Care Model

The Hospital Alemão Oswaldo Cruz Care Model, which has been published as a book, is based on the Relationship Based Care (RBC) model and is organized around five pillars: Communication; Management; Patient Education; Quality and Safety; and Professional and Personal Development.

Governance in implementing the model is exercised by a Care Model Group (GMA), which is dedicated to disseminating and monitoring practices across functions. In-patients are informed on admission of each Hospital employee’s formal commitments:

- I will seek to understand what this moment means for you and your family;
- I will treat all that you confide in me with respect and ethics;

- I will make every effort to create a safe environment;
- I will act with transparency, with honesty being a fundamental value in our relationship;
- I will do everything possible to assist you in the development of your self-care, and respect the experience you are going through.

Our goal in these commitments is to establish trust-based relationships with patients and their families, from diagnosis through treatment to discharge and recovery.

Patient experience

Understanding the service journey that each user experiences at the Hospital is a priority. Based on patients' and their families' perceptions and suggestions on value creation, we implement changes in our processes, introduce new technologies and reformulate our care models, in line with industry best practices and protocols.

Important progress was made in discussions around the patient experience in the first cycle of Patient and Family Advisory Committee meetings in 2018. Through the Committee, Hospital users with an extended length of stay can periodically hold discussions with our leadership about our facilities, care delivery and clinical staff, providing inputs that support improvement in our Care Model.

The first Committee completed its meeting cycle in February 2019, having held six meetings in the year, and was replaced by a new Committee for the following year. In a transition ceremony, the new committee was briefed by the previous members on lessons learned and experience from the previous cycle.

Our Patient Experience Group, which reports to the Chief Care Officer, continued to map out and identify patient touch points and opportunities for improvement during the year.

A number of improvements in care were implemented throughout 2018 based on suggestions from the Patient Experience Group and Patient and Family Advisory Committee, and benchmarked international best practices. These included:

Our passion for care translates into projects benefiting patients and their families

AUTOMATION AND TECHNOLOGY IN MEDICATION MANAGEMENT

In an investment of R\$7.3 million since 2016, our Pharmacy automation project was completed in 2018 and then further enhanced with electronic medication dispensing systems, storeroom robotization and implementation of tools providing end-to-end traceability of each medication administered during care, from origin to destination. Electronic medication dispensing systems have increased our capabilities

to provide patients with care directly at inpatient units, minimizing impacts from commuting—delivering operational, financial and patient satisfaction benefits. Significant indicators and results:

- **87% of items required** for patient care at inpatient centers are available from electronic dispensers;
- **77% reduction in time** taken to respond to emergency requests;



73.5%

satisfaction

as measured via NPS,
exceeding the target set
for 2018

- **67% reduction in** returned medication;
- **94% reduction in incidents** causing harm to patients in connection with delayed administration of medication;
- **90% decrease in Ombudsman complaints** relating to the medication process.

BEIRA-LEITO

As part of the Hospital's medication storage and distribution automation project, in 2018 our medication administration infrastructure was reorganized using real-time patient management technology. With *Beira-Leito* now implemented at inpatient centers and the ICU, medication administration and charting is now a digitized process, improving traceability and process reliability.

LEAN

Within part of a program to improve service levels at the Emergency Depart-

ment, all stages of patient care have been assessed for opportunities for improvement within the Lean production model. In this model, bottlenecks are identified and addressed using simple solutions such as protocols, care standards and time-to-service estimates. With support from specialized consultants, an assessment was made of our patient profiles and the care models best suited to the needs of each profile, increasing patient well-being and satisfaction. As a result of the project, waiting times at the Emergency Department were reduced by 22.5% in 2018, and further improvement is expected in 2019.

DASHBOARDS

Electronic dashboards with patient information within the Hospital Alemão Oswaldo Cruz Care Model are being installed at our Inpatient Centers and will be rolled out to other units (such as the ICU) throughout 2019. Model reference boards, which began to be implemented two years ago, were completed at the ICU and Emergency Department.

DISCHARGE GROUP

During 2018, discussions were initiated on the implementation of a multidisciplinary group dedicated to assessing discharge practices for long-stay patients in a condition to receive alternative care outside the Hospital setting with improved well-being and quality of life. The group will be organized, and discussions with health insurance carriers will begin, during the course of 2019.

CROSS-DISCIPLINARY VISITS

As part of an effort to strengthen engagement between multidisciplinary teams, we implemented a program in which patients and/or their families receive visits from physiotherapists, nutritionists, psychologists, pharmacists, nurses and physicians to discuss specific cases. This provides an

opportunity to share information that can inform continual improvement, discharge processes and therapy decisions that are better suited for each patient.

SAFETY HUDDLES

Our Safety Huddles program—short daily tactical meetings on safety—continued in 2018, providing a platform for cross-disci-

plinary discussion and integration between medical and care teams (*read more on p.60*). Safety huddles are regularly attended, either in person or via videoconferencing, by our Paulista, Campo Belo, Oswaldo Cruz Vergueiro Referral Center and Complexo Hospitalar dos Estivadores units.



SATISFACTION SURVEY

GRI 102-43, 102-44

To understand patients' value perceptions of our care processes, the Hospital runs periodic satisfaction surveys using the Net Promoter Score (NPS) method. NPS identifies patients who are promoters, neutral or detractors in their rating of the Hospital and its services, with ratings ranging from zero to 10.

Throughout 2018, data was collected through emails sent to patients following their stay at the Hospital, with different questionnaires depending on the type of service (including diagnostic testing, inpatient care, emergency care, day hospital, etc.). The result was an NPS of 73,5%, higher than the target set for the year (73%).

Human capital

GRI 102-8

In line with our Strategic Plan, and in response to the challenging business environment in the private healthcare industry, one of the primary priorities addressed by our Human Development Department in 2018 was improving operating efficiency. Through productivity management, the Department succeeded in meeting cost targets without adverse effects on the level of service delivered at the Hospital.

We are increasingly in need of employees who fit well with a department that is both responsive and proactive, i.e. who are able to rapidly identify the needs of different

functions and develop unique, innovative solutions and advise our leadership in decision-making.

In human capital, a key highlight in the year was the transformation of our Well-Being Program into a better-structured initiative—called Integral Health—that has now become a product offered to corporate clients (*read more on p.38*).

Our people management approach prioritizes climate management, well-being and career building

Hosted at the Employee Health and Safety Center (CASSC), Integral Health is geared to Hospital employees and dependents above the age of 14, who previously received care from the network and since September 2018 have mostly received care at Hospital Alemão Oswaldo Cruz. The program is entirely based on primary care and family medicine, and in 2018 recorded more than 14,000 care episodes. In addition, 97.5% of Hospital employees took periodic medical exams—a complete checkup that far exceeds regulatory labor requirements. CASSC has a multidisciplinary team dedicated to supporting employees and dependents in schedul-

ing consultations for a second opinion, scheduling elective surgical procedures at Hospital centers, and taking medications and infusions.

Our Well-Being Program earned us the top award in the 2018 edition of the *Global Healthy Workplace Awards*, which recognizes initiatives to promote well-being at the workplace. The Hospital competed with 100 other companies in different industries, and presented a case study as a finalist in Italy, in September 2018. Together with the award, the Hospital received certification from the Global Health Workplace Awards, valid for two years.

Hospital Alemão Oswaldo Cruz is the only hospital in Latin America to have received this accolade.

Other people management fronts include talent retention, monitoring career opportunities, and recognizing knowledge creation and innovation. Third-party employ-

ees are managed directly by the relevant functions, with support from Procurement. The performance of third-party employees is monitored directly by the Hospital employees they work with.

Employees: our profile **

NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER*									
EMPLOYMENT CONTRACT	2016			2017			2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Definite term	19	76	95	14	48	62	10	34	44
Indefinite term	880	1,570	2,450	1,017	1,857	2,874	915	1,771	2,686
TOTAL	899	1,646	2,545	1,031	1,905	2,936	925	1,805	2,730

*All units are located in the Southeast Region.

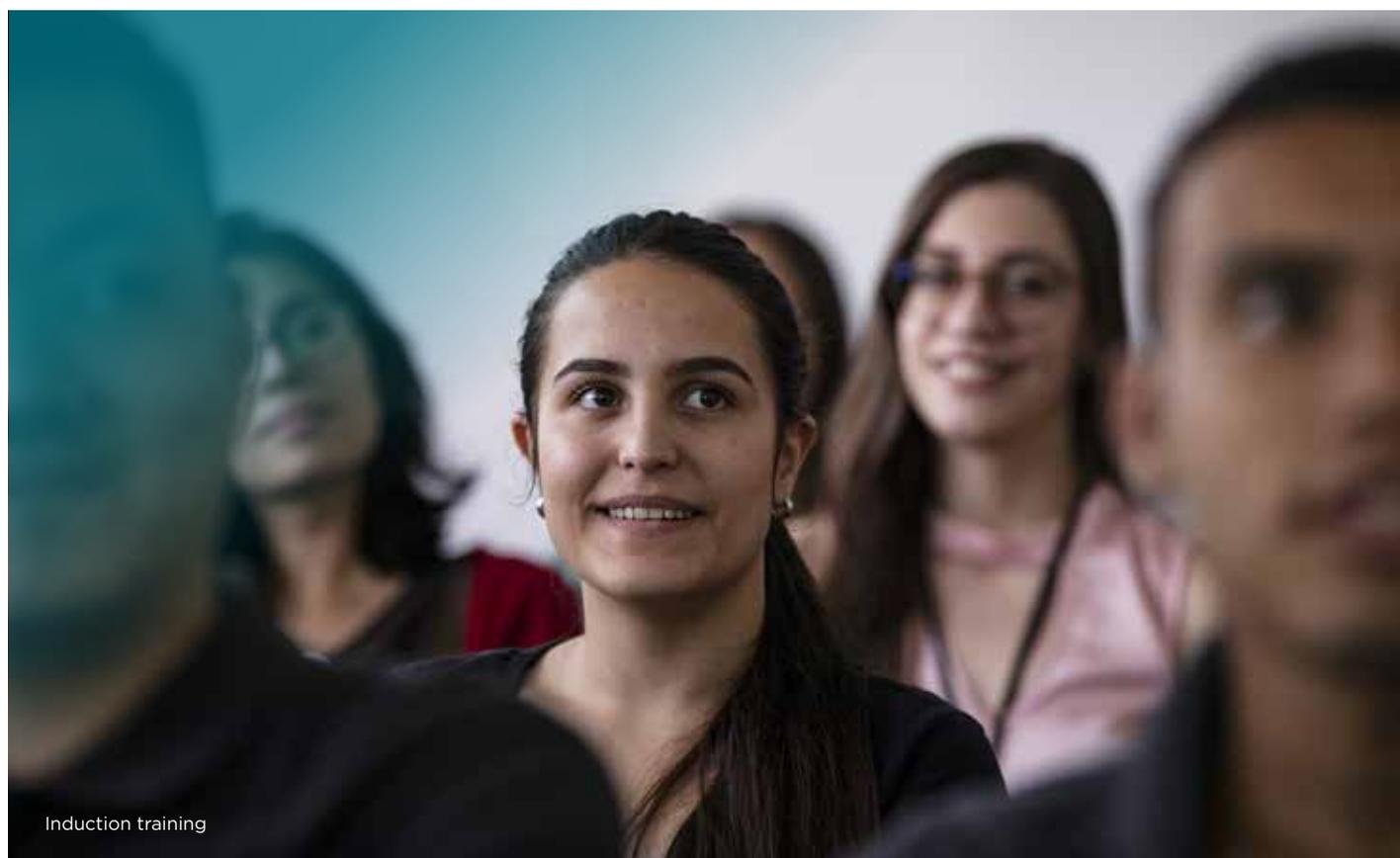
NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE									
EMPLOYMENT CONTRACT	2016			2017			2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full time	422	791	1,213	482	930	1,412	609	1,146	1,755
Part time	477	855	1,332	549	975	1,524	316	659	975
TOTAL	899	1,646	2,545	1,031	1,905	2,936	925	1,805	2,730

*All units are located in the Southeast Region.

NUMBER OF EMPLOYEES BY AGE GROUP*		2017	2018
< 30		694	592
30 to 50		1,962	1,922
> 50		280	216
TOTAL		2,936	2,730

*Physicians as sole proprietors (legal entities) and outsourced companies are not included in the total number of individuals reported. The figures also exclude members of the Board.

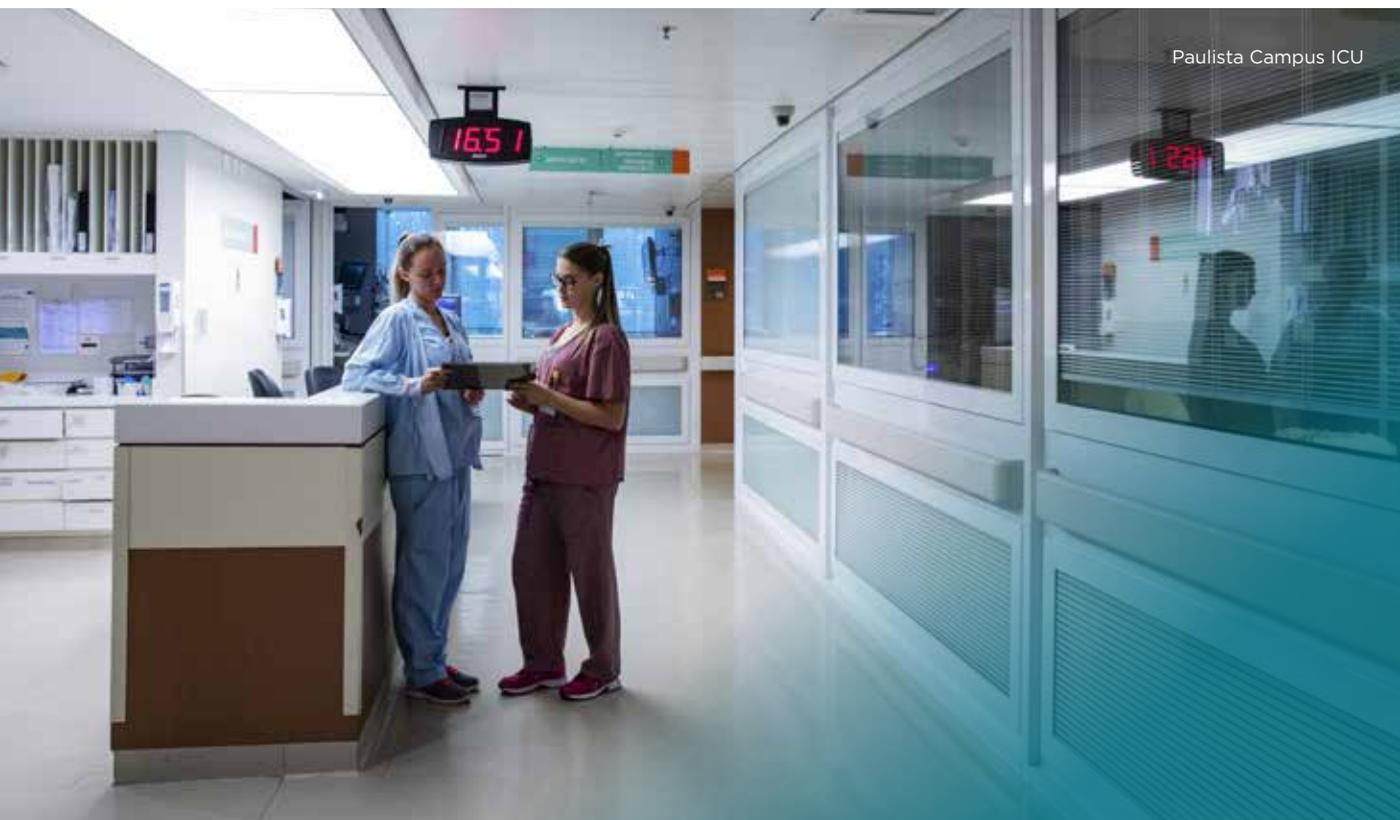
** Not including active registered physicians providing services as sole proprietors (legal entities).



Induction training

NUMBER OF EMPLOYEES BY EMPLOYEE CATEGORY*	2016	2017	2018
Executive Board	6	6	5
Manager	26	35	29
Leader/coordinator	71	92	87
Technical/supervisor	25	22	25
Technician	302	778	770
Administrative	512	587	519
Operational	1,502	1,335	1,233
Trainees	6	19	18
Apprentices	47	40	36
Interns	48	22	8
TOTAL	2,545	2,936	2,730

*Physicians as sole proprietors (legal entities) and outsourced companies are not included in the total number of individuals reported. The figures also exclude members of the Board.



EMPLOYEE HIRES BY AGE GROUP GRI 401-1

	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
< 30	259	0.10	405	0.14	214	0.08
30 to 50	207	0.08	527	0.18	151	0.06
> 50	7	0.00	7	0.00	5	0.00
TOTAL	473	0.19	939	0.32	370	0.14

OUR TRUSTEES

2016: 16

2017: 16

2018: 15

EMPLOYEE HIRES BY GENDER GRI 401-1

	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
Men	153	0.06	305	0.10	115	0.04
Women	320	0.13	634	0.22	255	0.09
TOTAL	473	0.19	939	0.32	370	0.14

EMPLOYEE TURNOVER BY AGE GROUP GRI 401-1						
	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
< 30	192	0.08	208	0.07	204	0.07
30 to 50	168	0.07	277	0.09	296	0.11
> 50	25	0.01	26	0.01	66	0.02
TOTAL	385	0.15	511	0.17	566	0.21

EMPLOYEE TURNOVER BY GENDER GRI 401-1						
	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
Men	127	0.05	169	0.06	217	0.08
Women	258	0.10	342	0.12	349	0.13
TOTAL	385	0.15	511	0.17	566	0.21

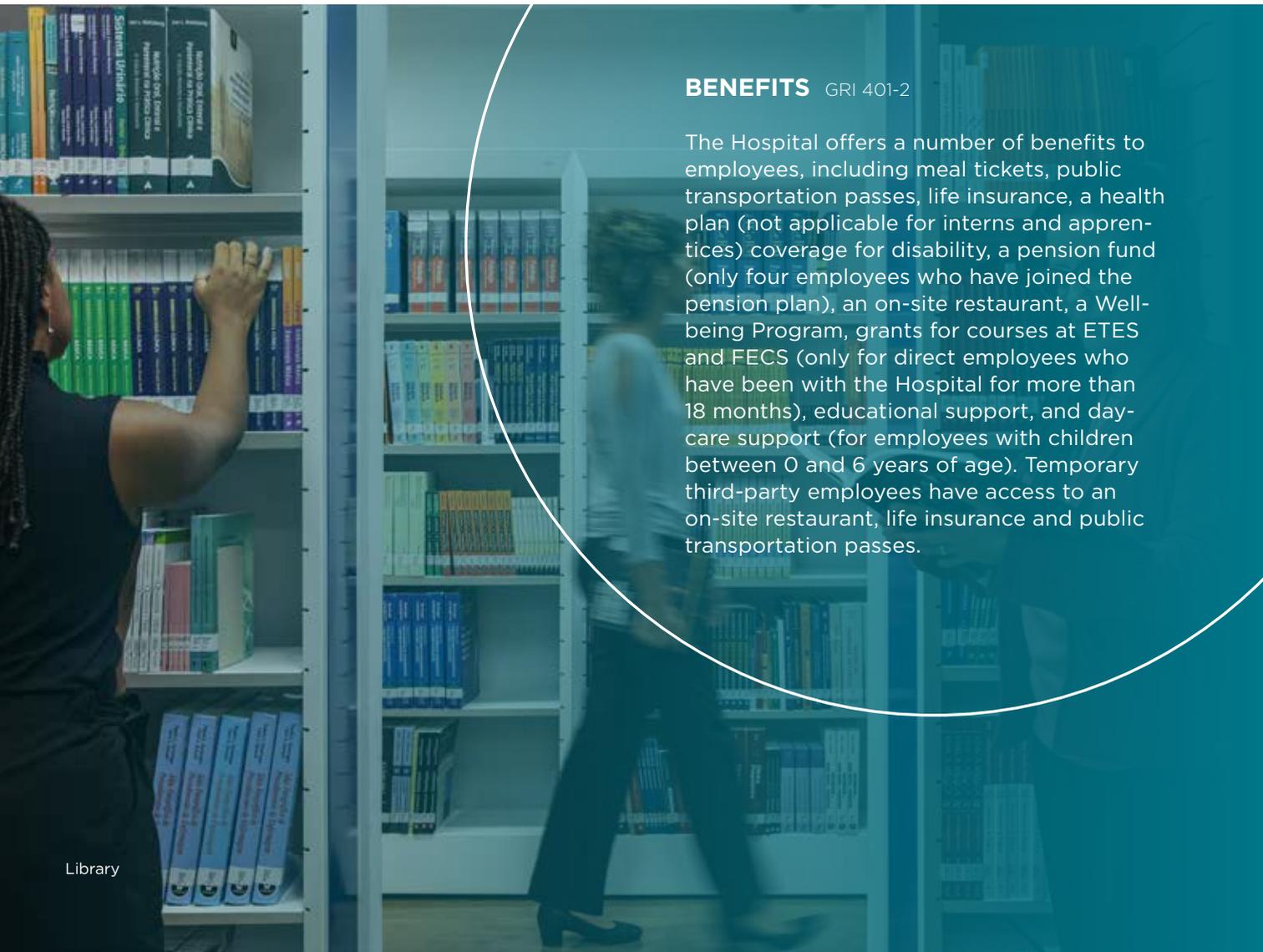
A climate survey indicated a satisfaction rating of 70% and enabled us to identify opportunities for improvement and strengths in people management

WORK ENVIRONMENT

Working with the Quality function, the Human Development Department actively engaged in addressing workplace violence in 2018 by providing training to virtually all employees at the Hospital. The training addressed subjects such as bullying, sexual harassment and nonviolent communication, and raised awareness about our Confidential Hotline (*read more on p.24*), through which employees can report these types of incidents.

The overall satisfaction rating in the climate survey in 2018 was 70%. The Hospital also holds interviews with employees who quit their jobs to identify any climate, relationship, career planning or other issues, and any actions needing to be prioritized by management.

In 2018, our Quality-of-Life Program offered drama and music lessons to interested employees—adding to our offering of ballet lessons and an on-premises fitness center.



Library

BENEFITS GRI 401-2

The Hospital offers a number of benefits to employees, including meal tickets, public transportation passes, life insurance, a health plan (not applicable for interns and apprentices) coverage for disability, a pension fund (only four employees who have joined the pension plan), an on-site restaurant, a Well-being Program, grants for courses at ETES and FECS (only for direct employees who have been with the Hospital for more than 18 months), educational support, and day-care support (for employees with children between 0 and 6 years of age). Temporary third-party employees have access to an on-site restaurant, life insurance and public transportation passes.

TRAINING

GRI 103-1 | 404, 103-2 | 404, 103-3 | 404, 404-1

The professional development of Hospital employees is managed by the Human Development department through our Corporate Education function. Many initiatives developed by our Human Development department at the Hospital are then rolled out at Complexo Hospitalar dos Estivadores, in Santos, through Instituto Social Hospital Alemão Oswaldo Cruz.

The Oswaldo Cruz Employee Education and Training Policy and Learning and Develop-

ment Program are designed to ensure we have a multidisciplinary, highly specialized and qualified pool of talent to fulfill our mission as a Hospital.

In Corporate Education, in 2018 we restructured a Development and Learning Incubator and implemented Learning Pathways on our distance-learning platform, covering two dimensions: Institutional, which comprises training courses for all employees; and Technical Training on Care, a comprehensive training program for care givers. Leadership Development training for Operational Team Leaders was another highlight

in the year. These employees, while often not officially in management positions, provide leadership in their areas of expertise and were trained on technical and behavioral aspects to develop some of the skills needed to manage people and processes.

In 2019, another two pillars of the learning pathways will be addressed, extending the technical knowledge pillar to other areas of the organization.

Fire protection training (as required by NR23) and Code Orange response training were another focus in the year. Training attendance was included in employees' individual Variable Compensation Program targets.

In the current cycle, training information was standardized and training attendance lists were entered in the people manage-



47h
of training

per employee in 2018

ment system using a management tool that was implemented during the year, supporting management of training data and indicators through reports. One of the indicators that can now be measured and monitored is training hours by gender.



PERFORMANCE MANAGEMENT PROGRAM GRI 404-3

This initiative, which provides line of sight to the future and career support for our talents, incorporated methodology changes in the year. Performance results are now all entered into a Nine Box matrix, which enables performance information on all employees to be reviewed and compared. Based on these assessments, each department identifies areas for development to be addressed in future training initiatives, as well as employees with outstanding potential. Assessments are currently on a 180° basis, but will be migrated to a 360° format in 2020.

Performance assessments cover all Hospital staff except apprentices (who are assessed using a dedicated tool by the partner managing the contract), third-party employees and interns. For nursing interns, performance assessments are performed by the Corporate Education function. In 2018, our engagement target was to conduct performance assessments for 100% of employees; at year-end, the percentage of employees who underwent performance assessment was close to the target.

EMPLOYEES RECEIVING PERFORMANCE ANALYSES BY JOB CATEGORY (%)*	
	2018
Executive Board	100
Manager	100
Leader/coordinator	100
Technical/supervisor	90
Administrative	96
Operational	100
Trainees	100
TOTAL	98

*Performance assessments were conducted in January and February 2018 and the total number of employees is as of December 2018; employees undergo performance assessment if they have completed six months with the Hospital and have not been on leave for more than six months. Apprentices and interns are not included in annual performance assessment cycles.

Business partners

GRI 102-9

One of the benefits from the disruptive business model in place at the Oswaldo Cruz Vergueiro Referral Center is enhanced price management. The new payment model strengthens the Hospital’s approach to sharing costs with health insurance carriers—a one-way path toward continual improvement in our engagement with these important partners and key players in the private healthcare system.

When a procedure requires a larger number of steps and/or involves more costs than expected, the impacts are shared by all partners involved in the value chain. With our transition from a fee-for-service to a bundled payment model, Hospital Alemão Oswaldo Cruz has implemented an entirely new payment framework in which pre-agreed service bundles are measured more on the basis of patient outcomes and effectiveness and quality metrics than on the basis patient volumes. In practice, this means the Hospital earns more the more efficient it is.

The new fixed-payment model, which is already in place at the Oswaldo Cruz Vergueiro Referral Center, is a new trend in the industry that is expected to become mainstream in the rest of the private healthcare market over the coming years. The model is continually improved and is central to our strategy.

The Oswaldo Cruz Vergueiro Referral Center specializes in medium to high complexity care and is currently equipped with 89 in-patient beds, 10 ICU beds and six operating theaters, as well as a Diagnostic Imaging Center. When operating at full capacity, the hospital will have 232 beds, including 30 ICU beds, as well as a surgical unit with 13 operating theaters and consultation offices.

Improvements at the Oswaldo Cruz Vergueiro Referral Center address challenges in the healthcare market

The fixed-price model has currently been extended to procedures in cardiology, orthopedics, neurology, urology, oral and maxillofacial surgery, and digestive diseases. Around 500 packages with pre-defined protocols and using an integrated approach by a multidisciplinary team have been established. All care follows medical standards established based on international experience.

The primary benefits from the new format are increased price predictability and risk sharing between the Hospital and health insurance carriers, directly addressing one of the biggest challenges in healthcare today.

In 2018, the Hospital continued to build partnerships with major health plan carriers in Brazil, and contracts are expected to be expanded over the coming years.





6



Social
responsibility



Contributing to society GRI 103-1 | 203, 103-1 | 413

Our efforts in Corporate Social Responsibility, which has always been a core business value, are centered on two fronts: the Ministry of Health's National Healthcare System Institutional Development Program (PROADI-SUS), in which we have developed a wide range of projects since 2008; and

Instituto Social Hospital Alemão Oswaldo Cruz, which has helped to build our brand presence in the public healthcare market in Brazil through its positive results managing Complexo Hospitalar dos Estivadores, in Santos, southeastern Brazil.

Our activities in the Proadi-SUS program and in public hospital management have had a positive impact on healthcare in Brazil

NATIONAL HEALTHCARE SYSTEM INSTITUTIONAL DEVELOPMENT PROGRAM (PROADI-SUS) GRI 413-1

With a focus on establishing a new healthcare culture around primary care, institutions participating in the Brazilian Ministry of Health's National Healthcare System Institutional Development Program (PROADI-SUS)—which includes several leading private healthcare institutions engaged in 21 projects for the three-year period 2018-2020—invest in areas such as team training, technology and process adoption, and public hospital restructuring.

In recent years, Hospital Alemão Oswaldo Cruz has provided technical staff at state and municipal health departments with training on strategic planning and developing improved management tools as part of the Proadi-SUS program. The Hospital invested R\$ 164 million in the program in the three-year period 2015-2017, and R\$ 217 million in 2018-2020.

The Hospital's knowledge management group is a centerpiece of our Social Responsibility activities. The group's mission is to assess, monitor and integrate all Social Responsibility projects together so they mutually reinforce one another, with a focus on improvement in the Brazilian National Healthcare System (SUS).

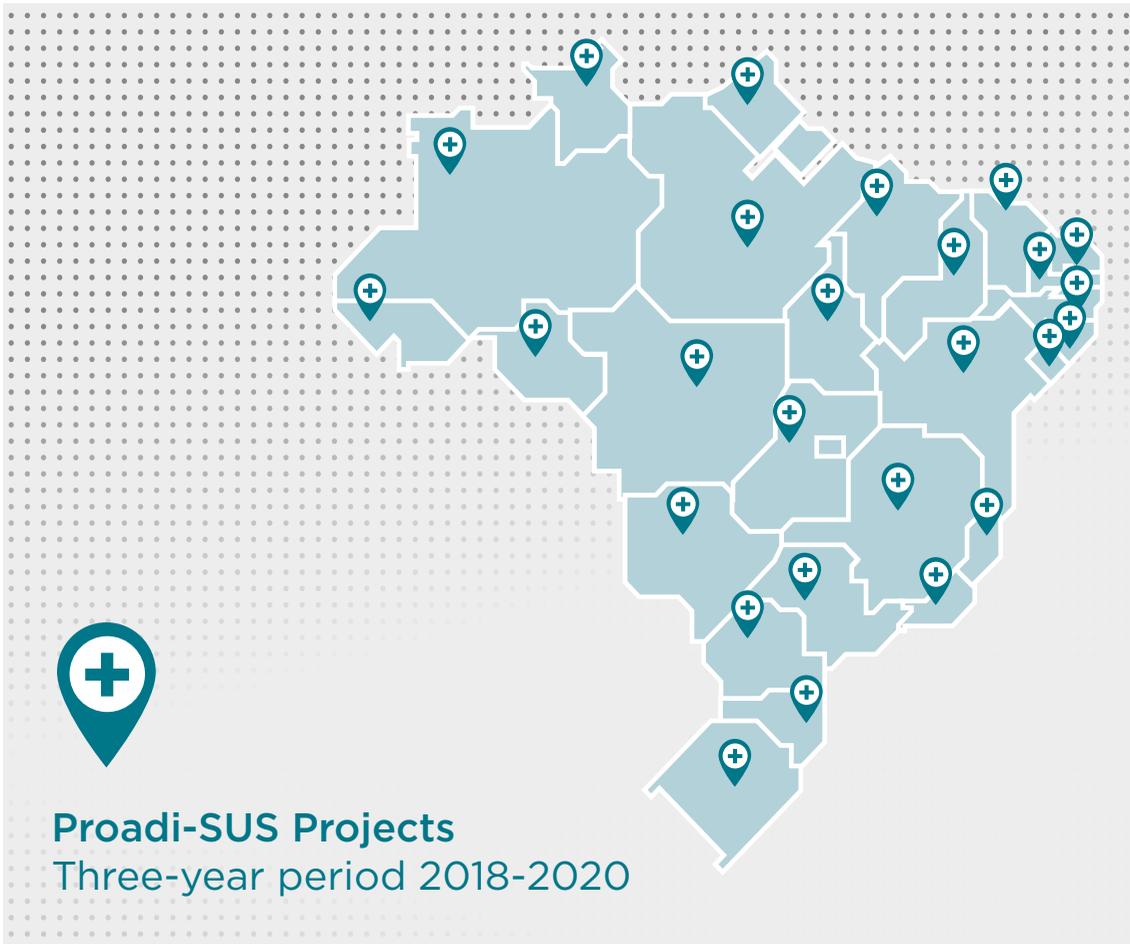
In the three-year period 2018-2020, a project was created within one of the Hospital's focus areas, in which public healthcare centers with laparoscopy capabilities were selected to receive training on bariatric surgery. Professionals from the Hospital visit the centers, conduct technical assessments and report to the Ministry of Health. Professionals from these centers then visit Hospital Alemão Oswaldo Cruz to learn about how this type of surgery is done at the Hospital—from both a medical and a care perspective.

The program “Improving Patient Safety at Large Scale in Brazil”, which is being run by the Ministry of Health’s five “Centers of Excellence”, has resulted in a reduction of as much as 32% in ICU infections related to Ventilator-Associated Pneumonia (VAP), Laboratory-Confirmed Bloodstream

Infections (LCBSI) and Catheter-Associated Urinary Tract Infections (CA-UTI) at 119 public hospitals within the program. These initiatives have helped to build our brand presence and connect us with healthcare development in Brazil.

HOSPITAL-SUPPORTED PROADI-SUS PROGRAMS IN THE THREE YEAR PERIOD 2018-2020

- DigiSUS: E-health Action Plan, Monitoring and Assessment in Brazil
- DigiSUS Infrastructure: Information Technology Development for e-Health in Brazil
- DigiSUS Manager: Information Technology Development and Governance for e-Health in Brazil
- Primary Care: Training and Capacity Building for Pharmacy Services and integration of Care Practices across Healthcare Teams
- Medical equipment safety assessments
- Assessment of the Brasil Redes Telehealth Program
- Assessment of the efficacy and safety of teleconsultations compared with in-person consultations for patients with diabetes mellitus referred from Primary Care to Specialist Care within the SUS
- Assessment of the incidence of sepsis caused by antibiotic-resistant microorganisms in Brazilian ICUs: “*Impacto MR*”
- Deployment of the video laparoscopy technique in gastropasty procedures at Brazilian hospitals with O202 and O203 accreditation
- Strengthening State Management of the SUS
- Improving Patient Safety at Large Scale in Brazil
- Method of Apportioning Federal Funding among States
- Institutionalization of assessment practices: strategic management of evidence-based health surveillance
- Enhancing Management of Strategic Health Surveillance Actions within the SNVS - “Integra VISA”
- Complexity of Care in Home Services
- Training in Mentoring for Medical Residence
- Training and Capacity-Building in Medical Research
- Training, Communication and Development of Medical Protocols and Therapeutic Directives (PCDT) and Monitoring of the Technological Future (MHT)
- Restructuring of Public Hospitals
- Development off Health Care Technology Evaluation - DATS
- Building a Collaborative Network for the Strengthening of the Municipal Management of the SUS
- Care Project: Diagnostics and Surgical Procedures and Referral Services for Mammary Diagnostics (Completed in 2018)



COMPLEXO HOSPITALAR DOS ESTIVADORES GRI 203-2

With 11,600m² of built area, Complexo Hospitalar dos Estivadores is a general hospital offering moderately complex care across areas such as maternal and infant health, surgery and clinical surgery. The unit has a total capacity of 223 beds. Of these, 131 are currently active—including 67 clinical medicine, 10 adult ICU, 10 neonatal ICU, three surgical and 36 maternity ward beds. The hospital additionally has five labor, delivery and post-delivery rooms, two surgical units and two obstetric operating rooms.

Since February 2017, the Hospital has offered expertise in resource management, process and protocol standardization, and quality of care. Instituto Social Hospital Alemão Oswaldo Cruz received a total of R\$ 68.3 million in budget funding for the management of the hospital in 2018. In its first two years of operation, patient vol-

umes at the hospital included 4,415 deliveries, 20,000 obstetric emergency department patients, 424 clinical admissions, 308 adult ICU admissions and 20,800 imaging exams. In 2018 alone, a total of 19,054 procedures were performed

Complexo Hospitalar dos Estivadores has had a significant impact on public health in Santos, with infant mortality in the city declining from 14 to 9 per 100,000 live births—less than the rate in the city of São Paulo and the rate deemed acceptable (10) by the World Health Organization (WHO).

The importance of the maternal and infant health department for the hospital inspired the launch of a new program, called “*Roda de Gestantes*”, in 2018. During the year, approximately 60 expecting mothers and their companions received visits from specialist physicians and nurses to answer their questions in connection with motherhood. The program is based on the principles of the

Prenatal Care and Delivery Humanization Program instituted by Ministry of Health Directive 569/2000, and includes initiatives for health promotion, prevention and care for expecting mothers and newborns.

In December 2018 Complexo Hospitalar dos Estivadores formed a Technical Support Group for Labor and Delivery consisting of a multidisciplinary team tasked with developing best practices in care for mothers and infants during labor, delivery and post-delivery.



Roda de Gestantes

INDICATORS

PATIENT VOLUMES IN 2018

Outpatient

1,139

Obstetric Emergency Department

11,604

Total deliveries:

2,319

Shared accommodation

2,799

Neonatal ICU

404

Adult ICU

295

Clinical surgery

100

Clinical medicine

394

SURGERIES

Cesarean sections

856

Surgeries

98

DIAGNOSTICS

Laboratory Tests:

79,183

Imaging Exams:

17,045

Total Patient Volumes in 2018:

19,054



7

Environment



MANAGING IMPACTS

Managing environmental impacts from hospital operations is also top of mind at Hospital Alemão Oswaldo Cruz—as denoted by the inclusion of this topic in our materiality matrix (*read more on p.41*), a list of the topics and impacts that are most material to the business.

The Hospital works to address aspects such as energy efficiency, water consumption and waste management—three key aspects of day-to-day hospital operations—as well as improving efficiency in the construction of new units and towers.

The new Oswaldo Cruz Vergueiro Referral Center building, for example, was built using natural resource-efficient methods, and ‘Tower E’ at the Paulista Campus received Leadership in Energy and Environmental Design (LEED) for New Constructions certification in 2013 following a project analysis and audits performed by the Green Building Council. The tower’s environmental attributes include a solar water heating system, water recycling, an architecture designed to better capture sunlight, and parking spaces designed for electric and hybrid vehicles.

SOLID AND HOSPITAL WASTE

GRI 103-1 | 306, 103-2 | 306, 103-3 | 306, 306-2

Following changes to hospital waste regulations in 2018, our waste management committee implemented a major project involving all our care staff to reclassify our infectious and regular waste. Anticipating these changes, the Hospital has implemented improvements in resource efficiency that also benefit the environment. The monthly volumes of infectious waste are estimated to have been reduced from 52 to 40 metric tons.

In 2018, in collaboration with our waste collection supplier, we presented our first report on the benefits from our recycling program, with data demonstrating how the program has supported environmental preservation by reducing the amount of

materials going to landfill, preventing air, soil and water pollution, and reducing natural resource usage.

In 2018 our Paulista Campus and the Oswaldo Cruz Vergueiro Referral Center recycled a total of 229 metric tons of waste, generating cash flows of R\$ 22,600 as discounts on regular waste collection and processing invoices. Reclassification of chemical waste and waste segregation and waste logistics improvements are the priorities we have set for the near future.

In aggregate, expenses on waste treatment and disposal combined with quarterly hospital waste service fees paid to the municipal government were a total of R\$ 847,000 in 2018.

HAZARDOUS WASTE DISPOSAL	2016	2017	2018
Incineration (mass burn) - <i>metric tons</i>	48.96	58.04	66.86
Landfilling (post-treatment) - <i>metric tons</i>	547.08	515.15	537.23
Other (lamps) - <i>units</i>	3,200.00	7,130.00	14,015.00

*At the Paulista and Oswaldo Cruz Vergueiro campuses.

NONHAZARDOUS WASTE DISPOSAL (t)*	2016	2017	2018
Recycling	176.28	223.31	230.44
Landfilling	1,064.52	1,145.29	1,078.42
Total	1,240.80	1,368.60	1,308.86

*At the Paulista and Oswaldo Cruz Vergueiro campuses.

ENERGY AND WATER EFFICIENCY

GRI 103-1 | 302, 103-2 | 302, 103-3 | 302, 302-1, 103-1

| 303, 103-2 | 303, 103-3 | 303, 303-1

With the renovations at the Paulista Campus and the start of operation of the Oswaldo Cruz Vergueiro Referral Center, a secure supply of water and electricity was one of

our priorities in 2018. A deep cased well located within the Hospital campus was delivered in the year, and a new-build power plant is scheduled to be completed in 2019.

Our plans for the future include investment in energy efficiency initiatives, such as air conditioning automation and LED lighting retrofits.

FUEL CONSUMPTION - NONRENEWABLE (GJ)*	2016	2017	2018
Piped gas supply (São Paulo)	8,219.42	15,810.91	13,774.97
Diesel fuel	1,079.38	1,850.48	1,111.50
Total	9,298.80	17,661.39	14,886.47

ENERGY CONSUMED (GJ)*	2016	2017	2018
Electricity	69,429.25	70,583.21	69,727.82

TOTAL CONSUMPTION (GJ)	2016	2017	2018
Nonrenewable fuels	9,298.80	17,661.39	14,886.47
Energy consumed	69,429.25**	70,583.21**	69,727.82
Total	78,728.05**	88,244.60**	84,558.55

*Based on utility bills and conversion using a conversion tool available on the Internet.

**The data has been revised and restated.

WATER WITHDRAWAL BY SOURCE (M ³)*	2016	2017	2018
Municipal or other utility water supply	129,946.00	145,565.00	137,981.00

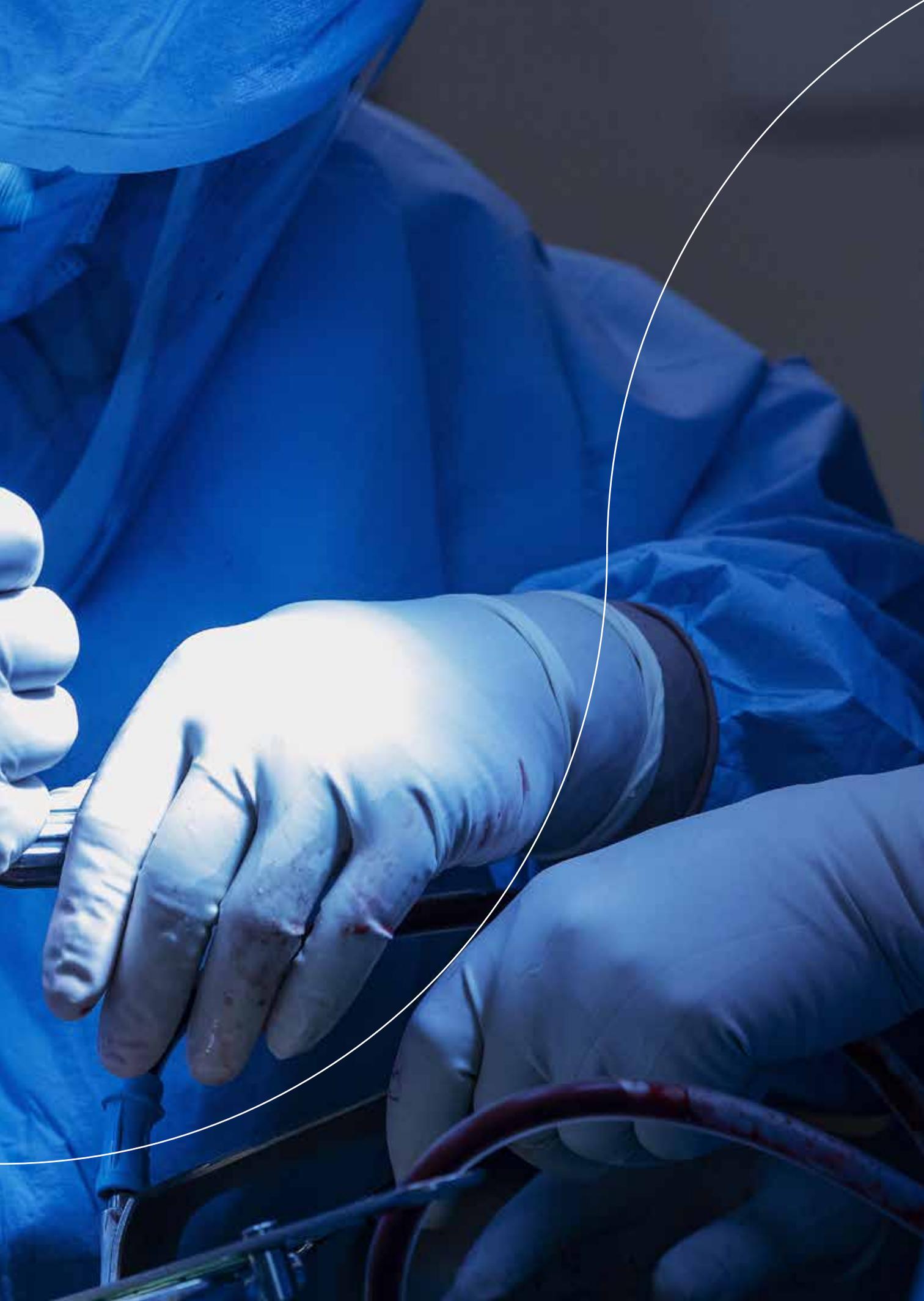
*Water consumption is computed based on municipal utility meter readings.

A circular graphic containing the number 8, set against a background of a surgeon in an operating room. The number 8 is white with a teal shadow, centered within a white circle. The background is a blue-tinted photograph of a surgeon wearing a mask and gloves, holding a surgical instrument. A large white circle is overlaid on the image, partially enclosing the number 8 graphic.

8

Report

GRI 102-45, 102-46, 102-48, 102-49, 102-51, 102-52, 102-53, 102-54, 102-56



This report combines GRI with healthcare-specific indicators

This *Sustainability Report* reviews the Hospital's performance, projects, challenges and results in another year of operation. This year's report is again in accordance with the *Global Reporting Initiative* (GRI) Standards—Core option, and reports both financial and non-financial indicators for the period to stakeholders.

The report covers the period from January 1 to December 31, 2018 and has been structured around the Hospital's Strategic Plan 2016-2020 and the topics and indicators listed in our materiality matrix—a list of social, economic and environmental topics deemed material by our stakeholders. [GRI 102-50](#)

Operating, financial, social and environmental indicators have been defined based on these guidelines and cover all operating units directly managed by the Hospital, including the Paulista Campus, the Oswaldo Cruz Vergueiro Referral Center, the Campo Belo Campus, the Mooça Unit and, in some specific cases, Complexo Hospitalar dos

Estivadores, which is operated under the management of Instituto Social Hospital Alemão Oswaldo Cruz.

Healthcare-specific information is reported in accordance with generally accepted principles and local and international performance reporting guidelines—this includes quality and safety indicators and protocol adherence rates. The goal of standardized sustainability and healthcare reporting is to ensure comparability and that the information in the report will be readily understood by our different stakeholders, including patients, relatives, employees, members, clinical staff, suppliers, health plan carriers, financial institutions, experts, governments and opinion makers.

The full version of this report is available in print and in PDF; a summary version of the report, describing some of the Hospital's highlights in 2018, is also available in both print and PDF, and on a digital platform. Any questions about the information presented in our Sustainability Report can be submitted by e-mail to marketing@haoc.com.br.

GRI Content Index

GRI 102-55

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
GENERAL DISCLOSURES				
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GRI 102: General disclosures 2016	102-1	Name of the organization	14	
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GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
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GRI 102: General disclosures 2016	102-45 Entities included in the consolidated financial statements	92 to 94		
	102-46 Defining report content and topic Boundaries	92 to 94		
	102-47 List of material topics	41 and 42		
	102-48 Restatements of information	92 to 94		
	102-49 Changes in reporting	92 to 94		
	102-50 Reporting period	94		
	102-51 Date of most recent report	2017		
	102-52 Reporting cycle	92 to 94		
	102-53 Contact point for questions regarding the report	92 to 94		
	102-54 Claims of reporting in accordance with the GRI Standards	92 to 94		
	102-55 GRI content index	95 to 100		
	102-56 External assurance	None		

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
MATERIAL TOPICS				
Economic performance				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	42		
	103-2 The management approach and its components	46		1, 5, 8, 16
	103-3 Evaluation of the management approach	46		

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	46 to 48		2, 5, 7, 8, 9
	201-3 Defined benefit plan obligations 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\$ 5,542.55 (as of 2019). The employer is required to make contributions up to the participant's vesting date; termination; invalidity; or death.		
	201-4 Financial assistance received from government	The government participates neither directly nor indirectly in the Hospital's operations.		
Indirect economic impacts				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	42		
	103-2 The management approach and its components	86		
	103-3 Evaluation of the management approach	86 and 87		
GRI 203: Indirect economic impacts 2016	203-2 Significant indirect economic impacts	86 and 87		1, 2, 3, 8, 10, 17
Anti-corruption				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	42		
	103-2 The management approach and its components	24 and 25		
	103-3 Evaluation of the management approach	25		
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	25		16
Energy				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	42		
	103-2 The management approach and its components	91		
	103-3 Evaluation of the management approach	91		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	91		7, 8, 12, 13

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
Water				
	103-1 Explanation of the material topic and its Boundary	42		
GRI 103: Management approach 2016	103-2 The management approach and its components	91		
	103-3 Evaluation of the management approach	91		
GRI 303: Water 2016	303-1 Water withdrawal by source	91		6, 7
Effluents and waste				
	103-1 Explanation of the material topic and its Boundary	42		
GRI 103: Management approach 2016	103-2 The management approach and its components	90 and 91		
	103-3 Evaluation of the management approach	90 and 91		
GRI 306: Effluents and waste 2016	306-2 Waste by type and disposal method	90 and 91		3, 6, 12
Employment				
	103-1 Explanation of the material topic and its Boundary	42		
GRI 103: Management approach 2016	103-2 The management approach and its components	73 and 74		
	103-3 Evaluation of the management approach	73 and 74		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	76 and 77		5, 8
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	78		8
Local communities				
	103-1 Explanation of the material topic and its Boundary	42		
GRI 103: Management approach 2016	103-2 The management approach and its components	84 to 86		
	103-3 Evaluation of the management approach	87		
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	84		3, 6, 12
Customer health and safety				
	103-1 Explanation of the material topic and its Boundary	42		
GRI 103: Management approach 2016	103-2 The management approach and its components	56		
	103-3 Evaluation of the management approach	56		

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
GRI 416: Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	56		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	In 2018 the number of notices declined by 24%. A total of 7,374 incidents of non-compliance concerning the health and safety impacts of products and services were reported. In 2019, employees will be encouraged to report near misses as an effort to strengthen proactiveness in early identification of risks and errors in order to prevent causing harm to patients during care.		16
Marketing and labeling				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	42		
	103-2 The management approach and its components	56		
	103-3 Evaluation of the management approach	56		
GRI 417: Marketing and labeling 2016	417-1 Requirements for product and service information and labeling		Information on the sourcing of components of the product or service; content, particularly with regard to substances that might produce an environmental or social impact; and safe use of the product or service is required in organizational procedures on product and service information and labeling.	12, 16
Customer privacy				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	42		
	103-2 The management approach and its components	24		
	103-3 Evaluation of the management approach	25		
GRI 418: Customer privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	25		16

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
Social and economic compliance				
	103-1 Explanation of the material topic and its Boundary	42		
GRI 103: Management approach 2016	103-2 The management approach and its components	24		
	103-3 Evaluation of the management approach	25		
GRI 419: Social and economic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area		In 2018 the Hospital received no significant fines or penalties for non-compliance with laws and regulations	

Indicators for the Oswaldo Cruz Vergueiro Referral Center and Complexo Hospitalar dos Estivadores Began to be monitored after construction, and therefore data for periods prior to 2017 are not reported.

SUSTAINABLE DEVELOPMENT GOALS

1. No poverty
2. Zero hunger and sustainable agriculture
3. Health & 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. Reduced 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 & 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>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>JCI Re-accreditation</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>2013</p>  <p>Health Award Well-Being Program</p>	<p>2014</p>  <p>JCI: Extension Survey - Tower E</p>	 <p>SOBED Endoscopy Center Certification</p>	 <p>As Melhores da Dinheiro: Best Healthcare Company in Brazil</p>
<p>2015</p>  <p>JCI Re-accreditation</p>	 <p>Certification Leed Gold</p>	<p>2016</p>  <p>Bariatric Surgery Center Re-certification</p>	 <p>Latin American Hand Hygiene Excellence Award</p>  <p>JCI</p>
<p>2016</p>  <p>As Melhores da Dinheiro: Best Healthcare Company in Brazil</p>	<p>2017</p>  <p>Best Companies for Occupa- tional Health and Safety — ANIMASEG</p>	 <p>São Paulo Amigo do Idoso Program</p>	 <p>Prêmio Aberje Media Communications and Relations</p>  <p>Prêmio Aberje Print Media LEVE</p>
<p>2017</p>  <p>National Quality of Life Award</p>	 <p>As Melhores da Dinheiro: Best Healthcare Company in Brazil</p>	<p>2018</p>  <p>Prêmio Aberje Print Media LEVE</p>  <p>Prêmio Aberje Digital Media</p>	 <p>Nutrition Service Green Kitchen Mark</p>
<p>2018</p>  <p>JCI Re-accreditation</p>	 <p>Global Healthy Workplace Awards</p>	 <p>Automation Awards 2018</p>  <p>Bariatric Surgery Center Re-certification</p>	 <p>As Melhores da Dinheiro: Best Healthcare Company in Brazil</p>

**Sustainability
Report 2018
Hospital Alemão Oswaldo Cruz**

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