



Sustainability Report

GRI 2021 to 2024



INSTITUTO DO
CÂNCER
DO ESTADO DE
SÃO PAULO
OCTAVIO FRIAS DE OLIVEIRA

SUSTAINABILITY REPORT
GRI 2021 to 2024

INDEX



Preface	07
Message from Leadership	08



Chapter 1 – Report Presentation	14
Report Presentation	16
Materiality Matrix	17



Chapter 2 – ICESP	22
Our History	24
Timeline	26
ICESP in Numbers	27
Organizational Details	29
Recognitions and Accreditations	37



Chapter 3 – Governance	44
Management Model	46
Vision, Mission, Values, and Policies	50
Ethics and Compliance	51
Strategic Planning	52
Advisory Committee to the Board of Directors	60
Committees and Advisory Bodies to the Executive Board	61
Committees Linked to the Clinical Staff Directorate	67
Institutional Practices	70
Highlights – Governance	74



Chapter 4 – Social 84

Diversity in Governance Bodies and Employees	86
Compensation, Incentives, and Benefits	89
Occupational Health and Safety	90
Human Resources Management, Development, and Training	94
Quality of Work Life	107
Highlights – Social	112



Chapter 5 – Environmental 126

Energy	128
Water	134
Highlights – Environmental	138



Chapter 6 – Care Delivery 148

Patient Journey at ICESP	150
Highlights – Care Delivery	170



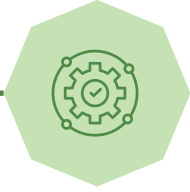
Chapter 7 – Research 180

Research Center	182
Clinical Research Pharmacy	186
Highlights – Research	189



Chapter 8 – Education 190

Education	192
Highlights – Education	200



Chapter 9 – Operational Efficiency **202**

New Surgical Robot Inauguration	204
Information Technology	205
Modernization Initiatives	210
Patient Regulation	213
Surgery Cancellation and Replacement	215
Expansion of Surgical Rooms	218
Highlights – Operational Efficiency	219



Chapter 10 – Financial Management **228**

ICESP Operating Costs	230
Extra-Budgetary Revenues	234
Investments	235
Investments in Infrastructure and Support Services	237



GRI Content Index **242**



Preface

(GRI 2-22)

Prof. Dr. Eloisa Silva Dutra de Oliveira Bonfá

Dean of the School of Medicine at the University of São Paulo (FMUSP)

It is with great pride that I accompany the presentation of this Sustainability Report by the leadership of ICESP, an Institute that holds a key position among the ten institutes that make up the HCFMUSP Complex.

ICESP has established itself as one of the largest oncology centers in Latin America, recognized for excellence, innovation, and deeply humanized care. It treats the most complex cases in the State of São Paulo, offering not only medical treatment, but also dignity, hope, and the assurance that each individual is seen in their full individuality.

Reaccreditation by Joint Commission International — a distinction unique within the public healthcare network — represents a milestone that reflects the institution's maturity and reaffirms its unwavering commitment to quality and safety. Even so, ICESP's true differentiator lies in the daily commitment of its 6,000 employees. The competence, sensitivity, and sense of mission of this team sustain a care model that inspires the entire HCFMUSP Complex — a model that combines cutting-edge science with profound humanism, transforming each care journey into an act of respect and compassion.

This same strength is reflected in the training of specialists. ICESP's Medical Residency Program in Clinical Oncology achieved the highest average score three consecutive times in the ASCO (American Society of Clinical Oncology) examination, celebrating the outstanding performance of its residents. This achievement reflects not only technical excellence, but also a fertile environment for learning, mentorship, and the development of talent that will impact Brazilian oncology for generations.

ICESP plays a strategic role within the HCFMUSP Complex and across the state healthcare network,

strengthening care pathways, promoting service integration, disseminating best practices, and expanding access with both clinical and social responsibility. Its work projects the Unified Health System (SUS) toward a future in which technology, science, and humanity advance together, paving the way for a more equitable, efficient, and compassionate healthcare model.

This report, presented by its leadership, reveals more than results. It expresses the strength of an institution that transforms challenges into solutions, innovation into opportunity, and care into life.

To the leadership and all ICESP employees, I express my deepest admiration and sincere gratitude for your tireless dedication, which honors not only this Institute, but the entire HCFMUSP Complex. You make a difference every day.





Leadership Message

(GRI 2-22)

Prof. Dr. Paulo Marcelo Gehm Hoff

Chair of the ICESP Board of Directors (2021 to 2022)

ICESP has, since its foundation, been committed to delivering excellence in oncology treatment, combined with humanized care and scientific and academic innovation. In a context of ongoing challenges in the healthcare system, such as the rising incidence of cancer over the years, our daily efforts have been directed not only toward treatment, but also toward building a legacy grounded in social responsibility and the development of sustainable practices.

Teaching and research activities, alongside patient care, form the core pillars of ICESP. The Institute is continuously engaged in strategies and studies that benefit patients and have the potential to transform lives. Its high-level scientific output results from the combined efforts of faculty members, students, and numerous professionals dedicated to advancing cancer treatment through ethical and evidence-based work.

The development of new therapies, improvements in surgical procedures, and other medical advancements that enhance patient care are among the main drivers of our clinical research, which also plays a fundamental role in the training of new oncology specialists.

ICESP is recognized nationally and internationally in the field of education, offering both Lato Sensu programs — including residency and specialization — and Stricto Sensu programs, such as Master's and PhD degrees. A highlight is the Clinical Oncology Residency Program, which has achieved top global scores in the ASCO (American Society of Clinical Oncology) annual examination for three consecutive years.

Throughout its trajectory, ICESP has demonstrated that it is possible to provide high-quality care within the public healthcare system while maintaining a humanized approach that also values and engages its professionals, contributing to the advancement of oncology and scientific development.





Leadership Message

(GRI 2-22)

Prof. Dr. William Carlos Nahas

Chair of the ICESP Board of Directors (2023 to 2024)

As ICESP approaches its coming of age in 2026, marking 18 years of existence, it has firmly established itself as a reference center in oncology. As part of the Hospital das Clínicas Complex of the University of São Paulo School of Medicine, the Institute operates with a comprehensive vision focused on delivering integrated and humanized care to cancer patients, encompassing treatment, clinical follow-up, and social reintegration. Responsible for treating the largest number of advanced cancer cases in the State of São Paulo, ICESP serves exclusively patients referred through the Unified Health System (SUS), playing a critical role within the public healthcare network.

The year 2023 marked a significant institutional milestone, when, with the support of the State Health Department and the Government of São Paulo, ICESP was authorized to operate at full capacity. This resulted in a substantial expansion of inpatient beds and surgical rooms, as well as the incorporation of complementary therapeutic modalities, enabling the Institute to exceed care targets and consolidate innovative processes. These advances required enhanced organizational capacity, strengthened leadership, and strong engagement from multidisciplinary teams — including nursing staff, technicians, administrative personnel, and physicians — all aligned toward expanding access while maintaining quality of care. This performance was also made possible through the partnership with the School of Medicine Foundation, whose administrative management ensured agility and efficiency.

Today, ICESP stands as the largest oncology-dedicated hospital in Latin America, equipped with high-complexity imaging and laboratory infrastructure. Annually, it performs approximately 230,000 imaging exams and 3 million laboratory tests, supporting the treatment of more than 38,000 active patients through radiotherapy, oncologic surgery, and clinical therapies such as chemotherapy, immunotherapy, and targeted therapies. In addition to patient care, the Institute plays a strategic role in teaching and research, training healthcare professionals and developing studies aimed at improving cancer treatment. The integration of care, teaching, and research reinforces ICESP's mission and ensures its long-term sustainability as a leading oncology institution.





Leadership Message

(GRI 2-22)

Dr. Arnaldo Hossepian Salles Lima Junior President of the School of Medicine Foundation

Recognized as a national reference in oncology care, combining high technical quality with humanized assistance, ICESP also plays a leading role in implementing initiatives that generate broader societal benefits.

In July 2024, I had the opportunity to present a series of ICESP initiatives aligned with the ESG (Environmental, Social, and Governance) agenda as a case study in healthcare during the 29th Summer Seminar at the Faculty of Law of the University of Coimbra, in Portugal.

Among the topics addressed were energy efficiency, composting, gender equality in leadership positions and compensation, and the implementation of a WhatsApp-based communication channel with patients, reducing unnecessary travel. These initiatives generate positive social and environmental impacts that extend beyond patients to include employees and their families.

An example of this broader societal engagement is the ICESP Run, which mobilizes thousands of people in São Paulo through inclusive physical activities such as running and walking.

Driven by this integrated vision of promoting health and well-being, ICESP has achieved multiple international accreditations and remains the only institution within the public Unified Health System (SUS) to receive recognition from the Joint Commission International (JCI) at the 47th World Hospital Congress of the International Hospital Federation (IHF).





Leadership Message

(GRI 2-22)

Joyce Chacon Fernandes Executive Director of ICESP

We are pleased to present this Sustainability Report, prepared in accordance with the Global Reporting Initiative (GRI) Standards, highlighting the results of ICESP's activities for society from 2021 to 2024.

This period represents a phase of institutional consolidation, marked by the planned expansion of care capacity, strengthening of governance, and reaffirmation of a culture centered on quality, safety, and responsibility — principles that have guided the Institute since its inception.

The strategic planning process, revisited in 2021, guided this trajectory. Developed through collaborative forums involving leadership across all areas and structured using the Business Model Canvas, the strategic map consolidated eleven Strategic Objectives across five dimensions: people, internal processes, clients and society, financial, and innovation. This framework ensured alignment with sustainability principles and ESG guidelines, integrating care performance, operational efficiency, and social impact.

Among the key achievements was the attainment of full operational capacity, with the main unit reaching 490 beds (85 ICU beds) and 18 operating rooms. The period also included the fourth consecutive accreditation by both Joint Commission International (JCI) and the Commission on Accreditation of Rehabilitation Facilities (CARF), reinforcing adherence to the highest international standards.

The integration of ITACI into ICESP expanded the care continuum to include pediatric oncology and strengthened coordination within the state healthcare network.

Between 2023 and 2024, strategic execution led to the delivery of several structural projects, many supported by extra-budgetary resources. These include the modernization of the Research Center, the new Clinical Research Pharmacy, the Image-Guided Intervention Center, the restructuring of Pathology integrated with the Surgical Center, and the renewal of high-complexity equipment.

Humanized care remained a central principle throughout all initiatives. Active listening, multidisciplinary welcoming practices, and the integration of scientific rigor with patient well-being resulted in a Net Promoter Score (NPS) of 94, placing ICESP in the excellence range.

Financial sustainability remained robust, and the Institute fully met its qualitative and quantitative commitments established with the State. This cycle reaffirms ICESP's capacity for consistent evolution. We conclude 2024 renewing our commitment to delivering value to public healthcare in a responsible, transparent, and future-oriented manner.





Leadership Message

(GRI 2-22)

Profa. Dra. Maria Del Pilar Estevez Diz Director of Clinical Staff of ICESP

ICESP began its activities in May 2008. Over nearly two decades of continuous expansion, the Institute has consolidated its position as a center of excellence in cancer care, integrating teaching and research activities in both clinical and basic sciences.

All initiatives are guided by the commitment to provide humanized care and to implement innovative strategies capable of enhancing efficiency in processes and treatments.

The interaction among professionals — both medical and non-medical — and the integration with all institutes of the Hospital das Clínicas Complex and the University of São Paulo School of Medicine are essential factors in consolidating this position. The ultimate goal remains the delivery of patient-centered, humanized care, without compromising the responsible and sustainable incorporation of new technologies, the advancement of research, and education at all levels.

New challenges have emerged, including the management of the Pediatric Cancer Institute (ITACI) and the implementation of bone marrow transplantation programs. These challenges have been embraced with confidence that the principles of humanization, quality, and innovation will be maintained, generating benefits for patients, researchers, and students.

We conclude this cycle with a clear understanding that continuous institutional development depends on the engagement of all stakeholders — employees, faculty, students, and patients. Together, we will continue to achieve more and better outcomes.





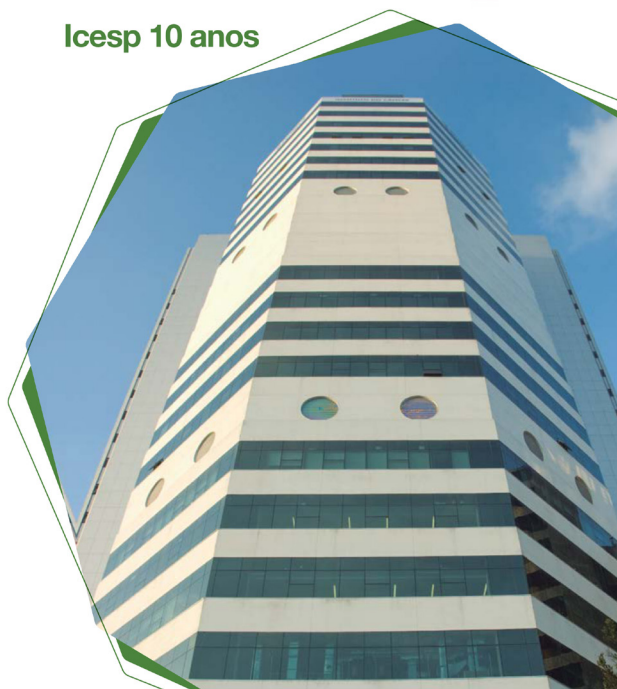
Relatório de Sustentabilidade 2013

OLHOS VOLTADOS PARA O FUTURO

Instituto do Câncer do Estado de São Paulo Octavio Frias de Oliveira

Relatório de
Sustentabilidade

Icesp 10 anos



RELATÓRIO DE
SUSTENTABILIDADE
GRI 2018 a 2020



Chapter 1 – About this Report (GRI 3-1, 3-2)

01



About this Report

(GRI 2-2, GRI 2-3, GRI 2-4, GRI 2-5)

ICESP presents its fourth Sustainability Report based on the principle that transparency in the disclosure of information is a fundamental requirement for all organizations, particularly those operating within the public sector.

More than a formal accountability instrument, this report aims to disseminate the good practices developed by ICESP across its core areas: oncology care, teaching, research, and the management of a large-scale hospital institution.

This report consolidates the main achievements and results of the Institute for the period from 2021 to 2024, in accordance with the Global Reporting Initiative (GRI) Standards – Essential option. Throughout the document, GRI indicators are identified at the beginning of each chapter or subsection, as well as in tables and figures.

A complete index of disclosures is available in the “GRI Content Index” section.

The scope of this report encompasses all ICESP units:

- Main Unit (Dr. Arnaldo)
- Osasco Outpatient Unit
- Outpatient Pharmacy
- Pediatric Cancer Institute (ITACI)

This edition of the Sustainability Report has not been externally assured.

The report is available in electronic format at: www.icesp.org.br.

For further information, contact: icesp.direx@hc.fm.usp.br



Materiality Matrix

(GRI 3-1, 3-2)

The process for identifying ICESP's material topics was conducted in 2017, with the objective of developing its Materiality Matrix in accordance with GRI guidelines.

The absence of changes to the matrix in the current reporting cycle reflects the stability of the Institute's business model, the consistency of its strategic priorities, and the continuity of engagement with its stakeholders.

Material topics were defined based on their high or very high relevance from both:

- External stakeholders' perspectives; and
- ICESP's leadership.

The resulting material topics are structured into five key dimensions:



Care Caring with excellence

- A1. Quality of care and patient care
- A2. Humanized care
- A3. Excellence and agility in care delivery
- A4. Patient safety
- A5. Food quality and nutritional adequacy



Human Capital Caring for those who care

- RT1. Quality of life and well-being
- RT2. Occupational health and safety
- RT3. Adequate working conditions
- RT4. Training and professional development
- RT6. Compensation, incentives, and benefits
- RT7. Employee engagement and participation



Finance and Management

Managing the institution's financial health

- FIN1. Financial health and organizational balance
- FIN2. Transparency in accountability



Technology and Innovation

Delivering agility, innovation, and safety

- A8. Patient privacy and medical records confidentiality
- P&I4. Information systems for management and care delivery



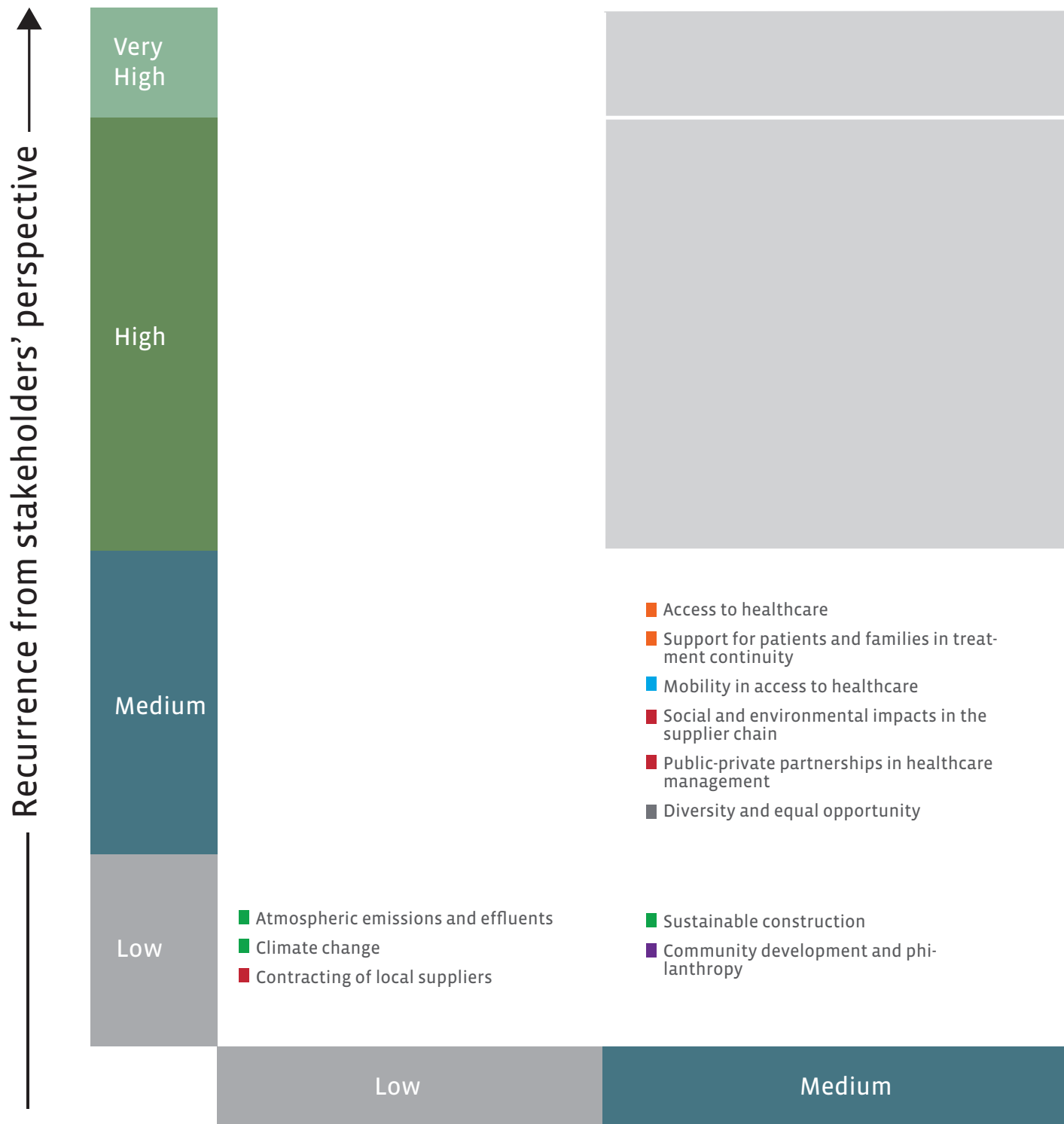
Environment

Reducing the institution's environmental footprint

- MA1. Waste management
- MA2. Water consumption and quality
- MA3. Energy consumption
- MA4. Use, disposal, and traceability of medicines
- MA5. Use of hazardous chemicals and toxic materials



FACADE OF THE ICESP BUILDING (CANCER INSTITUTE OF THE STATE OF SÃO PAULO)



■ Water consumption and quality ■ Compensation, incentives, and benefits	■ Quality of care and patient care ■ Humanized care ■ Cleanliness and hygiene of facilities ■ Excellence and agility in care delivery ■ Patient safety ■ Use of hazardous chemicals and toxic materials ■ Use, disposal, and traceability of medications ■ Excellence in education ■ Medical tests ■ Information systems for management and care delivery ■ Research and knowledge production in cancer science and technology ■ Training and professional development ■ Excellence of the clinical staff ■ Financial health and organizational balance ■ Transparency in accountability ■ Ethics and anti-corruption
■ Food quality and healthfulness ■ Energy consumption ■ Employee engagement and participation ■ National and international certifications/accreditations ■ Public awareness of prevention and health promotion	■ Relationship and trust between patient and institution ■ Patient privacy and confidentiality of medical records ■ Waste management ■ Quality of life and well-being ■ Occupational health and safety ■ Adequate working conditions
■ Food waste	
High	Very High

Recurrence from the Board's perspective →



INSTITUTO DO CÂNCER



Chapter 2: ICESP Overview

The Cancer Institute of the State of São Paulo (ICESP) is part of the Hospital das Clínicas Complex of the University of São Paulo School of Medicine (HCFMUSP). Inaugurated on May 6, 2008, ICESP is managed by the School of Medicine Foundation (FFM), a Social Health Organization (OSS), and provides comprehensive and exclusive care to patients of the Brazilian Unified Health System (SUS).

02



Our History

(GRI 2-1)

The building that currently houses ICESP has a history spanning more than three decades. Initially designed in 1988 to accommodate the Women's Health Institute of the State of São Paulo, construction began in 1989 but was interrupted in 1994, leaving the structure unfinished for several years.



ICESP IMAGE LIBRARY



THE ICESP BUILDING UNDER CONSTRUCTION, 2004

In 2005, following new feasibility studies, a proposal emerged to repurpose the building into a facility dedicated not only to women's health, but also to transplants, high-complexity surgeries, and surgical oncology, under the name "Instituto Doutor Arnaldo".

However, in December 2007, in response to the growing number of cancer cases in Brazil and the absence of a state public hospital exclusively dedicated to oncology, the Government of São Paulo redefined the project. The building was fully allocated to oncology care, and ICESP was officially inaugurated in May 2008.



ICESP IMAGE LIBRARY

ICESP IMAGE LIBRARY



ITACI - PEDIATRIC CANCER INSTITUTE

Today, ICESP operates through four units:

- Main Unit (Dr. Arnaldo Avenue)
- Osasco Outpatient Unit
- Pediatric Cancer Institute (ITACI)
- Outpatient Pharmacy

Across all units, care delivery is guided by the principles of quality, comprehensiveness, and humanization.



Timeline

- 2008:** ICESP Inauguration
- 2009:** Implementation of the Research Center
- 2010:** Medication Traceability Program
- 2011:** Center for Translational Investigation in Oncology (CTO), Hello Nurse Channel, Outpatient Pharmacy
- 2012:** Electronic Patient Record (EPR)
- 2013:** Realistic Health Simulation Center, Code of Ethical Conduct, Integrated Clinics Mode
- 2014:** Osasco Unit, Hello Nutrition Channel, Medication Return Program, Robotic Surgery Room
- 2015:** Teaching to Care Program, ICESP residents recognized in the ASCO examination
- 2016:** Strategic Planning Process, building automation system for air conditioning
- 2017:** Pneumatic Tube System, Linen Traceability System, Internal Ombudsman Channel
- 2018:** Lean Six Sigma Program, ground-floor renovation
- 2019:** Hello Pharmacist, restructuring of the laboratory exam registration center
- 2020:** New Virtual Learning Environment (VLE), reaccreditations obtained during the pandemic
- 2022:** Inauguration of the new Pathology Laboratory integrated with the Surgical Center, inauguration of the Medical Staff Lounge
- 2023:** ICESP 15th anniversary, launch of the Full Capacity Project, replacement of three CT scanners, upgrade of two linear accelerators, inauguration of the Image-Guided Intervention Center (CIGI)
- 2024:** Inauguration of the Bone Marrow Transplant Center (BMT), accountability report for the Full Capacity Project, construction of a new Clinical Research Pharmacy, acquisition of a new PET-CT scanner, expansion of the Research Center, structuring of the Health Education Center (NES)



ICESP in Numbers

Employees and patients



5,196 employees,
including hired staff and
service providers



Approximately **150,000**
patients treated since
inauguration



40,000 active patients (under
treatment and follow-up)

Annual output (base year: 2024)



422,468 outpatient medical
and multiprofessional
consultations



8,046 surgeries



18,517
hospital discharges



54,551 radiotherapy
sessions
(ICESP + Osasco)



48,362 chemotherapy
sessions



23,745
urgent care visits



118,939 visits to the
Outpatient Pharmacy



208,449 imaging exams/
2,765,435 clinical
laboratory tests

Care infrastructure



528 installed beds, of which
98 are ICU beds



165 consultation
rooms



18 operating rooms



107 chemotherapy chairs



10 linear accelerators
(**6** at Icesp, **3** at the
Radiology Institute - InRad,
and **1** in Osasco)



2 PET-CTs
e **1** SPECT-CT



4 MRI units



8 CT scanners



1 mammography unit



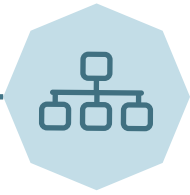
15 X-ray machines



22 ultrasound
units



5 electrocardiography
units



Organizational Details

(GRI 2-1)

ICESP Structure

Designed to be the largest public healthcare institution in Latin America dedicated to comprehensive oncology care, ICESP currently comprises four service units: the Main Unit, the Osasco Outpatient Unit, the Outpatient Pharmacy, and the Pediatric Cancer Institute (ITACI). Across these units, activities are carried out covering all stages of oncology care.



FACADE OF THE ICESP BUILDING (CANCER INSTITUTE OF THE STATE OF SÃO PAULO)

I. Main Unit

Located in the “Quadrilátero da Saúde” (Healthcare District), on Dr. Arnaldo Avenue in São Paulo, ICESP has an imposing structure of approximately 82,400 m² of built area and 112 meters in height, distributed across 28 floors. This unit concentrates the majority of the institution’s care services. Among the direct healthcare services available to patients, the following stand out:



ICESP IMAGE LIBRARY



Outpatient Care

- Clinical Oncology, Hematology-Oncology, Bone Marrow Transplantation, Iodine Therapy (Iodotherapy), Radiotherapy, and Core Clinics;
- Surgical Oncology: Mastology, Gynecology, Neurosurgery, Urology, Digestive Surgery, Head and Neck Surgery, General Surgery, Plastic Surgery, Thoracic Surgery, Vascular Surgery, Orthopedics, Otorhinolaryngology, Catheter Group, Spine Group, Preoperative Assessment, Dermatology, and Hysteroscopy;
- Core Clinics: Internal Medicine, Cardiology, Physiatry, Multidisciplinary Pain Treatment Center, Psychiatry, Endocrinology, Palliative Care, Nephrology, Gastro-Hepatology, Clinical Nutrition, Neurology, Pulmonology, Infectious Diseases, Hemotherapy, Acupuncture, Anesthesiology, and Geriatrics.



Multidisciplinary Care

- Nursing, Nutrition, Psychology, Social Work, Physiotherapy, Occupational Therapy, Imaging Technologists, Speech Therapy, Pharmacy, and Physical Education;
- Dental care services for oncology patients.



Inpatient Units

- Clinical, Surgical, Hematology, and Palliative Care Units;
- Bone Marrow Transplant Center (BMT);
- Iodotherapy;
- Intensive Care Unit (ICU);
- Day Hospital.



Surgical Center

- Operating rooms dedicated to elective, robotic, outpatient, and emergency oncologic surgeries.



Image-Guided Intervention Center (CIGI)

Located within the Surgical Center, this unit aims to expand care capacity and treatment options through minimally invasive procedures, resulting in fewer side effects and reduced recovery time.

The unit includes:

- **1** interventional CT scanner;
- **1** angiography system;
- **1** ultrasound unit;
- **1** portable ultrasound unit;
- **9** post-anesthesia recovery beds.



Oncology Urgent Care Center (CAIO)

- **2** triage consultation rooms;
- **4** medical consultation rooms;
- **2** procedure rooms;
- **54** observation positions (including 4 emergency beds and 2 respiratory isolation areas).



Other Diagnostic and Therapeutic Support Units

- Chemotherapy Unit;
- Radiotherapy Unit;
- Nuclear Medicine Unit;
- Diagnostic and Interventional Radiology Unit;
- Bronchoscopy, Endoscopy, and Colonoscopy;
- Graphic Methods: Electrocardiogram / Echocardiogram / Electroencephalogram;
- Clinical and Surgical Analyses (Pathology);
- Transfusion Agency.



Installed Capacity

- **490** beds, including 85 ICU beds;
- **140** outpatient consultation rooms;
- **18** operating rooms;
- **88** chemotherapy chairs.

II. Osasco Outpatient Unit

Opened in 2014, at 122 Benedito Américo de Oliveira Street, this unit was created to expand access to oncology treatment in the Rota dos Bandeirantes region. The facility includes specialists in Clinical Oncology, Chemotherapy, and Radiotherapy, and also offers multidisciplinary care and medication dispensing, ensuring comprehensive and humanized care for patients.



FACADE OF THE OSASCO OUTPATIENT UNIT BUILDING



Services available at the unit:

- Medical consultations in Clinical Oncology;
- Medical consultations in Radiotherapy;
- Nursing triage, consultations, and procedures;
- Nutritional guidance;
- Psychological support;
- Social work guidance;
- Blood sample collection for clinical analyses;
- Chemotherapy Unit;
- Radiotherapy Unit;
- Pharmaceutical care, guidance, and medication dispensing.

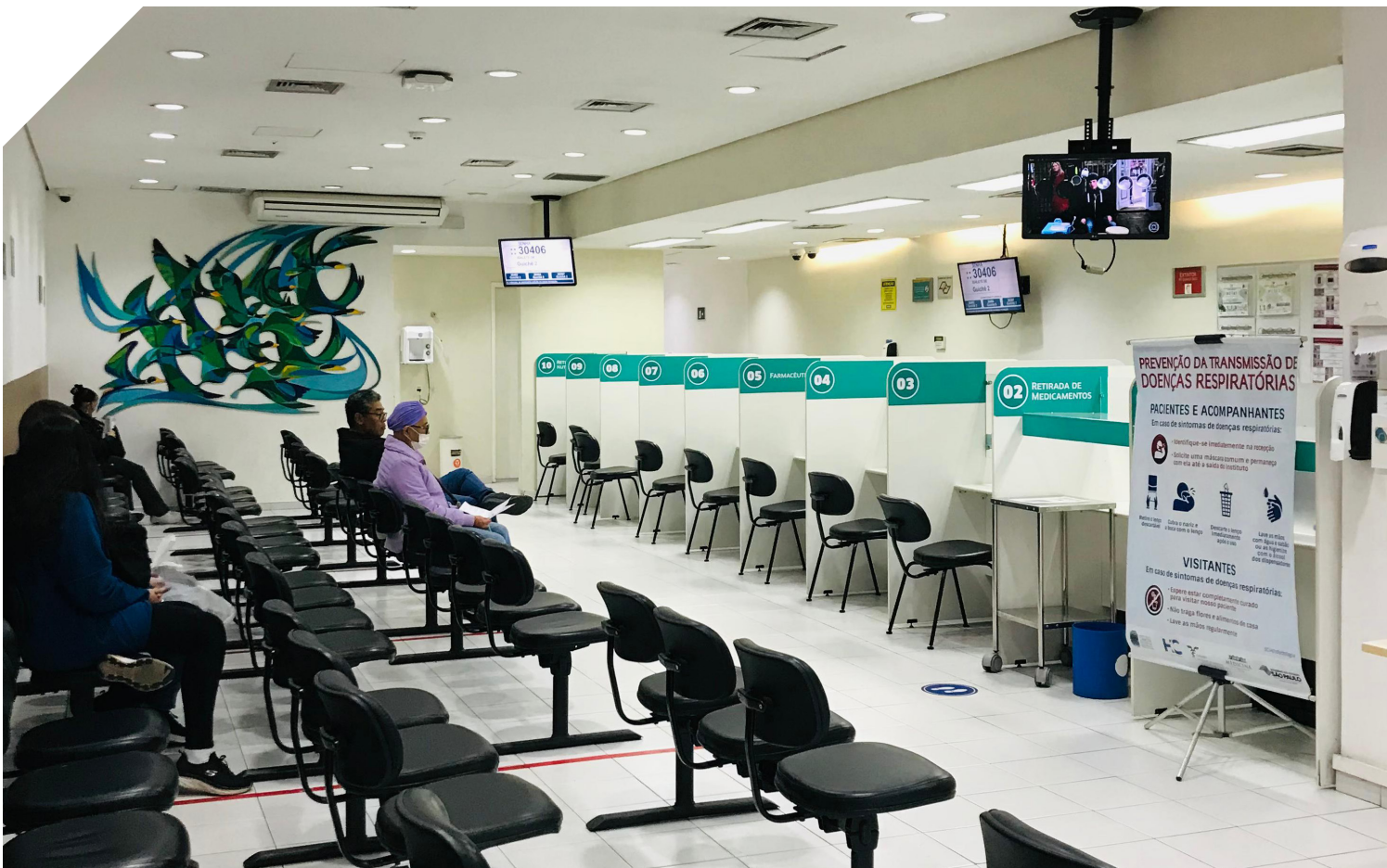


Installed capacity

- **12** chairs for chemotherapy, hormone therapy, and therapeutic infusion;
- **8** consultation rooms for medical and multidisciplinary care;
- **1** linear accelerator for radiotherapy.

III. Outpatient Pharmacy

Located at 2,049 Consolação Street, the unit's main objective is to provide medications to oncology patients treated at ICESP. It operates with a standardized list that includes chemotherapeutic agents, medications for the control of nausea and vomiting, analgesics, and special diets.



ICESP OUTPATIENT PHARMACY RECEPTION AREA

In addition to dispensing, the unit provides individualized pharmaceutical guidance and maintains the Medication and Nutrition at Home Program, ensuring that certain treatments, including medications and specific diets, are delivered directly to the patient's residence.

In 2023, the Pharmacy recorded more than 213,000 prescriptions processed, consolidating its role as an essential support service in the oncology patient care journey.

IV. Pediatric Cancer Institute (ITACI)

Providing exclusive care to pediatric oncology patients within the public healthcare system, the Pediatric Cancer Institute (ITACI) is located at 148 Galeno de Almeida Street, in the Pinheiros district, São Paulo.

In 2023, the transition process of ITACI's management to ICESP began, with the purpose of combining expertise and enhancing synergies, strengthening the pillars of care, teaching, and research focused on pediatric cancer, and consolidating excellence in this specialized care.



PEDIATRIC CANCER INSTITUTE (ITACI) BUILDING FACADE



Services available at the unit

- Medical consultations;
- Multidisciplinary consultations;
- Chemotherapy;
- Inpatient Unit;
- Bone Marrow Transplantation (BMT);
- Intensive Care Unit (ICU).



Installed capacity

- **17** consultation rooms;
- **19** chemotherapy stations;
- **13** inpatient beds;
- **8** Bone Marrow Transplant (BMT) beds;
- **9** Intensive Care Unit (ICU) beds.



Recognitions and Accreditations

Excellence and International Recognition

Over the years, the continuous pursuit of quality in care delivery and the adoption of best practices in healthcare and management have consolidated ICESP as a reference institution, recognized through various national and international seals, accreditations, and certifications.



• *Joint Commission International (JCI)*

Due to its ongoing commitment to Quality and Safety, ICESP is accredited by Joint Commission International (JCI), having achieved certification in 2014, 2017, 2020, and 2024.

In 2014, ICESP became the first hospital in the public healthcare network of the city of São Paulo to obtain JCI accreditation. Since then, it has been systematically reaccredited every three years, reaffirming its standard of excellence.

In September 2024, the Institute received a special recognition during the event “JCI Leadership Summit – The New Quality Mandate: Expanding the Scope of Patient Safety”, held in celebration of JCI’s 25th anniversary. ICESP is currently the only institution within the public Unified Health System (SUS) network to receive this recognition, reinforcing its distinguished position in the healthcare landscape.





Other Accreditations, Certifications and Awards

Commitment to Continuous Improvement



Icesp recebe selo de reacreditação da JCI!

JOINT COMMISSION INTERNATIONAL (JCI) REACCREDITATION IN APRIL 2024

With a continuous focus on improving its processes, ICESP operates in an integrated manner, with a systemic and patient-centered approach, ensuring safe, efficient, and high-quality care.

In addition to Joint Commission International (JCI) accreditation, the Institute holds several other accreditations, certifications, and awards that attest to its commitment to excellence, quality, and safety in the services provided to the population.



- ***Commission on Accreditation of Rehabilitation Facilities (CARF)***

In 2014, ICESP became a pioneer in Latin America by obtaining the prestigious international accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF), becoming the first oncology center in the region recognized for excellence in its patient rehabilitation initiatives.

During the 2017 recertification process, the Institute demonstrated its high quality standards by achieving 96% compliance with the accreditation's rigorous criteria. This performance reaffirmed its ongoing commitment to service improvement and led to a new reaccreditation at the end of 2020, valid until 2023.

In 2024, ICESP was once again reaccredited by CARF, extending its certification through 2026. This result consolidates the Institute as a reference in quality and safety in oncology care, reinforcing its trajectory of innovation, responsibility, and continuous improvement.



COMMISSION ON ACCREDITATION OF REHABILITATION FACILITIES (CARF) REACCREDITATION IN JANUARY 2024



- **Clinical Laboratories Accreditation Program (PALC)**

The Central Laboratory Division of the Hospital das Clínicas (DLC), responsible for ICESP's laboratory analyses, obtained PALC international accreditation in 2014, in addition to ISO 9001, ISO 14001, and OHSAS 18001 certifications.

More recently, in December 2023, the ICESP Emergency Laboratory was evaluated by the Clinical Laboratories Accreditation Program and once again obtained certification, demonstrating the quality and safety of its diagnostic processes.



- **ERAS Protocol**

In 2022, the Institute was certified in the ERAS (Enhanced Recovery After Surgery) protocol, implemented in colorectal cancer surgical care pathways, achieving significant results in improving patient recovery, reducing length of hospital stay, and decreasing postoperative morbidity.

- **Recognition in Quality, Sustainability, and Comprehensive Care**

ICESP's commitment to excellence goes beyond oncology care, also encompassing initiatives focused on humanization, sustainability, innovation, and responsible management. Over the years, the Institute has received seals, certifications, and awards that reinforce its position as a reference in Brazil and internationally.



• “Age-Friendly Institution” Seal

In 2015, ICESP received the “Age-Friendly Institution” Seal, an initiative of the São Paulo State Health Department that recognizes institutions that promote safe care, respect, autonomy, and independence for older adults. The certification is granted at three levels — initial, intermediate, and full — and, in 2016, ICESP became the first public institution to achieve the highest level.

This achievement was reaffirmed in 2018 and again in 2024, when the Institute was recertified at the full level, confirming the highest standard of excellence.

Between 2017 and 2019, in partnership with the São Paulo State Department of Social Development, ICESP participated in the revision of the Age-Friendly Hospital Certification Program, contributing to the development of new evaluation instruments and the strengthening of public policy.



• Best Public Hospitals in Brazil Award

The “Best Public Hospitals 2022” award was an initiative of the Brazilian Institute of Social Health Organizations, in partnership with the Pan American Health Organization (PAHO/WHO), the Ethics in Health Institute (IES), and the National Accreditation Organization (ONA). The initiative recognized institutions within the public healthcare network considered most efficient and best evaluated for delivering quality and safety to patients.

The award recognized public hospitals with 100% of their care funded by the Unified Health System (SUS). The participating institutions had different management models and were located across various states in Brazil. Hospitals with accreditation issued by ONA or with full international quality certification were eligible.

A total of 136 public hospitals across Brazil were evaluated by the judging committee, which ranked ICESP among the top institutions nationwide (fourth place), recognizing it as one of the 40 best public hospitals in Brazil.



• Queen Silvia of Sweden Nursing Award

The project “Alô Enfermeiro” (Hello Nurse), developed by ICESP, was awarded second place in the Queen Silvia of Sweden Nursing Award. Out of 428 submissions, only 10 were selected as finalists, and ICESP achieved second place.

This international award is supported by Her Majesty Queen Silvia of Sweden and is intended for professional nurses and nursing students who develop initiatives or solutions that promote social impact. The award was created in Sweden and has expanded to several countries over the years.



• Environmental Friend Award

Between 2011 and 2018, ICESP was recognized as an “Environmental Friend,” a title granted by the São Paulo State Health Department to SUS organizations that stand out for their sustainability practices.

In 2018, the Institute received an award for the project “Reduction of Waste through the Use of Antineoplastic Drug Leftovers,” reinforcing its role as a reference in socio-environmental responsibility.

In 2022, the Institute received three awards for the projects “Waste Reduction,” “Proper Disposal,” and a highlight award for the Energy Efficiency project, which included replacing conventional fluorescent lamps with LED lighting and implementing automated corridor lighting systems, reinforcing its role as a reference in socio-environmental responsibility. In the same year, the Institute received an honorable mention for the initiative “Use of Overfill: Evidence of Cost Savings for Institutions.”

In 2021 and 2023, the Institute received honorable mention for the project “Cartela Solidária: Collection and Recycling of Empty Medication Blister Packs,” aimed at proper waste disposal and converting collected materials into wheelchairs for patients.





• **Global Green and Healthy Hospitals Network (Healthy Hospitals Seminar – SHS)**

ICESP has been a member of the Global Green and Healthy Hospitals Network since 2014, an international initiative that promotes public and environmental health by encouraging the reduction of the ecological footprint of healthcare services.

As part of this commitment, the Institute annually organizes the Healthy Hospitals Seminar (SHS), an event that brings together specialists and institutions to discuss sustainability in the healthcare sector, with a focus on environmental issues and occupational health and safety.

From 2017 to 2023, ICESP received dual recognition for its participation in the “Health Care Climate Challenge” and the “Health Care Waste Challenge.”

• **Benchmarking Brasil Award**

In 2013, the Institute received the Benchmarking Brasil Award for the implementation of the project “Economy 10, Waste 0,” an initiative focused on sustainability and efficient resource use.

In subsequent years, ICESP expanded its achievements:

- **2015:** awarded for the “Medication Disposal” Project;
- **2016:** awarded for the “Medication Return” Program;
- **2018:** awarded for the “Training Quiz on the Healthcare Waste Management Plan (PGRSS)” Project;
- **2019:** recognized for the “Sustainable Outpatient Clinic”;
- **2022:** selected as one of the “Best Hospitals in the State of São Paulo.”

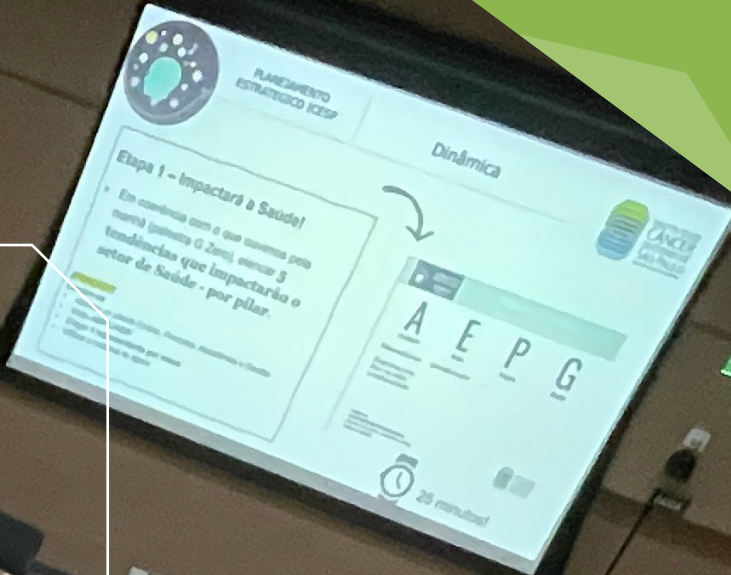
• **Quali Juntos**

At the II Quali Juntos 2024 event, the “Pronto Medicamento” Program of the Outpatient Pharmacy achieved 3rd place in the Support category, among more than 200 projects presented.

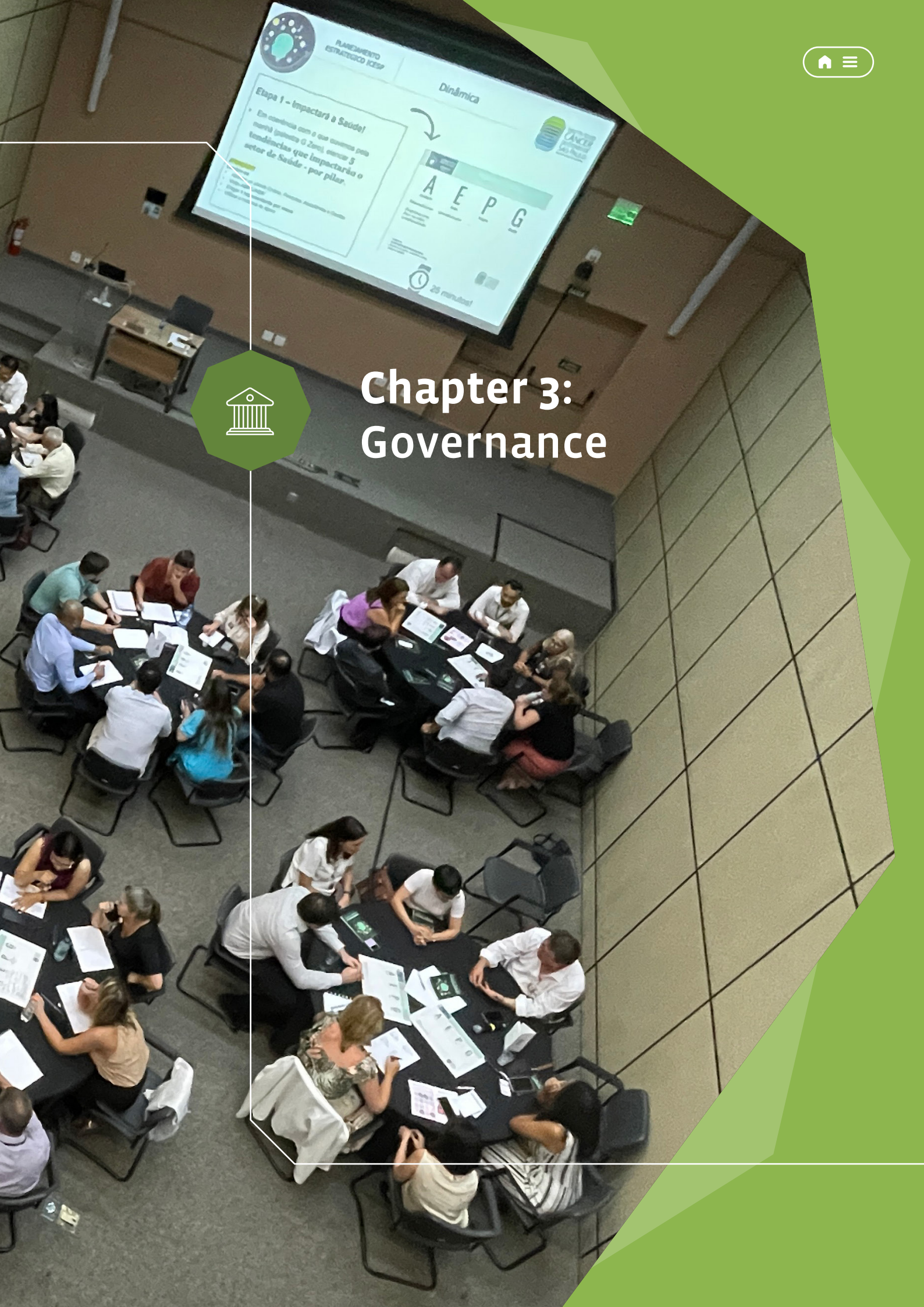


03





Chapter 3: Governance





Management Model

(GRI 2-9, GRI 2-10 e GRI 2-11)



In 2008, shortly before the inauguration of the Cancer Institute of the State of São Paulo (ICESP), and while its management model was still being defined, an agreement was established between the Hospital das Clínicas of the University of São Paulo School of Medicine (HCFMUSP) and the São Paulo State Health Department (SES/SP). Under this agreement, the State allocated resources to the Hospital das Clínicas, which were used to enable the start of the Institute's operations.

At the end of the same year, given the need to structure a highly specialized oncology service, SES/SP, together with the Deliberative Council of HCFMUSP, decided that ICESP would not follow the management model applied to the other institutes of the autarchy. Instead, the decision was made to contract a Social Health Organization (OSS), in order to ensure greater administrative agility and operational efficiency.



In 2009, following a public call process, a Management Contract was signed between SES/SP and the School of Medicine Foundation (FFM), which began to regulate the development of ICESP's healthcare actions and services. During this period, HCFMUSP was responsible for defining clinical care guidelines, while FMUSP was responsible for academic guidelines.



The management contract with FFM remained in effect until 2013, when ICESP was definitively incorporated as one of the institutes of the special autarchy of HCFMUSP, also becoming part of the State Treasury.



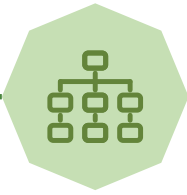
- This transition ensured greater budgetary and institutional stability for the Institute, guaranteeing its continuity as a reference center in oncology in Brazil.



- In 2017, a new Management Contract was established between HCFMUSP (contracting party) and the School of Medicine Foundation – FFM (contracted party), valid until 2021. Subsequently, following a new public call process, the contract was renewed and remains in force until 2026, ensuring the continuity of the partnership that supports the Institute's excellence.
- Since its inauguration, ICESP has been built upon the pillars of care, teaching, and research, which consolidate its reputation as one of the largest and most qualified oncology centers in Latin America, recognized both nationally and internationally.



- By December 2024, the Institute had already treated more than 135,000 patients from the Unified Health System (SUS), of whom approximately 36,000 remain active (under follow-up and treatment). These figures reflect not only the scale of care provided, but also ICESP's ongoing commitment to delivering comprehensive, humanized, and high-quality care to the population.
- The institutional structure was consolidated in 2011, with the enactment of State Complementary Law No. 1,160/2011, which transformed HCFMUSP into a special regime autarchy, granting it greater administrative and financial autonomy.



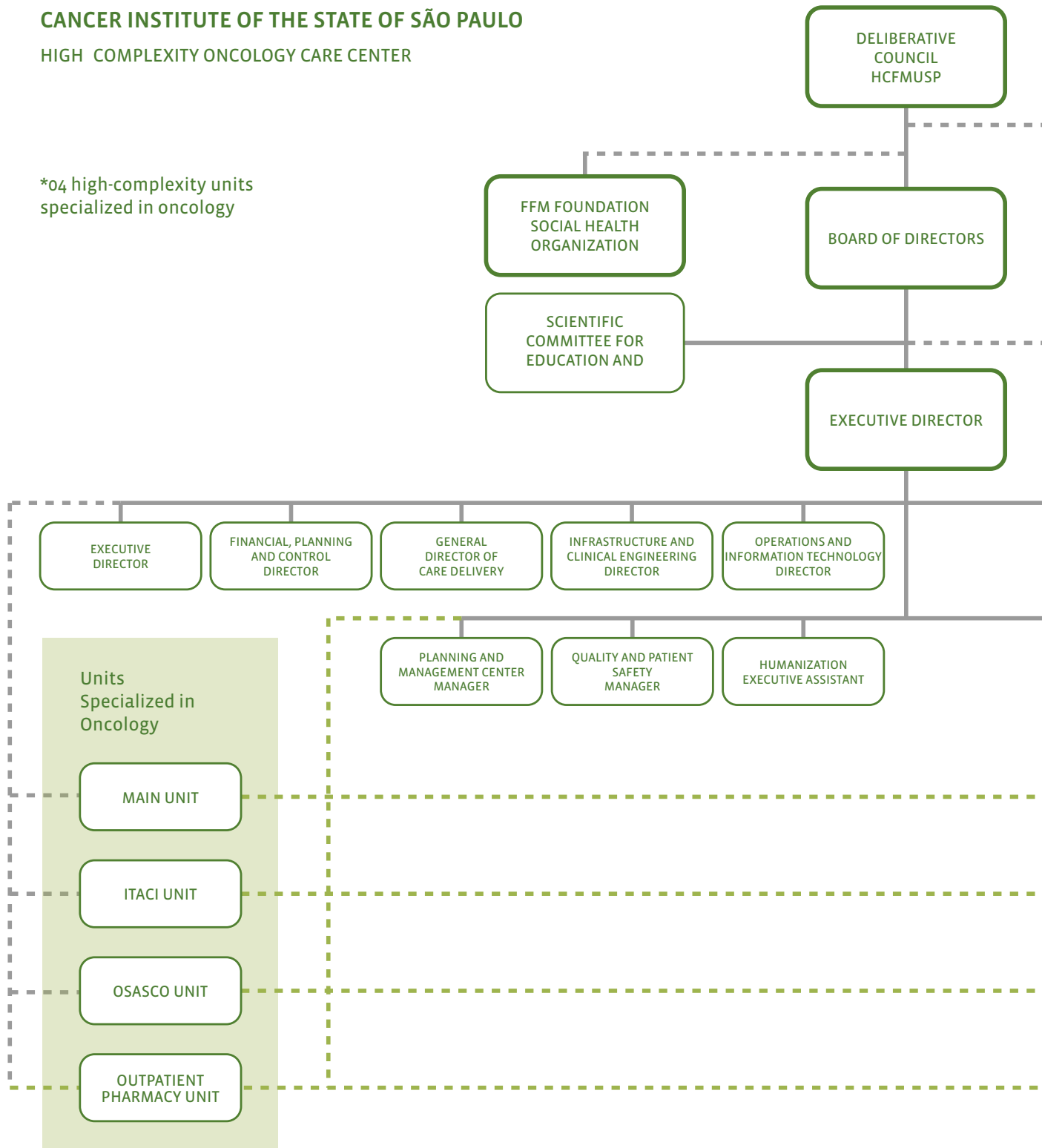
Organizational Structure

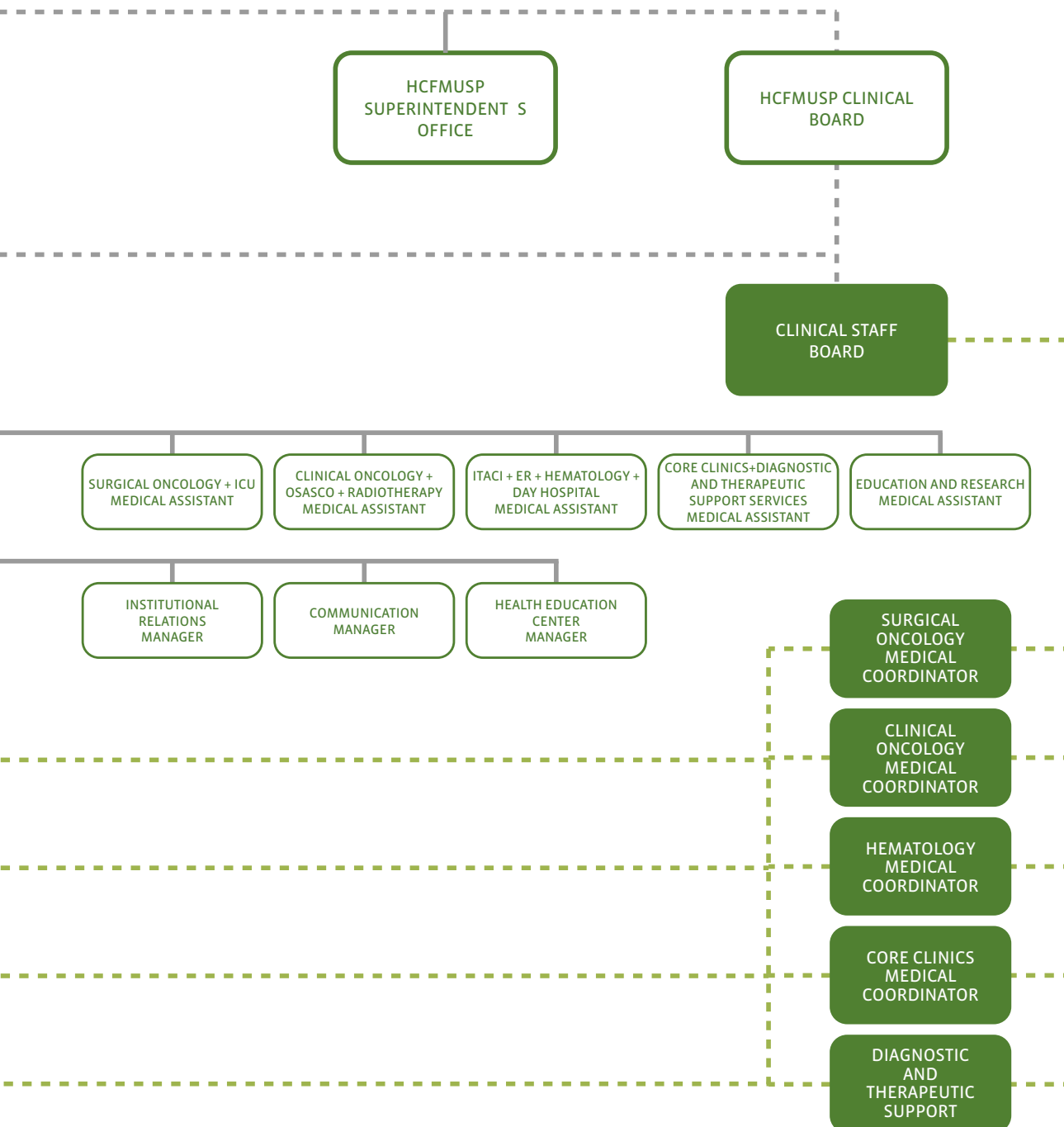
(GRI 2-9)

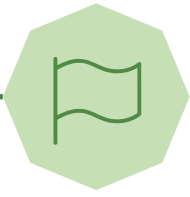
CANCER INSTITUTE OF THE STATE OF SÃO PAULO

HIGH COMPLEXITY ONCOLOGY CARE CENTER

*04 high-complexity units
specialized in oncology







Vision, Mission, Values and Policies

(GRI 2-23)

Since its inauguration, ICESP has been committed to providing high-quality care to oncology patients from the Unified Health System (SUS). The Institute aims to offer specialized, multidisciplinary, integrated, and humanized care, ensuring safety, quality, and comprehensive patient assistance.



Mission

To be a center of excellence, promoting teaching, research, and medical-hospital care in the field of cancer, in accordance with the principles established by the Unified Health System (SUS), with the objective of contributing to the health and quality of life of society.



Vision

To become an internationally recognized Center of Excellence in the field of cancer.



Values

Quality, Competence, Ethics, Dynamism, Humanism, Creativity, Reliability, and Safety.



Commitment

To always consider health as a fundamental right of citizenship.



Ethics and Compliance

(GRI 2-16, GRI 205-1, GRI 205-2)

ICESP Compliance Committee

At the Cancer Institute of the State of São Paulo, the Compliance Committee was established by the Executive Board with the mission of advising teams on regulatory compliance and ethical matters, always aligned with the compliance guidelines of the School of Medicine Foundation and HCFMUSP.

Among its responsibilities, the Committee is responsible for:

- Implementing and managing ICESP's Integrity Program, in accordance with Law No. 12,846/2013 (Anti-Corruption Law) and Decree No. 8,420/2015;
- Ensuring compliance with conduct standards, such as the HCFMUSP Compliance Handbook and the ICESP Code of Ethical Conduct;
- Supporting and guiding institutional practices to strengthen ethics, transparency, and integrity in the Institute's daily activities.

ICESP also participates in the Medical Ethics Committee of the HCFMUSP complex and has its own Nursing Ethics Committee. In addition, since 2013, all employees hired by the Institute receive and sign the Code of Ethical Conduct and participate in onboarding training that directly addresses principles related to ethics and compliance.

Percentage of employees who received training on ethics and anti-corruption

	2021	2022	2023	2024
Acknowledgment and Receipt of the "Code of Ethical Conduct"	100%	100%	100%	100%



Strategic Planning

(GRI 2-12, GRI 2-13, GRI 2-14)

As part of a continuous process of improving its management practices, ICESP initiated, in 2015, an extensive Strategic Planning cycle led by the Executive Board and structured using recognized methodologies, including:

- Internal and external environment analysis, through interviews with market experts and the Institute's senior leadership;
- Business Model Canvas, for defining the business model;
- Balanced Scorecard (BSC), for monitoring and aligning objectives.

The result of this work was the development of a Strategic Map composed of 12 objectives distributed across four dimensions:



People



Internal processes



Client / Society



Financial / Economic

Cycle 2015–2018

Among the main highlights of the first strategic cycle was the implementation of the first Lean Six Sigma Cycle, with 30 projects aligned with institutional objectives and the training of 30 Green Belts, strengthening the culture of quality and efficiency within the Institute.



ICESP IMAGE LIBRARY

Cycle 2019–2024



ICESP BOARD OF DIRECTORS, EXECUTIVE LEADERSHIP, AND CLINICAL BOARD DURING 2019 STRATEGIC PLANNING

In 2019, a new planning cycle began, expanding the Strategic Map with a fifth dimension:



Innovation

The objective was to create a favorable environment for entrepreneurship, innovation, and the development of new healthcare solutions.

This cycle faced significant challenges, especially during the COVID-19 pandemic, when the need for agility in process adjustments, team adaptability, and continuous monitoring of actions were decisive in ensuring the execution of all planned projects.

The results between 2019 and 2024 followed the Strategic Objectives:

01



STRUCTURE THE MANAGEMENT OF INTELLECTUAL CAPITAL AND TALENT

The management of intellectual capital encompasses the use of the teams' creative and innovative potential. It considers aspects such as knowledge of methodologies and tools (structural capital), competencies and skills (human capital), and client attraction and societal impact (relational capital). During this cycle, projects focused on structuring different ways of recognizing internal talent were resumed and prioritized, aiming to value team development and encourage integration across areas.

02



STRENGTHEN THE CULTURE OF BELONGING

Belonging can be defined as the perception of an individual's integration within an environment or group. From an organizational perspective, it can be understood as the clarity of individual contribution to delivering the institution's value proposition. A culture of belonging, combined with alignment to ICESP's mission, strengthens the bond between the Institute and its employees, increasing engagement levels and contributing to a healthy work environment.

03



STRUCTURE THE TEACHING PILLAR AT ICESP

Over the years, the Institute has hosted technical-scientific events, training courses, specialization programs, and residency programs, fostering the development of critical, consistent, and comprehensive learning. Today, ICESP is recognized as a training institution in oncology. Considering this potential for growth, the structuring of the Teaching pillar was incorporated into the Strategic Map. As a result, the Health Education Center (NES) was structured and implemented in 2024.

04



PROMOTE INTEGRATION AMONG INTERNAL AND EXTERNAL CLIENTS IN CARE, TEACHING, AND RESEARCH

The purpose of integrating care, teaching, and research is to highlight and promote synergies across areas and teams. It aims to add value, optimize processes, break down barriers, and create pathways for agile solutions, resulting in greater value generation. This objective sought to drive strategies and actions that enhance these synergies. A key highlight is the inauguration of the Comprehensive Center for Precision Oncology (C2PO), presented later in this report.

05



INCORPORATE NEW TECHNOLOGIES AND TRANSFORM PROCESSES FOR THE DIGITAL ERA IN CARE, TEACHING, AND RESEARCH

With the aim of maintaining technological leadership in clinical, academic, and scientific activities, this strategic objective focused on assessing the current status and level of use of clinical and information technologies, mapping digital trends, identifying solutions for modernization, and preparing the institution for the future.

06



MAINTAIN A CULTURE OF QUALITY AND SAFETY BY STRENGTHENING THE PATIENT EXPERIENCE

To reinforce best practices in care and maintain ICESP as a center of excellence, this objective focused not only on maintaining accreditations, but also on placing the patient at the center of care. This includes ensuring safe practices for patients, companions, visitors, suppliers, and within the physical environment. Certifications and accreditations recognize the quality and safety of internal processes and enhance ICESP's visibility externally, contributing to its positioning as a recognized leader.

07



PROMOTE STRATEGIES WITH THE HEALTHCARE NETWORK FOR PATIENT FOLLOW-UP

This objective was essential to strengthen relationships between ICESP and other entities within the public healthcare network, enabling clearer definition of roles in patient care.

08



STRENGTHEN, LEVERAGE, AND CONSOLIDATE THE ICESP HCFMUSP BRAND

For ICESP, the brand represents the materialization of its vision, mission, and values through actions and routines reflected in patient care. Strengthening the ICESP brand contributes to consolidating its positioning and reinforcing relationships both internally and externally. This objective focused on increasing institutional visibility through engagement with society at different levels, participation in national and international events, and the development of new partnerships.

09



REINFORCE OPPORTUNITIES IN IMPROVING WASTE MANAGEMENT

As part of its sustainability journey and long-term vision, this objective focused on structuring an institutional waste management program, increasing visibility of existing actions, and encouraging the identification of new opportunities and initiatives.

10



EXPAND EXTRA-BUDGETARY RESOURCES

To maintain ICESP's position as a center of excellence in care, teaching, and research, it is necessary to diversify funding sources. This objective aimed to expand institutional strategies for raising extra-budgetary resources, considering ICESP's relevance and social impact.

11



INNOVATION

The 11th objective focused on structuring the ICESP Technological Innovation Center to identify, support, and foster innovative projects and entrepreneurship within the institution. It also includes alignment with Inova HC, ensuring institutional support for internal initiatives and alignment with HCFMUSP innovation policies, enabling ICESP to benefit from partnerships that generate impact both internally and externally.

New Strategic Cycle – 2024 onwards

(GRI 3-3 e GRI 203-1)



ICESP BOARD OF DIRECTORS, EXECUTIVE BOARD, AND CLINICAL BOARD AT THE 2024 STRATEGIC PLANNING

In December 2024, ICESP initiated a new Strategic Planning cycle, aligned with the continuous improvement of its management model and the strengthening of its core pillars of care, teaching, and research.

Maintaining the structure of previous cycles, with the participation of members of the Board of Directors, administrative leadership, and clinical/ care leadership, at this stage of institutional maturity a new step was incorporated into the strategy update process: the application of the SWOT matrix integrated with the Business Model Canvas.

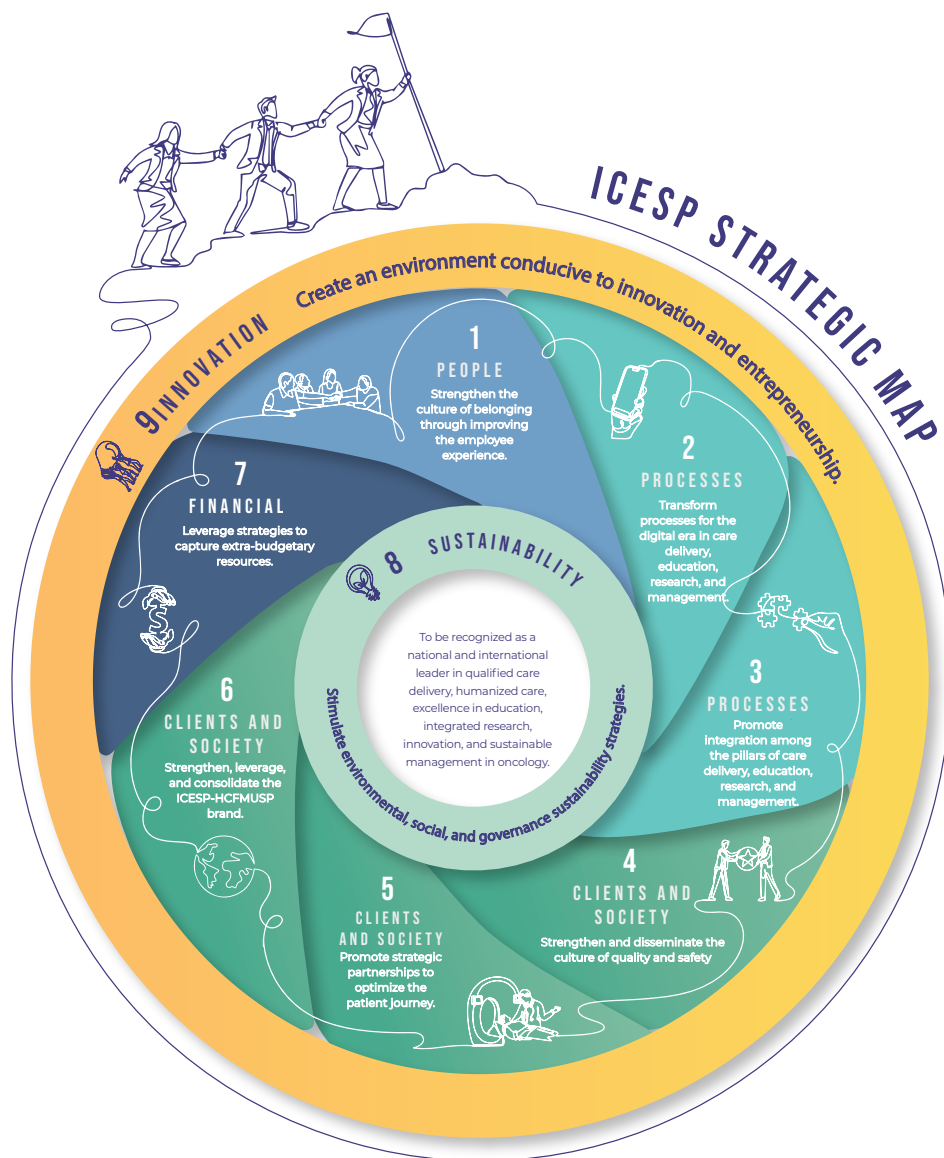
The integration of these methodologies provided a more robust and comprehensive strategic view of the business model, enabling:

- Identification of external opportunities and threats that directly impact Canvas components, such as relationship channels, customer segments, and revenue streams;
- Mapping of market changes and regulations that influence operations;
- Expansion of the organization's capacity to analyze its operating environment, ensuring greater accuracy in decision-making.

This cross-analysis between the Canvas and SWOT generated practical insights to leverage organizational strengths, address model vulnerabilities, and reinforce long-term institutional sustainability.

As a continuous process, Strategic Planning remains under constant improvement, in a structured manner and supported by tools that enable agile dynamics, institutional dissemination, and broad participation.

Strategic Map 2024





Advisory Committee to the Board of Directors

Scientific Committee for Teaching and Research

The Scientific Committee for Teaching and Research (CCEP) of the Cancer Institute of the State of São Paulo is a deliberative body linked to the Board of Directors, with a strategic role in strengthening the institution's pillars of teaching, research, and extension.

Among its responsibilities, the following stand out:

- Proposing research projects of institutional interest, aligned with the needs of oncology and public health;
- Assessing the feasibility and scientific relevance of projects submitted by ICESP collaborators, the HCFMUSP Complex, and other partner institutions;
- Regulating the execution of research projects, ensuring their harmonious integration with the Institute's care activities;
- Promoting and enabling teaching activities, contributing to the education and continuous development of healthcare professionals;
- Encouraging extension initiatives that bring the Institute closer to society, disseminating scientific knowledge and oncology prevention and care practices.

Through this role, the CCEP is established as a fundamental body to ensure that teaching, research, and extension initiatives remain aligned with ICESP's institutional mission and the needs of the population served.



Committees and Advisory Bodies to the Executive Board



Sustainability

ICESP is committed to disseminating, developing, and implementing sustainability strategies that ensure its performance as an institution that is:

- Environmentally responsible, through the proper management of natural resources and the reduction of environmental impacts;
- Economically viable, ensuring efficiency in the use of public and private resources, with transparency and accountability;
- Socially fair, promoting equity in access to healthcare, valuing people, and respecting the community;
- Ethically grounded, guided by integrity, transparency, and commitment to citizenship.

Through this approach, ICESP reaffirms its mission to be a reference in oncology, integrating excellence in care with socio-environmental responsibility and contributing to a more sustainable and humane healthcare system.



Quality and Patient Safety

A body linked to the Executive Board, aimed at supporting the development, improvement, and monitoring of processes related to safety in the care provided to patients and employees, directly or indirectly.

Its activities are focused on:

- Strengthening a culture of safety at all levels of the institution;
- Preventing and mitigating risks related to healthcare delivery;
- Promoting continuous improvement of care processes;
- Ensuring excellence in care, always guided by quality, safety, and humanization.

With this structure, ICESP reinforces its commitment to ensuring an increasingly safe and reliable care environment, aligned with national and international best practices in healthcare.



Patient Experience

Giving voice to the patient and understanding their journey throughout oncology treatment in order to continuously improve healthcare delivery is one of ICESP's commitments. Based on a directive from the Strategic Planning, the Executive Board structured the Patient Experience Program.

The program aims to ensure that each patient and their family experience excellence in care throughout all stages of the treatment journey at the Institute. Its objective is to prevent or minimize undesirable events, promoting safe, humanized, and high-quality care, always aligned with national and international best practices in healthcare.

Its main objectives are:

- Discussing, proposing, and implementing actions that promote continuous improvement in the patient journey;
- Raising awareness among employees, strengthening a person-centered care culture;
- Enhancing the humanization of care, ensuring that each stage of treatment is conducted with empathy, respect, and dignity;
- Leveraging value in healthcare, ensuring quality clinical outcomes combined with a positive experience for patients and their families.

The tools used include the Net Promoter

Score (NPS) survey, the Ombudsman (official communication channel with patients), and the Bedside Leadership Visit, all of which were already in use at ICESP. Additional tools have also been implemented, such as the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS), Shadow Audit, and Focus Groups.

Further details about this program are presented later in this report, in the highlights of the Care chapter.



Integrated Humanization

This body effectively establishes the principles that guide both patient care and healthcare management, recognizing humanization as a fundamental ethical value of the institution.

This commitment seeks to:

- Strengthen communication processes, ensuring transparent and welcoming relationships;
- Enhance technical and scientific capabilities, integrating knowledge and practice in a collaborative manner;
- Promote cooperation among professionals and institutions, expanding the exchange of knowledge and experiences;
- Encourage active and creative participation of healthcare professionals, fostering protagonism in care and management.

Through this policy, ICESP reaffirms that humanization is an integral part of excellence in oncology, combining science, ethics, and patient-centered care.



Internal Patient Flow Management (GEFIP)

GEFIP is a program created to improve patient flow processes (from admission to hospital discharge), ensuring quality and safety in care delivery.

The program aims to improve processes by reducing patient length of stay, increasing bed availability, improving the quality of discharge forecasting by the medical team, and eliminating waste to optimize process times within patient flow.



Safe Discharge

Since its creation in January 2021, the Safe Discharge Committee has played a fundamental role in identifying and resolving obstacles related to hospital discharge. Its main objective is to improve organization, standardization of information, and institutional practices for safe discharge.

One of the Committee's responsibilities is to communicate discharge barriers to the relevant leadership, enabling corrective actions, as well as to promote discussions and interventions

to resolve social barriers related to discharge, aiming to standardize information and practices institutionally.



Robotic Surgery

This committee coordinates and guides strategic decisions related to robotic surgical procedures within the institution. Its role is to ensure efficient and rational use of surgical materials, optimizing resources and improving care practices.

In addition, the Committee plays a fundamental role in training residents, ensuring they receive adequate and progressive training for the safe performance of robotic surgeries, aligned with the institution's teaching pillar. This contributes to the training of highly qualified professionals, the consolidation of robotic surgery as an advanced practice, and the continuous improvement of clinical outcomes.



Contracts

Established to analyze, issue opinions, conduct evaluations, and monitor matters related to contracts. This Commission is also responsible for ensuring that contracted services meet the Institute's needs and are properly monitored as part of ICESP's quality management and continuous improvement activities.

**Health Technology Assessment Center (NATS)****(GRI 403-1)**

The Health Technology Assessment Center of the Cancer Institute of the State of São Paulo (NATS ICESP) was established in July 2022, succeeding the Health Technology Assessment Committee (CATS).

In the same year, the Center became part of the Brazilian Network for Health Technology Assessment (REBRATS), consolidating its strategic role in supporting institutional decision-making, with emphasis on the rational, safe, and evidence-based use of health technologies within the Unified Health System (SUS) (see: <https://rebrats.saude.gov.br/membros>).

Objectives

- Promote the safe and rational adoption of health technologies;
- Strengthen and disseminate the culture of Health Technology Assessment (HTA) within ICESP;
- Align institutional practices with national HTA guidelines;
- Support clinical, administrative, and strategic decisions through evidence-based technical assessments.

Structure

NATS is composed of a multidisciplinary and multiprofessional team, including:

- 1 coordinator;
- 1 administrative support professional;
- 5 technical staff members;
- 10 specialized consultants.

This structure ensures technical breadth and diversity of perspectives in the evaluation process. NATS ICESP conducts its activities in an ethical and structured manner, based on evidence, aligning its work with national Health Technology Assessment (HTA) guidelines and the needs of patients undergoing treatment at the institution.

In addition to its technical activities, NATS ICESP promotes several educational initiatives focused on academic training, professional development, and the dissemination of the Health Technology Assessment culture. These initiatives aim to qualify decision-making processes and strengthen the incorporation of HTA both in academic environments and healthcare services, contributing to the development of professionals who are better prepared and aware of the importance of the rational, safe, and evidence-based use of health technologies.



*NATS - HEALTH TECHNOLOGY ASSESSMENT
CENTER SEAL*

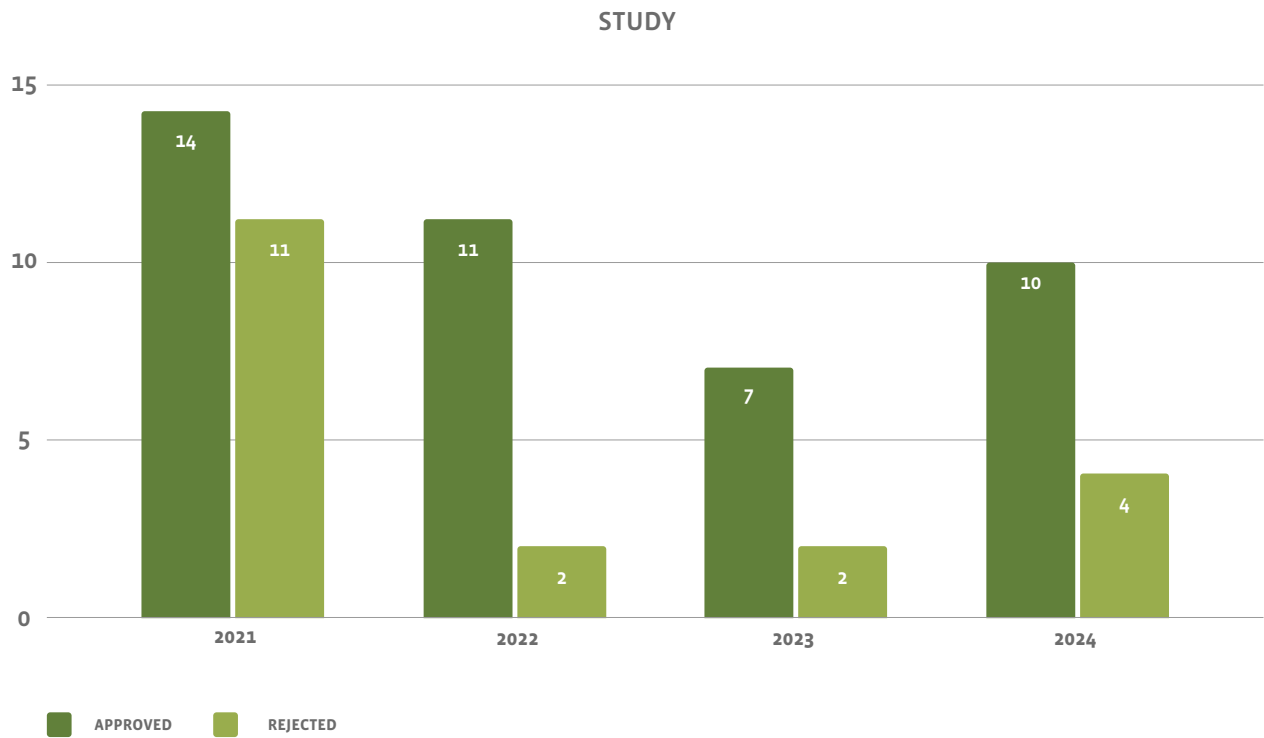
Among NATS ICESP's key initiatives is the availability of an online professional development course aimed at Institute staff, focused on Health Economic Evaluation. The initiative aims to introduce the fundamentals of Health Technology Assessment, promoting an evidence-based approach from early stages of professional training.

In the context of academic extension, the Professional Master's Degree in Innovation and Health Technology Assessment in Oncology stands out, developed in partnership with the University of São Paulo (USP). The program aims to qualify professionals currently active in the market or preparing to enter it, effectively combining human resource development with advanced professional practice, focused on applied research demanded by sectors outside the University.

In 2023, NATS organized the 1st Symposium on Economic Evaluation in Oncology, focused on HTA projects. The event addressed the basic principles and methodological stages of economic evaluation, discussed the use of resources and costs in studies, and presented research projects in the field.

These initiatives reinforce NATS ICESP's commitment to continuous education and to strengthening HTA as a strategic tool for improving decision-making processes within the context of the Unified Health System (SUS).

Technologies assessed (approved and rejected)



Materials Standardization Committee (CPM)

Its purpose is to support the selection, standardization, acquisition, distribution, and use of materials, using exclusive, inclusive, or substitutive tools within the ICESP materials standardization framework, aiming to promote the rational use of materials. In cases of quality deviations, the Materials Technovigilance area, linked to the Materials Standardization sector, maintains a pre-established workflow with suppliers and the Brazilian Health Regulatory Agency (Anvisa).



Medical Device Processing Group (GPAM)

Provides consultancy for the evaluation and establishment of best practice protocols for critical and semi-critical health products that are eligible for processing, ensuring quality and safety as defined by RDC No. 15, dated March 15, 2012, and in accordance with Anvisa Resolution RE No. 2,605, which establishes the negative list of items that cannot be processed ("Anvisa Negative List").



Radiological Safety Committee (CSR)

Addresses topics related to radiological safety at the institutional level, describing, guiding, recommending, supervising, and, when applicable, deliberating on processes related to the promotion of safety for employees, patients, and the environment in areas such as radiology, radiotherapy, nuclear medicine, and laboratories, while ensuring compliance with the regulatory responsibilities inherent to each area.



Internal Commission for Accident Prevention (CIPA)

A working group composed of employee representatives with the objective of preventing workplace accidents and promoting employee health and safety.

It plays a fundamental role in reducing the number of occupational accidents and illnesses and in improving workers' quality of life, among other responsibilities



Committees Linked to the Clinical Staff Directorate



Patient Information Analysis Committee (CAIP)

Advises the Clinical Staff Director in the development, improvement, and monitoring of records produced in comprehensive patient care, providing support to health information systems and to the evaluation of the quality of services provided.



Mortality Review Subcommittee

Contributes to improving the quality of care provided at ICESP through the analysis of deaths occurring within the hospital.



Hospital Infection Control Committee (CCIH)

Responsible for planning, implementing, and monitoring actions aimed at preventing and controlling infections within the hospital environment.

Its activities include epidemiological surveillance, the development and supervision of hygiene and sterilization protocols, continuous training of healthcare teams, and the analysis of infection indicators.

Additionally, the CCIH provides guidance on the rational use of antimicrobials and conducts investigations of infectious outbreaks, ensuring patient and staff safety, as well as compliance with applicable health regulations.



Public Health Emergency Response Committee

The Emergency Response Program consists of planning alternatives to address, as quickly as possible, unexpected events or undesirable situations.

The program contributes to guiding actions to control identified problems, preventing overload within the hospital environment, and establishing internal and external solutions, ensuring that teams are prepared and alert to potential events.



Medical Practice Evaluation Committee

Advises the Clinical Staff Director in the development and improvement of mechanisms and tools for the continuous and individual evaluation of the medical staff during their practice at ICESP.

It is also responsible for implementing plans for recruitment, development, technical-scientific updating, monitoring of results, recognition, retention of talent, and maintaining records of all physicians working at the institution.

Additionally, it validates the granting of clinical privileges within ICESP.



Pharmacology Committee

Advises the Clinical Staff Director in the preparation of technical opinions for the selection, standardization, and use of pharmaceuticals, medications, drugs, pharmaceutical inputs, and related items within the Institute.



Transfusion Committee

Responsible for establishing guidelines for the rational use of blood and blood products at ICESP, as well as conducting relevant investigations and audits.

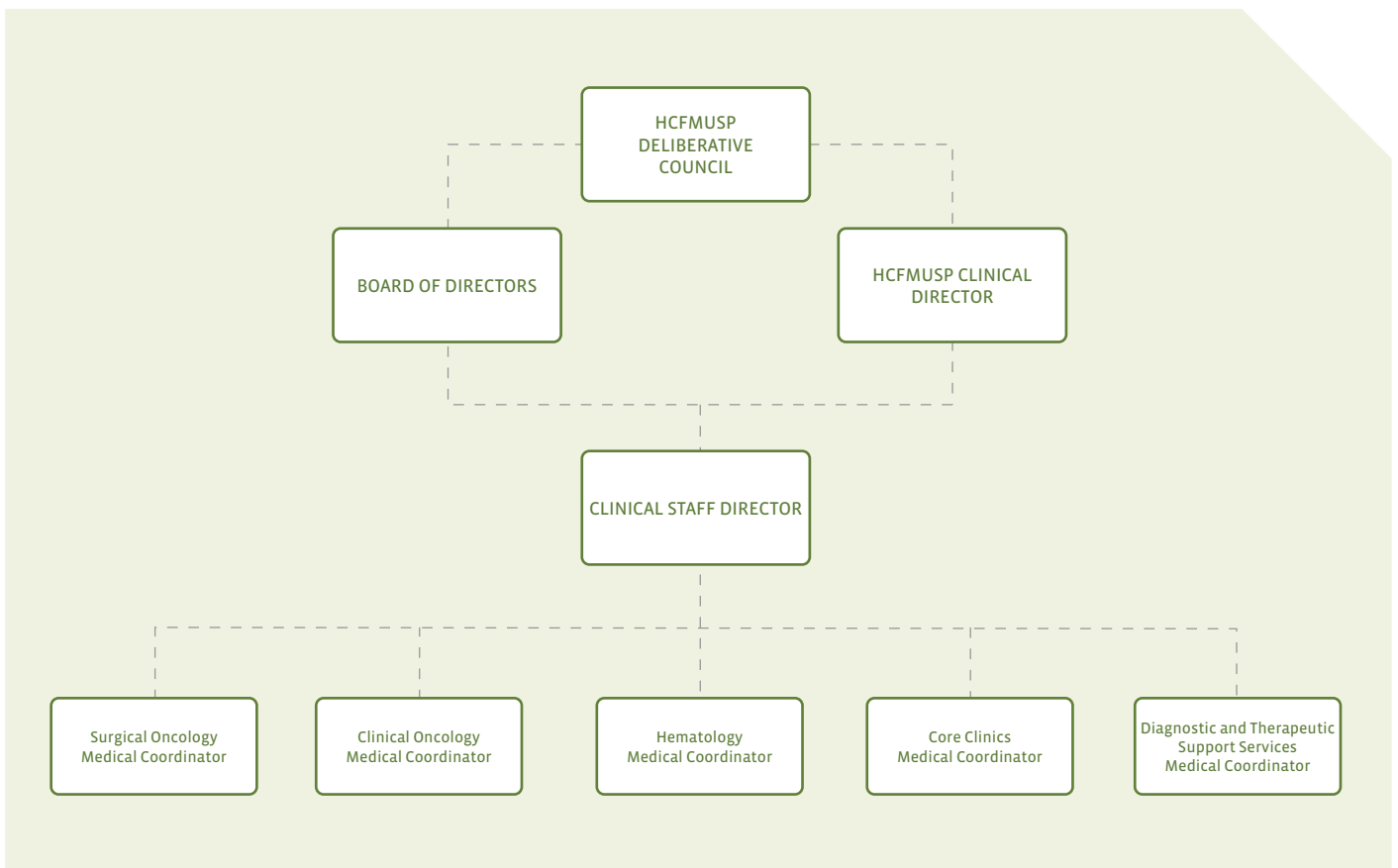


Multiprofessional Nutrition Therapy Team (EMTN)

Develops procedures related to patients and operational aspects of nutritional therapy, whether oral, enteral, parenteral, or mixed, and submits them for technical approval by the Clinical Staff Director.

Clinical Staff Directorate Organizational Chart

(GRI 2-1)





Institutional Practices

Conflict of Interest

(GRI 2-15)

Since 2013, all employees hired under the Consolidation of Labor Laws (CLT) regime at ICESP receive, upon admission, the document “Code of Ethical Conduct.” This manual includes, among other aspects, ten specific items related to potential conflicts of interest, addressing both situations linked to professional activities performed at the Institute and possible impacts of external activities on the employee’s performance.

In addition to this internal reference, the Hospital das Clínicas Complex of FMUSP (HCFMUSP) established, in 2018, a Compliance Handbook applicable to all its employees, as well as a specific handbook for medical professionals.

These publications:

- Clearly define the concept of conflict of interest;
- Present the ethical and institutional impacts arising from such situations;
- Establish practical guidelines for the prevention, mitigation, and proper handling of conflicts.

Through these instruments, ICESP reinforces its policy of ethics, transparency, and integrity, aligned with best practices in compliance and governance in the healthcare sector.

Processes to Remediate Negative Impacts

(GRI 2-25, GRI 205-3, GRI 2-27)

ICESP has an External Ombudsman Office, an administrative unit dedicated to serving patients and companions who use the Institute's services. Its purpose is to ensure the right to be heard and to receive a response, guaranteeing that individual or collective demands are properly addressed within the hospital environment.

Functions of the Ombudsman Office

The unit is responsible for:

- Receiving, analyzing, and investigating submissions such as suggestions, complaints, information requests, reports, and compliments;
- Forwarding reports to the appropriate departments and monitoring each case until its effective resolution;
- Monitoring performance indicators, ensuring effective responses within the parameters established by the São Paulo State Health Department (SES-SP).

Recent Results:

- **2021:** 8,313 submissions received;
- **2022:** 8,448 submissions received;
- **2023:** 9,956 submissions received;
- **2024:** 12,455 submissions received — an increase of 49.6% compared to 2021.

In 2024, the Ombudsman responded, on average, to 93% of submissions within the same month, exceeding the 85% target established by SES-SP.

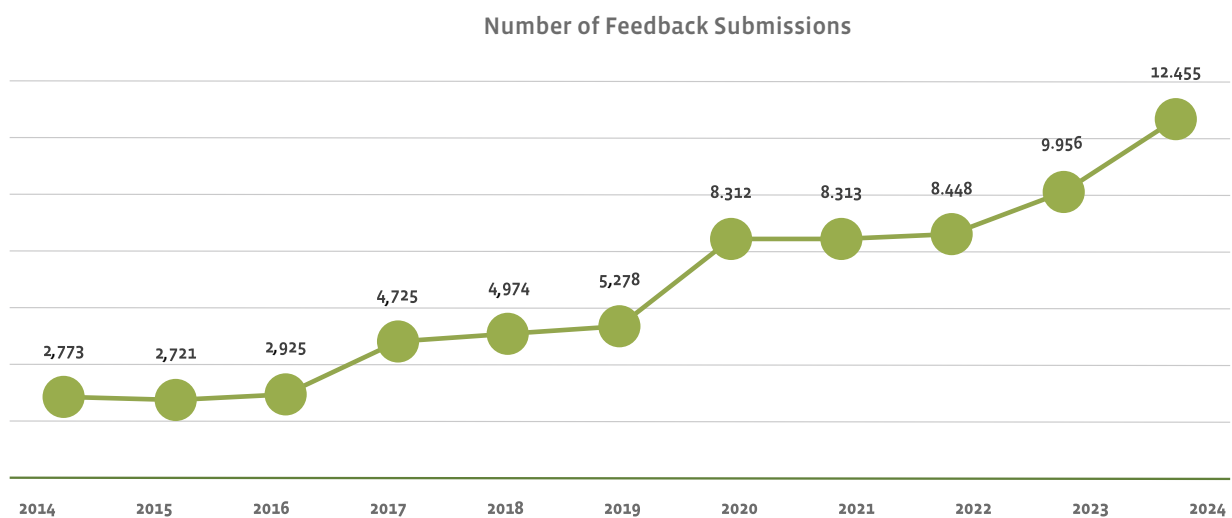
Reports and Classification

The vast majority of submissions initially classified as reports (99.9%) correspond, in practice, to complaints or notifications and do not qualify as formal reports.

In cases effectively characterized as formal reports, the submissions are forwarded to the Executive Board, which adopts the appropriate administrative and formal investigative measures.

Between 2021 and 2024, no reports related to discrimination, moral harassment, or sexual harassment involving patients or companions were recorded through the External Ombudsman channel.

Submissions received by the External Ombudsman Office



Nature of submissions

	2021	2022	2023	2024
TOTAL	8,313	8,448	9,956	12,455
Complaints	977	1,078	1,000	1,279
Requests	846	1,682	2,384	2,056
Reports	0	0	0	0
General information	5,970	4,974	6,038	8,144
Suggestions	10	10	26	26
Compliments	510	704	508	950

Patient Privacy and Medical Records (GRI 418-1)

ICESP maintains a continuous commitment to information security and the protection of personal data, ensuring that patients and employees have their privacy fully preserved.

Since its inauguration, the Institute has never recorded external complaints or notifications from regulatory agencies related to data breaches, loss, or theft of personal data, whether of patients or employees.

Access to the hospital information system is strictly controlled and segmented by user profiles, ensuring that each employee has access only to the functions relevant to their professional responsibilities.

In 2024, a functionality was implemented requiring teams with access to the Electronic Patient Record (EPR) to provide justification before being granted permission to access records of patients who are employees of the institution or classified as Politically Exposed Persons.

In the same year, a new tool was internally developed and is currently in the pilot phase, enabling proactive auditing of access to all patient records within the institution.



Highlights – Governance

ICESP assumes management of the Pediatric Cancer Institute (ITACI) (GRI 3-3)

The Pediatric Cancer Institute (ITACI) began its activities in 2002, as a result of a partnership between the Children's Institute (ICr) of HCFMUSP, the Fundação Criança — a non-profit philanthropic organization — the Ação Solidária Contra o Câncer Infantil (ASCCI), as well as support from private companies and civil society.

In November 2022, by decision of the São Paulo State Health Department, the process of transitioning ITACI's management to ICESP began, with the objective of combining expertise and enhancing synergies, consolidating excellence in the pillars of care, teaching, and research focused on pediatric cancer.

Following its incorporation into ICESP's management contract, ITACI began to provide exclusive care to pediatric oncology patients within the public healthcare network, expanding access and comprehensiveness of high-complexity oncology care in the State of São Paulo.

Located in the Pinheiros district, at 148 Galeno de Almeida Street, the Institute operates in a four-story building equipped with advanced technology and infrastructure compatible with the specific needs of pediatric oncology patients.



PATIENT FROM THE PEDIATRIC CANCER INSTITUTE (ITACI)

Institutional Projects

Image-Guided Intervention Center (CIGI)

In 2023, ICESP inaugurated the Image-Guided Intervention Center (CIGI), representing a milestone in its trajectory of continuous investment in advanced technology and sustainable care.

The project was conceived in 2021, within institutional planning, and made possible through extra-budgetary resources, reaffirming the Institute's capacity to innovate and expand its services with financial and environmental responsibility.

Installed within the surgical center, CIGI combines modern infrastructure with state-of-the-art technology, with the capacity to perform more than 500 procedures per month. Among the main procedures offered are:

- **Percutaneous ablation;**
- **Chemoembolization;**
- **Image-guided biopsies.**

With this structure, CIGI significantly expanded access to more targeted, less invasive, and safer treatments, ensuring greater care efficiency, improved patient quality of life, and reinforcing ICESP's position as a reference in innovation in oncology.



INAUGURATION OF THE IMAGE-GUIDED INTERVENTION CENTER (CIGI), DECEMBER 2023.



INAUGURATION OF THE IMAGE-GUIDED INTERVENTION CENTER (CIGI), 2023



INAUGURATION OF THE IMAGE-GUIDED INTERVENTION CENTER (CIGI), 2023

Full Capacity Project (GRI 203-2, GRI 204,1)

At the Main Unit, ICESP has 490 beds, of which 85 are dedicated to the Intensive Care Unit (ICU), in addition to a surgical center with 18 operating rooms for elective, outpatient, emergency, and robotic procedures.

Until 2023, this installed capacity had never been fully activated due to budgetary constraints. During that period, 445 beds (including 70 ICU beds) and 15 operating rooms were in operation.

Given this scenario, in early 2023, ICESP submitted a detailed study to the São Paulo State Health Department, demonstrating:

- The amount of resources required to activate the remaining inactive structures;
- The expected impact on the Institute's contracted care production;
- The potential expansion in patient care capacity.

To support the study, the Resource Consumption Calculator per Registered Patient was used, enabling the estimation of:

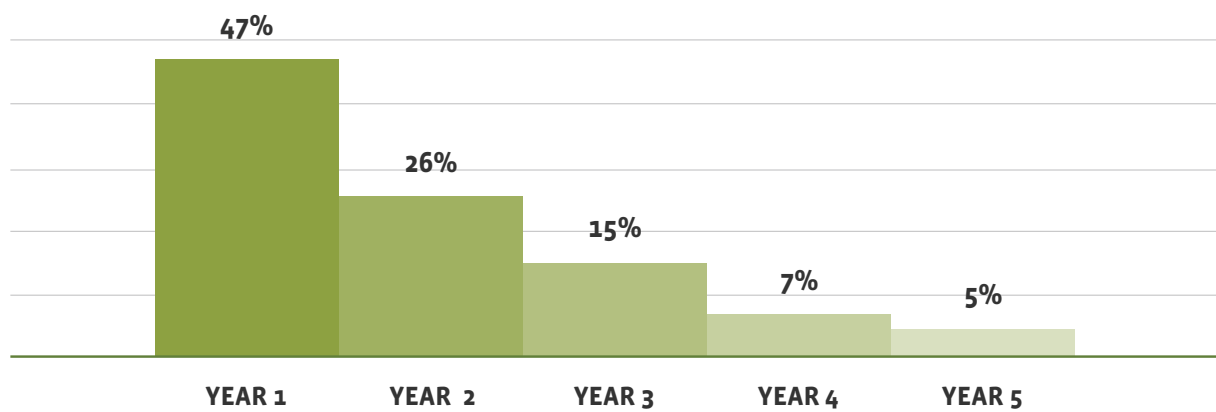
- The number of additional patients that could be treated with the activation of 30 new ward beds, 15 ICU beds, and 3 operating rooms;
- The impact of this increase on other care structures within the Institute.

The tool also enabled the identification of the evolution of resource consumption by patients over the course of their treatment at ICESP. The results indicated that:

- The first year of treatment concentrates the highest level of resource consumption;
- In subsequent years, the use of care infrastructure progressively decreases, allowing for improved planning and budget balance.

Through the Full Capacity Project, ICESP strengthens its role as a reference center in oncology, expanding its capacity to serve SUS patients based on strategic management, evidence-based decision-making, and efficient use of public resources.

Distribution of resource consumption per registered patient over the first five years of follow-up at ICESP





BONE MARROW TRANSPLANT CENTER (BMT) OPENING AND “CAPACIDADE PLENA” PROJECT ACCOUNTABILITY SESSION

In order to continue guiding ICESP’s institutional planning, the Resource Consumption Calculator is periodically updated, enabling the monitoring of changes in the case mix treated by the service.

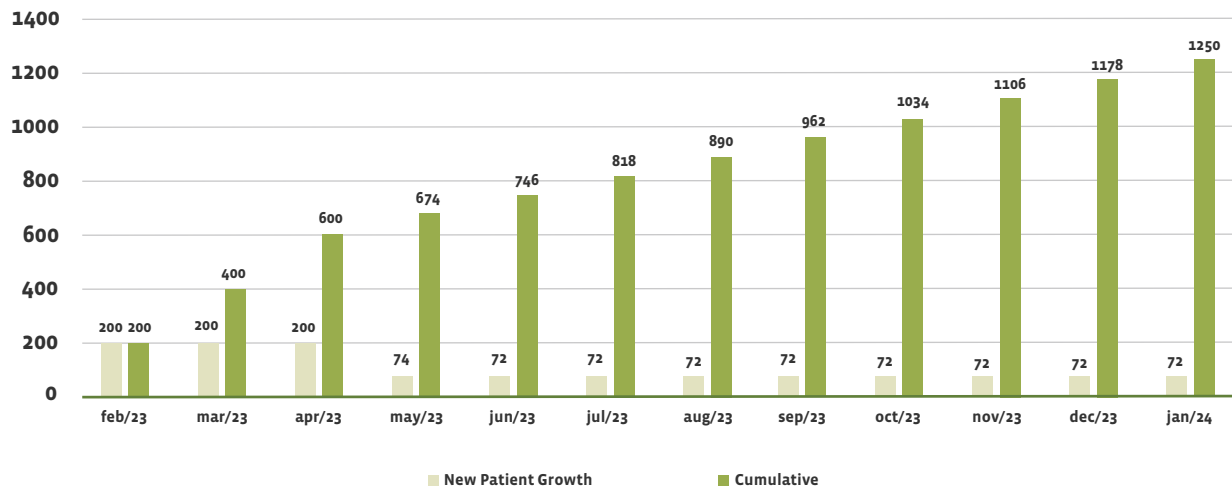
Agreement for Additional Care in 2023

The information obtained through the Resource Consumption Calculator per Registered Patient served as the basis for estimating the budgetary impact per patient treated at the Institute.

These data supported the formalization, in January 2023, of a proposal submitted by the HCFMUSP Superintendence to the São Paulo State Health Department, requesting an increase in operational funding and investment in permanent assets, considering the period from February 2023 to January 2024.

As a care-related counterpart, ICESP committed to registering 1,250 additional patients, beyond those already planned in its 2023 schedule, over a 12-month period.

Additional patients registered from February 2023 to January 2024



Distribution of additional registered patients by Health Region

REGIONAL HEALTH DEPARTMENT	NUMBER OF PATIENTS	%
DRS I - Greater São Paulo	736	59%
DRS XVIII - Taubaté	132	11%
DRS IV - Baixada Santista	129	10%
DRS VII - Campinas	113	9%
Other	140	11%

Full Capacity 2024

Throughout 2023, ICESP met all agreed targets related to care production and quality, including those associated with the Full Capacity Project, which were incorporated as an amendment to the Institute's current Management Contract.

ICESP's performance on production and quality indicators from January to December 2024

TARGET	2023	2024
Hospital Discharges	18,402 (103%)	18,517 (102%)
Surgeries	7,279 (96%)	8,046 (106%)
Outpatient Medical Consultations	236,618 (98%)	242,093 (100%)
Outpatient Multiprofessional Consultations	169,245 (122%)	180,375 (109%)
Average Monthly Number of Patients Undergoing Clinical Treatment	5,620 (100%)	5,770 (102%)
Ombudsman Response Rate	93%	93%
NPS	94	93
Electronic Medical Record Availability Index	99,90%	99,85%
Institutional Surgery Cancellation Rate	2,40%	2%
Incidence of extravasation involving antineoplastic drugs	0,17%	0%
Density of primary bloodstream infection associated with the use of central venous catheters	3,4	4,57

The methodology used to allocate additional patients to ICESP throughout 2023 included monthly meetings between the Institute's team and the Regulation Group of the São Paulo State Health Department, during which SES presented the backlog demand across the entire State.

Access to this information enabled ICESP to direct the planning of the activation of its care structures, as well as the sizing of its medical teams, based on the specialties for which the State presented the greatest gap between supply and demand for care.

In this way, the Full Capacity Project proved to be highly successful, as, in addition to expanding care capacity, it enabled better alignment between the State's main demands — predominantly high-complexity cases, with more than 60% of patients in stages III and IV — and the specialized services offered by ICESP

Acute Leukemias

In response to the increasing demand for care for patients with acute leukemias, an agreement was established with the São Paulo State Health Department (SES-SP) for the operation of 10 beds on the 19th floor of the Institute, between 2019 and 2021.

This measure was adopted as a temporary and strategic solution, ensuring the immediate expansion of care capacity while the expansion works on the 22nd floor were being carried out, aimed at providing definitive and appropriate infrastructure for this patient profile.

Through this initiative, ICESP ensured the continuity and expansion of oncology care in onco-hematology, promptly meeting the needs of the public healthcare network



BONE MARROW TRANSPLANT CENTER BED AT ICESP

Bone Marrow Transplant Center (BMT)

Inaugurated in September 2024, the Bone Marrow Transplant Center (BMT) at ICESP is located on the 22nd floor of the Institute and represents a milestone in strengthening onco-hematology care in the State of São Paulo.

The unit includes eight specialized beds, fully adapted to the needs of patients undergoing transplantation:

- Two beds designated for allogeneic transplants, in which donor stem cells are used;
- Six beds dedicated to autologous transplants, performed using the patient's own cells.

The project received an investment of BRL 7.5 million and also included the restructuring of 12 beds into single rooms, primarily intended for the treatment of onco-hematological conditions such as leukemias and lymphomas.

With the expansion of installed capacity, a reduction of up to 37% in waiting time for transplantation is expected, promoting faster access to treatment and significantly improving patient clinical outcomes



BONE MARROW TRANSPLANT CENTER (BMT) OPENING AND "CAPACIDADE PLENA" PROJECT ACCOUNTABILITY SESSION

04

+SAÚDE

programa de prevenção e educação

FIESP

16 HPV!

16 HPV!

16 HPV!

16 HPV!

16 HPV!

CAMPAÑA DE
CONSCIENTIZAÇÃO
sobre o HPV

CAMPAÑA DE
CONSCIENTIZAÇÃO
sobre o HPV



Chapter 04: Social





Diversity in Governance Bodies and Employees

(GRI 405-1, GRI 406-1, GRI 3-3)

Between 2021 and 2024, ICESP recorded significant progress in the composition of its workforce, particularly in the increased participation of women among employees and the growth in the hiring of young professionals (aged 18 to 30), reinforcing the institution's commitment to developing new talent.

At the same time, there was a maturation of the workforce hired under the CLT regime, with employees transitioning from the 31–45 age group to the group above 46 years. In this latter group, which includes professionals aged between 46 and 79 years, the average age is 51, reflecting the consolidation of an experienced and highly qualified workforce.

ICESP emphasizes that it does not adopt any discriminatory practices in its hiring or termination processes. On the contrary, it values the strategic role of each age group:

- Younger professionals are welcomed within the teaching pillar, receiving opportunities for training and development;
- More experienced professionals contribute with their expertise and practical knowledge, strengthening excellence in care, teaching, and research.

Regarding racial diversity, no significant changes were observed in the distribution pattern among employees over the years, reflecting the maintenance of equal opportunities in hiring and retention within the institution.

Distribution of employees over the years

	2021	2022	2023	2024
By gender				
Female	3,787	2,778	2,904	2,981
Male	1,045	1,035	1,063	1,031
By age group				
18 to 30 years	724	755	813	811
31 to 45 years	2,290	2,227	2,213	2,166
By race				
Asian	126	118	124	117
White	2,281	2,264	2,344	2,357
Indigenous	1	1	2	2
Black	366	377	399	395
Brown	958	1,001	1,052	1,097
Undeclared	55	52	46	44
By functional level				
Administrative	756	748	743	765
Nursing	1,534	1,567	1,662	1,632
Medical	611	610	639	665
Multiprofessional	791	787	814	834
Research	95	101	109	116
By education level				
Habilitation	18	17	17	17
Master's/Doctorate	135	124	124	130
Postgraduate Degree	918	964	1,086	1,169
Higher Education	901	859	843	806
Secondary Education	1,799	1,835	1,882	1,872
Primary Education	16	14	15	18
By type of employment contract				
Fixed-term	0	0	0	0
Indefinite-term	3,787	3,813	3,967	4,012

By workload				
30 hours	7	4	3	3
60 hours	98	99	99	98
120 hours	495	496	527	544
150 hours	135	133	140	146
180 hours	220	223	220	226
206 hours	1,229	1,272	1,375	1,350
220 hours	1,603	1,586	1,603	1,645
By work location				
Dr. Arnaldo Unit	3,707	3,732	3,902	3,945
Osasco Unit	54	55	53	54
Outpatient Pharmacy	26	26	12	13

Total Employees	2021	2022	2023	2024
Total employees under CLT regime	3,787	3,813	3,967	4,012
Medical Residency	791	723	883	893
Total employees	4,578	4,536	4,850	4,905
Outsourced teams	748	762	760	784
Total employees	5,326	5,298	5,610	5,689
Other professionals participating in the care process				
Multiprofessional Residency	58	52	67	83
Specialization students	211	226	154	134
Postgraduate Program (Master's degree)	73	72	76	83
Interns	65	269	306	319
Other training programs	6	19	12	31



Compensation, Incentives and Benefits

(GRI 401-1, GRI 3-3, GRI 401-2, RT6)

At ICESP, salary adjustments are defined through collective bargaining agreements conducted with the unions representing each professional category. The institution's employer union is the Union of Santos Casas and Philanthropic Hospitals of the State of São Paulo (SINDHOSFIL), and 100% of employees are covered by collective agreements or conventions.

The Institute ensures equity in the provision of benefits, without distinction between professional categories, working hours, or operational units — except in cases provided for by law, such as transportation vouchers — nor are there distinctions between operational units. Currently, the benefits guaranteed to all employees include a basic food basket, meal vouchers, and transportation vouchers.

This compensation and benefits policy reinforces ICESP's commitment to maintaining transparent, fair, and legally compliant practices, ensuring adequate working conditions and valuing its professionals.



ICESP IMAGE LIBRARY



Occupational Health and Safety

(GRI 3-3, GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9, GRI 403-10)

ICESP has its own Specialized Service in Safety Engineering and Occupational Medicine (SESMT), composed of professionals who are continuously updated on topics related to occupational health and safety, including legislative changes. This work ensures regular reviews of procedures, manuals, policies, and programs, maintaining alignment with current standards and best practices.

The Institute maintains systematized process records, whose quality is verified through internal and external audits, ensuring compliance with technical and regulatory standards. This approach includes the use of checklists to identify critical points in the work environment, as well as the implementation and updating of the Risk Management Program (PGR) and the Occupational Health Medical Control Program (PCMSO).

In addition, all data collected during hazard identification, risk assessment, and incident investigation processes are continuously analyzed, enabling:

- Identification of trends and critical areas;
- Detection of opportunities for improvement;
- Monitoring of performance through key indicators, such as accident rates and severity index.

Employees play a fundamental role in ICESP's occupational health and safety system. They are encouraged to provide continuous feedback on processes, and their observations are used for ongoing adjustments and improvements. Based on the results obtained, policies and procedures are regularly reviewed, strengthening the prevention culture.

Incident Management Flow

01

IMMEDIATE REPORTING

Any incident is reported to the occupational health and safety team, with detailed records of date, time, location, and individuals involved.

02

INITIAL INVESTIGATION

The team identifies associated hazards and analyzes the underlying factors that led to the event.

03

RISK ASSESSMENT

The likelihood of recurrence and the potential impact of the incident are evaluated.

04

APPLICATION OF THE HIERARCHY OF CONTROLS:

- Elimination or substitution of the risk;
- Engineering controls to modify the environment;
- Administrative controls, including new procedures and policies;
- Provision of Personal Protective Equipment (PPE).

05

CORRECTIVE AND PREVENTIVE ACTIONS

Defined based on root cause analysis, preventing recurrence and strengthening the system.

06

CRITICAL ANALYSIS AND REVIEW

All proposed actions are evaluated prior to implementation, with adjustments incorporated into the Risk Management Program (PGR) and the Occupational Health Medical Control Program (PCMSO).

Contracted companies are required to present occupational health and safety documentation for their employees prior to the start of activities. Services are only authorized after approval by the Occupational Safety team.

Once implemented, services are monitored and the safety standards applied by contractors in their daily operations are evaluated. Contracted employees also undergo an onboarding process specifically designed for this group, including information about ICESP, particularly regarding occupational health and safety.

In addition, for contracted companies with permanent on-site positions at ICESP (such as cleaning, maintenance, and nutrition services), the same training provided to CLT employees is also offered, including on-site fire brigade training. This ensures that information is equally disseminated to all professionals working within ICESP facilities.

This policy ensures that all professionals working at ICESP, whether direct employees or contractors, have access to the same information and safety standards, promoting a safe, standardized, and integrated work environment.

Workplace Accident Rate

Over recent years, the workplace accident rate at ICESP has remained at stable levels, reflecting the effectiveness of the occupational health and safety policies adopted by the institution.

An exception occurred in 2024, when a noticeable increase in the number of incidents was recorded.

This result was associated with factors such as:

- Increased workforce movement due to employee turnover and new hires;
- Adaptation period of newly hired employees, still undergoing training and onboarding;
- Departure of more experienced professionals, resulting in partial loss of accumulated practical knowledge.

This behavior reinforces the importance of active knowledge management and continuous training, ensuring that new employees quickly assimilate safety protocols and that the experience of more senior professionals is systematically transferred.

Work-related injuries and occupational accident rate

		2021	2022	2023	2024
Typical Workplace Accidents	With leave <= 15 days	44	39	34	58
	With leave > 15 days	0	1	7	0
	Without leave	20	13	20	23
Commuting Accidents	With leave <= 15 days	25	30	37	33
	With leave > 15 days	2	5	3	3
	Without leave	7	20	8	14
Workplace Accidents Involving Biological Material	With leave	3	1	1	2
	Without leave	52	66	69	58
Total Workplace Accidents	Accidents with leave	74	76	82	96
	Accidents without leave	79	99	97	95
	Total Workplace Accidents	153	175	179	191
	Total Workplace Incidents	22	17	27	30
	Accidents investigated	153	175	179	191
	Total work-related incidents	100%	100%	100%	100%
	Accidents involving outsourced workers	1	2	0	3
	Days lost	254	213	200	239
Workplace accident rate (Annual average)	Workplace accident rate	0.25%	0.26%	0.28%	0.37%
Occupational accident rate (annual average) Employees with high incidence or high risk of diseases related to their occupation		ND	ND	ND	ND



Management, Development and Training of Human Resources

(GRI 404-1, GRI 404-3, GRI 3-3, GRI 404-2)

Over the years, ICESP has implemented various programs and initiatives aimed at technically and behaviorally training its employees, promoting engagement, and contributing to their professional, intellectual, and personal development.

Between 2021 and 2024, there was an expansion in the number of positions as a result of the implementation of several projects. Among these, the internal recruitment program enables employees to progress to new roles within the institution.

Positions filled through internal recruitment

	2021	2022	2023	2024
Total Hires	534	656	783	770
Number of Positions Filled Through Internal Recruitment	75	99	116	163
Percentage of Positions Filled Through Internal Recruitment in Relation to the Total	12.32%	13.11%	12.90%	17.47%

AVALIAÇÃO DE DESEMPENHO POR COMPETÊNCIAS 2024

Entre os dias 16 de setembro e 14 de outubro acontece a **primeira etapa** do Ciclo Avaliativo. **Todos os colaboradores admitidos até abril de 2024 devem participar.**

CRENENCIAIS DE ACESSO
LOGIN: CPF (apenas número, 11 dígitos)
SENHA: Data de Nascimento (apenas números, 8 dígitos)
Após o primeiro acesso, altere a sua senha em:
Meus dados > Configurações do Sistema > Editar.
Não se esqueça de anotar em um lugar seguro a nova senha cadastrada.

CLIQUE AQUI
E RESPONDA A SUA AVALIAÇÃO

FICOU COM ALGUMA DÚVIDA?
Entre em contato com a equipe de Gestão de Desenvolvimento de Pessoas nos ramais **2819** e **2792** ou por e-mail em icesp.avaliacaoporcompetencias@hc.fm.usp.br
Consulte o Manual de Perguntas e Respostas anexo a este comunicado, com informações importantes sobre o processo de avaliação



Management of Institutional Training

The management of institutional training includes the development of programs designed to meet training needs identified through management tools such as:

- Performance evaluation;
- Training Needs Assessment (TNA);
- Engagement surveys;
- Quality and safety surveys;
- Risk reporting tools;
- Internal Ombudsman;
- Others.

Training programs are classified into three main types, considering content and target audience.

Care-related training is planned and delivered by CETO (Center for Education and Training in Oncology), the unit responsible for training professionals directly involved in patient care.

Technical training is directed at professionals who do not work directly in care and is conducted by the respective technical areas.

Behavioral training focuses on the development of interpersonal skills in the workplace, preparing professionals to act in accordance with the institution's values, mission, and vision.

Center for Education and Training in Oncology (CETO)

CETO is ICESP's corporate and continuing education unit and also functions as a Realistic Health Simulation Center, establishing itself as a strategic environment for professional development and training.

The structure includes classrooms, simulation consultation rooms, high-fidelity realistic simulation beds, and practical training beds that reproduce real oncology care scenarios.

With a focus on active methodologies, CETO has implemented gamification in the learning process through the “Educational Games Week” project, initiated in 2019. The initiative was also carried out in 2020, 2022, and 2023, with an average participation of 1,000 employees per edition.

This innovative approach strengthens knowledge dissemination, encourages professional engagement, and contributes to the consolidation of a culture of continuous learning at ICESP.



REALISTIC SIMULATION CENTER (ICESP)

Training conducted by CETO

CETO	2021	2022	2023	2024
Number of Training Sessions Conducted Per Year	313	272	344	275
Total Training Ours Per Year	40,980	52,525	58,477	62,530
Number of Newly Hired Professionals Trained Per Year	334	337	496	453

Realistic Health Simulation Center (CSRS)

As part of the Center for Education and Training in Oncology (CETO), the Realistic Health Simulation Center (CSRS) is a modern and highly equipped structure dedicated to the development of practical skills in healthcare.

This innovative environment enables the reproduction of clinical, hospital, and care scenarios under safe and controlled conditions, allowing:

- Supervised practice of procedures;
- Improvement of technical competencies;
- Development of behavioral skills essential for safe and humanized care.

With CSRS, ICESP consolidates its position as a reference in continuing healthcare education, offering realistic learning experiences aligned with international best practices.

Nurse Instructor Project

Created in 2017, the Nurse Instructor Project was developed to ensure excellence in training newly hired nursing professionals in best care practices at ICESP.

The program's main objectives are:

- To integrate new employees into ICESP's institutional culture;
- To promote safety and quality in care processes;
- To provide safe, comprehensive, and humanized oncology care, meeting the needs of patients and their families.

Through this initiative, ICESP strengthens the strategic role of nursing in the oncology care journey, ensuring that all professionals begin their activities fully prepared to operate in accordance with the highest standards of quality and safety.

“Berçário” Project (essential training for oncology care)

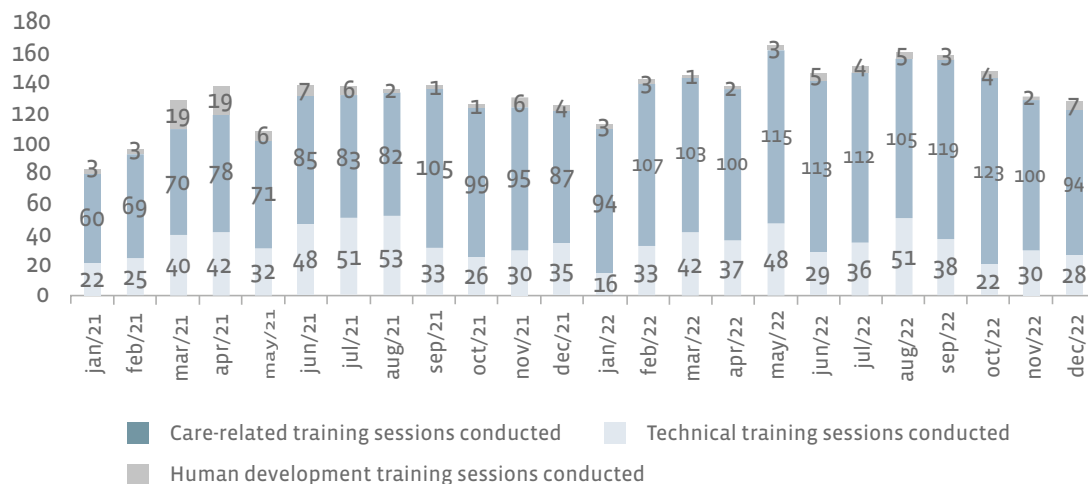


“BERÇÁRIO” PROJECT

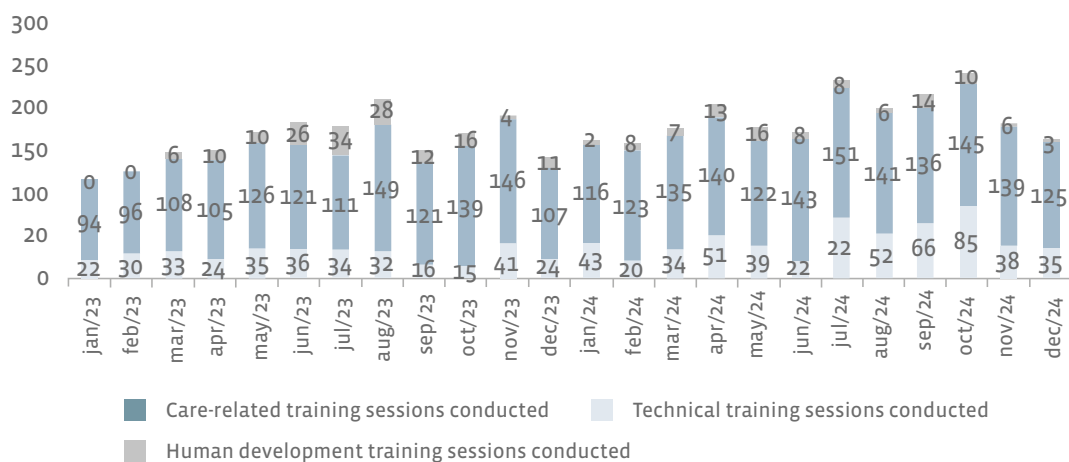
In 2024, ICESP implemented the “Berçário” Project, aimed at newly hired nursing professionals in inpatient units. The project initially covered the Inpatient, Clinical, Surgical, and Onco-hematology areas. Within this context, CETO is responsible for conducting periodic visits, monitoring instructors and new employees, and guiding and participating in practical activities in the workplace. The project also includes feedback sessions and evaluation meetings with instructors and coordinators to assess employee development during the probation period.

The project demonstrated highly positive results, with 80.3% of newly hired employees being retained after the probation period, reflecting the effectiveness of the initiative.

Number and types of training conducted between 2021 and 2022

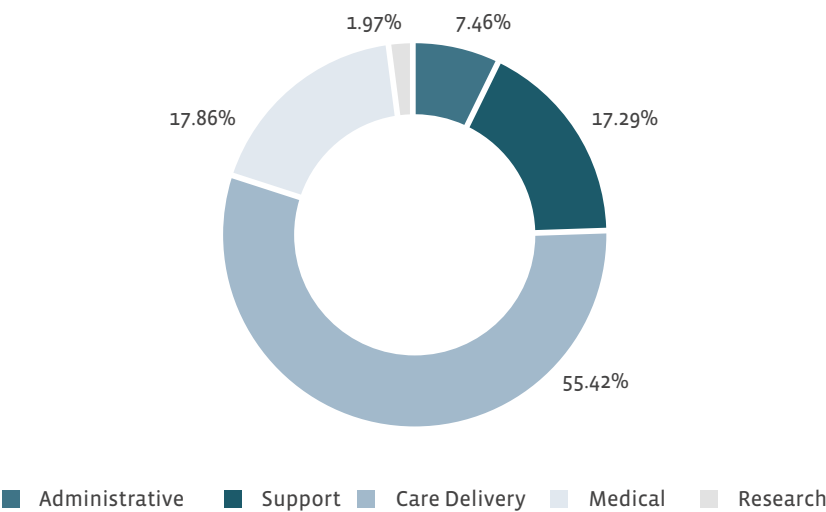


Number and types of training conducted between 2023 and 2024



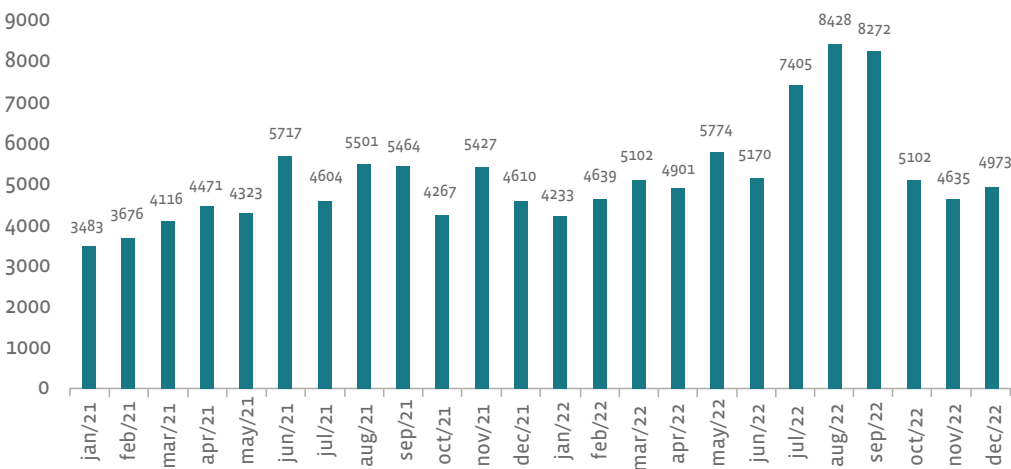
More than 450,000 hours of training were delivered to employees between 2021 and 2024, distributed across ICESP’s areas of activity, as shown in the chart below.

Total training by area

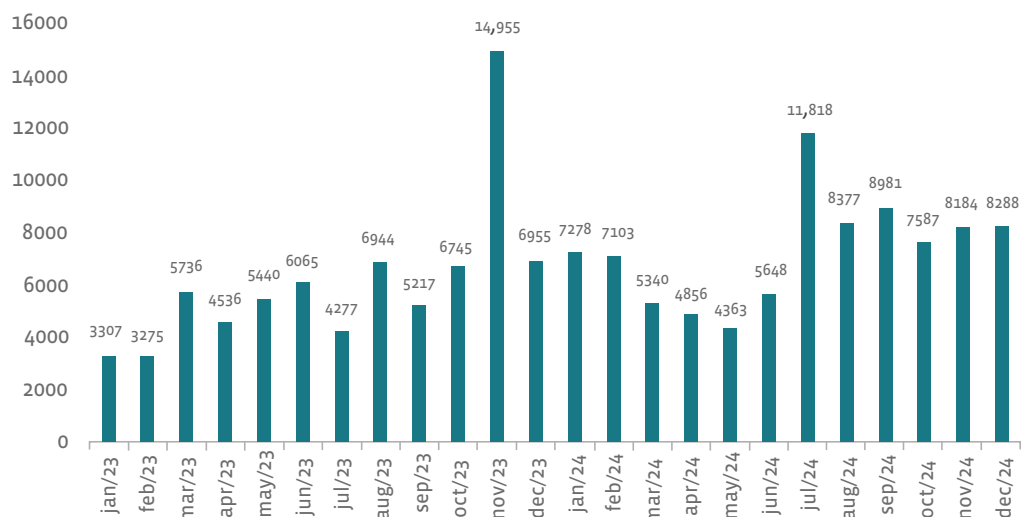


During this period, approximately 22% of training sessions were conducted using the Virtual Learning Environment (VLE). Additionally, around 285,568 training instances per topic/professional were carried out during the same period, as shown in the chart below.

Total training instances per topic/professional between 2021 and 2022



Total training instances per topic/professional between 2023 and 2024



Average training hours per year per employee

Average Training Rate (h)	2021	2022	2023	2024
By gender				
Male	18H39	21H14	23H27	21H30
Female	20H32	24H43	25H43	27H29
By functional level				
Administrative Leadership	12H39	10H28	7H27	5H39
Medical Leadership	11H01	13H38	14H17	12H51
Care Leadership	19H55	32H12	17H57	19H47
Medical	26H46	24H22	27H21	22H20
Nursing	36H15	40H48	39H23	48H37
Analysts and Specialists	8H34	12H12	8H09	9H59
Health Technicians	20H28	27H15	29H41	28H35
Technical Support	2H12	5H30	9H34	9H00
Clinical Support Staff	7H47	6H59	8H09	9H35
Other Healthcare Professionals	16H55	21H50	26H21	28H40
Administrative Support	5H49	8H27	7H57	11H47
Average per Professional	20H01	23H46	25H07	25H57

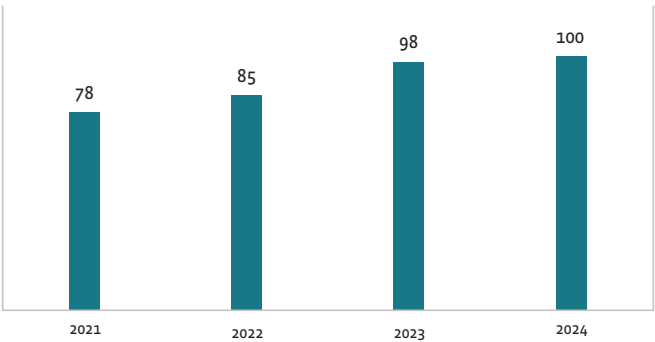
Virtual Learning Environment (VLE)

Implemented at ICESP in March 2020, the Virtual Learning Environment (VLE) has been consolidated as a strategic tool for distance learning (e-learning), accessible 24 hours a day from any location, including outside the workplace.

The platform offers content aimed at developing and improving both technical and behavioral competencies, in addition to providing materials that encourage self-development and career progression.

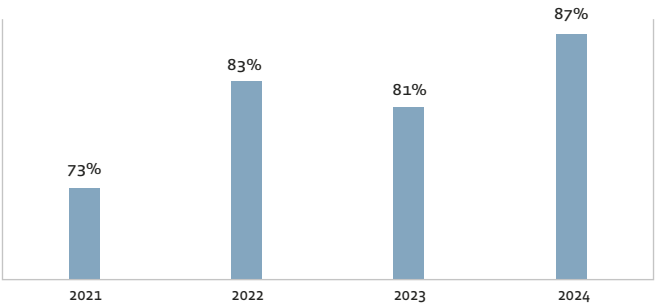
By integrating technological innovation with continuing education, the VLE expands learning opportunities, making knowledge more accessible and promoting the continuous development of the Institute’s employees

Number of courses on the platform



The completion of virtual training is monitored by comparing the number of enrollments with the number of completed courses for each topic, as shown in the chart below.

User engagement



Institutional Onboarding Program (in-person and virtual)

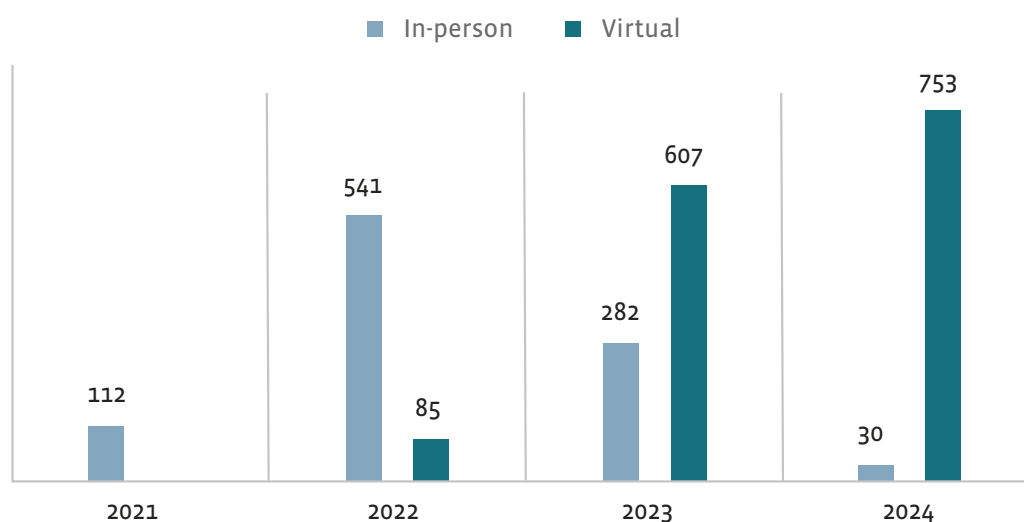
The Institutional Onboarding Program is designed for all newly hired employees under the CLT regime, with the objective of presenting ICESP, its culture, mission, vision, and values, and promoting employee integration into the work environment.

Onboarding is conducted in person, with up to two sessions per month, ensuring proper welcoming and standardization of information provided to new team members.

For employees hired outside the regular schedule, the Institute provides onboarding content virtually through the Virtual Learning Environment (VLE). In this case, materials are sent by email on the second day of employment, with a 30-day deadline for completion.

Through this program, ICESP ensures that all professionals begin their activities aligned with institutional values and best practices in oncology care, strengthening organizational culture from the outset.

Number of participants in the program



Among the institutional training programs implemented between 2021 and 2024, the following stand out:

A. Leadership Pathway 360°

This program, aimed at managers and coordinators, seeks to train, develop, and strengthen the competencies and skills essential for leadership, fostering connections among managers across all areas, promoting alignment of institutional vision, and disseminating a culture of participatory management.

The Leadership Pathway consists of 24 sessions (including facilitation and mentoring) over 16 weeks (combining in-person meetings and virtual content on the VLE), focusing on four leadership dimensions: operational, strategic, relational, and innovative.

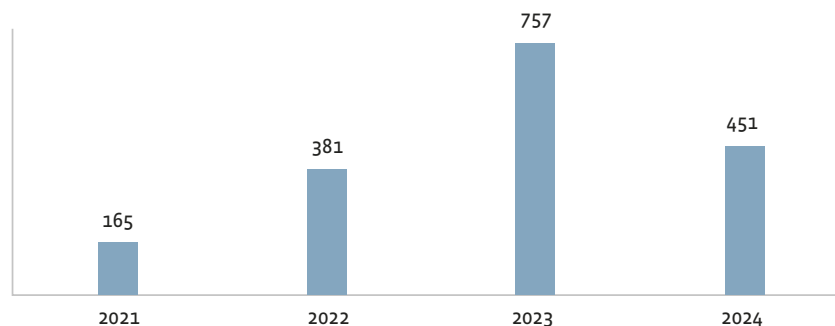
- First cohort (February to July 2021): 20 participants, with a total workload of 60 hours;
- Second cohort (July 2021 to February 2022): 23 participants, with a total workload of 60 hours;
- Third cohort (March to July 2023): 23 participants, with a total workload of 60 hours.

B. Team Development

Employees and medical residents are invited to participate in sessions facilitated by a clinical psychoanalyst, with the objective of understanding and developing emotional intelligence in managing interpersonal relationships, as well as learning techniques to address conflicts in a constructive manner within the workplace.

The topics addressed are defined based on identified needs.

Number of participants



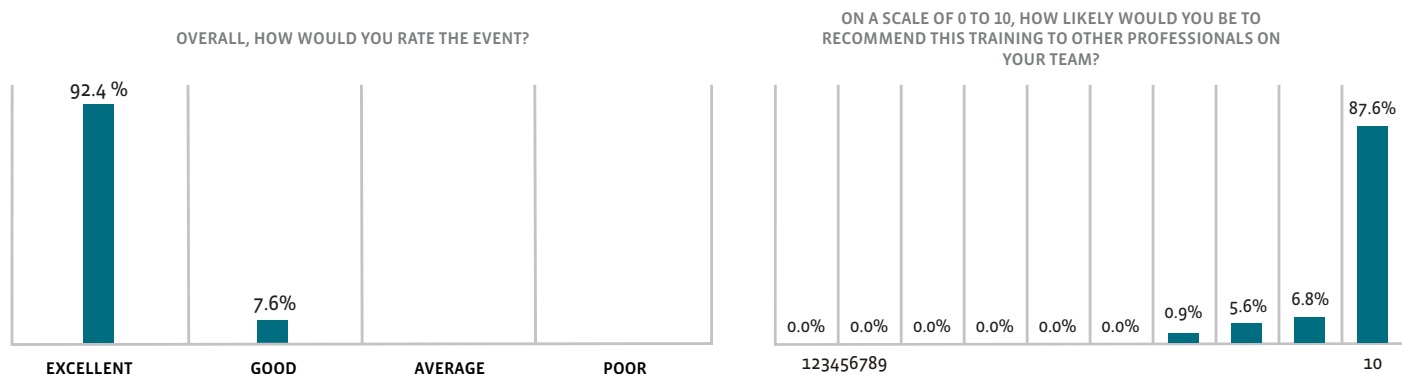
C. Team Development – Monthly Thematic Sessions

Aimed at all ICESP employees, this program seeks to train, develop, and strengthen behavioral competencies and skills through current and relevant themes for daily professional practice.

The initiative encourages self-awareness and the development of individual and collective abilities, preparing employees to deal more effectively with workplace challenges.

The sessions began in May 2024 and are held monthly. In the same year, the program had 188 participants, reinforcing engagement and the relevance of the initiative.

Participant evaluation of team development sessions



Participation of Medical Staff in Conferences

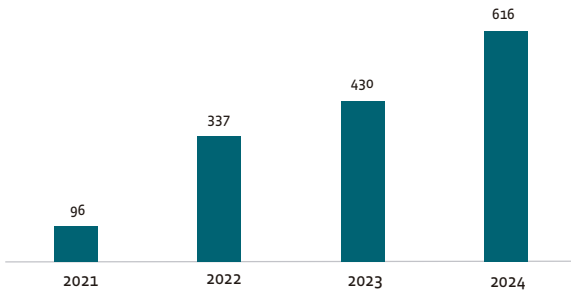
ICESP values scientific updating and professional development of its medical staff. In addition to allocating 20% of the monthly workload of staff physicians to teaching and research activities, the Institute offers a program that allows participation in conferences, workshops, symposia, and other scientific events, with attendance considered as working days within the calendar year.

The number of days granted varies according to the physician's level:

- Physician I – undergraduate degree and specialization in the area of practice: 5 days;
- Physician II – undergraduate degree, specialization, and Master's and/or PhD degree, or holding a medical leadership position: 10 days;
- Physician III – undergraduate degree, specialization, stricto sensu postgraduate degree, and habilitation (Livre-Docência): 15 days

Through this program, ICESP reinforces its commitment to continuing education, ensuring that its professionals remain up to date and prepared to provide the best care to patients.

Number of physicians participating in conferences



Security personnel trained in human rights policies or procedures
(GRI 3-3, GRI 410-1)

ICESP ensures that 100% of its security workforce — predominantly outsourced — receives continuous training in policies and procedures related to human rights. These trainings focus on developing behavioral competencies that ensure respect, dignity, and protection of individuals in all interactions within the hospital environment.

By systematically implementing this practice, the Institute ensures that its security personnel act in full alignment with institutional values, promoting a safe and welcoming environment that goes beyond healthcare delivery.

Security personnel trained in human rights procedures

	Direct employees	Outsourced staff
	2024	2024
Number of Employees	2	93
Employees Trained in Human Rights	2	93
Percentage of Security Staff Trained in Human Rights	100%	100%



Quality of Life at Work

Ensuring comprehensive, humanized, and patient-centered care is at the core of ICESP's culture. However, this care-oriented vision — inherent to an institution focused on health and well-being — is also extended to the Institute's employees, whether directly hired staff or service providers.

Quality of life at work programs aim to create, develop, and maintain a safe, harmonious, healthy, and ethical environment that promotes the physical, mental, emotional, and spiritual well-being of employees.

Between 2021 and 2024, the following initiatives are highlighted:



Employee Lounge

This space aims to improve employees' quality of life in the workplace by offering activities focused on relaxation, integration, experiential learning, cultural events, leisure, and recreation. The area includes a lounge and game room, three modular rooms, a massage therapy room, a reading room equipped with computers, and a mothers' room.



Massage Therapy

Massage therapy aims to reduce physical, emotional, and psychological tension, relieve pain, promote muscle and tendon relaxation and stretching, mobilize joints, and stimulate blood circulation, thereby improving employees' quality of life.



Functional Training, Pilates, and Zumba

These activities aim to provide employees with access to physical exercise classes (functional training, Pilates, and Zumba), with the convenience of being offered within the workplace and at affordable cost.



Yoga and Meditation

Yoga provides moments of relaxation and decompression for both body and mind, promoting physical and mental improvements in quality of life at work.

 Choir

The choir offers an opportunity for musical study and appreciation, complementing and enriching daily work activities in a playful and enjoyable manner.

In addition to fostering artistic and musical development among its members, choral singing encourages integration among employees from different departments. Rehearsals take place weekly, and performances are held monthly across various ICESP departments.

 Artistic Awareness

This initiative aims to foster creativity, introduce drawing concepts, encourage teamwork, develop talents, and promote relaxation within the workplace.



Understanding Cancer



This project consists of lectures on oncology delivered by physicians working at the Institute. Its objective is to expand employees' general knowledge about the main types of cancer (prevention, diagnosis, treatment, and rehabilitation) through accessible language, contributing to health promotion and improved quality of life.



Family Day



ICESP opens its doors on scheduled dates to provide employees with an opportunity to spend a pleasant day with their families within the workplace.



Mothers' Room

This space enables employees to continue breastfeeding after maternity leave. The room operates 24 hours a day, seven days a week.



Quality of Life Program

The Quality of Life Journey aims to raise awareness among professionals about the importance of health promotion and quality of life through lectures on current topics, delivered by healthcare professionals working at the institution.



Olympics

This initiative promotes integration among employees, encouraging teamwork and providing moments of relaxation and enjoyment during the work routine.



Occasional Activities

Various activities are organized on specific dates and commemorative occasions to promote team integration and employee well-being, contributing to a welcoming and positive work environment. Examples include Beauty Day, the Volunteers' Bazaar, Caring Hands, and You Are Part of This Story.

International Women's Day

Since 2015, ICESP has annually organized a special talk show in celebration of International Women's Day.

The event, aimed at employees, is led by the Executive Director and the Manager of the Institute's Integrated Humanization Center, and features employees, patients, entrepreneurs, and professionals from various sectors as speakers, addressing themes such as "Women Who Inspire" and "Women in Science," among others.

Now part of the institutional calendar, the event reinforces the Institute's commitment to diversity, gender equity, and well-being in the workplace.

Quality of life at work in numbers

	2021	2022	2023	2024
Total hours of participation in quality-of-life-at-work events	57,659	102,461	100,565	79,478
Number of participations in quality-of-life-at-work activities	5,111	11,345	10,032	13,009
Number of events held under quality-of-life-at-work programs	513	797	911	951
Total hours of quality-of-life-at-work program events made available to employees	2,413	2,710	2,925	2,981



INTERNATIONAL WOMEN'S DAY EVENT





Highlights - Social

Octavio Frias de Oliveira Award

Created in 2010, the Octavio Frias de Oliveira Award aims to promote scientific research in cancer prevention and treatment, as well as to recognize individuals who stand out in this field, which is essential to public health.

Held annually in August, the Award is the result of a partnership between ICESP and Grupo Folha, and has become one of the most important scientific distinctions in oncology in Brazil.

The winners are selected by a highly respected committee composed of representatives from the following institutions:

- Cancer Institute of the State of São Paulo (ICESP);
- School of Medicine of the University of São Paulo (FMUSP);
- Hospital das Clínicas of FMUSP (HCFMUSP);
- São Paulo Research Foundation (FAPESP);
- National Academy of Medicine;
- Brazilian Academy of Sciences;
- National Council for Scientific and Technological Development (CNPq);
- São Paulo Oncology Center Foundation (FOSP);
- Folha de S. Paulo.

The Octavio Frias de Oliveira Award reinforces ICESP's role as a reference in research, innovation, and scientific development, contributing to the advancement of knowledge and the development of new solutions in oncology.



OCTAVIO FRIAS DE OLIVEIRA AWARDS



Teaching Care Project – Training for Safe Home Care

The Teaching Care Project was developed to provide practical and theoretical guidance to family members and caregivers of patients being discharged from the hospital who use devices such as feeding tubes, drains, catheters, tracheostomies, ostomies, among others.

With a duration of one hour, the training focuses on proper handling, hygiene, and prevention of complications, promoting safety, autonomy, and confidence in home care.

By promoting safety, autonomy, and confidence in home care, the project extends the quality of care beyond the hospital environment, ensuring support for caregivers and greater protection for patients during recovery.

PAT – Workplace Environment Promotion

This initiative consists of actions aimed at strengthening governance, sustainability, productivity, development, and engagement in the workplace. Among these actions, the following stand out:

a) Competency-Based Performance Evaluation

Implemented at ICESP in 2012, Competency-Based Management aims to support managers in monitoring employee development, aligning individual performance with the institution's strategic objectives.

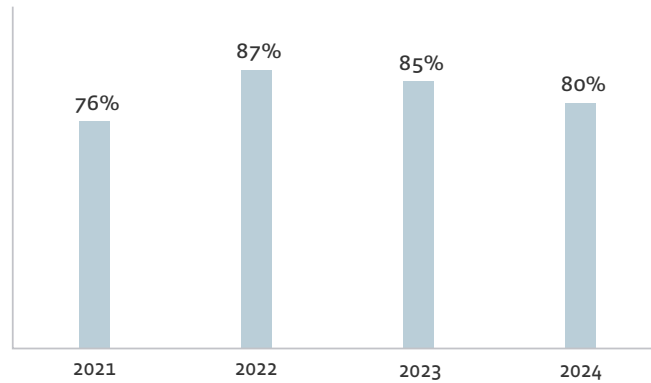
The adopted model establishes a balance between core competencies and specific competencies (behavioral and technical), required for the execution of each role's responsibilities.

ICESP's core competencies are: Quality Culture, Patient Care, Results Orientation, and Leadership. The model promotes a culture of giving and receiving feedback, making communication more transparent and objective, facilitating alignment of expectations and agility in processes.

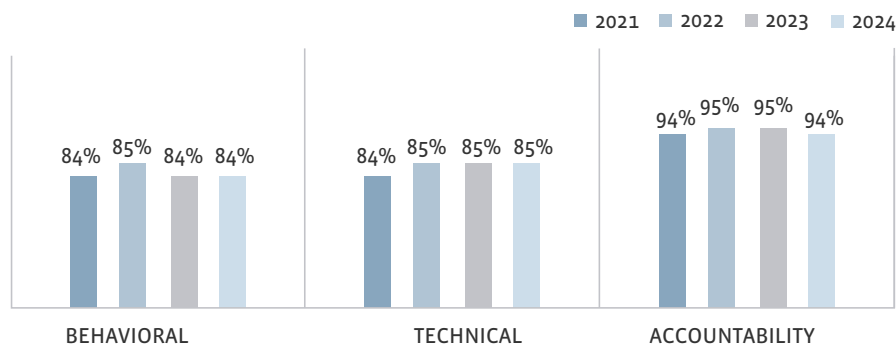
Competency-Based Performance Evaluation is applied to employees beyond the probation period and also to volunteer physicians, enabling the measurement of results, identification of development needs, and strengthening of team excellence.

Through this approach, ICESP ensures a structured, participatory people management process aligned with institutional pillars of quality, safety, and humanization.

Adherence to performance evaluation process



Overall performance



b) Employee Engagement Survey (eNPS)

ICESP began applying its Organizational Climate Survey in 2010, aimed at mapping employees' perceptions of internal practices and monitoring their level of engagement and satisfaction.

Between 2021 and 2022, the methodology was updated to the Employee Net Promoter Score (eNPS) model, a modern and widely adopted market practice.

The survey is directed at CLT employees, medical residents, volunteers, and outsourced staff, and aims to measure employee engagement within the workplace.

The method consists of evaluating, on a scale from 0 to 10, how likely each professional is to recommend ICESP as a workplace to friends or colleagues.

This methodological update reinforces the Institute's commitment to continuously improving its people management practices, ensuring that the voices of all internal stakeholders are heard and translated into opportunities for improvement.

c) Cultivating Progress

This program aims to promote alignment and dialogue between employees and ICESP's Executive Board.

During the sessions, management plans and ongoing actions are presented, along with spaces for listening, designed to understand employees' expectations.

This direct communication channel contributes to strengthening transparency, employee engagement, and the improvement of institutional planning.

Between 2021 and 2024, nine sessions were held, totaling 1,036 participants, each lasting approximately 1 hour and 30 minutes.

d) You Are Part of This Story

This initiative aims to celebrate and recognize the dedication of employees who have completed 5, 10, and 15 years at ICESP, contributing significantly to the institution's history and achievements.

Ceremonies mark each milestone with moments of recognition and appreciation, including the awarding of personalized certificates and exclusive mugs as symbols of acknowledgment for each professional's commitment and trajectory within the Institute.

This initiative reinforces the culture of valuing people, celebrating loyalty, engagement, and employee protagonism over time.



"YOU ARE PART OF OUR HISTORY" EVENT, 2024

Icesp Run

The ICESP Run – Health Walk and Run aims to bring the public closer to the Institute’s activities and to encourage physical activity and the adoption of healthy habits.

The event is held annually at Praça Charles Miller, in São Paulo, bringing together patients, family members, caregivers, Institute employees, physicians, volunteers, as well as amateur and professional athletes engaged with the cause.

The event includes the following modalities:

- Walk - 5 km;
- Run - 5 km and 10 km;
- Kids Run.

In 2022, the event gathered more than 2,000 participants. In 2023, approximately 2,500 runners took part. In its eighth edition, in 2024, ICESP Run reached a record number of 3,500 participants, the highest attendance in the event’s history to date.

In addition to in-person participants, ICESP Run positively impacted thousands of people through outreach and educational initiatives related to healthy habits and health promotion.

The event is now part of the institutional calendar and reinforces ICESP’s commitment not only to cancer treatment but also to prevention and health promotion for society as a whole.



6TH, 7TH, AND 8TH ICESP RUN - RUN AND WALK FOR HEALTH (2022, 2023, AND 2024)



Campaigns / Social Media

Awareness initiatives focused on cancer prevention and health promotion

Among the main initiatives conducted by ICESP to raise public awareness about cancer prevention and health promotion, the following stand out:

March – Colorectal Cancer Awareness

- **2021:** Inclusion of fecal occult blood testing in routine exams for HC employees; cost-effectiveness research and diagnostic findings.
- **2022:** Instagram live session with specialists; photographic exhibition “Sobre Viver” featuring patients with ostomy bags.
- **2023:** Roundtable at MAC-USP on patient quality of life; live broadcast.
- **2024:** Awareness booth at Paulista Metro Station, with informational materials, interactive activities, and guidance from specialists.



2024 “SOBRE VIVER” EXHIBITION: DARK BLUE MARCH SPECIAL AT SACOMÁ SUBWAY STATION



DARK BLUE MARCH TALK, 2023

World Cancer Day

- **2021:** Analysis of the profile of active patients at ICESP (45,000 – 56% women, 44% men; predominant age group between 51 and 60 years).
- **2023:** Instagram campaign to answer public questions.

HPV Campaign

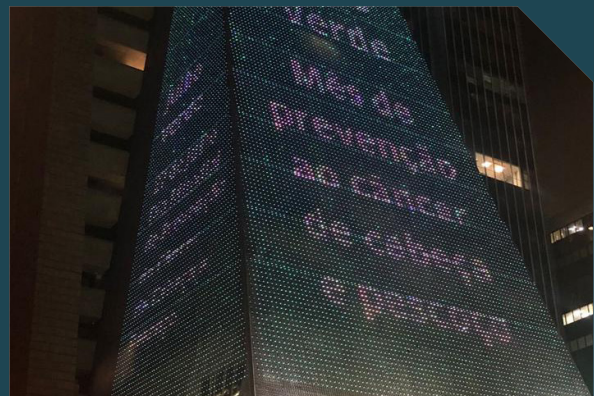
- **2023:** “United for HPV Awareness” campaign at the Jabaquara EMTU Terminal, including interactive materials and public engagement; projection of awareness messages at Fiesp.
- **2024:** Campaign at Avenida Paulista in partnership with IPVS and Fiesp, including public guidance and nighttime awareness projections on the Fiesp digital facade.



HPV AWARENESS CAMPAIGN AT THE FEDERATION OF INDUSTRIES OF THE STATE OF SÃO PAULO (FIESP)

July – Head and Neck Cancer Awareness

- **2021:** Digital campaigns; health blitz for oral screening among employees.
- **2022:** Exhibition of a Stock Car vehicle and visit by three-time champion Ricardo Maurício; special roundtable edition of “Understanding Cancer.”
- **2023:** Event at Avenida Paulista in partnership with Fiesp, including free screenings, distribution of materials, and engagement with thousands of people.
- **2024:** Activities at Fiesp’s sidewalk area, including distribution of materials, public guidance, and 180 oral screenings, with 10% indicating warning signs.



GREEN JULY CAMPAIGN AT THE FEDERATION OF INDUSTRIES OF THE STATE OF SÃO PAULO (FIESP)

October – Breast Cancer Awareness

- **2021:** Instagram filter campaign; photographic exhibition at Sé Metro Station; internal lectures under “Understanding Cancer”.
- **2022:** Health blitz in partnership with InRad (Radiology Institute of HCFMUSP), including lectures and discussions on prevention and diagnosis.
- **2023:** International Symposium on Exercise and Cancer and the 3rd São Paulo Pink Rowing Festival; celebration of the 10th anniversary of the Remama program. .
- **2024:** Partnership with Rubaiyat restaurant (donation of proceeds from a special beverage); awareness initiative with Fiesp.



PATIENT BEAUTY INITIATIVE MARKING THE PINK OCTOBER CAMPAIGN

Patient Fashion Show

- **2021:** 9th edition “Steps for a New Time” with 12 breast cancer patients.
- **2022:** 10th edition “Ten Years on the Runway” with 40 patients, including children from ITACI.
- **2023:** Theme “The role of fashion in celebrating small and great achievements,” with 24 patients presenting outfits made of paper.
- **2024:** 12th edition “Runways of Life,” held at CCR, with 36 patients.



ICESP PATIENT FASHION SHOW



12TH ICESP PATIENT RUNWAY: "PASSARELAS DA VIDA"

November – Prostate Cancer Awareness

- **2021:** Instagram filter; "Understanding Cancer" lectures; building illuminated in blue.
- **2022:** Awareness campaign at Ana Rosa Metro Station with informational materials and public engagement.
- **2023:** Campaign on Metro Line 4 (Yellow Line), distributing materials and guidance on prevention and symptoms.
- **2024:** Launch of a special podcast on ICESP's YouTube channel.

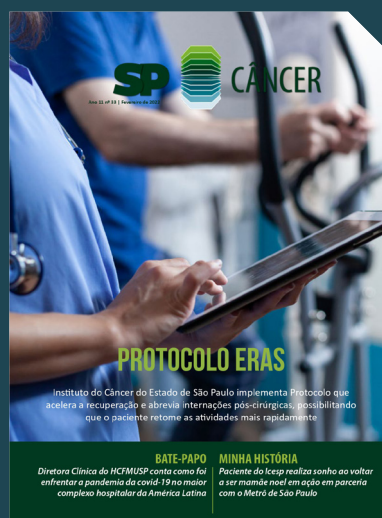
December – Skin Cancer Awareness

- **2022:** Digital campaign #usefiltropelaprevenção, including an Instagram filter promoting sun protection awareness.



Publications

SP Cancer Magazine: SP Cancer Magazine features reports on prevention, treatments, patient stories, and interviews with specialist physicians. The publication is intended for healthcare professionals and the general public. Since 2010, 34 editions have been published.



ISSUES 31, 32, 33, AND 34 OF SP CÂNCER MAGAZINE

Turma da Mônica Jovem Magazine: In 2024, on the National Cancer Awareness Day (November 27), the Institute launched a special edition of Turma da Mônica Jovem magazine focused on the Human Papillomavirus (HPV). The publication is available in digital format on the ICESP website and is freely accessible to the general public.



"TURMA DA MÔNICA JOVEM" COMIC COVER ON HPV.



"TURMA DA MÔNICA JOVEM" HPV COMIC LAUNCH EVENT (2024)



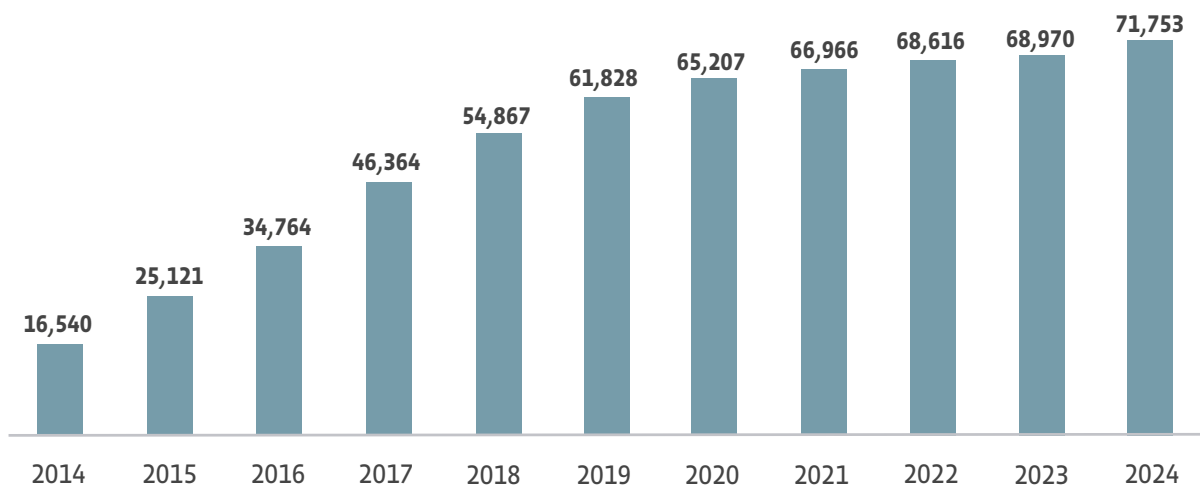
Social Media

Following global trends in digital communication, ICESP maintains active profiles on major social media platforms, including Facebook, Instagram, X, YouTube, and LinkedIn, with the purpose of strengthening relationships with patients, caregivers, and society as a whole.

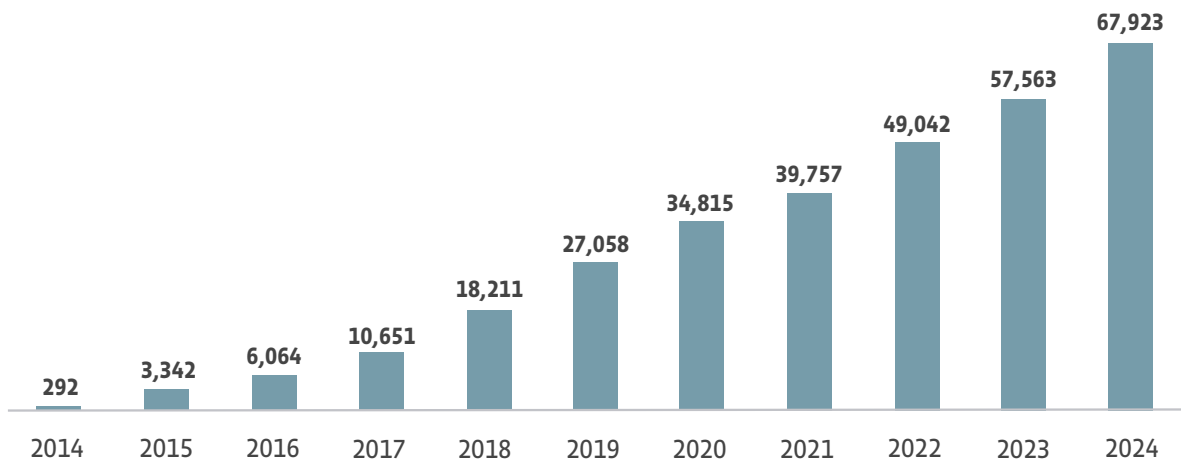
These channels are regularly updated with information about the Institute's initiatives, services provided, links to relevant content, and materials focused on health promotion.

In recent years, the number of ICESP followers on major social media platforms has grown significantly, reaching over 70,000 followers on Facebook and more than 70,000 on Instagram. It is noteworthy that, in 2023, both platforms received verification badges, attesting to the credibility and authenticity of the information shared by the institution.

Number of ICESP followers – Facebook

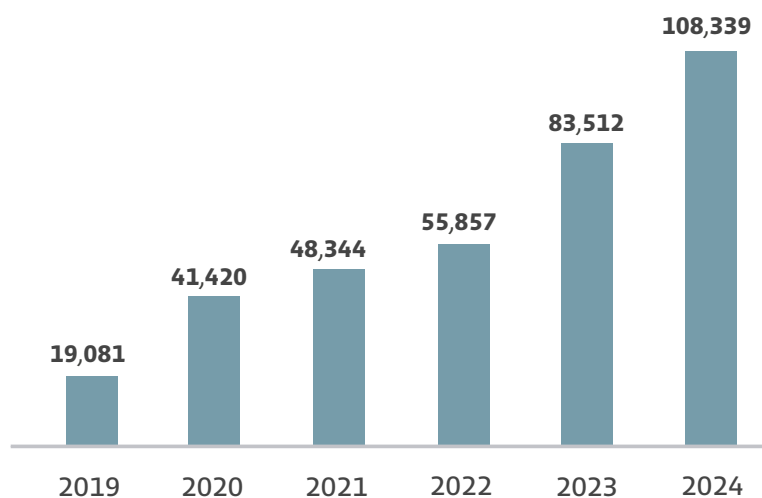


Number of ICESP followers – Instagram



There was also a significant increase of more than 160% in the number of ICESP followers on LinkedIn, rising from 41.4 thousand in 2020 to 108.3 thousand in 2024. As a platform focused on professional matters, this growth may reflect increased interest from professionals in the Institute as an employer brand.

Number of ICESP followers – LinkedIn



05





Chapter 05: Environmental





Energy

(GRI 302-1, GRI 302-3, GRI 302-4, GRI 3-3)

Energy intensity

The energy intensity rate, calculated based on energy consumption relative to the volume of services provided at the ICESP main unit, showed a continuous reduction between 2021 and 2023. This positive performance confirms consistent progress in the efficient use of energy resources, even in the face of increased demand for services. The decline in this indicator demonstrates the success of operational optimization measures and improvements in institutional processes.

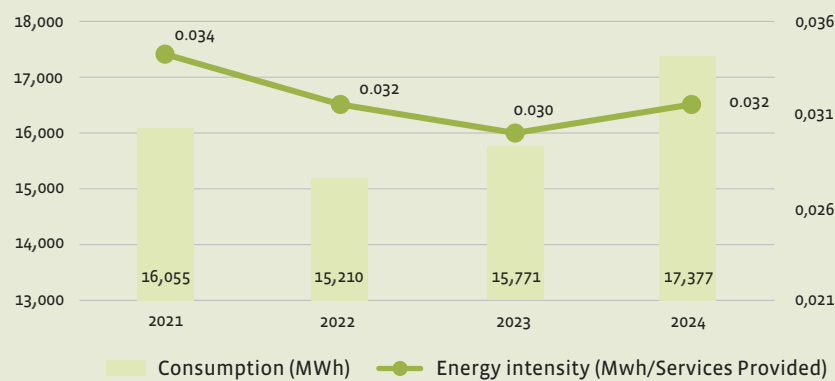
Energy intensity rate

	2021	2022	2023	2024
Energy Intensity Rate	0,034	0,032	0,030	0,032
Specific metric (Number of services Provided Per Year)	468,524	471,011	524,380	551,454

Types of Energy	The calculation considered electricity consumption from the utility provider and diesel oil consumption.
Rate of energy Consumed (site-specific)	For the intensity calculation, only the ICESP Dr. Arnaldo unit was considered.

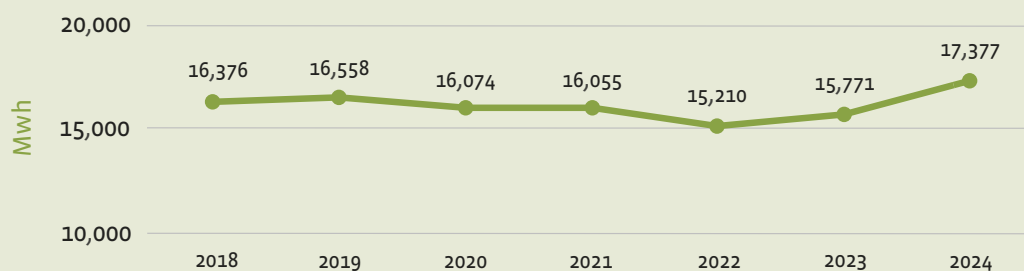
In 2024, a slight increase in the rate was recorded, partially reversing the downward trend observed in previous years. This variation is directly associated with the extreme weather conditions experienced throughout the year, characterized by higher average temperatures and a greater frequency of heatwaves. This scenario imposed additional demands on energy consumption, particularly in environments that depend on continuous thermal control to maintain the quality and safety of operations.

Energy intensity



	2021	2022	2023	2024
Consumption (MWh)	16,055	15,210	15,771	17,377
Number of Services Provided	468,524	471,011	524,380	551,454

Energy consumption



Actions to reduce energy consumption

A significant portion of ICESP's reduction in energy consumption is linked to the partnership established with the utility company Enel through the Energy Efficiency Program (PEE). This initiative enabled the replacement of all fluorescent lighting with LED systems and the implementation of a new building automation system, allowing for the control and automation of all building lighting. These actions, initiated in May 2020 and completed in January 2021, represented an investment of BRL 1.5 million by Enel and resulted in ICESP being recognized as an Environmentally Friendly Hospital, receiving the "Highlight" award granted by the São Paulo State Department of Health due to the positive impact generated by the energy efficiency measures.

To mark this important achievement, two photovoltaic trees were installed in the external courtyard of ICESP. The structure, approximately three meters high and just over four meters wide, not only contributes positively to the landscape but also has the capacity to generate energy independently and sustainably.



PHOTOVOLTAIC TREES IN THE ICESP OUTDOOR COURTYARD

In addition to the actions carried out in partnership with Enel, ICESP invested in the refurbishment of the cooling towers, which are responsible for dissipating heat generated during the cooling process and chilled water production.



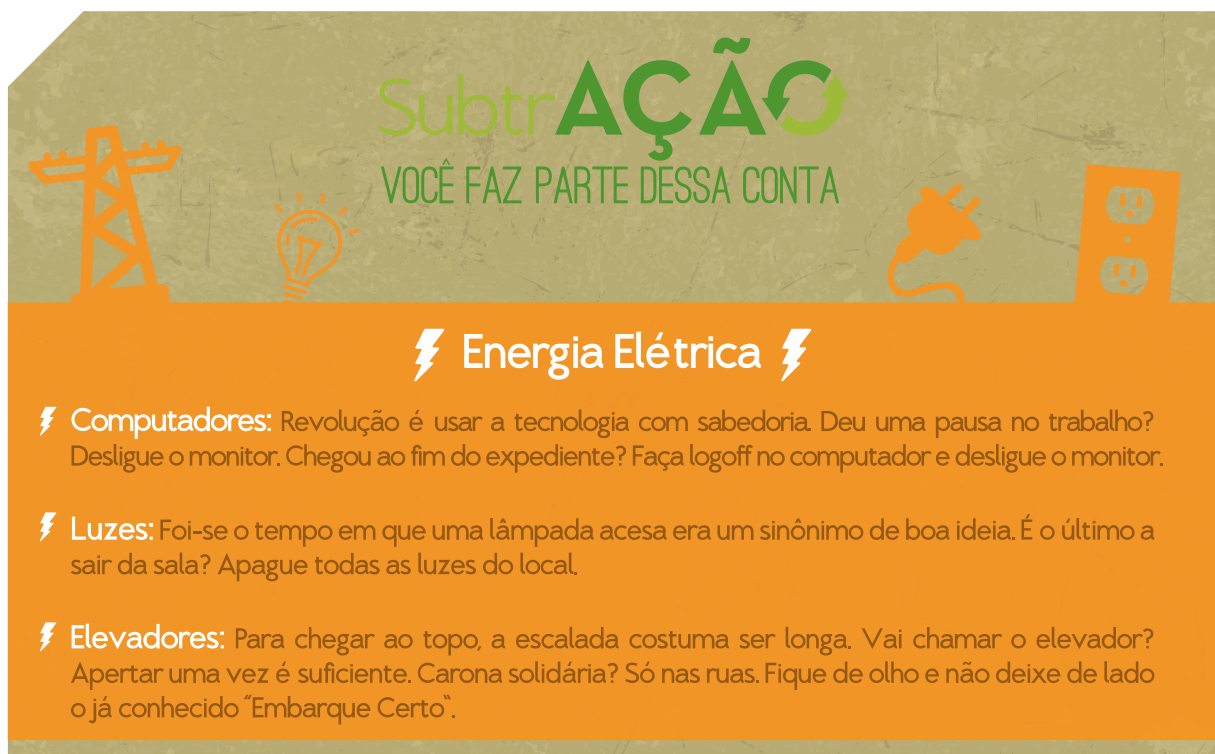
THE INSTITUTE'S COOLING TOWERS

In 2023, ICESP's chiller system underwent a complete overhaul, achieving maximum operational efficiency. This modernization enabled greater flexibility in equipment configuration and resulted in a significant reduction in electricity consumption.

Continuing its energy efficiency initiatives, the Institute established a partnership with an ESCO company aimed at developing a new modernization project for the chilled water plant and regenerative elevators.

Variation in energy consumption

	2019	2020	2021	2022	2023	2024
Consumption (KWh)	16,558	16,074	16,055	15,210	15,771	17,377
Number of services provided		474,904	468,524	471,011	524,380	551,454
Variation in energy consumption		-2.92%	-0.12%	-5.26%	3.69%	10.18%



Subtração

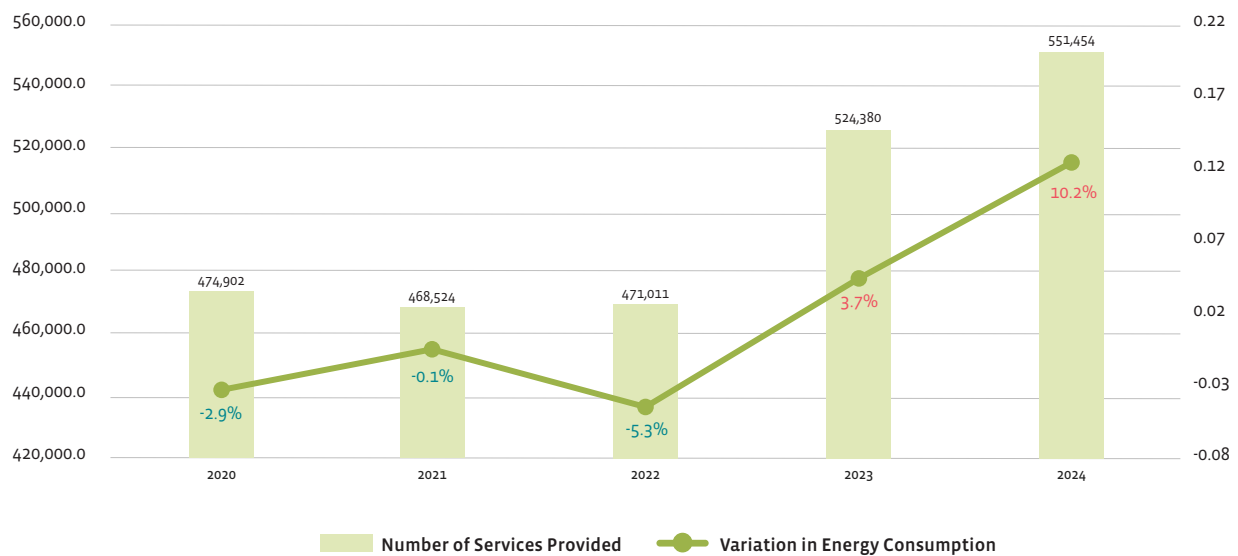
VOCÊ FAZ PARTE DESSA CONTA

⚡ Energia Elétrica ⚡

- ⚡ **Computadores:** Revolução é usar a tecnologia com sabedoria. Deu uma pausa no trabalho? Desligue o monitor. Chegou ao fim do expediente? Faça logoff no computador e desligue o monitor.
- ⚡ **Luzes:** Foi-se o tempo em que uma lâmpada acesa era um sinônimo de boa ideia. É o último a sair da sala? Apague todas as luzes do local.
- ⚡ **Elevadores:** Para chegar ao topo, a escalada costuma ser longa. Vai chamar o elevador? Apertar uma vez é suficiente. Carona solidária? Só nas ruas. Fique de olho e não deixe de lado o já conhecido "Embarque Certo".

ICESP IMAGE LIBRARY

Variation in energy consumption vs. number of services provided



When comparing ICESP's energy consumption year over year, it is observed that the only significant reduction occurred in 2022. In subsequent years, 2023 and 2024, it was not possible to maintain this downward trend, due to the substantial increase in the number of services provided during the period, driven by the Full Capacity Project presented earlier.

The growth in care demand resulted in a greater need for energy resources, highlighting the direct relationship between the expansion of services provided and the institution's energy consumption.

Despite the increase in absolute consumption, the analysis of energy intensity per service shows that this indicator remained stable, demonstrating efficiency gains in energy use relative to the volume of services delivered.



Water

(GRI 3-3, GRI 303-3 , GRI 303-4, GRI 303-5 , GRI 303-2 MA2)

Water consumption and quality

ICESP has maintained practically the same level of water consumption over the past decade.

The main unit, located on Avenida Dr. Arnaldo, accounts for the vast majority of total water consumption (approximately 98%) when considering the institution as a whole. In 2023, consumption reached 104,899 m³. The Osasco unit and the Outpatient Pharmacy together consumed 1,668 m³ in 2023.

All water consumed at ICESP is supplied by Sabesp through an integrated distribution system. As a result, the unit may receive water from either the Cantareira System or the Guarapiranga System, with the possibility of alternation between them.

Water sources significantly affected by water withdrawal

(GRI 303-2)

In 2023, there was a reduction in water intensity (total water consumption relative to the total number of services provided) compared to previous years (see table below).

Topic	2021	2022	2023	2024
Total water withdrawal by source (m ³)	85,449	105,764	105,815	110,811
Average monthly water consumption (m ³ /month)	7,121	8,814	8,818	9,234
Annual average water intensity (m ³ /Total number of services provided at the unidade Dr. Arnaldo)	0,182	0,225	0,202	0,201
Total number of services provided	468,524	471,011	524,380	551,454
Annual consumption per built area (m ³ /m ²)	1,035954	1,282247	1,282865	1,343435
Variation in water consumption at the Dr. Arnaldo Unit compared to the previous year (GRI 303 3)	-10.86%	23.77%	0.04%	4.72%

This reduction is attributed to several factors, such as:

- Daily monitoring of consumption, with immediate action by the teams whenever any deviation from the consumption pattern is detected;
- Improved maintenance response time for leaks;
- Implementation of inspection rounds to detect leaks and correct failures in advance;
- Implementation of operating procedures for drain valve operations in storage tanks (cleaning and disinfection of water tanks), reducing water waste;
- Replacement/installation of flow restrictors on faucets.

Replacement of piping

The replacement of copper piping with random copolymer polypropylene (PPR) pipes was one of the strategic actions adopted by ICESP to reduce water consumption and improve the efficiency of the hydraulic system. Twenty-two tons of copper were sold.



REPLACEMENT OF COPPER PIPING WITH PPR PIPES

Water consumption and quality (GRI 303)

Aligned with Sustainable Development Goal (SDG) 6, ICESP adopts practices to ensure the efficient use of water. Among these, the installation of faucet aerators, the performance of regular potability analyses, and the application of chlorine to ensure water quality stand out.

In addition, preventive hydrosanitary maintenance is carried out, including the adjustment of toilet valves, monitoring of potential leaks, and daily rounds to track average consumption, promoting sustainable and efficient water resource management.

Water withdrawal	2021	2022	2023	2024
Water withdrawal in megaliters				
Surface water	na	na	na	na
Groundwater	na	na	na	na
Seawater	na	na	na	na
Produced water	na	na	na	na
Third-party water	85.91	95.87	105.76	110.81
Water withdrawal in areas of water stress				
Surface water	na	na	na	na
Groundwater	na	na	na	na
Seawater	na	na	na	na
Produced water	na	na	na	na
Third-party water	na	na	na	na
Total withdrawal				
Fresh water	85.91	95.87	105.76	110.81
Others	0	0	0	0

Water consumption values (in megaliters) were obtained from Sabesp consumption bills, with water sourced from the Guarapiranga system. These data were compared with daily measurements carried out by the maintenance team. In addition, monthly sampling is performed to assess water quality and potability, in accordance with the guidelines and recommendations of Ordinance No. 888 GM/MS, dated May 4, 2021.

Water discharge in megaliters	2021	2022	2023	2024
Water withdrawal in megaliters				
Surface water	na	na	na	na
Groundwater	na	na	na	na
Seawater	na	na	na	na
Third-party water	85.91	95.87	105.76	110.81
Breakdown of discharge				
Fresh water	na	na	na	na
Others	85.91	95.87	105.76	110.81
Breakdown of discharge of water stress				
Fresh water	na	na	na	na
Others	na	na	na	na
Breakdown of discharge of water stress				
Priority Chemicals	na	na	na	na
Management	na	na	na	na
Number of cases	na	na	na	na

The hydrosanitary discharge system is designed to ensure the proper routing of wastewater directly to the Sabesp system, without on-site effluent treatment.

Water consumption	2021	2022	2023	2024
Water consumption in all areas	na	na	na	na
Water consumption in areas of water stress	na	na	na	na



Environmental Highlights

Greenhouse Gas Emissions (GRI 305-1, 305-2, 305-3, 305-4, 305-5)

Environmental performance – GHG emissions efficiency

Despite a 15.7% increase in absolute GHG emissions in 2024 compared to 2023, primarily driven by the increase in the electricity emission factor (Scope 2), ICESP demonstrated notable efficiency in its environmental management. The electricity emission factor rose from 0.0385 to 0.0545 tCO₂e/MWh — an increase of 41% — directly impacting the emissions inventory. Even so, emissions intensity per hospital patient-day remained extremely low.

In 2024, ICESP recorded an intensity of 0.020 tCO₂e per patient-day, reinforcing its commitment to sustainability even in the face of adverse external variables.

Scope 3

Between 2021 and 2024, ICESP recorded an increase in waste volume, following the expansion of care activities, the opening of new units, and the growth in patient services. There was a notable increase in organic waste, which rose from 124 to 176 tonnes, and cardboard, which increased from 67 to 107 tonnes, reflecting the strengthening of implemented recycling initiatives.

One of the most significant advances was observed in the blister recycling project, which, following the resumption of activities, reached 19 tonnes sent for recycling in 2024 — a result of increased community engagement and new partnerships, including with a logistics company that expanded the reach and efficiency of material transportation.

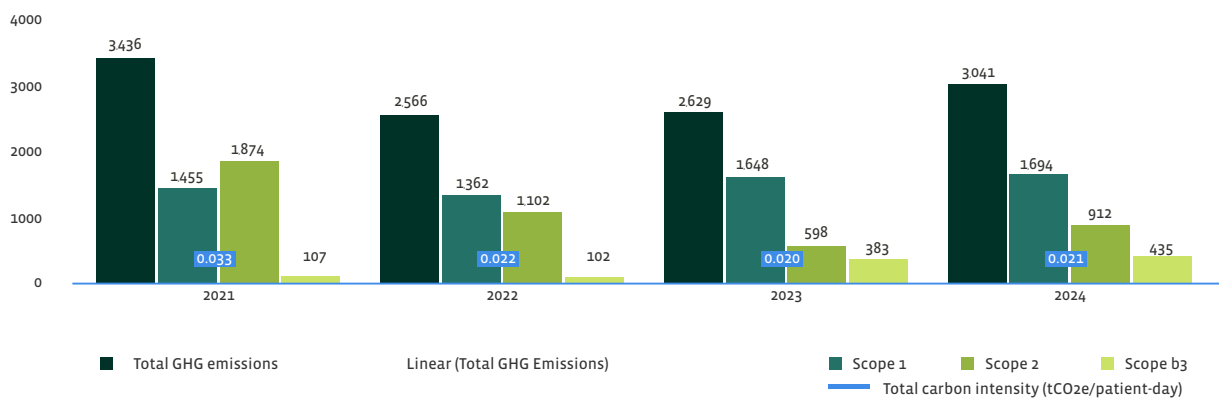
GHG Emissions (Greenhouse Gas emissions)		Unit	2021	2022	2023	2024	▲ 2021 2020	▲ 2022 2021	▲ 2023 2022	▲ 2024 2023
Total emissions (Scope 1 + Scope 2 + Scope 3)		tCO ₂ e	3436	2566	2629	3041	40%	-25%	2%	16%
GRI 305	Scope 1: Direct emissions Stationary Combustion and Fugitive Emissions	tCO ₂ e	1455	1362	1648	1694	32%	-6%	21%	3%
Scope 1 intensity ¹		tCO ₂ e	0.014	0.012	0.012	0.012				
GRI 305	Scope 2: Indirect emissions Electricity Consumption	tCO ₂ e	1874	1102	598	912	55%	-41%	-46%	
Scope 2 intensity ¹		tCO ₂ e	0.018	0.010	0.004	0.006				
GRI 305	Scope 3: Other indirect emissions Operational Solid Waste, Effluents, Transportation	tCO ₂ e	107	102	383	435	-27%	-5%	275%	14%
Scope 3 intensity ¹		tCO ₂ e	0.001	0.001	0.003	0.003				
GRI 305	Variation in total GHG emissions compared to the previous year	tCO ₂ e	40.3%	-25.3%	2.5%	15.7%				
Patient-days / year			104480	114214	133690	143644				
Total carbon intensity (tCO ₂ e/pcte.dia)		tCO ₂ e	0.033	0.022	0.020	0.021				

¹ Intensity calculation: Total emissions / total patient-days in the year

In 2024, total GHG emissions increased by 15.7% (412 tCO₂e) compared to 2023. The main driver was the growth in Scope 2 emissions (electricity), which increased by 52.5%, due to the change in the electricity emission factor, from 0.0385 to 0.0545 tCO₂e/MWh — an increase of more than 41%.

¹ Ministry of Science, Technology and Innovation (MCTI), through the National Emissions Registry System (SIRENE)

Total emissions GHG (Scope 1 + Scope 2 + Scope 3)



Waste Management

Over the years, ICESP has implemented several sustainability-focused actions in waste management, all coordinated by the Sustainability Committee.

During the 2018–2020 three-year period, a strategic transition was carried out, replacing semiannual weighing with daily weighing. This change provided greater accuracy in monitoring generated volumes and enabled more agile responses to operational demands.

In the following years (2021–2023), efforts were consolidated, with relevant advances in sustainable waste management. In 2023, an increase in solid waste generation was observed compared to previous years, reflecting the hospital's full-capacity operation.

Even in the face of specific challenges—such as a slight decrease in the volume of recyclable materials—the Institute managed to maintain, in several months, the average target of 20% recycling, reaffirming its commitment to responsible environmental practices.

Critical analysis of waste management and actions of the Healthcare Waste Management Plan (PGRSS) between 2021 and 2024

The analysis of waste generated in 2021 reflects operational challenges and significant external impacts, such as the Covid-19 pandemic, which required increased consumption of disposable materials for protection measures.

Changes in hospital routines and the adoption of contingency measures directly influenced waste generation and management.

Environmental management initiatives:

- **Implementation of Ecopoint bins:** showed positive effects on the segregation of recyclable waste in July and October 2020, demonstrating the importance of adequate infrastructure for selective collection. However, the 20% recycling target was not achieved in some months, indicating the need for continuous improvements, especially after the implementation of new practices;
- **Training focused on environmental management:** resumed in administrative sectors and among housekeeping staff, positively impacting monthly indicators;
- Change in the collection of confidential documents for recycling, generating financial returns for ICESP;
- Healthcare Waste Challenge (Hospitals Saudáveis);
- **“Reusable cup” initiative:** distribution of reusable cups to employees upon hiring, aiming to reduce plastic cup consumption;
- Mapping to identify the origin of incorrect disposal reinforced the diagnosis of operational failures;



2020/2021 HEALTHCARE WASTE CHALLENGE PARTICIPATION CERTIFICATE - GLOBAL GREEN AND HEALTHY HOSPITALS

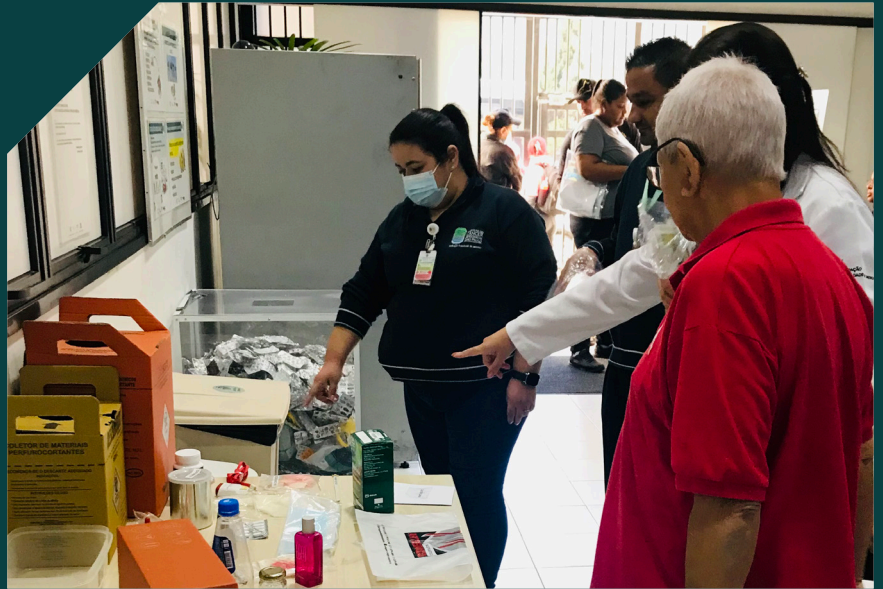
World Environment Day actions 2021–2024: during Environment Week, several awareness activities were carried out. Among them, the following stand out:

- Events addressing guidance on proper waste disposal;
- Practical workshops for the production of self-watering plant pots using PET bottles;
- Lectures on ESG conducted by renowned specialists;
- Sustainable reading fairs featuring exhibitions of art made from recycled materials and book exchange initiatives;
- Lectures on plastic recycling;
- Selective collection games;
- Resumption of the “Cartela Solidária” Project: created in 2019, this project collects empty medication blisters (aluminum + plastic) from employees, patients, and the general public, to be sent for recycling. For every two tonnes recycled, ICESP receives a wheelchair to be donated to patients. In 2023, the initiative received an honorable mention for participation in the Environment Friend Award. In 2024, the project surpassed previous results, reaching 19 tonnes of blisters sent for recycling. This progress was only possible due to increased community engagement and the consolidation of strategic partnerships.



CHAIRS RECEIVED THROUGH THE CARTELA SOLIDÁRIA PROJECT

Activities held by the Sustainability Committee in observance of World Environment Day



ACTION MARKING WORLD ENVIRONMENT DAY, ORGANIZED BY THE ICESP SUSTAINABILITY COMMITTEE

DIA MUNDIAL DO MEIO AMBIENTE

O Icesp programou atividades especiais em homenagem ao Dia Mundial do Meio Ambiente.

PARTICIPE!

CONFIRA A SEGUIR NOSSA PROGRAMAÇÃO:

DATAS E HORÁRIOS	ATIVIDADES	LOCAL
5 DE JUNHO		
DAS 10h ÀS 11h	Jogo do Descarte Correto (participando dos Doclines da Alegria)	Itaici
7 DE JUNHO		
DAS 9h ÀS 10h	Jogo do Descarte Correto	Estada de colaboradores (7º subsolo)
DAS 10h ÀS 11h	Visita guiada ao Abrigo de Resíduos Externos	INSCRIÇÕES ONLINE 3º Subsolo
DAS 12h ÀS 13h	Cozinha Experimental	Transmitido online
DAS 14h ÀS 14h45	PALESTRA: SAÚDE PELO CUMA Palestrante: Esimara Silva (Hospital Síndromas)	Auditorio - 6º andar
DAS 15h ÀS 15h45	PALESTRA: COMPOSTAGEM Palestrante: Camila Souza (Onco)	Auditorio - 6º andar
DAS 15h45 ÀS 16h	PALESTRA: MOBILIZAÇÃO PARA ARRECADAÇÃO DE BUSTERS EM EMBU-GUAÇU Palestrante: Márcia de Sousa (filho de ex-paciente do Icesp)	Auditorio - 6º andar
DAS 16h ÀS 17h	Stand - Reciclagem de Jeans	Auditorio - 6º andar
DAS 10h ÀS 11h	Jogo do Descarte Correto	Unidade Ambulatório Criança
DAS 10h ÀS 11h	Jogo do Descarte Correto	Farmácia Consultado

Logos: 80 anos, Fundação Faculdade de Medicina, MEDICINA USP, SÃO PAULO



In addition, ICESP formalized a new partnership with a logistics company that ensures the safe transportation of blisters to their final recycling destination, expanding the efficiency and reach of the project.

Objectives and targets (2025–2029)

1. Achieve 20% recycling by 2026.
2. Reduce common waste sent to landfills by 5% by 2026.
3. Expand the composting and selective collection program, including new recyclable materials.
4. Hire specialists in environmental management.
5. Develop a reverse logistics project.
6. Establish partnerships for recycling fabrics from uniforms returned upon employee termination.
7. Standardize PGRSS actions across all ICESP units: ITACI, Pharmacy, Consolação, and Osasco Unit.
8. Transform the Selective Collection Guide into an updated folder.
9. Seek partners who can contribute to the implementation of projects, especially in terms of cost.
10. Implement digital control of waste weighing, replacing paper forms with electronic records in spreadsheets or online systems. This measure aims to reduce paper consumption, improve data organization, and increase the accuracy and traceability of collected data.
11. Review collection and weighing processes, identifying areas with opportunities for reduction and proper segregation.
12. Include new indicators: waste generation intensity (t/patient-day, t/surgeries, and t/outpatient visits and exams).
13. Establish specific targets for all types of waste generated, based on historical percentages.
14. Include in waste management: construction waste, industrial waste, cooking oil, diesel oil, and lead.
15. Restructure the employee training program as Environmental Agents, promoting a continuous and collaborative learning environment that strengthens engagement and the institution's environmental culture.
16. Review the process for receiving confidential documents intended for destruction, identifying generating areas and proposing reduction actions.
17. Update the scope of contracting companies for hazardous waste treatment, prioritizing those that perform recycling.

Generation and significant impacts related to waste

As part of its commitment to sustainability, ICESP adopts responsible and engaged environmental management, implementing actions based on the Healthcare Waste Management Plan (PGRSS), which aims to mitigate environmental risks associated with its activities.

In 2021, common waste showed a significant reduction of 20 tonnes, representing a 20% decrease compared to 2020. This result was attributed to training initiatives and the consolidation of composting, implemented in the previous year.

On the other hand, recyclable waste continued to grow, reaching 32.3 tonnes, reflecting progress in monitoring and material segregation. Despite the reduction in hazardous waste to 7.7 tonnes, infectious waste remained high, at 64.6 tonnes, due to the continuation of sanitary measures. In the following year, common waste continued to decline, recording an additional 4% reduction.

Recyclable waste increased to 38 tonnes, driven by awareness campaigns and training. Composting reached 132 tonnes, consolidating itself as an essential practice for reducing organic waste and contributing to the environment. Hazardous waste remained stable at seven tonnes, with a punctual increase in October due to the collection of fluorescent lamps.

In 2023, common waste rose to 107 tonnes, as a result of the Full Capacity Project, which involved construction works and challenges in adherence to proper disposal. On the other hand, recyclable waste increased to 46 tonnes, driven by initiatives such as proper cardboard disposal.

Composting showed a slight reduction, totaling 128.22 tonnes. Infectious waste increased to 87.8 tonnes, following the growth in patient care and the opening of new beds, while hazardous waste rose to 10.8 tonnes.

In 2024, there was an overall increase in waste volume, accompanying the growth in the number of services provided by the hospital. Recycling showed a reduction due to the change in the company responsible for collection and the revision of materials considered recyclable, which impacted the collected volume. Conversely, the Cartela Solidária Project stood out, with the collection of 22 tonnes of medication blisters, reaffirming ICESP's commitment to sustainability and responsible waste management.

Total weight of waste generated (t) and destination

(GRI 306-2, 306-3, 306-4, 306-5)

Composition	2021	2022	2023	2024	2022 2021	2023 2022	2024 2023	Final destination
Non-hazardous								
Non-recyclable (general waste)	964	930	1,291	1,365	-4%	39%	6%	Landfill
Recyclables	382	468	554	497	23%	18%	-10%	Recycling
Total	1,346	1,398	1,845	1,862	4%	32%	1%	
Hazardous								Final destination
Infectious waste	775	770	1,053	1,094	-1%	37%	4%	Autoclaving-> Landfill
Hazardous waste	92	85	129		-8%	52%	12%	Incineration-> Landfill
Sharps	24	28	37	44	17%	32%	19%	Incineration or Autoclaving-> Landfill
Total	891	883	1,219	1,283	-1%	38%	5%	
Grand Total	2,237	2,281	3,064	3,145	2%	34%	3%	
Recyclables								Final destination
Cigarette butts	43	40	54	45	-7%	35%	-17%	Recycling
Blister	1	5	12	19	400%	140%	58%	
Organic waste	124	132	143	176	6%	8%	23%	
Cardboard	67	69	95	107	3%	38%	13%	
Paper Plastic Other	131	205	232	155	56%	13%	-33%	
Confidential waste	16	18	19	18	13%	6%	-5%	
Grand Total	382	469	555	520	23%	18%	-6%	
% recycling vs total volume	17%	21%	18%	17%	3%	-2%	-2%	
% recycling vs non-hazardous waste	28%	34%	30%	28%	5%	-3%	-2%	

Significant environmental impacts related to waste management (GRI 306-5)

Hospital activities, such as patient care—both inpatient and emergency outpatient care—as well as surgical procedures and meal production, are responsible for generating large volumes of waste (general, infectious, and chemical). These wastes have relevant environmental impacts, such as:

- Incineration of chemical waste and anatomical parts, contributing to greenhouse gas emissions;
- Increased production of leachate as a result of waste disposal in landfills;
- Risks of chemical waste spills, generating potential contamination of soil and water resources.

Reduction in the use of contrast agents

In 2021, ICESP implemented a change in the protocol for the use of contrast agents in imaging exams, with a focus on environmental sustainability. The main objective of this change was to reduce the volume of contrast used in computed tomography, PET/CT, and radiotherapy simulation modalities.

The new guideline is based on an updated calculation method that considers each patient’s lean body mass index. Previously, an average of 1.5 ml/kg of contrast per patient was used. With the new approach, this volume was reduced to an average of 0.9 ml/kg per patient

Volume of contrast agents used over recent years

	2021	2022	2023	2024
Total number per year	37,000	37,500	38,000	39,500

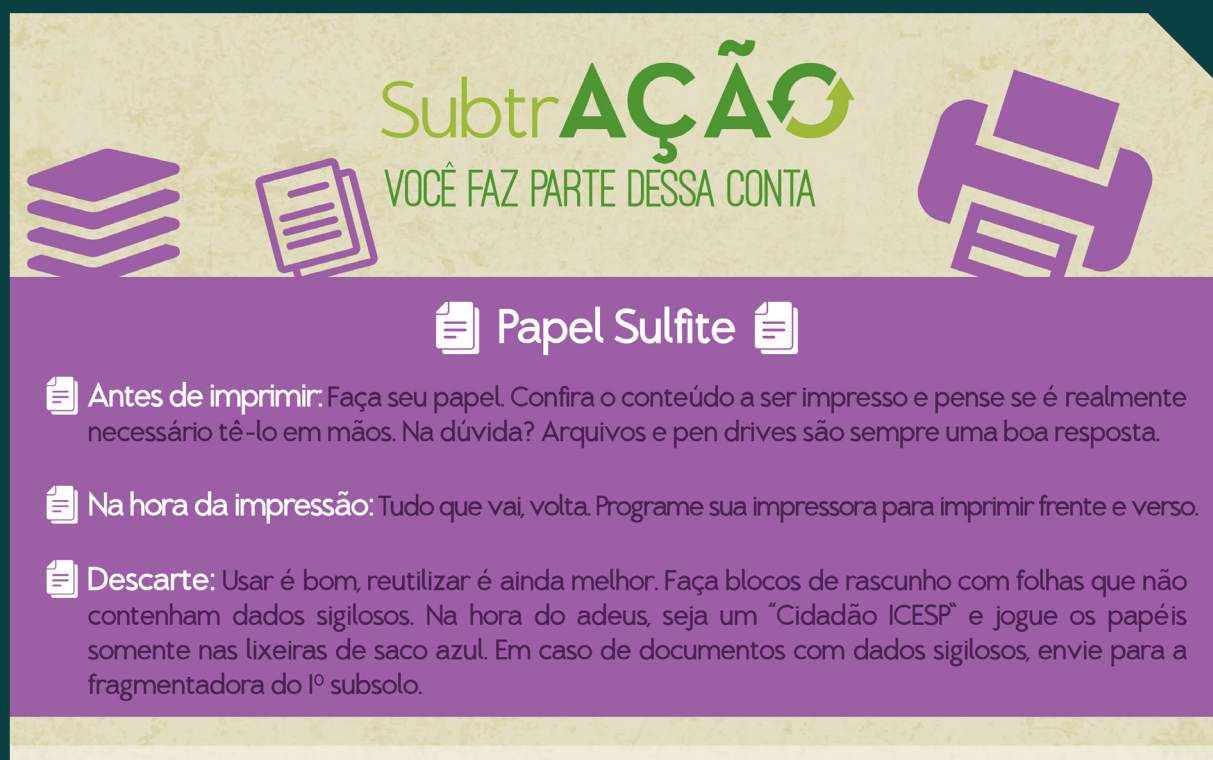
Reduction in paper consumption in the Medical Records and Statistics Service (SAME)

ICESP receives, on average, 26 requests per month for copies of medical records. Until 2024, these documents were provided exclusively in physical format, requiring, on average, 380 printed pages per record—approximately 10,000 pages per month.

With the aim of reducing the environmental impact generated by printing and offering a more practical and accessible alternative to patients, the Institute implemented, in October 2024, the option of providing copies in digital format (USB drives).

Although recent, the measure has already shown high adoption: by the end of 2024, 28% of requests were fulfilled in digital format, avoiding the printing of approximately 6,800 pages.

The initiative combines sustainability and innovation in patient care, reinforcing ICESP's commitment to operational efficiency and environmental responsibility.



ICESP IMAGE LIBRARY





Chapter 6: Care Delivery

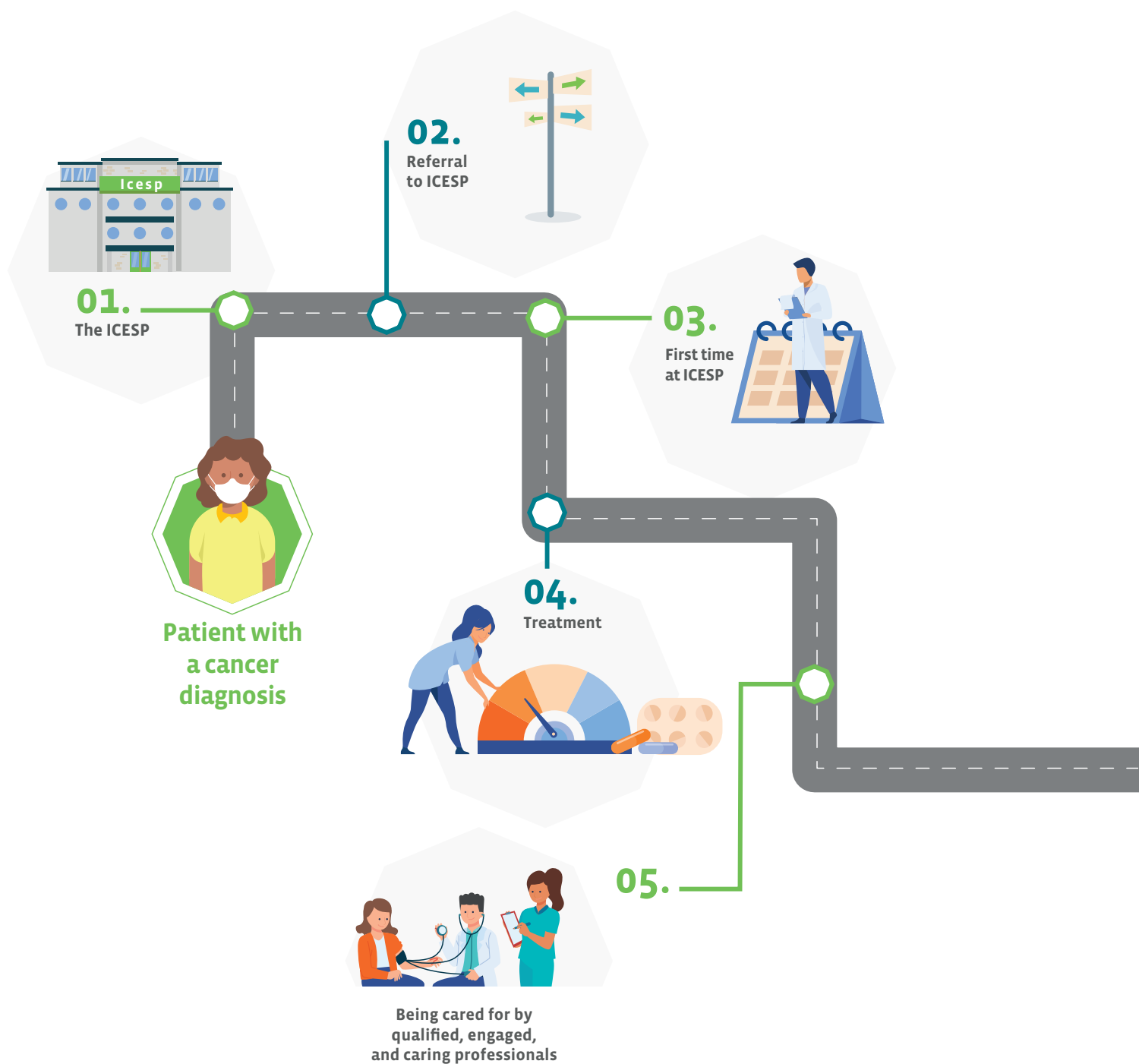
06



Oncology Patient Journey

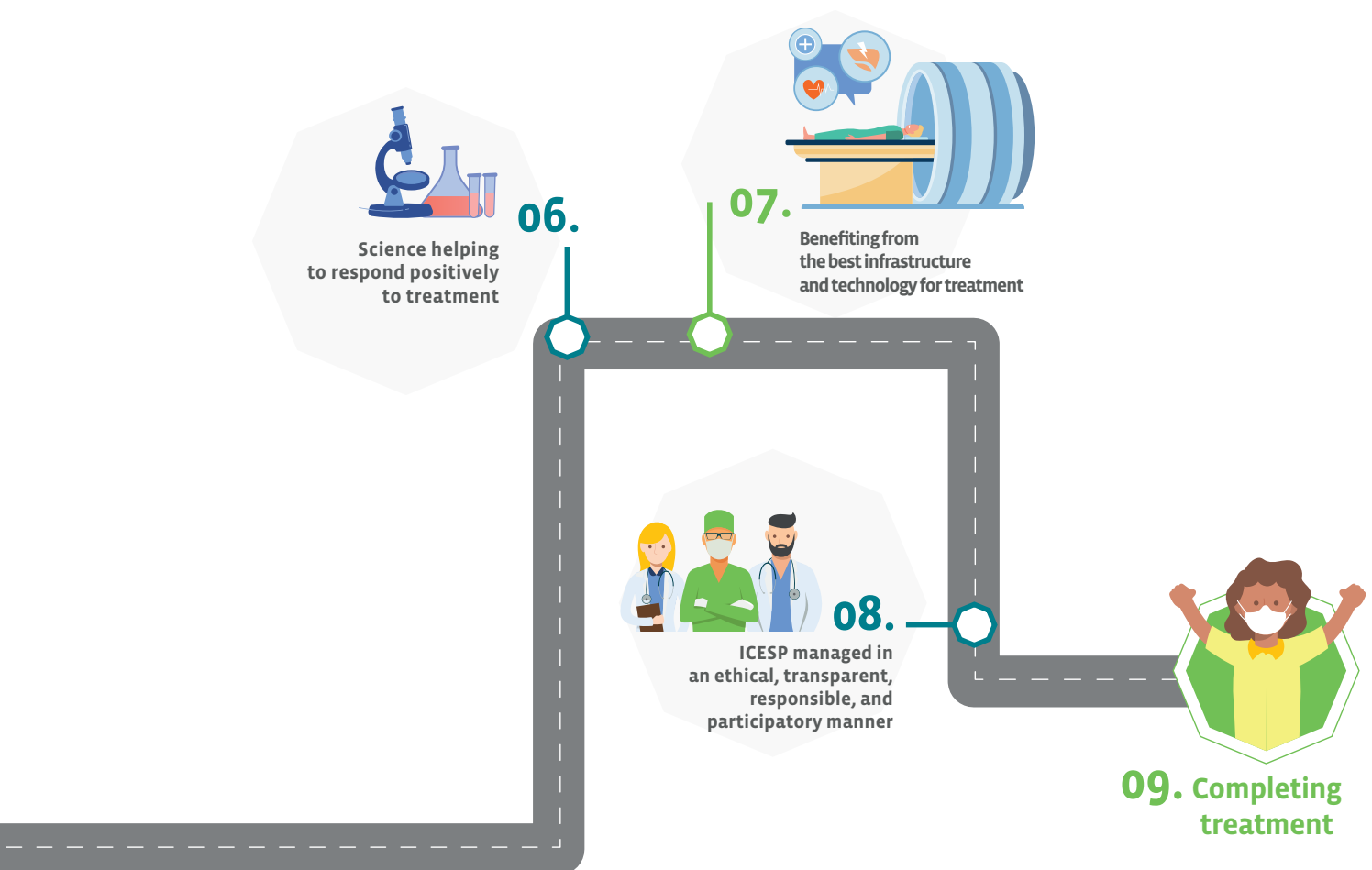
(GRI 3-3, GRI 416-1, GRI 416-2)

The ICESP Patient Journey is an essential tool for understanding how care is experienced and for establishing care protocols across all patient and family touchpoints with the teams and the Institute.



The following pages of this Report will be presented from the patient's own perspective and their journey through the Institute, from the moment of referral to the end of treatment. Specific sections will present the details and main information that encompass the relationship established between the patient and ICESP at each stage, as well as how the Institute is organized to ensure that this journey is as positive as possible for patients and their caregivers.

The figure below shows the stages of the Patient Journey at ICESP:



The institutional commitment to quality of care is reflected in clinical and administrative actions aimed not only at cancer treatment but also at the emotional, social, and environmental support of patients and their families. This comprehensive care is ensured through a structured process, from patient admission to the outcome of their therapeutic journey.

1. Patient admission

The therapeutic journey of oncology patients at ICESP begins with the referral of patients diagnosed with cancer by the State Public Health Network, registered in the São Paulo State Regulation Information System (SIRESP), for referral to the specialized service closest to their residence.

Upon receipt of the formal request by the ICESP Regulation Center, a specialized nursing team reviews the documentation and forwards it to the specialized medical team. Based on diagnostic confirmation exams, the appropriateness of treatment at a high-complexity level is determined. The evaluation is then sent to the first appointment scheduling sector, carried out by the Non-Presential Scheduling Center (CANP). The patient is contacted by phone, and appointment details are also made available through the ICESP patient app.

When the patient arrives for the first outpatient medical consultation, they participate on the same day in the Welcome Group, where they receive information about the institutional structure and guidance on the resources available throughout the oncology treatment journey.

Number of patients guided by the “Acolhida” Group

	2021*	2022	2023	2024
Total annual number – in person	1,144	2,747	4,187	3,298
Total number of views	935	1,716	2,086	3,547

*Closed from April to September 2021 due to the pandemic

2. Outpatient care

In outpatient care, the nursing team, together with other multidisciplinary teams, performs a Biopsychosocial Risk Assessment, aligned with the Systematization of Nursing Care (SAE). This allows for the personalization of patient care by assessing treatment-related risks and individual vulnerabilities, enabling more effective referral to other multidisciplinary specialties and promoting comprehensive care.

Multidisciplinary teams work in an integrated manner to provide continuous support to patients, such as Nutritional Profile Monitoring, carried out by the Nutrition Service, which evaluates all outpatient patients at their first institutional consultation.

ICESP provides both outpatient and inpatient patients with higher nutritional needs access to dietary supplements or industrialized enteral diets, ensuring continuity of nutritional care in both hospital and home settings.

Percentage of patients at nutritional risk

	2021	2022	2023	2024
Percentage per year	64%	62.2%	52.3%	48.2%

Patient and family education is essential to support the oncology treatment journey. With this in mind, the Nutrition Team developed the Waiting Room Project, which offers guidance on healthy eating and symptom relief associated with oncological therapy. This work takes place prior to outpatient consultations and reinforces the importance of proper nutrition, offering diverse options to accommodate changes in taste.

Number of patients and caregivers reached by the “Waiting Room” Project

	2022	2023	2024
Number of patients and caregivers reached	89	886	748

The consultation with the Social Work Service, conducted at the beginning of outpatient follow-up, aims primarily to assess the patient’s social risks. This evaluation seeks to identify and mitigate factors that may compromise adherence to oncology treatment, which often requires frequent—and sometimes daily—visits to the hospital.

Number of assessments conducted

	2022	2023	2024
Total number per year	2,722	4,638	4,485

The institution is committed to providing safe care. To this end, it adopts an interdisciplinary care model known as EITS (Interdisciplinary Team for Individualized Therapy), focused on complex clinical cases (lack of adherence, treatment refusal, negative bonding with the care team, etc.), recognizing the patient as an individual in their biopsychosocial and spiritual dimensions.

Number of reported cases and interventions performed

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of cases reported per year	1	13	13	13	22	46	0	49	39	68
Number of cases accepted with intervention per year	1	12	13	11	20	35	0	31	24	26
Total number of cases with no need for EITS intervention per year	0	1	0	2	2	11	0	18	15	42

3. Rehabilitation

With a focus on reducing the side effects of oncological treatment, promoting functionality, and improving quality of life, ICESP offers a Rehabilitation Program.

The service is designed for patients at different stages of the care journey—pre-, during, and post-treatment—reinforcing the Institute’s commitment to continuity of comprehensive and humanized care.

Number of Rehabilitation Program appointments

	2021	2022	2023	2024
Inpatient	101,632	106,954	115,339	128,494
Outpatient	27,978	27,345	26,379	32,292



REHABILITATION SERVICES AT ICESP

Remama Program

Strengthening the practice of physical activity and continuity of health care, ICESP recommends that women with a history of breast cancer participate in the Remama Program, which promotes sports practice through rowing. The initiative is the result of a partnership between ICESP, HC-FMUSP, the University of São Paulo Sports Practice Center (Cepeusp), IMREA, the Association for Education, Sports, Entrepreneurship and Patient Rights of the HC Rehabilitation Division, and the School of Physical Education and Sport at USP. The program has proven to be an important resource for the physical, emotional, and social strengthening of patients.



“REMAMA” PATIENTS DURING THE INTERNATIONAL SYMPOSIUM ON EXERCISE AND CANCER & THE 3RD SÃO PAULO PINK PADDLERS FESTIVAL

Choir of Laryngectomized Patients

In addition, patients with a history of head and neck cancer have the opportunity to join the Choir of Laryngectomized Patients, created with the purpose of promoting biopsychosocial rehabilitation, stimulating vocalization, and fostering social reintegration among individuals with similar needs.

The choir was affectionately named “Amigos da Voz” (Friends of the Voice), a name chosen by the participating patients themselves, reinforcing the group’s protagonism and collective identity.



ICESP LARYNGECTOMY PATIENTS’ CHOIR

4. Integrated Medical Clinics

• Surgical oncology

The Surgical Oncology team is composed of highly specialized professionals dedicated to surgical treatment, offering an integrated and multidisciplinary approach to addressing tumors of different origins.

The team encompasses several subspecialties, each with a specific focus to ensure the most effective and personalized approach for each patient. These specialties include: Mastology, Gynecologic Oncology, Neurosurgery, Urology, Digestive Surgery, Head and Neck Surgery, General Surgery, Plastic Surgery, Thoracic Surgery, Vascular Surgery, Anesthesiology, Orthopedics, Otorhinolaryngology, Catheter Group, Spine Group, Dermatology, and Hysteroscopy.

In addition to the medical specialties mentioned, preoperative evaluation is a fundamental step to ensure the safety and effectiveness of surgical procedures. In this process, the teams of Internal Medicine, Anesthesiology, Geriatrics, Cardiology, and Pulmonology work in an integrated manner, ensuring a comprehensive assessment of the patient's health condition prior to surgery.

Reflecting ICESP's commitment to humanized care, the Postoperative Recovery Acceleration Program (PROCIR) was implemented. Based on updated scientific protocols, the program aims to reduce patient recovery time after oncological surgeries, enabling a faster return to activities, with lower risk of complications and greater comfort during the rehabilitation process.

Another highlight is the Nurse Navigator Program, aimed at patients with head and neck cancer. The initiative seeks to reduce barriers to treatment access by offering close biopsychosocial follow-up supervised by a multidisciplinary team. The program operates from the patient's first contact with the Institute until the surgery is performed, promoting faster initiation of treatment, strengthening the bond with the care team, and enhancing therapeutic effectiveness.



NURSE NAVIGATOR PROJECT

Number of admissions and surgeries performed under the Nurse Navigator Program

Surgical navigation	2022	2023	2024
Number of patient entries*	265	448	506
Number of surgeries performed	93	175	176

*Entries of patients diagnosed with head and neck cancer

In the same line of care, there is the APTO Group. This program uses psychoeducational groups with clear objectives to guide patients on pre- and postoperative routines, clarifying doubts and minimizing rates of refusal or cancellation of surgical procedures, which may result from factors such as lack of knowledge, fear, social challenges, or clinical changes.

Number of patients who participated in the APTO Group

	2022	2023	2024
Total number per year	1,120	1,978	1,414
Overall Adherence	68%	69%	74%

In cases of neurological surgeries, especially in brain tumor resections, psychological support plays a fundamental role. During the procedure, performed with the patient awake, the psychologist applies a cognitive questionnaire that guides the medical team in conducting the surgery. This practice is essential to promote positive outcomes in mental and cognitive health, supporting a more effective, safe, and integrated recovery.

In addition, when there is a need to reschedule surgery—a situation that may generate frustration and anxiety for the patient—psychological support is immediately intensified. In such cases, the psychologist provides a space for welcoming and qualified listening, allowing the patient to express concerns and receive emotional support in coping with this delicate moment.

Number of psychological assessments in surgical reschedulings per year

	2021	2022	2023	2024
Total number per year	233	188	212	185

In the continuous pursuit of excellence and safety in treatment, a new Surgical Robot was inaugurated in 2024, replacing the previous Da Vinci system model, with an investment of over BRL 6 million.

- **Clinical oncology**

ICESP is a reference center in oncology treatment and has a highly qualified medical structure, prepared to provide specialized and integrated care to patients with cancer.

The teams are composed of professionals from various specialties, ensuring a comprehensive, multidisciplinary, and humanized approach to cancer treatment and associated clinical conditions. The Clinical Oncology team is responsible for the management of cancer patients through drug-based therapies, such as chemotherapy, immunotherapy, and targeted therapies. Clinical oncologists work in conjunction with other specialties, ensuring personalized treatments aligned with each patient's needs.

ICESP also has an Onco-Hematology team specialized in the diagnosis and treatment of malignant hematological diseases, such as leukemias, lymphomas, and multiple myeloma. This team performs therapies that include chemotherapy, stem cell transplantation, and other innovative approaches, providing comprehensive and high-complexity care.

At ICESP, Nuclear Medicine operates with a focus on the treatment of thyroid cancers through radioiodine therapy. This technique uses iodine-based radiopharmaceuticals to eliminate malignant cells remaining after thyroidectomy, representing an effective and safe resource in disease control.

The Radiotherapy team uses state-of-the-art technology in the application of radiation for the treatment of tumors in different regions of the body. The objective is to ensure maximum therapeutic effectiveness while reducing side effects and preserving patients' quality of life.

Base Clinics provide specialized support in various areas of medicine, essential for the overall health of oncology patients. These specialties include: Internal Medicine, Cardiology, Physiatry, Multidisciplinary Pain Management Center, Psychiatry, Endocrinology, Palliative Care, Nephrology, Gastro-hepatology, Clinical Nutrition, Neurology, Pulmonology, Infectious Diseases, Hemotherapy, Acupuncture, Anesthesiology, and Geriatrics.

5. Radiotherapy

ICESP has one of the largest radiotherapy parks in Latin America, equipped with state-of-the-art linear accelerators, CT simulators, and brachytherapy devices. Among the technologies used, Intensity-Modulated Radiotherapy (IMRT) stands out, allowing radiation to be concentrated directly on affected areas while preserving surrounding healthy tissues.



ICESP RADIOTHERAPY DEPARTMENT

As part of comprehensive care, the Institute promotes the Initial Radiotherapy Guidance Group, conducted by a multidisciplinary team. This initiative is aimed not only at patients starting treatment but also at their family members and caregivers, encouraging active participation of all involved from the beginning of the therapeutic journey.

Radiotherapy: Bell Ringing Ceremony

In addition to technology and excellence in care, ICESP also values the human aspects of treatment. To mark the completion of this significant stage, the Bell Ringing Ceremony is held—a symbolic and emotional moment of celebration that reinforces hope and the social well-being of patients and their families.



RADIATION THERAPY BELL

Bell Ringing Ceremonies - Annual Total

	2021	2022	2023	2024
Total number per year	1,239	1,215	1,382	1,304

6. Chemotherapy

The Institute's chemotherapy unit is responsible for the care of oncology patients undergoing high-complexity treatments. Protocols are carried out through oral, intravenous, intramuscular, subcutaneous, and intrathecal modalities, according to clinical indication.

Approximately 5,000 patients receive chemotherapy or hormone therapy monthly at the Institute. The unit follows international safety protocols and adopts practices aimed at protecting patients and professionals, as well as ensuring the appropriate use of resources. Among the routines implemented is the triple-checking of medical prescriptions, performed by three different professionals who verify medications, dosage, route of administration, and patient data.

The monitoring of results is carried out through indicators such as the frequency of antineoplastic extravasation, an indicator included in the Institute's management contract, with part of the funding tied to its performance. During the period evaluated, the extravasation occurrence indicator was 0.0013. Treatment adherence is also monitored and remained above 95%. It is worth noting that patients undergoing chemotherapy concomitantly with radiotherapy receive specific follow-up to avoid interruptions in treatment. The unit also maintains control over resource use, with inventory management, strict expiry date control, dose fractioning when indicated, and reuse of uncontaminated preparations. The disposal of prepared bags is closely monitored and remains below 0.19% of total preparations.

These results reflect the management systems adopted and the regular training of the administrative and care teams, always seeking to ensure safe and humanized practices, with appropriate guidance for patients, contributing to care and to waste reduction.



CHEMOTHERAPY SERVICES AT ICESP



7. Center for Oncology Urgent Care (CAIO)

CAIO is a specialized unit for the care of oncology urgencies and emergencies, designed to prioritize the management of complications related to cancer and its treatments. Its structure is dedicated exclusively to oncology patients undergoing treatment at ICESP, ensuring agile, safe, and targeted care.

In this unit, the implementation of Multidisciplinary Rounds and Safety Huddles—brief daily meetings with significant impact—allows teams to align on inpatient demands and priorities, in addition to monitoring patients' clinical progress. These moments also enable leadership to position itself assertively, adjust strategies, and reinforce care guidelines, promoting safety, integration, and patient well-being.

8. Intensive Care Unit (ICU)

The ICESP ICU has recognized excellence in the care of critically ill oncology patients and stands as a reference in intensive oncology care.

In its most recent expansion, all beds were modernized and expanded, ensuring greater care capacity and quality of care.

In addition to its clinical expertise, the unit has a multidisciplinary team trained to provide psychosocial support to patients and family members, helping them cope with the emotional and social demands that accompany the intensive care hospitalization process.



ICESP INTENSIVE CARE UNIT (ICU)

9. Inpatient Unit

ICESP’s inpatient wards, in response to the inherent needs of oncology treatment, seek to early identify patients in vulnerable situations, ensuring an appropriate interprofessional assessment through the Nursing Process. This practice enables the identification of potential risks and the adoption of targeted preventive measures.

The strengthening of the bond between oncology patients and the nursing team is enabled by the Primary Nurse model, in which a nurse is assigned to follow a specific group of patients from admission through discharge or transfer.

In the Surgical Inpatient Units, the specialization of care is enhanced through the allocation of nurses according to specific patient categories, ensuring greater alignment of care with individual needs. Considering that oncology patients often experience changes in nutritional status during treatment—a condition that impacts both health outcomes and care costs—the Nutrition Service plays a fundamental role in the continuous monitoring of nutritional risk.

This approach enables the systematic assessment of dietary adequacy and the adoption of practices aimed at the recovery and maintenance of nutritional status. With the purpose of ensuring the quality and safety of the meals provided by the institution, rigorous and systematized measures have been implemented, aligned with current regulatory requirements and best practices in the sector.

These actions are continuously monitored through the Food Acceptance Index, an indicator that guides ongoing improvements in the process and reinforces the institution’s commitment to patient health and well-being.

Food service evaluation index

	2021	2022	2023	2024
Total number per year	67	70	66	75

Number of meals served

	2021	2022	2023	2024
Total number per year	618,22	595,467	656,710	679,561

Number of nutritional consultations performed

	2021	2022	2023	2024
Total number per year	47,019	50,166	47,038	51,478

In response to the inherent needs of healthcare institutions that utilize enteral and parenteral nutrition, ICESP has a Multidisciplinary Nutritional Therapy Team (EMTN), composed of nutritionists, physicians, nurses, pharmacists, and other healthcare professionals.

The EMTN is responsible for identifying patients eligible for nutritional therapy, as well as defining and guiding the most appropriate route of feeding—oral, enteral, or parenteral—ensuring quality, safety, and comprehensiveness in care delivery.

Number of nutritionist consultations

	2022	2023	2024
Number of nutritionist consultations	1,144	969	1,349

Considering the complexity of oncology patients and with the aim of ensuring greater safety and quality in the management of clinical complications, ICESP advanced in the implementation of rapid response protocols for emergencies and urgencies.

Among the main protocols, the following stand out:

- **Blue Code** – intended for cardiorespiratory arrest situations, in which the rapid response team is immediately activated to perform resuscitation and life-support interventions with agility and precision.
- **Yellow Code** – applied in clinical urgency situations, such as severe complications that require immediate medical assessment and intervention in the inpatient units.

The adoption of these protocols ensures that the institution's care resources are mobilized swiftly and in a coordinated manner, ensuring the readiness required to care for patients in critical condition.

Data on activations and average response times

Blue Code	2021	2022	2023	2024
Number of activations	45	58	52	48
Average response time	00:02:00	00:03:00	00:03:27	00:02:36
Yellow Code	2021	2022	2023	2024
Number of activations	833	854	939	958
Average response time	00:08:00	00:05:00	00:04:29	00:05:00

In addition, in order to care for passersby, the Orange Code care pathway was implemented, with the objective of prioritizing the safety and well-being of employees, visitors, companions, or passersby on ICESP premises, considering that the daily flow of people in the building reaches nearly 10,000 per day.

Number of Orange Code activations

	2021	2022	2023	2024
Total number per year	158	224	330	300

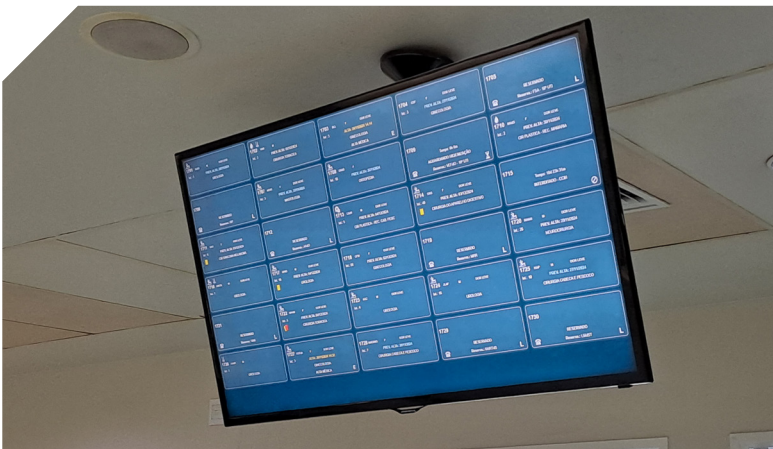
With the purpose of ensuring continuity of care and meeting the high complexity of hospitalized patients, the ICESP nursing team conducts systematic clinical assessments using the National Early Warning Score (NEWS). This instrument enables the early detection of signs of clinical deterioration, favoring timely interventions, improving the response to emergency situations, and reducing the occurrence of complications.

The continuing education of teams constitutes an essential pillar for maintaining excellence in care. In this regard, ICESP promotes periodic training in partnership with the Oncology Education and Training Center (CETO), a continuing education unit dedicated to technical training, professional development, and the continuous improvement of care practices.

In 2023, the Care Dashboard was implemented in the Surgical Inpatient Unit, a digital tool intended to centralize information and optimize both patient care and the hospital discharge process.

Among the benefits observed, the following stand out:

- Reduction in room cleaning time;
- Greater compliance with pain reassessment protocols;
- A 43% reduction in the response time of the cleaning team.



CLINICAL DASHBOARD

Intravenous Therapy Group (GTIV)

The ICESP Intravenous Therapy Group (GTIV) is made up of a multidisciplinary team composed of a group of nurses specialized in intravenous therapy (IVT), trained in peripheral and jugular puncture, in addition to a clinical pharmacist and consulting physicians from the areas of vascular surgery, the Hospital Infection Control Service (SCIH), and anesthesiology.

The mission of the GTIV is to identify early patients at risk of complications related to intravenous therapy, working to prevent and reduce adverse events associated with this procedure.

Among its responsibilities, specialized assessments for the insertion of short-term central venous catheters and peripherally inserted central catheters (PICC) stand out, ensuring the proper indication and technical execution of these devices, in accordance with best care practices.

Number of appointments/assessments by the Intravenous Therapy Group

	2021	2022	2023	2024
Interconsultations	1,117	1,1875	1,859	2,196
PICC insertions	66	172	191	443
Peripheral puncture team	902	390	1.211	628
Jugular puncture team	144	132	186	210
Central venous catheter insertions / interventions by the IVT Group	***	154	177	41

10. Time of Hospital Discharge

ICESP adopts a comprehensive, careful, and humanized approach to ensure a safe hospital discharge that is appropriate to the specific needs of each patient, with special attention to those facing social and family-related challenges.

For patients who are not in a condition to receive curative treatments, the institution has the Special Care Center (NACE), a unit intended to offer welcoming, comfort, and symptom control at the end of life.

The focus of palliative care is to preserve dignity, provide quality of life, and address individual needs, ensuring support both to the patient and to their family at a time of high emotional complexity.

Number of patients assisted by NACE

	2021	2022	2023	2024
Total number per year	509	692	581	529

Patients without a support network or without an adequate family and social structure often face difficulties leaving the hospital environment, even when they are clinically fit for discharge. To ensure a safe transition and continuity of care, ICESP implemented the Safe Discharge process, strategically and individually planned to serve patients who face barriers at this moment, as mentioned earlier in this report.

Recognizing the relevance of continuous social support for patients of the Unified Health System (SUS), ICESP carries out social assessments within the first 48 hours of hospitalization, as well as on other occasions whenever necessary, complementing the risk analyses conducted by the nursing team. This practice enables the early identification of social vulnerabilities and the provision of appropriate emotional, psychological, and structural support.

11. Patient-centered care

To ensure continuity of care beyond the hospital setting, the Teaching to Care Program complements educational actions by training family members and caregivers for home care.

Number of family members and caregivers trained through the Teaching to Care Program

	2021*	2022	2023	2024
Total number per year	99	191	432	337

*Data from July to December 2021.

Care Assessment and Monitoring Group (GAMA)

GAMA aims to monitor, through internal audits, the care processes related to the international patient safety goals, institutional protocols, and care performance indicators. Of the internal audits, 678 observational assessments were carried out exclusively by GAMA in 2024.



“ENSINANDO A CUIDAR” (LEARNING TO CARE) PROJECT



Highlights – Care Delivery

(GRI 203-2, GRI 413-1)

1. Hello ICESP

Aiming to ensure continuity of care, the institution offers telephone support to patients and family members, which actively monitors patients and the adverse effects that chemotherapy and radiotherapy treatment may cause, providing greater safety in interventions and enabling adjustments to medications, nutrition, among other guidance and clarification of doubts, without the need for the patient to travel from home to the hospital.

“Hello ICESP,” widely used by patients, covers three specific services: “Hello Nurse,” “Hello Pharmacist,” and “Hello Nutrition.”



“ALÔ ICESP” SERVICE (ICESP HELPLINE)

• Hello Nurse

Hello Nurse is an ICESP telehealth channel, active 24 hours a day, intended to support patients in outpatient treatment through qualified guidance provided by specialized nurses. The program strengthens communication, assists in symptom management, and contributes to the early identification of warning signs.

The service showed significant expansion, increasing from 31 thousand consultations in 2019 to 96 thousand in 2020–2021, which led to the modernization of the structure, including a new telephone system, toxicity management protocols, real-time medical support, and continuous training. Between 2022 and 2024, it maintained an average of more than 69 thousand consultations per year, consolidating its importance in care delivery.

The program provides inbound and active consultations, in addition to active follow-up of incomplete calls. In 2024, active follow-up was also implemented for patients who had been instructed to attend CAIO and did not do so. In the period analyzed, there were:

- 1,263 non-attendances;
- 1,071 contact attempts;
- 35% adherence after the intervention;
- 35 relevant clinical findings.

The results demonstrate the program’s impact on care safety, risk mitigation, and continuity of care for oncology patients.

Total number of consultations per year of the “Hello Nurse” program

2,374 Monthly calls	31,044 mil Calls answered in 2019	12% Presented to CAIO
4,746 Monthly calls	55,762 mil Calls answered in 2020	9.8% Presented to CAIO
8,033 Monthly calls	96,403 mil Calls answered in 2021	5% Presented to CAIO
5,956 Monthly calls	73,612 mil Calls answered in 2022	5.8% Presented to CAIO
5,772 Monthly calls	69,268 mil Calls answered in 2023	4.15% Presented to CAIO
5,955 Monthly calls	71.469 mil Calls answered in 2024	3.90% Presented to CAIO

• Hello Pharmacist

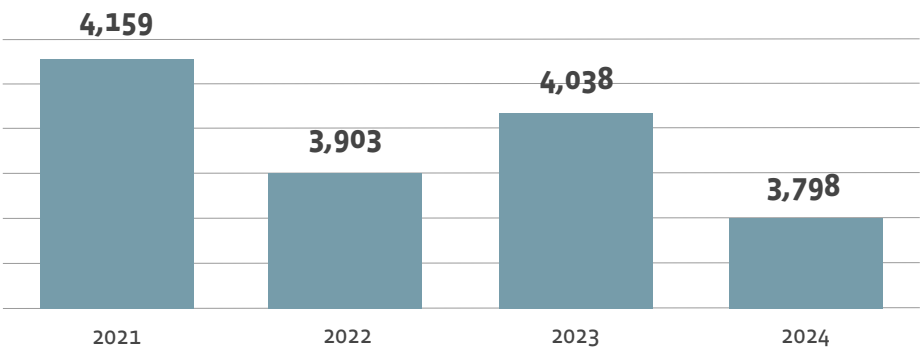
Created in October 2020, Hello Pharmacist operates 24 hours a day, seven days a week. The service aims to provide support to patients and family members by clarifying questions about medications and about pharmacy operations. Care is provided by qualified pharmacists, who offer safe and individualized guidance on the use of prescribed medications. In this way, the service contributes to safer, more effective therapy aligned with the rational use of medicines.

Among its main actions, the following stand out:

- Pharmaceutical guidance, ensuring that patients correctly understand the use of medications and promoting adherence to treatment;
- Medication and Nutrition at Home Program, which allows home delivery of medications and nutritional supplements, reducing travel and expanding accessibility.

In 2023, the Pharmacy recorded 111,523 consultations and processed 213,635 prescriptions, consolidating itself as essential support for the continuity and effectiveness of oncology treatment.

Total consultations per year for the “Alô Farmacêutico” Program



• Hello Nutrition

“Hello Nutrition” is a service aimed at providing nutritional support through 24-hour telephone guidance for oncology patients, with the objective of improving quality of life during treatment. Accessibility and continuous guidance are essential in this service, which, by responding to the needs of patients and their families, strengthens our commitment to public health.

Patients or their family members may call “Hello Nutrition” to clarify questions related to food and nutrition during cancer treatment. Professionals specialized in nutrition provide information on food choices, strategies to cope with side effects, and recipe suggestions, promoting healthy eating and continuity of care at home.

The table below shows that, in recent years, a significant number of consultations was observed, with a slight decrease in consultations that may be analyzed together with the improvement of care and the promotion of healthy habits, highlighting the positive impact of the program on the lives of patients and their family members.

Total consultations per year for the “Alô Nutrição” Program

	2021	2022	2023	2024
Total per year	1,329	1,312	1,188	994

2. Care Protocols

a. Delirium

The protocol aims to ensure the appropriate management of patients with signs and symptoms of delirium through standardized pharmacological therapy prevention, identification, and intervention actions.

b. Venous Thromboembolism (VTE) Prophylaxis Protocol

This protocol prioritizes the indication of venous thromboembolism prophylaxis for medical and surgical patients who present an identified risk of VTE within the first 24 hours of hospitalization.

c. Skin Integrity Protocol

Cancer patients who present a risk of developing pressure injuries (PI) from the most diverse causes benefit from this protocol, with the objective of maintaining skin integrity and its functions, identifying skin changes early, defining criteria for the assessment and classification of possible events, and providing professional training for treatment, with guidance on the follow-up and monitoring of pressure injuries.

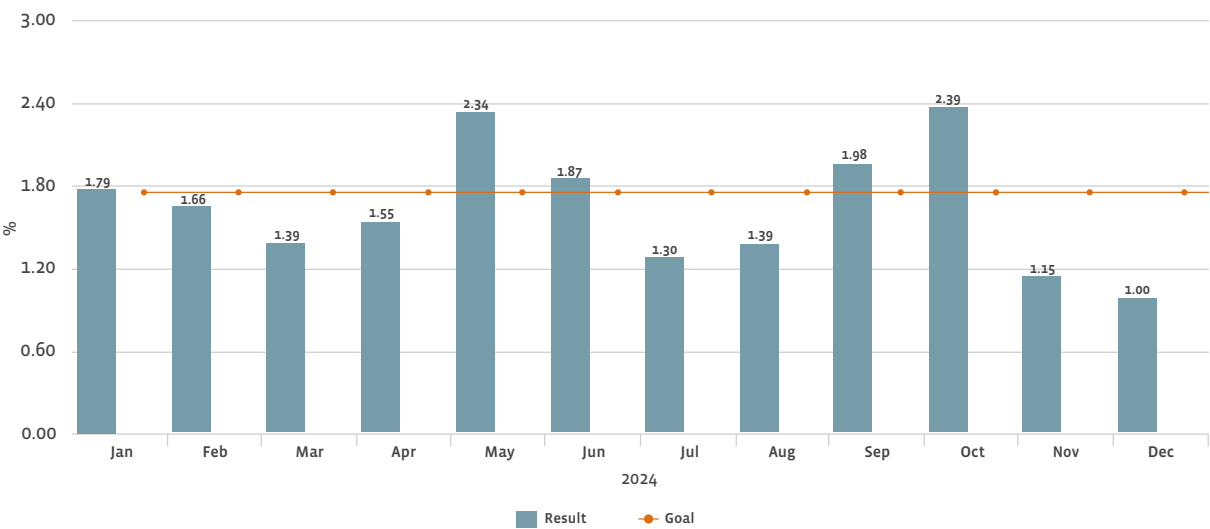
d. Intravenous Therapy Protocol

Nurses and physicians form a peripheral puncture team whose objective is to carry out assessments in populations at greater risk of complications related to intravenous therapy.

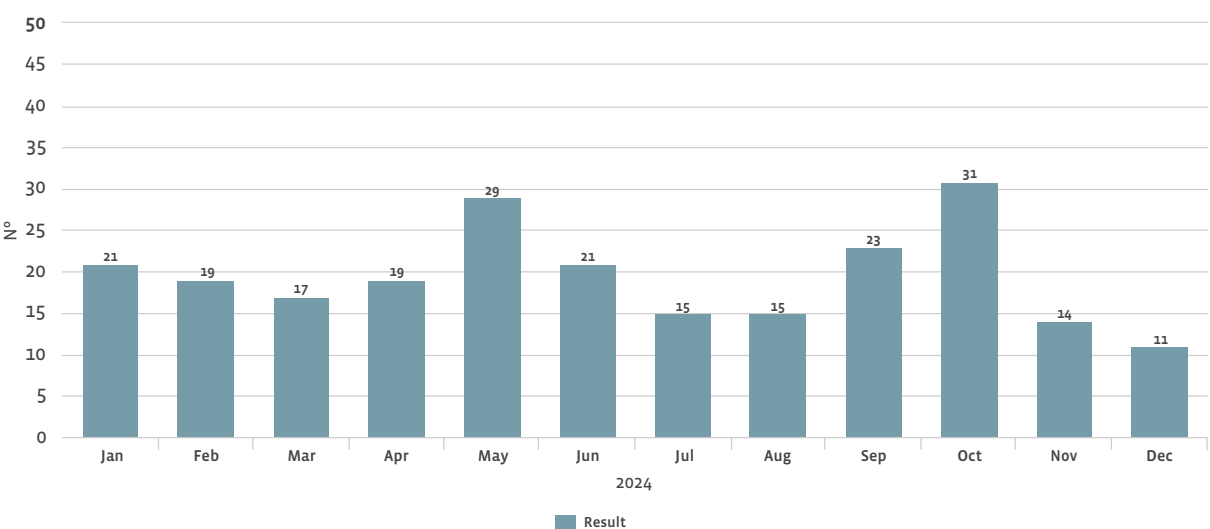
e. Fall Prevention Protocol

This protocol applies to all patients receiving care who are identified as belonging to a population at risk for falls.

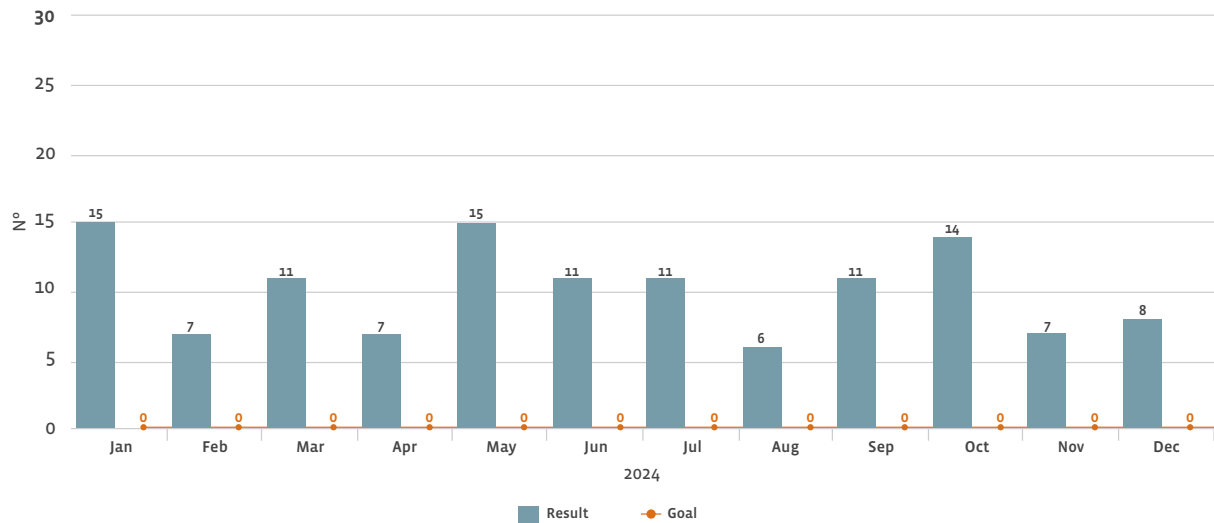
Critical Analysis - Patient Fall Rate



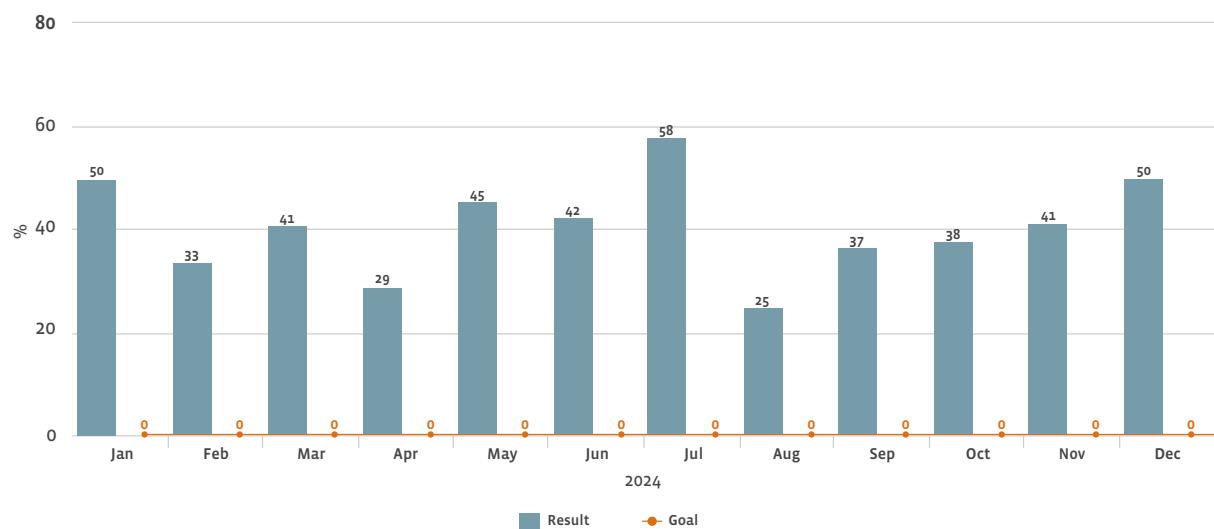
Incidence: Patient Falls



Harm Rate: Patient Falls with Injury



Critical Analysis - Patient fall rate resulting in harm



f. Pain Management Protocol

This protocol is indicated for patients who present pain resulting from oncology treatment. Its objective is the assessment and pharmacological and non-pharmacological management of pain, standardizing the indication of analgesic therapy for chronic pain, as well as the time frames for assessments and reassessments of the condition presented by the patient.

g. Yellow Code Urgent Care Protocol

It ensures that hospitalized and outpatient patients are identified and treated when an urgent event or complication occurs in the hospital environment, with the objective of reducing in-hospital mortality.

h. Care Protocol for Patients at Risk of Suicidal Behavior and Self-Harm

This protocol aims to identify patients who, during hospitalization, present a risk of suicidal behavior and self-harm, implementing prevention and follow-up measures throughout the identified process.

i. Safe Surgery Protocol

It establishes the measures to be implemented to reduce the risk of incidents and adverse events, as well as mortality during the surgical act, enabling increased safety in the performance of surgical procedures.

j. Interdisciplinary Chemotherapy Protocol

The standardization of the stages related to chemotherapy treatment—prescription, preparation, administration, and disposal—must be monitored, as failures in these stages may cause risks to patient safety.

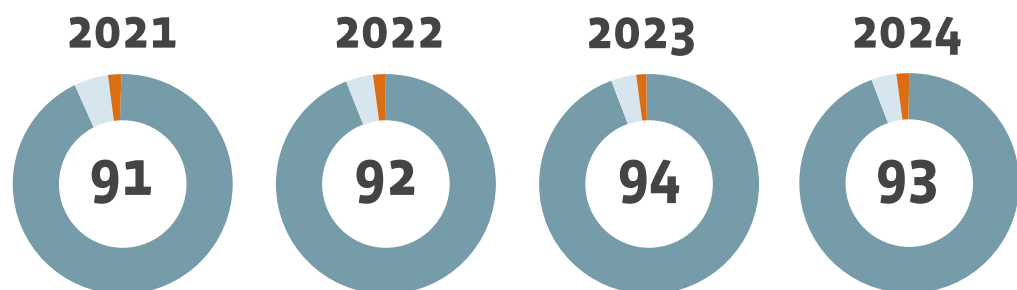
3. Net Promoter Score (NPS)

In April 2020, ICESP began its satisfaction survey using the NPS (Net Promoter Score) methodology, offering greater comfort and privacy to patients, who receive the evaluation questionnaire by email.

The scores classify the Institute into four rating areas: Excellence Zone (76 to 100), Quality Zone (51 to 75), Improvement Zone (1 to 50), and Critical Zone (-100 to 0).

NPS research scores for the years 2021 to 2024

PROMOTERS DETRACTORS



responses	29,122	33,681	34,575	30,368
messages sent	126,489	174,433	185,729	191,636
promoters	27,130	31,750	32,851	28,789
neutrals	1,432	1,284	1,237	1,029
detractors	560	647	487	550
response rate	23%	19%	19%	16%
comment rate	56%	50%	38%	44%

The methodology also provided the institution with an interface tool with the Ombuds Office. The information is cross-referenced, making it possible to identify what is in line and what can be improved.

The Institute not only recognizes, but also encourages its teams through a special internal celebration, honoring the areas that stand out. The initiative aims to honor and encourage the sectors that, throughout the year, achieve a score of 100 in the NPS, demonstrating a continuous commitment to quality service. The areas receive a certificate from the hands of the Institute's leadership.

4. Patient Experience Program

With the purpose of promoting patient well-being and consolidating a culture of person-centered care, ICESP instituted the Patient Experience Program, an initiative that encourages all Institute teams to provide humanized care, effective communication, and comprehensive support to patients and their families.

To assess patients' perception of the quality of care and identify opportunities for improvement, the Program uses internationally recognized methodologies, such as: Net Promoter Score (NPS), Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS), Shadow Audit, Focus Groups, and the Bedside Management Visit.

The Bedside Management Visit enables institutional leaders to establish direct dialogue with hospitalized patients, favoring the identification of individual needs and ensuring that care teams remain aligned with the humanized approach. The NPS survey assesses satisfaction through the likelihood of recommending the hospital, while HCAHPS measures the hospital experience in dimensions such as communication, safety, and waiting time.

Complementary tools strengthen this analysis: Shadow Audit follows the patient journey across different hospital units, and Focus Groups promote qualitative discussions, gathering perceptions and identifying solutions to challenges observed in care.

Based on these instruments, ICESP continuously implements corrective actions and care improvements, reaffirming its institutional commitment to excellence, safety, and humanization in patient care.

5. Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) is a survey instrument and data collection methodology used to measure patients' perception of their hospital experience, currently composed of 32 items. These results help patients make important choices about hospital care and help hospitals improve the quality of the care they provide.

Since 2022, the questionnaire has been administered in person, due to requests from the family members of tracheostomized patients. In 2022, 38 patients were interviewed by telephone and 75 in person, totaling 113. In 2023, 103 were interviewed and, in 2024, 188.

Several actions were carried out to address two points mentioned by patients in most interviews: delays in outpatient consultation care and delays in discharge completion. Among them, the following stand out:

- Meeting with the head of the specialty and guidance to the medical team regarding outpatient consultation care time;
- Meeting with the medical team of Digestive Surgery;
- GAT follow-up of patients receiving care in the outpatient clinic;
- Visit to the outpatient clinic of the Digestive Surgery specialty;
- Change in the name of the person responsible for the outpatient schedule to the name of the responsible preceptor;
- Verification of patients followed for more than two years by Digestive Surgery and Clinical Oncology;
- Request for a report from GIS with the number of outpatient patients;
- Review of the outpatient surgical schedule of Digestive Surgery.





Chapter 7: Research

07



Research Center

Founded in 2009, the ICESP Research Center has the mission of promoting the integration and organization of human research, supporting and operationalizing studies in accordance with good clinical practices. In this way, it contributes significantly to the academic community, society, and health management bodies in the country.

Since 2014, Brazil has seen an annual 12% growth in the number of clinical trials in oncology, a trend likewise followed by ICESP. To remain competitive in a high-growth sector consolidated by multiple stakeholders, the Institute invests in technical and human differentiators, in addition to strategic partnerships that expand access to innovative technologies.

Between May and November 2023, the Center underwent a major renovation, with an investment of BRL 4 million from extra-budgetary resources, resulting in a modern and integrated space located on the Institute's 12th floor. The project also includes the incorporation of new professional profiles and the creation of an area intended for interaction among researchers, technical staff, and external specialists, supported by online resources and videoconferencing.

The Research Center concentrates areas dedicated to every stage of a project, from its implementation to its completion. It currently has capacity for 60 employees and includes:

- Monitoring area – an exclusive area for receiving external monitors and auditors, with controlled access to patient data and information;
- • Infusion room – equipped with seven chairs for monitoring and assistance during the administration of investigational drugs. Currently, there are 12 active chairs and 1 stretcher in the research infusion bay;
- • Sample processing laboratory – intended for preparing collected samples for pharmacodynamic tests and related analyses;
- • Storage room – for storing research-specific materials;
- • Research pharmacy – located on the 10th floor, intended for the handling and management of investigational drugs, segregated from care delivery routines. It has a 24-hour monitored Cold Chain and the capacity to support studies involving Genetically Modified Organisms (GMOs).

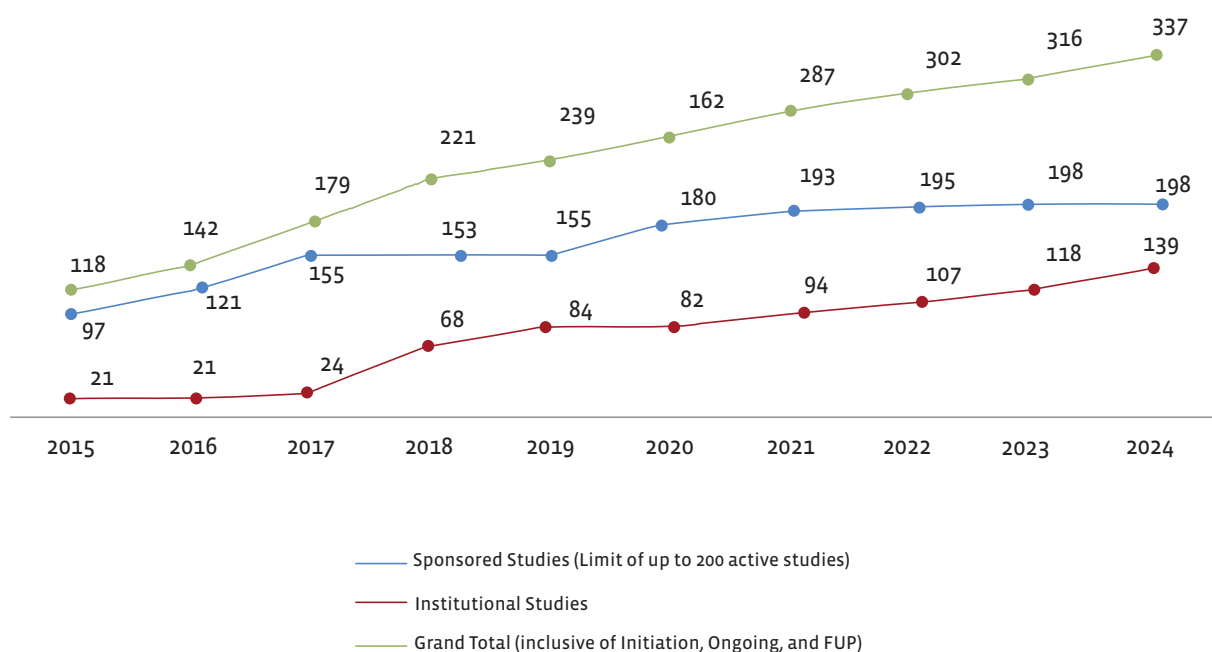
In total, there are 598 m² dedicated exclusively to clinical oncology research, covering studies aimed at the development of new drugs, surgical interventions, and prosthetic devices, with application in gastrointestinal, gynecological, urological, head and neck, lung, breast, and central nervous system tumors.



ICESP RESEARCH CENTER

The expansion and refurbishment project for the sector was inspired by international reference centers, future demands in oncology, and the growth rates of clinical research at the Institute. The initiative consolidates ICESP as one of the country's leading oncology research hubs, reaffirming its commitment to innovation, quality, and scientific advancement for the benefit of society.

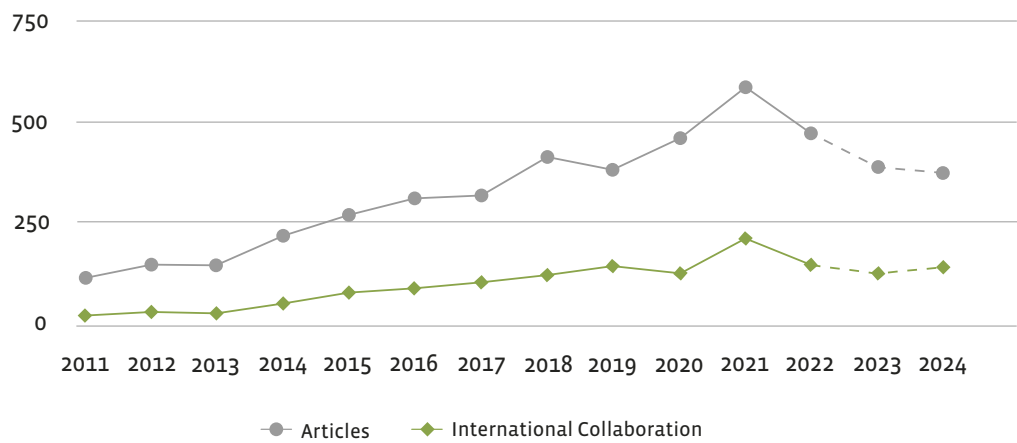
Ten years of evolution in sponsored and institutional clinical studies



Consistent with research planning and aligned with institutional guidelines, it is possible to observe the importance of ICESP’s role in the development of sponsored research projects.

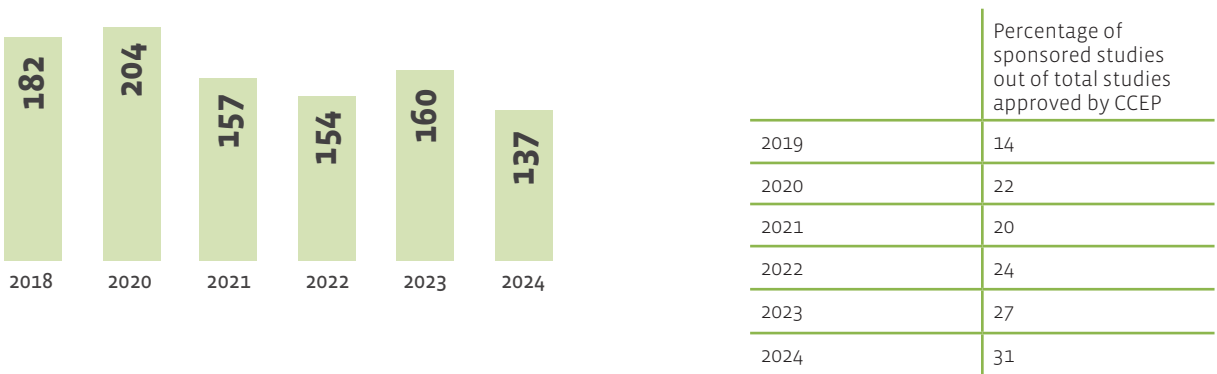
The initiative is relevant not only for maintaining the recognition and reputation of research at the Institute, but also as a strategy to enable patients to access cutting-edge treatments that are not yet available in the public health system, in addition to contributing to the institution’s financial sustainability, making it possible to expand the adoption of new practices and technologies based on scientific evidence.

Academic publications produced by Icesp over the years



SOURCE: FMUSP OBSERVATORY

Studies approved by the CCEP - ICESP



Of the 435 sponsored protocols activated at the Research Center, 296 were completed. Of the total number of protocols involving interventions, 69% are sponsored by companies and 31% are divided among institutional, hybrid, PRONON, and funding agency studies.

The year 2024 marked the beginning of uninterrupted (24-hour) activities by ICESP's research teams, with the cumulative conduct of 21 early-phase studies at the Research Center.

The integration among different areas of the Institute — clinical and surgical areas, the Biobank, the Center for Translational Investigation in Oncology (CTO), and, more recently, the groups of the Comprehensive Center for Precision Oncology (C2PO) — has expanded the scope and complexity of projects, strengthening oncology research in multiple dimensions.

With the support of local and international partners, ICESP is consolidating itself as a hub for research and development of innovative oncology solutions, fostering a collaborative ecosystem in which research groups and organizations share expertise in cooperative projects.

The research environment also generates engagement opportunities for undergraduate research students, graduate students, and fellows, strengthening the articulation among education, research, and care delivery.

In the medium and long term, the expectation is that the institution will contribute decisively to the development of new diagnostic solutions and to the implementation of innovative treatment protocols within SUS, reinforcing its commitment to public health and scientific excellence.

Research project submission portal

(GRI 203-1 - 203-2)

In 2020, ICESP implemented a new research portal designed to facilitate the submission of projects by the institution's researchers.

Previously, the process was conducted in a fragmented manner, via email, which made the approval flow inefficient, given the need for review by multiple areas.

With the new portal, researchers and the areas involved began to rely on a unified platform that allows better visibility, monitoring, and analysis of ongoing projects. Once submitted, projects are automatically directed to those responsible, who carry out their stages directly in the system.

The implementation resulted in a reduction in the average approval time, thanks to greater agility in the submission and evaluation process, reinforcing ICESP's commitment to efficiency, transparency, and governance in research.



Clinical Research Pharmacy

With the objective of strengthening ICESP's role as a national reference in oncology research and accommodating research growth projections for the coming years, the project to build a pharmacy dedicated to clinical studies was launched in 2022.

The project, guided by the highest standards of technical quality, has the following objectives:

- Modernize and expand the capacity for drug storage and handling;
- Provide production infrastructure capable of supporting medications under special conditions (temperatures between -20°C and -80°C);
- Enable the handling of Genetically Modified Organisms (GMOs).



ICESP RESEARCH PHARMACY

The needs were defined based on qualitative and quantitative analyses of the current area, together with projections for the expansion in scale and scope of ICESP's clinical and surgical studies.

The project also includes the reconfiguration of spaces for:

- Receipt of investigational drugs and materials;
- Specialized storage;
- Handling of protocols and GMOs;

- External monitoring (sponsors);
- Administrative processes related to investigational drug documents.

With this initiative, ICESP reaffirms its position as a leading center for clinical oncology research, prepared to meet today's most complex and strategic scientific demands.

Study projects from 2022 to 2024

Year	Hematology	Surgery	Medical Oncology	Total
2022	7	8	53	68
2023	13	11	111	135
2024	13	15	130	158

Clinical Research Capacity Expansion Project

With the purpose of offering promising conditions for the development and expansion of clinical cancer research, ICESP structured a project based on specific needs, relevant legislation, and technical guidelines.

Identified needs

- Restructuring of the storage area for refrigerators, freezers, ultra-freezers, and cabinets, considering the thermal and electrical capacity of the infrastructure;
- Expansion of storage capacity for investigational products (refrigerated and at room temperature);
- Adaptation of the production area (cleaning and handling), in compliance with current legislation (NBR ISO 14644-1, RDC 220/04, RDC 67/2007, and RDC 685/2022);
- New layout for the handling area, meeting ISO 7 and biosafety level 2 (BSL-2) requirements, including studies involving investigational drugs in oncology and derivatives of genetically modified organisms;
- Acquisition of new equipment for studies requiring storage at temperatures from -20°C to -80°C;
- Availability of a monitoring area, ensuring adequate space for legal representatives of sponsors (research monitors) to carry out medication reconciliation and verification of the pharmacy binder;
- Adequate workstations to meet administrative and operational demands related to investigational drugs.

The project includes:

- Increased storage capacity for thermolabile and non-thermolabile investigational products;
- Adaptation of the electrical and thermal infrastructure of storage areas, ensuring product integrity;
- Readjustment of the handling area, providing greater protection to the product, the environment, and the employee, in compliance with legislation (RDC 67/2007, RDC 220/2010, ISO 14698, and ISO 14644);
- Expansion and adaptation of data archiving, ensuring traceability and governance of studies.

An investment of BRL 2.2 million was made in this project, with BRL 1.9 million allocated to infrastructure works and BRL 300 thousand to equipment.



EXPANSION OF THE CLINICAL RESEARCH PHARMACY



Highlights – Research

C2PO – Comprehensive Center for Precision Oncology

In February 2024, ICESP inaugurated, at the Center for Translational Investigation in Oncology (CTO), one of the headquarters of the University of São Paulo (USP) Comprehensive Center for Precision Oncology (C2PO). The Center also has a second headquarters located at the Ribeirão Preto Clinics Hospital, expanding academic-care integration among different University campuses.

The initiative aims to foster collaboration among physicians, researchers, and faculty members, promoting the opportunity for joint work with patients treated at both locations.

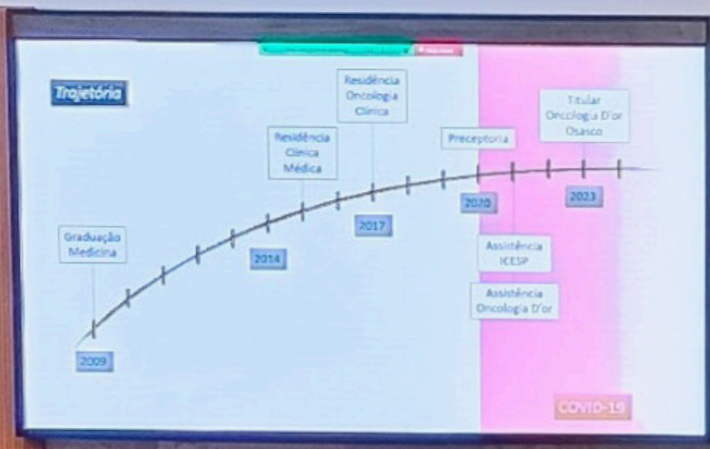
C2PO's initial focus is on cancer types prioritized for public health, with emphasis on projects aimed at:

- Cancer prevention, diagnosis, and treatment through innovative and transdisciplinary approaches;
- Implementation of health education and communication activities, including health promotion, scientific dissemination, and combating misinformation;
- Execution of research projects of strategic interest to USP groups and national and international partner institutions.

With this structure, C2PO reinforces the commitment of USP and Icesp to translational science, bringing research, teaching, and clinical care closer together, and contributing to concrete advances in precision oncology in Brazil.



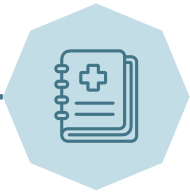
OPENING OF THE C2PO – COMPREHENSIVE CENTER FOR PRECISION ONCOLOGY





Chapter 8: Education

08



Education

(GRI 3-3, GRI 404-2)

Throughout its trajectory, ICESP has consolidated itself as a reference center for the training and qualification of professionals in Oncology, promoting technical-scientific events, advanced training courses, capacity-building activities, specialization programs, and residency programs.

In the field of graduate education, since 2008, ICESP has hosted USP's *Stricto Sensu* Graduate Program in Oncology. In addition, the Institute is responsible for the Medical Residency Program in Clinical Oncology, in existence since 1998, and fully hosts the residencies in Radiotherapy and Medical Physics.

In the field of residency and practical training, every year, more than 700 residents from different FMUSP disciplines complete part of their training at ICESP, experiencing oncology practice in a highly complex environment. Also noteworthy is the partnership with HCX FMUSP (formerly the Continuing Education School), which certifies multiprofessional specialization courses offered at the Institute, expanding the reach of training and valuing interdisciplinarity.

ICESP has also consolidated itself as a national and international learning space, receiving professionals from all Brazilian states and from centers abroad, reinforcing its mission of disseminating knowledge without borders.

Recognized as a training institution in the field of Oncology, ICESP included the Education pillar in its 2019–2022 Strategic Map, considering its strategic expansion potential and its impact on the training of qualified professionals for the health system.

As a result of the studies carried out within the scope of Strategic Planning, in April 2024 the Health Education Center (NES) was created, a structure linked to the Executive Board. NES became the institutional reference for the submission of education proposals, the development of educational products, the planning of actions, and the monitoring of activities, with the objective of promoting the interface among all those involved in the training, capacity-building, and health education activities developed at the Institute.

The education modalities range from technical visits and short-duration courses to technical-scientific events, and *lato sensu* and *stricto sensu* programs, strengthening the multiplicity of training opportunities.

Between 2021 and 2024, the advances were significant:

- 400% growth in the number of advanced training and specialization course groups linked to HCx;
- 200% growth in scientific activities and events (symposia, scientific meetings, and academic events), totaling 59 events and more than 630 hours of content;
- 6,613 participants in scientific events held during the period;
- 281 benchmarking visits from other institutions hosted at ICESP.
- More than 70 students in the Multiprofessional Residency Program in Adult Oncology Care since its inception in 2019.

Stricto Sensu Graduate Education

The Cancer Institute of the State of São Paulo (ICESP) promotes academic and scientific training of excellence through the University of São Paulo's Graduate Program in Oncology, based at the Institute. The program aims to train highly qualified researchers and professionals, contributing to the generation of knowledge and to the advancement of oncology practice in the country.

Academic Master's and Doctoral Degrees

The academic program, composed of Master's, Doctorate, and Direct Doctorate degrees, promotes the deepening of knowledge in the areas of Basic Oncology, Clinical Oncology, and Medical Imaging. Recognized by the Coordination for the Improvement of Higher Education Personnel (CAPES) with a score of 5 in the Health Area (Medicine I), the program stands out for its academic quality, scientific relevance, and contribution to the training of specialized human resources.

Its faculty is composed of highly qualified professionals working in education, research, and care delivery, ensuring integration between clinical practice and scientific production. The program encourages the development of competencies in research methodologies, scientific communication, and academic experience, through the preparation of Master's dissertations and Doctoral theses.

Professional Master's Degree

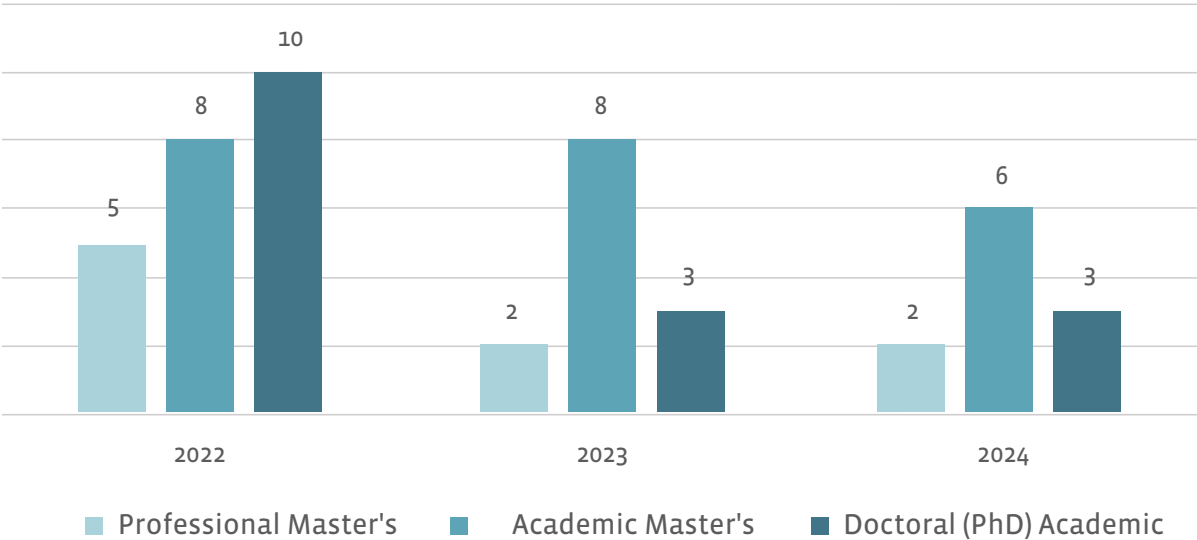
Created in 2020, the Professional Master's Degree in Oncology offers ten places annually and has a duration of 24 months. The program establishes an advanced training environment that brings together academia, care delivery, management, and the productive sector—public and private—using the Institute's infrastructure to foster innovative solutions in health.

Its pedagogical proposal prioritizes the articulation between scientific knowledge and practical application, with a focus on the development of technical products with direct impact on oncology. In this way, the program contributes to strengthening the institutional capacity for innovation and to the integration between research, care delivery, and health management.



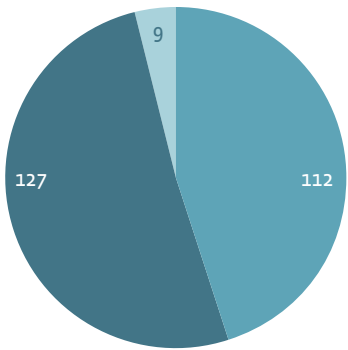
ICESP IMAGE LIBRARY

Professional Master’s, Academic Master’s, and Doctoral Thesis Defenses - 2022 and 2024



Total degrees awarded through 2024

Professional Master's Academic Master's Doctoral (PhD) Academic



Lato Sensu Graduate Education

Since its founding, the Cancer Institute of the State of São Paulo (ICESP) has been committed to training highly qualified human resources in all areas related to the care of patients with cancer.

The Education pillar is an essential part of the institution and is continuously strengthened by theoretical and practical methodologies that are integrated with the excellence of our Care Delivery. Our students and residents find at ICESP an outstanding field of study, with the opportunity to learn alongside a reference faculty composed of professionals who work directly in oncology care.

Among the main initiatives, the lato sensu graduate education courses stand out, comprising Residency and Specialization Programs.

Medical Residency in Clinical Oncology

Among ICESP's training programs, the Medical Residency Program in Clinical Oncology stands out. It was established in 1998 and was originally linked to the Radiology Institute of the Hospital das Clínicas of the University of São Paulo School of Medicine (InRad HCFMUSP).

Since its inception, the program has already trained more than 200 medical oncologists and is currently one of the largest in the country, with 14 places annually, being recognized both nationally and internationally.

In addition to the specific residency in Clinical Oncology, about 750 residents from other FMUSP specialties also complete rotations in the Institute's various medical areas.

Multiprofessional Residency in Oncology

The Multiprofessional Residency Program in Adult Oncology Care, linked to the Multiprofessional Residency Committee (COREMU) of HCFMUSP, constitutes an example of ICESP's commitment to continuous and multiprofessional training in health.

Covering eight professional categories—Physiotherapy, Nursing, Nutrition, Social Work, Psychology, Pharmacy, Biology, and Biomedicine—the program seeks to prepare highly qualified specialists to address the complexity of oncology care at all levels of the Unified Health System (SUS).

By 2024, the program had already trained 70 professionals and has 27 residents enrolled in the 5th and 6th classes, consolidating a solid base of specialists trained to work in interdisciplinary teams. ICESP receives residents from various Brazilian states, strengthening its role as a national reference in the training of human resources in oncology.

Distribution of medical residents by graduation year/class

Class - Year	R2
C1 - 2019 - 2021	13
C2 - 2020 - 2022	19
C3 - 2021 - 2023	21
C4 - 2022 - 2024	17
C5 - 2023 - 2025	In Progress
C6 - 2024 - 2026	In Progress

Specializations

Together with the other graduate education programs, the following lato sensu specializations in multidisciplinary areas stand out:

- **Specialization in Hospital Nutrition with Emphasis on Oncology:** 51 graduates;
- **Specialization in Diagnostic Imaging with Emphasis on Oncology for Biomedical Scientists and Radiologic Technologists:** 139 graduates;
- **Specialization in Dosimetry for Radiotherapy:** 19 graduates;
- **Specialization in Nursing in Stomatherapy:** 56 graduates;
- **Multiprofessional Specialization in Intensive Care with Emphasis on the Health of Adults with Cancer:** 52 graduates;
- **Multiprofessional Specialization in Oncology with Emphasis on Adult Health:** 79 graduates.

ICESP is currently carrying out the National Program to Support Oncology Care (PRONON), which includes the Multiprofessional Specialization in Intensive Care with Emphasis on the Health of Adults with Cancer, with 48 students in the areas of Nursing and Physiotherapy.

Multidisciplinary Cancer League

In an innovative manner, the Multidisciplinary Cancer League (LMC) emerged from the initiative of undergraduate students from the University of São Paulo School of Medicine (FMUSP) and the University of São Paulo School of Nursing (EEUSP), with the purpose of expanding the academic training of students from different USP health-related fields.

Activities began in August 2022, with the participation of 24 undergraduate students. In the following year, 2023, the second class was formed, also with 24 students, and currently the third class, likewise composed of 24 students, is underway, with completion expected in the first half of 2025. To date, 68 students have already participated in this training modality.

The LMC lasts two semesters, organized into distinct modules:

- Clinical practice (first semester);
- Surgical practice (second semester).

During this period, students participate in weekly visits to the institution's departments, with the opportunity to discuss clinical cases, deepen their knowledge in oncology, and understand the multidimensional complexity of cancer treatment.

EEUSP/ICESP Education and Research Chamber (Cenepe)

Since 2016, ICESP has maintained a Cooperation Agreement with the Faculdade de Medicina Foundation (FFM) and the University of São Paulo School of Nursing (EEUSP), aimed at the development of joint teaching, research, and university extension actions. Within the scope of this cooperation, ICESP serves as an internship field for undergraduate and teaching degree students from EEUSP, enabling practical training in a highly complex care environment.

To date, the partnership has already resulted in:

- 6 completed doctoral theses;
- 5 defended master's dissertations;
- 22 articles published in scientific journals;
- Partnership in the Interprofessional Specialization Course in Oncology.

Two editions of the course were completed, in 2016 and 2019, both coordinated by EEUSP faculty members in partnership with ICESP. The course had a total workload of 490 hours and trained 59 students in its two classes, reinforcing the commitment to interdisciplinary training in oncology.

Elective Course MSP 4113 - Interprofessional Practice in Outpatient Units of HCFMUSP

In 2024, a new partnership was initiated between the Rector's Office of the University of São Paulo (USP) and the Clinical Board of the Hospital das Clínicas of the University of São Paulo School of Medicine (HCFMUSP) for the creation of the course MSP 4113 - Interprofessional Practice in Outpatient Units of HCFMUSP, which is carried out in different institutes of HCFMUSP.

The course aims to contribute to the training and qualification of undergraduate students in the field of interprofessional work, as well as to implement interprofessional practice in outpatient units. In addition, this initiative seeks to promote integration among different fields of knowledge, stimulating the exchange of knowledge between students and hospital professionals. It is also a way of bringing educational institutions closer to care practice institutions and strengthening their integration.

The beginning of the partnership with ICESP was marked by the participation of a Nutrition undergraduate student, who completed 70 internship hours in the Head and Neck Surgery Outpatient Clinic during the first semester of 2024 at the Institute. The course, however, is open to students from different health-related programs, who may enroll to experience interprofessional practice in various outpatient units of HCFMUSP.

Specialization in Nursing in Stomatherapy

As a result of the partnership established in 2020 between the Nursing Care Integration Committee (CIAEnf), the Technical Chamber of Stomatherapy, the University of São Paulo School of Nursing (EEUSP), and HCX of the Hospital das Clínicas of the University of São Paulo School of Medicine (HCFMUSP), the Specialization Course in Nursing in Stomatherapy started its first class in 2021 and, in 2022, graduated 28 stomatherapists.

In the second class, in 2023, 30 professionals graduated, representing an increase in specialists in the management of wounds, ostomies, and incontinence, who will join efforts with the care team in the care of patients with these health needs.

The Specialization Course in Nursing in Stomatherapy of the HCFMUSP Complex achieved international accreditation granted by the Brazilian Stomatherapy Association (Sobest) and the World Council of Enterostomal Therapists (WCET) in September 2022, which gives the course national and international recognition.



ADULT ONCOLOGY MULTIPROFESSIONAL RESIDENCY PROGRAM RESIDENTS



NURSING SPECIALIZATION IN STOMATHERAPY



Highlights – Education

- Residents' ranking in ASCO

In recent years, graduates have been systematically ranked among the ten best groups in the world in the proficiency examination of the American Society of Clinical Oncology (ASCO). In 2022, 2023, and 2024, they achieved first place in the exam, placing ICESP at the forefront among the best oncology training centers in the world and evidencing the exceptional performance of the residents and the excellence of the specialized education offered by the Institute.



CLINICAL ONCOLOGY MEDICAL RESIDENCY PROGRAM RESIDENTS

- **National Program to Support Oncology Care (PRONON)**

The National Program to Support Oncology Care (PRONON) is a program of the Ministry of Health that raises and channels resources for cancer prevention and control.

Qualified institutions are accredited and may submit proposals within the areas of research, training, and care delivery. The accreditation of the Faculdade de Medicina Foundation (FFM) makes it possible to submit up to two ICESP projects per year.

In 2013, the Institute had its first project approved. Since then, it has submitted a new proposal every year and continues carrying out projects within the program.

- **Medical Staff Lounge**

As part of the activities commemorating ICESP's 14th anniversary, the Medical Staff Lounge was inaugurated on the 23rd floor on May 9, 2022. This area is intended for members of the Institute's clinical staff so that they may study, hold meetings, or carry out other activities related to their roles at the institution.

The project, completed in three months, was designed to transform the area into a space with an appropriate structure to foster activities in functional environments and make the best possible use of the available spaces. For this purpose, three air-conditioned meeting rooms with individual control, a TV room, and support areas with tables and armchairs were set up. This project also included a digital library and a mini studio to enable the recording of audiovisual content.



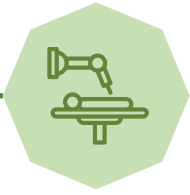
OPENING OF THE MEDICAL STAFF LOUNGE





Chapter 9: Operational Efficiency

09



Inauguration of the New Surgical Robot

ICESP already had a robotic system in its Surgical Center. However, in 2023, a new piece of equipment was acquired to replace the previous model, which entered into operation at the end of 2024. The investment of more than BRL 6 million reaffirms the institution's commitment to technological innovation and excellence in care, expanding treatment possibilities and ensuring greater precision and safety in surgical procedures.

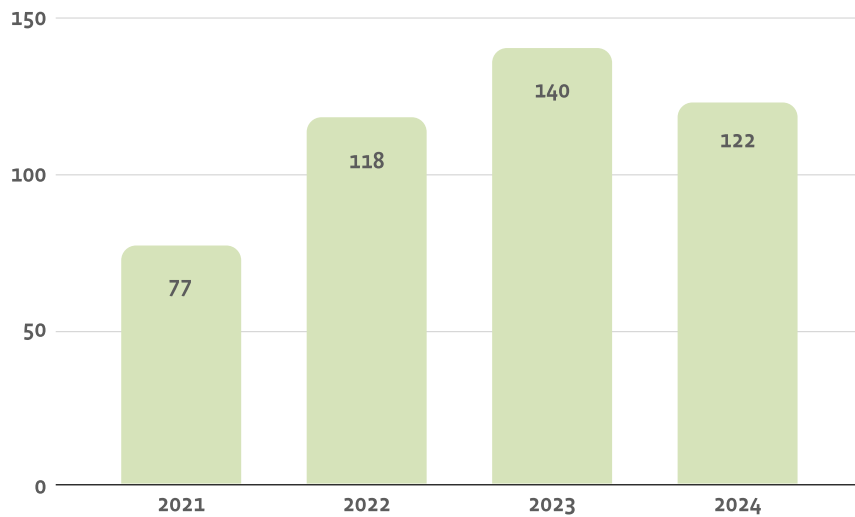
In addition to the direct impact on the quality of care provided to patients, the new system strengthens academic training. ICESP residents have access to state-of-the-art technology during their training, acquiring practical experience that enables them to work competently in hospital centers in Brazil and abroad.

The expansion of robotic surgeries and the planning for the installation of the new equipment were largely driven by the recognition earned by the residents of the HCFMUSP Urology Medical Residency Program, in partnership with ICESP, who received certification in the robotic platform from the Brazilian Society of Urology — a milestone that consolidates the Institute's institutional relevance in education and applied research in minimally invasive surgery.



ROBOTIC SURGICAL SYSTEM

Number of robotic surgeries performed at Icesp



Information Technology

(GRI 418-1)

A significant majority of ICESP's care delivery and administrative processes is computerized, which makes the institution highly dependent on its technology park and its information technology solutions.

In recent years, the Institute has made continuous investments in equipment, systems, and digital infrastructure, with the purpose of ensuring greater agility, efficiency, and safety in patient care, in addition to providing a better experience for healthcare professionals and administrative teams.

Faced with the challenge of monitoring and controlling growing care demand, a Business Intelligence (BI) tool was implemented to support time management and the monitoring of sector routines by the directorates. This solution has contributed to process improvement, increased operational efficiency, and enhanced quality of care.

Below are some of the projects and initiatives of greatest relevance and impact implemented in the recent period.



IT Highlights

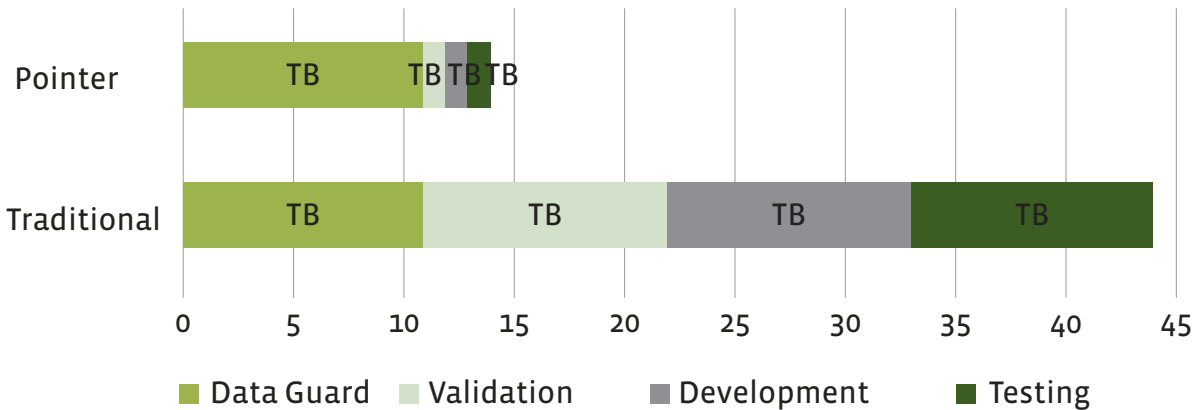
- **Data center and cybersecurity**

ICESP’s virtual environment hosts some of the institution’s main solutions, with emphasis on the Electronic Patient Record (EPR) and Enterprise Resource Planning (ERP).

In 2021, the environment was modernized, enabling the operating system to be updated, ensuring the maintenance of official support, in addition to significant gains in security and performance.

Another relevant advance was the expansion of the RAM memory of the equipment hosting the production, testing, and validation databases of critical systems, such as the ERP, the EPR, and the access control system for the building turnstiles. The expansion to maximum capacity resulted in a significant performance improvement.

With the objective of optimizing the use of the disk drives responsible for storing the main databases, in 2024 the pointer methodology was implemented for the creation of non-production databases (testing and validation). Combined with the acquisition of new disks, this strategy had a significant impact both on the speed of provisioning new databases and on the reduction of occupied disk space, as shown in the comparison below:



The corporate antivirus solution underwent significant enhancements in recent years. The new platform, implemented both on endpoint devices and on institutional servers, features multiple sensors capable of proactively monitoring suspicious behavior and potential cyberattacks.

In addition, the system makes it possible to identify pending critical security updates on equipment, enabling the information technology team to direct its actions effectively, promptly, and preventively.

With these advances, ICESP ensures greater resilience of its technological infrastructure, providing continuous protection against the most recent digital threats and strengthening the reliability of care delivery and administrative processes

- **Technology Park Upgrade**

With the objective of keeping the technological infrastructure aligned with institutional needs, in 2021 a complete survey of ICESP's computer fleet was carried out.

The study identified equipment eligible to receive hardware upgrades, enabling better performance, the update to the Windows 10 operating system, and the continuity of security updates. The initiative extended the useful life of the equipment by up to two years, avoiding the simultaneous replacement of a large volume of machines and promoting greater efficiency in asset management.

Continuing the process, in 2023 the full replacement of laser and thermal printers was carried out, after a detailed analysis of the demand of each sector, ensuring the allocation of the most appropriate solution. In the same period, projectors in classrooms and meeting rooms were also replaced with televisions, providing better image quality and reducing maintenance costs.

- **Standardization of the Wi-Fi Network for Employees**

The standardization of the institutional Wi-Fi network under the same model adopted by the HCFMUSP Complex resulted in significant improvements in employees' experience. Authentication began to be performed through the corporate login, allowing continuous use of the same network throughout the complex, without the need for a new validation. The measure also brought advances in information security and access management.

- **Contact Center Solution**

The Covid-19 pandemic highlighted the need to expand and modernize telephone communication with patients. ICESP expanded the service stations of the Contact Center solution, strengthening existing services, such as Hello Nurse, and enabling the creation of new channels, such as Hello Pharmacist and Hello Nutrition.

The improvements included:

- Waiting queue management;
- Proactive return calls;
- Recording and detailed reports;
- Advances in the Audible Response Unit (URA).

Subsequently, the platform was extended to the Non-Presential Scheduling Center (CANP), responsible for scheduling and rescheduling consultations and exams, expanding efficiency in patient care.

- **Care Dashboard**

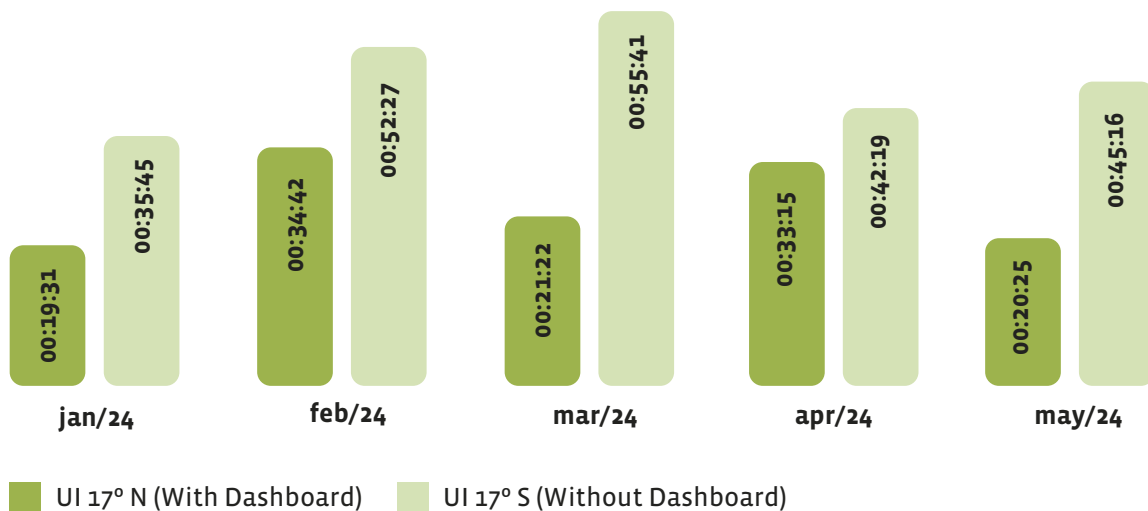
In 2023, the Care Dashboard was implemented in the Surgical Inpatient Unit (17th floor), as a pilot project developed in partnership among Information Technology, Nursing, and Internal Bed Management.

The objective is to centralize care delivery and management information to support decision-making, optimize the hospital discharge process, and speed up bed turnover. Among the results achieved, the following stand out:

- Reduction of 43% in the time for the cleaning team to enter after the patient's departure;
- Signaling of patients at high risk of falls, favoring preventive actions;
- Integration of pending interconsultations, discharge guidance, and exams, which previously required consultation in the Tasy system.

The Care Dashboard has become established as an innovative management tool, ensuring greater safety, efficiency, and humanization in the hospitalization and discharge process.

Time from patient discharge to nursing bed release for cleaning



Note: the values presented compare the time taken by the nursing team to release beds to the cleaning team after the discharge of a patient between two inpatient unit wings with patients of the same profile, one of which uses the dashboard and the other does not.



Modernizations

Upgrade of Radiotherapy Accelerators

Over time, critical components of the radiotherapy equipment reached the end of their useful life, compromising their efficiency and reliability. To address this challenge, ICESP carried out the upgrade of two key linear accelerators in its high-technology treatment center, where Intensity-Modulated Radiotherapy (IMRT/VMAT) and Stereotactic Body Radiotherapy (SBRT) procedures are performed.

The impact of this modernization was observed in different dimensions:

- Reduction in machine downtime;
- Increase in the useful life of the equipment;
- Optimization of the care schedule, with a reduction in the number of sessions per patient;
- Expansion of installed capacity, making it possible to meet the growing demand for radiotherapy services.

As a strategic goal, ICESP plans to upgrade four additional linear accelerators in the coming years, ensuring the continuity of technological excellence in oncology treatment.

Highlights

- Between January 2021 and August 2024, 153,556 radiotherapy sessions were performed.
- In August 2022 (before the upgrade), 38,691 sessions were performed, with 38% using high technology (IMRT/VMAT/SBRT/radiosurgery). In that period, 4,364 patients were treated.
- From January to August 2024, after the upgrade, there was a significant increase of 12% in the number of sessions performed (33,913 sessions) when compared with the same pre-upgrade period. Of these, 33% involved high technology. In the same period, 3,839 patients were treated, which represents an increase of 12% compared with the number of patients treated in the previous year.

Renewal of CT scanners

One of the main projects developed by ICESP in recent years was the replacement of the computed tomography scanners, an initiative funded by extra-budgetary resources from clinical research activities, with investment directed to the areas of education, research, and care delivery.

The project was designed with the objective of replacing equipment that had already begun to show an increased frequency of failures and difficulty in obtaining replacement parts in the market, compromising operational continuity.

The first phase of the project, completed in 2023, included the replacement of three CT scanners. To ensure continuity of operations, a contingency plan was established, avoiding any impact on diagnostic imaging services.

The rooms intended for installation underwent structural renovations, and the total implementation time for the new equipment was three months. On the very first day of use, the waiting list for exams was eliminated, demonstrating the immediate impact of the modernization.

Results achieved:

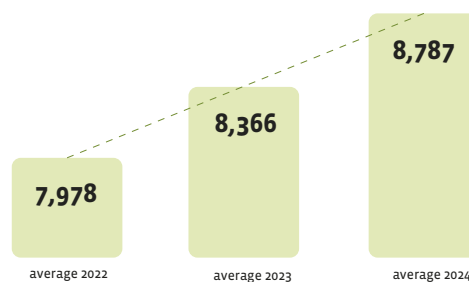
- Renewal of 50% of the diagnostic CT scanner fleet;
- Improved image quality with state-of-the-art technology;
- Greater operational availability, expanding patient access to exams.

The next stages of the project provide for the replacement of four additional pieces of equipment (three intended for diagnosis and one dedicated to radiotherapy planning). However, continuity is subject to the availability of financial resources, with no execution date yet defined.



CT SCANNER UPGRADE

CT Scan Volume - Monthly Average (Historical)



Technological solution for bedside medication verification

The bedside verification process adopts the practice of the five rights of medication administration: right patient, right medication, right route, right dose, and right time.

In 2022, ICESP became a pioneer in the use of an innovative technology to support this process through the deskphone, an electronic device with a touch screen display similar to a tablet, which combines the functions of a VOIP telephone (standard in all rooms of the inpatient units) and a barcode scanner.

The adoption of this resource brings significant benefits to patient safety. As it is a fixed device in the room, integrated into the cleaning flow already routinely carried out, the risk of cross-contamination is reduced, since the device does not need to be transported between different beds.

Anatomic Pathology Laboratory

On November 9, 2022, the new facilities of the Pathology Laboratory were inaugurated within the Surgical Center.

With the new space, pathologists began to work in an integrated manner with the other medical teams, fostering multiprofessional training and strengthening the education and research pillars. In addition, the technological integration of the complex, combined with the digital scanning of samples, makes it possible to consult pathologists from different specialties around the world, allowing the discussion of complex cases and promoting broad exchange of scientific knowledge.

Made fully possible through extra-budgetary resources, the project brought together, in a single initiative:

- Modernization and expansion of the physical infrastructure;
- Increase in the level of safety for patients and employees;
- Optimization of the work process;
- Reduction in the turnaround time for releasing results, without compromising diagnostic quality.



ANATOMIC PATHOLOGY LABORATORY



Patient Regulation

Starting in 2023, ICESP intensified its role as a leading institution in oncology regulation in the State of São Paulo. In that year, monthly meetings began to be held with the regulation team of the São Paulo State Department of Health (SES-SP), with the objective of identifying unmet demand and prioritizing the care of patients who had been waiting the longest in the state queue.

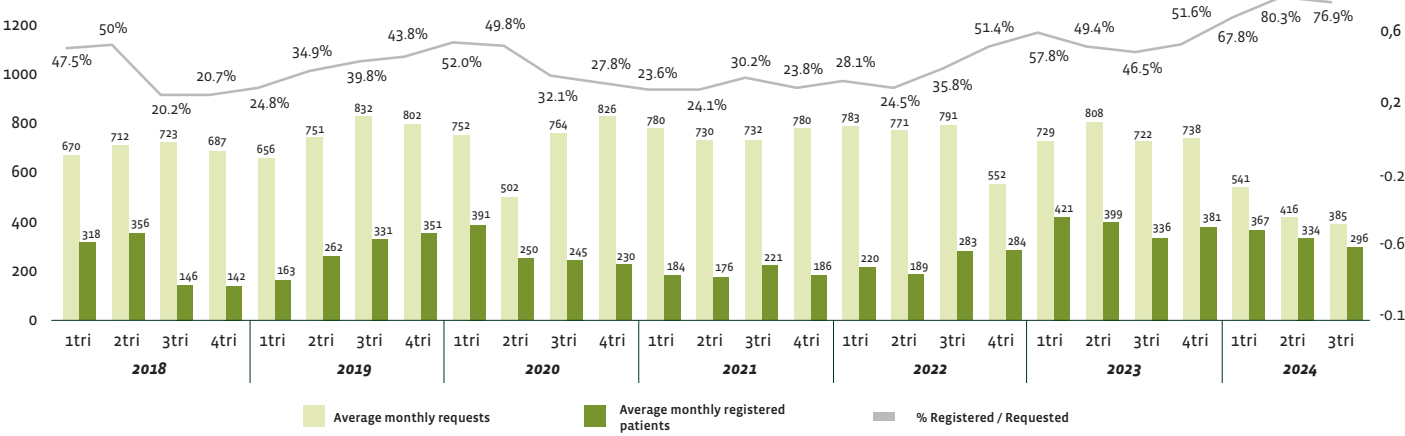
On another front, together with the Institute's Dermatology medical team, opportunities for improvement were identified in the current access protocol. Under the previous criteria, patients with tumors already removed in lower-complexity services and with no need for additional treatment were referred to oncology services, delaying the arrival of cases that effectively required therapeutic complementation. The revision of the protocol corrected this distortion, speeding up the care pathway.

In 2024, at the request of the ICESP Regulation team, the forms for entering cases into the São Paulo State Regulation Information System (SIRESP) were updated to include information such as the size and location of skin tumors and, whenever available, photographic images. This update resulted in more assertive screening and appropriate referral to the responsible medical teams, with a positive impact throughout the State of São Paulo.

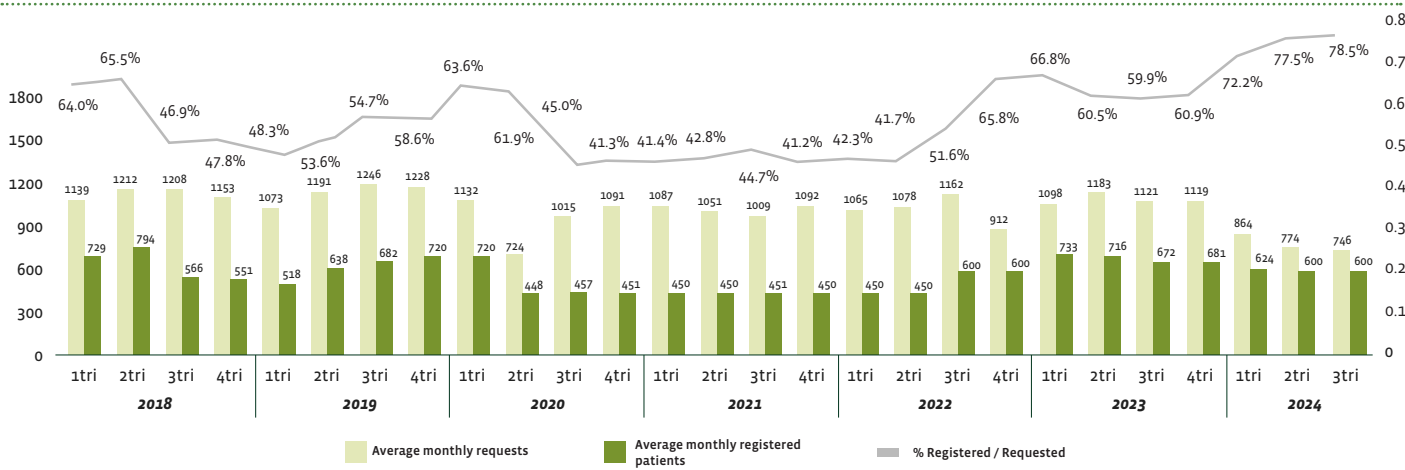
Patient Origin (Icesp Admissions)

Origin	2018	2019	2020	2021	2022	2023	2024	%
HCFMUSP	4,391	3,895	2,699	2,828	3,041	3,419	3,210	53%
REDE	3,066	3,142	3,464	2,203	2,765	4,321	3,711	47%
Total	7,457	7,037	6,163	5,031	5,806	7,740	6,921	100%

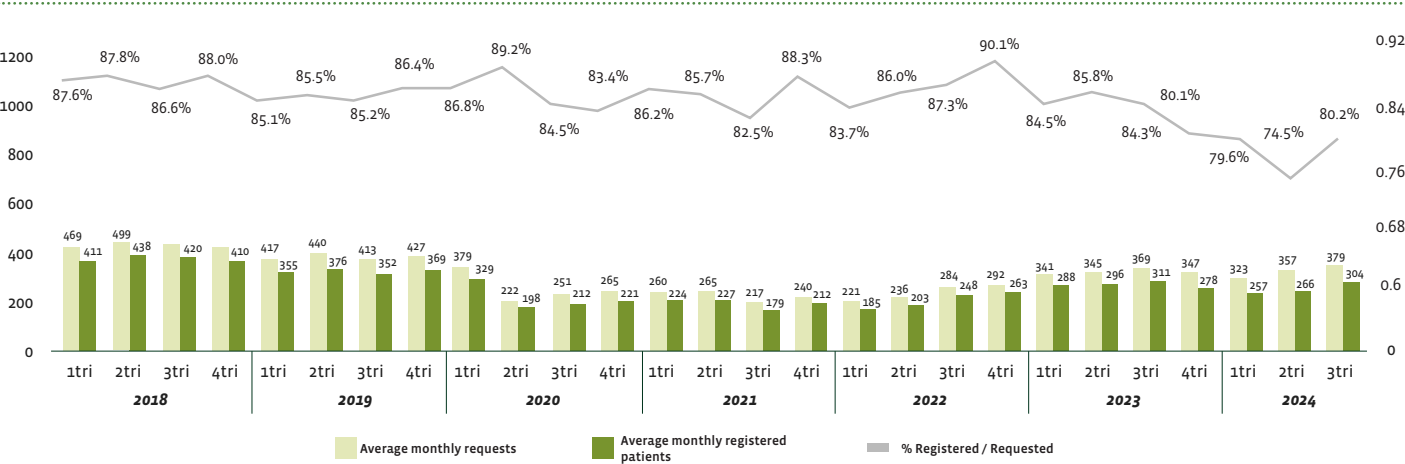
Network



Overall total - Network/HC



HC





Surgery Cancellation and Replacement

(GRI 416-1)

Since the Covid-19 pandemic, a series of medical procedures has experienced relevant impacts on their execution due to the contamination risks present at every stage of the process — from preoperative care to hospitalization and the performance of the surgical procedure.

This complex and challenging scenario required rapid adaptations and the adoption of effective strategies to mitigate the effects of the increase in the number of cancellations and replacements of procedures. The seriousness of the situation becomes even more evident when cancellations occur less than 24 hours in advance, compromising care logistics and the operational efficiency of health services.

One of the main changes observed was the increase in patient replacement rates resulting from cancellations. Although challenging, this reality highlighted the importance of agile and robust management systems capable of ensuring effective communication with patients and the rapid reorganization of surgical schedules.

In this context, the Internal Bed and Surgical Scheduling Management area (GILAC) consolidated itself as a fundamental element in ensuring the continuity and efficiency of services. Its dynamic work enabled strategic management of surgical queues, reconciling:

- Availability of medical teams;
- Patients' care needs;
- Efficient use of hospital infrastructure.

By combining technology, data analysis, and multiprofessional work, GILAC was able to reduce the impacts of the instability brought about by the pandemic, ensuring greater operational fluidity and continuity of care for the oncology population.



ICESP SURGICAL CENTER

Cancellations and replacements of conventional surgeries - 2021

Total number of conventional surgery cancellations	426
Number of cancellations > 24h	108
Number of replacements with > 24h	93
% of replacements > 24h	86%
Number of cancellations 24h in advance	67
Number of replacements 24h in advance	36
% of replacements within 24h	54%
Number of same-day cancellations	253
Number of same-day replacements	35
Total same-day replacement rate	14%

Cancellations and replacements of outpatient surgeries - 2021

Total number of outpatient surgery cancellations	122
Number of cancellations > 24h	42
Number of replacements with > 24h	25
% of replacements > 24h	60%
Number of cancellations 24h in advance	27
Number of replacements 24h in advance	20
% of replacements within 24h	74%
Number of same-day cancellations	53
Number of same-day replacements	2
Total same-day replacement rate	4%

Cancellations and replacements of conventional surgeries - 2022

Total number of conventional surgery cancellations	559
Number of cancellations > 24h	131
Number of replacements with > 24h	99
% of replacements > 24h	76%
Number of cancellations 24h in advance	99
Number of replacements 24h in advance	66
% of replacements within 24h	67%
Number of same-day cancellations	329
Number of same-day replacements	62
Total same-day replacement rate	19%

Cancellations and replacements of outpatient surgeries - 2022

Total number of outpatient surgery cancellations	107
Number of cancellations > 24h	36
Number of replacements with > 24h	18
% of replacements > 24h	50%
Number of cancellations 24h in advance	21
Number of replacements 24h in advance	11
% of replacements within 24h	52%
Number of same-day cancellations	50
Number of same-day replacements	2
Total same-day replacement rate	4%

Cancellations and replacements of conventional surgeries - 2023

Total number of conventional surgery cancellations	547
Number of cancellations > 24h	82
Number of replacements with > 24h	72
% of replacements > 24h	88%
Number of cancellations 24h in advance	106
Number of replacements 24h in advance	84
% of replacements within 24h	79%
Number of same-day cancellations	359
Number of same-day replacements	33
Total same-day replacement rate	9%

Cancellations and replacements of outpatient surgeries - 2023

Total number of outpatient surgery cancellations	147
Number of cancellations > 24h	28
Number of replacements with > 24h	24
% of replacements > 24h	86%
Number of cancellations 24h in advance	30
Number of replacements 24h in advance	25
% of replacements within 24h	83%
Number of same-day cancellations	89
Number of same-day replacements	1
Total same-day replacement rate	1%

Cancellations and replacements of conventional surgeries - 2024

Total number of conventional surgery cancellations	523
Number of cancellations > 24h	75
Number of replacements with > 24h	62
% of replacements > 24h	83%
Number of cancellations 24h in advance	94
Number of replacements 24h in advance	68
% of replacements within 24h	72%
Number of same-day cancellations	354
Number of same-day replacements	32
Total same-day replacement rate	9%

Cancellations and replacements of outpatient surgeries - 2024

Total number of outpatient surgery cancellations	130
Number of cancellations > 24h	23
Number of replacements with > 24h	18
% of replacements > 24h	78%
Number of cancellations 24h in advance	23
Number of replacements 24h in advance	16
% of replacements within 24h	70%
Number of same-day cancellations	84
Number of same-day replacements	6
Total same-day replacement rate	7%



Expansion of Operating Rooms

During the Covid-19 pandemic, many operating rooms had to be closed to redirect resources and prevent the spread of the virus. However, with the reopening of these rooms in 2023, the institution was able to resume its operational capacity, significantly increasing the number of procedures performed compared with the previous year and approaching the levels recorded before the pandemic.

To ensure the efficient use of the space, the choice of procedures was prioritized based on demand by medical specialty, measured by the average waiting time in the queue. This strategic use of resources made it possible to reduce the waiting list by up to two months in some specialties, which, in turn, improved the patient experience and the quality of the service provided.

Surgical Oncology

	2021	2022	2023	2024
Conventional Surgeries	5,283	5,514	6,063	6,579
Robotic Surgeries	77	118	140	119
Outpatient Surgeries	986	878	1,076	1,348
Total	6,346	6,510	7,279	8,046



INAUGURAL PROCEDURE: NEW ROBOTIC SURGICAL SYSTEM



Highlights – Operational Efficiency

Hospital Cancer Registry (GRI 3-3, GRI 416-1)

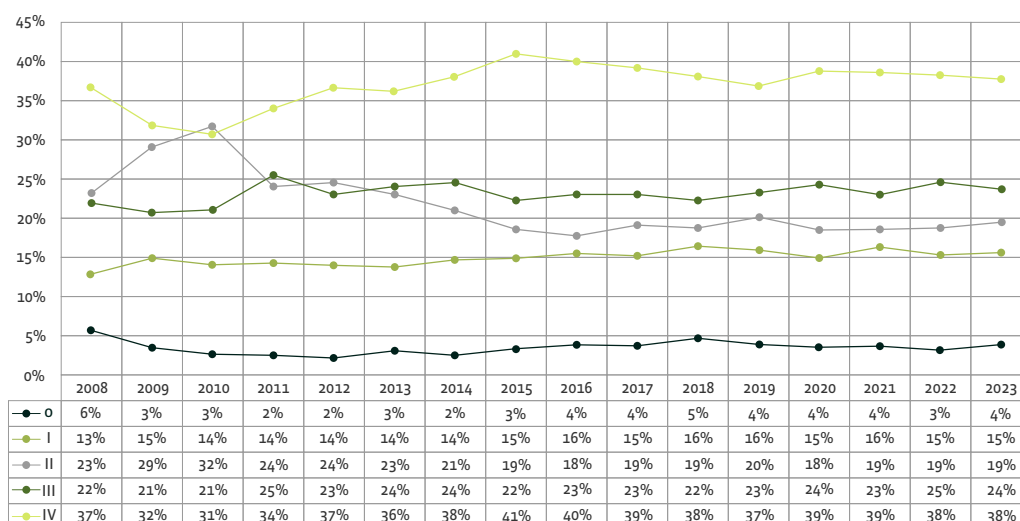
In addition to standing out at the state and national levels for the high volume of care provided, ICESP is distinguished by the complexity of the cases it receives.

At the beginning of treatment, all patients undergo a process called staging, which consists of assessing the degree of disease progression and is a fundamental element in defining the therapeutic approach by the medical team.

According to data from the Fundação Oncocentro de São Paulo (FOSP), among the main oncology services in the State with a high volume of care, ICESP is the only one in which more than half of patients are admitted already at the most advanced stages of the disease (III and IV). This information highlights the institution's unique role in the care of more complex oncology cases.

Between 2008 and 2023, more than 50% of the tumors treated at ICESP were already at clinical stage III or IV, that is, at extremely advanced stages, reinforcing the relevance of the Institute as a reference in the management of severe and highly complex oncology patients.

Hospital Cancer Registry (HCR)



Total cases considered: 70,224. Excluding 9,994 non-melanoma skin tumors, 483 tumors with unknown clinical stage (0.6% of cases), and 10,892 tumors not stageable by TNM (13% of tumors).

Digital health at ICESP (GRI 203-2)

ICESP's trajectory in the field of telehealth began in the institution's early years, with pioneering projects such as Hello Nurse and the telemonitoring of patients receiving oral chemotherapy.

From 2020 onward, in response to the Covid-19 pandemic, telephone teleconsultation was adopted, a necessary measure to reduce the circulation of people in the building and maintain continuity of care. Initially, in-person consultations were converted into remote care according to clinical criteria validated by the medical staff.

Advances in 2021 – Onconecta Project

In April 2021, the Onconecta pilot project was launched, an initiative aimed at improving medical and multidisciplinary teleconsultations through the incorporation of video resources, in partnership with the ICESP and HC em Casa systems. The objective was to make remote care more humanized and safer, especially for cancer patients.

Consolidation in 2022

In the following year, several improvement actions were implemented:

- Centralization of the administrative scheduling process within a specific team;
- Integration of corporate tools such as the Patient Portal, HC em Casa, and iConf;
- Multidisciplinary clinical discussions to define criteria and establish the proportion of remote care, with specific time slots reserved in schedules for teleconsultations.

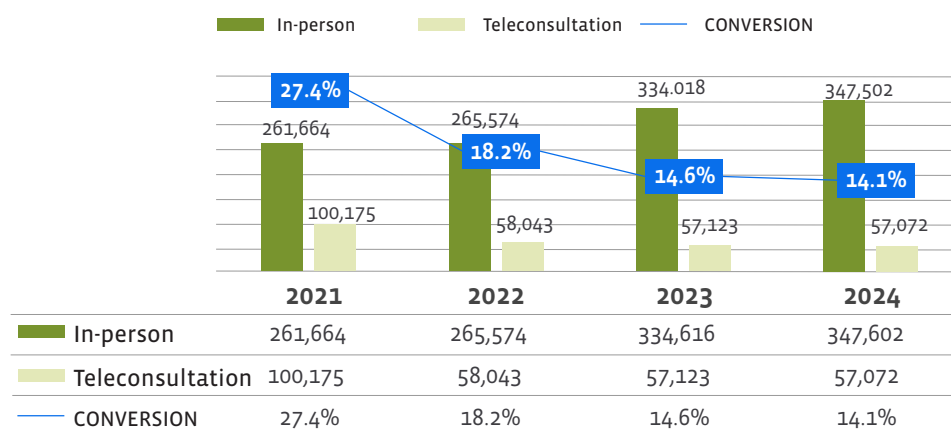
Expansion in 2023

Thanks to process review and the engagement of care teams, ICESP consolidated the expansion of video consultations. In December 2023, 5,000 consultations conducted by video were recorded, covering 13 medical specialties, with a score of 98 in the Net Promoter Score (NPS) for this modality.

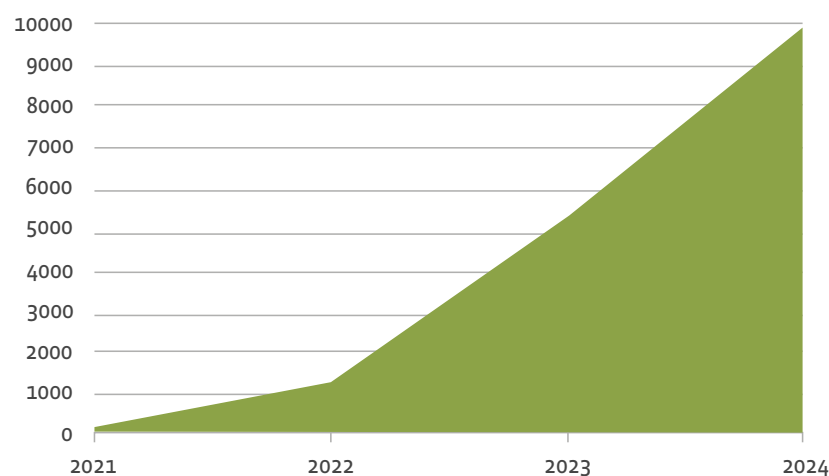
Current status (2024)

Currently, most ICESP consultation rooms are equipped to conduct video consultations. Between 2022 and 2024, exponential growth in this modality was observed, confirming the relevance of investment in digital processes, technological infrastructure, and care training.

Teleconsultation Volume at ICESP



Cumulative Video Consultations



Average waiting time at reception desks

In 2020, ICESP implemented significant improvements in the patient reception and registration opening process, with the in-house development of the solution called Personalized Electronic Service (AEP).

The AEP enabled the automation of the registration opening process through smartphones integrated with the Tasy system, eliminating the need to take a number and reducing waiting time at the central reception desk located on the ground floor.

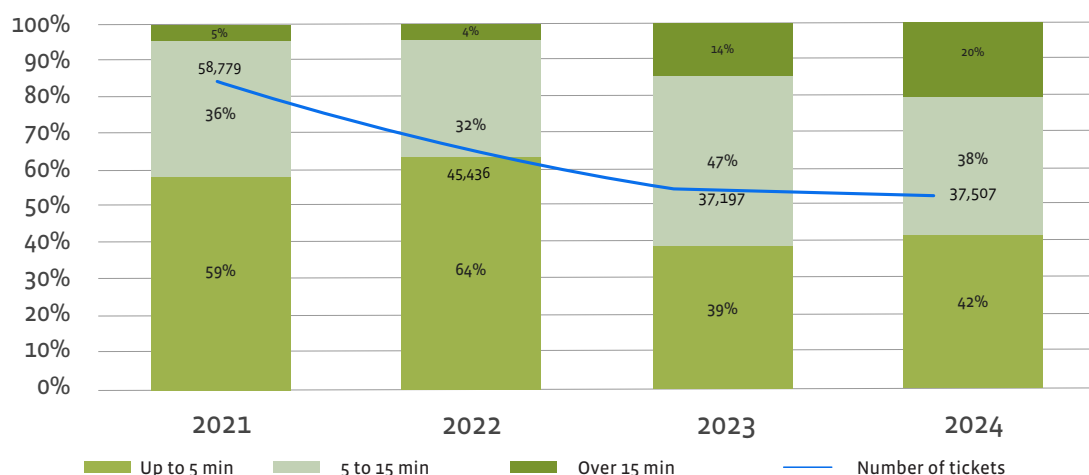
With the evolution of the tool, simpler and more accessible demands began to be directed to the AEP, while the central reception desk retained only the more complex processes, which require greater interaction with the patient, such as registration updates and the signing of consent forms at the first appointment.

This structural change explains two phenomena observed in recent years:

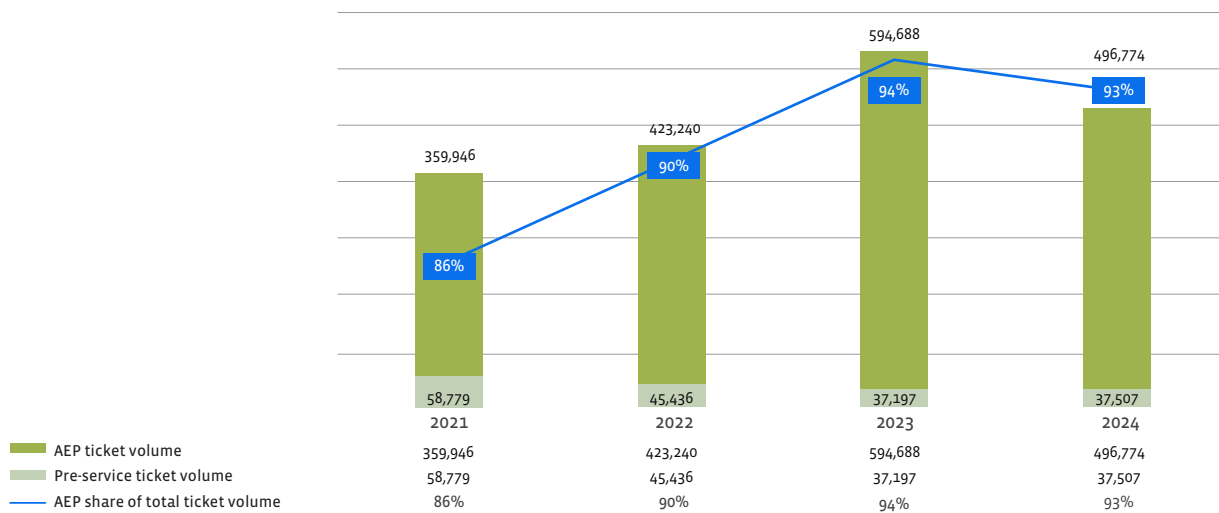
- Reduction in the number of attendances at the central reception desk, due to the growing representativeness of the AEP in the total number of opened registrations;
- Relative increase in waiting time for patients with more complex demands, concentrated at the central reception desk.

ICESP teams remain in constant discussion regarding the implementation of new strategies to optimize workflow, with the aim of offering increasingly efficient, agile, and safe care to patients.

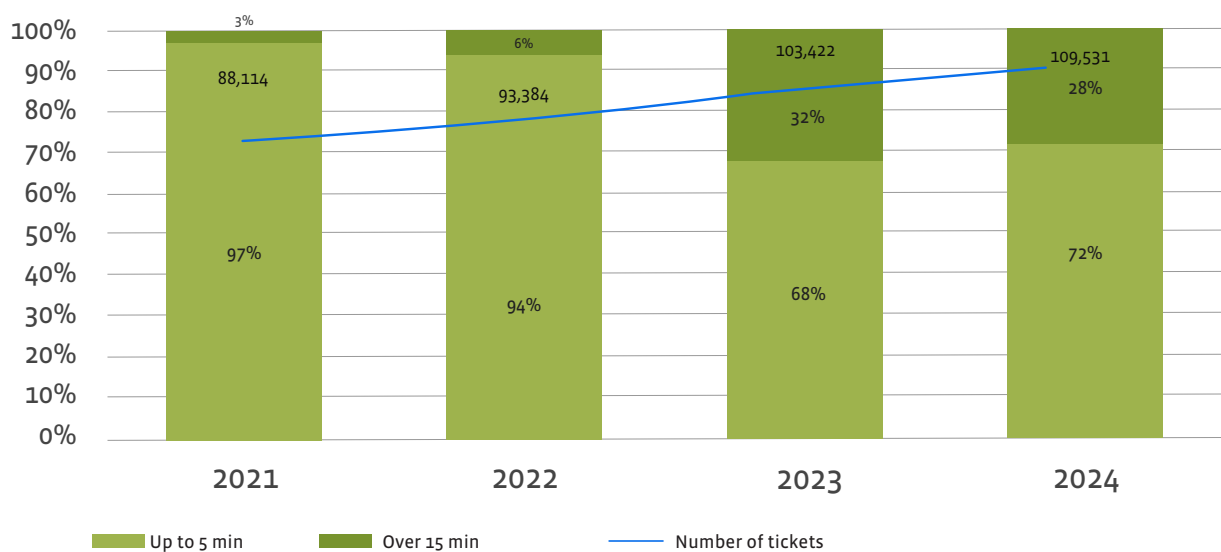
Average waiting time: Reception pre-service



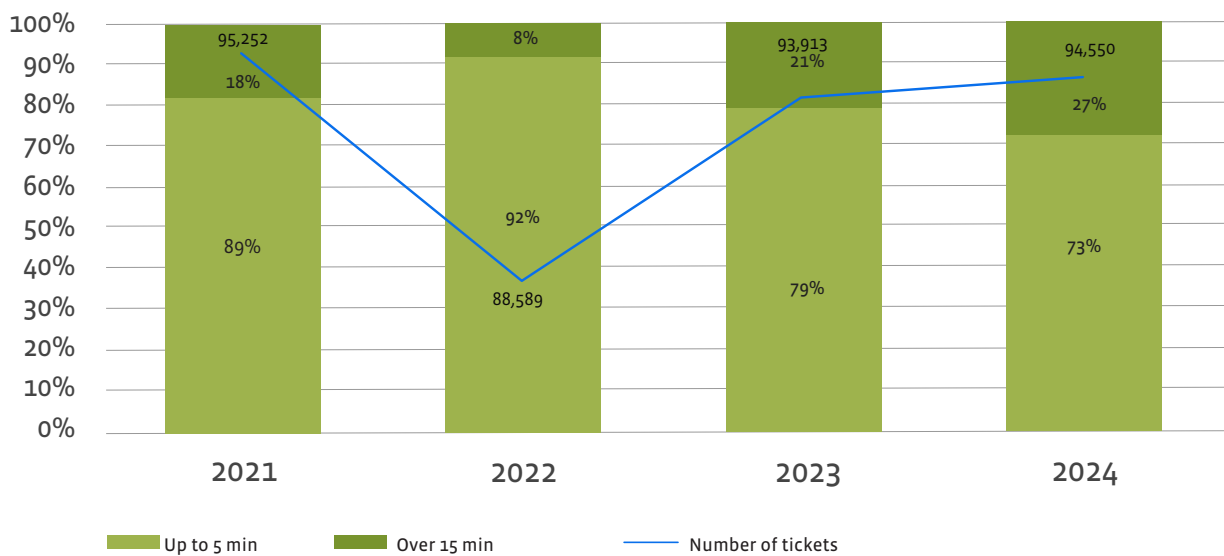
AEP Representation



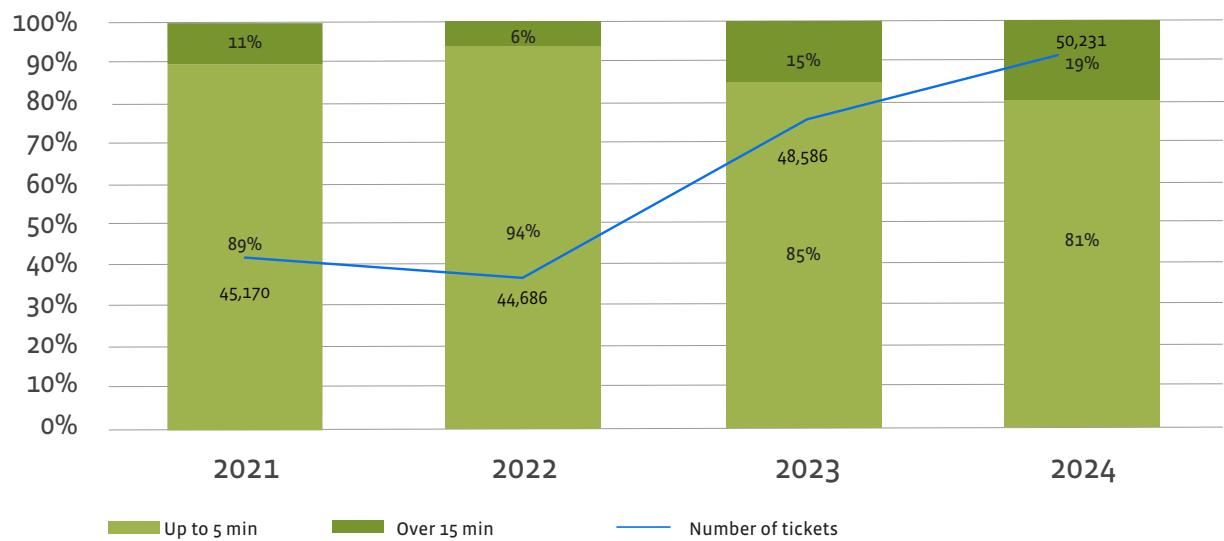
Average wait time: Lab reception check-in



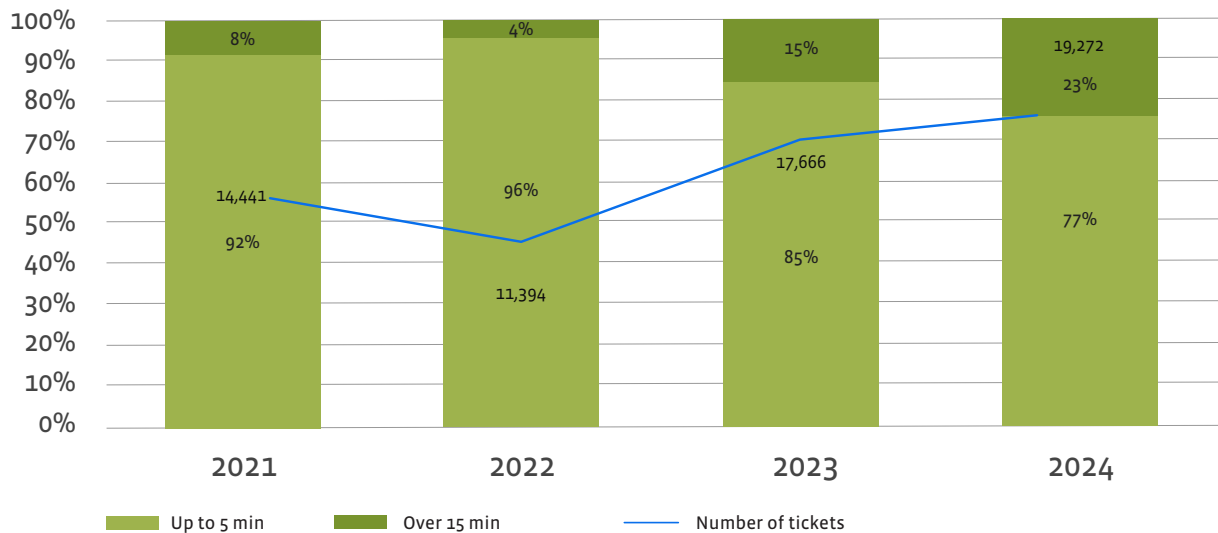
Average wait time: Imaging reception check-in



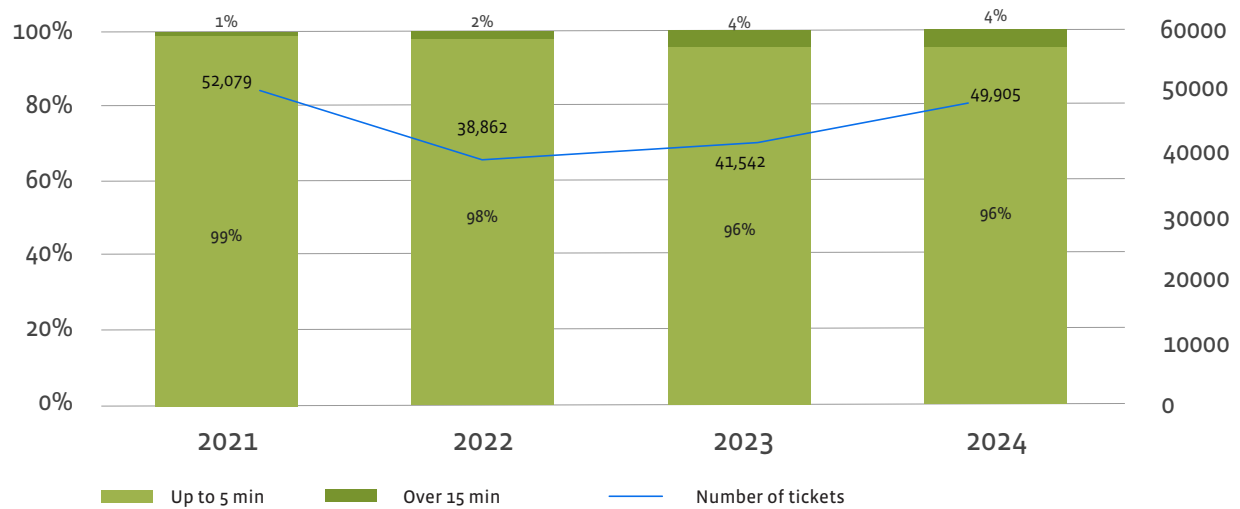
Average wait time: Chemotherapy reception check-in



Average Wait: HD & AIT Registration



Average wait time: Radiotherapy reception check-in



Average wait time: Post-consultation outpatient reception



Active outreach to no-shows at the first institutional consultation (GRI 416-1)

With the objective of encouraging adherence to cancer treatment, expediting the start of therapy, and optimizing hospital resources, ICESP began, in September 2023, the active outreach process for patients who did not attend their first institutional consultation.

Contact with patients who missed or rescheduled their consultations to distant dates enabled relevant interactions, allowing the teams to:

- Understand the difficulties faced;
- Offer targeted support;
- Encourage adherence to treatment.

To expand the results, an interface was established with the referring services that send patients, in addition to integration with the interdisciplinary singular therapy team.

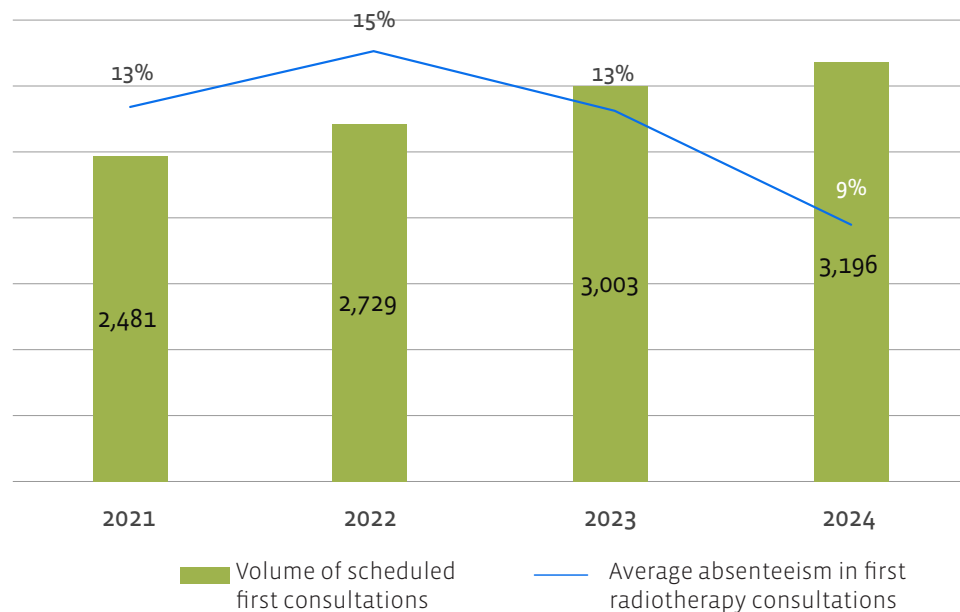
New guidelines are currently under development, such as defining limits for the number of reschedulings and creating specific protocols for recurrent cases of absence.

Confirmation of radiotherapy consultations

With the aim of reducing the no-show rate for initial radiotherapy consultations, in 2023 ICESP began adopting confirmation via SMS.

Soon after implementation, a significant reduction in no-shows was observed. However, to further improve the indicator, beginning in February 2024, confirmation started to be carried out by telephone, a strategy that reinforced adherence and substantially improved efficiency in the care flow.

Absenteeism: First Radiotherapy Consultation







Chapter 10: Financial Management

10



ICESP Costing

(GRI 3-3, GRI 201-1, GRI 207-1, GRI 204-1)

ICESP's financial planning is structured on the basis of the strategic plan schedule, which guides the operation of the productive, support, and administrative units. This mapping serves as the basis for guiding, coordinating, and controlling activities, and is periodically revisited in order to ensure alignment with care needs and the institution's guidelines.

Budget context and evolution

• 2021 - A challenging year

Still under the effects of the Covid-19 pandemic, in the final year of Management Contract 01/2017 (five years), a total of BRL 545 million was made available (Feb/2021 to Jan/2022), only a 0.4% increase over the previous year, despite accumulated inflation of 4.5% (IPCA/2020).

• 2022 - New Management Contract

With the start of Management Contract 01/2022, there was a nominal increase of 4%; however, the amount did not offset the losses accumulated in 2021, considering IPCA 2021 (10.06%), in addition to collective bargaining adjustments of 7.6% (2021) and 11.7% (2022). In the period, a total of BRL 585 million was made available.

• 2023 - Expansion of care capacity

As presented earlier, driven by the demand of the São Paulo State Department of Health (SES/SP), in 2023 two major and important projects were added:

- The activation of ICESP's full capacity, with an additional number of 1,250 new patients, in 12 months;
- The incorporation of ITACI management into ICESP's budget.

Added to this demand from SES/SP, costing was updated considering the 2022 economic indices, which directly impacted the 2023 fiscal year: accumulated IPCA of 5.79%, CMED of 10.89%, collective labor agreement of 11.79%, and IPC/FIPE and collective labor agreements for specific categories (such as cleaning and security) applied to service contracts. In addition to these adjustments, it is also worth noting the contractual obligation of annual review of care production targets and corresponding costing, which were expanded in 2023.

For the period, transfers of BRL 698 million were forecast, but BRL 674 million were effectively transferred, due to budget adjustments made by HCFMUSP.

• 2024 - Continuity of expansion

Transfers made up to October 2024 totaled BRL 723 million, an amount lower than forecast, defined by HCFMUSP as expenses assumed in the transition process of ITACI management from ICr/HC to ICESP.

The financial analysis covers, from January to December of each fiscal year (2021 to 2024), the resources allocated to the Dr. Arnaldo Unit, Outpatient Pharmacy, Osasco Unit, ITACI, in addition to the expenses incurred directly by HCFMUSP (Treasury).

Total Operating Costs (2021 vs. 2024)

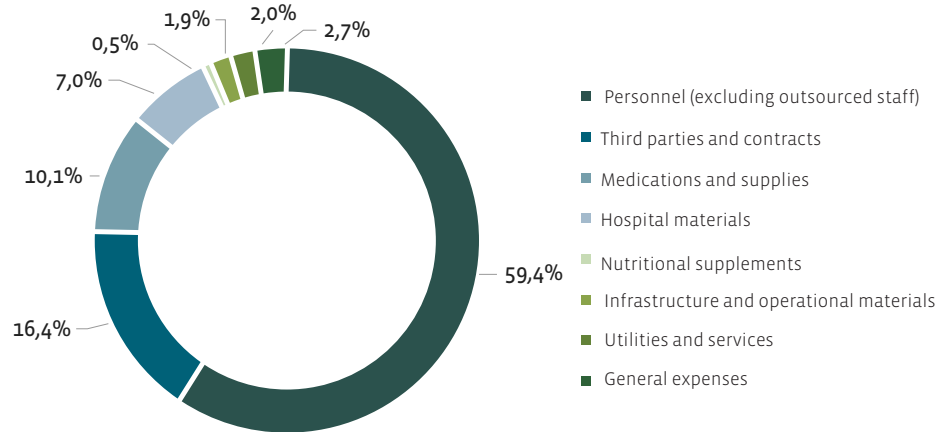
Type of expense	2021	2022	2023	2024
Personnel (excluding outsourced staff)	58.1%	60.4%	61.6%	57.8%
Third parties and contracts	16.8%	16.8%	16.0%	16.1%
Medications and supplies	10.2%	9.0%	8.9%	11.8%
Hospital materials	7.5%	6.7%	6.7%	7.3%
Nutritional supplements	0.5%	0.5%	0.4%	0.7%
Infrastructure /operational materials	1.9%	1.8%	1.8%	2.0%
Utilities and services	2.1%	2.1%	2.0%	1.9%
General expenses	2.9%	2.9%	2.6%	2.5%
Total	100%	100%	100%	100%

January to December, on a cash basis, including expenses incurred by HCFMUSP (Treasury)

Personnel expenses grew significantly in 2023, and this increase was directly related to the incorporation of management of the Pediatric Cancer Institute (ITACI) by ICESP.

Considering the last four years of operation, more than half of costing (59.4%) was allocated to personnel expenses, followed by third parties and contracts (16.4%), medications and supplies (10.1%), and hospital materials (7%).

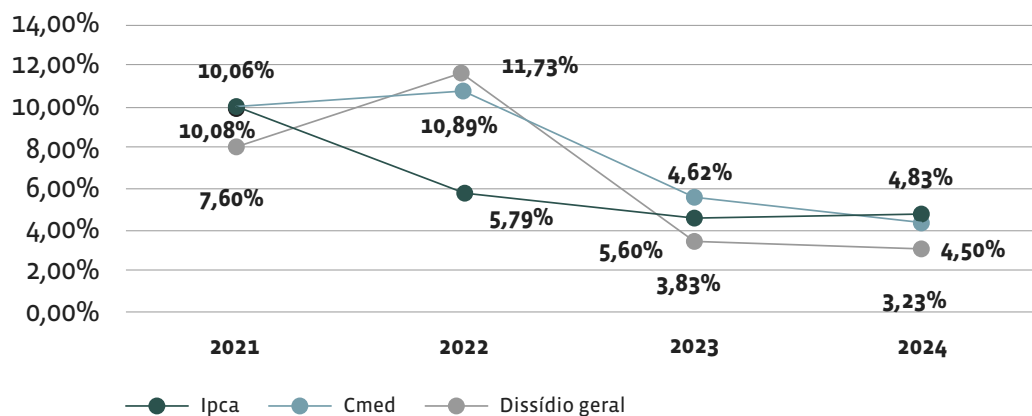
Distribution of costing from 2021 to 2024



January to December, on a cash basis, includes expenses incurred by HCFMUSP (Treasury).

It is worth highlighting that, between 2021 and 2022, the variation in costing was only 6%, against an IPCA of 10.06% in 2021; CMED of 10.08% in 2021 and 10.89% in 2022; and a general collective bargaining adjustment of 7.6% in 2021 and 11.73% in 2022.

Economic indices 2021–2024



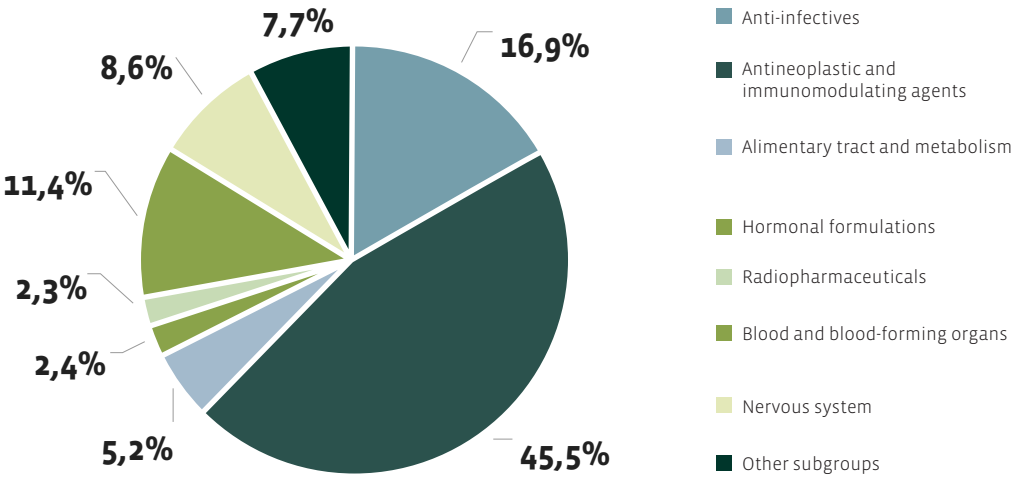
The table alongside presents the proportionality of the consumption of the three main medication subgroups between 2021 and 2024. Medications in the antineoplastic and immunomodulatory subgroup are the drugs used in the administration of oral or intravenous chemotherapy and, throughout this entire period, remained close to 50% of the total medications consumed at the Institute. The same proportion occurred in previous years, confirming the continuity of the Institute's commitment to the oncology treatment offered to the population.

Type of medications	Average 2018 - 2020	2021	2022	2023	2024
Antineoplastic and immunomodulating agents	49%	54%	51%	48%	45%
Anti-infectives	11%	9%	10%	10%	17%
Blood and blood-forming organs	12%	11%	11%	13%	11%
Other types of medications	27%	27%	28%	29%	26%

Includes all medications dispensed to patients: purchases, supplies provided by the Ministry of Health, donations, and partnerships. It does not include clinical research medications.

In 2024, an increase can be observed in the anti-infectives subgroup and, consequently, a reduction in the antineoplastic and immunomodulatory subgroup. This increase was directly caused by higher consumption of antifungals during the transition of ITACI’s management to ICESP.

Medication consumption in 2024 by subgroup



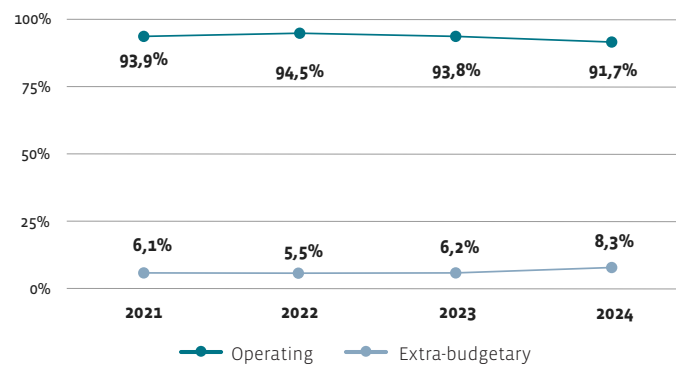


Extra-budgetary Revenues

(GRI 201-4, GRI 207-2)

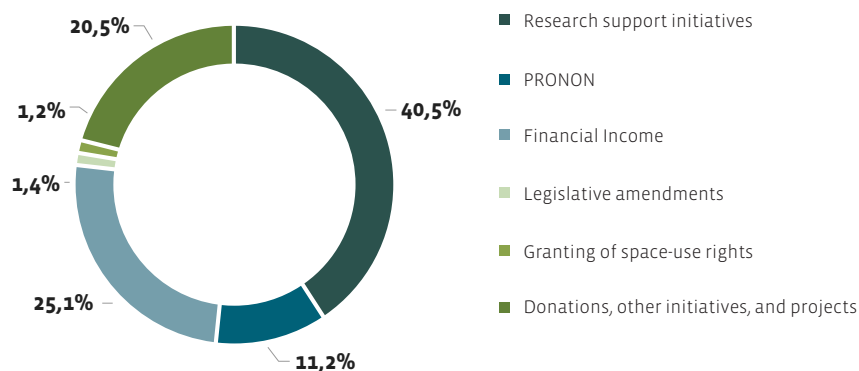
Revenue diversification aims to capture new resources to expand integrated care delivery, education, research, and oncology management within ICESP. In this regard, the institution continuously seeks opportunities that translate and materialize this perspective, considering the limitations of public resources, as well as ICESP's specific structure and characteristics. Despite these efforts, naturally, the share corresponding to extra-budgetary revenues is still not very representative in relation to the total budget.

Source of revenues, 2021–2024



Between 2021 and 2024, there was an increase in the share of extra-budgetary revenues, rising from 6.1% in 2021 to 8.3% of total revenues in 2024. Specifically in 2024, two projects directly contributed to the growth of extra-budgetary revenues: a BRL 11 million donation for the acquisition of PET-CT equipment, and BRL 7.5 million related to fundraising for the PRONON “OTOPAC” project (a project approved and funded in 2024 but not yet started, as it is awaiting authorization from the Ministry of Health). There was also growth in revenues arising from clinical studies sponsored by private initiative, another important source of extra-budgetary resources for the institution.

Distribution of extra-budgetary revenues, 2024





Investments

Between 2021 and 2024, ICESP designed and carried out several essential projects for its modernization and upgrading in order to offer the best possible conditions in patient care. Some projects were carried out in partnership with the São Paulo State Department of Health, but most were funded through extra-budgetary resources.

1. Projects funded by the São Paulo State Department of Health (SES)

a. Bone Marrow Transplant (BMT): the unit was inaugurated in 2024 and received an investment of BRL 7.5 million allocated to the works required for its implementation.

b. Activation of ICESP's full capacity: to enable the inclusion of 1,250 new patients, in addition to the complementary costing, BRL 3.6 million was invested in the acquisition of new equipment required for the activation of ICESP's full capacity.

c. Robotic surgery: the equipment used to perform robotic surgeries, the Da Vinci X, was acquired in December 2023, with support from the São Paulo State Department of Health, to replace the previous equipment, which had been used at ICESP since 2014. Approximately BRL 6.8 million was invested in the new equipment.

2. Projects funded by extra-budgetary resources

Between 2021 and 2024, extra-budgetary resources enabled ICESP to carry out major projects, emergency investments, and the replacement of one PET-CT equipment unit, with investments of approximately BRL 55 million.

Major projects (BRL 40 million)

- Image-Guided Intervention Center (CIGI)
- Restructuring of the Research Center and the Research Pharmacy
- 64-slice CT scanner (3 units)
- Radiotherapy – upgrade of LA5 and LA6, laser, and dosimetry
- Medical Staff Lounge
- Surgery
- Center for Translational Investigation in Oncology (CTO)
- Pathology
- 300 computers
- Renovation of the SES-CVS water tower

Donation (BRL 11 million)

- Replacement of one PET-CT equipment unit

Emergency investments (BRL 4 million)

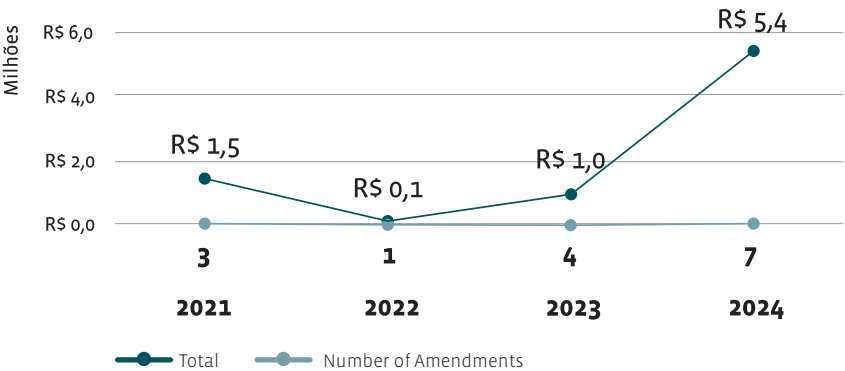
- Part of the replacement of copper piping with PPR
- Part of the renovation of the lecture halls and auditorium
- Video gastroscope and processor
- Upgrade of surgical lights
- Video duodenoscope

3. Legislative amendments

Legislative amendments include specific resources designated by the municipal, state, or federal legislative branch. Since 2012, several amendments have been designated at the state and federal levels, and, through these resources, equipment has been acquired for the modernization and upgrading of ICESP's technology park.

Below is the history of legislative amendment allocations between 2021 and 2024.

Legislative Amendment Allocations



Equipment installed between 2021 and 2024, with a total value of approximately BRL 6.6 million:

Item	Qt	Item	Qt
Computer	431	Hospital bed	15
Multiparameter monitor	25	Tissue embedding station	1
Video colonoscope	2	Video laryngoscope	2
Ultrasound	5	Oximeter	11
Sample embedding station	3	Wheelchair and/or shower chair	18
Portable X-ray	1	Manovacuumeter	2
Unit-dose packaging machine	1	Barcode reader	3
Hospital bed (ITACI cribs)	12		



Investments in Infrastructure and Support Services

(GRI 203-1, 203-2)

Excellence in infrastructure and technology

In recent years, several initiatives were carried out to improve processes and prepare ICESP's facilities for the future. There were dozens of improvement actions, completed construction works, and interventions that enabled ICESP to achieve its care targets, provide quality education, and conduct research safely, sustainably, and in a humanized manner.

Infrastructure works

Among the works carried out between 2021 and 2023, the following stand out:

2021

1. Renovation of room 44 for the NB1 (biosafety level 1) and NB2 (biosafety level 2) laboratories, located on the 8th floor. These laboratories are used for the storage and handling of medications used in research protocols.
2. Renovation of the Materials and Medication Supply Center (CAM), on the 12th floor.
3. Installation of Fire Stop systems in ICESP shafts.
4. Replacement of the ceiling in the 6th-floor corridors.
5. Completion of the adaptation works required for approval of the Fire Department Inspection Report (AVCB).
6. Completion of the replacement of the potable water network from copper to random copolymer polypropylene (PPR).
7. Installation of UPS systems to serve the Intensive Care Unit (ICU) and the Surgical Center.
8. Renovation of the helipad.
9. Replacement of the Closed-Circuit Television (CCTV) system from hybrid to 100% digital.
10. Installation of new autoclaves in the Sterile Processing Department on the second basement level.

2022

1. Renovation of the medical staff lounge area on the 23rd floor.
2. Renovation of Anatomic Pathology, on the 13th floor.
3. Replacement of all fluorescent lighting with LED.
4. Renovation of the Image-Guided Intervention Center (CIGI), on the 14th floor.
5. Start of construction of the Clinical Research Pharmacy, on the 10th floor.

2023

1. Replacement of three CT scanners, on the 1st floor.
2. Infrastructure adaptations to upgrade linear accelerators 5 and 6.
3. Start of the construction works for the Bone Marrow Transplant and Hematology Center, on the 22nd floor.

Technological incorporation

ICESP has a Clinical Engineering area whose responsibilities include the incorporation of new technologies and the management of hospital medical technology, following the entire life cycle of this asset.

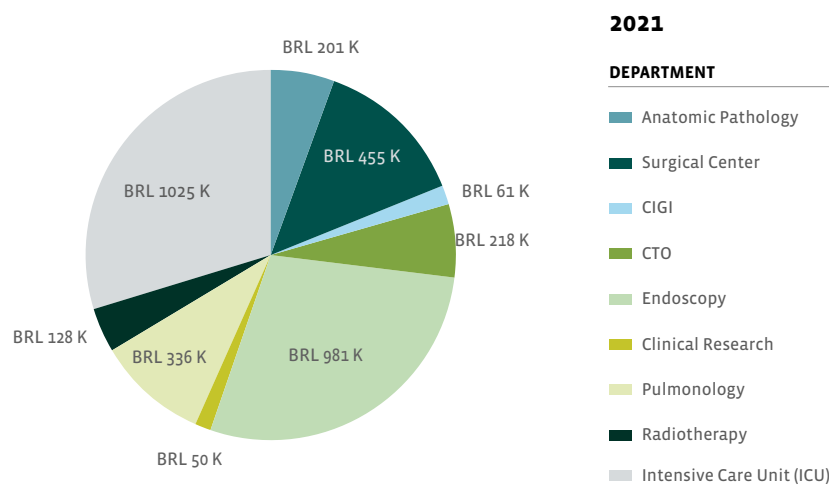
The highlights for 2021, 2022, and 2023 are listed below.

2021

In 2021, 129 technical specifications were prepared for the acquisition of equipment and contract drafts, and 558 technical opinions were issued for the acquisition of new technologies, approval of equipment repairs, contracting of validation services, quality control, qualification, calibration, and preventive maintenance.

Thirty-three opinions were issued for the decommissioning of obsolete technologies or technologies with high or unfeasible maintenance costs.

Acquisitions and installations carried out in 2021

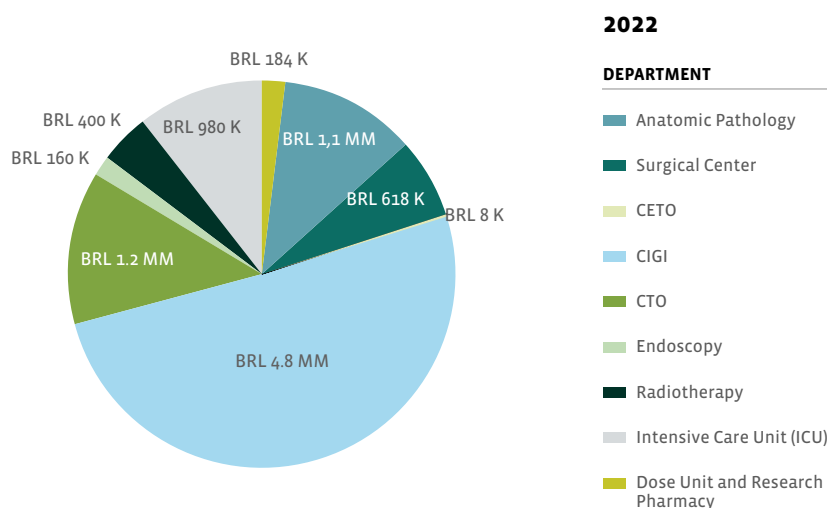


2022

In 2022, 138 technical specifications were prepared for the acquisition of new technologies, and 448 technical opinions were issued for the approval of equipment repairs and the contracting of validation, quality control, qualification, calibration, and preventive maintenance services.

Thirty technical opinions were issued for the decommissioning of obsolete technologies or technologies with high or unfeasible maintenance costs.

Acquisitions and installations carried out in 2022

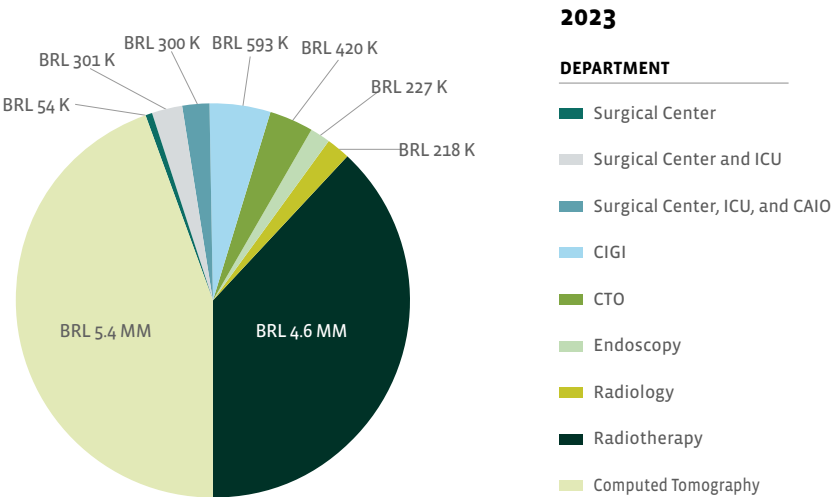


2023

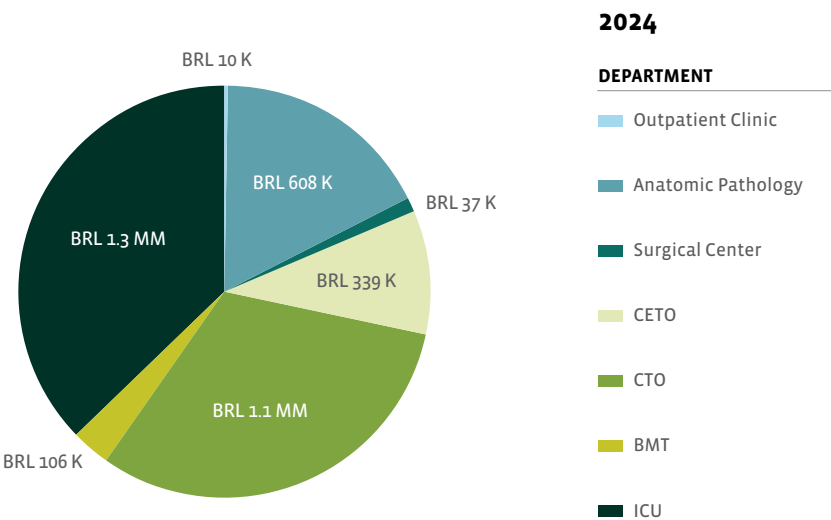
In 2023, 141 technical specifications were prepared for the acquisition of new technologies, and 459 technical opinions were issued for the approval of equipment repairs and the contracting of validation, quality control, qualification, calibration, and preventive maintenance services.

Forty-five technical opinions were issued for the decommissioning of obsolete technologies or technologies with high or unfeasible maintenance costs.

Acquisitions and installations carried out in 2023



Acquisitions and installations carried out in 2024





GRI Content Index

Statement of use	Instituto do Câncer do Estado de São Paulo has reported in accordance with the GRI Standards for the period from 01/01/2021 to 12/31/2024.
GRI 1 used	GRI 1: Foundation 2021

Gri Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	p.24, p.48, p.69			
	2-2 Entities included in the organization's sustainability reporting	p.7-12, p.16			
	2-3 Reporting period, frequency and contact point	p.16			
	2-4 Restatements of information	p.16			
	2-5 External assurance	p.16			
	2-6 Activities, value chain and other business relationships	p.27			
	2-7 Employees	p.86			
	2-8 Workers who are not employees	p.86			
	2-9 Governance structure and composition	p.46, p.48			
	2-10 Nomination and selection of the highest governance body	pg.46			
	2-11 Chair of the highest governance body	pg.46			
	2-12 Role of the highest governance body in overseeing the management of impacts	p.52			
	2-13 Delegation of responsibility for managing impacts	p.52			
	2-14 Role of the highest governance body in sustainability reporting	p.52			
	2-15 Conflicts of interest	p.70			
	2-16 Communication of critical concerns	pg.51			
	2-17 Collective knowledge of the highest governance body	pg.46			
	2-18 Evaluation of the performance of the highest governance body	-		Information unavailable/incomplete	No information available
	2-19 Remuneration policies	pg.89			

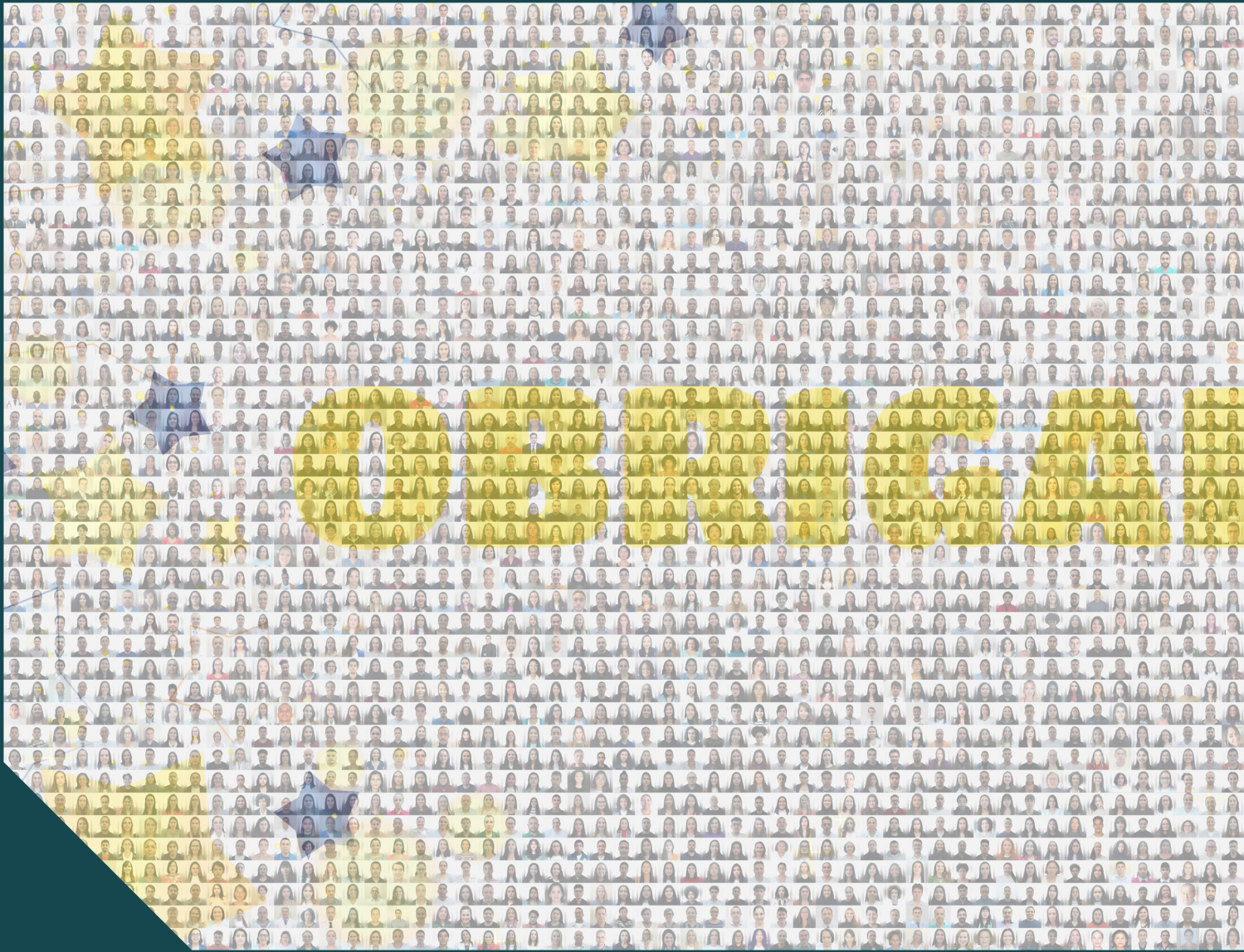
Gri Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	pg.89			
	2-21 Annual total compensation ratio	p.231			
	2-22 Statement on sustainable development strategy	p.7			
	2-23 Policy commitments	p.50			
	2-24 Embedding policy commitments	-		Information unavailable/incomplete	
	2-25 Processes to remediate negative impacts	p.71			
	2-26 Mechanisms for seeking advice and raising concerns	-		Information unavailable/incomplete	
	2-27 Compliance with laws and regulations	p.71			
	2-28 Membership associations	-		Information unavailable/incomplete	
	2-29 Approach to stakeholder engagement	-		Information unavailable/incomplete	
	2-30 Collective bargaining agreements	p.89, p.230			
Material topics					
Economic performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.230			
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	p.230			
	201-2 Financial implications and other risks and opportunities due to climate change	-		Information unavailable/incomplete	No information available
	201-3 Defined benefit plan obligations and other retirement plans	-		Information unavailable/incomplete	No information available
	201-4 Financial assistance received from government	p.234, p.235			
Indirect economic impacts					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.58, p.74			

Gri Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	p.58, p.185, p.237			
	203-2 Significant indirect economic impacts	p.77, p.170, p.185, p.220, p.237			
Procurement practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.74, p.230			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	p.77, p.230			
Anti-corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.51			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p.51			
	205-2 Communication and training about anti-corruption policies and procedures	p.51			
	205-3 Confirmed incidents of corruption and actions taken	p.71			
Tax					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.230			
GRI 207: Tax 2019	207-1 Approach to tax	p.230			
	207-2 Tax governance, control, and risk management	p.234			
	207-3 Stakeholder engagement and management of concerns related to tax	-		Information unavailable/incomplete	No information available
	207-4 Country-by-country reporting	-		Not applicable	
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.128			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p.128			
	302-2 Energy consumption outside of the organization	u/d/o		Not applicable	
	302-3 Energy intensity	p.128			
	302-4 Reduction of energy consumption	p.128			
	302-5 Reductions in energy requirements of products and services	-		Information unavailable/incomplete	No information available
Water and effluents					

Gri Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3 Management of material topics	p.134			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	-		Não se aplica	
	303-2 Management of water discharge-related impacts	p.134			
	303-3 Water withdrawal	p.136, p.137			
	303-4 Water discharge	p.136, p.137			
	303-5 Water consumption	p.134			
Emissions					
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p.138			
	305-2 Energy indirect (Scope 2) GHG emissions	p.138			
	305-3 Other indirect (Scope 3) GHG emissions	p.138			
	305-4 GHG emissions intensity	p.138			
	305-5 Reduction of GHG emissions	p.138			
	305-6 Emissions of ozone-depleting substances (ODS)	-		Information unavailable/incomplete	No information available
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-		Information unavailable/incomplete	No information available
Waste					
GRI 3: Temas Materiais 2021	3-3 Management of material topics	p.144			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p.144			
	306-2 Management of significant waste-related impacts	p.145			
	306-3 Waste generated	p.145			
	306-4 Waste diverted from disposal	p.145			
	306-5 Waste directed to disposal	p.145, p.146			
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.89			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p.89			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.89			
	401-3 Parental leave	-		Information unavailable/incomplete	No information available

Gri Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.90			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p.64, p.90			
	403-2 Hazard identification, risk assessment, and incident investigation	p.91, p.92			
	403-3 Occupational health services	p.90			
	403-4 Worker participation, consultation, and communication on occupational health and safety	p.90			
	403-5 Worker training on occupational health and safety	p.90			
	403-6 Promotion of worker health	p.90			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p.90			
	403-8 Workers covered by an occupational health and safety management system	p.90			
	403-9 Work-related injuries	p.92, p.93			
	403-10 Work-related ill health	p.90			
Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.94, p.95, p.112, p.192			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p.101			
	404-2 Programs for upgrading employee skills and transition assistance programs	p.94, p.96, p.192			
	404-3 Percentage of employees receiving regular performance and career development reviews	p.94, p.114			
Diversity and equal opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.86			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p.86			
	405-2 Ratio of basic salary and remuneration of women to men	-		Information unavailable/incomplete	No information available
Non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.86			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p.86			
Security practices					

Gri Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3 Management of material topics	p.106			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	p.106			
Local communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.170			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p.170			
	413-2 Operations with significant actual and potential negative impacts on local communities	-		Information unavailable/incomplete	No information available
Customer health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.150, p.219			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	p.150, p.215, p.219, p.226			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	p.150			
Customer privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	p.73, p.205			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p.73, p.205			





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PRODUCTION AND WRITING

Appana Business Intelligence

Káritas Ribas - General Coordination

Cristina Balerini - Writing

Fabiana Bustamante - Design

Stéphanie Gonzaga - Design

GRAPHIC DESIGN

Appana Business Intelligence

PHOTOGRAPHY

Icesp Image Bank

Gabriel Lehto

Government of the State of São Paulo

Sérgio Souza

Claudio Roberto

Diego Souza

Diogo Anhasco

Agnaldo Dias Correia

QUESTIONS OR SUGGESTIONS

icesp.direx@hc.fm.usp.br



