

ACTIVITIES REPORT



2025



FUNDAÇÃO
FACULDADE DE MEDICINA

SUMMARY

 Click on the
sections to
navigate



Message from the Presidency	03	
FFM in Numbers	07	
FFM	08	
2025 Financial Statement Summary	37	
Comprehensive Healthcare Assistance Actions	38	
Other Assistance Initiatives	83	
COVID-19 Response Projects	87	
Innovation Projects	90	
Research Projects	95	
Training Projects	121	
Health Policy Projects	124	
Institutional Projects	130	
Abbreviations in this Report	142	
FFM Administration	145	

PRESENTATION

ACTIONS

DATA

MESSAGE FROM THE PRESIDENCY

ACTIVITIES
REPORT
2025



MESSAGE FROM THE PRESIDENCY



Arnaldo Hossepian Junior
FFM Director General



Tarcísio Eloy Pessoa de Barros Filho, PhD
FFM Deputy Director General

It is with confidence that I share this: we are ready for the great leap into the Digital Age. In these years of preparation, we have strengthened our governance, adjusted our accountability processes, and built solid foundations of transparency, integrity, and dialogue. By the end of 2025, when the Board of Trustees approved the procurement of an ERP (Enterprise Resource Planning) system to standardize, automate, and integrate data, the Medical School Foundation (FFM-Fundação Faculdade de Medicina) was no longer the same as when this process began.

Aware of its fundamental role in the sustainability of the FMUSP-HC System and in maintaining its leading position, FFM has a proactive profile, a critical perspective, and an innovative mindset – characteristics that can only be sustained by a culture grounded in respect and the well-being of people. As journalist Marcelo Tas stated during his lecture that concluded this year's Strategic Planning activities in December, before an audience of 500 employees from FFM and the Hospital das Clínicas Complex: "Transformations only happen in networks of people."

We established a continuous learning mindset, key to fostering openness to change – starting with self-awareness, both of individual strengths and challenges, through the Performance Evaluation cycle, which includes training, recurring feedback, and a platform for monitoring and recording recognition. Those in leadership roles also benefited from training conducted by the Organizational Development area and lectures by market professionals on topics of interest, such as artificial intelligence, organizational culture management, and internal controls.

To gather everyone's perspective on how we are progressing in this area, we conducted FFM's first Organizational Climate Survey. We opted for a qualified consultancy to ensure security, anonymity, and reliable results in line with market practices. And we were pleased to find that, in addition to achieving a high score (compared to debut data from other institutions), the findings were consistent with initiatives already underway, such as our Educational Incentive Program, launched in November.



Source: FFM

Communicator and educator Marcelo Tas led the lecture "Ethics and safe behavior: how to act in areas of uncertainty," as part of the closing activities of the Strategic Planning of the Medical School Foundation.

We continue to advance in promoting an ethical culture. The campaign to prevent harassment and discrimination reached the Cancer Institute of the State of São Paulo (Icesp), and we initiated a Compliance Ambassadors Program, aimed at disseminating knowledge in accordance with FFM's Code of Conduct.

As expected, this social commitment to our internal stakeholders is reflected in our relationship with society. Based on the ESG (Environmental, Social, and Governance) assessment carried out last year, we established several pillars in these three dimensions, available on a new dedicated page on the Intranet. In June, on World Environment Day, we shared these guidelines, symbolically drawing attention to one of the behaviors that would be reviewed: the use of single-use plastic cups. By the end of the year, we had discontinued the purchase of this item.

The progress of the actions is overseen by an ESG Committee, composed of employees who volunteered for this purpose, confirming that our Sustainability value was immediately reflected in practice.

In this more participatory environment, a new approach to preparing a proposal for a public tender also emerged: the formation of an integrated multidisciplinary group bringing together members from both the corporate team and the service departments to respond to the call for proposals launched by the São Paulo State Health Department (SES-SP) for the management of the Lucy Montoro Rehabilitation Institute (IRLM). I am absolutely certain that this synergy was fundamental in securing another term leading IRLM, through 2030, including an expansion of scope.

Approaching its 40th anniversary, to be celebrated in September 2026, FFM's cultural shift is remarkable, as it becomes increasingly confident in its mission to effectively support FMUSP and its HCFMUSP Complex. We are definitely ready to reinvent how we work through integrated systems, with greater agility and governance in our activities which ultimately drive access to healthcare through infrastructure, innovative projects, and the promotion of public policies.

PRESENTATION

ACTIVITIES
REPORT
2025





FFM IN NUMBERS

HEALTHCARE PROCEDURES + HOSPITALIZATIONS FOR SUS PATIENTS	QUANTITY	PAGE
Transplants and Implants (SES-SP Agreement)*	818*	51
Ambulatorial Statement – Authorization for High Complexity Procedures (SES-SP Agreement)*	158,028*	52
Pharmaceutical Assistance – Quantity of Medicines from CEAF (SES-SP Agreement)*	49,285,653*	53
ICHC + PAMB – Assistance in Medical Specialties (SES-SP Agreement)	9,973,004	56
IPq – Assistance in Psychiatry (SES-SP Agreement)	59,428	58
IOT – Assistance in Orthopedics and Traumatology (SES-SP Agreement)	235,219	60
IMRea – Vila Mariana, Umarizal, Lapa and Clínicas Units (SES-SP Agreement)	208,800	61
ICr – Health Care for Children and Adolescents (SES-SP Agreement)	1,091,079	64
InRad – Radiology Assistance (SES-SP Agreement)	282,654	66
House of Aids (SES-SP Agreement)	49,934	71
C.S.E. Butantã (SES-SP Agreement)	5,642	72
Icesp + ITACI (Management Contract)	675,365	73
IRLM (Management Contract)	29,097	77
IPer (Management Contract)	24,997	81
Adult and Pediatric Kidney Transplant Project (SES-SP Agreement)	2,066	85
NGA Várzea do Carmo (SES-SP Agreement)	11,822	85
TOTAL	12,649,107	

· *Informative quantity only; not included in the Total Attendances.



FFM

Source: FFM

Recognized for its significant philanthropic legacy, the Medical School Foundation (FFM) contributes to improving the administrative and financial management of the Medical School of the University of São Paulo (FMUSP) and HCFMUSP, providing greater agility, efficiency, and assertiveness to academic and healthcare initiatives.

The Medical School Foundation (FFM – *Fundação Faculdade de Medicina*) is a private, non-profit entity that promotes teaching, research, assistance, and innovation in healthcare, supporting the activities of the Medical School of the University of São Paulo (FMUSP) and the Hospital das Clínicas of FMUSP (HCFMUSP). Its areas of activity include mediating agreements with the public sector and private institutions, both national and international, as well as managing management contracts as a Social Health Organization (OSS). Under this model, the Foundation has been responsible for the management contracts of the Cancer Institute of the State of São Paulo (Icesp) since 2008; the Lucy Montoro Rehabilitation Institute (IRLM) since 2010; and the Perdizes Institute (IPer), since 2022.

FFM maintains cooperation agreements with the São Paulo State Health Department (SES-SP) for the joint execution of a series of activities, such as billing for medical-hospital services, human resources management for FMUSP and HCFMUSP, investment in infrastructure projects, acquisition of medical equipment and hospital supplies, among others. The Institution is certified by the Ministry of Health as a Beneficent Entity of Social Assistance.

Created in 1986 by former FMUSP students, FFM today has more than 14,000 professionals working directly in healthcare activities, in addition to nearly 450 allocated to the Corporate segment, and values an organizational culture based on ethics in all its relationships. Regarding the Senior Management, the Institution has a robust governance structure and is subject to external audits and inspections, including those of the Public Prosecutor's Office of the State of São Paulo (MPSP) and the State Court of

Auditors (TCE-SP), both overall and in specific project funds and programs. The Foundation also maintains a Transparency Portal, which stands out as a model according to the Comptroller General of the State of São Paulo.

In each area of activity, the FFM guides its conduct by the principles of legality, impartiality, morality, publicity, and efficiency, enshrined in Article 37 of the Federal Constitution and established in its Bylaws, in order to manage and execute its resources with excellence.

One of the Foundation's highlights in 2025 was the approval by the Board of Trustees of the procurement of an ERP (Enterprise Resource Planning) system, which will provide full digitalization of the Foundation's processes for the benefit of services to the FMUSP-HC System. The call for bids was launched after a thorough study initiated in 2023. With the contract awarded, the project will enter the implementation phase in 2026, with completion scheduled for June of the following year.

At the same meeting, the Board of Trustees also approved the proposal for improvements to the FFM's Bylaws and Internal Regulations, aiming to adapt articles for legal and regulatory updates, implement operational adjustments, and meet the requirements of calls for bids, tenders, and similar initiatives. One of the main changes to the Bylaws was the extension of the current term of the Executive Board until January 2027, aligning the FFM's succession calendar with that of the FMUSP and HCFMUSP's management. The new wording also promoted the merger of the Administrative and Corporate Management Boards.



Source: FFM

Members of the Advisory and Trustee Boards, FFM Board of Directors and collaborators.

Throughout the year, new members were incorporated into the FFM's Senior Management. The Board of Trustees now includes Alfredo Luiz Jacomo, PhD, representing FMUSP; Mr. Alfredo Castilho, Human Resources Manager, representing FFM employees; and Giovanni Guido Cerri, PhD, who was reappointed. The Advisory Board now includes Dr. José Medina Pestana, CEO of the Kidney Hospital and the Oswaldo Ramos Foundation; José Vicente, PhD, Rector of Zumbi dos Palmares University; and Supreme Court Justice André Mendonça. With this, FFM now has four justices among its Advisory and Trustee Boards, which also include Ricardo Lewandowski (Retired Supreme Court Justice), Carlos Ayres Britto (Retired Supreme Court Justice), and Paulo Dias Moura Ribeiro (Superior Court of Justice). In December, FFM presented its accountability report to the Fiscal, Advisory, and Trustee Boards, and the latter's agenda was approved with distinction.

Among the FFM documents that will come into effect in 2026 is the Integrity and Background Check Policy, an important compliance tool aimed at ensuring greater transparency and reinforcing scrutiny of Senior Management. Also in this area, the Compliance Office, established in 2022 and reporting directly to the Board of Trustees, launched the Compliance Ambassadors Program, which recruited employees from various areas to receive training and act as disseminators of best practices within the organization. FFM also operates the Service for Information and Assistance (SIA), launched in 2022, as the Foundation's interlocutor with internal and external audiences for receiving and addressing questions, suggestions, complaints, and compliments.

In its role as a Social Health Organization (OSS), FFM celebrated the achievement of a new management cycle at the Lucy Montoro Rehabilitation Institute (IRLM), which began on September 1st, 2025, after selection through a public tender from the São Paulo State Health Department (SES-SP). With this, the Foundation will remain in charge of the Institute's

administration until 2030, with an expanded scope and an increase in active beds from 64 to 80. In order to meet the requirements of the public notice, FFM mobilized a working group of 25 employees, involving professionals from the Lucy Montoro Rehabilitation Institute (IRLM) and its Central Administration, for the preparation and organization of the files. The Foundation has managed IRLM since 2010, when the Institute became the first public rehabilitation hospital in the State.



Source: IRLM

FFM secures another management term for IRLM.

In line with its activities and recent achievements, FFM has sought a closer relationship with other branches of government and oversight bodies, in a transparent and proactive manner. Among the institutional visits, noteworthy meetings include those with the National Secretary of Public Security and FFM Advisory Board member, Mario Luiz Sarrubbo (in January), and with the then Minister of Justice and Public Security, Ricardo Lewandowski, member of the Board of Trustees (in March), in Brasília. In February, the Attorney General of the Republic, Dr. Paulo Gonet Branco, was received at FMUSP for an institutional meeting.

The visits also included a visit by the Minister of Health, Alexandre Padilha, to ICESP (in July), and by



Source: FFM

II Colloquium on Foundations Supporting Social Services.

the Councilor of the State Court of Auditors of the State of São Paulo, Maxwell Borges de Moura Vieira, to the Research, Development and Innovation Program in Digital Health (PDI Saúde Digital), which involves FFM (in September). In addition, a meeting was held with the Public Prosecutor's Office in August, with the presence of representatives from FFM, HCFMUSP, and FMUSP, where various topics of common interest were discussed, strengthening dialogue and expanding possibilities for cooperation between the institutions.

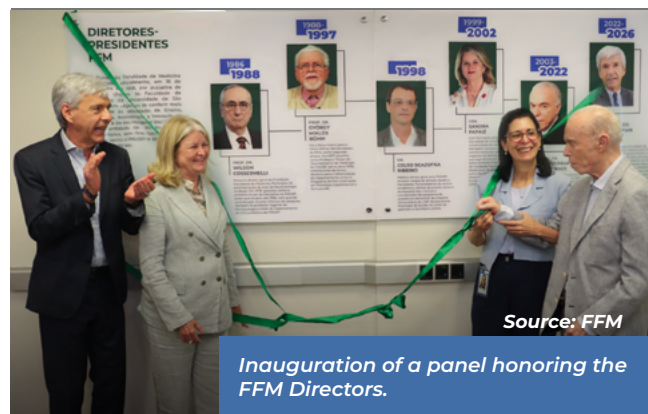
In March, members of support foundations in the healthcare sector in the State of São Paulo met in the Congregation Hall of FMUSP to attend a lecture by one of the leading experts on transparency aspects of private law entities, the Public Prosecutor of the Federal District and Territories, Dr. José Eduardo Sabo Paes. He is the author of works such as *Foundations, Associations and Entities of Social Interest and the Third Sector and Taxation*. Also within the scope of promoting the standardization of the foundation model, the Director General of FFM, Dr. Arnaldo Hossepian Junior, had an article published in the *Folha de S.Paulo* newspaper entitled "Foundations supporting health: a successful model in constant improvement".

Initiatives to promote best practices within the model include the holding, in November, of the II Colloquium on Foundations Supporting Social Services, which featured the presence of the Minister of the Federal Court of Accounts (TCU), Antonio Anastasia, in a keynote address on the consolidation of the foundation model; and the participation of the FFM's Director of Corporate Management, Dr. Felipe Neme, in a Working Group of the National Council of the Public Prosecutor's Office (CNMP) established by Gonet to develop guidelines for the performance of the Foundations Trusteeship in the Public Prosecutor's Office.

In September, the Director General, Dr. Arnaldo Hossepian Jr., participated in a thematic panel on the Technical Support Center for the Judiciary (NAT-Jus) at the conference "Judicialization of

Healthcare – Challenges and Perspectives". The following month, FFM participated in the Permanent Political Forum on Health.

Within the scope of ESG (Environmental, Social and Governance), the Foundation published its commitments in June on a dedicated page on the Intranet, along with an awareness campaign to reduce the consumption of single-use plastic cups. In two months, there was an average reduction of 35%, and currently, the Foundation no longer purchases these materials. To continue with the actions, an ESG Committee was established, composed of employees who volunteered to lead the strategies and actions to meet the defined objectives.



Source: FFM

Inauguration of a panel honoring the FFM Directors.

In a process of recognizing its history, FFM inaugurated a Panel of Directors on the occasion of its 39th anniversary, in a ceremony held in September with the presence of former directors Dr. Sandra Papaiz (1999-2002) and Flavio Fava de Moraes, PhD, (2003-2022). Furthermore, for the first time, the Foundation has an institutional video highlighting the effectiveness and transparency of its support for FMUSP and the Hospital das Clínicas Complex. The video was launched during the IV Strategic Planning Meeting in November, with leaders from FFM and the FMUSP-HC System. The conference resulted in new projects to be developed by FFM throughout 2026, consolidating an increasingly participatory management model.



TIMELINE

1988

Signing of a **cooperation agreement with the State Health Department (SES)**, which provides for the joint execution of activities such as billing for medical-hospital services, management of human resources at the Medical School of the University of São Paulo (FMUSP) and HCFMUSP, investment in infrastructure works, purchase of medical equipment and hospital supplies. The financial resources resulting from these actions are fully applied to the care of Unified Health System (SUS) patients, following the determinations of its governing bodies.

2000 to 2008

Restoration and Modernization Project of FMUSP facilities with the support of FFM. In addition to the recovery of historical heritage, a cultural change was also promoted throughout the FMUSP-HC System community. The school building was completely renovated, as were other buildings on campus, with the construction of new facilities. Both the coordination of the Project and the fundraising were shared between FFM and FMUSP.

2008

The Foundation became a **Social Health Organization**. This change allowed for the modernization of control systems and processes without requiring a significant increase in the direct administration team.

In the same year, the Institution signed a management contract for the health activities and services of the **Cancer Institute of the State of São Paulo (Icesp)**, which serves SUS patients from all over the state for complex treatments.

2010

A contract was also signed for the management of the **Lucy Montoro Rehabilitation Institute (IRLM)**. Inaugurated in September 2009, the Institute was designed to be a center of excellence in treatment, teaching, and research in rehabilitation.

2020

During the health emergency imposed by the COVID-19 pandemic, FFM worked in complete integration with the management bodies of FMUSP and HCFMUSP to transform the Central Institute of HCFMUSP (IHC) into a treatment center exclusively for **COVID-19** patients. The institution played an undeniable role in providing legal support for Agreements signed with public bodies and private institutions, by enabling the immediate hiring of external personnel to supply the IHC with healthcare professionals, and acquisition of equipment and supplies, among other actions.

TIMELINE

2022

Contract signed for the management of the **Perdizes Institute (IPer)**, a reference unit in the treatment of people who misuse psychoactive substances, inaugurated in November 2022.

Reformulation of regulations, such as the Bylaws, Internal Regulations, Procurement and Contracting Manual, Code of Conduct, among others, to provide greater agility and efficiency in the processes of the FMUSP-HC System.

As part of its commitment to transparency, the **Fiscal Council and the Compliance Office (integrity)** were created, **as well as channels for reporting and direct communication with the Board**.

Anti-Bribery and Anti-Corruption Policy published.

Beginning of the development of a **Strategic Plan** to guide FFM's actions and innovations until 2027.

2023

Implementation of **Critical Analysis Meetings (RACs)** with area leaders to analyze indicators in search of greater efficiency.

Launch of the **Service for Information and Assistance (SIA)**, responsible for assisting and guiding the internal and external public regarding access to information, reporting to the Senior Administration.

Expansion of the **Transparency Portal**.

2024

Following support from FFM, the **Foundations Law** (No. 17,893/2024) was enacted in April, regulating the management of university hospitals in their agreements with the Public Authorities, ensuring the autonomy of the Institutions and providing greater legal security during partnerships. The legislation was regulated with the publication of **State Decree No. 69,125**, on December 9, 2024.

New Regulations for Hiring Personnel by FFM for the FMUSP-HC System were published, with innovations in the criteria and in the conduct of the stages.

Update of the **Purchase Requisition** form for a faster and more assertive process.

The Compliance Office launched a **Harassment and Discrimination Prevention Guide** linked to Awareness Campaigns.

FFM's and HCFMUSP's People Management Departments began conducting onboarding (welcoming of new employees) in an integrated and structured manner.

TIMELINE

2025

In October, the FFM Board of Trustees approved a proposal to improve the FFM's Bylaws and Internal Regulations. The new wording extended the current term of the Executive Board until January 2027, aligning the FFM's succession calendar with that of the FMUSP and HCFMUSP Boards, and promoted the merger of the Administrative and Corporate Management Boards, among other adjustments.

Approval of the **Integrity and Background Check Policy** for members of the FFM's Senior Management.

FFM remains the manager of **IRLM** until 2030 after winning a new SES-SP tender, which included expanding services to children and adolescents and the outpatient clinic for adult patients.

Preparation of the **Compliance Handbook** and development of training relevant to the Compliance Ambassadors Program.

Inauguration of a panel of FFM Directors, in recognition of the legacy of each director who contributed to consolidating the Foundation.

2026

FFM celebrates 40 years of providing healthcare services to the population in support of the FMUSP-HC System.



STRATEGIC MANAGEMENT

Source: FFM

IV Strategic Planning Meeting of FFM.

Through the Strategic Planning, implemented since 2022, FFM involves its leadership and operational management in discussions about the best proposals to fulfill its statutory mission. The actions being conducted are currently within the 2023-2027 cycle.

The Strategic Planning **“Transformation for Effectiveness”** concluded 2025 with significant progress in bringing greater effectiveness to the support of the FMUSP-HC System. Divided into four perspectives (Stakeholders – PIT; Financial – FIN; Internal Processes – PI; and Learning and Growth – AC), the actions initiated in 2023 ended this year with 70% progress overall, bringing together significant achievements such as the first edition of the Organizational Climate Survey and the procurement of the ERP – FFM’s digitalization project. In total, there are 58 projects. Of these, 13 are completed, 29 are underway, 12 are about to begin, and 4 are blocked.

These actions, which aim to give FFM greater effectiveness in fulfilling its statutory mission, have been conducted through participatory and horizontal management. In this context, the role of the Strategic Committee stands out, responsible for monitoring the initiatives, as well as the Strategic Planning Meeting, which annually brings together external and internal leaders of the Foundation and the Academic Health System to discuss ideas and next steps, in addition to being an important environment for integration and dialogue.

To support the Change Management throughout the year, communication and engagement initiatives included the second season of the podcast “Inside Strategic Planning” in a new, more dynamic format, with five episodes that totaled 450 views, and the transformation of the Quiz into a face-to-face Blitz

with the publication of the best moments in video on the Strategic Planning page on the Intranet. To mark the 1st anniversary of the page's launch, the entire Central Administration staff received a mousepad with the Planning's visual identity.

In addition, the Leadership Development Track continued with a new approach. Specialist professionals with market experience in current topics such as artificial intelligence, culture, and internal processes were invited, presenting external perspectives that enriched leadership development. Launched in 2024, the program aims to provide support so that participants can strengthen their teams.



Source: FFM

Leaders of the Foundation and the FMUSP-HC System.



The **Strategic Planning Meeting** is the main institutional forum for aligning, reflecting on, and building the organizational strategy to fulfill the Foundation's statutory mission. The IV Meeting, held on November 4th and 5th, 2025, was the first edition in the series to include carbon emission offsetting ("carbon neutral event" certification). In total, 974 kg of CO₂ were emitted, neutralized through the Salto Pilão Hydroelectric Plant environmental project. The shift towards a more sustainable culture at the Foundation was also reflected in the disposal of the waste produced, which was all separated and sent for recycling, and in the choice of the conference souvenir kit, composed of recycled or recyclable materials. This edition was marked by this new moment of greater adherence to the Sustainability agenda.

Bringing together approximately 130 leaders from the Foundation and the FMUSP-HC System, the 2025 conference proposed an atmosphere inspired by the film *Back to the Future*, reinforcing the central message that the future is not something distant, but built from the decisions and attitudes taken in the present.

The thematic setting marked the entrance to the plenary session, the soundtrack, and the roles played by the participants in the day's activities. Between lectures, participants were challenged by one of the film's characters, Dr. Brown, to answer quizzes that rewarded them with strategic tips that could be used in the final group activity, reinforcing learning and stimulating the practical application of the concepts discussed.

The program included reflections on sustainability, transparency, and governance, as well as a presentation by the FFM Board of Directors with management indicators and perspectives. A technical activity was also conducted in groups, where participants discussed and proposed new actions – evaluated by the Strategic Committee and, in 2026, will be incorporated into the 2023-2027 Strategic Planning cycle.

To conclude the meeting, attendees participated in building the "road to the future," connecting the day's reflections to the shared responsibility of each leader in executing the strategy. To complement this moment, participants were able to vote and choose the project to be prioritized for the year, reinforcing the leadership's protagonism and the joint commitment to strategic deliverables. Following the conference, the first edition of the *Strategic Planning Magazine* was sent to participants and all members of Foundation Advisors, providing an overview of the Strategic Objectives, the status of actions, and coverage of the 2025 conference.

To culminate the annual actions and strengthen integration among the members of FMUSP, the HCFMUSP Complex, and FFM, the Strategic Planning has dedicated efforts to bringing in distinguished speakers who can contribute to this moment of Transformation. In 2025, the Strategic Planning invited communicator and educator Marcelo Tas, who lectured on the topic "Ethics and safe behavior: how to act in zones of uncertainty" to 550 people in the CCR's Great Auditorium in December.



Source: FFM

Activity carried out during the IV Strategic Planning Meeting.

TRANSPARENCY



The Medical School Foundation (FFM) holds transparency as a core value, recognizing that adequate and reliable access to information is essential to guarantee the integrity and credibility of its activities. As a support foundation and Social Health Organization, FFM promotes the responsible dissemination of information of interest to its various audiences through its institutional website (www.ffm.br).

FFM maintains a permanent dialogue with public authorities, private health institutions, and scientific and academic communities. Its role in coordinating the passage and enactment of the Foundations Law (Law No. 17,893/2024) stands out, playing a leading role in the dialogue with the Legislative and Executive branches, resulting in greater legal security for foundation-based entities.

In this context of dialogue, FFM has continuously strengthened its institutional relationship with oversight bodies, ensuring rigorous compliance with accountability obligations and transparency in providing the required information. As a result of this commitment, it concluded the 2025 fiscal year with all its accounts approved through ordinary procedure.

In the area of governance, the renewal of the Advisory Board for the 2024-2028 quadrennium reinforced the participation of experts of recognized reputation, professors and academic leaders, as well as authorities of renowned legal expertise, which contributes to the improvement of decision-making processes and the consolidation of participatory management, aligned with good institutional practices.

Periodically, FFM is subject to external audits and inspections, both of a general nature and related to specific programs, projects and funds under its management. In this sense, it rigorously observes the legal and regulatory norms applicable to non-profit philanthropic entities, especially those established by the Public Prosecutor's Office of the State of São Paulo, in addition to the specific legislation related to the nature of the resources and funds managed. Relevant changes in normative instruments are submitted to the FFM Board of Trustees and the Public Prosecutor's Office for consideration, while changes related to revenues and expenses are analyzed by the Court of Auditors of the State of São Paulo (TCE-SP).

As a result of this rigorous regulation and the control mechanisms adopted, the FFM Transparency Portal, considered a benchmark by the Comptroller General of the State of São Paulo (CGE-SP), meets the requirements applicable to health support foundations, including the Access to Information Law (Law No. 12,527/2011), State Decree No. 68,155/2023, and the guidelines of the State Comptroller General's Office, the TCE-SP (São Paulo State Court of Auditors), and recommendations from the State Health Department.



The Portal is continuously improved to ensure full and organized access to information, focusing on optimizing navigation, incorporating accessibility features for people with disabilities and search tools, as well as exporting data in open formats, such as spreadsheets. Since 2022, the volume of available content has evolved from approximately 400 documents to more than 4,700, ensuring more effective social control.

In 2025, quick access buttons were implemented for the most frequently consulted sections, aiming to make the user experience more agile and intuitive. In the Procurement and Contracting section, improvements were made to the presentation of information regarding signed contracts. To optimize access and increase transparency, links were included to consult the list of companies with administrative and/or judicial sanctions, at the state and federal levels, that are ineligible to participate in procurement processes. A section was also created to identify the person responsible under the Access to Information Law.

Furthermore, FFM manages the management contracts of the Cancer Institute of the State of São Paulo (Icesp), the Perdizes Institute (IPer), and the Lucy Montoro Rehabilitation Institute (IRLM), and maintains access to regularly updated instruments and other documents related to contract execution,

increasing transparency and data traceability. Additionally, the list of contracts signed with third parties is now updated more frequently, and, in order to optimize the organization and historical record of contractual instruments, a specific section was created for expired contracts.

Guided by ethics and transparency in its relationships with internal and external stakeholders, FFM's organizational culture is reaffirmed by initiatives such as the Sharing Channel, which promotes direct dialogue with the Executive Board; the Service for Information and Assistance (SIA), responsible for guiding access to information; and the FFM Practical Guidelines, which compiles flows and guidelines applicable to internal and external stakeholders.

Given this set of initiatives and results, FFM reaffirms its ongoing commitment to efficiency and continuous improvement of services, especially in the organization, access, and responsible dissemination of information of public interest, strengthening social control, institutional trust, and compliance with best governance practices.

CORPORATE GOVERNANCE



In 2022, FFM’s Bylaws were amended, resulting in changes to some of its administrative bodies. In 2025, the document was improved to reflect the complexity and scope of the activities carried out by the Foundation.

The corporate governance of the Medical School Foundation (FFM) is guided by fundamental principles of transparency, ethics, and adherence to best management practices. These values underpin the organizational structure, fostering trust among employees, partners, and society in general. The constant pursuit of excellence strengthens FFM’s commitment to sustainable development and respect for current regulations.

FFM’s Senior Management consists of the following bodies:

BOARD OF TRUSTEES: This is the highest body of FFM, which, due to its qualification as a Social Organization, is also called the Board of Administration.

ADVISORY BOARD: Its role is to assist the Board of Trustees, as well as the Executive Board, in achieving the statutory purposes of FFM.

The Boards are chaired by the Director of the Medical School of the University of São Paulo (FMUSP), who also chairs the Deliberative Council of HCFMUSP. The synergistic relationship with the FMUSP Board, its Congregation, and the Deliberative Council, Planning and Control Committee, Clinical Board, and Superintendence of HCFMUSP further enhances and leverages the joint actions they undertake.

FISCAL COUNCIL: Its objective is to independently exercise financial and accounting oversight of the management actions of the administrators and the

activities of FFM, in order to maintain the proper functioning of the Institution.

EXECUTIVE BOARD: Composed of the Director General and the Deputy Director General, who conduct strategic activities within the scope of FFM’s management.

In the last fiscal year, FFM strengthened its robust corporate governance structure, based on the clear definition of functions and responsibilities, promoting greater integration among the collegiate bodies and strengthening decision-making processes.

In October 2025, the FFM Board of Trustees approved amendments to the FFM Bylaws and Internal Regulations, aiming to adapt articles for legal and regulatory updates, implement operational adjustments, and meet the requirements of calls for proposals, notices, and similar initiatives. The modifications to the Bylaws focused on modernizing institutional governance, expanding its provisions to reflect the complexity and scope of the activities carried out by the Foundation.

The Internal Regulations were revised to ensure full compliance with the Bylaws, consolidating corporate governance practices and improving the organizational structure. Updates included the creation of a chapter dedicated to Corporate Governance, the redefinition of responsibilities, and the reorganization of Departments and areas, promoting greater efficiency in institutional management.



Finally, in 2025, FFM consolidated corporate governance as one of its differentiators, reaffirming its role as a benchmark in healthcare management.

Compliance: The FFM Compliance Office is responsible for the implementation and management of internal integrity, audit, and prevention mechanisms and procedures within the Institution. In 2025, it played a strategic, preventive, and institutional role, promoting an ethical, safe, and sustainable environment, with crucial actions for the development and monitoring of institutional activities.

To strengthen the culture of integrity, the FFM Compliance Ambassadors Program was created, and the Compliance and Integrity Committee was established, improving governance and the dissemination of values.

In the normative sphere, initiatives included the development of the Integrity and Background Check Policy, the creation of Disciplinary Code, and the review and update of several internal policies and regulations, ensuring their adherence to best practices.

Training and prevention were addressed through workshops and lectures, in partnership with the Organizational Development sector, focused on combating harassment and discrimination, especially in units managed by the Foundation through management contracts, and the formalization of the partnership with the “VC Dialogando com o HC” program to expand the reach of actions against harassment.

Risk management was continuously improved, with the identification, treatment, and mitigation of potential vulnerabilities.

Regarding the management of complaints and investigations, the FFM’s complaints channel received and investigated more than 120 incidents in 2025. The most recurring themes covered various compliance issues, highlighting violations of the Code of Conduct, cases of workplace harassment, mismanagement, inappropriate conduct, and non-conformities in processes.

Considering its regulatory duties of guidance and advice, the Compliance Office issued approximately 50 formal statements throughout the year. These opinions, recorded via email or through clarification meetings, were directed to FFM directors, managers, and employees, addressing crucial topics such as information security and data protection, conduct investigation reports, conflicts of interest,

non-compliance analysis, fraud prevention, third-party due diligence, and contract review.

Service for Information and Assistance (SIA): The SIA is an independent and impartial communication channel linked to senior management, which receives questions, compliments, suggestions, and complaints from internal and external audiences, ensuring the management of registered requests with analysis, handling, and conclusion.

Due to its mediating nature, it serves as an instrument for evaluating the functioning of services provided by FFM, mediating requests proposed by employees, the external public, and society in general, suggesting measures that guarantee the improvement of institutional performance and access to administrative bodies.

Strategically positioned, the SIA has the capacity to identify the need for Action Plans focused on continuous improvement.

From January to December 2025, the SIA received 428 requests. Of these, 65% were related to questions, 10% to suggestions, 9% to complaints, 15% to spam, and 1% to reports (properly directed to Compliance).

In 2025, an increase in the total volume of records was observed compared to the same period in 2024. The growth in requests classified as “questions,” “suggestions,” and “complaints” stands out, demonstrating greater user engagement throughout the year and reinforcing the institutional commitment to the continuous improvement of processes.

During this period, noteworthy achievements included participation in the Critical Analysis Meeting (RAC), with the presentation of area indicators and Action Plans for 2026; the improvement of the Satisfaction Survey (established in September 2025), through its automation and integration into the SIA’s operational flow, which expanded the capacity for collecting and analyzing user perception; as well as the implementation of a demographic questionnaire, aimed at identifying the profile of requesters.

From the beginning of SIA’s activities, on March 10, 2023, until December 31, 2025, 943 requests were registered, originating from different audiences: 732 from the external public, 114 from employees, and 98 from former employees.



In 2025, external users submitted 224 records classified as questions, 63 as spam, 39 as suggestions, and 34 as complaints.

Requests from employees totaled 30 questions, six suggestions, three complaints, and two reports. Former employees registered 27 requests classified as questions, in addition to one report and one complaint.

The SIA ensures the maintenance and confidentiality of information received by email or registered through the FFM website, as well as its sharing and responses, as established by the General Data Protection Law (LGPD – Law No. 13,709/2018). Investigations of complaints, irregularities, and infractions of any nature are the responsibility of the Compliance Office.

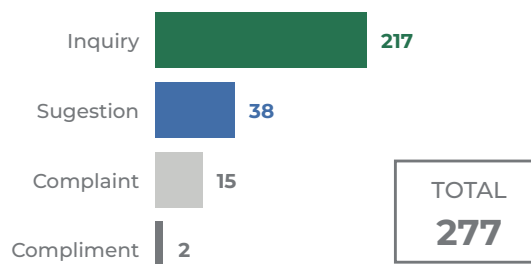
The execution of corporate activities is directly linked to its three Boards: Corporate Management, Financial, and Legal. Each Department has a leader with technical and managerial expertise, who coordinates their team with discernment, determination, and responsibility. The duties of each Board and its respective Departments have been established to organize responsibilities and competencies within the Institution and are described below.

CORPORATE MANAGEMENT BOARD: Its objectives are to conduct the Institutional Strategic Planning, execute the corporate strategy and general guidelines approved by the Councils and the Executive Board, establishing management policies and managing programs, projects, and strategic goals, as well as implementing and supervising the standardization of processes, performance indicators, and administrative measures in the various organizational sectors, developing and disseminating best practices and the set of institutional policies, guidelines, beliefs, and values.

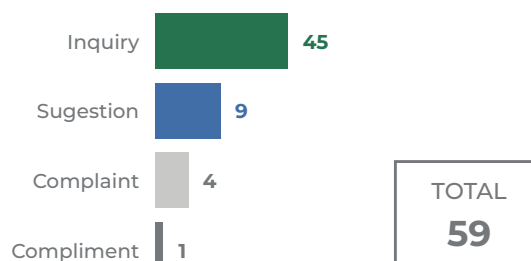
The following departments are overseen by its three Boards: Corporate Management; People Management; Planning, Internal Controls and Processes; Institutional Relations; Business and Market Relations; Projects, Research and Innovation; Supplies and Operations, and Information Technology.

Service for Information and Assistance (SIA)

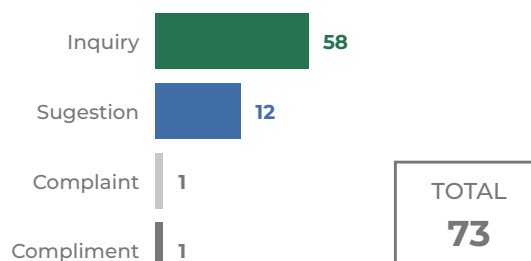
NUMBER OF REQUESTS BY CATEGORY: 2024



NUMBER OF REQUESTS BY CATEGORY: 4TH QUARTER - 2023



NUMBER OF REQUESTS BY CATEGORY: 4TH QUARTER - 2024



Note: The total number of calls presented in this report corresponds to the count of distinct record numbers. Since a single call may involve more than one type of request, the values presented in the analysis by request may differ from or even exceed the total number of calls, as a single call can be counted in multiple categories.

The Corporate Management, Planning, Internal Controls and Processes, and Institutional Relations Departments were established in the revision of the Bylaws, approved by the Board of Trustees in October 2025.

Corporate Management: Plays a strategic role in supporting the Corporate Management Board, contributing to the implementation of institutional guidelines approved by the Boards and the Presidency, as well as to the strengthening of FFM's organizational model. Oriented towards consolidating institutional governance and improving integration between areas, it enables and monitors the execution of programs, actions, and special projects focused on generating long-term value and meeting specific demands, ensuring timely responses to extraordinary needs.

In 2025, the Department's collaboration in the development, review, and harmonization of policies, regulations, and other institutional regulations represented a contribution to achieving greater alignment with strategic guidelines, applicable legislation, and governance principles, promoting greater clarity, standardization, and security.

The supervision of management contracts, agreements, programs, and strategic initiatives was conducted with a focus on operational efficiency, regulatory compliance, and effectiveness, resulting in the development of 30 projects in conjunction with the supported entities representing of more than R\$970 million in new contracts and amendments. To this end, periodic technical and budgetary monitoring was carried out, with the preparation of execution overviews and the systematic monitoring of more than 100 quality and production indicators that supported the decision-making process, strengthened accountability, and enabled the continuous improvement of actions.

Also, in the area of management contracts, the Department stood out in institutional leadership, planning, and the preparation of proposals for public and private tenders, such as the successful public call for proposals for the management of the Lucy Montoro Rehabilitation Institute (IRLM).

It also continued actions, within the scope of transparency, aimed at improving and organizing institutional information, including the management of the Transparency Portal. In December 2025, the Portal had over 4,700 published files, in addition to two automated search tools.

The platform is continuously improved and updated with recent content to ensure full and reliable access to information and strict compliance with accountability obligations to oversight bodies.

In knowledge management, the curation of technical-institutional content enabled the development of a robust repository of materials suitable for the preparation of reports, strategic documents, and other demands of the Executive Board. There was also progress in consolidating and improving the navigability of the Foundation's *Practical Guidelines*, an important reference tool for users of the FMUSP-HC System and FFM employees, which brings together general guidelines by Board and Department, forms, and normative instruments that guide the Foundation's activities.

In collaboration with the Communication area and the Department of Projects, Research and Innovation (PPI), the processes of preparing and revising the Annual Activities Report and the FFM Work Plan were coordinated, ensuring technical consistency, institutional coherence, and strategic alignment.

Regarding institutional intelligence, the expansion of the production of technical studies, feasibility analyses, scenario assessments, and sectoral benchmarking supported strategic-level deliberations by the Executive Board and the Board of Trustees. The analyses developed strengthened the FFM's capacity to anticipate opportunities and risks, especially concerning the establishment of strategic partnerships and the sustainability of supported initiatives.

People Management: In December 2025, the People Management Department managed 14,208 employees, including FFM's direct administrative staff, FFM personnel serving the FMUSP-HC System, and those allocated to specific projects assisting the population.

Of this total, 387 employees are allocated to its direct administration, focused on supporting hundreds of the entity's social programs, as well as the comprehensive health care and patient care activities carried out by other professionals. These latter professionals are hired on a complementary or full-time basis, thus seeking to stimulate the production of work in the

teaching, care, and research areas, through material support and adequate remuneration.

In 2025, the Department continued the Personnel Training and Development Program and carried out recruitment and selection activities for the entire FMUSP-HC Academic Health System (more than 52,000 candidates recruited and more than 17,000 candidates assessed), administered employee benefits and payroll, involving payroll expenses of more than R\$1 billion, and coordinated hiring, dismissals, leave, vacations, job classification and compensation, basic food baskets, meal vouchers, transportation vouchers, among other activities.

In October 2024, the average hiring time was 85 days; by 2025, during the same period, the index showed a consistent decrease, reducing to approximately 43 days, which demonstrates the implementation of a more agile, efficient, and stable process.

Business and Market Relations: The Business and Market Relations Department's mission is to manage commercial and institutional relationships with health insurance companies and other payers of healthcare services provided by the HCFMUSP Complex.

In the supplementary healthcare sector, the HCFMUSP Complex registered a significant drop in the volume of services in 2025, with a reduction of 8.2% for health insurance companies and 6.2% overall, partly due to the tendency of large health insurance companies to concentrate as much as possible the care of their beneficiaries in their own network and in the healthcare services institutionally linked to them. Even in this scenario, the overall volume of supplementary healthcare revenue contracted by only 2.1%.

Strategic actions of the Department in 2025 included the implementation of the Supplementary Healthcare Regulations approved by the HCFMUSP Deliberative Council and the effective operationalization of the activities of its new internal structures after the consolidation of the reorganization promoted in 2024, described below.

In the routine of relationship management with existing clients, highlights include the intensification of visits and in-person events with 27 clients, which assisted in formalizing price adjustments for 41 of the 48 eligible health insurance companies, and for the other 7 that are still under negotiation. Contracts were amended with 215 new plans and the incorporation of 89 new products.

The Department formalized and processed 89 exceptional procedures with non-regular health insurance companies. The Department assisted FFM's financial and legal areas in negotiating 533 invoices sent to companies after the due date and in negotiating collection actions related to outstanding balances with 12 companies.

In the newly implemented Market Prospecting Coordination, which seeks to expand and diversify client types, 85 companies were approached, 21 of them in person, with 18 located outside the city of São Paulo. This resulted in the formalization of 11 new contracts with 112 health plans from operators regulated by the National Supplementary Health Agency (ANS), in addition to two contracts with other types of companies.

Seeking to strengthen relationships with existing clients and prospects, the Department conducted courses on supplementary health topics, attracting the participation of 68 companies, including health plan operators, benefit administrators, and companies contracting health plans and medical-hospital services. Participants included 112 managers from accreditation areas of benefit management operators and administrators, as well as human resources managers from companies that contract health plans for their employees. The development of a consulting project by the Department, in partnership with HCX Fmusp, assisted in prospecting and closing contracts in cities in the interior of the state of São Paulo, in addition to generating additional revenue for FFM and HCX Fmusp.

The new Market Intelligence and Operational Support Coordination produced 133 pricing studies; developed 22 new procedure packages requested by operators or identified by the Department as opportunities to actively offer to the market; and developed standardized minimum price tables for private patients, health plan operators, and loyalty programs for other types of companies, aligned with to the pricing and medical fee definitions of the supplementary health regulations.

Consolidating the departmental reorganization, all the most critical processes were redesigned, formalizing 47 new Standard Operating Procedures (SOPs), one of the main ones being the Guideline for Granting Discounts on Accounts and Prices, adhering to the definitions of the supplementary health regulations. In addition, new standardized processes for the

qualification and contracting of new clients and for the collection of overdue payments from users were developed in conjunction with the legal and financial areas of FFM.

In order to support the Institutes' routine relationship with clients, highlights include: the hiring of specialized consulting services, which allowed identifying the best way to adjust parameters of the HCFMUSP information system, resulting in adjustments to approximately 12 million parameters in the system; the contracting of a system that will allow the loading of a large amount of information for parameterizing service restrictions; and the identification of contracted products that are not being billed routinely by the Institutes (this system will enable the loading of billions of records whose manual loading into the system becomes unfeasible), and the hiring of a collaborator to analyze the high-cost inputs used in Orthotics, Prosthetics and Special Materials (OPME) procedures, and high-cost medications, identifying the highest frequencies and usual suppliers.

Planning, Internal Controls and Processes: Its premise is to guarantee FFM's strategic alignment, operational efficiency and sustainable growth. Furthermore, it is responsible for creating and managing a system of Key Performance Indicators (KPIs) and consistent metrics to measure process performance and the fulfillment of established strategies, providing support to leadership in making high-impact strategic decisions, fostering a Planning Culture. It is responsible for the Annual Strategic Planning Meeting.

In 2025, it intensified the improvement of FFM's processes through the adoption of a structured methodology for mapping and reviewing organizational activities, which resulted in operational efficiency gains. An external audit based on internal controls was also carried out, contributing to validating practices, strengthening compliance and improving institutional governance. As a result, 121 processes were systematized, eight critical processes were restructured, and more than 20 operational workflows were developed. The work also included the creation and updating of more than 85 documents and 25 official regulations, ensuring greater compliance, control, and institutional quality.

The area consolidated Data Intelligence as a permanent tool to support management, ensuring

that administrative and healthcare decisions are guided by measurable evidence. Indicators were integrated across areas, bringing together different corporate databases and providing a global view of institutional performance. Currently, the consolidated dashboard includes 449 active indicators, embodying the concept of documented information and performance analysis. This set allows the Board to assess trends, risks, and the efficiency of resource utilization during Critical Analysis Meetings (RAC). Standardization was strengthened with Indicator Sheets, which established official sources, responsible parties, periodicity, and targets.

In sustainability, activities were initiated with a focus on strengthening the institutional culture. As a first step, an ESG (Environmental, Social, and Governance) diagnosis was carried out, identifying the two Sustainable Development Goals (SDGs) to which the Foundation is most closely linked. An agenda of institutional campaigns was structured, with the first impactful action being a week without the use of disposable plastic cups, promoting greater awareness of the use of resources. Working Groups were formed, organized by objective, aligned with initiatives to strengthen the culture. In addition, a partnership was established with a supplier for the installation of an electronic equipment collection point in the Claudia Building, promoting the environmentally sound disposal of these materials. A technical visit to Natura was also conducted to learn about best practices and identify opportunities for improvement to be incorporated into the Foundation, strengthening the consolidation of the ESG agenda.

The communications area, in turn, has followed FFM's increasingly proactive positioning, providing departments with progressively more strategic support. In 2025, it expanded its scope: it began producing campaigns on ESG themes, such as the launch of the Sustainability page on the Intranet, and since March it has been responsible for the preparation and distribution of the quarterly newsletter "Radar da Presidência" (President's Radar) to FFM's Board Members and Directors; and the operationalization of the "Compartilhe" (Sharing) Program. Routine deliverables include the monthly "Blitz" and "Por Dentro do Planejamento Estratégico" (Inside Strategic Planning) podcast; the preparation of the graphic and editorial design of the annual Work Plan and Activities Report, and desk calendar;

as well as support in scheduling lectures, producing materials, and creating the visual identity for the IV Strategic Planning Meeting.

This new phase for the Foundation was reflected in the number of news items on the website and intranet, totaling 149 publications – a 73% increase compared to the previous year, when 86 were published. A key piece for the Foundation was also produced: its first institutional video, launched at the opening of the IV Strategic Planning Meeting in November. The area also worked directly on the inauguration of the Board of Directors installed in the Board of Trustees' Room.

The initiatives of the Strategic Planning and the holding of the IV Meeting are detailed in the Strategic Management section [p. 14].

Projects, Research and Innovation: The Projects, Research and Innovation Department (PPI) is responsible for the administrative and financial management of all processes involving contracts and agreements signed with public and private, national and international bodies, with the exception of the Management Centers (CGs) intended for billing medical services for SUS patients, supplementary health insurance, and management contracts.

This action is carried out through the prior analysis of processes, which are forwarded to the respective areas, providing guidance regarding the rules of each funding agency and specific legislation, as well as alerting them to changes in validity periods and deadlines for project execution.

FFM participates in relevant projects, mainly focused on the prevention and treatment of diseases that affect the health of the Brazilian population. In 2025, FFM had 354 active projects, subsidized with public and private, national and international resources, and 865 clinical studies, sponsored by the pharmaceutical industry.

In addition to ensuring the correct compliance with legislation and legal instruments related to projects, PPI is also responsible for the financial analysis of other activities carried out by members of the FMUSP-HC System, such as: cultural and extension courses at FMUSP and HCX Fmusp, donations, sponsorships, etc., which represented, as of December 31, 2025, 1,125 CGs, totaling 2,344 active CGs, including projects, clinical studies, and various activities.

In 2025, PPI promoted greater integration with the interfaces of FMUSP and HCFMUSP, through meetings with the Executive Boards and monthly meetings with strategic departments.

In conjunction with the Information Technology (IT) Department, the training process for the areas requesting and evaluating scholarship applications (EPeClin, at HCFMUSP, and the Research Committee, at FMUSP) was initiated, aiming at the integration of all areas of the FMUSP-HC System into the Computerized Scholarship System (more than 1,300 active scholarships in 2025).

Throughout the process, all those involved will have access to the status of the application and the documents corresponding to the scholarship requests, which allows for a clear and transparent view of the entire workflow. This integrated approach simplifies the steps involved, improving efficiency, process monitoring, and communication between all stakeholders.

Its role also includes the preparation, in conjunction with the Corporate Management Department and the Communication area (Planning, Internal Controls and Processes Management), of the annual Work Plan and Activities Report of FFM.

Institutional Relations: The Institutional Relations (RI) Department acts strategically to strengthen dialogue with parliamentarians, and with the corporate and philanthropic sectors. The central objective is to enable investments that boost the projects of the FMUSP-HC System, allowing the Institution to advance in its pillars of Assistance, Teaching, Research and Innovation, consolidating itself as a technical authority in the debate on public health policies.

Strategic Responsibilities

• Resource Mobilization

Fundraising from the Legislative and Executive branches, as well as partnerships with individuals and legal entities.

• Portfolio and Project Management

Structuring priority initiatives and monitoring the entire resource cycle, from release to accountability, directed to the supporter.

• Fidelity and Transparency

Maintaining a close relationship with supporters, through institutional visits and periodic progress reports.

• Governance and Compliance

Support in the technical relationship with resource oversight bodies, ensuring compliance and institutional transparency.

• Data Intelligence

Monitoring of strategic goals and indicators to optimize the area's performance.

Highlights and Results in 2025

The year 2025 was marked by the strategic and operational maturation of fundraising and the strengthening of corporate governance:

• Financial Performance

The Institutional Relations Department reached R\$64.2 million raised through amendments (state and federal) and private donations. Notably, the funds from the state level showed growth exceeding 85%, reflecting the consolidation of Institutional Relations' dialogue with the Public Sector.

• Augere Endowment Fund

A historic initiative that resulted in the first donation of R\$10 million, whose returns will be perpetually allocated to strategic projects of FMUSP and HCFMUSP.

• Asset Structuring

Development of the Institutional Projects Book, organizing priority demands through their flagships, objectives, and priorities in a way that is attractive to all types of partners.

• Innovation in Management

Implementation of a customized tool via the AppSheet platform, centralizing CRM (Customer Relationship Management) for stakeholders and providing greater agility in managing contacts and activities.

• Institutional Presence

Conducting Institutional Relations missions in Brasília and at the Legislative Assembly of the State of São Paulo (Alesp), in addition to active participation in strategic forums, such as that of the National Health Fund (FNS).

Supplies and Operations (domestic market, import and contracts):

The Supplies and Operations Department executes actions for the acquisition of materials, supplies, equipment and devices; contracting of services, architectural projects, works and renovations; payment for international services, import of goods and products, including customs clearance; with emphasis on serving research projects;

administrative control of contracts (request to the FFM Legal Department for the issuance of new contracts and negotiations for renewals and amendments); and other initiatives that may benefit the FMUSP-HC System and other affiliated Health Units.

In the statistics presented below, during the year 2025, only contracts whose processes passed through Supplies and Operations (HCFMUSP Complex, FMUSP, Research Projects and Icesp, IRLM and IPer Branches) were considered, due to negotiations with national and foreign suppliers:

- In the national market, 4,899 processes were completed, with a final value of R\$628.2 million, generating savings of R\$27.5 million.

- In Imports, 227 processes were executed, with a final value of US\$6.93 million, generating savings of US\$30,666.75.

Information Technology: The Information Technology (IT) Department is responsible for identifying and developing specialized technological solutions; integrating and monitoring third-party applications; evaluating and updating systems, ensuring the alignment of requests with institutional objectives; and implementing and modernizing the necessary infrastructure, ensuring information security, in order to meet the demands for advancing quality, administrative and operational processes within FFM and with interaction with the supported entities HCFMUSP and FMUSP, and units managed through management contracts – Icesp, IRLM and IPer. In 2025, the strategic planning for Information Technology was defined, with monitoring through the Annual Work Plan and the Investment Plan, and the projects that will provide the corporate requirements for technological updating of information and communication. Furthermore, a close relationship was maintained with the IT and communication areas of HCFMUSP, with the purpose of sharing knowledge, maximizing results and reducing costs.

Additionally, the Department has expanded its activities with strategic deliverables that support corporate projects, including the technological modernization of administrative and operational processes, reinforcing its essential role in supporting institutional demands.

• IT Indicators

In 2025, 10,910 tickets were closed, demonstrating the high volume of operational demands absorbed by the IT area.

• **SLA Compliance**

The 91.4% rate of tickets resolved on time demonstrates efficiency in service management and maturity in support processes.

• **Computer Infrastructure Upgrade**

In 2025, 74.6% of equipment was replaced, including desktops and notebooks, with emphasis on the gradual transition from desktops to notebooks, aligned with the modernization and mobility strategy adopted by the Institution.

• **Implementation of Agile Methods for Systems Teams**

In the second half of 2025, the adoption of the Agile methodology for the development and evolution of systems was formalized. Throughout the period, 40 sprint planning meetings were held, in conjunction with the business areas, strengthening collaboration and alignment with institutional demands. As a result of this work model, 252 deliverables were completed, including implementations and feasibility studies, with greater predictability, transparency, and focus on the continuous delivery of value.

• **Investment in Information Security**

The IT Department continuously invests in Information Security, focusing on strengthening its environments and improving internal and external processes.

As part of this effort, specialized security assessments were carried out, and actions to improve the controls and procedures adopted, aligned with market best practices, are underway. These initiatives aim to raise the level of information protection, reduce risks, and reinforce the reliability of technological environments.

• **ERP (Enterprise Resource Planning) Contracting**

Throughout 2025, the contracting process for the new Corporate ERP solution was conducted in a structured and rigorous manner, with the goal of modernizing the administrative and financial systems of the headquarters and its branches. The activities carried out included the review and consolidation of requirements, the technical and economic evaluation of the participating solutions, as well as the management of the contracting process. The process was completed in 2025, with the selection of the winning solution and the formalization of the contract. The start of the implementation project is scheduled for January 2026. This initiative is strategic for the Institution, aiming at operational efficiency gains, greater integration between areas, strengthening of internal controls, improvement of the quality of management information, and consolidation of institutional growth in a safe and sustainable way.

• **Preparation of the tender for the contracting of a Human Capital Management system**

Throughout 2025, the planning and preparation process for contracting the new integrated Human Capital Management (HCM) solution was conducted

in a structured and rigorous manner, focusing on the modernization of FFM's Human Resources processes. Activities included the review and consolidation of functional, technical, legal, and security requirements, the preparation of the Terms of Reference, and the carrying out of technical assessments and market consultations. The contracting process is underway, with a planned start in 2026, in alignment with FFM's Strategic Planning, reinforcing the strategic nature of the initiative and aiming for operational efficiency gains, greater integration of people management processes, strengthening of internal controls, improvement of the quality of management information, and the consolidation of institutional growth in a safe and sustainable way.

FINANCIAL BOARD: Its objectives are to conduct the financial planning of FFM and enable the institutional investment plan, as well as develop projects and new business models to achieve the objectives of cost reduction, revenue increase and sustainable growth, in addition to carrying out effective financial risk management and ensuring adequate cash flow for institutional operations.

The following Departments are linked to the Financial Board:

Financial: The Financial Department seeks to maintain the best results in cash management and the constant improvement of the services for receiving and paying demanded by the FMUSP-HC System and other partners, through the most modern, agile and secure financial performance tools available on the market.

Controllershship: Responsible for accounting, tax records, asset control, accountability and management cash flows by Management Centers.

Billing: The Billing Department is responsible for invoicing medical services for patients of the Brazilian Unified Health System (SUS) and supplementary health insurance, as well as for collection operations, control, and distribution of amounts related to services provided in the various units of the HCFMUSP Complex, through actions implemented in the pursuit of improvement and enhancement of these activities.

Within the SUS segment, it also works on the processes of accreditation and certification with the Ministry of Health (MS) and in various registrations, according to the demands of DRS-1 of the São Paulo State Health Department (SES/SP) and MS, and

monitors and supports, in the administrative scope, external audits related to SUS processes.

The Medical Audit area of the FFM Billing Department is dedicated to analyzing medical records to assess whether the procedure performed is in accordance with what is billed, as well as whether it complies with the current SUS (Brazilian Unified Health System) regulations (SIH – Hospital Information System, Technical Operational Manual of the System – Brasília/ Federal District, 2017). It also acts as an authorizer body and promotes the guidance process to the Management Centers of the HCFMUSP Complex, with a view to improving the quality of billing.

LEGAL BOARD: Its mission is to ensure legal compliance in all FFM activities, adopting modern

tools that promote efficiency in the execution of contracts and provide greater reliability to its operations, as well as to the activities developed in partnership with FMUSP and HCFMUSP.

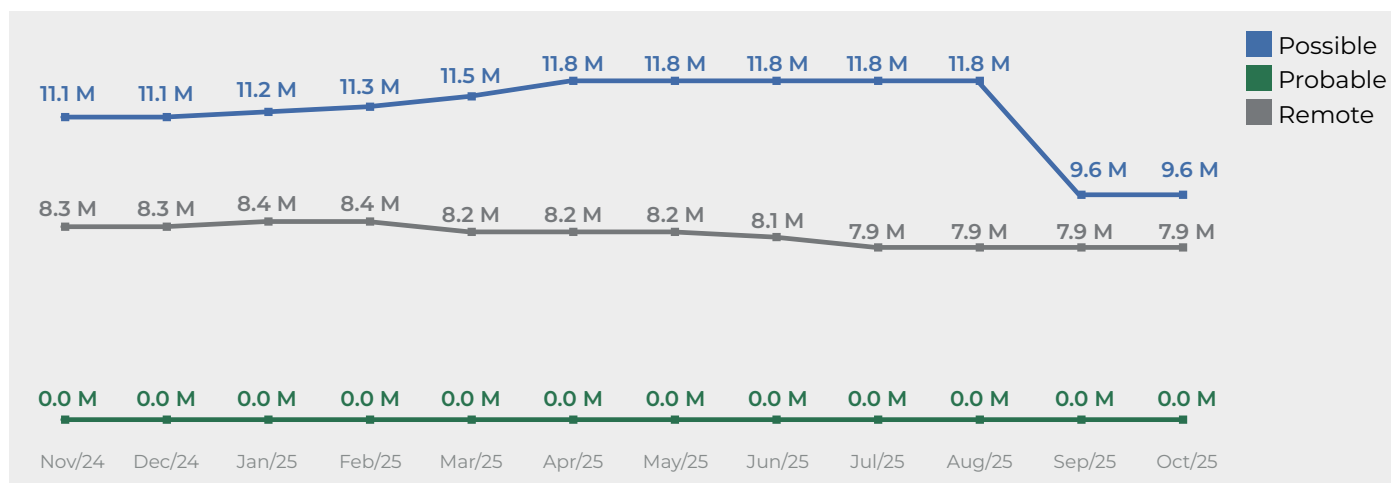
In addition, it is responsible for the preparation and implementation of legal plans and goals for the Institution, continuously analyzing legislative changes and their impacts on various areas.

Acting strategically, the Legal Board evaluates, monitors, and proposes improvements to governance processes, as well as to FFM's internal workflows. It also manages and guides the Institution's actions regarding processes and accountability to stakeholders and external oversight bodies.

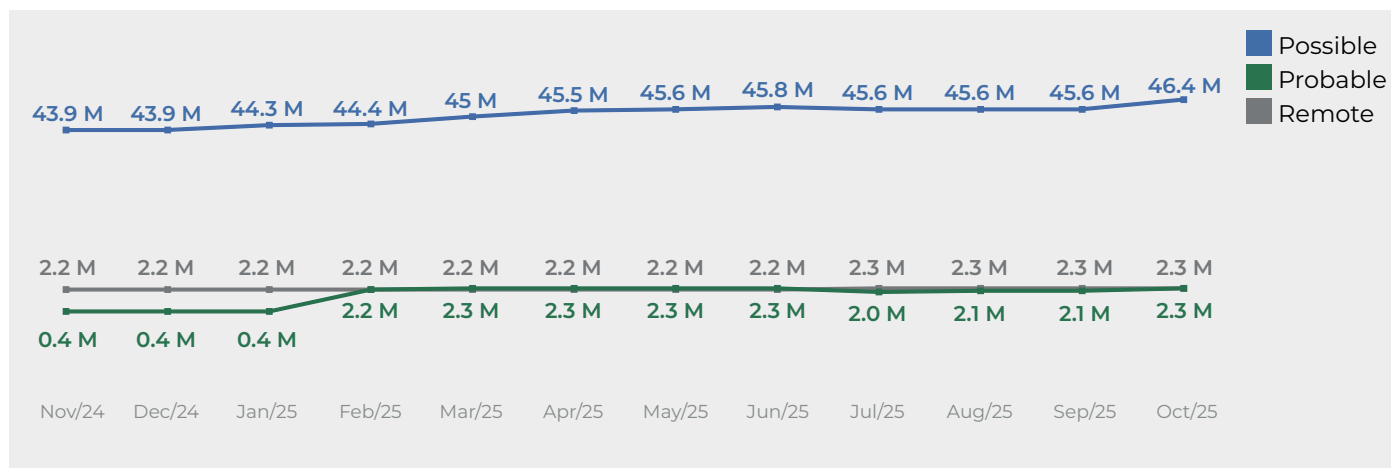
Annual Data from the Coordinating Offices (Legal Board)

Litigation and Projects:

Expectation of Economic Benefit – Civil Litigation – Actions by the Plaintiff



Expectation of Economic Benefit – Civil Litigation – Actions by the Defendant





The Legal Board is also responsible for the institution's legal defense in different spheres of the Judiciary, ensuring the protection of FFM's interests in proceedings of any nature. Based on the decisions and recommendations generated, it proposes strategic revisions to the flows and operations in different areas of FFM and its supported entities.

The coordinating bodies subordinate to the Legal Board are divided into Litigation and Projects; Contracts; Contract Governance; and Labor, which have the following responsibilities:

Litigation and Projects: The Litigation and Projects Coordination defends FFM's interests in external control processes, except those of a labor nature, pending before the Courts of Auditors and Public Prosecutor's Offices. This includes interaction with HCFMUSP and the São Paulo State Health Department, as well as acting before control institutions in all audits, accountability reports, balance sheets, and public civil investigations involving FFM. Furthermore, it sponsors FFM's interests in all bodies and instances of the Judiciary, except those belonging to the Labor Courts.

The area also offers support and enables institutional projects considered strategic, with emphasis on clinical studies, international research, innovation projects, and real estate assets. Support includes the drafting and review of contractual drafts and terms, participation in negotiations, and the issuance of opinions in internal consultations.

Contracting: The Contracting Coordination is responsible for approving bidding documents for procurement of goods, services, and works; for drafting standard bidding documents, contracts, and other legal instruments to which FFM is a party; as well as for taking the necessary steps for their execution. The Contracting Coordination also provides preventive legal advice to the requesting areas, ensuring that documents meet legal requirements and institutional interests, in addition to promoting controls to

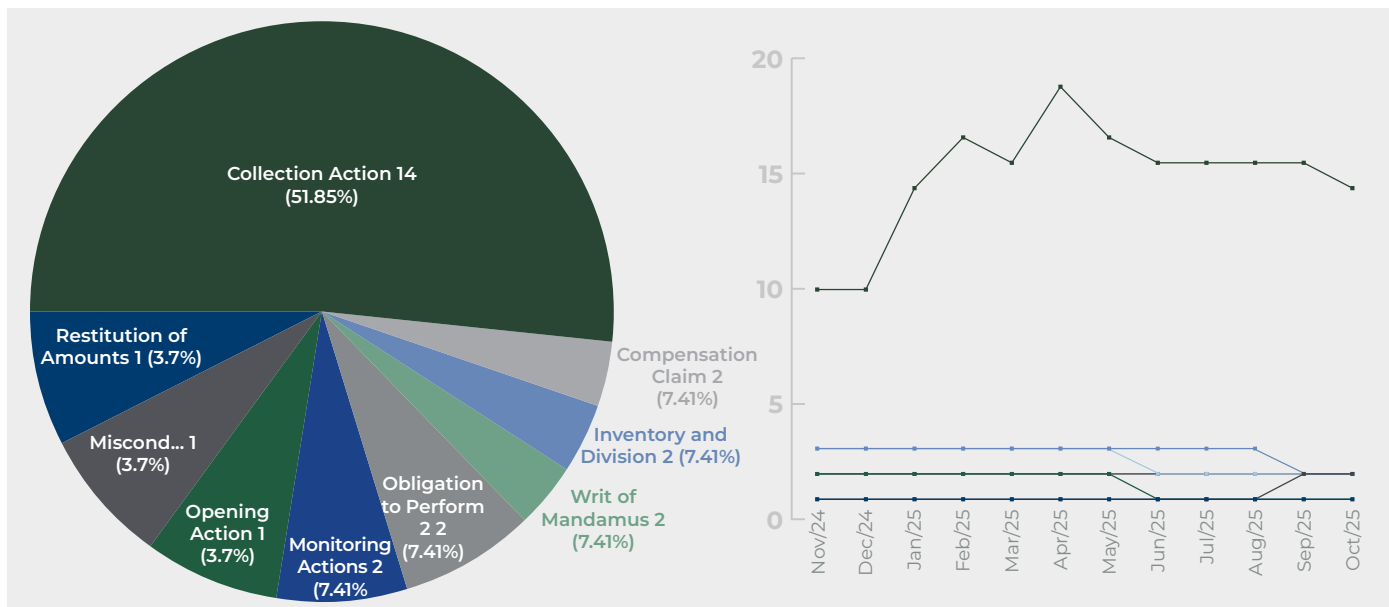
prevent irregularities. Furthermore, the Coordination suggests and updates policies and a database of templates, integrates with Internal Control and Audit, maintains document traceability, and regulates the use of electronic signatures for internal documents, according to institutional policy. It promotes training for requesting areas, issues technical notes and opinions on regulatory changes, and supports strategic negotiations and conflict resolution.

Contract Governance: The Contract Governance Coordination is responsible for proposing strategic improvements in contractual processes and flows and also acts in the preventive monitoring of certain contractual categories during their term. In this situation, governance is based on working together with other areas of FFM and the Institutes in carrying out the necessary due diligence for the fulfillment of contractual obligations. In addition, it is the area responsible for instructing sanctioning processes and for identifying and mitigating contractual risks, proposing corrective actions when necessary, and carrying out non-conformity analyses that may generate liabilities.

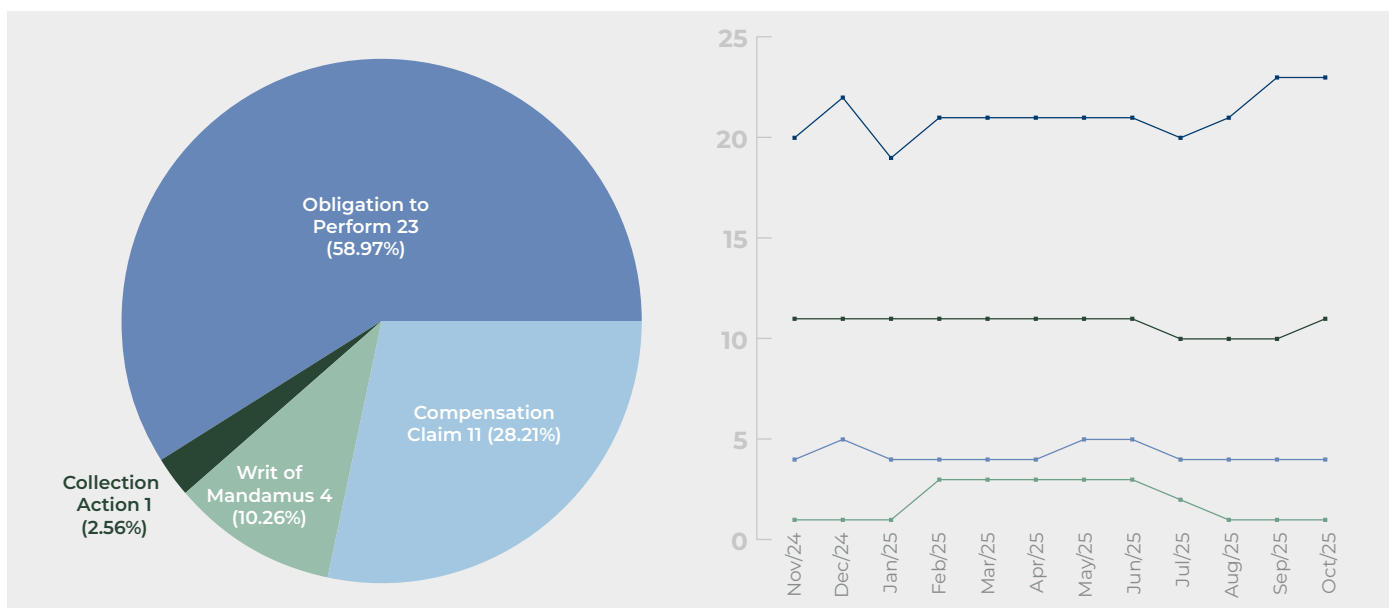
Labor: The Labor Coordination is responsible for litigation and consulting in the labor law area, defending FFM's interests in judicial and administrative proceedings, as well as providing legal advice on the application of labor legislation. Acting in the prevention of litigation and in compliance with legal obligations, the area manages labor risks and provides opinions to mitigate liabilities, ensuring the alignment of institutional practices with current regulations.

Whenever possible, it acts in the mediation of conflicts and the search for extrajudicial solutions. It is also responsible for the legal analysis of the granting of research grants; scholarships; scientific, technological and innovation initiation grants; as well as grants aimed at innovation and technological development, ensuring that the granting processes are in accordance with legal and institutional regulations.

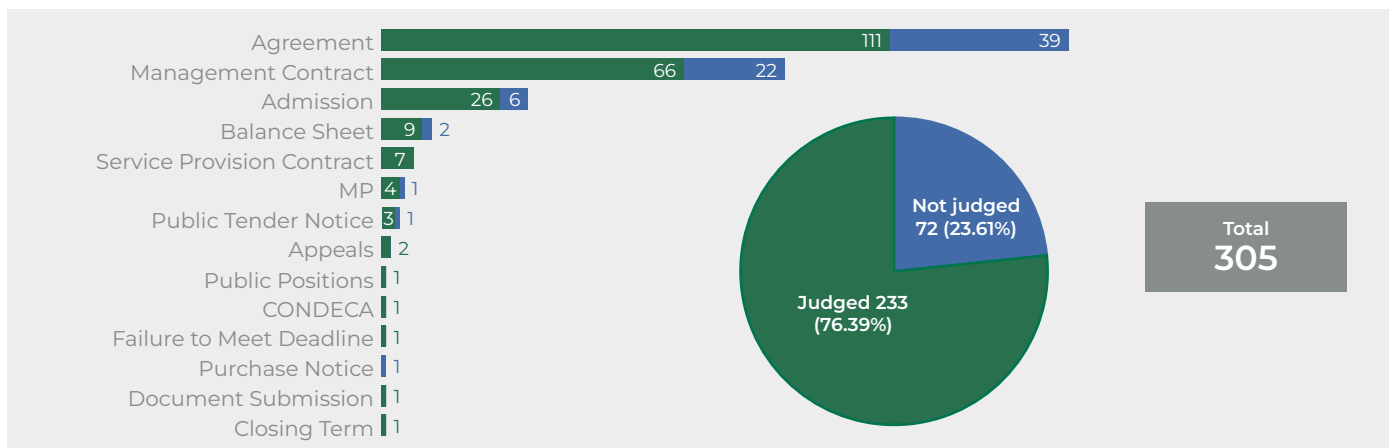
Profile of Claims – Civil Litigation – Actions by the Plaintiff



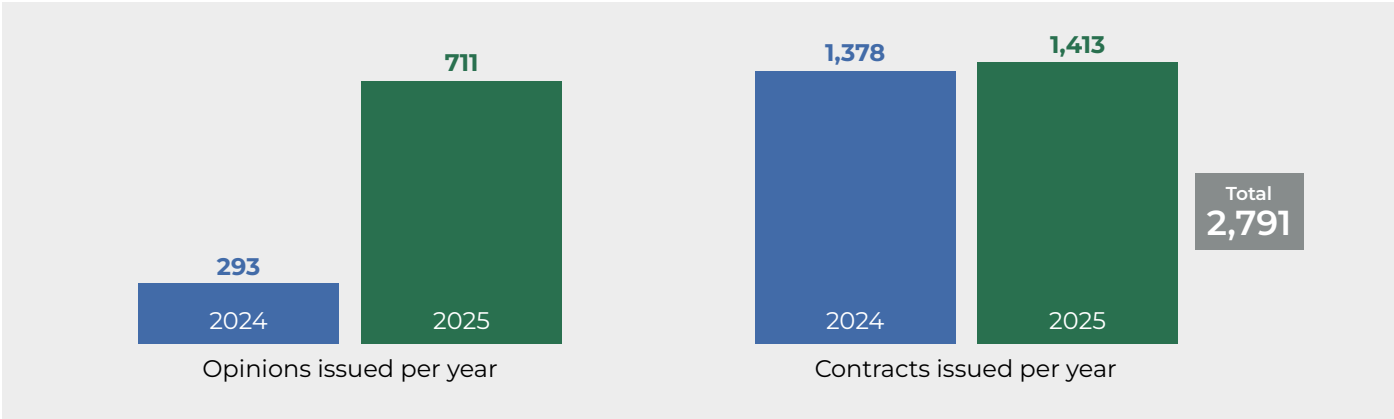
Profile of Claims – Civil Litigation – Actions by the Defendant



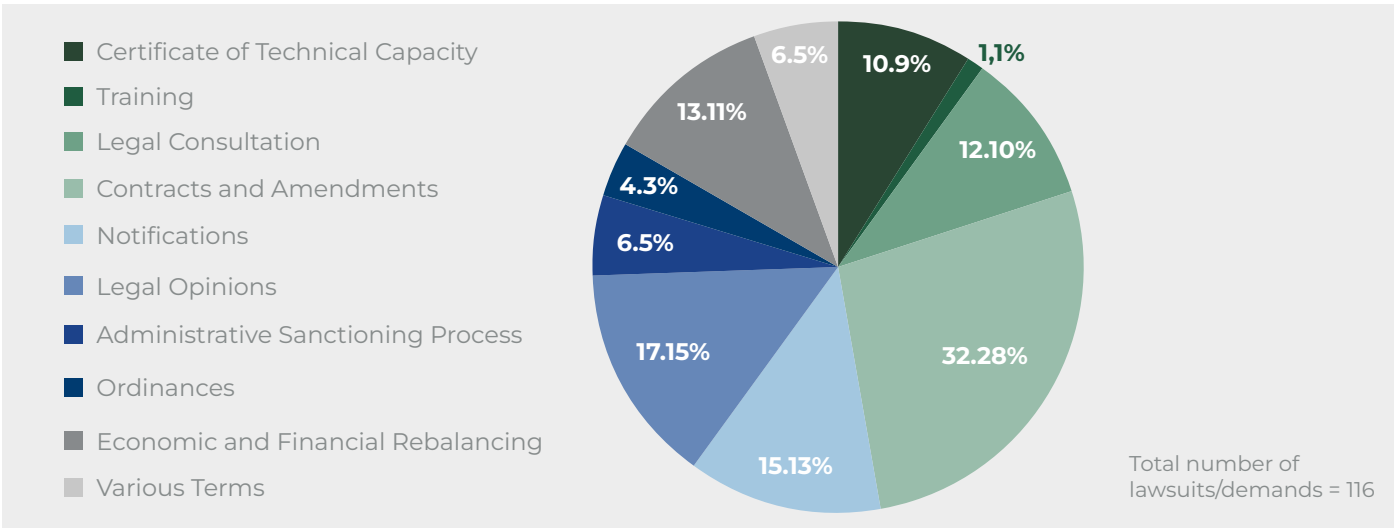
TCE Procedures – Number of cases by type and status



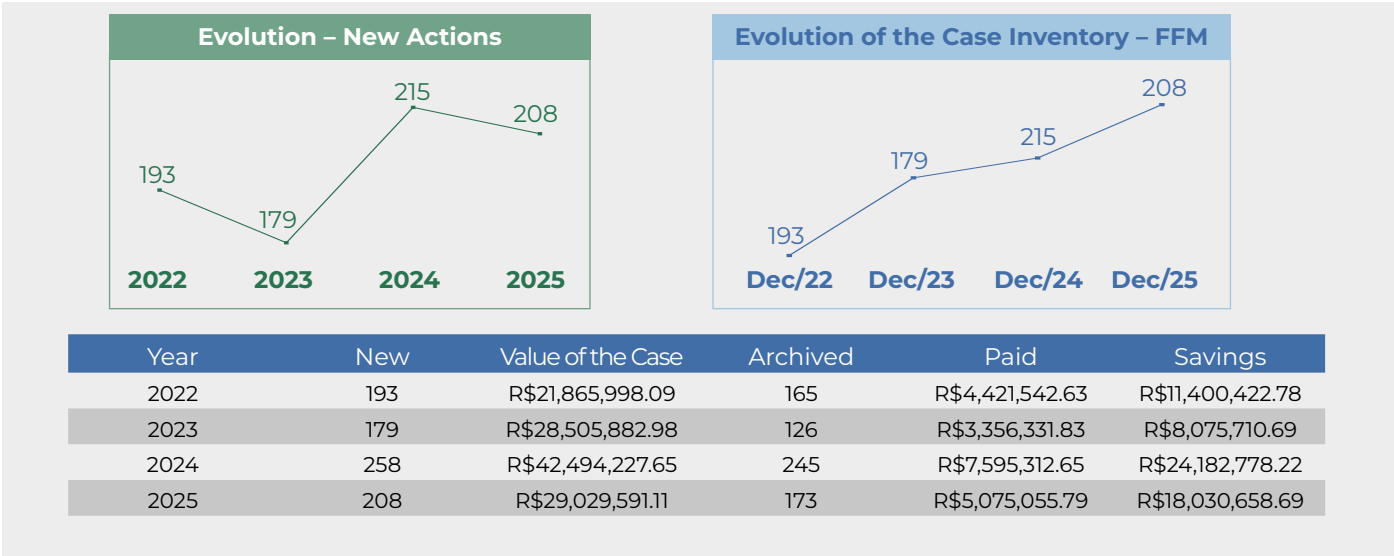
Hiring



Contract Governance



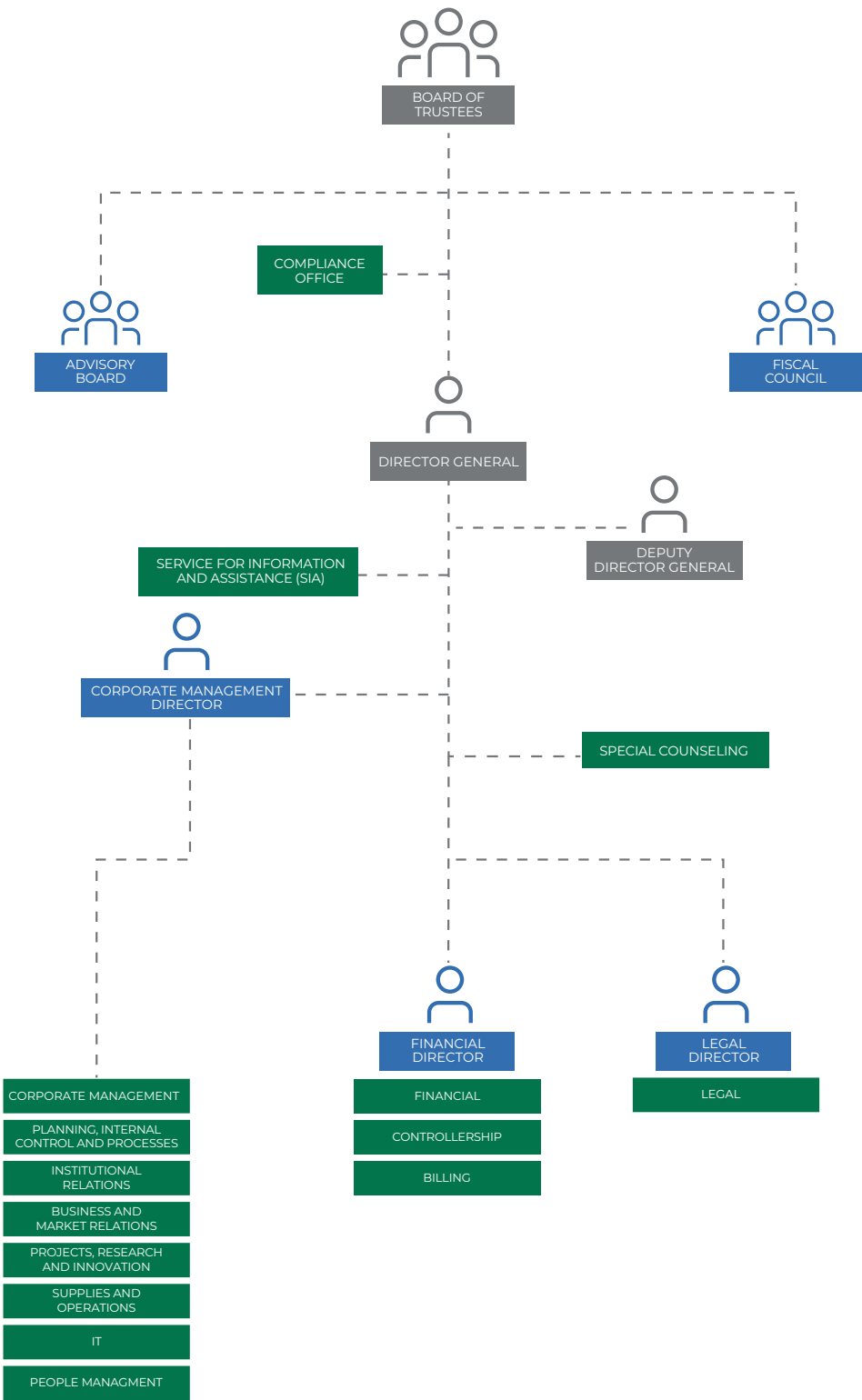
Contract Governance



ORGANIZATIONAL CHART OF THE MEDICAL SCHOOL FOUNDATION*

* Approved in October 2025.

ORGANIZATIONAL STRUCTURE





PARTNERS

Federal Public Bodies

- Ministry of Science and Technology / CNPq;
- Ministry of Science and Technology / Finep;
- Ministry of Health – MS;
- Labor Prosecution Office / Labor Attorney's Office of the Municipality of Patos de Minas (Minas Gerais State);
- Pan American Health Organization – PAHO / World Health Organization (through the Ministry of Health);
- Attorney General of the National Treasury;
- Federal University of Goiás (UGG);
- Federal University of Western Pará (UFOPA).

State Public Bodies

- Regional Council of Physical Therapy and Occupational Therapy of the 3rd Region – CREFITO;
- São Paulo State Health Department– SES-SP.

National Private Institutions

- Aids Healthcare Foundation do Brasil;
- Alzira Denise Hertzog da Silva Charitable Association/Devive Institute;
- Industrial Bank of Brazil S.A.;
- Brainfarma Chemical and Pharmaceutical Industry S.A.;
- Central Nacional Unimed – Central Cooperative;
- CISCO Hardware and Software Trade and Services of Brazil Ltda.;
- Daiichi Sankyo Brazil Pharmaceutical Ltda.;
- DM Health Care Health Technology Ltda.;
- Butantan Foundation;
- Foundation for Institutional Support for Scientific and Technological Development of the Federal University of São Carlos (UFSCar);
- Maria Cecília Souto Vidigal Foundation;
- Research Support Fund of the Brazilian Society of Rheumatology (FAPE-SBR);
- GE Healthcare Brazil;
- Itaú Group;
- Butantan Institute;
- Institute of Teaching and Research – Insper;
- Sírío-Libanês Social Responsibility Institute;
- Mahle Institute;
- Todos Pela Saúde Institute;
- Natura Cosméticos S.A.;
- Philips Medical Systems Ltda.;
- Sanofi Aventis Farmacêutica Ltda.;
- Social Service of Industry (SESI)/Regional Department of São Paulo (DR SP).

International Institutions

- Abbott Laboratories;
- Alzheimer's Association;
- Baxter Healthcare Corporation;
- Baylor College of Medicine;
- Baylor University;
- Inter-American Development Bank (IDB);
- Bill and Melinda Gates Foundation;
- bioMérieux S.A.;
- Child Mind Institute, Inc.;
- Diomics Corporation;
- Drexel University;
- Family Health International;
- Fellows of Harvard College;
- Fondation Mérieux;
- Fred Hutchinson Cancer Center;
- Fundación Infant, Buenos Aires;
- Global Disability Innovation Hub C.I.C.;
- Grand Challenges Canada;
- Grinberg Laboratory – University of California, San Francisco;
- H. Lee Moffitt Cancer Center and Research Institute, Inc.;
- Icahn School of Medicine at Mount Sinai;
- Imperial College of Science, Technology and Medicine;
- International Atomic Energy Agency (IAEA);
- International Brain Research Organization;
- J. David Gladstone Institutes;
- Jhpiego Corporation;
- Johns Hopkins International Injury Research Unit;
- Johns Hopkins University;
- Kephera Diagnostics;
- Lead Discovery Center GmbH;
- London School of Hygiene & Tropical Medicine;
- Natera, Inc.;
- National Institutes of Health (NIH);
- Network for Investigation of Delirium;
- Novartis Institutes for BioMedical Research, Inc.;
- Optina Diagnostics, Inc.;

International Institutions

- Revive & Restore Genetic Rescue of Endangered and Extinct Species;
- Swiss Tropical and Public Health Institute;
- The Board of Trustees of the University of Alabama for the University of Alabama at Birmingham;
- The Children's Hospital Boston;
- The George Washington University;
- The Michael J. Fox Foundation for Parkinson's Research;
- The Ohio State University;
- The Regents of the University of California, Berkeley;
- The Regents of the University of California, San Francisco;
- The Trustees of Columbia University of New York;
- The United Nations Office for Project Services;
- The University of Bath;
- The University of Birmingham;
- The University of California, San Diego;
- The University of Kentucky Research Foundation;
- The University of North Carolina at Chapel Hill;
- The Washington University;
- The World Bank;
- Thomas Jefferson University;
- United Nations Children's Fund (UNICEF);
- Universitätsklinikum Hamburg-Eppendorf (UKE);
- University of Newcastle Upon Tyne;
- University of Wisconsin Madison;
- Vanderbilt University Medical Center;
- ViiV Healthcare UK Ltd.;
- Vital Strategies, Inc.;
- Vitalant Research Institute;
- Wellcome Trust;
- William Marsh Rice University;
- World Health Organization;
- Yale University.

FFM CONSOLIDATED RESULTS

Health promotion, disease prevention, high-complexity medical and hospital care, and rehabilitation activities for users of the Unified Health System (SUS) are the assistance activities promoted jointly by HCFMUSP and the Medical School Foundation (FFM), through the Comprehensive Health Care Agreement for SUS Patients, in force since in 1988 between FFM, HCFMUSP, and SES-SP.

In increasingly modern and technologically equipped facilities, according to the latest international quality guidelines, the assistance also relies on highly specialized and trained teams.

Partnerships with public and private institutions, both national and international, allow FFM to develop various health programs that benefit the population.

Due to the credibility that FFM has earned among funding agencies, the volume of funds managed by the Institution has increased significantly year after year. Operating revenues, as well as revenues from projects, contracts, agreements, and other sources, which have grown substantially over the years, have been entirely reinvested in the operation itself and in the projects it executes.

FFM CONSOLIDATED RESULTS			
(In thousands of R\$)	2025	2024	2023
Revenue	2,434,745	2,100,555	1,765,935
Unified Health System – SUS	662,882	554,635	422,890
Private medical assistance	126,314	126,270	120,643
Subsidies and contributions	1,256,365	1,115,932	931,861
Net financial income	130,198	92,018	103,853
Technical services	128,119	95,219	73,771
Other (courses, donations, etc.)	130,867	116,481	112,917
Expenses	2,201,935	1,906,377	1,670,867
Personnel	1,355,048	1,154,001	1,011,257
Materials for consumption	361,368	332,108	284,388
Professional services	327,548	291,068	257,540
Other (general, depreciation, etc.)	157,971	129,200	117,682
Result	232,810	194,178	95,068

In 2025, the financial guideline maintained the pursuit of positive working capital, basing its spending or investment decisions on the prior requirement of having sufficient financial resources.

Regarding financial investments, the policies of allocating investments to secure, liquid, and very low-risk banking products were maintained. Nevertheless, financial returns in 2025 were significant, mainly due to the boost from the high Selic rates, compared to previous years.

When comparing FFM's total revenue, a 16% increase is observed in 2025 compared to 2024.

Revenue from medical services provided by SUS increased by 20% in that period, obtained mainly through reassessments of the fixed values established in the formal agreements that regulate the transfers.

Investments in infrastructure and equipment made by FFM in 2025 totaled approximately R\$109.4 million.

Approximately R\$86.7 million was invested in HCFMUSP, R\$17.6 million in ICESP, R\$3.8 million in FMUSP, R\$305 thousand in IRLM, and R\$254 thousand in other agreements. The FFM administration, in turn, invested approximately R\$733 thousand, with an emphasis on computer equipment and systems.

FFM CONSOLIDATED RESULTS

(In millions of R\$)	2025	2024	2023
Total	109.4	39.9	110.6
Equipment	88.6	23.0	75.3
Buildings and Facilities	(*)	4.7	25.9
Computers	14.2	5.8	5.6
Other (furniture, vehicles etc.)	6.6	6.4	3.8

(*) As of 2025, expenses related to construction and renovations will be classified and monitored in the "Construction and Renovations" account directly in the income statement, under the Professional and Contracted Services subgroup, as these are works on third-party buildings

FINANCIAL SUMMARY – 2025

SOURCE OF FUNDS (in thousands of R\$)	2025	%	2024	%	2023	%
Total Revenue	2,434.7	100%	2,100.6	100%	1,765.9	100%
Government Resources	1,885.6	77.4%	1,619.8	77.1%	1,301.6	73.7%
Medical Assistance – SUS	662.9	27.2%	554.6	26.4%	422.9	23.9%
Subsidies	1,222.7	50.2%	1,065.2	50.7%	878.7	49.8%
Medical Assistance – Agreements and Private Patients	126.3	5.2%	126.3	6.0%	120.6	6.8%
Donations	35.0	1.4%	42.6	2.0%	43.7	2.5%
Private Cooperation – National and International	33.7	1.4%	50.7	2.4%	53.2	3.0%
Service Provision and/or Product Sales	189.5	7.8%	141.3	6.7%	112.1	6.3%
Other Incomes	164.7	6.8%	119.9	5.8%	134.7	7.7%

APPLICATIONS OF RESOURCES	2025	%	2024	%	2023	%
Total Expenses	2,311.3	100%	1,946.3	100%	1,781.5	100%
Personnel	1,355.0	58.6%	1,154.0	59.3%	1,011.3	56.8%
Operating expenses	846.9	36.6%	752.4	38.7%	659.6	37.0%
Acquisition of goods	109.4	4.8%	39.9	2.0%	110.6	6.2%

COMPREHENSIVE HEALTHCARE ASSISTANCE ACTIONS

ACTIVITIES
REPORT
2025

FMUSP-HC SYSTEM

The FMUSP-HC System provides comprehensive care at all levels of healthcare.

The Academic Health System of the Medical School of the University of São Paulo (FMUSP) and the Hospital das Clínicas of the Medical School of the University of São Paulo (FMUSP-HC) provides comprehensive care at all levels of care, being the oldest Brazilian university health system and the largest in Latin America. Its main objective is to offer teaching, research, healthcare services, and cultural and extension activities, with an emphasis on multidisciplinary and multi-institutional collaboration.

Theoretical classes and all academic activities take place at FMUSP, while HCFMUSP provides specialized high-complexity care (tertiary/quaternary care), serving as a reference center for severe cases. The FMUSP-HC System also includes the University Hospital of USP, providing medium-complexity care (secondary care); specialized units such as the HIV/AIDS Patient Care Extension Service, the Butantã School Health Center, and Basic Health Units (primary care). Finally, the System is completed by: the Integrated Center for Translational Medicine; and the Institute of Tropical Medicine (IMT); the São Paulo State Cancer Institute (Icesp); the Lucy Montoro Rehabilitation Institute (IRLM); the Capital Death Verification Service (SVOC); and two support institutions, the Medical School Foundation (FFM) and the Zerbini Foundation (FZ).

The highest bodies of the FMUSP-HC System are the FMUSP Congregation and the HCFMUSP Deliberative Council, both chaired by the Director of FMUSP. The FMUSP Congregation has an advisory and deliberative function and is assisted by the Committees on Undergraduate Studies, Postgraduate Studies, Research, Culture and Extension, Medical Residency, and International Relations.

The HCFMUSP Deliberative Council defines the guidelines for tertiary-level medical-hospital care and is composed of ten representatives of the FMUSP's full professors, elected by their peers.

Since the founding of FMUSP in 1912, its first director, Dr. Arnaldo Augusto Vieira de Carvalho, already envisioned a teaching model associated with medical care and research. This was consolidated through an agreement signed between the Rockefeller Foundation and the Government of the State of São Paulo, which established guidelines for the expansion of the Faculty's activities, including funding, logistical support, scholarships for studies abroad, and subsidies for foreign professors to teach in Brazil.

As a result of this agreement, the FMUSP Main Building was inaugurated in 1931, and construction of the teaching hospital began in 1938, being completed in 1944. Thus, HCFMUSP emerged, with purposes aligned with those of Dr. Arnaldo Vieira de Carvalho: the education and development of students and free medical care for the population of the capital and the interior of the state.

Today, as a special public-law entity of the Government of São Paulo, HCFMUSP is linked to the State Health Department for administrative coordination purposes and subordinate to FMUSP for teaching, research, and the provision of health services to the community. Throughout its history, it has established itself as a benchmark for the production and dissemination of technical and scientific knowledge, excellence in teaching, and public health.

Levels of Health Care		
Primary or basic: Actions related to reducing the risk of disease and protecting life, promoting routine examinations and consultations with the goal of prevention; in addition to coordinating the flow of patients through health networks, referring patients to other levels of care when necessary.	Secondary: Offers specialized medium-complexity care, in conditions that chronically compromise the quality of life of patients, consisting of outpatient clinics and hospitals.	Tertiary: High-complexity care, when the patient's life is threatened, requiring advanced technology, invasive examinations, surgeries, and highly specialized professionals to deal with chronic diseases or serious sequelae of an accident.

In addition to the **Medical School Foundation**, the FMUSP-HC System is composed of the following institutions:

Medical School of the University of São Paulo (FMUSP) (p. 41): Founded in 1912, its headquarters were built in 1931, and since 1934 it has been part of the University of São Paulo. The School offers five undergraduate courses (Medicine, Physiotherapy, Speech Therapy, Occupational Therapy, and Medical Physics) and is recognized for its pioneering spirit and excellence in teaching and research. In 2025, FMUSP celebrated 113 years of existence as one of the largest centers for medical and scientific research in the country.

HCFMUSP (p. 46): Created in 1944, it has nine specialized institutes (IHC, IPq, IOT, IMRea, ICr, InCor, InRad, Icesp, and IPer). It also includes the Institute of Management and Health, inaugurated on September 22, 2025; the Medical Research Laboratories (LIMs), which house more than 240 research groups; the HCX Fmusp, which promotes education for health professionals, health education professionals, and the general community; the LEPIC, which develops programs in surgical areas in the fields of laparoscopy, video-assisted surgery, videoendoscopy, and robotic surgery; and the Rebouças Convention Center (CCR), with capacity to receive up to 2,300 participants in congresses, conventions, fairs and exhibitions, corporate events, among others.

Zerbini Foundation (FZ): A private law foundation that works to promote the agility and administrative efficiency of the Heart Institute (InCor), as well as to raise additional funds.

Lucy Montoro Rehabilitation Institute (IRLM) (p. 77): Offers more complex care for people with disabling physical conditions, through comprehensive and integrated rehabilitation treatment. It has a technological infrastructure and highly qualified personnel in diagnostic and therapeutic resources.

University Hospital of USP (HU-USP): Located on the University City campus, it was inaugurated in 1981 and is a community teaching hospital focused on teaching, research, and extending services to society.

Samuel Barnsley Pessoa School Health Center (CSE Butantã) (p. 72): A teaching and healthcare unit of FMUSP focused on teaching and research in the area of primary care and serving the population of Butantã, in the west zone of the city of São Paulo.

Institute of Tropical Medicine (IMT): Linked to FMUSP and dedicated to research, teaching, and assistance in the field of tropical diseases, the Institute is the only one of its kind in the state of São Paulo.

Capital Death Verification Service (SVOC): This body is linked to FMUSP and is responsible for determining the cause of death in cases of death due to poorly defined illness or without medical assistance, occurring in the municipality of São Paulo.

MEDICAL SCHOOL OF THE UNIVERSITY OF SÃO PAULO (FMUSP)



FMUSP IS 5 STARS

The Medicine, Physiotherapy, Speech Therapy, and Occupational Therapy courses achieved the highest possible score in the national evaluation of the 2025 Faculty Guide.

Source: FMUSP

Main entrance of FMUSP.

With 113 years of history, FMUSP invests in modernization, technological innovation, and educational platforms.

The Medical School of the University of São Paulo (FMUSP) is recognized for its pioneering spirit and excellence in teaching, research, and university extension. The institution invests in modernization, technological innovation, and educational platforms, in addition to establishing partnerships with the private sector and expanding its internationalization process to become a leading educational center in the world.

Inaugurated in 1931, the campus currently has approximately 44,000 m² of built area and houses facilities such as the Oscar Freire Institute (IOF), the Technical Division for Teaching, Research and Innovation Support (DTAPEPI), the Institute of Tropical Medicine (IMT), Medical Research Laboratories (LIMs), the Library, and the Administration Building. In addition to this space, there is a 6,000 m² area located in the University City, where some courses are taught.

Excellence in teaching is one of the pillars of FMUSP. Through innovative pedagogical projects and a curriculum that anticipates future challenges, students receive a solid education in the field of health sciences. Today, FMUSP offers five undergraduate courses: Medicine, Physiotherapy, Speech Therapy, Occupational Therapy, and Medical Physics.

FMUSP's *stricto sensu* postgraduate education comprise 27 programs at the Academic Master's, Professional Master's, and Doctoral levels, aimed at training researchers and university professors.

Medical Residency is a postgraduate education modality in the form of a specialization course and characterized by on-the-job training. FMUSP has 54 training programs in medical areas and 883 positions accredited by the National Medical Residency Commission for the 1st year of Residency, distributed among basic specialties with direct access and positions with prerequisites, in addition to the so-called additional years/areas of expertise programs.

FMUSP received recognition in the 2025 Faculty Guide (*Guia da Faculdade*), conducted by the newspaper *O Estado de S. Paulo* in partnership with the Quero Educação platform. The Medicine, Physiotherapy, Speech Therapy, and Occupational Therapy programs received the highest possible rating (five stars), a recognition that consolidates the institution's excellence in various areas of health.

The Faculty Guide adopts a peer-review methodology, in which professors and course coordinators analyze educational institutions throughout the country. Three main criteria are considered: pedagogical project (curricular organization and coherence of the academic proposal), faculty (training, experience, and dedication of professors), and infrastructure (facilities, laboratories, and technological resources). Only programs with graduating classes are eligible for evaluation, which is why the Medical Physics course is not yet included in the ranking.

FMUSP continues to excel internationally. According to the QS World University Rankings 2025, FMUSP occupies the 58th position globally, maintaining its position as the best medical school in Latin America.

The ranking, compiled by the British consultancy Quacquarelli Symonds (QS), evaluates universities based on five indicators: academic reputation, which measures experts' perception of research excellence; employer reputation, which assesses the quality of graduates in the job market; citations per paper, which analyzes the impact of scientific production; H-index, which measures academic productivity and relevance; and international research network, which evaluates the global collaboration of its institutions.

FMUSP also maintained its position as the best institution in Latin America in the SCImago 2025 ranking, published by SCImago Lab, a research group linked to the Spanish National Research Council (CSIC).

The ranking evaluates teaching and research institutions based on three criteria: research performance (50%), innovation (30%), and social impact (20%), using data from the Scopus scientific database. In the 2025 edition, FMUSP occupied the 46th global position, maintaining its top position in the Latin American ranking since 2021, when the Medicine area began to have specific evaluation.

FMUSP has made significant investments in its undergraduate program. In addition to the regular contributions made annually by the Board, the administration has developed major projects, prioritizing the pursuit of sustainability and talent retention. These efforts have resulted in significant improvements for students.

The implementation of the culture and extension program **"HCFMUSP Experience in Practice"** brought significant resources, enabling the acquisition of realistic mannequins for the simulation of clinical, obstetric, and neonatal emergencies; participation in the Progress Test; and training in Advanced Cardiovascular Life Support (ACLS). The improvements to the infrastructure of student spaces include support for the Academic Center; the electrical renovation of the amphitheaters; and support for the University Medical Congress (COMU). In addition, more than R\$1 million is being allocated to student retention initiatives and

support for student participation in national and international congresses.

The USP Pro-Rectorate for Undergraduate Studies approved a R\$1.7 million project, developed by the FMUSP Board, for the creation of a **Virtual Teaching Room**. The space will be dedicated to teaching anatomy, surgery, and simulations. Resources were allocated through parliamentary amendments for the acquisition of 20 portable ultrasound devices, which will be used exclusively for teaching, with the aim of improving the practical training of students.

Private donations, raised by the FMUSP Board with operational support from FFM, totaled more than R\$12 million in investments. This amount was allocated to fund the **"Adopt a Preceptor"** project, which provides for increased stipends for these professionals for two years, training for undergraduate preceptors and supervisors in evaluating interns through Entrustable Professional Activities (EPAs), and the acquisition of equipment for the Didactic Module, which will be built on the Faculty's premises.

Part of the resources was also directed to programs to support the retention of students in vulnerable situations and to the hiring of supervisors for interns within the Digital Health Program, so that students can participate in telemedicine activities focused on primary care.

In 2025, researchers at FMUSP achieved an unprecedented **scientific milestone in the country**: the genetic sequencing of three thousand patients with sickle cell anemia. This study represents a significant advance in the treatment of the condition, which mainly affects the black population.

Sickle cell anemia is a hereditary disease that deforms red blood cells, compromising blood circulation, causing intense pain and serious complications. Despite being one of the most common genetic conditions in Brazil, it is still surrounded by prejudice and misinformation.

The initiative aims to enable safer blood transfusions through genotyping of both patients and donors, reducing adverse reactions and promoting greater compatibility.

Researchers at FMUSP conducted a pioneering study that revealed the **benefits of medicinal plants** in improving metabolic health and quality of life in overweight or obese individuals. Published in the journal *Scientific Reports*, the work highlights the potential of herbal medicines in remodeling the gut microbiota and reducing inflammatory markers, critical factors for managing obesity and its complications.

A study by FMUSP, in partnership with the University of Bath in the United Kingdom, revealed a strong link between **childhood trauma and the development of psychiatric disorders** in adolescence. Published in *The Lancet Global Health*, the research analyzed data from more than 4,000 young Brazilians and identified that more than 80% of them experienced at least one traumatic event by the age of 18.

The results indicate that the risk of developing mental disorders, such as anxiety, depression, and conduct disorders, increases with exposure to different types of trauma. It is estimated that 30.6% of diagnoses at age 18 are related to traumatic childhood experiences. Among the events analyzed are serious accidents, natural disasters, domestic violence, physical and sexual abuse, and the loss of a parent.

In 2025, the partnership between the Primary Health Care (PHC) at FMUSP and the social organization Bompar, for the promotion of the elective internship **"Street Clinic"**, completed four years. The initiative provides 5th-year medical students with a unique experience in serving the homeless population, allowing them to develop important technical and humanistic knowledge for their future professional practice.

Lasting three weeks, the internship has a transformative impact on the participants' training. In addition to technical learning, the experience broadens the students' social perspective.

Created in 2019 by FMUSP students to connect undergraduate students with volunteering, the **"FMUSP Solidária"** extension project began its sixth year in 2025, expanding its services and taking significant steps towards initiating longitudinal research on vulnerable populations.

A study conducted by FMUSP researchers revealed that **high consumption of ultra-processed foods** can increase the risk of developing persistent depression,

characterized by recurrent or continuous episodes over years, by up to 58%.

The research, published in the *Journal of the Academy of Nutrition and Dietetics*, was based on data from the *Longitudinal Study of Adult Health (ELSA-Brasil)*, a multicenter survey that has been monitoring the health of public servants in Belo Horizonte, Porto Alegre, Rio de Janeiro, Salvador, São Paulo, and Vitória since 2008.

On February 26th, FMUSP held **demonstrations of surgical procedures** at the Minimally Invasive Procedures Training Center (PROMIN). During the procedures performed, residents and sixth-year medical students were able to apply innovative video-surgery techniques.

For the demonstrations, two video-laparoscopy towers with 4K video systems and RGB image capture chips were acquired. The demonstrated procedures utilize new fluorescence technology, which allows for greater safety in the creation of gastrointestinal anastomoses.

On April 16th and 17th, FMUSP performed, at PROMIN, the **first robotic head and neck surgeries** using the transoral technique. This innovative transoral approach allows access to the thyroid gland without external incisions, avoiding visible scars and ensuring greater safety during the dissection of delicate structures, such as nerves and blood vessels in the cervical region.

Between April 7th and 11th, a group of international researchers participated in the first edition of the **"Mentorship Program in Brain Banks for Low- and Middle-Income Countries"**, created to promote the training of professionals in the field of neuropathology and the creation and management of brain banks.

The exchange provided a valuable sharing of experiences between foreign researchers and faculty professionals, strengthening collaborative networks and promoting advances in global health capacity building.

The **CHANGE Study** (acronym for Creating a Hospital Assessment Network in Geriatrics), developed by FMUSP researchers in partnership with 43 institutions in Brazil and four other countries, received international recognition by having two important awards in the areas of public health and geriatrics.

The first award was granted by the American university Johns Hopkins Bloomberg School of Public Health, which ranked CHANGE as the best international practical project in public health in the 2024-2025 academic year. The second recognition was obtained during the AGS Annual Scientific Meeting, held in Chicago.

In May 2025, FMUSP held another edition of the **“Pop Rua”** project. The project offers free forensic medical evaluations to homeless people, with reports prepared by residents, which are fundamental for accessing the INSS (Brazilian National Social Security Institute), guaranteeing benefits, and enabling the issuance of essential documents for the recovery of citizenship.

Awarded in 2024 in the Justice and Health Prize, in the Public Sector category, “Pop Rua” also supports those who need hospital beds and consultations in the public network.

In June, two FMUSP initiatives won first place in the **2025 USP Social Impact Award**: “Kids Save Lives Brasil”, in the Quality Education category; and the “Missão Belém FMUSP Solidária” project, in the category of Reducing Inequalities.

The USP Social Impact Award aims to recognize and value university extension projects that have generated a positive social impact, aligned with the 17 Sustainable Development Goals (SDGs) of the UN.

Researchers at the Institute of Tropical Medicine (IMT) have achieved **a significant milestone in the fight against the Zika virus**. A new vaccine, based on “virus-like particles” (VLPs) technology, has proven to be safe and effective in tests with mice. The immunizing agent not only induced a robust immune response against the pathogen, but also protected the animals from brain and testicular damage, serious complications associated with the infection.

The research results were published in the journal *NPJ Vaccines* and reveal a major advantage of the vaccine: a formulation that does not use the virus’s genetic material, making it safer and more economical. VLP technology mimics the viral structure, allowing the immune system to recognize it as a threat without the risk of infection.

From July 14th to 25th, FMUSP held the 2025 edition of the **Winter Schools**, a program promoted by the International Relations Committee (CRIInt) that offers intensive courses and practical experiences in strategic areas of health.

For two weeks, 18 undergraduate students from Brazil, Germany, Chile, the Netherlands, and the United Kingdom participated in an academic and cultural exchange that combined technical training and immersion in the Brazilian Unified Health System (SUS), gaining firsthand knowledge of the structure and challenges of Brazilian public health.

On July 26th and 27th, the Scientific Department of FMUSP held another edition of the **“Medicine Workshop”**, in which 1,196 high school students and prospective students experienced studying at the best medical school in Latin America for a day.

This number represents an increase of almost 20% compared to the previous edition, reinforcing its reach and relevance among those who dream of a medical career. The program also had the support of 135 collaborators, including volunteers and members of the organization, who accompanied the students throughout all the activities.

On July 24th, PROMIN at FMUSP received an important boost to its technological infrastructure with **the acquisition of state-of-the-art equipment** for teaching and research in minimally invasive surgery. The resources, made possible by parliamentary amendments, allowed an investment of R\$3,432,000 in the modernization of the Center.

Eight high-tech pieces of equipment were acquired: two 4K laparoscopy towers, one digital video endoscopy tower with two video gastroscopes, one Robotix Flex simulator (robotic and laparoscopic), and four electrosurgical towers, two of which use argon technology.

The Center for the Development of Medical Education (CEDEM) at FMUSP held the third edition of the **International Congress on Innovation and Research in Health Education (CIIPES)** from July 4th to 6th, 2025. CIIPES is one of the leading international forums dedicated to pedagogical innovation, research in health education, and the use of technologies applied to teaching health professions.

Created almost 15 years ago, the **“FMUSP Surgical Expedition”** reached the milestone of its largest edition. Between June 27th and July 5th, the extension project brought specialized care and high-complexity procedures to the city of Crateús, in Ceará. In total, 262 surgeries were performed in the areas of gynecology, dermatology, and general surgery on 196 patients, in addition to 536 screening consultations, 847 ultrasound examinations, and 44 IUD insertions.

In August, FMUSP began construction of the **New Didactic Module**, which will be built on currently unoccupied land next to the Oscar Freire Institute. The project represents an important step forward in modernizing the Institution’s teaching infrastructure and was developed to encourage active methodologies and collaborative practices.

With 1,397.81 m² of building area distributed across three floors, the facility will have seven multipurpose rooms equipped with state-of-the-art audio and video technology, in addition to a room in the Harvard Case Method format, focused on the discussion of real cases, and another for Team-Based Learning, designed for team activities and collaborative problem-solving. The space will also include common areas and a café, balconies, accessible and gender-neutral restrooms, storage areas, and technical support infrastructure. Landscaping with native species and personalized visual communication complement the architectural concept.

The **“Santos Young Doctor Program”**, developed at FMUSP, received the Veja Saúde Oncoclínicas Medical Innovation Award 2025, in the Prevention and Health Promotion category, at a ceremony held on September 5th. The award recognizes projects, institutions, and professionals who promote significant changes in the scientific, clinical, and healthcare fields. The criteria consider the innovative potential, social relevance, and the ability of the proposals to transform the lives and health of Brazilians.

On September 13th, FMUSP welcomed approximately 500 visitors, including students, family members, and professors, for a special edition of the event **“A Day at USP”**, promoted by the Pro-Rectorate for Culture and University Extension (PRCEU) as part of the “USP and the Professions

2025 Program.” The initiative provided participants with the opportunity to learn about the unit’s undergraduate courses, its training spaces, and the academic possibilities offered by the School.

Between August 29th and 31st, the **Scientific Flag**, a traditional FMUSP project, carried out the first expedition of the “Zoé ‘Ykúápe Project,” which brought medical care and comprehensive care to indigenous communities in the Iguape region, on the southern coast of São Paulo. The action was conducted by a multidisciplinary team composed of students and health professionals from the FMUSP-HC System, as well as volunteers, with the objective of strengthening primary care in the territory and supporting the strategies already developed by the Miracatu Indigenous Health Base Center. During the three days of activities, more than 60 free consultations were carried out, including consultations in the areas of internal medicine, pediatrics, and gynecology, in addition to five geriatric assessments focused on the care of the elderly population. Simultaneously, educational activities to raise awareness of oral health were promoted with children from the community, who also received children’s toothbrushing kits.

On December 2nd, FMUSP began the **first phase of connectivity testing** for a pioneering robotic telesurgery program, which evaluates the possibility of performing surgical procedures remotely between FMUSP and HU-USP (University Hospital of the University of São Paulo). The initiative aims to analyze, under real-world conditions, the stability of data transmission during simulated surgical activities, a fundamental step for advancing to the next phases of the study.

Approximately 200 people, including students, healthcare professionals, and professors from FMUSP, participated in another edition of the **Scientific Flag** event between December 14th and 22nd. The extension project carried out an unprecedented action in the Pará municipalities of Salvaterra and Soure, on Marajó Island. The initiative brings a wide range of free health services, prevention actions, and cultural activities to urban, rural, quilombola, and extractive communities.

In 2025, FFM continued to contribute effectively to streamlining bureaucratic processes and, especially, to the implementation of FMUSP projects and programs that are more time-consuming in state administration.

HCFMUSP



A ranking by the American magazine Newsweek placed HCFMUSP among the best hospitals in the world – in 7th position among Brazilian hospitals and 210th in the global ranking.

In 2025, HCFMUSP celebrated 81 years since its founding, consolidated as a benchmark for the production and dissemination of technical and scientific knowledge, excellence and innovation in teaching and public healthcare. For the third consecutive year, the hospital was mentioned among the best in the world in the “World’s Best Hospitals 2025” ranking by the American magazine Newsweek, in partnership with Statista, a global data research company.

In this edition, the hospital achieved the 7th position among Brazilian institutions and 210th place in the global ranking. The ranking evaluated 2,400 hospitals in 30 countries in a rigorous process that included research with healthcare professionals, as well as indicators such as patient experience and hospital quality.

Nationally, HCFMUSP was also recognized as the best public hospital in Brazil in a Datafolha survey conducted with 601 doctors. The data was published in a report by the *Folha de S. Paulo* newspaper on June 10th, under the title “Advanced research keeps HC at the forefront”. The survey also indicated the best public hospitals in oncology. First place went to the HCFMUSP’s Cancer Institute of the State of São Paulo (Icesp), managed by FFM through a management contract.

This year, HCFMUSP consolidated its innovation area and further boosted its digital health area,

implementing the necessary technology for teleconsultations, as well as offering courses and informational resources that facilitate the lives of patients and their companions during treatment – always in favor of ethics, humanism, and social responsibility. This is the case with the **HC Patient Portal** app, redesigned to make the patient experience even more agile and effective. The menu is practical and facilitates access to appointments, prescriptions, imaging exams, and reports.

In 2025, HCFMUSP also launched the **“Butterfly Care Line”** to offer comprehensive and confidential support to female employees experiencing domestic violence. Coordinated by the Employee Care Center (CeAC), the initiative provides humanized and safe care, with qualified listening by nursing and social work professionals. When necessary, referrals are made to other support services, such as legal and psychological assistance. This is an important step in protecting and supporting the Institution’s female employees. It all begins with filling out a digital form, which ensures agility, privacy, and quick access to care.

In April, the **Association of Volunteers of the Hospital das Clínicas (AVOHC)** celebrated 68 years of activity. The initiative for its creation came from a group of wives of doctors at HCFMUSP, whose goal was to dedicate themselves to assisting with patient care at the Institution. The Association has 220 active volunteers at HCFMUSP, who dedicate

six hours per week, distributed throughout the week.

HCFMUSP and Enel Distribuição São Paulo – the second largest energy distributor in the country – inaugurated, on May 12th, a 47.7 kWp **Photovoltaic Solar Microplant**, in a project that included the installation, at PAMB, ICHC and InCor, of 38,353 advanced LED technology lamps and luminaires, which consume less energy and replaced traditional tubular and compact fluorescent lamps. This is the energy company's second project in partnership with the Institution.

On May 26th, the **Corporate Leadership Development Program (PDL)** was launched, developed by HCFMUSP to promote the continuous training of leaders capable of influencing everyone around them in the daily work environment, capable of managing objectives, goals and results. The event was attended by 300 employees.

With the goal of raising awareness and engaging the HCFMUSP hospital community regarding sustainable practices, **“Environment Week”** was officially opened on June 3rd with a series of lectures. The first HCFMUSP event on the Environment at a corporate level – and the first accessible in Libras (Brazilian Sign Language) – was organized by the Corporate Sustainability Axis (ESG).

In 2025, the **“Medication Traceability Project”** was implemented at HCFMUSP, aiming to expand medication traceability from receipt to final administration to the patient, ensuring greater safety and complying with current legislation and quality certification guidelines. The medication use process encompasses prescription, transcription, dispensing, administration, and monitoring. For this, health information technologies, such as automated dispensing systems and barcode control, are essential tools, as they significantly increase the reliability of processes and guarantee batch and expiration date control of the medication throughout its entire journey.

The Specialized Information Technology Center (Neti) launched, on May 1st, the **“Data, Information and Knowledge Governance Policy”** (PGDIC), which aims to strengthen the mechanisms for generating, organizing, processing, accessing, preserving, retrieving, disseminating, sharing, and reusing information assets at HCFMUSP.

The policy is based on the premise that well-organized, documented, accessible, and verified data and information – regarding their accuracy and validity – are more easily shared and reused.

The ceremony to celebrate the approval, by the HCFMUSP Deliberative Council, of the Technical Cooperation Agreement for the implementation of the **Technological Institute of Intelligent Medicine (ITMI-Brasil)**, the country's first intelligent hospital, took place on September 4th. ITMI-Brasil will integrate the FMUSP-HC System and will have 800 beds dedicated to adult and pediatric emergencies in the areas of neurology, neurosurgery, cardiology, intensive care, and other emergencies.

The technological structure of the new hospital was designed to optimize resources, reduce costs, and expand service capacity. The infrastructure will be sustainable, with the use of clean energy and efficient water and waste management. ITMI-Brasil will have artificial intelligence models, system interoperability, and 5G technology, allowing part of the care to be initiated by the patient themselves through telemedicine. The hospital will also be a space for practical learning for students and residents of FMUSP, strengthening cutting-edge medical training.

HCFMUSP, through InRad and Icesp, was officially designated as an **“Anchor Center” of the International Atomic Energy Agency (IAEA)**, linked to the United Nations (UN). The official announcement took place on September 16th in Vienna, Austria. The designation is part of the Rays of Hope – Cancer Care for All program, which seeks to expand global access to diagnostic imaging and radiotherapy, especially in low- and middle-income countries.

As Anchor Centers, InRad and Icesp will act as training and reference hubs in advanced cancer treatment technologies. With this achievement, Brazil positions itself as a global reference in the fight against cancer, reinforcing the strategic role of the SUS in promoting advanced and accessible technologies for all.

At the **Institute of Management and Health of HCFMUSP**, inaugurated on September 22nd, the senior administration of HCFMUSP (comprising the Deliberative Council, Clinical Board, and Superintendence) will integrate health and management through the promotion of teaching in healthcare management, training of new leaders, improvement of processes, and incorporation of new technologies focused on health management.

The Institute will boost research in management, in addition to offering consulting services, contributing to improving and promoting health, and to the formulation of public policies.

In response to the increase in **cases of methanol poisoning** in the state of São Paulo, HCFMUSP activated its Crisis Committee on October 2nd to monitor and coordinate internal actions and support the SES-SP (São Paulo State Health Department). This initiative ensured, through a joint and coordinated effort, a rapid, safe, and integrated response to the high-severity toxicological emergency. On October 1st, SES-SP designated HCFMUSP as one of the distribution centers for pharmaceutical ethanol acquired to address the crisis.

The 13th edition of the **“Brilho nos Olhos” Workshop** – promoted by the HCFMUSP’s Senior Administration to improve the healthcare and management model – brought together leaders of the Institution on November 27th and 28th. The event promoted reflections on the achievements, lessons learned, and challenges that inspire the future of healthcare management and care.

In total, nine projects were presented, distributed across the following categories:

Assistance: highlighted practices that place the patient at the center of care, combining excellence, technique, and human sensitivity;

Innovation: selected actions that stimulate creativity, experimentation, and the leadership of teams in building the hospital of the future; and

Sustainability: brought together initiatives that contribute to a more efficient, ethical hospital committed to the future.

In 2025, HCFMUSP continued to count on the support of FFM in various actions for the development of comprehensive healthcare in its various Institutes and Units.

COMPREHENSIVE HEALTHCARE ASSISTANCE AGREEMENT FOR SUS PATIENTS

Access to and care provided through the SUS throughout the HCFMUSP (except for InCor) are guaranteed by FFM, enabling the HC to achieve SUS care levels at an average of 90%.

Always committed to its mission of supporting the FMUSP-HC System in pursuit of excellent healthcare for the population, FFM has been a participant, since 1988, in the agreement signed with HCFMUSP and SES-SP.

Focused on providing free care to SUS patients, the agreement foresees the joint execution of a series of activities such as: billing for medical-hospital services; management of HCFMUSP's human resources; investment in infrastructure works; purchase of medical equipment and hospital supplies; among others. The agreement also guarantees the performance of special procedures, such as transplants of different organs, various implants, and other highly complex procedures.

Access to and care under the Brazilian Unified Health System (SUS) throughout the HCFMUSP (except for InCor) is ensured by the Medical School Foundation (FFM), through the allocation of the System's human and financial resources within the Hospital itself. This allows the HCFMUSP to achieve an average SUS service coverage rate (outpatient and inpatient) of 90%.

Care is provided through health promotion, disease prevention and treatment activities, with services in outpatient, emergency and urgent care areas, diagnostic support services, inpatient clinical and surgical care, pharmaceutical assistance, and physical rehabilitation.

HCFMUSP has 2,660 beds installed for medium and high complexity inpatient care, with 493 in Intensive Care Units and 159 in day hospitals.

The agreements signed within the scope of the SUS between the SES-SP (São Paulo State Health Department), HCFMUSP, and FFM have their own characteristics, with a predominant difference due to HCFMUSP's certification as a Teaching Hospital, where all health production, actions, and services within the SUS must constitute a field of practice for teaching, research, and technological incorporation.

The rules and policies for the application of resources from this agreement are dynamically established by the various governing bodies of HCFMUSP

(Deliberative Council, Boards of Directors, Executive Boards, and Superintendency) and FFM (Board of Trustees), which continuously monitor the results achieved, especially regarding the cost of medical and hospital care.

The actions of HCFMUSP and FFM are shared in the management and care of SUS patients, and stem from express authorization from the State Executive Branch, duly formalized in the appropriate legal instruments.

To achieve its objectives, FFM currently employs 14,208 people (Dec/2025), of whom more than 90% are directly dedicated to assisting/serving SUS patients.

The employment contracts entered into by FFM are entirely separate from the contracts of HCFMUSP public servants, with no incompatibility or subordination. The hiring of professionals by FFM aims to meet the demand for SUS patients at HCFMUSP and to address the inherent difficulties faced by the Public Sector in creating positions. The financial resources used to pay salaries come exclusively from the compensation for its activities in the health sector.

Furthermore, it acquires, in its own name, medications, supplies, consumables, equipment, furniture, utensils, and other items, entirely destined for the assistance and care of SUS patients. It should be noted that FFM does not manage HCFMUSP's budgetary resources nor does it receive any resources from that state agency.

As a charitable social assistance organization, FFM has gained public recognition for its work, having obtained and periodically renewed several certifications, including the Registration Certificate and Certificate of Charitable Social Assistance Entity (CEBAS).

CEBAS is granted by the Ministry of Health to private, non-profit legal entities recognized as Charitable Social Assistance Entity for the provision of services in the health area. Obtaining CEBAS guarantees exemption from social security contributions and the signing of agreements with the public sector, among other things.

FFM has held this title since 1989 and, thanks to it, has access to tax immunity from taxes and social security contributions, providing the FMUSP-HC System with tax savings of approximately R\$416 million annually,

resources that are entirely allocated to the FMUSP-HC System in the form of operating costs, hiring of human resources, acquisition of medical-hospital equipment, modernization of the technological park, maintenance, renovations, expansions and other initiatives that ultimately benefit patients of the Unified Health System - SUS.

A summary of the number of services provided in the last two years by HCFMUSP and FFM, in joint action (except InCor, IMRea [page 61] and Icesp [page 73]), is shown below.

2025							
ASSISTANCE INDICATORS OF HCFMUSP INSTITUTES (EXCEPT INCOR, IMREA AND ICESP)							
Institute / Hospitals	Hospitalizations	Surgeries	Urgent and emergency attention	Consultations	Imaging Exams	Lab Exams	Total per unit
ICHC	30,962	25,834	45,599	684,780	15,855	9,169,974	9,973,004
IPq	1,298	-	-	53,274	4,856	-	59,428
IOT	4,709	4,921	11,155	67,764	67,760	78,910	235,219
ICr	5,775	1,991	12,172	49,463	33,811	987,867	1,091,079
InRad	-	-	-	3,214	279,440	-	282,654
IPer	2,373*	-	-	20,631	-	-	23,004
Total	45,117	32,746	68,926	879,126	401,722	10,236,751	11,664,388

SOURCE: PU (Single Spreadsheet) – Strategy and Operations Center of HCFMUSP and Management Contract Indicators Panel – Corporate Management Department FFM (IPer).

* Hospital Discharges. Day Hospital services were not included.

2024							
HEALTHCARE INDICATORS OF HCFMUSP (EXCEPT INCOR, IMREA AND ICESP)							
Institute / Hospitals	Hospitalizations	Surgeries	Urgent and emergency care	Consultations	Imaging Exams	Lab Exams	Total per unit
ICHC	28,072	20,480	46,088	658,708	16,062	8,359,716	9,129,126
IPq	1,061	7	-	53,540	4,448	-	59,056
IOT	4,364	4,692	11,190	67,828	56,724	137,944	282,742
ICr	5,836	2,080	14,082	53,474	38,253	822,861	936,586
InRad	-	-	-	2,732	247,523	-	250,255
IPer	2,192*	-	-	9,122	-	-	11,314
Total	41,525	27,259	71,360	845,404	363,010	9,320,521	10,669,079

SOURCE: Single Spreadsheet – Strategy and Operations Center of HCFMUSP and Management Contract Indicators Panel – Corporate Management Department FFM (IPer).

* Hospital Discharges. Day Hospital services were not included.

SPECIAL PROCEDURES

FFM and HCFMUSP jointly perform transplants and implants, highly complex procedures, and provide pharmaceutical assistance to SUS patients.

Transplants and implants

In accordance with the objectives of the Comprehensive Healthcare Assistance Agreement for SUS Patients, signed between FFM and HCFMUSP (Parties) and SES-SP, HCFMUSP and FFM jointly perform transplant and implant procedures which are

of great importance to the population and considered by the Ministry of Health as strategic for care within the SUS.

The number of transplant and implant procedures performed free of charge in the last two years was as follows:

STRATEGIC PROCEDURES - TRANSPLANTS AND IMPLANTS		
Description	Quantity	
	2024	2025
Cochlear implant	46	81
Partial hepatectomy for liver transplantation (living donor)	48	50
Unilateral nephroureterectomy for kidney transplantation	33	37
Allogeneic bone marrow hematopoietic stem cell transplantation – related	39	25
Allogeneic bone marrow hematopoietic stem cell transplantation – unrelated	6	14
Allogeneic cord blood hematopoietic stem cell transplantation – unrelated	-	-
Allogeneic peripheral blood hematopoietic stem cell transplantation - related	17	24
Allogeneic peripheral blood hematopoietic stem cell transplantation - unrelated	2	5
Autogenic bone marrow hematopoietic stem cell transplantation	27	17
Autogenic peripheral blood hematopoietic stem cell transplantation	64	35
Corneal transplant	157	121
Corneal transplant (in combined surgeries)	-	-
Corneal transplant (in reoperations)	-	-
Sclera transplant	-	1
Liver transplant (deceased donor organ)	161	157
Liver transplant (living donor organ)	46	52
Pancreas transplant	9	9
Kidney transplant (deceased donor organ)	123	145
Kidney transplant (living donor organ)	45	45
Simultaneous pancreas and kidney transplantation	-	-
Total	823	818

High-Complexity Procedures

In accordance with the objectives of the Comprehensive Healthcare Assistance Agreement for SUS Patients, signed between FFM and

HCFMUSP (Parties) and SES-SP, HCFMUSP and FFM jointly perform High-Complexity Outpatient Procedures, the production of which, over the last two years, is shown in the table below:

OUTPATIENT SUMMARY AUTHORIZATION FOR HIGH-COMPLEXITY PROCEDURES – APAC		
Description	Quantity	
	2024	2025
Diagnosis in a Clinical Laboratory	31,078	36,610
Radiologic Diagnosis	30	34
Tomographic Diagnosis	2,061	2,132
Ultrasonography	10	15
Diagnostic Methods in Specialties	25,635	29,720
Consultations / Services / Follow-ups	6,477	8,444
Oncology Treatment	4,803	5,309
Nephrology Treatment	21,425	21,028
Dental Treatments	27	17
Specialized Therapies	1,252	976
Upper Respiratory Tracts, Head / Neck Surgery	0	0
Eye Surgery	5,112	5,389
Genitourinary Surgery	33	55
Reconstructive Surgery	257	374
Nephrology Surgeries	93	107
Minor Surgery and Surgery of the Skin, Subcutaneous Tissue and Mucous Membrane	0	0
Collection and Exams for Organ Donation Purposes	18,583	16,872
Follow-up and Post-Transplant Complications	16,936	16,500
OPMs Not Related to the Surgical Procedure	5,173	5,959
OPMs Related to the Surgical Procedure	824	688
Tissue Processing for Transplants	83	173
Clinical Treatments (other specialties)	4,576	7,626
Total	144,468	158,028

Comprehensive Pharmaceutical Assistance

In line with the objectives of the Comprehensive Healthcare Assistance Agreement for SUS Patients, signed between FFM, HCFMUSP, and SES-SP, pharmaceutical assistance is crucial for the effectiveness of healthcare services.

Ensuring the supply of medications from the Specialized Component of Pharmaceutical Assistance (CEAF) is fundamental for maintaining patient treatment and complementing complex and high-cost medical and hospital procedures, such as transplants.

In 2025, 49.3 million units of CEAF medications were distributed, representing R\$263 million. The control of CEAF medication dispensing and the issuance of High Complexity Procedure Authorizations (APACs) are carried out through the Hospital Information System – SIGH Prodesp.

In 2025, the ICHC Pharmacy filled 1.12 million outpatient prescriptions, averaging 93,435 per month. There is also a home delivery service for medications, which has been free since 2013. Approximately 52% of outpatients receive their medication at home at no cost.

HCFMUSP has the largest hospital pharmacy in Brazil. The ICHC Pharmacy Division has units in the Outpatient Building (PAMB), on the 8th and 9th floors (pharmacy serving the Surgical Center); in the building adjacent to the PAMB (pharmacy for outpatient care); and in the ICHC building, with decentralized pharmacies located on the 4th (pharmacy serving the Referenced Emergency Unit) and 9th floors.

Currently, the Pharmacy Division employs 156 people, 46 of whom are pharmacists. The multi-professional residency program in hospital and clinical pharmacy has 25 resident pharmacists, with the remainder being interns, technical and support staff.

Founded in the same year as HCFMUSP, 1944, the Pharmacy Division is also a production environment, where medications that are no longer commercially available are manufactured because they do not generate commercial interest. Dilutions and dosages different from those available on the market are also prepared, according to the patient's needs or compositions different from the traditional ones.

In 2025, the production of medications generated savings of R\$14.6 million. The Institution produced 54 types of standardized medications, totaling more than 9.14 million units. In addition, 328 formulas (455,329 units) were compounded in a personalized and individualized manner to meet medical prescriptions and patient needs.

The pharmacy also dispensed 34 special products, produced for research protocols, totaling 10,380 units. In addition to internally produced medications, 399 medications were acquired and unit-dosed, totaling more than 521 thousand units to meet the prescriptions of hospitalized patients.

In 2025, several actions were implemented focusing on safety and innovation, such as:

- A.** Strategic alignment of the ICHC Pharmacy Division, focusing on results analysis and in line with the institutional objectives of the ICHC;
- B.** Implementation of the MV mobile project in 100% of the ICHC inpatient units, improving the medication dispensing and return process;
- C.** Creation of the Clinical Pharmacy website;
- D.** Improvement in medication management focusing on the 10 main items of the ABC inventory analysis, generating an estimated annual savings of R\$8.9 million in 2025;
- E.** Pharmaceutical Development Program: Innovative Strategies in Hospital Management; Main Innovations Adopted in Hospitals of Excellence; Challenges Faced and Solutions Implemented in Hospital Management; and Lessons Learned and Recommendations for Effective Management in Hospital Environments;
- F.** Expansion of Medication Reconciliations Performed by Pharmacists, Strengthening Clinical Practice and Ensuring Comprehensive Care;

G. Sustainability initiative, with a reduction in the consumption of disposable plastic cups and in the carbon footprint;

H. Implementation of the distribution of individualized sedation kits in endoscopy;

I. Implementation of the Notification Incentive Plan, strengthening the safety culture;

J. Innovation and inclusion actions in pharmaceutical care for the patient, with the implementation of teleconsultations, multilingual guidance, and an organizer box system;

K. Expansion of the analysis of medical prescriptions, reaching 68% of evaluated inpatient units by 2025;

L. Expansion of drug traceability, increasing from 22.1% of tracked units in 2024 to 69.1% in 2025;

M. Participation in the 1st HCFMUSP Quality Congress, with the presentation of the work entitled "MV Mobile Project in the drug distribution and return process," awarded first place as the best work in the technology category; and the work entitled "Underreporting of adverse drug events: causes and improvement strategies," awarded an honorable mention in the patient safety category;

N. Participation in the InovaHC In.cube Program with the 3D Printing of Medicines project, selected from more than 100 applicants from across Brazil.

THE HOSPITAL UNITS AND SPECIALIZED HEALTH UNITS OF THE FMUSP-HC SYSTEM



HCFMUSP comprises nine hospital institutions and outpatient units.

In 2025, HCFMUSP celebrated its 81st anniversary. It was created by Decree No. 13,192 of January 1943, and its official inauguration took place on April 19, 1944.

Considered the largest hospital complex in Latin America, HCFMUSP, with more than 2,600 beds, comprises nine hospital institutions and outpatient units. Annually, it performs more than 1.4 million outpatient consultations, 47,000 surgeries, and 137,000 emergency room visits.

Focused on Assistance, Teaching, Research and Innovation, the HCFMUSP Complex comprises the following hospital institutions: Central Institute (ICHC, including the Outpatient Clinic Building – PAMB), Institute of Psychiatry (IPq), Institute of Orthopedics and Traumatology (IOT), Institute of Physical Medicine and Rehabilitation (IMRea), Children and Adolescent Institute (ICr), Heart Institute (InCor), Institute of Radiology (InRad), Cancer Institute of the State of São Paulo (Icesp, including the Institute for the Treatment of Childhood Cancer – ITACI) and Perdizes Institute (IPer).

It also includes the Institute of Management and Health, inaugurated in 2025, the Medical Research Laboratories (LIMs), the HCX Fmusp, the Laboratory for Teaching, Research and Innovation in Surgery (LEPIC) and the Rebouças Convention Center (CCR).

In the field of innovation, the InovaHC District was created, dedicated to healthtech innovations and startups with the aim of bringing efficiency to the country's entire health system, and the Artificial Intelligence Laboratory of HCFMUSP/InovaHC (In.Lab), a space intended for partners, startups and developers who have already created or wish to undertake artificial intelligence (AI) projects aimed at improvements and solutions in the patient journey and the healthcare value chain.

The performance of the Hospital Units (excluding Icesp [p. 73], IPer [p. 81] and InCor) and Specialized Health Units in 2025 is presented on the following pages.



The Central Institute of HCFMUSP launches a new institutional brand.

ICHC

Institutional Data:

Foundation: 1944

Building area: 178.5 thousand m²

Accreditations: ONA 3, CAP, PALC 2016, ISO 9001, OHSAS 18001, ISO 14001, Elderly Friendly Hospital Seal, SINASC Seal, Environmentally Friendly Seal, International Certification with Distinction in Assisted Infusion Therapy

Healthcare Indicators 2025:

Hospitalizations: 30,962

Surgeries: 25,834

Urgent and emergency care: 45,599

Outpatient consultations: 684,780

Imaging exams: 15,855

Lab exams: 9,169,974

Inaugurated in April 1944, the Central Institute (ICHC) gave rise to HCFMUSP. A pioneer in medical-hospital procedures, its structure concentrates most medical and multidisciplinary specialties, comprising two interconnected buildings: the Central Building and the PAMB – Outpatient Building. The ICHC is known for its large number of Inpatient and Intensive Care Units, as well as its Emergency Referral Unit for more serious cases.

Between January 18th and 24th, 2025, an international project for the treatment of bladder exstrophy – a congenital anomaly resulting in malformation of the bladder and urethra – included the unprecedented participation of a physician from the Urological Clinic Division of the ICHC. Bladder exstrophy is recorded at a rate of one case per 30,000 to 50,000 live births – according to world

statistics. It is more frequent in males. During an intense week, 150 patients were seen for follow-up consultations. The team also performed 17 highly complex surgeries.

On February 26th, the ICHC Patient Safety Subcommittee held a “D-Day” to educate patients about safety and identification. The initiative aimed to inform patients and their companions about the importance of the identification bracelet, involving them in care and safety during hospitalization.

On that occasion, leaflets were distributed that explained, in a didactic way, the data contained on the bracelet and how healthcare professionals should confirm the full name and date of birth when medicating the patient, providing their meal, and directing them to examinations, surgery,

or any other procedure. The action took place in the Referenced Emergency Unit (UER), the Day Hospital, and the Medical Records Division (DAM) – where hospitalizations at PAMB are carried out – with a positive reception among patients and their companions.

In March 2025, the Employee Care Center (CeAC) team participated in a training course on Stroke (CVA), in partnership with ICHC. The initiative aimed to train professionals to quickly recognize the signs of stroke, as well as highlight the importance of rapidly activating the Rapid Response Team. The training also reinforced the importance of each team member's role in effectively addressing this medical emergency.

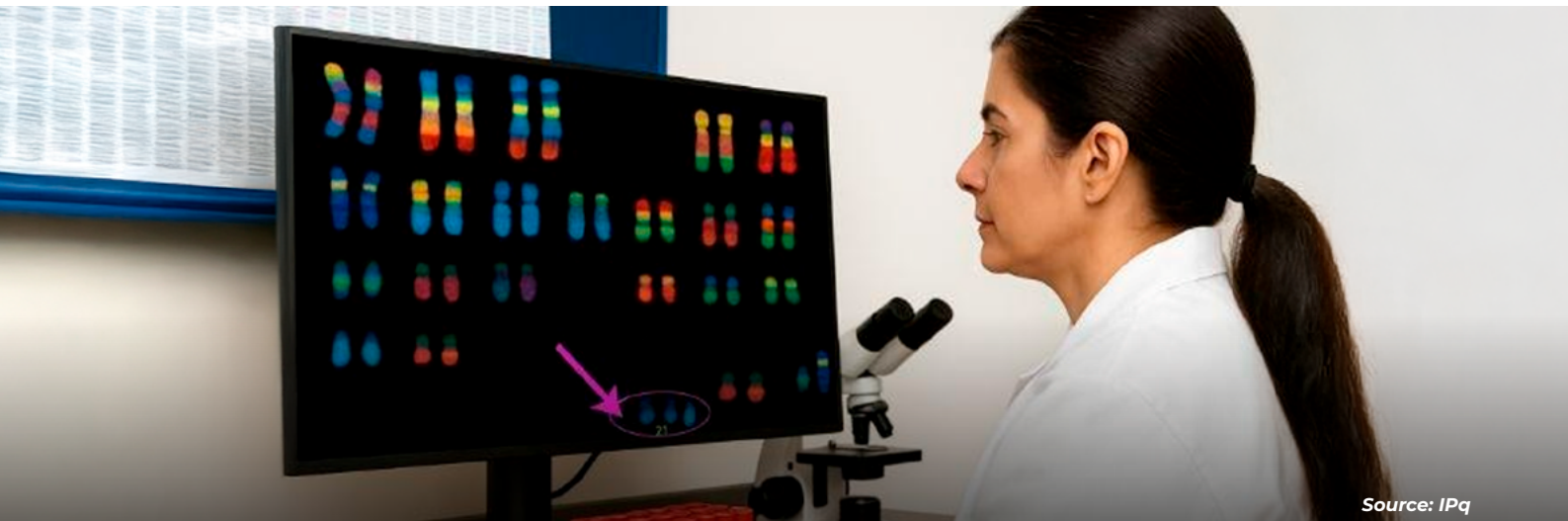
On March 19th, ICHC held the 2025 Strategic Alignment event, themed "Efficiency and Innovation for a Sustainable Future in the pursuit of innovation and continuous improvement." The event's program included debates and interactive activities to define the strategic guidelines and projects for the year. The 2024 projects were presented at the event, as well as the strategic vision of HCFMUSP.

On July 2nd, ICHC inaugurated the NovaSeq X platform, a state-of-the-art piece of equipment

for high-precision genetic sequencing. The device is installed in the Central Laboratory Division of HCFMUSP. This will be the first unit in the city of São Paulo's public network to have this technology and one of only two operating in the public sector in the entire state.

In December, ICHC officially presented its new institutional brand. The renewed visual identity symbolizes the continuous evolution of an Institute that, for more than eight decades, has combined teaching, research, assistance, and innovation for the benefit of Brazilian public health, and which is transforming itself to continue being a reference. Modern and plural, the new logo does not distance itself from the essence that has marked ICHC's trajectory: ethics, social responsibility, humanization, institutional commitment, and technical rigor, but expands its capacity to engage with the present and the future. The new brand reaffirms ICHC's commitment to innovation, modern medicine, sustainability, and humanized management.

In 2025, in joint action with FFM, ICHC performed **9,973,004 healthcare procedures.**



Source: IPq

A biological collection dedicated to Down syndrome will be made available to the scientific community in Brazil and abroad in the future.

IPq

Institutional Data:

Foundation: 1952
Building area: 22 thousand m²
Accreditations: ONA 3

Healthcare Indicators 2025:

Hospitalizations: 1,298
Outpatient consultations: 53,274
Imaging exams: 4,856

The Institute of Psychiatry (IPq) is the largest and best-equipped Psychiatry and Mental Health Center in Brazil. Since its creation, it has combined science and sensitivity to offer excellence in research, teaching, and care.

A pioneer in the creation of specialized groups and services, the Institute provides comprehensive and integrated care for various types of psychiatric disorders and has a specialized inpatient unit for child psychiatry – the only one in Brazil. IPq is also a reference in functional neurosurgery, a result of the joint effort of multidisciplinary teams.

In July, IPq began clinical procedures and sample collection for the Down Syndrome Biorepository, the first dedicated to the study of this condition in Brazil. Coordinated by IPq, this multicenter research project is part of the BURITI-SD Network (Brazilian Uplift for Research & Innovation for Trisomic Individuals) and will focus on preserving peripheral blood samples and clinical data from people with Down syndrome from all ages and geographic regions of the country.

The Down Syndrome Biorepository was approved by the Ethics Committee of the Medical School of the University of São Paulo (FMUSP) and the National Research Ethics Commission (CONEP), with the prospect of being an open repository for collaboration with researchers from all over Brazil and abroad. The initiative received an investment of R\$14 million, from government resources – Ministry of Science, Technology and Innovation (MCTI)/National Council for Scientific and Technological Development (CNPq) and civil society, through the Alana Institute. The biosample collection is housed in the IPq Biobank.

In addition to preserving biological material, the collection will be part of a national infrastructure for longitudinal studies, focusing on clinical, genetic, and immunological biomarkers, with the potential to support early diagnoses and guide public policies. The first collections will be carried out with participants from the Brazilian Cohort of People with Down Syndrome, another pillar of the BURITI Network.

The network structure includes a national cohort of participants, an observatory of clinical and sociodemographic data, a large-scale database, and the new biorepository, based at FMUSP. The proposal aims to foster interdisciplinary research, train specialized human resources, and generate inputs for evidence-based public policies, focusing on promoting equity and citizenship for people with intellectual disabilities.

In 2025, researchers affiliated with the Center for Research and Innovation in Mental Health (CISM), based at IPq, developed an innovative method to differentiate neurobiological biomarkers in children and adolescents with Attention Deficit Hyperactivity Disorder (ADHD). The scientific study represents an important advance in increasing the

accuracy in identifying characteristics associated with the disorder.

The study analyzed data from 2,511 young people aged 6 to 14 years, participants in the “Brazilian High-Risk Cohort for Mental Disorders,” a project that is part of CISM. The results were published in the journal *European Child & Adolescent Psychiatry*.

The researchers used a risk-based model to refine analyses and increase the accuracy in identifying genetic markers, brain volumetry, and executive functions associated with ADHD.

In 2025, in joint action with the FFM, IPq performed **59,428 healthcare procedures**.



IOT

Institutional Data:

Foundation: 1953
Building area: 27.5 thousand m²
Accreditations: ONA 2

Healthcare Indicators 2025:

Hospitalizations: 4,709
Surgeries: 4,921
Urgent and emergency care: 11,155
Outpatient consultations: 67,764
Imaging exams: 67,760
Lab exams: 78,910

The Institute of Traumatology and Orthopedics (IOT) of HCFMUSP celebrated 72 years of dedication and excellence in the care and treatment of musculoskeletal diseases and injuries in July 2025.

Considered one of the largest hospitals in Latin America in its specialty, its quality is certified by the ONA 2 Accreditation seal – Full Accreditation.

IOT also distinguishes itself by being accredited as a FIFA (Fédération Internationale de Football Association – International Federation of Football) Medical Center of Excellence in Latin America.

Created on July 31, 1953, when the Orthopedic and Traumatological Clinic was inaugurated, it became the first specialized clinic to leave the building of the Central Institute of HCFMUSP.

Its creation is linked to the epidemic of Acute Anterior Poliomyelitis that hit São Paulo in the early 1950s. The new Institute was responsible for receiving cases in the respiratory compromise phase.

With the eradication of poliomyelitis, the IOT was able to be used for the care, research, and teaching of important orthopedic conditions. Since 1990, its name has been

the F. E. Godoy Moreira Institute of Orthopedics and Traumatology. Based on this historical role in the poliomyelitis epidemic, IOT has consolidated itself as a national and international reference in several areas, such as spinal cord injuries, reconstructive microsurgery, and limb reimplantation.

It has seven specialty laboratories and a clinical staff of approximately 160 physicians, including orthopedists, residents in the specialty, and its own group of anesthesiologists. This group also includes pediatricians, geriatricians, physiatrists, plastic and thoracic surgeons, urologists, and cardiologists, who provide medical support to patients undergoing orthopedic treatment.

On March 20th, a lecture on Diversity and Inclusion was given at IOT, aiming to raise awareness among attendees and encourage a new perspective on this issue. The initiative was organized by the IOT Diversity Committee. The meeting provided lessons on tolerance and mutual respect, empathy, openness to dialogue, harmonious coexistence, acceptance of differences, humility, solidarity, flexibility, inclusion, and equality.

In 2025, in joint action with FFM, IOT performed **235,219 healthcare procedures.**



Source: IMRea

IMRea Clínicas facilities.

IMRea

Institutional Data:

*Foundation: 1975**Building area: 36 thousand m²**Accreditations: CARF, Accessibility Seal*

Healthcare Indicators 2025:

Total number of services provided (Vila Mariana, Umarizal, Lapa and Clínicas): 208,800

The Institute of Physical Medicine and Rehabilitation (IMRea) – initially named the Vergueiro Professional Rehabilitation Division (DRPV) and later the Rehabilitation Medicine Division (DMR) – has multiprofessional teams and cutting-edge technology, with the largest and most complete technological park in Latin America, serving people with physical disabilities, whether temporary or permanent, in a comprehensive and integrated manner, based on the development of their physical, psychological, social, educational, and professional potential.

IMRea seeks pioneering work in rehabilitation care through clinical research and technological innovations, developing strategies for evaluating results for the patient and society.

The Rehabilitation Programs are organized with an emphasis on multidisciplinary work, coordinated by a physiatrist and carefully developed by physicians, social workers, psychologists, physiotherapists, occupational therapists, speech therapists, nurses, nutritionists, physical educators, wheelchair, orthotics and prosthetics technicians, and art educators. These are highly specialized teams responsible for planning, executing, and monitoring specific treatments, improved through the constant development and incorporation of new technologies.

The main disabilities treated by IMRea result from brain injury, spinal cord injury, amputations, neurodegenerative diseases, neuromuscular disorders, as well as congenital malformations of the upper and/or lower limbs, cerebral

palsy and/or delayed neuropsychomotor development, hemophilia, Down syndrome, and benign disabling pain.

Since 2020, IMRea has also added telehealth, a remote care modality, to patients in rehabilitation programs. This is an extension of the multidisciplinary care already provided by the IMRea team to the patient and caregiver, with the aim of monitoring home-based therapeutic guidelines and promoting the continuity of rehabilitation care for the patient.

IMRea is part of the Lucy Montoro Rehabilitation Network (RRLM), and currently, of the five RRLM units in the city of São Paulo, four are part of IMRea: Vila Mariana, Lapa, Umarizal, and Clínicas. The IRLM (page 77) is the fifth RRLM unit in the capital.

The IMRea headquarters is located in Vila Mariana, in the southern zone of São Paulo, and served an average of 208 patients per day in 2025, including in-person and telehealth consultations. It offers specialized exams and treatments with state-of-the-art equipment, including laboratories for Robotics, Neuromodulation, Three-Dimensional Movement Analysis, Assistive Technology, and Bioengineering, as well as a specialized outpatient clinic for Neuromuscular Blockade.

The inpatient unit has adapted rooms to provide patients and their caregivers with humane care and comfort that meets their needs. In 2025, IMRea Vila Mariana performed 152 hospital discharges.

The care team is composed of physiatrists, dentists, social workers, psychologists, physiotherapists, occupational therapists, nurses, speech therapists, nutritionists, physical education professionals, rehabilitation technicians, rehabilitation engineers, among other professionals, in addition to specialists for support in the areas of cardiology, urology, infectious diseases, psychiatry, and general medicine.

In the southern zone, in the Campo Limpo neighborhood, is located IMRea Umarizal, inaugurated in 2001. This unit serves approximately 125 patients per day, between in-person and telehealth consultations, in various rehabilitation programs. It offers cutting-edge technology, such as the Robotics Laboratory and the Assistive Technology Laboratory, which aim to develop the maximum potential of patients. It provides specialized outpatient clinics, such as those for Neuromuscular Blockade, Acupuncture, and Dentistry.

In the western zone of the city, IMRea Lapa, inaugurated in 2007, currently serves approximately 164 patients daily, through in-person and telehealth consultations, across various rehabilitation programs. It offers specialized outpatient clinics, such as those for Hemophilia and Comprehensive Care for People with Down Syndrome, which serves patients from zero to 18 years old, with customized programs according to age groups and different developmental stages.

Specifically within this unit, in addition to regular rehabilitation treatments, the Re-AbilityLab (LABs) stands out. It comprises laboratories where activities are developed by a multiprofessional team and specialized technicians, aiming to maintain and expand the functional capacity and autonomy of patients during the rehabilitation process.

The LABS were conceived and created so that all patients have access to innovations, technological tools, and content that encourages empowerment and recognizes the value of their own abilities. They are offered in an inclusive environment for people with functional restrictions and limitations at different stages of life. Activities and guidance are offered not only for people with disabilities, but also for their entire support network: their caregivers, family members, friends, students from the community, health and education professionals, among others.

This unit houses the workshops of the Wheelchair Technology Center and the management and development departments related to the dispensing of assistive products for the mobility of patients in rehabilitation programs.

Opened in 2008, IMRea Clínicas is located within the HCFMUSP block and serves approximately 22 patients daily through its various rehabilitation programs, including in-person and telehealth consultations. These patients are referred by specialized outpatient clinics at HCFMUSP and the Hospital Physiatry Interconsultation service of the HCFMUSP Complex. Like IMRea Vila Mariana, IMRea Clínicas also meets the demand for specialized rehabilitation care from supplementary health insurance providers.

This unit treats more complex cases, such as neuromuscular diseases, cerebral palsy and/or delayed neuropsychomotor development, neurodegenerative diseases, and musculoskeletal pathologies, and also has a specialized electromyography laboratory.

In the year 2025, the number of **outpatient services** provided by IMRea, including medical and dental consultations, multidisciplinary care (both in-person and telehealth), and examinations, **totaled 208,800**, as follows:

INSTITUTE OF PHYSICAL MEDICINE AND REHABILITATION – HEALTHCARE SERVICES IN 2025					
Unit	Medical Services	Multiprofessional Services	Exams	Hospitalizations	Total
Vila Mariana	13,192	63,502	4,404	146	81,244
Lapa	3,864	58,731	N/A	N/A	62,595
Umarizal	5,272	38,379	N/A	N/A	43,651
Clínicas	3,103	17,413	794	N/A	21,310
Total	25,431	178,025	5,198	146	208,800

In 2025, IMRea consolidated its position at the forefront of assistive technology through partnerships and innovation projects. In collaboration with the Padre Sabóia de Medeiros Ignatian Educational Foundation (FEI) and with funding from Finep, it advanced the development of hybrid lower limb prostheses. The project uses 3D printing to create modular solutions, such as polycentric knees and metamaterial feet aimed at young people and the elderly.

Simultaneously, the Institute continued several research and development projects, in partnership with national and international institutions, to provide means to restore or maintain the mobility of people with disabilities, through strategies that combine the use of orthoses, prostheses and assistive devices for locomotion, functional electrical stimulation, exoskeletons, among others.

In the field of intellectual property, IMRea registered software dedicated to processing electroencephalography (EEG) data with the National Institute of Industrial Property (INPI).

In 2025, the PAHO/WHO Collaborating Center (CC) for Rehabilitation and Assistive Technology, based at the Institute, had its work plan renewed for a new four-year period, until 2029. During the year, the CC completed a survey of prices for assistive products in 12 countries and participated in regional consultations on the subject, contributing to the first revision of the WHO's List of Priority Assistive Products, in addition to participating in the 2nd National Assistive Technology Forum.

During the year, IMRea received several international guests, including doctors, researchers, professors, and students, from countries such as Canada, Ecuador, the United States, Japan, Mozambique, Portugal, and Switzerland. These visits aim to present the Institute's teaching, research, and innovation activities and projects, as well as its outpatient and inpatient care programs. When visiting professors are involved, international mobility opportunities are strengthened for students, professors, and technical-administrative staff.

Regarding scientific research, in 2025, 22 projects were submitted and 29 scientific publications were produced in indexed national and international journals, in addition to 18 papers presented at conferences, with particular emphasis on the



projects on “Effects of exoskeleton training in children with multiple disabilities” and “Non-invasive spinal cord stimulation for gait rehabilitation in people with physical disabilities”. IMRea also publishes the *Acta Fisiátrica* journal quarterly, which in 2025 had 40 articles distributed across four issues, consolidating itself as the sixth most accessed and downloaded journal on the USP Journal Portal.

In 2025, IMRea consolidated the “Integrar Collab” project, a humanization initiative focused on promoting the well-being, appreciation, and integration of the Institute's employees. This involved monthly events that provided moments of respite from the work routine, reaching an average of 135 employees per event.

Throughout the year, to celebrate important dates for the Institution and to encourage reflection on relevant topics, IMRea promoted actions, events, and campaigns aimed at employees, caregivers, and patients, as well as several partnerships. Among these, the adapted sports experiences and the introduction to Paralympic sports provided by the Brazilian Paralympic Committee stand out.

To raise awareness about the International Day of Persons with Disabilities, a special program was held in conjunction with SESC Vila Mariana, aimed at strengthening inclusion, empowerment, and social participation of people with disabilities.



Source: ICr

ICr receives a mural by artist Mena to celebrate life and the care for children.

ICr

Institutional Data:

Foundation: 1976
Building area: 38.8 thousand m²
Accreditations: ONA 3

Healthcare Indicators 2025:

Hospitalizations: 5,775
Surgeries: 1,991
Urgent and emergency care: 12,172
Outpatient consultations: 49,463
Imaging exams: 33,811
Lab exams: 987,867

The Institute for Children and Adolescents (ICr) is a leading center for tertiary and multiprofessional care, from birth to adolescence, with humanization as one of its core principles. It boasts advanced diagnostic and therapeutic technology, in addition to 20 medical specialties that offer excellent care in cases of chronic and complex diseases, such as rare syndromes and kidney and liver transplants.

Inaugurated on March 12, 1975, ICr was a response to the challenges of pediatrics within a social reality permeated by outbreaks of diarrhea, meningitis, and childhood malnutrition.

With the changing profiles of childhood illnesses, advances in studies and research produced by the Department of Pediatrics at the Medical School of the University of São Paulo (FMUSP), and the structuring of care agreements with the SUS (Brazilian Unified Health System), ICr has established itself as a reference in high-complexity pediatrics.

With an average monthly circulation of 35,000 SUS users, ICr is a reference center for South America in the treatment of various complex diseases, such as hematopoietic stem cell transplantation; rare diseases; surgical congenital malformations of the

digestive, respiratory, and urinary systems; genetic diagnoses; and child development. It serves patients between 0 and 18 years of age and has the mission of providing excellent care, based on humanized and interdisciplinary service.

On March 12, 2025, ICr celebrated 50 years of pediatric care in a ceremony attended by nearly 200 people distributed across two of the hospital's auditoriums.

Following the reception, the audience enjoyed a musical number by David Marcondes, baritone of the São Paulo Municipal Theater; the screening of a video showcasing the five decades of institutional activities; and the presentation of a commemorative stamp.

In April, ICr received an artistic intervention by muralist Gabriel Menezes Mena. The facade and side gable of the hospital now display the image of a woman –who can be seen as a doctor, nurse, or caregiver–exchanging glances with a child. A simple gesture, but full of meaning.

On April 17th, Mena was at ICr to carry out an activity with the children of the Outpatient Clinic and the Renal Replacement Therapy Unit (TRS).

The artist brought drawings depicting his mural for the patients to color.

The artwork symbolizes the hospital's commitment to the health of children and adolescents, translating into colors and forms the mission of welcoming, treating, and protecting. Mena's art not only beautifies the surroundings but also humanizes the urban landscape and sensitively communicates the importance of listening, affection, and comprehensive care.

This mural is part of a series of actions aimed at valuing culture and health, uniting public art and social responsibility. By transforming concrete into visual poetry, Mena offers the community a point of respite, beauty, and inspiration – a window to hope amidst the hectic daily life of São Paulo.

The Nutrition Department of ICr held the “1st Workshop on Overcoming Eating Difficulties” on April 26th and 27th, 2025. This workshop aimed to provide a space for learning and exchanging experiences, offering strategies based on evidence, behavior, and respect, particularly for atypical children, the school environment, selective eating, and nutritional intervention.

The course was divided into four sessions: Eating Difficulties in Atypical Children – how to assess and intervene; Eating Difficulties in Private and Public Schools – What to do; Nutritional Therapy for Selective Eating with a Transdisciplinary Approach Based on Respect; and Nutritional Intervention in Eating Difficulties – Clinical assessment, requesting and interpreting tests, and supplementation.

On June 24th and 25th, ICr held its 2025 Sustainability Week, which addressed the theme “Proper Disposal of Medications.”

One of the highlights of the program was the launch of the campaign “More than a cup, a Sustainable Milestone,” which distributed reusable cups to all employees of the Institute. The initiative aims to reduce the use of disposable cups on ICr premises by up to 50%, contributing to a decrease in the environmental impact caused by plastic waste.

In total, 766 employees participated in the action during the event. In addition, the Ground Floor Amphitheater hosted three lectures focused on the correct disposal of medications, electronic waste, and sustainable business strategies.

To illustrate the environmental impact of waste to employees, the ICr Pharmacy Service produced a video showcasing the sustainable practices and actions adopted at the Institute, such as material recycling. In the first three months of 2025 alone, more than 320 kg of clean waste, such as packaging, boxes, and cups, were recycled. And, to also bring information about sustainability to children and adolescents, the ICr's Occupational Therapy Service carried out a playful activity with the outpatient clinic patients, addressing recycling and the correct disposal of waste.

On November 13th, ICr held the “Time of Dedication to ICr” ceremony, which honored employees with 30 to over 45 years of service for their contribution to the process of transforming ICr into a reference in high-complexity pediatrics. The ceremony is an initiative of the Human Resources Management Center (CGP) and will now be part of the Institution's annual calendar.

In 2025, in joint action with FFM, ICr performed **1,091,079 healthcare procedures**.



Evaluations of InRad were positive in all areas and reflect teamwork.

InRad

Institutional Data:

Foundation: 1994

Building area: 14.3 thousand m²

Accreditations: ONA 3, ONA/IBES Level 3 and National Mammography Quality Program (PNQM), QUANUN

Healthcare Indicators 2025:

Outpatient consultations: 3,214

Imaging exams: 279,440

The Institute of Radiology (InRad) is a center of excellence and a national and international reference, equipped with the most modern diagnostic and therapeutic imaging resources to serve outpatients and inpatients in the fields of Radiology, Nuclear Medicine, Interventional Radiology, and Radiotherapy.

It was the first institution in Latin America to apply Nuclear Medicine techniques and the first in South America to have high-dose-rate brachytherapy equipment and a Positron Emitting Radiopharmaceutical Production and Development Unit in Nuclear Medicine (Cyclotron Project) installed in a public hospital in the country, for use in tumor diagnostic exams and research projects in the area of molecular imaging.

With the mission of improving diagnostic imaging and therapeutic oncology, the Institution also promotes scientific knowledge through teaching, research, training, and capacity building activities. One of the new studies that InRad is conducting is the application of artificial intelligence to the preparation of its reports, streamlining and standardizing their issuance.

To support teaching and research activities, InRad has a specialized library in Radiology and Nuclear Medicine, undergraduate and postgraduate secretariats, a clinical research center, and medical research laboratories in Experimental Oncology, Nuclear Medicine, and Magnetic Resonance Imaging in Neuroradiology. In 2015, InRadiando, the Institute's educational arm, was created, responsible for actions aimed at the continuing education of physicians and healthcare professionals.

In addition, the Institute is recognized for developing projects related to innovation and technology. In 2015, InovaHC was created with the mission of enabling innovative solutions and businesses that meet the health demands of HCFMUSP and the Brazilian healthcare system.

Directly linked to InRad, the InovaHC District, inaugurated in 2019, is a space to house startups and innovation laboratories in a modern structure.

In 2020, in partnership with Siemens Healthineers, In.Lab was conceived, the only research center in the country that follows the triple helix model for innovation and develops solutions in artificial intelligence applied to healthcare.

InRad maintained its rating in the excellence zone in the most recent Net Promoter Score (NPS) survey, conducted in the first months of 2025. The score – considered one of the highest on the scale – reinforces patient loyalty and the likelihood of recommendation. The survey interviewed 4,058 patients and individually evaluated various areas of the Institute.

The areas evaluated were Echocardiography, CEDIM (Center for Diagnostic Imaging of Breast Diseases), Interventional Radiology, Nuclear Medicine, Chemotherapy, General Radiology, Radiotherapy, Magnetic Resonance Imaging, Computed Tomography, and Ultrasound. All obtained positive evaluations, with particular emphasis on the Excellence and Delight Zones.

On October 29th, InRad and Icesp were designated Anchor Centers – regional hubs of specialized

knowledge and training – by the International Atomic Energy Agency (IAEA), an organization linked to the United Nations (UN).

The ceremony, held in the Icesp Auditorium, marked HCFMUSP's adherence to the IAEA's international Rays of Hope – Cancer Care for All program, which aims to expand access to cancer treatment in low- and middle-income countries, especially through radiotherapy and diagnostic imaging services.

HCFMUSP's designation represents international recognition of the scientific, healthcare, and training excellence of the largest hospital complex in Latin America. It is also an opportunity to expand national capacity in nuclear medicine, radiotherapy, and oncology, strategic areas for strengthening the SUS.

In 2025, in joint action with FFM, InRad performed **282,654 healthcare procedures**.

MEDICAL RESEARCH LABORATORIES – LIMs

The Medical Research Laboratories (LIMs) were included in the HCFMUSP Regulations (Decree No. 59,824, of November 26, 2013) as one of its units. They consist of a set of scientific research laboratories administratively linked to HCFMUSP and academically and scientifically linked to the Medical School of the University of São Paulo (FMUSP), serving as the link for consolidating the FMUSP-HC System in the pillar of research and innovation.

The LIMs were strategically created after the University Reform of 1968 – which established the relocation of the departments of basic disciplines and their laboratories to the University City – in order to maintain medical training based on scientific research – and to provide important benefits to healthcare activities with the results of scientific production.

Initially, 62 laboratory units were established, focused on developing research lines in various areas of knowledge within the health field. Currently, the LIMs have 66 laboratory units, 50 of which are located in the FMUSP, IMT (Institute of Tropical Medicine), and Oscar Freire Institute buildings, and the remainder distributed among the various Institutes of HCFMUSP. This heterogeneous group, composed of 244 research groups, operates in various fields of health sciences, developing basic and applied research, as well as diagnostic methods.

More than 1,600 professionals find in the LIMs an environment for their scientific activities.

The presence of research laboratories within a highly complex hospital has proven, over the years, to be extremely productive. The research developed in the LIMs has been guided by the intense interaction with medical problems. Due to daily contact with various professionals working at HCFMUSP, and with professors and undergraduate and graduate students from FMUSP, the human dimension of the patient and the progress of medical treatment constitute fundamental guidelines for the research developed in the LIMs. Medicine practiced in Brazil greatly benefits from the knowledge generated in these investigations.

The research groups at the LIMs currently occupy an indisputable position of scientific leadership in medicine and related areas, producing scientific articles in journals indexed in the main international databases, representing 3% of all national production,

and introducing innovative diagnostic, therapeutic, and preventive approaches for a wide variety of medical conditions.

Considering the area of knowledge “Medicine,” approximately 29,000 articles have been published in Brazil, according to the Ministry of Science, Technology and Innovation (MCTI). According to this data, the publication of LIMs in this area accounted for 9% of national publications in 2024.

From 2014 to 2024, the LIMs as a whole published 23,469 original articles in journals indexed in major international databases, and among these, more than 6,000 were scientific articles in collaboration between the LIMs. In addition to internal collaborations, the LIMs maintain important collaborations with international institutions, demonstrating the relevance and reputation of the knowledge originating from them for the scientific medical community.

According to data obtained from the Observatory of Intellectual Production of the FMUSP-HC System (OPI), the relevance of the scientific production of LIMs is represented by the H-index of 379 (Scopus) relating to publications from 2012 to 2025.

In addition to knowledge production, the LIMs play an important role in the training of human resources for research. From 2014 to 2024, its 66 laboratories developed 2,492 doctoral theses and 1,475 master's dissertations, in addition to serving as a training ground for more than 100 postdoctoral researchers.

With the aim of further enhancing the research and innovation activities of the FMUSP-HC System, in 2006, the FMUSP Board and the Executive Board of the LIMs created the Multi-User Equipment Network Program (PREMiUM). This program enabled the implementation of decentralized centers, equipped with the most modern technologies – and organized in a network, making them accessible to researchers within and outside the System. At the same time, it made it possible to optimize the application of financial and specialized human resources.

In 2025, the Medical School Foundation (FFM) continued its actions to support the initiatives of HCFMUSP's LIMs.

HCX Fmusp



Participants at Hospitalar 2025 placed HCX among the top 5 exhibitors.

In 2025, HCX Fmusp surpassed the historic mark of 760,000 certified students since its creation. More than a quantitative result, this milestone demonstrates the institutional solidity and consolidates HCX Fmusp as a living laboratory of health education and a national reference in educational innovation, where academic excellence and experience, clinical practice, social impact, and a vision for the future are integrated.

Currently, the Institution has a portfolio of more than 380 courses and educational activities, distributed in different formats and levels of training. This activity includes free courses, technical courses, refresher and advanced training programs, distance learning courses, realistic simulation training, preceptorships, immersions, international programs, postgraduate specializations and MBAs, as well as in-company courses, HCXTV, podcasts, and consulting services. This set of initiatives reflects a continuous environment for experimentation, applied learning, and large-scale dissemination of knowledge.

With the purpose of expanding access to knowledge and generating social impact, HCX Fmusp has structured free educational initiatives aimed at the community, conceived as instruments of transformation in health. These actions focus on

health promotion, disease prevention, quality of life, environmental care, and encouraging individuals to take ownership of their own health, strengthening the public health system and reaffirming the role of education as an agent of social change.

Aligning its training and capacity building with the expertise of HCFMUSP and the main trends that are redefining the health sector – such as digital transformation, artificial intelligence, value-based healthcare, humanization, mental health, and other emerging themes – HCX Fmusp has developed pioneering educational products in Brazil. These products are designed to anticipate demands, test new pedagogical models, and prepare professionals and organizations for innovative care models, responding to a constantly and rapidly transforming market.

The year 2025 also marked the consolidation of the Institution's ESG (Environmental, Social, and Governance) pillars, with the unification of existing actions and initiatives and the creation of an internal unit dedicated to the topic and the incorporation and expansion of sustainable, ethical, and responsible practices among employees, partners, and the environment, strengthening governance and the institutional commitment to the future of healthcare.

The HCX Fmusp's activities transcend borders. In 2025, international programs registered record participation, with students from countries in the Americas, Africa, and Europe, consolidating HCX Fmusp as a global hub of knowledge and innovation in healthcare and expanding the reach of the expertise of the FMUSP-HC System.

On May 22nd, during the Hospitalar 2025 trade fair, HCX Fmusp received the Leadmaster Award, granted by the event organizers to the five best exhibitors among the more than 1,200 present.

The evaluation of the stands was conducted through a survey of the fair's visitors, taking into account content, structure, engagement, and the overall presentation of each exhibitor.

HCX Fmusp represented HCFMUSP at the fair as an exhibitor for the second consecutive year.

This year, it brought a series of new features, including: HCX TV, a satellite television channel focused on healthcare professionals; HC Speakers, the first hub of speakers with a profile exclusively for healthcare professionals; the Humanization Accreditation seal, which confers recognition and generates more human value for institutions; and MBAs (Master of Business Administration) in management, which are part of the HC Leader program.

The stand also featured various attractions, such as an interactive quiz, AI-generated photos with visitors with visitors, raffles, and lectures with specialists from the FMUSP-HC System.

In 2025, FFM continued its support actions for the HCX Fmusp initiatives.

OTHER HEALTH UNITS

FFM and HCFMUSP develop other actions aimed at providing free healthcare to SUS patients.

House of Aids

Located within the facilities of the SES-SP Pinheiros Health Center (São Paulo State Health Department) since September 2014, the HIV/AIDS Patient Care Extension Service – House of Aids (SEAP) of the Division of Infectious and Parasitic Diseases of the Central Institute of HCFMUSP (ICHC) is an outpatient clinic and day hospital dedicated to teaching, research, and interdisciplinary care for adult patients living with the human immunodeficiency virus. Inaugurated in 1994, it has benefited from the joint operation of the Medical School of the University of São Paulo (FMUSP) since 2004.

In 2007, this Service received the Governor Mário Covas Award from the Government of the State of São Paulo in the category “Efficiency in the Use of Public Resources and Debureaucratization”, in recognition of the management project developed focusing on treatment adherence for patients living with HIV/AIDS. In the same year, it was classified as having the “Gold” standard in the evaluation of specialized HIV/AIDS services throughout the national territory, carried out by the Department of STDs/AIDS of the Ministry of Health, through the QUALIAIDS System evaluation.

SEAP is the first institution in the public health network of the state of São Paulo dedicated to people with HIV and, with the inauguration of its Physical Activity Laboratory in 2019, it innovatively incorporated sports practice into the proposal for comprehensive care for HIV patients, to minimize the effects of diseases associated with chronic AIDS and the use of antiretroviral medications, improving quality of life and adherence to treatment.

In this space, physical activities are carried out under the supervision of physical education professionals linked to House of Aids, and aerobic and strength training, flexibility and functional training are



Source: House of Aids

Actions to Promote Sexual Health and Prevent STIs and Aids at SESC Pinheiros.

offered, seeking to contribute to the prevention and clinical management of comorbidities that can impact the quality of life of patients undergoing antiretroviral treatment, such as metabolic disorders, cardiovascular diseases, and mental health demands such as depression. The exercises take place in patient groups and, in some cases, the physical activity is guided individually.

Through agreements signed between HCFMUSP and FFM and SES-SP, 3,472 patients were monitored at House of Aids in 2025. Among the patients living with HIV, 71% are male. The youngest patient is 14 years old and the oldest is 96 years old. Comprehensive care is provided by a multidisciplinary team, which includes infectious disease specialists, gynecologists and psychiatrists, nurses, psychologists, pharmacists, a nutritionist, social workers, a dental surgeon, physical education professionals, and a technical and administrative support team.

From March to October 2025, House of Aids conducted two rapid testing campaigns for HIV, syphilis, and viral hepatitis at Casa de Assis – a Reference and Reception Center for Immigrants.

Between December 14th and 21st, SEAP participated in the FMUSP Scientific Flag event on Marajó Island/PA, offering rapid HIV, syphilis, and hepatitis tests to 360 people.

On December 2nd, in honor of World AIDS Day, the traditional mass testing event for HIV, syphilis, and viral hepatitis was held at SESC Pinheiros, São Paulo, serving over 250 people.

During these events, HIV, syphilis, and hepatitis tests are performed using a small blood sample collected by finger prick. Results are ready in 20 minutes and are delivered by doctors, psychologists, and social workers in individual tents. In case of a positive diagnosis, the person is promptly supported by the team and referred to begin treatment at SEAP.

During the events, the population also received guidance on ways to prevent sexually transmitted infections, condoms, and informational materials to further disseminate preventative measures. There was also distribution of prevention supplies, such as external and internal condoms, lubricant gel, and HIV self-tests, items distributed free of charge by the SUS.

With a view to the continuity of these actions, an agreement was signed in 2024 between HCFMUSP, FFM and SES-SP, which enabled the performance, in 2025, of 14,876 medical consultations and 35,058 multidisciplinary team services, totaling **49,934 outpatient procedures**. In addition, 26,803 prescriptions were filled at the pharmacy and 2,950 HIV tests, 2,200 syphilis tests and 4,370 tests for viral hepatitis B and C were performed.

Butantã School Health Center



Facade of the Butantã School Health Center.

The Samuel Barnsley Pessoa School Health Center (CSEB) is a teaching-assistance unit of the Medical School of the University of São Paulo (FMUSP), under the responsibility of the Departments of Preventive Medicine, Pediatrics, Internal Medicine, and Speech Therapy, Physiotherapy, and Occupational Therapy.

The Center focuses on teaching and research in the area of primary care for undergraduate students in the health field, medical and multiprofessional residency programs, as well as the training of professionals at

the technical level and others already working in healthcare services.

It is responsible for serving an area of 25,000 inhabitants in the Butantã region, encompassing two non-contiguous areas with socioeconomic, demographic, and health condition heterogeneity, and vulnerability to illness.

In 2025, CSEB performed **5,642 outpatient procedures** through FFM.

MANAGEMENT CONTRACTS

In 2008, FFM was qualified as a Social Organization (a private, non-profit legal entity whose activities are directed towards education, scientific research, technological development, environmental protection and preservation, culture and/or health, receiving this title from the Public Administration itself and authorized to enter into Management Contracts with it to perform non-exclusive services for the State).

Under this model, the Foundation manages, through management contracts, the Cancer Institute of the State of São Paulo (Icesp) since 2008; the Lucy Montoro Rehabilitation Institute (IRLM) since 2010; and the Perdizes Institute (IPer) since 2022.

Management Contract of the Cancer Institute of the State of São Paulo - Icesp



Icesp, IRLM, and IPer are managed by FFM, as a Social Health Organization (OSS), under a management contract model.

The Cancer Institute of the State of São Paulo – Octavio Frias de Oliveira (Icesp) is one of the units of HCFMUSP, exclusively serving patients from the public health system. Inaugurated in 2008, its healthcare activities, and teaching and research initiatives are managed and operated by FFM.

In addition to its main unit located on Avenida Doutor Arnaldo, the Institute has an outpatient unit in the municipality of Osasco; a pediatric cancer treatment unit (ITACI); and a specialized outpatient pharmacy, located on Rua da Consolação, which enables comprehensive oncological care with the supply of all high-cost medications (oral chemotherapy and hormone therapy) and nutritional supplements.

Icesp is recognized as a center of excellence both nationally and internationally, providing humane care to its patients with high technical quality, and

developing research and teaching activities in all areas related to oncology.

At Icesp, the act of caring is linked to the concepts of Patient-Centered Care and Humanization, in which, with the participation of the patient and family, comprehensive and personalized care is provided.

Chronic diseases require a prolonged care flow, and, just like each new patient at Icesp, the 40,000 active patients continue to have access to the various resources of the specialized comprehensive treatment offered by the Institution.

Over the years, excellence in service and the adoption of best practices in oncological care and the management of hospital infrastructure have earned Icesp recognition as an institution of excellence through various national and international seals, accreditations, and certifications.

Due to its commitment to Quality and Safety, Icesp is accredited by the Joint Commission International – JCI (2014 - 2017 - 2020 - 2024) and holds the Senior-Friendly Institution Seal – adherence and full level (since 2016). The Institute's rehabilitation service is also accredited by the Commission on Accreditation of Rehabilitation Facilities – CARF (2015 - 2017 - 2020 - 2024) and the laboratories by the Clinical Laboratory Accreditation Program – PALC (2014 - 2018 - 2020 - 2023).

The experience of patients and caregivers served by Icesp is evaluated through satisfaction surveys using the Net Promoter Score (NPS) methodology. In 2025, the Institute achieved an NPS of 94, positioning itself in the excellence zone. This result is consistent with the quality and safety standards recognized by institutional accreditations and certifications, demonstrating a highly positive perception among users regarding the quality of care and the humanized treatment provided.

Icesp is accredited by the Ministry of Health as a “High Complexity Oncology Care Center” (CACON), meaning the Institute possesses the technical conditions, physical facilities, equipment, and human resources necessary to provide specialized, high-complexity care for the definitive diagnosis and treatment of different types of cancer.

In addition to the volume of patients and treatments performed, the service provided by Icesp is characterized by the prevalence of highly complex oncological cases treated at the institution. Oncological pathologies are evaluated according to their stage using the TNM system (Tumor [size], Nodes [lymph nodes], and Metastasis), which allows identifying how advanced the disease is at the time of diagnosis.

The system works with a scale from 0 (early stage of the disease) to IV (advanced stage). The evaluation of the temporal evolution of the stages of patients treated by Icesp shows that, since its inauguration, the institution has treated a large number of patients with advanced conditions, requiring significantly more resources from an operational and financial standpoint. These patients are treated by multiple teams and undergo various treatment modalities, both curative and palliative.

The numbers reflect a significant and highly representative healthcare output, with approximately 700 thousand, procedures performed annually.

SUMMARY OF ICESP ASSISTANCE IN 2025*

Procedures Performed	Quantity
Medical consultations	239,296
Multiprofessional consultations	183,051
Surgeries	8,096
Hospital discharges	18,674
Chemotherapy sessions	43,173
Radiotherapy sessions	45,292
Outpatient Pharmacy Services	114,859
Referral emergency/urgent care	22,924
Total	675,365

* It includes services provided at Dr. Arnaldo, Osasco, ITACI Units and outpatient pharmacy

SUMMARY OF PATIENTS UNDER TREATMENT AT ICESP
IN 2025

Monthly average of patients undergoing cancer treatment (Chemotherapy and Radiotherapy)	5,411
---	-------

The year 2025 was marked by several actions at Icesp that encompassed important milestones, described below.

In January, Icesp announced the receipt of the recertification of the “Senior-Friendly Institution” Full Seal from SES-SP, at its highest level. The certification was created to encourage actions directed towards the elderly, according to best practices, valuing safe care, respect, preservation of autonomy, and independence of the elderly by healthcare institutions.

In February, Icesp began using new equipment for robotic surgery. With more advanced technology, greater agility of movement, and a lighter camera with improved manipulation, the device allowed for easier position changes and an enhanced view of the surgical field. The first surgery performed with the equipment was an esophagectomy.

In March, an event was held on Avenida Paulista, on the sidewalk in front of the Federation of Industries of the State of São Paulo (Fiesp) building, to raise awareness about the Human Papillomavirus (HPV), which included free vaccination for boys and girls aged 9 to 19.

International Women's Day was celebrated at the Institute with a special 10th-anniversary edition of the Talk Show on March 14th. The event presented the theme "The Essence of Women Who Care" and brought together professionals from different areas of health to share inspiring stories, challenges, and achievements in their journey of care.

On March 23rd, also on Avenida Paulista, a special event was held in reference to the Blue March campaign, a month dedicated to raising awareness about colorectal cancer. Doctors and specialists from the Institute offered explanatory materials and answered questions from the public. The program included the game "Your Health Trail" and healthy cooking classes.

On April 8th, an event was held in reference to World Cancer Day. The ceremony kicked off the activities of the "Cancer Awareness and Prevention Week in Communities," a date established in the state's official events calendar, which promoted a series of actions in various public health institutions. Also in April, Icesp hosted students and teachers in their final year of high school from public and private schools in São Paulo for the *21st International Masterclass 2025 – Hands-On Particle Physics*, which focused on Medical Physics, with explanations about the history of Oncology, the types and characteristics of particles used in radiotherapy, among other topics.

On May 6th, Icesp celebrated its 17th anniversary. As part of the celebrations, ceremonies were held for the "You Are Part of This History" Program, honoring employees who completed 5, 10, and 15 years at the Institution. In addition, activities such as a photo contest, a festive edition of the Experimental Kitchen with savory party recipes, and other events were held.

The Icesp Nursing Week celebrated Nurse's Day and Nursing Technician's Day, commemorated on May 12th and 20th, respectively.

In honor of these professionals, a meeting with

lectures and a talk show was held in the Auditorium. On May 28th, on the ground floor of the Institute, the photographic exhibition entitled "Details of a Life: a look at overcoming challenges and the importance of prevention" was launched. The exhibition aims to highlight the beauty of patients and promote a collective movement about the importance of health care. The exhibition was on display at the Institute and at the Palmeiras-Barra Funda station of the CPTM (São Paulo Metropolitan Train Company).

Between June 3rd and 5th, special activities were held at the main campus and other units in celebration of World Environment Week. These actions alluded to World Environment Day, celebrated on June 5th, a date that promotes awareness about environmental preservation and reinforces the importance of sustainable actions.

On June 27th, Icesp received a visit from the Minister of Health, Alexandre Padilha. The meeting brought together authorities from the Institute's Board of Directors and the Ministry of Health to discuss oncology-related topics.

On July 17th, an event was held at Avenida Paulista, on the sidewalk of the Fiesp building, in support of the "Green July" campaign, a month dedicated to raising awareness about head and neck cancer. During the event, Institute professionals with explanatory materials were available to provide guidance on the disease and prevention to the public, as well as conducting oral health assessments. At the end of the month, a videocast was released on Icesp's YouTube channel, addressing the disease, its symptoms, and forms of prevention.

Specialists from Icesp participated in the event "Portraits of Cancer – A reflection on challenges and solutions for cancer care in Brazil" organized by the newspaper *O Estado de S. Paulo* and *Estadão Blue Studio*, on July 31st. The meeting brought together health experts with the aim of creating a space for reflection on the challenges and solutions for the treatment of the disease in the country.

On August 7th and 8th, the 5th edition of the Humanization Symposium and the 3rd edition of the Patient Experience Symposium were held at the Institute. The events encouraged knowledge sharing on humanized health-care practices, highlighting the importance of the patient's experience. On August 12th, the 16th edition of the Octavio Frias de Oliveira Award took place, which recognizes relevant

contributions to the diagnosis and treatment of cancer and honors those who mark the history of oncology in the country. The categories include: Oncology Research, Technological Innovation and Outstanding Personality in Oncology.

In August, the Institute began operating its new PET-CT scanner. A donation of R\$11 million from a private individual enabled the complete restructuring of the equipment room, the replacement of the previous equipment, the acquisition of a new, more technologically advanced and modern machine, and the guarantee of its maintenance after the warranty period.

Between September 11th and 13th, the Institute held an international event on HPV-associated diseases. The meeting, “HPV – Associated Diseases: Screening, Prophylactic and Therapeutic Vaccines”, was aimed at researchers in the field and healthcare professionals interested in the topic.

On October 22nd, ITACI/Icesp inaugurated a new mural with paintings by Gabriel Menezes (Mena) and eight other artists. The “Art that Cares” project sought to bring lightness and comfort to the daily lives of children and adolescents undergoing treatment, as well as to value the hospital environment and reciprocate the care of the professionals who dedicate themselves to

the patients.

On October 29th, the Institute held a ceremony to celebrate the designation of Icesp and the Radiology Institute (InRad) as Anchor Centers of the International Atomic Energy Agency (IAEA), linked to the United Nations (UN).

In reference to the Blue November campaign, Icesp carried out several internal and external actions to alert the population about the disease, including a Health Blitz at Fiesp, in addition to a multidisciplinary team from the Institute offering guidance and an awareness campaign at Shopping Center 3.

The 13th edition of the Icesp Patient Parade took place on November 10th at CCR. Its theme was “I see myself in you” and it featured the participation of Icesp and ITACI patients, as well as employees undergoing treatment.

On November 30th, the 9th edition of the “Icesp Run” race was held. The event brought together thousands of people and aims to raise awareness about the importance of physical activity for cancer prevention and rehabilitation, as well as for overall health.

Management Contract of the Lucy Montoro Rehabilitation Institute



Source: IRLM

Family Day celebration at the children's clinic.

The Lucy Montoro Rehabilitation Institute (IRLM), located in the Morumbi neighborhood, was designed to offer more complex care to people with debilitating physical disabilities, through comprehensive and integrated rehabilitation treatment, with technological infrastructure and qualified professionals in diagnostic and therapeutic resources.

The healthcare provided by IRLM is multi-professional and interdisciplinary, specializing in the area of Physical Medicine and Rehabilitation. It seeks to treat the limitations caused by disability, aiming to achieve the highest level of physical and functional independence for the patient, focusing on comprehensive rehabilitation and social inclusion, considering the characteristics and degree of disability presented.

The rehabilitation programs encompass the set of services and therapeutic interventions offered to the patient, from hospital admission to discharge, proportional to their disability, according to the principle of equity. This includes all services and procedures necessary to obtain or complete the diagnosis and the therapies necessary to achieve the individual functional potential predicted for each patient, according to the prognosis of each injury.

Specialized rehabilitation services – funded by SUS (Unified Health System) resources – are offered in outpatient and inpatient modalities for adults and children, and include: multidisciplinary screening, medical outpatient care (evaluations and follow-ups), rehabilitation program with defined objectives, orientation and review groups for acquired skills, team meetings, adapted sports experiences, interdisciplinary therapeutic activities, therapeutic

garden, inclusive kitchen, educational activities for patients and caregivers, wound care clinic, assistive technology clinic, and neurochemical blockade clinic for children. It also promotes family meetings, home visits, and integration with community resources (school visits and matrix support with the Health Care Network), when necessary.

To this end, it has a team primarily composed of: physiatrists; consulting physicians in the specialties of internal medicine, infectious diseases (Hospital Infection Control Service), and urology; social workers; psychologists; physiotherapists; occupational therapists; speech therapists; nursing professionals; nutritionists; physical education teachers; as well as orthotics and prosthetics technicians and therapeutic workshop instructors.

The technology park supporting diagnosis and therapy, which assists in sustaining the Rehabilitation Programs offered by IRLM, includes: bone densitometry, urodynamic study, peripheral nerve electrostimulator, bladder biofeedback, shockwave therapy, low-power laser for inflammatory conditions and skin lesions, balance system, passive upper limb cycle ergometer, lower limb cycle ergometer with functional electrical stimulation, ergometer bicycle, gym and fitness stations, robotics for upper limbs with virtual reality, exoskeleton associated with virtual reality for robotic suspended gait, game therapy, 3D digitizer, equipment for equine therapy simulation and electrical bioimpedance.

IRLM, as an integral part of the FMUSP-HC System, relies on its support to complement its activities and ensure greater efficiency and safety in its processes.

Among the resources available, we can mention the support provided by HCFMUSP for urgent and emergency cases involving patients assisted by the Institute, as well as the sharing of structures, such as technical committees, which support instructions and regulations for decision-making on related matters.

Regarding participation in the FMUSP-HC System, special mention should be made of the work of the Institute of Physical Medicine and Rehabilitation of the Hospital das Clínicas of FMUSP (IMRea), with which technical-assistance and technical-administrative structures and knowledge are shared.

Examples include the electronic patient record, the hospital management system, the portfolio of care protocols, standard operating procedures, among others.

From the perspective of continuity of care for patients, the Institute has support from IMRea in the specialties of cardiology, neurology, bioengineering laboratory, gait laboratory, wheelchair technology center, diagnostic support exams, among others. For

inpatient rehabilitation programs, IRLM is a reference in the state of São Paulo, sharing with IMRea the position of the only state health establishments to offer this model of care.

In 2025, the service provided care to patients with acquired brain injuries (traumatic and vascular), spinal cord injuries, and other paralysis conditions. In the outpatient clinic, rehabilitation programs continued to be primarily focused on the pediatric macro-process (up to 6 years and 11 months), encompassing physical disabilities resulting from cerebral palsy, myelomeningocele, obstetric paralysis, and congenital limb malformations.

With the achievement of a new management cycle until 2030, IRLM expanded its scope to include the amputee care macro-process and broadened outpatient rehabilitation care for adult patients, increasing the scope of services offered in accordance with strategic guidelines and the comprehensiveness of care.

IRLM's healthcare output in 2025 was as follows:

LUCY MONTORO REHABILITATION INSTITUTE HEALTHCARE SERVICES - 2025	
Description	Quantity
Hospital Discharges	720
Outpatient care – Medical specialties	5,638
Outpatient care – Non-Medical specialties	22,739
Dispensation of Orthoses, Prostheses and Means of Locomotion	*4,700
Total	29,097

(*) Quantity is merely informative and not considered in the Assistance Total.

In the area of rehabilitation, IRLM also provides ongoing support for the training of healthcare professionals and carries out activities to contribute to the support and development of teaching and research. It fosters the operation of the Lucy Montoro Rehabilitation Network (RRLM), offering technical, care, and administrative support, as well as sharing structures and systems that assist in the organization and coordination of the Network. This support is mainly comprised of

the Communication Advisory, Central Ombudsman, Information Technology, Quality Management and Humanization of Care, Orthopedic Workshop, Teaching, Research, and Professional Qualification Programs, which include, among other actions, training, monitoring, and development of specialized activities, whenever necessary, to ensure the structuring of care, work routines, and technical improvements, supporting the sustainability of the RRLM Program.

In February, within the Carnival theme, the physiotherapy team organized multidisciplinary activities aimed at children in the pediatric outpatient clinic. The activities involved making festive accessories, masks, capes, musical instruments, necklaces, and face painting, culminating in a collective presentation of the creations. Beyond the playful aspect, the activities were structured to practically stimulate skills aligned with the therapeutic objectives of the rehabilitation program.

In the inpatient ward, the period was also marked by a themed dinner for hospitalized patients, contributing to the humanization of care and well-being during their hospital stay.

In March, a mask-making workshop was held, followed by a Masked Ball with inpatients, as an action to humanize care and encourage socialization in the hospital environment.

In the same month, in observance of World Oral Health Day (celebrated on March 20th), the children in the outpatient clinic participated in a themed activity focused on promoting healthy oral hygiene habits. Entitled "Taking Care of My Oral Hygiene," the initiative had both educational and therapeutic aspects. In a playful and safe manner, the importance of oral hygiene and proper technique, the relationship between diet and oral health, and strategies to facilitate the incorporation of these practices into the family routine were addressed. The activity also promoted sensorimotor stimulation during the execution of the practices, the adjustment of appropriate positions, and the strengthening of the bond between family members and the therapeutic team, integrating oral health into daily care.

In April, the Children's Outpatient Clinic held the therapeutic activity "Sensory Easter Stations," conducted by the Nutrition Service with the support of Nursing and the multidisciplinary team, integrating food therapy strategies. The proposal aimed to reduce food refusal, expand the food repertoire, and guide family members on how to apply strategies at home.

The activity was organized into sensory stations that stimulated progressive interaction with food, involving visual, tactile, olfactory, and gustatory exploration, associated with guidance on adapting consistencies, preparing food, and promoting healthy eating habits. In addition to its educational character, the activity fostered sensorimotor experiences,

strengthened the bond between family and staff, and humanized care.

Inpatients also participated in a special activity in the inclusive kitchen with the theme "Healthy Easter Egg," made with banana biomass. Patients and caregivers prepared the food together, and were surprised by a tasty and highly nutritious result.

In May, the Social Service promoted a group activity aimed at parents, guardians, and caregivers of children in rehabilitation, with the participation of the multidisciplinary team. The proposal constituted a space for listening, exchanging experiences, and reflecting on the daily lives of families, addressing the importance of active participation in the rehabilitation process and overcoming social barriers, including situations of ableism, prejudice, and exclusion.

The program began with an opening led by the pediatric outpatient clinic's physiatrist, followed by the formation of small groups facilitated by the team, fostering dialogue, collective reflection, and strengthening the bond between families and health services.

In May, inpatients also had the opportunity to participate in the PARES Project, a therapeutic initiative related to Labor Day, aimed at patients with spinal cord injuries. During the same period, the Social Service conducted a thematic activity on ableism for patients with brain injuries and their caregivers. Both activities included discussions, sharing of experiences, and mutual support, promoting the exchange of experiences and emotional support among participants.

Also in the same month, a group music therapy experience was offered to the children in the pediatric outpatient clinic. The activity was led by a music therapist, and the multidisciplinary team took the opportunity to playfully and practically stimulate skills aligned with the therapeutic objectives of the rehabilitation program.

In June, the children's outpatient clinic team celebrated Environment Week. A group activity was held with the patients outdoors in the therapeutic garden. The children worked with the soil, planting and watering plants, and learning about environmental awareness and sustainability applied to daily life.

Still in June, the Occupational Therapy Service promoted a themed therapeutic activity for the Festa Junina (June Festival) in the Children's Outpatient Clinic, involving the entire care team. The program included play sessions designed to stimulate the children's motor, sensory, and perceptual-cognitive skills, and featured bingo stations, a clown's mouth game, a fishing game, and the traditional quadrille dance, providing integration, fun, and therapeutic development in a playful environment.

At the end of June, patients with greater functional independence, who were on the waiting list for readmission, were selected and invited to participate in a special activity in partnership with the Brazilian Paralympic Committee. The event included a lecture, testimonials from former patients, and experiences in fencing and rugby.

In July, inpatients participated in a traditional Brazilian country festival along with their caregivers. The goal was to provide a leisure and therapeutic experience in a typical Brazilian festivity.

In the same month, Family Day was also held at the children's outpatient clinic, an action aimed at valuing and strengthening the support network of patients. The initiative included inviting adult family members involved in direct care, as well as younger siblings, to learn about and participate in the activities developed at IRLM.

In August, a conversation circle was held with the writer Flávia Braz and the IRLM team (Social Service and Psychology). The activity provided a space for exchange, listening, and dialogue with the caregivers of patients at the children's outpatient clinic, with the aim of addressing the importance of literature in times of adversity, promoting connection and identification with the reality experienced by many participants.

In September, in commemoration of the National Day of Struggle for People with Disabilities (September 21st), the children participated in a special program.

For those over seven years old, the activities were promoted in partnership with the Brazilian Paralympic Committee (CPB), while younger children participated in music therapy experiences. The initiative aimed to promote inclusion, encourage sports practice, and work on motor and cognitive aspects through music. Inpatients, in turn, participated in a celebratory dinner, which included a performance by the Metro Security Guards Band.

In October, in celebration of Children's Day, patients from the pediatric outpatient clinic participated in the traditional outing to Espaço Curumim, located near IRLM. The children were accompanied by their guardians and professionals from the multiprofessional team, exploring the various possibilities offered by the space, which features playful environments, toys, and recreational activities aimed at stimulating motor, cognitive, and social development. The activity provided a moment of integration, leisure, and strengthening of bonds, aligned with the therapeutic objectives of the rehabilitation program.

In November, the second activity of the PARES Project took place, focused on sharing experiences and mutual strengthening among inpatients, promoting emotional support and the exchange of experiences. In the same month, the second activity with parents and guardians of children in rehabilitation also took place, conducted by the Social Service team with support from the multiprofessional team, focusing on listening, sharing experiences, and reflecting on ableism and the daily lives of families.

Finally, in December, the traditional Christmas Workshop took place. The Occupational Therapy service, with the children from the pediatric outpatient clinic, held a program with Christmas-themed games and an arts workshop, making Christmas ornaments and garlands, aiming to provide sensory and motor stimulation, as well as to encourage participation in activities with their guardian.

Perdizes Institute Management Contract



The Perdizes Institute of HCFMUSP occupies a building area of 24,000 m², on the same site where the Cotoxó Auxiliary Hospital operated for over 40 years. Its structure is divided into two main blocks: the first houses a Treatment Center for Alcohol and Other Drugs, including an Outpatient Clinic, Day Hospital, and Inpatient Unit. The second is dedicated to Transitional Care and Palliative Care Units, offering multidisciplinary assistance to non-critical acute patients, in addition to teaching undergraduate and postgraduate courses and developing research.

The unit directly contributes to the institutional mission of HCFMUSP, focused on teaching, research, assistance, and innovation in high-complexity healthcare (tertiary/quaternary level). Furthermore, the Institute integrates with the Psychosocial Care Network (RAPS), with professionals specialized in the treatment of people with substance use disorders, following the guidelines of the Department of Psychiatry of the Medical School of the University of São Paulo (FMUSP). Management is guided by social responsibility and good governance practices, a result of the long-standing partnership between FMUSP, HCFMUSP, and FFM.

Inaugurated on November 8, 2022, the Institute underwent an intense implementation period. Managed by FFM through a Management Contract, the unit reached the milestone of 200 beds in operation in 2024. This consolidated its position as the fifth largest unit in the FMUSP-HC System in terms of number of beds, ensuring the full achievement of the agreed-upon goals.

In 2025, IPer's main objective was its submission for ACSA (Andalusian Health Quality Agency) international accreditation. The focus of this initiative was to promote continuous improvement in quality and safety in health services, prioritizing patient-centered care. Through this European methodology, the aim is to raise the standard of care, promoting greater efficiency in risk management and conferring international recognition to the Institution.

Regarding the treatment of alcohol and other drug abuse, the Institute offers excellent care, addressing both traditional and emerging psychoactive substances. With an interdisciplinary approach, the unit trains professionals to develop effective interventions, ensuring comprehensive support for patients and their families.

The transition of care is a fundamental pillar of the Institute's work, ensuring continuous monitoring of patients (adults and children) at all stages of treatment. This approach aims to provide safety and support, promoting continuity of care, especially for those in vulnerable situations. Furthermore, the Institute prioritizes palliative care, offering physical, emotional, and social support to individuals with various pathologies. This practice is integrated into the care provided, improving the quality of life of patients and training professionals who are sensitive to the needs of those facing critical situations.

The Institute has 670 employees, distributed among the following professional groups: 31.1% are nursing technicians, 16.6% are nurses, 19.9% are physicians, 18.6% are multidisciplinary professionals, 11.1% are administrative staff, and 2.8% are support staff.

The data on healthcare production of the units in 2025 are as follows:

In the Alcohol and Drug Treatment outpatient clinic, 2,500 patients were treated, with more than 18,300 services provided, including: 12,600 medical consultations and more than 5,700 individual and group therapy sessions by the multidisciplinary

team, composed of nurses, psychologists, social workers, speech therapists, occupational therapists, physiotherapists, physical education teachers, and nutritionists.

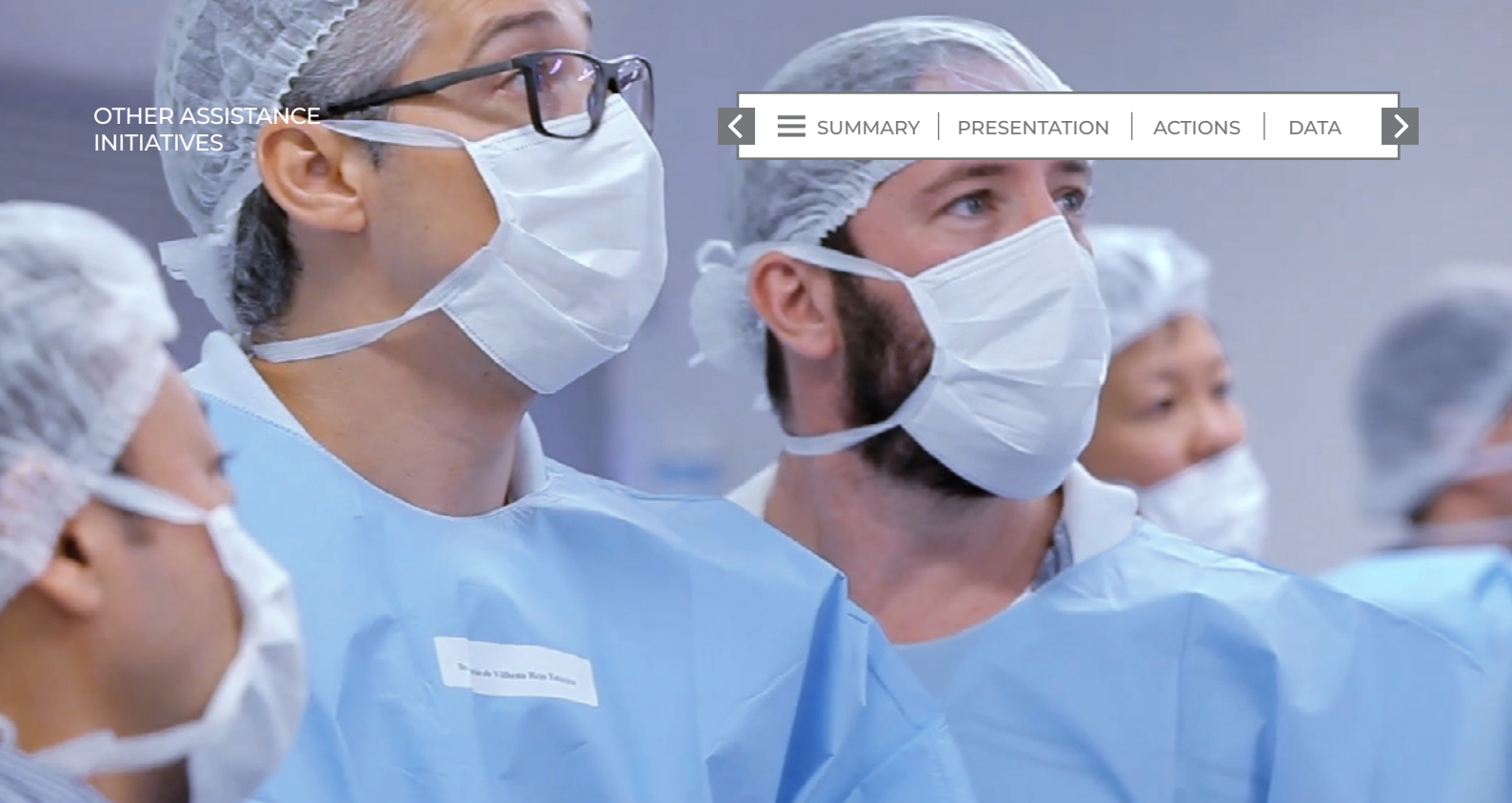
Formalized in the Management Contract in October 2025, through the 5th Amendment, the Palliative Care Outpatient Clinic served 975 patients, providing over 8,600 healthcare services, including 2,200 medical and multidisciplinary consultations in just three months of operation.

The Day Hospital for Alcohol and Drug Treatment provided over 1,900 services.

ASSISTANCE PRODUCTION OF THE PERDIZES INSTITUTE - HOSPITAL ADMISSIONS - 2025			
Unit	Hospital Discharges	Occupancy Rate*	Avg. Length of Stay
Palliative Care	481	57.7%	10.8 days
Alcohol and Drugs	642	77.9%	26.8 days
Transition of Care	1,250	67.7%	13.9 days
Total	2,373		

ASSISTANCE PRODUCTION OF THE PERDIZES INSTITUTE - HEALTHCARE - 2025	
Services Provided	Quantity
Day Hospital Services	1,993
Medical Consultations – Alcohol and Drugs	12,669
Multidisciplinary Services – Alcohol and Drugs	5,752
Medical Consultations – Palliative Care	455
Multidisciplinary Consultations – Palliative Care	1,755
Total	22,624

OTHER ASSISTANCE INITIATIVES



FFM, in conjunction with HCFMUSP, develops other healthcare activities.

Icesp Rehabilitation Center

The Institute of Physical Medicine and Rehabilitation of the Hospital das Clínicas of FM USP (IMRea), beneficiary of a donation from a public civil action brought by the Labor Prosecutor's Office against a company, made possible the facilities of the Icesp Rehabilitation Center, inaugurated on September 22, 2008.

The Icesp Rehabilitation Service focuses on serving people with disabilities, whether temporary or permanent, aiming to optimize their functional potential in the physical, psychological, and social participation spheres.

Rehabilitation focuses on stimulating functional potential and independence, but also seeks to help patients adapt to their limitations in order to live as fully and independently as possible. To this end, it employs physiatrists, physiotherapists, speech therapists, neuropsychologists, occupational therapists, rehabilitation nurses, and physical education instructors.

The Rehabilitation Center became the first in the oncology field in Latin America to achieve accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF), an entity known worldwide for establishing rigorous standards for accrediting this type of outpatient service.

In 2010, it was recognized by the National Accreditation Organization (ONA). The following year, it obtained

ONA Level 2 accreditation and, in 2014, it was accredited by the Joint Commission International (JCI). These methodologies establish specific requirements and certify the quality and safety of healthcare services.

In 2020, it was reaccredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), the most renowned international accreditation in rehabilitation, recognized worldwide for its high standards of quality, having previously been accredited in 2015 and 2017.

In March, the Icesp Rehabilitation Service received reaccreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF), a renowned international accreditation known for its high standards of quality.

The ongoing, continuous, and participatory evaluation processes that contribute to quality and safety are also part of Icesp's humanization policy, focused on welcoming patients and their companions.

These activities continued into 2025.

Implementation of the first external unit under InRad management

Through a contract signed at the end of 2024 with the Sírio-Libanês for Social Responsibility Institute, the objective of this project is to develop, through the technical staff of InRad, a model for providing

specialized labor services in diagnostic imaging, graphic methods, neurophysiological procedures, and treatments for patients at the Rota dos Bandeirantes Regional Hospital, located in Barueri, in Greater São Paulo.

The project includes, in addition to imaging exams (X-rays, Computed Tomography, Mammography, Ultrasound, Magnetic Resonance Imaging, Bone Densitometry, etc.), full or segmented management in the diagnostic imaging sector, including the supply, training, and management of qualified personnel, with a rigorously selected and sized staff to work in hospital and outpatient services, performing the various activities related to the comprehensive care of the diagnostic segment.

NGA Várzea do Carmo

Through agreements signed with SES-SP, FFM, and HCFMUSP, the Clinical Gastroenterology Service of HCFMUSP provides care for the Endoscopy and Hepatology Service of the Várzea do Carmo Healthcare Management Center (NGA), a specialty outpatient clinic of SES-SP located in downtown São Paulo.

The service fills a gap in the care of secondary patients through the SUS, resolving most cases and referring the more complex ones for specialized treatment at HCFMUSP.

The Várzea do Carmo outpatient clinic is a referral center for 39 municipalities in Greater São Paulo. Cases are referred from primary care services, such as Ambulatory Medical Assistance Units (AMAs), Basic Health Units (UBSs), and emergency hospitals.

Aiming at the continuity of these actions, initiated in 2010, a new agreement was signed in 2025 between SES-SP and HCFMUSP and FFM.

In 2025, FFM and HCFMUSP, in joint action, carried out **11,822 services**, including 7,300 exams and 4,522 consultations.

Financial Support Program for Students – AFINAL

To help overcome the lack of financial resources, which hinders the performance of students with great academic potential, the Medical School of the University of São Paulo (FMUSP) has offered the Afinal Scholarship

since 2007, with resources obtained through donations from individuals and legal entities, exclusively intended to assist low-income students.

The “Afinal” scholarship is part of the “Strengthen a Student FMUSP” Project, a scholarship fund to enhance the aid program, with resources from the FMUSP Board, the HCFMUSP Superintendency, the FFM, and the FZ, in addition to donations from individuals.

To receive the benefit, the student undergoes a rigorous selection process, presenting documents that prove their family's socioeconomic situation and, through a scoring system, enters a list in descending order of need.

There has been a significant increase in students requesting financial support due to difficulties related to the pandemic. FMUSP, through the FFM, provides emergency aid scholarships to assist students who have undergone an evaluation based on socioeconomic criteria and have demonstrated vulnerable situations.

Until 2020, the available resources allowed for the benefit of 112 students. In 2023, 129 scholarships were awarded, and in 2024, 121 scholarships. Already in 2025, through private donations, this amount was increased to 191 scholarships.

Adult and Pediatric Kidney Transplant Project

The Adult and Pediatric Kidney Transplant Project, through the assistance of the Urology Division of HCFMUSP, initially planned the transfer of 372 patients with Chronic Kidney Disease from Samaritano Hospital, who needed medium and high-complexity care.

During the transfer period, 73 patients were excluded due to death, withdrawal, loss of follow-up, or discontinuation of treatment in their city of origin, resulting in the effective transfer of 299 patients.

The project is supported by an Amendment to the Agreement between HCFMUSP and FFM and SES-SP, signed in 2021.

In addition to providing healthcare services, the project included the training of professionals from other services, with the aim of qualifying the network to meet the demands of these patients in 2024.

In 2025, the activities of monitoring and treating transferred patients continued, with 1,372 outpatient visits and 694 inpatient days, totaling **2,066 procedures**.

Muiraitã Culture and Extension Project

Through a partnership between FFM and the Federal University of Western Pará – UFOPA, on July 8th, the hospital ship Abaré departed from Santarém towards the community of Maripá, marking the beginning of the Muiraitã Project expedition, an initiative of FMUSP.

For 20 days, students and volunteer healthcare professionals traveled through the municipalities of

Santarém, Belterra, and Aveiro, in the Lower Amazon region, with the goal of providing free healthcare services to vulnerable riverside populations.

In a joint effort by students and professors, with the voluntary participation of healthcare professionals, **34,399 services** were provided, integrating teaching, direct assistance, and data collection for public policies. The total procedures included 1,755 medical consultations (general practice, gynecology, pediatrics, and psychiatry), 21,661 medication dispensations, 889 laboratory tests, 150 ultrasounds, and minor surgeries.

COVID-19 RESPONSE PROJECTS

ACTIVITIES
REPORT
2025

With the spread of the novel coronavirus, the FMUSP-HC System initiated a major collective mobilization in January 2020 to prepare the institution and its teams.

Verbal Autopsy in the Diagnosis of COVID-19

Institution: FMUSP – Department of Pathology

Type of contract: Agreement signed between Vital Strategies, Inc. and FFM

Objective: The project seeks the development of strategies and changes to the verbal autopsy questionnaire for the diagnosis of COVID-19.

Evaluation of the effectiveness of combining olfactory training and laser therapy in the olfactory recovery of people with sequelae of COVID-19

Institution: HCFMUSP – IMRea

Type of contract: Technical-Scientific Cooperation Agreement signed between Natura Cosméticos S.A., HCFMUSP and FFM

Objective: To investigate the effects of photobiomodulation therapy, before and after irradiation with different doses of low-intensity laser, associated with olfactory stimulation.

Evaluation of cellular immunity in samples from the Phase II clinical study of the ButanVac vaccine formulation / (Phase II/III double-blind, randomized, active-controlled vaccine trial for safety evaluation, immunogenicity and batch consistency of the booster dose of the [recombinant, inactivated] COVID-19 vaccine in adults in Brazil)

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Contract signed between Fundação Butantan, FMUSP and FFM

Objective: Evaluating and comparing the safety of the booster dose of the experimental vaccine NDV-HXP-S and the COVID-19 vaccine Comirnaty® Wyeth (or Pfizer/BioNTech) for individuals who received Four doses of any COVID-19 vaccine, regardless

of past SARS-CoV-2 infection. This project was concluded in 2025.

Evaluation of the ex vivo and in vivo cellular and humoral immune response of a DNA vaccine containing multiple epitopes for T-cell epitopes against SARS-CoV-2 in BALB/c mice.

Institution: FMUSP – Discipline of Clinical Immunology and Allergy of the Department of Clinical Medicine

Type of contract: Agreement signed between Diomics Corporation and FFM

Objective: Establishing a diagnostic test for COVID-19, through the detection of delayed-type cutaneous hypersensitivity synthetic peptides encoding SARS-CoV-2 T-cell epitopes. This project was completed in 2025.

Post-infectious pain complications from coronavirus – COVID-19

Institution: HCFMUSP – ICHC – Division of Clinical Neurology

Type of contract: Own resources from donations

Objective: Evaluating the presence of sequelae and chronic pain in patients recovered from COVID-19.

Controlling the COVID-19 pandemic: Development of a nasal nanoparticle vaccine for SARS-CoV-2

Institution: HCFMUSP – LIMs – LIM 19

Type of contract: Agreement signed between Finep, HCFMUSP, Federal University of Goiás and FFM

Objective: The initiative foresees the advanced pre-clinical and clinical development of a nasal vaccine against SARS-CoV-2, Multicovax, for administration in individuals who have received previously injectable first-generation immunizations against the virus.

Post-COVID: Multidisciplinary Assessment: Long-term assessment of physical, psychological, and cognitive effects in a cohort of patients who survived hospitalization for COVID-19 in a tertiary university hospital: a multidisciplinary approach

Institution: FMUSP – Department of Cardiopneumology

Type of contract: Donation Agreement signed between Individuals and FFM

Objective: Evaluating the medium/long-term organic, physical, psychological, and cognitive repercussions in patients with moderate and severe COVID-19 who survived hospitalization at HCFMUSP, through an outpatient and laboratory, multidisciplinary and interdisciplinary approach, and to develop therapeutic intervention protocols to treat or mitigate these late manifestations.

Research projects related to the Corona, Sars, Cov, and COVID-19 virus families, selected in the “Call for Proposals No. 01/2020 – COVID-19 Research FMUSP-HC System”

Aiming to raise funds to support HCFMUSP, citizens, doctors, and researchers launched the #HCCOMVIDA campaign in 2020, which included the Viralcure portal.

Through the Medical School Foundation (FFM), part of these financial resources were used to subsidize 16 research projects related to the Corona virus family, SARS, CoV, and COVID-19, selected in the “Call for Proposals No. 01/2020 – Research on COVID-19 FMUSP-HC System”, whose objective was to support projects by researchers linked to the FMUSP-HC System that contributed to the knowledge of the SARS-CoV-2 virus, COVID-19, its effects and impacts on human health and society.

Of the 16 selected, the remaining ten were completed in 2025, namely:

- Adipose tissue contribution to the cytokine storm of COVID-19 patients;
- Minimally invasive autopsy in COVID-19: concordance between post-mortem computed tomography and histopathological analysis of the lungs;

- Brain evaluation by magnetic resonance imaging of fatal COVID-19 in minimally invasive autopsy;
- Characterization of the inflammatory response in patients with severe acute respiratory syndrome due to COVID-19;
- Randomized and paired clinical trial comparing regional anticoagulation modalities in continuous veno-venous hemodialysis in COVID-19 patients;
- Impact of prone positioning maneuver in patients with COVID-19 and severe acute respiratory distress syndrome: a multicenter cohort study;
- Investigation of neutralizing antibodies in SARS-CoV-2 infection;
- Prognostic plasma markers of severity for COVID-19;
- Pathogenesis of COVID-19: an autopsy-based approach;
- Viral and myocardial inflammatory profile in SARS-CoV-2 infection (VIPHeart-SARSCoV2).

INNOVATION PROJECTS

ACTIVITIES
REPORT
2025

Through its InovaHC hub and other initiatives, HCFMUSP develops innovation projects focused on digital transformation and artificial intelligence (AI) in healthcare.

AIR Project – A Copilot Tool for Quantitative Assessment of Lung Diseases

Institution: HCFMUSP – InRad

Type of contract: Amendment to the Technical and Scientific Cooperation Agreement signed between Philips Medical Systems Ltda., HCFMUSP and FFM

Objective: Artificial intelligence (AI) has the potential to revolutionize the radiology workflow and alleviate the workload of radiologists. The AIR project aims to co-develop an AI-based assistant, leveraging computed tomography data to identify interstitial lung disease (ILD).

Cushion 4.0: Intelligent reactive seat system with clinical monitoring for wheelchairs

Institution: HCFMUSP – IMRea

Type of contract: Agreement signed between Finep, HCFMUSP, Dilepé Ortopedia Técnica Ltda. and FFM

Objective: Developing the Cushion 4.0, an intelligent system for clinical monitoring that captures user variables and provides automatic adjustments to the wheelchair seat, preventing complications arising from prolonged periods of sitting in the same position, such as lower back pain and pressure sores.

AMPLO-FLU: Development of broad-spectrum monoclonal antibodies for influenza A as a prophylactic and therapeutic approach

Institution: HCFMUSP – LIMs – LIM 60

Type of contract: Agreement signed between Finep, HCFMUSP, Instituto Butantan and FFM

Objective: The identification of broad-spectrum neutralizing monoclonal antibodies (bNmAbs) against influenza A virus strains, aiming at the production of a bNmAb cocktail, to be used in preclinical and clinical trials, such as potential prophylactic and therapeutic approach. If successful in these trials, this approach will provide unprecedented support to prevention

and treatment strategies for influenza A infections, especially for groups of individuals who cannot directly benefit from the protection conferred by existing vaccine formulations.

Artificial Intelligence-assisted Neuropathological Assessment of Sporadic Alzheimer's Cases

Institution: FMUSP – Discipline of Geriatrics of the Medical Clinic

Type of contract: Cooperation Agreement signed between Universitätsklinikum Hamburg-Eppendorf – UKE, FMUSP and FFM

Objective: Developing and validating a new algorithm developed by artificial intelligence for the detection of neuropathological lesions associated with Alzheimer's Disease.

Center for Research and Innovation in Mental Health (CISM)

Institution: HCFMUSP – IPq

Type of contract: Donation Agreement signed between Banco Industrial do Brasil S.A., HCFMUSP and FFM

Objective: It is estimated that about 75% of mental health problems in adults begin before the age of 18 and about 50% begin at age 15, revealing the chronic nature of these conditions in our society. The Center for Research and Innovation in Mental Health (CISM) seeks to reduce the burden of mental health problems in Brazil by addressing three main gaps in the field. The first involves the need to advance research in Precision Neuroscience in mental health. The second, the importance of increasing the relevance of research as a driver for the emergence of new ideas in Digital Mental Health, innovation and entrepreneurship. The third, the urgency of improving the implementation of science in mental health and the transfer of technology to society.



Connecting Health – Development of technological solutions related to the use of communication, collaboration, cybersecurity and Internet of Things technologies for applications to minimize human exposure to contamination in hospital operations and in remote assistance for patients being treated at home

Institution: HCFMUSP – InRad – InovaHC

Type of contract: Technical-Scientific Cooperation Agreement signed between CISCO Comércio e Serviços de Hardware e Software do Brasil Ltda., HCFMUSP and FFM

Objective: Implementation of a pilot project of the Connecting Health Platform, formed by three fronts that apply the technologies of the 4.0 Revolution in the fight against COVID-19. These fronts offer support to operations in the ICU, Ward and Remote Assistance for patients being treated at home. This project was completed in 2025.

Development of a mobile-based software for identifying depression, anxiety, and stress during pregnancy: Digital Pregnancy Project

Institution: HCFMUSP – IPq

Type of contract: Technical-Scientific Cooperation Agreement signed between DM Healthcare Tecnologia em Saúde Ltda., HCFMUSP and FFM

Objective: Developing an Information System (application), to be installed on a mobile phone accessory (smartphone), based on the analysis of voice biomarkers, facial expression analysis, cell phone usage patterns, and metadata, for the identification of depression, anxiety disorder, and pathological stress in pregnant patients. This project was completed in 2025.

Development of medical imaging software for analyzing cerebral blood perfusion and permeability from magnetic resonance imaging (MRI) without the use of intravenous gadolinium contrast

Institution: HCFMUSP – InRad

Type of contract: Amendment to the Technical and Scientific Cooperation Agreement signed between Philips Medical Systems Ltda., HCFMUSP and FFM

Objective: Developing software for processing ASL (Arterial Spin Labeling) MRI images in order to extract information about the functionality of the blood-brain barrier in the brain, without the need for the application of an intravenous contrast agent. This project was completed in 2025.

Artificial intelligence tool for detecting low-resolution images in mammography exams – Mammogram Blurred Images AI Tool Project

Institution: HCFMUSP – InRad

Type of contract: Research Partnership Agreement signed between GE Healthcare Brazil, HCFMUSP and FFM

Objective: Developing an artificial intelligence (AI) solution that can automatically identify blurred images in mammograms during the examination procedure, without the need for human intervention. The future goal of this technology is to reduce patient recall by detecting blurred post-acquisition images, ensuring that only quality images are used for diagnosis.



Strengthening the In.Cube Innovation Program for the Development of Innovative Healthcare Solutions

Institution: HCFMUSP – InRad – InovaHC

Type of contract: Agreement signed between IDB, HCFMUSP and FFM

Objective: Strengthening the In.Cube innovation program and improve indicators related to the continuity of projects in licensing, entrepreneurship or technological development outcomes after the program, based on support from funding agencies such as the São Paulo Research Foundation (FAPESP).

The InovaHC In.Cube program is an entrepreneurial training program focused on instructing researchers and collaborators from HCFMUSP and FMUSP in the development of innovative healthcare product, service, process and business projects. This project was completed in 2025.

Implementation of mobile cardiotocography in SUS – improvement of fetal care and reduction of neonatal mortality

Institution: HCFMUSP – InRad – InovaHC

Type of contract: Cooperation signed between the Inter-American Development Bank – IDB and FFM

Objective: Demonstrating that cardiotocography exams performed using mobile devices have equivalent diagnostic value compared to conventional equipment; and that remote fetal vitality monitoring is effective in diagnosing fetal well-being and can be implemented in obstetric care, providing an economical telehealth solution for regions with scarce resources and difficulty accessing obstetric referral centers.

InspirAr – Digital Monitoring to Aid in the Treatment of Asthma Patients

Institution: FMUSP – FOFITO

Type of contract: Contract signed between AstraZeneca do Brasil Ltda., FMUSP, and FFM

Objective: Developing a functional and scalable application that brings together strategies to assist asthma patients, allowing them to monitor their symptoms, medication use, control their physical activity, and learn about asthma, with the support of qualified professionals. This project was completed in 2025.

AI-Assisted Microendoscopy for Early Detection of Esophageal Cancer

Institution: HCFMUSP – Icesp

Type of contract: Subaward Agreement signed between Baylor University and FFM, with a grant from the NIH

Objective: Researchers will use an optical magnification device with embedded artificial intelligence software to interpret endoscopic images. Patients at risk of developing esophageal cancer who would undergo routine examinations will be recruited. The specificity and sensitivity of artificial intelligence software in detecting malignant and pre-malignant lesions are expected to be verified.

Advanced planning and guidance for emerging embolizations – Phase 3

Institution: HCFMUSP – InRad

Type of contract: Research Agreement signed between GE Healthcare of Brazil, HCFMUSP and FFM

Objective: Investigating and developing new planning and guidance software in the field of prostatic artery embolization for the treatment of benign prostatic hyperplasia and cancer, and in other emerging embolizations.

Digital Pathology Platform for Research and Diagnosis of Alzheimer's Disease and Related Disorders

Institution: FMUSP – Discipline of Geriatrics of the Medical Clinic

Type of contract: Subaward Agreement signed between the University of Kentucky Research Foundation and FFM, with a grant from the NIH

Objective: Investigating associations between African ancestry and the neuropathology of Alzheimer's Disease, using deep learning in a federated open-source platform focused on digital neuropathology for research, diagnosis, and teaching of DAD/DAR using whole-slide imaging and artificial intelligence. This project was completed in 2025.

Digital Health Innovation Program

Institution: HCFMUSP – InRad – InovaHC

Type of contract: Agreement signed between SES-SP, HCFMUSP and FFM

Objective: Conducting a proof of concept for four Telehealth initiatives – TeleUTI, TeleAPS, TeleSAP and AME-Digital – with the purpose of serving as small-scale observational research instruments at the three levels of healthcare for data and information collection. The analysis of the model initiatives will allow for the evaluation of the research project's hypotheses, which treats Digital Health solutions as more efficient and higher-quality processes for public health services in the state of São Paulo.

Prototyping and development of 16 innovative health solutions selected by the In.Cube Program

Institution: HCFMUSP – InRad – InovaHC

Type of contract: Amendment to the Technical-Scientific Cooperation Agreement signed between Central Nacional Unimed – Cooperativa Central, HCFMUSP and FFM

Objective: Promoting the prototyping and development of 16 innovative health solutions, selected by the 4th Edition of the In.Cube Program, providing support so that these projects have a greater probability of achieving successful outcomes. This project was completed in 2025.

RADVID-19 – Development and implementation of an intelligent platform with algorithms capable of identifying coronavirus markers in X-ray and computed tomography images

Institution: HCFMUSP – InRad – InovaHC

Type of contract: Donation Agreement signed between Petrobras - Petróleo Brasileiro S.A. and FFM

Objective: Combating the pandemic caused by the new coronavirus (SARS-CoV-2) using artificial intelligence in the analysis of radiological examinations, making this diagnosis more accurate, and creating a database of positive cases to support studies and research related to COVID-19. This project was completed in 2025.

Use of Immersive Virtual Reality for Cognitive Rehabilitation of Patients with Severe Traumatic Brain Injury

Institution: ICHC – Division of Neurosurgery

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Developing and adapting a cognitive training tool using immersive virtual reality in young adults diagnosed with severe traumatic brain injury. It is considered that the project will assist in the treatment of the disease and allow for a greater understanding of the benefits that technology can bring to this population. This project was completed in 2025.

ICU 360°

Institution: HCFMUSP – InRad – InovaHC

Type of contract: Amendment to the Technical-Scientific Cooperation Agreement signed between Philips Medical Systems Ltda., HCFMUSP and FFM

Objective: Creation of a system called "ICU 360° Project", which connects (interoperates) and manages data from certain equipment used at the bedside of ICUs, based on the PHILIPS CAPSULE product, which collects necessary information for the management of patient care integrated into the hospital management system and providing a 360° view of data.

RESEARCH PROJECTS

ACTIVITIES
REPORT
2025

In addition to playing an important role in clinical research, these projects are fundamental to the training of human resources and contribute to the generation of financial resources, which enable investments in the field.

Autopsy as an instrument for studying illness and health inequalities in urban spaces

Institution: FMUSP – Department of Pathology

Type of contract: Own resources

Objective: Based on diseases found in tissues and information obtained from different types of autopsies (conventional, minimally invasive, verbal autopsy) of people who lived in São Paulo, this project aims to understand the spatial variability and pathogenesis of the city's inhabitants' vulnerability.

Integrated approach to the diagnosis of rare genetic diseases: From Multiomics to Prevention

Institution: HCFMUSP – ICR

Type of contract: Agreement signed between Finep, HCFMUSP and FFM

Objective: Early diagnosis of pediatric rare diseases (RD) is fundamental for appropriate treatments, genetic counseling, and prevention of new cases. One of the main objectives of this project is to invest in integrated multiomics analyses (whole genome, methylome, transcriptome) to identify new genes and molecular mechanisms in RD. Another objective is to validate the genomic estimation model of the prevalence of recessive inherited RD in the Brazilian population in a case series with more than 5,000 exomes already performed. Finally, the aim is to implement actions that target the prevention of RD in systems applicable to SUS, through the selection of embryos by pre-implantation genetic diagnosis.

Neuropathological findings in elderly patients with delirium: A post-mortem study

Institution: FMUSP – Discipline of Geriatrics of the Medical Clinic

Type of contract: Subaward Agreement signed between the Hebrew Rehabilitation Center and FFM, with funding from the NIH

Objective: *Delirium* is a highly prevalent neuropsychiatric syndrome, affecting a significant number of hospitalized elderly patients, particularly those with a history of cognitive impairment. Understanding the neuropathological changes associated with *delirium* is fundamental to improving the understanding of this syndrome and its mechanisms. This project aims to clarify the complex interaction between *delirium* and pre-existing neuropathological characteristics, as well as the role of cognitive reserve in this phenomenon. This project was completed in 2025.

AIDS and Cancer Specimen Resources

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Subaward Agreement signed between The George Washington University, FMUSP and FFM, with funding from the NIH

Objective: Analyzing and comparing tumor tissues, regarding the presence and profile of intratumoral infiltrative immune response, in HIV-infected and non-infected individuals who died.

Amazonian Center of Excellence in Malaria Research

Institution: USP – ICB

Type of contract: Agreement signed between the Yale University and FFM, with funding from the NIH

Objective: Determining the diversity of vectors in this region and evaluating the impact of different economic activities on the population structure of these vectors. This project was completed in 2025.

Cytogenetic and histopathological analysis of neoplasms in people living with HIV/AIDS

Institution: HCFMUSP – ICHC – Division of Infectious and Parasitic Diseases

Type of contract: Agreement signed between the University of California in San Diego and FFM

Objective: Recording the natural history of neoplasms in people living with HIV and performing an exploratory evaluation of potential biomarkers present in tumor tissue that may have prognostic value. This project was completed in 2025.

Analysis of genomic variants in patients and family members with obsessive-compulsive disorder (OCD) and OCD-related disorders in a population with Latin ancestry

Institution: FMUSP – Department of Psychiatry

Type of contract: Agreement signed between the Icahn School of Medicine at Mount Sinai, FMUSP and FFM

Objective: Analysis of genomic variants in patients and family members with obsessive-compulsive disorder (OCD) and OCD-related disorders in a population with Latin ancestry.

Regional anticoagulation with citrate in an extracorporeal CO2 removal device combined with continuous renal replacement therapy to facilitate lung protection in a porcine model of severe acute respiratory distress syndrome (ARDS)

Institution: HCFMUSP – LIMs – LIM 09

Type of contract: Agreement signed between Baxter Healthcare Corporation, USP and FFM

Objective: Evaluating, in a porcine model of severe ARDS, the feasibility and safety of regional anticoagulation and acidification with ACD-A in ECCO2R combined with continuous renal replacement therapy, as well as to evaluate the effect of ECCO2R during long-term mechanical ventilation (20 hours) on ensuring adherence to protective ventilation.

Application of meditation practice in neuropsychiatry: from neurobiology to adjuvant treatment in epilepsy and psychogenic non-epileptic seizures (PNES)

Institution: HCFMUSP – IPq

Type of contract: Donation Agreement signed between Instituto Mahle and FFM

Objective: Evaluating the effectiveness of applying Raja Yoga breathing and meditation techniques as a treatment for patients with epilepsy and patients with PNES, within a three-month follow-up period after the start of treatment. This project was completed in 2025.

ARBOBIOS: Traditional study for the identification, characterization, and validation of diagnostic tests and severity markers in arboviruses

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Contract signed between bioMérieux S.A., bioMérieux Brasil, FMUSP, and FFM

Objective: Identifying and validating prognostic biomarkers for Dengue, Chikungunya, and Zika diseases, allowing for early stratification of the risk of developing the evolutionary forms of the diseases that represent the greatest morbidity and mortality: severe dengue, post-Chikungunya chronic inflammatory joint disease, and congenital ZIKV syndrome with neurological involvement, respectively. This project was completed in 2025.

Arboviruses in the context of chronic immune activation by the Human Immunodeficiency Virus (HIV)

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Own resources

Objective: Resuming the recruitment of participants, generating more data for complementary analyses on demographic, clinical, virological, and immunometabolic factors related to severity and death among individuals with Dengue, Yellow Fever, Zika, and Chikungunya.

Clinical evaluation of the antidepressant effect of probiotic use in bipolar disorder and possible mediating effects on systemic and intestinal inflammatory markers of the microbiota

Institution: HCFMUSP – IPq

Type of contract: Own resources

Objective: Evaluating the effect of probiotic supplementation on the improvement of depressive symptoms in patients with Bipolar Disorder and

improvements in depression would be mediated through biomarkers of intestinal inflammation and serum inflammatory markers.

Non-invasive evaluation of the cerebral compliance curve in pediatric patients undergoing liver transplantation

Institution: FMUSP – Department of Surgery – Discipline of Anesthesiology

Type of contract: Own resources

Objective: Evaluating the cerebral compliance curve using the Brain4Care device (non-invasive) in the pediatric population undergoing liver transplantation surgery.

Evaluation of a robotic device for upper limbs in post-stroke patients: a phase II clinical study

Institution: HCFMUSP – IMRea

Type of contract: Own resources

Objective: Evaluating the performance of four orthosis models that can be adapted to the physical characteristics and specific needs of users, using flexible structures and unique functionalities to promote the motor recovery of manual function in subjects with disabling health conditions.

Evaluation of the performance of muscle ultrasound (US) and the impact of muscle quality on the diagnosis of sarcopenia in patients with rheumatoid arthritis (RA)

Institution: FMUSP – Department of Rheumatology of the Medical Clinic

Type of contract: Grant from the Research Support Fund of the Brazilian Society of Rheumatology (FAPE-SBR) to FFM

Objective: Evaluating US in the quantitative measurement of muscle mass and determining the impact of the qualitative muscle parameter provided by US on refining the diagnosis of sarcopenia and its musculoskeletal outcomes (muscle strength and functional capacity) in patients with RA.

Evaluation of retinal examination using the Optina Diagnostics Mydriatic Hyperspectral Retinal Camera (MHRC) to detect probable cerebral amyloid condition determined by PET images

Institution: HCFMUSP – InRad

Type of contract: Contract signed between Optina Diagnostics, Inc. and FFM

Objective: Identifying characteristics in hyperspectral retinal images that correlate with amyloid PET images suggestive of Alzheimer's disease.

Evaluation of the impact of type V collagen on articular cartilage integrity in a slow-progression experimental model

Institution: FMUSP – Discipline of Rheumatology of the Medical Clinic

Type of contract: Donation from the Research Support Fund of the Brazilian Society of Rheumatology (FAPE-SBR) to FFM

Objective: Identifying the main effects of type V collagen on the progression of osteoarthritis (OA), including its role in cartilage preservation and in the evaluation of chondrocyte apoptosis. Furthermore, consolidating a reproducible and useful experimental model for the advancement of new therapeutic approaches in OA.

Evaluation of the impact of spironolactone on the integrity of the XPB-1 subunit of the TFIIH complex *in vivo*

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Own resources

Objective: This is a proof-of-concept study that may, for the first time, demonstrate *in vivo* the biological effect already identified in *in vitro* studies of the inhibition of an enzymatic TFIIH complex, involved in the transcription of HIV genes, by spironolactone. This project was completed in 2025.

Evaluation of the inflammasome pathway profile in patients with sickle cell anemia under different treatment regimens

Institution: HCFMUSP – ICHC – Division of Hematology and Hemotherapy – Hematology, Hemotherapy and Cell Therapy Service

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Describing the monocyte response pattern in patients with sickle cell anemia, under different treatment regimens, with emphasis on immunophenotyping, and comparing it with healthy donors and between treatment groups.

Evaluation of Donor-Derived Cell-Free DNA levels and “By Indication” biopsy results in kidney transplant recipients

Institution: HCFMUSP – ICHC – Division of Urological Clinic

Type of contract: Agreement signed between Natera, Inc. and FFM

Objective: Evaluating the role of the presence of donor-derived cell-free DNA (dd-cfDNA) as a predictor of kidney injury.

Extended rheumatological evaluation in patients with interstitial lung disease with autoimmune aspects (ILAP)

Institution: FMUSP – Discipline of Rheumatology of the Medical Clinic

Type of contract: Grant from the Research Support Fund of the Brazilian Society of Rheumatology (FAPE-SBR) to FFM

Objective: Evaluating the presence of subclinical ultrasonographic joint changes in patients with ILAP, and to identify whether the findings can reclassify the clinical condition. This project was completed in 2025.

Temporal evaluation of Pulmonary Fibrosis in an experimental model of systemic sclerosis (SSc) induced with Collagen Type V (Col V)

Institution: FMUSP – Discipline of Rheumatology of the Medical Clinic

Type of contract: Grant from the Research Support Fund of the Brazilian Society of Rheumatology (FAPE-SBR) to FFM

Objective: Considering the importance of therapeutic management in patients with SSc, especially with the development of new antifibrotic drugs, this research aims to establish the evolution of pulmonary fibrosis in the SSc model, induced by immunization with Col V, to evaluate new therapeutic approaches and to clarify the formation of pulmonary fibrosis in SSc. This project was completed in 2025.

Evaluating the immunohistochemical expression of the TROP-2 protein using different methods and its association with clinicopathological characteristics and treatment response

Institution: FMUSP – Department of Pathology

Type of contract: Scientific Support Contract signed between Daiichi Sankyo Brasil Farmacêutica Ltda., FMUSP and FFM

Objective: Evaluating the immunohistochemical expression of TROP-2 in triple-negative breast carcinomas submitted to neoadjuvant chemotherapy, using different methods, and verifying its association with clinicopathological characteristics and treatment response.

Evaluating the prevalence trend of serological markers for transfusion-transmitted infectious diseases among blood donors at three national blood centers: Fundação Pró-Sangue/Hemocentro of SP, Hemocentro of MG (HEMOMINAS) and Hemocentro of PE (HEMOPE)

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Agreement signed between the Vitalant Research Institute, FMUSP and FFM

Objective: Continuing some studies that were part of REDS III, such as the follow-up of the cohort of patients with sickle cell anemia and the blood donor database in participating blood centers, as well as continuing the surveillance of epidemics related to arboviruses and new infectious agents, in addition to extending the reach of the database to two sites, which will now include information on blood units and blood recipients.

Biomarkers and cellular mechanisms of the effect of mesenchymal stem cells in the cerebrospinal fluid of ALS patients responsive to treatment

Institution: HCFMUSP – Division of Clinical Neurology

Type of contract: Agreement signed between Finep, HCFMUSP and FFM

Objective: Amyotrophic Lateral Sclerosis (ALS) is a rapidly progressing degenerative motor neuron disease that affects adults, leading to progressive generalized paralysis, loss of speech, swallowing, breathing and death. The potential positive effects of Mesenchymal Stem Cells (MSCs) on Nervous System Disorders are beginning to be investigated.

The study will identify mechanisms and molecular targets related to clinical responses in ALS subjects who received intrathecal infusion of autologous mesenchymal stem cells, using next-generation omics combined with multiplatform systems biology and functional validation in in vitro motor neuron systems transformed from induced pluripotent stem cells of ALS patients.

Biomarker-Based Test of Cure for Chagas Disease

Institution: FMUSP – Department of Pathology

Type of contract: Subaward Agreement signed between Kephera Diagnostics and FFM, with a grant from the NIH

Objective: Developing and validating an ELISA and lateral flow assay to detect serological decline in response to drug treatment for Chagas disease as biomarkers of the disease.

Brazil-UK Network on Healthy Aging

Institution: FMUSP – Discipline of Geriatrics of the Medical Clinic

Type of contract: Collaboration Agreement signed between the University of Newcastle Upon Tyne, USP, and FFM

Objective: Initiating a collaboration between researchers from FMUSP and Newcastle University aimed at studying inequalities that may affect healthy aging.

São Paulo-Minas Gerais Center (SaMiTrop) for the treatment of Chagas disease

Institution: FMUSP – IMT

Type of contract: Award Agreement signed between the NIH and FFM

Objective: Identifying methodologies and tools that allow for an increase in the number of patients diagnosed with Chagas disease, to offer treatment and to identify biomarkers and strategies that improve patient follow-up and assist in the evaluation of new treatment candidates.

NutriNet-Brazil Cohort – Nutrition and Chronic Non-Communicable Diseases (NCDs)

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Agreement signed between Fellows of Harvard College, FMUSP and FFM

Objective: Studying the influence of diet quality on morbidity and mortality from NCDs in Brazil, including obesity, diabetes, hypertension, dyslipidemia, myocardial infarction, stroke, and breast, prostate, and colon cancer. This project was completed in 2025.

Correlation between epidemiological, clinical, neurophysiological, and laboratory factors and chronic pain after total knee arthroplasty due to osteoarthritis

Institution: HCFMUSP – ICHC – Division of Clinical Neurology

Type of contract: Own resources

Objective: 1. Evaluating the association between preoperative pain sensitivity, clinical factors, inflammation, cognitive, psychological, neurophysiological factors, microRNA, and telomere length and postoperative chronic pain after total knee arthroplasty (TKA) at 12 months; and 2. Investigating whether a multimodal prediction model for postoperative chronic pain is better than each domain in isolation.

Development of tools for non-invasive monitoring of wildlife health: Next-generation landscape-scale monitoring

Institution: USP – ICB

Type of contract: Agreement signed between Revive & Restore Genetic Rescue of Endangered and Extinct Species and FFM

Objective: Validation of a method for collecting saliva samples from animals kept in controlled environments, for deep sequencing purposes for the discovery and monitoring of pathogens of interest to Public Health. This project was completed in 2025.

Development of a comprehensive instrument for identifying individuals at high risk for hereditary cancer

Institution: HCFMUSP – Icesp

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONON

Objective: Developing a simplified and comprehensive scoring system for identifying individuals at high risk of hereditary cancer who may benefit from risk reduction measures.

Development and validation of a cushion with sensors and pressure control

Institution: HCFMUSP – IMRea

Type of contract: Own resources

Objective: Demonstrate the superior effectiveness of the 4.0 Cushion in wheelchair users regarding skin temperature distribution, satisfaction, and adverse effects, compared to a conventional cushion, and to establish the usability and participant satisfaction with the device, identifying possible adverse effects.

Unraveling causal factors related to tau protein neurotoxicity in Alzheimer's disease

Institution: FMUSP – Department of Geriatrics of the Medical Clinic

Type of contract: Collaboration Letter issued by the Grinberg Laboratory – University of California, San Francisco

Objective: This study is based on the premise that the degree of selective neuronal vulnerability to lesions with tau protein accumulation depends on protective or sensitizing factors, expressed differentially in distinct neurons.

Detection of iron and protein aggregation by Magnetic Resonance Imaging (MRI) for assessment of Alzheimer's disease pathology and progression: voxel-by-voxel histological validation

Institution: HCFMUSP – InRad

Type of contract: Subaward Agreement signed between The Regents of the University of California – Berkeley and FFM, with a grant from the NIH

Objective: Validate, by histology, the MRI method for detecting iron and protein accumulation in order to evaluate the neuropathological progression associated with Alzheimer's disease for future clinical use.

Early Detection and Assessment of Neuroinflammation and Damage Associated with HTLV-1

Institution: FMUSP – IMT

Type of contract: Agreement signed between the Imperial College of Science, Technology and Medicine, FMUSP and FFM

Objective: Identifying plasma markers that can detect neuroinflammation and neuronal damage early in people living with human T-lymphotropic virus type 1 (HTLV-1), allowing the identification of individuals who could benefit from early treatment to inhibit or delay disease progression.

Determining the Impact of Providing Smartphones to Assistive Technology Users in Brazil

Institution: HCFMUSP – IMRea

Type of contract: Agreement signed between the Global Disability Innovation Hub C.I.C. and FFM

Objective: Evaluating the impact of providing smartphones on assistive technology users with hearing or visual impairments. Participants underwent training to acquire digital skills that helped them better understand the accessibility features available on their smartphones and helped them practice using these features in different situations. This project was completed in 2025.

Diagnosis of *delirium* and dementia in hospitalized elderly patients

Institution: FMUSP – Department of Geriatrics of the Medical Clinic

Type of contract: Application signed between the Alzheimer's Association and FFM

Objective: Developing effective methods for the diagnosis of *delirium* and dementia in hospitalized elderly patients, conditions that are frequently underdiagnosed and neglected, but have a significant impact on the quality of life and clinical outcomes of this population.



Diagnosis and monitoring of Alzheimer's disease using *locus ceruleus* volumetry

Institution: FMUSP – Department of Radiology

Type of contract: Award Letter signed between the Alzheimer's Association and FFM

Objective: Developing a magnetic resonance imaging-based algorithm, histologically validated, to assess volumetric changes in the *locus coeruleus*, capturing the neuropathological progression associated with Alzheimer's disease for clinical use.

Diagnosis and monitoring of Alzheimer's disease using *locus ceruleus* volumetry

Institution: FMUSP – Department of Radiology

Type of contract: Award Letter signed between the Alzheimer's Association and FFM

Objective: This project investigates the *locus coeruleus* as an imaging biomarker for neurodegenerative diseases, especially Alzheimer's, using histologically validated high-resolution magnetic resonance imaging (MRI). It involves the analysis of 100 *post-mortem* brains, correlating MRI signals with neuropathological data and the concentration of metals and neuromelanin. The study seeks to distinguish changes related to healthy aging from pathological changes and to identify the MRI signals most sensitive to disease progression. With an innovative approach and advanced methodologies, the project aims to offer new insights into the underlying pathological processes and advance the understanding of neurodegenerative conditions.

Neurological disorders related to the *ATP1a3* gene in Brazil: Natural history and development of antisense oligonucleotides

Institution: HCFMUSP – ICHC – Division of Clinical Neurology

Type of contract: Subaward Agreement signed between The Children's Hospital Boston and FFM, with a grant from the NIH

Objective: Describing the clinical and genotypic characteristics of individuals with pathogenic variants in the *ATP1A3* gene, through history, clinical examination, and application of standardized scales prospectively over a period of two years; obtaining samples of biological fluids (blood and/or urine) from individuals with pathogenic variants in *ATP1A3*, which will be stored in a biorepository; and to establish induced pluripotent stem cell (iPSC) and neuronal lines from the neurodifferentiation of iPSCs from three selected individuals with pathogenic variants in *ATP1A3* and three controls (without the mutation), which will be used for functional studies and in the development of allele-specific oligonucleotides.

DoxiPEP-SP – Evaluation of the effectiveness of post-exposure prophylaxis with doxycycline against bacterial sexually transmitted infections (DoxiPEP) among users of pre-exposure prophylaxis for HIV in the city of São Paulo and its impact on the human resistome and microbiome

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Own resources

Objective: Post-Exposure Prophylaxis with Doxycycline (DoxiPEP) is a new and promising prevention strategy against bacterial sexually transmitted infections (STIs) that has proven effective in reducing the incidence of syphilis and chlamydia, mainly in recent international publications. Currently, the implementation of DoxiPEP in the Brazilian Unified Health System (SUS) as a public policy is under evaluation by the National Commission for the Incorporation of Technologies in the Unified Health System (CONITEC). Thus, the DoxiPEP-SP study aims to provide the Ministry of Health with monitoring data on the implementation of DoxiPEP among vulnerable populations in the Brazilian context, contributing important and guiding data for public policies on the prevention of bacterial STIs in Brazil.

Effects of Anti-FGFR4 Antibody Administration on Cardiac Tissue in Uremic Rats

Institution: FMUSP – Department of Nephrology of the Medical Clinic

Type of contract: Agreement signed between the Lead Discovery Center GmbH, FMUSP and FFM

Objective: Evaluating the impact of chronic kidney disease in rats undergoing nephrectomy and treated with an antibody developed to reduce myocardial hypertrophy. This project was completed in 2025.

Electroconvulsive Therapy vs. Magnetoconvulsive Therapy: Clinical, Cognitive, and Biomarker Outcomes

Institution: HCFMUSP – IPq

Type of contract: Own resources

Objective: Comparing the efficacy of magnetoconvulsive therapy (MST) versus electroconvulsive therapy (ECT) in reducing depressive symptoms, measured using the 17-item Hamilton Depression Rating Scale (HAM-D17), before and after twelve sessions of the intervention, and comparing the cognitive deficits induced by ECT and MST after 12 to 18 sessions, using the Autobiographical Memory Task (AMT) scale.

In search of key targets in brain tissue regeneration after traumatic brain injury

Institution: HCFMUSP – LIMs – LIM 15

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The identification and characterization of molecular targets applicable to the treatment of traumatic brain injury, using genetic engineering techniques in cellular models. In the long term, the selection of predictors of brain tissue recovery will allow monitoring of the evolution of these patients.

Double-blind randomized clinical trial with active controls to evaluate the safety, immunogenicity, and consistency of immune response by batches of the quadrivalent influenza vaccine (inactivated and fragmented) from the Butantan Institute

Institution: HCFMUSP – ICHC – Division of Infectious and Parasitic Diseases

Type of contract: Contract signed between the Butantan Institute, HCFMUSP and FFM

Objective: Evaluating whether the quadrivalent vaccine produced by the Butantan Institute is not inferior in immunogenicity and is as safe as the trivalent vaccines from the same manufacturer. This project was completed in 2025.

Phase III Clinical Trial for the evaluation of the efficacy and safety of the Dengue 1, 2, 3, 4 (attenuated) vaccine from the Butantan Institute

Institution: HCFMUSP – ICHC – Division of Infectious and Parasitic Diseases

Type of contract: Technical-Scientific Cooperation Agreement signed between the Butantan Foundation, HCFMUSP and FFM

Objective: To date, there is no licensed vaccine for dengue prevention that protects against all four dengue serotypes. The research will evaluate the efficacy and safety of the Dengue 1, 2, 3, 4 (attenuated) vaccine produced by the Butantan Institute.

Randomized, double-blind, placebo-controlled clinical trial of the safety and efficacy of tecovirimat in the treatment of monkeypox virus disease in humans – STOMP

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Agreement signed between The Regents of the University of California, San Francisco and FFM, with funding from the NIH

Objective: Evaluating the use of tecovirimat for the treatment of monkeypox virus disease (HMPXV) and



also including a cohort of people with severe HMPXV as defined by the protocol. This project was completed in 2025.

Global Scale of Child Development – GSED: Study of norm and standard definition and individual assessment

Institution: FMUSP – CEDI

Type of contract: Contract signed between Maria Cecília Souto Vidigal Foundation and FFM

Objective: Developing an age-standardized D-score (development) distribution using the GSED instruments to understand how children under 36 months of age with minimal developmental limitations may develop. Furthermore, it aims to evaluate the GSED measures for their diagnostic accuracy in i) individually identifying children with neurodevelopmental impairment (NDI) present at the time of testing (between 3 and 36 months); and in ii) individually predicting children under 36 months of age at risk of developing NDI in the future between 35 and 60 months of age.

Global Scale of Child Development – GSED 2024

Institution: FMUSP – CEDI

Type of contract: Agreement signed between the World Health Organization – WHO and FFM

Objective: Continuing the implementation of field tests for the validation of the GSED instruments in Brazil, including: i) Conducting the validation phase of the GSED study, according to the agreed protocol; ii) Ensuring data entry and cleaning; iii) Providing datasets on the platform and within the agreed timeframe; and iv) Contributing to the drafting and dissemination of the study results. This project was completed in 2025.

Establishing an international consortium to develop interventions, initially aimed at parents of children with suicidal tendencies and/or self-harm in low- and middle-income countries

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Agreement signed between The University of Bath, USP, Rwanda Psychological Society and FFM

Objective: Creating a collaborative network between researchers from Brazil, Rwanda, Malaysia and England to develop support interventions for parents of children and young people who self-harm or have suicidal thoughts.

Establishment of a Reference Genome of the Brazilian Population – Brazilian Reference Genome Project

Institution: USP – Institute of Biosciences

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Genomic sequencing and the creation of a clinical and genomic database of the Brazilian population, using cohort studies funded by the Ministry of Health. This will allow for better diagnosis/prevention of diseases with genetic components in Brazilians and the design of public health policies based on our genetics. This project was completed in 2025.

Establishment of a platform for production of genetically reprogrammed immune cells to combat onco-hematological diseases

Institution: HCFMUSP – ICHC – Division of Hematology and Hemotherapy – Hematology, Hemotherapy and Cell Therapy Service

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONON

Objective: The establishment of a multiple platform for the production of immune cells reprogrammed with anti-CD19 and anti-CD99 CARs, starting from peripheral

blood cells and/or cryopreserved SCUP, with the intention of applying them in the future as Cell Therapy products against onco-hematological diseases.

Intermittent White Light Stimulation (IWL) for the Treatment of Major Depressive Disorder: an open-label study of safety, tolerability, and efficacy

Institution: HCFMUSP – IPq

Type of contract: Own resources

Objective: Evaluating the safety and efficacy of intermittent 60 Hz white light in improving depressive symptoms over 2 weeks of treatment using an open-label clinical trial.

Transcranial Alternating Current Stimulation for the Treatment of Anxiety and Insomnia: An Open-Label Pilot Clinical Study

Institution: HCFMUSP – IPq

Type of contract: Own resources

Objective: Evaluating the efficacy and safety of transcranial alternating current stimulation (tACS) in the treatment of patients with anxiety disorders and insomnia, and assessing the safety and tolerability of tACS; measuring the effects of tACS on quality of life; exploring potential effects of tACS on cognition and daily functioning.

Veterinary clinical study using the Zika virus as an oncolytic therapy against spontaneous canine CNS tumors

Institution: USP – Institute of Biosciences – CEGH-CEL

Type of contract: Own resources

Objective: Evaluating the safety and efficacy of Zika as an oncolytic agent in canine patients with intracranial tumors inoculated with the virus, advancing the understanding of a possible new therapeutic approach for dogs and humans with central nervous system tumors. This project was completed in 2025.

Genome-wide association study with the risk of developing atypical parkinsonism in a Brazilian tertiary hospital center

Institution: HCFMUSP – ICHC – Division of Clinical Neurology

Type of contract: Agreement signed between The Michael J. Fox Foundation for Parkinson's Research, HCFMUSP and FFM

Objective: Identifying genetic risk markers for the development of atypical parkinsonism, a group formed by PSP, AMS and DCB/SCB diseases in Brazilian tertiary hospital centers.

Phase 2 Study to Evaluate the Activity of Agnostic Therapy in Participants with Advanced and/or Refractory Metastatic Rare Solid Tumors

Institution: HCFMUSP – Icesp

Type of contract: Agreement signed between Finep, HCFMUSP and FFM

Objective: Despite the high collective occurrence of rare cancers, there is a lack of basic scientific research, clinical trials, and approval of new therapies. Due to the low occurrence when considering each tumor type individually, there is no industry interest in conducting clinical trials in this population.

A promising strategy to improve this scenario is the development of targeted agnostic therapies, which are indicated according to the presence of tumor biomarkers. The objective of this project is to evaluate new targeted treatment options for patients with advanced or refractory metastatic rare tumors with high PD-L1 expression.

Study of Dengue Incidence in Brazil, in municipalities of high and medium endemicity: Goiânia – GO and Araraquara – SP

Institution: FMUSP – IMT

Type of contract: Contract signed between Sanofi Aventis Farmacêutica Ltda., HCFMUSP and FFM

Objective: Designing and implementing epidemiological studies that support the evaluation of future dengue vaccination strategies. This project was completed in 2025.

Oral HPV Research Study among Latin Americans living with HIV (ORAL H2) – Part 2 (Oral HPV)

Institution: FMUSP – Department of Radiology and Oncology

Type of contract: Subaward Agreement signed between the H. Lee Moffitt Cancer Center and Research Institute, Inc. and FFM, with a grant from the NIH

Objective: Advancing the prevention of HPV-associated cancers occurring among people living with HIV in Latin America, focusing on the prevention of HPV-associated oropharyngeal cancer, determining the incidence, duration, and persistence of oral HPV 16 and clustered oncogenic HPV infections and factors associated with PLHIV.

Study of the functional treatment of disabling pain resulting from knee osteoarthritis in a program of the Unified Health System (SUS)

Institution: HCFMUSP – IMRea

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONAS

Objective: Carrying out a systematic evaluation of peripheral and central sensitization and randomizing interventions to improve pain and functional control in patients with intense pain and marked osteoarthritis. This project was completed in 2025.

Study of the effects of physical exercise in animals that present structural alterations of osteomyoarticular tissues due to exposure to cigarette smoke

Instituição: HCFMUSP – LIMs – LIM 20

Type of contract: Own resources derived from donations

Objective: Evaluating the effects of physical training on the osteomyoarticular tissues of animals exposed to cigarette smoke.

Epidemiological, molecular, and translational study in squamous cell carcinoma of the head and neck: applications in diagnosis and treatment

Institution: HCFMUSP – Icesp

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONON

Objective: Investigating various aspects of squamous cell carcinoma of the head and neck, focusing on non-smoking and non-drinking patients as well as young people, in the search for improvements in prevention (primary and secondary), diagnosis, and treatment strategies, based on the integration of epidemiological and molecular data.

Interdisciplinary Transnational Study on Misophonia

Institution: HCFMUSP – ICHC – Division of Otorhinolaryngology

Type of contract: Subaward Agreement signed between the Board of Trustees of the University of Illinois and FFM, with a grant from The REAM Foundation

Objective: Comparing in three different countries – USA, Brazil, and South Korea – the prevalence of misophonia; the triggering auditory stimuli; the physiological and behavioral responses triggered by such stimuli; the audiological correlations; and the emotional and psychological disorders related to misophonia.

Observational Study of the Alzheimer's Disease Network with Dominant Inheritance in Latin America

Institution: HCFMUSP – ICHC – Division of Clinical Neurology

Type of contract: Subaward Agreement signed between The Washington University and FFM, with a grant from the Alzheimer's Association

Objective: Establish a follow-up of individuals with a family history of autosomal dominant Alzheimer's disease and organizing genetic, clinical, and neuroimaging information in a database.

Pilot study on the influence of the circadian cycle on cerebral hemodynamics after stroke

Institution: HCFMUSP – ICHC – Division of Clinical Neurology

Type of contract: Own resources derived from donations

Objective: Contributing to the interpretation of complex changes in cerebral hemodynamics after stroke, focusing on the pathophysiology of the regulation of cerebral blood flow in all phases of stroke (acute, subacute, and chronic), and how this correlates with the circadian cycle.

Randomized trial to prevent vascular events in HIV – REPRIEVE (A5332)

Institution: HCFMUSP – LIMs – LIM 60 and FMUSP – Department of Preventive Medicine

Type of contract: Agreements signed between Partners Healthcare (founded by Brigham and Women's Hospital and Massachusetts General Hospital) and FFM, with funding from the NIH

Objective: Evaluating the effects of pitavastatin in preventing major adverse cardiovascular events in patients undergoing treatment for HIV infection. These agreements were terminated in 2025.

Study on the Transdisciplinary Outpatient Clinic for Gender Identity and Sexual Orientation of the IPq (AMTIGOS-HCFMUSP) to evaluate the impact of healthcare provided by a specialized transdisciplinary team on the physical and mental health and quality of life of transgender children and adolescents.

Institution: HCFMUSP – IPq

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Evaluating the improvement in the quality of life of AMTIGOS users already receiving care, including: quality of life data of patients and families; physical health (especially growth, nutritional and metabolic disorders); and mental health (especially anxiety and depression).

Scientific evidence for stroke rehabilitation management. Observational clinical study with real-world data associated with a synthesis of evidence from the literature

Institution: HCFMUSP – IRLM

Type of contract: Commitment Agreement to be signed between the Ministry of Health and FFM, within the scope of PRONAS

Objective: Evaluating whether there is an influence of patient characteristics and care models on the outcomes of functionality, client satisfaction, and cost-effectiveness of post-stroke rehabilitation programs, through the integration of evidence from an observational study of real-world data and a critical synthesis of the global scientific literature.

Structured physical exercise for individuals with bipolar affective disorder: Impact on physical fitness.

Institution: HCFMUSP – IPq

Type of contract: Own resources

Objective: Verifying the impact of physical exercise as an adjunct treatment on depressive symptoms, cognitive functions, as well as cardiorespiratory indices, strength, and body composition in individuals with bipolar affective disorder.

Risk factors for cognitive impairment in cohort studies

Institution: FMUSP – Department of Geriatrics of the Medical Clinic

Type of contract: Application signed between the Alzheimer's Association and FFM

Objective: Studying the association of sociodemographic aspects and lifestyle factors with the cognitive performance of individuals from the Mexican Health and Aging Study (MHAS), the Longitudinal Study of the Health of Brazilian Elderly (ELSI-Brasil), and the Longitudinal Study of Adult Health (ELSA-Brasil).

Risk Factors for Central Sensitization (CS) of pain in patients with Psoriatic Arthritis

Institution: FMUSP – Department of Rheumatology of the Medical Clinic

Type of contract: Grant from the Research Support Fund of the Brazilian Society of Rheumatology (FAPE-SBR) to FFM

Objective: Evaluating in patients with psoriatic arthritis: the prevalence and risk factors associated with CS; the role of the inflammatory process in the occurrence of CS; and the impact of CS on quality of life, fatigue, and functional capacity.

Genetics of Alzheimer's disease and related dementias in Latin America

Institution: HCFMUSP – ICHC – Division of Neurological Clinic

Type of contract: Subcontract signed between The Regents of the University of California and FFM, with a grant from the NIH.

Objective: Establishing genetic contributions to Alzheimer's Disease (AD) and Frontotemporal Dementia (FTD) in various cohorts from South American countries, with the aim of establishing a specific polygenic risk score for South American countries to predict the risk of AD and FTD in future samples. This project was completed in 2025.

Genomic admixture effects on neuropathology and cognition: APOE and beyond

Institution: FMUSP – Department of Geriatrics of the Medical Clinic

Type of contract: Application signed between the Alzheimer's Association and FFM

Objective: Identifying African-ancestry (AFR) and admixed-ancestry genomic variants associated with Alzheimer's disease (AD) based on the hypothesis that African local ancestry (LA) of the APOE gene, APOE-associated genes, and other AD-associated genes modulate the risk for AD.

Genomics of the Brazilian population

Institution: USP – Institute of Biosciences – CEGH-CEL

Type of contract: Own resources

Objective: Enabling the increase of genotyped samples from the Brazilian population, as well as the organization of the data generated with the aid of the CEGH-CEL infrastructure, so that the data can be shared with other researchers.

Latitudinal landscape genomics and ecology of *Anopheles darlingi*

Institution: USP – FSP – Department of Epidemiology

Type of contract: Agreement signed between the Health Research Incorporated and FFM, with funding from the NIH

Objective: Identifying and quantifying the main factors (ecological, entomological, socioeconomic) that drive the maintenance and proliferation of vector species in malaria hotspots in Brazil and Venezuela, as well as the genomic signatures of adaptation of the primary vector in *darlingi*, on broader scales. This was completed in 2025.

HOPE – HIV Obstruction by Programmed Epigenetics

Institution: HCFMUSP – LIMs – LIM 60

Type of contract: Agreement signed between the J. David Gladstone Institutes and FFM, with funding from the NIH

Objective: Contributing to the understanding of the functioning of NKT cells in HIV-1 disease and how these cells can contribute to the innate defense against HIV-1 infection. This project was completed in 2025.

Identification of biomarkers associated with chronic indeterminate Chagas disease and cardiomyopathy

Institution: FMUSP – IMT

Type of contract: Agreement signed between the Novartis Institutes for BioMedical Research, Inc., USP, FMUSP and FFM

Objective: Identifying biomarkers and biological pathways associated with Chagas disease parasite infection and its progression to support early drug discovery and clinical trials for chronic Chagas disease.

Impact of HIV and antiretroviral initiation on skeletal biology

Institution: HCFMUSP – LIMs – LIM 16

Type of contract: Subaward Agreement signed between The Trustees of Columbia University and FFM, with a grant from the NIH

Objective: Patients living with HIV have a higher risk of bone fractures. This study evaluated the impact of antiretroviral therapy on osteoblast function, bone quality, and bone strength. This project was completed in 2025.

Impact of a cancer-associated thrombosis treatment program on clinical outcomes in cancer patients from three public institutions in the state of São Paulo

Institution: HCFMUSP – Icesp

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONON.

Objective: Implementing the multidisciplinary cancer-associated thrombosis treatment program developed by Icesp in two public cancer treatment institutions in the state of São Paulo and comparing the clinical and pharmaco-economic outcomes before and after the program's implementation.

Clinical and biological indicators of premature aging and dementia in adults and elderly people with Down syndrome (DS): characterization of clinical demands and intervention perspectives

Institution: HCFMUSP – LIMs – LIM 27

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONAS

Objective: Establishing clinical-functional indicators and investigating biological markers of premature aging and dementia in Down syndrome, characterizing care demands and intervention perspectives for the promotion of mental health and prevention of cognitive and functional decline in this population.

Clinical and biological indicators of premature aging and dementia in adults and elderly people with Down syndrome: characterization of clinical demands and perspectives for intervention and the Brazilian Network for Research, Training, Innovation, Technology & Inclusion for Down Syndrome (BURITI-SD)

Institution: FMUSP – Department of Psychiatry

Type of contract: Donation Agreement signed between an individual and FFM

Objective: Strengthening research actions through operational support for field activities (outpatient and laboratory) in projects dedicated to the study of "Aging in Down Syndrome and its relationship with Alzheimer's disease", carried out at HCFMUSP's IPq (LIM 27), within the scope of the Translational Neuroscience Center of FMUSP.

US-South America Initiative for Genetic-Neural-Behavioral Interactions in Neurodegenerative Research in Humans

Institution: HCFMUSP – ICHC – Division of Clinical Neurology

Type of contract: Agreement signed between The Regents of the University of California, San Francisco,

and FFM and Subaward Agreement signed between The Regents of the University of California, HCFMUSP and FFM, with a grant from The Bluefield Project to Cure FTD

Objective: Determining genetic, cognitive, cerebral, and socioeconomic factors that discriminate Alzheimer's disease patients from South American countries and the USA. This project was completed in 2025.

Bloomberg's Global Road Safety Initiatives in São Paulo: 2020-2021

Institution: HCFMUSP – LIMs – LIM 40

Type of contract: Agreement signed between the Johns Hopkins International Injury Research Unit and FFM

Objective: It is expected to provide data on the major risk factors in traffic accidents, including alcohol use by drivers, lack of seatbelt use, lack of child restraint systems, improper helmet use by motorcyclists, and speeding, with expansion of this methodology to other cities in the interior of São Paulo.

Intervention for the implementation of continuous care monitoring for people living with HIV/AIDS

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Agreement signed between Viiv Healthcare UK Ltd., FMUSP and FFM

Objective: Testing an intervention to improve the monitoring of continuous healthcare for people with HIV infection, linked to SUS services, with the hypothesis that the intervention will bring improvements to the clinical monitoring system, comparing the effects with two service control groups.

LatAm FINGERS – Latin American Initiative for Lifestyle Intervention to Prevent Cognitive Decline – Extension Phase

Institution: HCFMUSP – ICHC – Division of Clinical

Neurology

Type of contract: Award Letter signed between the Alzheimer's Association, HCFMUSP and FFM

Objective: Expanding the follow-up of the LatAm-FINGERS cohort to measure the long-term effects (24 months later) of the intervention already implemented during the original phase and monitoring the trajectory of cognitive, behavioral, and health outcomes after the intervention's completion, when participants from both arms of the study (systematic and flexible) will no longer receive any type of guidance.

Preclinical brain lesions related to Alzheimer's disease and other neurodegenerative diseases

Institution: HCFMUSP – LIMs – LIM 22

Type of contract: Application signed between the Alzheimer's Association and FFM

Objective: Evaluating the clinical and anatomic-pathological profile of a large number of individuals undergoing autopsy at SVOC, destined for a network of interdisciplinary research that may encompass aspects of normal aging and related chronic-degenerative diseases.

Mapping Inequalities in Brain Health: Brazilian Area Deprivation Index

Institution: FMUSP – Department of Geriatrics of the Medical Clinic

Type of contract: Application signed between the Alzheimer's Association and FFM

Objective: Calculating the Brazilian Area Deprivation Index (BrADI), using indicators derived from the most recent Brazilian Demographic Census collected in 2022; and evaluating how the developed BrADI is associated with cognitive decline.

Genetic markers of post-transfusion alloimmunization in sickle cell disease

Institution: FMUSP – IMT

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Genotyping by exome method of 250 people with sickle cell disease, with subsequent determination of the genotype for the main erythrocyte blood groups to be matched in blood transfusions; provision of the genetic blood type to patients through a pocket card, minimizing the occurrence of post-transfusion hemolytic reactions; dissemination of knowledge regarding transfusion safety in sickle cell disease.

Cellular and molecular mechanisms of bladder dysfunction associated with obstruction / Mechanisms of contractile

Institution: HCFMUSP – ICHC – Division of Urological Clinic

Type of contract: Subaward Agreement signed between the Thomas Jefferson University and FFM, with a grant from the NIH

Objective: Investigating the cellular and molecular bases of structural and functional alterations of the bladder in response to infravesical obstruction caused by benign prostatic hyperplasia and neurological diseases affecting the spinal cord, causing neurogenic bladder. This project was completed in 2025.

Model of diabetes induction in pigs through total pancreatectomy

Institution: HCFMUSP – Division of Gastroenterology

Type of contract: Own resources

Objective: Performing total pancreatectomy in pigs with preservation of the duodenum, bile duct, and spleen and evaluating the prolonged postoperative evolution of this procedure.

Environmental monitoring of respiratory pathogens in healthcare settings in different Brazilian regions

Institution: HCFMUSP – ICHC – Division of Infectious and Parasitic Diseases

Type of contract: Agreement signed between the University of Wisconsin-Madison, HCFMUSP, and FFM

Objective: Monitoring the presence of respiratory-transmitted pathogens in different healthcare settings across various services and regions of Brazil; and evaluating whether air filters could assist in prospective environmental air surveillance in several healthcare settings in Brazil where aerosols containing pathogens may be present.

Multicenter Cooperation to Developing Technetium-99m Radiopharmaceuticals Focused on Peptides

Institution: FMUSP – Department of Radiology and Oncology

Type of contract: Contract signed between the International Atomic Energy Agency (IAEA), FMUSP, and FFM

Objective: Study of the radiolabeling of three new peptides, one initially characterized by binding of CD-163 macrophages in M2 cells and the other two with potential for cancer detection, developing quality control tests and conducting preclinical studies.

NIHR Global Group on COPD in primary care in South America (Breathe Well South America)

Institution: FMUSP – Department of Internal Medicine

Type of contract: Collaboration Agreement signed between The University of Birmingham, USP and FFM, with funding from the NIHR

Objective: Including professionals from four centers of excellence in research in Brazil to investigate patients with Chronic Obstructive Pulmonary Disease (COPD) and healthcare professionals who care for these patients, aiming to understand the existing barriers to the implementation of the COPD

care pathway.

The Role of Spontaneous Variants in the Genetic Architecture of Early-Onset Schizophrenia: A Whole Genome Sequencing Study of Parent-Child Trios

Institution: HCFMUSP – IPq

Type of contract: Collaboration Letter issued by the International Brain Research Organization

Objective: Characterizing the role of *de novo* spontaneous structural and sequence variation (not present in parents) in childhood- and adolescent-onset schizophrenia through whole genome sequencing of parent-child trios. This project was completed in 2025.

PrEP Delivery by Community Peer Educators for Sexual and Gender Minority Adolescents and Youth (COMPrEP)

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Subaward Agreement signed between The Board of Trustees of the University of Alabama for the University of Alabama at Birmingham and FFM, with a grant from the NIH

Objective: Evaluating the effect of community-based PrEP prescribing, conducted by a peer educator, on acceptance, adherence, and persistence in the use of prophylaxis; developing an intervention for community-based PrEP prescribing, with the participation of young people, professionals, and health managers; evaluating the acceptability, adequacy, and feasibility of community-based PrEP prescribing.

Optimization of cervical cancer screening among women living with HIV in Latin American countries

Institution: FMUSP – Department of Radiology and Oncology

Type of contract: Subaward Agreement signed between the Joan & Sanford I. Weill Medical College of Cornell University and FFM, with a grant from the NIH

Objective: To apply a rapid (point-of-care) HPV-HR test and molecular tests that optimize specificity

for detecting HSIL (CIN2+) in women living with HIV in Latin America, while maintaining the high sensitivity of the test.

OTOPAC-TGI: Optimization of Oncological Treatment for Patients with Gastrointestinal Tract Cancer

Institution: HCFMUSP – Icesp

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONON

Objective: Development of a therapeutic approach flowchart for gastroesophageal and colorectal tumors, including predictive biomarkers of response that assist in determining the conduct and development of personalized therapy, with the aim of optimizing clinical outcomes and quality of life of patients treated by SUS, promoting efficient resource management, assisting medical decision-making and allowing the selection of the most appropriate therapy for each patient.

Partnership for Prevention of HPV-Associated Cancers in People Living with HIV: Brazil, Mexico and Puerto Rico

Institution: HCFMUSP – Division of Clinical Immunology and Allergy

Type of contract: Subaward Agreement signed between the Joan & Sanford I. Weill Medical College of Cornell University and FFM, with a grant from the NIH

Objective: Researching the best strategies for the prevention of tumors caused by HPV (human papillomavirus) in HIV-positive women and men in Latin America and the Caribbean. This project was completed in 2025.

Profile of autoantibodies against the blood-brain/nerve barrier in chronic central and peripheral inflammatory demyelinating diseases

Institution: HCFMUSP – LIMs – LIM 62

Type of contract: Agreement signed between the

Ministry of Health and FFM

Objective: Developing tools for the diagnosis and prognosis of patients with acquired inflammatory demyelinating diseases.

Oral HPV research among Latin Americans living with HIV (ORAL H2)

Institution: FMUSP – Department of Radiology and Oncology

Type of contract: Subaward Agreement signed between the H. Lee Moffitt Cancer Center and Research Institute, Inc. and FFM, with a grant from the NIH

Objective: Advancing the prevention of HPV-associated cancers that occur among people living with HIV (PLHIV) in Latin America. The hypothesis is that poor oral health, advanced biological age, aberrant DNA methylation, and immune dysregulation are factors associated with the persistence of oral HPV among PLHIV.

Participatory Community-Based Research: shared knowledge building, involving scientists and communities in health promotion, prevention, and care

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Own resources

Objective: Building shared knowledge between a public health research institution and communities through a pilot training project in Participatory Community-Based Research.

People living with HIV/AIDS (PLWHA) aged 50 or older on dual therapy – PLWHA50-TD Study

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Own resources

Objective: Evaluating the antiviral and immunological

effectiveness, quality of life, depression, and some geriatric syndromes in PLWHA living with HIV/AIDS.

Prediction of adverse maternal and fetal outcomes in high-risk pregnancies: Prospective cohort study

Institution: HCFMUSP – ICHC – Division of Obstetrics

Type of contract: Own resources

Objective: Describing the changes found in high-risk pregnancies throughout their prenatal, delivery, and postpartum periods and proposing predictive models of adverse maternal and fetal outcomes; evaluating how the service's monitoring interfered with the pregnancy follow-up; and evaluating changes in the postpartum period and their consequences on the health of the mother and child, comparing them with their prenatal care.

PREVINE-TB – Implementation of new strategies for TB prevention among people living with HIV in Brazil

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Agreement signed between the Johns Hopkins University and FFM, with funding from the NIH

Objective: Operationalization of the diagnosis of latent tuberculosis infection through the laboratory assay of Interferon Gamma release. This project was completed in 2025.

Production of pituitary cells from iPSCs for expansion of the diagnosis and treatment of hypopituitarism

Institution: HCFMUSP – ICHC – Division of Endocrinology and Metabolism

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONAS

Objective: Establishing a methodology for obtaining pituitary cell models in patients with congenital



hypopituitarism.

Psylect: Psychological Interventions and Transcranial Direct Current Stimulation in Depression

Institution: HCFMUSP – IPq

Type of contract: Own resources

Objective: Comparing the efficacy of active home-based Transcranial Direct Current Stimulation (tDCS) + active smartphone app-based behavioral therapy (ACT) versus active home-based tDCS + placebo ACT, in individuals aged 18 to 59 years with major depressive disorder, using conventional antidepressant medications.

Roots of Alzheimer's: In search of early signs and the creation of a Biobank for studies on aging and the causes of dementia in Brazil

Institution: FMUSP – Department of Geriatrics of the Medical Clinic

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Analyzing the presence of Alzheimer's disease and other brain lesions in *post-mortem* brains of individuals aged between 18 and 64 years, with the aim of verifying if the disease develops in the brain before the appearance of the first clinical symptoms, such as memory loss.

Rehabilitation in Stroke: A systematized and hierarchical program for the Unified Health System (SUS)

Institution: HCFMUSP – IMRea

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONAS

Objective: The study aims to hierarchize the current rehabilitation treatment of stroke in SUS, associating conventional treatment with cognitive guidance; segmental desensitization with paraspinal block or with LASER and radial and focal shock waves; and

treatment with functional electrical stimulation.

Review of prices of a selected list of assistive products, their spare parts, accessories and consumables in 12 countries to support the update of the WHO Priority Assistive Products List (APL)

Institution: HCFMUSP – IMRea

Type of contract: Agreement signed between the World Health Organization – WHO and FFM

Objective: Conducting a price review of a selected list of assistive products, their spare parts, accessories and consumables in 12 countries, to support the updating of the WHO Priority Assistive Products List (APL). This project was completed in 2025.

Sex, socioeconomic level, and genetics as risk factors for early Alzheimer's disease pathology

Institution: HCFMUSP – ICHC – Division of Clinical Neurology

Type of contract: Application signed between the Alzheimer's Association and FFM

Objective: Evaluating the pathological burden of Alzheimer's disease in the Brazilian population, through retrospective quantification of neurofibrillary pathology in specific brain areas of 900 cases of multiple ethnicities collected from the Biobank for Brain Aging Studies at FMUSP, correlating this with clinical, sociodemographic, and sex information of the donors, as well as determining the genetic risk factors related to Alzheimer's dementia in this population.

"WE ARE RARE, BUT WE ARE MANY":

Development of a reference platform for genetic diagnosis and clinical guidance via telemedicine for patients with Rare Diseases, in accordance with the guidelines of DECIT/SUS

Institution: FMUSP – Department of Pediatrics

Type of contract: Donation Agreement signed

between an Individual and FFM

Objective: Establishing a reference platform for the genetic diagnosis of Rare Diseases and guidance of clinical practices, as well as to support the development of public policies, with the aim of improving care for these patients within the SUS.

Underdiagnosis of dementia in hospitals: Evidence from the CHANGE study

Institution: HCFMUSP – ICHC – Division of Geriatrics

Type of contract: Application signed between the Alzheimer's Association and FFM

Objective: Developing and validating a brief multidimensional assessment model for hospitalized elderly patients in a multicenter research network.

Cell therapy with immune cells expressing chimeric antigen receptors (CAR) against oncological diseases

Institution: HCFMUSP – ICHC – Division of Hematology and Hemotherapy – Hematology, Hemotherapy and Cell Therapy Service

Type of contract: Donation Agreement signed between an Individual and FFM

Objective: The main objective of this study is to develop a fourth-generation CAR cell therapy against oncological diseases.

The Center for Innovation and Translation of Point-of-Care Technologies for Equitable Cancer Care (CITEC)

Institution: HCFMUSP – Icesp

Type of contract: Subaward Agreement signed between the William Marsh Rice University and FFM, with a grant from the NIH.

Objective: Identifying high-priority clinical needs for Point of Care (POC) cancer technologies; accelerating the development of effective and affordable technologies to meet these needs; evaluating and improving the clinical and public health impact of

POC technologies in diverse settings; and training developers and users to create and disseminate more equitable POC technologies.

Transmission of ESBL E. coli in humans through exposure to pets

Institution: FMUSP – IMT

Type of contract: Agreement signed between Fondation Mérieux and FFM

Objective: Evaluating the risk of ESBL E. coli transmission in pregnant women through exposure to pets (dogs and cats), in order to identify possible routes of antimicrobial resistance circulation and to search for genomic characteristics that may be associated with each host.

Treatment of sleep-related cramps with B-complex vitamins, ubiquinone, manganese, and magnesium

Institution: HCFMUSP – ICHC – Division of Neurological Clinic

Type of contract: Own resources

Objective: Evaluating the efficacy and safety of ubiquinone, B-complex vitamins, and magnesium supplementation in reducing the frequency of sleep-related cramp episodes. The data obtained in this exploratory study may be used for the planning of future placebo-controlled and randomized clinical trials to prove the efficacy of this therapy.

Treatment of cervical metastases of thyroid carcinoma by percutaneous ultrasound-guided thermal ablation

Institution: HCFMUSP – Icesp

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONON

Objective: Seeking new information on the diagnosis and treatment of thyroid cancer, particularly in patients with cervical metastatic lesions amenable to percutaneous treatment by thermal ablation.

Ultra-processed food consumption and cancer incidence and mortality: estimating current and future projected burdens in Europe considering different scenarios

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Agreement signed between the Imperial College of Science, Technology and Medicine and FFM

Objective: Investigating and evaluating the associations between the consumption of ultra-processed foods and the risks of developing cancer, cardiometabolic diseases, and mortality. This project was completed in 2025.

A double-blind, phase 2b/3 safety and efficacy study of injectable cabotegravir compared to daily oral tenofovir disoproxil fumarate/emtricitabine (TDF/FTC) for pre-exposure prophylaxis in HIV-uninfected cisgender men and transgender women who have sex with men

Institution: FMUSP – Department of Immunology and Department of Preventive Medicine

Type of contract: Agreements signed between Family Health International and FFM, with a grant from the NIH

Objective: Comparing the incidence of HIV among participants; assessing factors related to HIV infection, hepatitis, or sexually transmitted infections; and analyzing possible drug interactions between sex hormone therapies for transgender individuals. This project was completed in 2025.

Use of multimodal tools and data for the study of brain, behavior, and cognition of participants in the Brazilian High-Risk Cohort for Mental Disorders (BHRS) – MobiLab Project

Institution: HCFMUSP – IPq

Type of contract: Memorandum of Understanding signed between the Child Mind Institute, Inc., HCFMUSP

and FFM

Objective: Establishing environmental, clinical, genetic, biochemical, neuropsychological, and neuroimaging predictors capable of informing high-risk criteria to advance mental health prevention strategies and generate neuroscience knowledge that enables new ideas for therapeutic innovations.

Validation and implementation of a screening strategy for colonization by *Carbapenem-Resistant Enterobacterales* based on a rapid immunochromatographic test

Institution: HCFMUSP – ICHC – Hospital Infection Control Group

Type of contract: Agreement signed between the Jhpiego Corporation, HCFMUSP, and FFM

Objective: Analyzing the sensitivity, specificity, positive and negative predictive values, and accuracy of a culture-free immunochromatographic test in comparison with a direct commercial multiplex PCR of clinical samples. This project was completed in 2025.

Rare *de novo* and heritable variations in the genome of patients with obsessive-compulsive disorder

Institution: HCFMUSP – IPq

Type of contract: Subaward Agreement signed between the Baylor College of Medicine and FFM, with a grant from the NIH

Objective: Investigating genomic variations that pose a risk for the development of obsessive-compulsive disorder and related disorders in patients and family members. Correlation analyses of these genomic variants with clinical variants (e.g., comorbidities and symptom severity) will also be performed.

Virus Surveillance and Discovery in Brazil

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Agreement signed between the

Abbott Laboratories, FMUSP and FFM

Objective: The objective of this study is to understand the extent of viral diversity in human populations and to track new viral strains.

Linkage and retention of people with HIV in public health services: a demonstration project in the city of São Paulo, Brazil

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Agreement signed between the Aids Healthcare Foundation of Brazil and FFM

Objective: Studying the frequency, access barriers, and vulnerability profiles of linkage and different retention patterns of people infected with HIV in public health services in the municipality of São Paulo, as well as analyzing the effects of health technologies aimed at reducing these events in the Brazilian context.

CLINICAL STUDIES

For any type of clinical research, in addition to regulatory approvals, it is necessary to obtain free and informed consent from participants, maintaining privacy and confidentiality of information.

The Medical School Foundation (FFM), in support of HCFMUSP and the Medical School of the University of São Paulo (FMUSP), has actively participated in conducting Clinical Studies, the results of which are of great interest to the academic community and society in general.

Clinical research, clinical trial, and clinical study are terms used to describe a scientific investigation process involving human beings, aiming to discover or verify the pharmacodynamic, pharmacological, clinical and/or other effects of product(s) and/or identify adverse reactions to the product(s) under investigation, in order to ascertain their safety and/or efficacy.

The advancement of medicine in the search for new forms of diagnosis and clinical or surgical treatments relies, directly or indirectly, on studies involving humans. Even the use of animal testing, the emergence of the most advanced mathematical and statistical models, and the intensive use of computer technology have not been able to eliminate this step. Currently, there is a consensus that projects of this nature should undergo evaluation by an independent research ethics committee. However, there is always the possibility of eventual tensions between the individual participating in the study protocols and researchers and sponsors with their teams.

In Brazil, ethics evaluation is developed within a system of volunteer and unpaid members consisting of 877 Research Ethics Committees (CEPs), responsible for the protocol review process in different institutions dedicated to and supporting research. The CEPs, in turn, are coordinated by the National Research Ethics Commission (Conep), a national collegiate body that is part of the National Health Council (CNS) and regulates the system.

In 2016, the CNS promoted an unprecedented action to gain greater efficiency in the management of the ethical analysis of research protocols, initiating a decentralization process. Highly complex, multicenter research projects in specialized thematic areas, such as genetic manipulation and human reproduction, which previously required additional approval from

CONEP (National Research Ethics Committee), have, over time, been assigned to committees accredited by CONEP.

In 2022, the CAPPesq (Research and Extension Committee) of HCFMUSP achieved pre-accredited CEP status, which allowed for faster analysis and approval of new research projects or modifications to those already approved. Currently, new projects that would require evaluation by CONEP are now reviewed by CAPPesq (while older projects continue in their original processing).

Clinical studies conducted by researchers of the FMUSP-HC System take place at HCFMUSP facilities, where basic laboratory tests and imaging exams necessary for their development are also performed. More advanced exams are conducted in research laboratories using equipment from the PREMium Network.

Conducting scientific research requires adherence to fundamental ethical principles. Among them, the following stand out:

- Free and informed consent: all research participants must be informed about the objectives, methods, risks, and benefits of the research and must provide their free and informed consent before participating;
- Privacy and confidentiality of information: the information collected during the research must be kept confidential and used only for the purposes of the research;
- Project approval by CAPPesq: all research projects must be approved by the Ethics Committee for the Analysis of Research Projects (CAPPesq) of the Institution.

Approval of the research by the appropriate authorities is fundamental to ensuring that it is carried out ethically and safely, in accordance with Brazilian regulations.

Informed consent plays an essential role in the interaction between doctor and patient.

This process, which involves providing comprehensive and understandable information to the patient about proposed medical procedures, is essential to ensure that treatment decisions are made consciously and autonomously.

More than simply upholding the ethical principle of autonomy, informed consent also contributes to strengthening trust between the healthcare professional and the patient. By ensuring that the patient fully understands the risks, benefits, and alternatives associated with a given treatment, a collaborative and participatory environment is created in healthcare management.

Furthermore, respect for informed consent is a pillar in complying with the norms governing medical practice and reinforces the foundations of a doctor-patient relationship based on transparency, respect, and care.

It is essential to emphasize that negligence in this aspect can even result in the doctor's civil liability for damages caused to a patient who has not been properly informed about the risks inherent in the procedure. It is noteworthy that this liability is not limited to penalties resulting from errors in the outcome but also encompasses the absence of information (vitiated consent). Therefore, it is fundamental to develop clear and precise terms and dedicate the necessary time to verbally and personally clarify the terms with the patient.

Clinical research management is linked to the Clinical Board of HCFMUSP. The sector responsible for managing research partnerships is the Clinical Research Office (EpeClin), a multidisciplinary and multiprofessional facilitator that promotes the encouragement, development, and integration of clinical research at HCFMUSP. The sector offers regular training to the FMUSP-HC System community and the general public.

In addition to playing an important role in clinical research, these projects are fundamental in the training of human resources and contribute to the generation of financial resources, enabling investments in the area.

Another advantage of clinical studies is that the expected results will provide support for the Ministry of Health to adopt adjustments in treatment strategies for the Brazilian population. Clinical studies are considered the main instrument for validating innovation in the health sector, aiming to ensure that research is conducted within the technical-scientific, ethical, and legal parameters established by international consensus.

In 2025, FFM managed **865 clinical studies** (number as of 12/31/2025).

TRAINING PROJECTS

ACTIVITIES
REPORT
2025



The training programs aim to transmit knowledge in an ethical and innovative way, maintaining high quality.

Scholarships for the “Adopt a Scientist” Project

Institution: HCFMUSP – ICHC – Division of Hematology and Hemotherapy – Hematology, Hemotherapy and Cell Therapy Service

Type of contract: Donation Agreement signed between an Individual and FFM

Objective: Supporting the development of two postdoctoral fellows and one laboratory technician who will work on research developed at the Medical Research Laboratory in Pathogenesis and Targeted Therapy in Onco-Immuno-Hematology at HCFMUSP.

Training in the care of critically ill cancer patients and diagnostic imaging in oncology

Institution: HCFMUSP – Icesp

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONON

Objective: Training professionals working in the SUS network of the state of São Paulo through courses distributed in three training programs in critical oncology patient care: Diagnostic Imaging; Multidisciplinary Assistance; and Ventilatory Assistance. This project was completed in 2025.

Training course for primary care professionals/ Family Health Strategy (ESF) for phantom limb pain in amputees

Institution: HCFMUSP – IMRea

Type of contract: Commitment Agreement signed between the Ministry of Health and FFM, within the scope of PRONAS

Objective: Training health professionals in the recognition for better diagnosis of phantom limb pain and, secondarily, creating an information and care platform for these patients. This project ended in 2025.

Developing capacity in neuropathology in a low- and middle-income country

Institution: FMUSP – Department of Geriatrics of the Medical Clinic

Type of contract: Application signed between the Alzheimer’s Association and FFM

Objective: Training researchers at the Biobank for Aging Studies at FMUSP, aiming to triple its collection and improve research development, as well as training other researchers from low-income countries who intend to develop brain banks in their regions.

HVTN Scientific Leadership Development Program

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Subaward Agreement signed between the Fred Hutchinson Cancer Center and FFM, with a grant from the NIH

Objective: Empower young scientists by providing the resources and guidance they need to achieve excellence in their respective fields.

USP-Brainfarma Partnership: Improving the interaction between academia and the pharmaceutical industry through the creation of a Specialized Complementary Program to train professionals to work as Medical Science Liaisons (MSLs), with training at USP and the Brainfarma Hynova Center

Institution: FMUSP – Department of Gastroenterology

Type of contract: Agreement signed between Brainfarma Indústria Química e Farmacêutica S.A., FMUSP and FFM

Objective: Enhancing the skills of healthcare professionals in the field of Medical Relations at an extension level. The project aims to promote a culture of innovation through the implementation of the Specialized Complementary Program, with the participation of university professionals, as well as researchers and technicians from the company. This project ended in 2025.

Specialized Complementary Program (PCE) in Pharmaceutical Assistance - Focus on Innovation

Institution: FMUSP – Department of Gastroenterology

Type of contract: Amendment to the Agreement signed between Brainfarma Indústria Química e Farmacêutica S.A., USP, FMUSP and FFM

Objective: Expanding the training of health professionals in the area of research and innovation, for the development of new products and services focused on the health and well-being of patients at the extension and postgraduate levels; in addition to promoting a culture of innovation, through the holding of events with the participation of the university and the company.

Fellowship Program in Uro-Oncology at Icesp

Institution: HCFMUSP – Icesp

Type of contract: Contract signed between Zodiac Produtos Farmacêuticos S.A. and FFM

Objective: Creating specialists in the treatment of urological cancer capable of performing highly complex surgeries.

EPAs (Entrustable Professional Activities) Program

Institution: FMUSP – Executive Board

Type of contract: Donation Agreement signed between an Individual and FFM

Objective: The FMUSP EPAs (Entrustable Professional Activities) program was created from the Preceptorship Scholarship project and aims to strengthen learning for 5th and 6th year medical students, bridging the gap between theory and practice.

Training in basic and advanced laparoscopy in a program associated with the Faculty of Medicine of PUC-Chile, city of Santiago

Institution: HCFMUSP – ICHC – Division of Digestive Tract and Coloproctology Surgery

Type of contract: Private Educational Funding Agreement signed between Johnson & Johnson and FFM

Objective: Providing training in basic and advanced laparoscopy for trainers at the Training Center (Virtual), in a program associated with the Faculty of Medicine of PUC-Chile, developing basic video surgery skills through simulated models. This project ended in 2025.

HEALTH POLICY PROJECTS

ACTIVITIES
REPORT
2025



Health policy projects are intended to promote the definition of processes, interventions, and public policies, among others.

Cost-effectiveness analysis of introducing the Respiratory Syncytial Virus (RSV) vaccine into the immunization schedule for pregnant women in the National Immunization Program in Brazil

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Letter of Agreement signed between PAHO and FFM

Objective: A comprehensive economic evaluation study, based on analytical modeling, to estimate the cost-effectiveness of introducing a single dose of RSV vaccine for pregnant women in the National Immunization Program. Project completed in 2025.

Improving accessibility in the civil aviation sector

Institution: FMUSP – FOFITO

Type of contract: Scientific and Technological Cooperation Agreement signed between the Institutional Support Foundation for Scientific and Technological Development of the Federal University of São Carlos, FMUSP and FFM

Objective: It consists of: a) adherence and effectiveness of airport and air operators in accessibility practices in civil aviation; and b) participation of workers with disabilities in civil aviation.

Enhancing the Happy Child Program – Integration of SUAS-SUS

Institution: FMUSP – Department of Pediatrics

Type of contract: Contracts signed between Grand Challenges Canada and FFM, and Maria Cecília Souto Vidigal Foundation and FFM

Objective: This is a continuation of the project “Review and Improvement of the Happy Child Program” and consists of the final phase of the process of formulating a national public policy for the promotion of child development.

Update of Clinical Protocols and Therapeutic Guidelines and development of Health Technology Assessment studies and research to support the incorporation of Technologies into the Unified Health System

Institution: HCFMUSP – NATS

Type of contract: Letter of Agreement signed between PAHO and FFM

Objective: Developing and updating Clinical Protocols and Therapeutic Guidelines and health technology assessment studies, based on topics requested by the Department of Management and Incorporation of Technologies and Innovation in Health of the Ministry of Health, in agreement with PAHO. This project was completed in 2025.

Brazilian Deaths for WHO Reference Death Archive

Institution: FMUSP – Department of Pathology

Type of contract: Subaward Agreement signed between The Ohio State University and FFM, with a grant from the Bill & Melinda Gates Foundation

Objective: The project will assist in finalizing the protocol for verbal autopsy and minimally invasive tissue sample deaths in the SVOC, as well as in creating a standard data format and protocol for transferring death reference information to the WHO death reference archive.

Research Center on Climate Change and Urban Health

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Agreement signed between the Drexel University and FFM, with a grant from the NIH

Objective: To better understand the impacts of climate change on health and equity in urban areas, in order to directly inform and promote the urban interventions

and policies necessary to address these impacts. This project was completed in 2025.

Medical Demographics in Brazil 2025

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Letter of Agreement signed between PAHO and FFM

Objective: Production and publication of original research, updating of data, indicators, historical series and analyses on the transformations in the supply, training and work of physicians in Brazil. This project was completed in 2025.

Development of a manual of good surgical practices and improvement of logistics in the removal, packaging, storage and transport of organs for transplantation in Brazil

Institution: HCFMUSP – NATS

Type of contract: Letter of Agreement signed between PAHO and FFM

Objective: Developing a comprehensive manual that standardizes the practices of removal, packaging, storage and transport of solid organs for transplantation in Brazil.

Study and strategy for preventing suicidal ideation and attempts in adolescents

Institution: HCFMUSP – ICHC – Division of Gynecology and USP – Department of Clinical Psychology of the Institute of Psychology (APOIAR-IP-USP)

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Developing prevention and early intervention strategies for adolescents with mental health risk factors for suicide, aimed at teachers and education professionals in the public school system.

Study on Public-Private Relations in the Brazilian Healthcare System

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Developing three pilot studies on strategic themes involving public-private relations that affect the Unified Health System (SUS) for the creation of reproducible methodologies for the production, integration, processing, and dissemination of scientific evidence on public and private institutions, economic groups, companies, and other organizations that are part of the Brazilian healthcare system, aimed at improving political, economic, regulatory, and organizational aspects of health policies, programs, actions, and services.

FMUSP, SVOC and INSUPER: Conducting Joint Research in Urban Health

Institution: FMUSP – Department of Pathology

Type of contract: Agreement signed between the Institute of Education and Research – Insper, FMUSP, SVOC and FFM

Objective: a) Developing a cartography of cases of dementia, poorly controlled diabetes, undiagnosed neoplasms, renal failure and insufficient care for bedridden elderly, based on autopsy data conducted on deceased individuals at HCFMUSP or referred to the SVO of FMUSP; b) determining the relationship between address and exposure to urban air pollutants using the same database; c) identifying the urban environmental factors that modulate the risk of these outcomes; and d) producing suggestions for public policies for intervention in the urban environment aimed at improving the health of the population. This project was completed in 2025.

Territorial map: the quality of rights in mental health services and the promotion of citizenship in the eastern zone of São Paulo

Institution: FMUSP – FOFITO

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Improving the quality of mental health services from the perspective that a quality mental health service is one that promotes rights, including the right to an independent life within the territory.

Climate Change and Urban Health in Latin America – SALURBAL-Clima

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Subaward Agreement signed between Drexel University, FMUSP and FFM, with a grant from the Wellcome Trust

Objective: This project uses data networks to assess the influence of climate change on public or individual health in cities, in a purely ecological approach, without individual data.

The impact of exposure to multiple air pollutants on maternal and child health: using the database of the Environmental Surveillance Coordination

Institution: FMUSP – CEDI

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Developing a set of air pollution guidelines for Brazil, in order to guarantee healthy environments for the birth and development of children, aiming at the formulation of public policies on pollutant emissions, which will contribute to the reduction of respiratory problems in childhood – an important cause of infant morbidity and mortality – in addition to reducing the number of premature births, low birth weight and congenital anomalies. This project was completed in 2025.

The impact of income transfer programs on breastfeeding rates

Institution: FMUSP – Department of Pediatrics

Type of contract: Collaboration Agreement signed between the Swiss Tropical and Public Health Institute and FFM

Objective: 1) Understanding breastfeeding behaviors, as well as identifying potential mechanisms to promote a longer duration of breastfeeding; and 2) evaluating the effectiveness of social transfers on exclusive breastfeeding rates in São Paulo, through a randomized clinical trial.

Research for the maintenance of an intestinal rehabilitation program by the Unified Health System – SUS

Institution: HCFMUSP – ICHC – Division of Liver and Digestive Organ Transplants

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Meeting the demand of patients diagnosed with chronic intestinal failure for intestinal rehabilitation and home parenteral nutrition, in addition to conducting a detailed survey of the clinical results and costs of procedures performed in a large public hospital in order to provide data to the Ministry of Health for future incorporation into the SUS procedure table.

Programs and policies for obesity prevention in low-, middle-, and transition-income countries – studies to promote evidence and evaluate programs

Institution: USP – NUPENS

Type of contract: Agreement signed between The University of North Carolina at Chapel Hill and FFM

Objective: Proposing and evaluating policies for the prevention of obesity and other chronic diet-related diseases in Brazil.

Promoting Playful Parenting within the Social Assistance Early Childhood Group Meetings

Institution: FMUSP – Department of Pediatrics

Type of contract: Contract signed between The World Bank and FFM

Objective: Adapting materials developed for home visits of the Happy Child Program, for use in group meetings of the Social Coexistence and Strengthening of Bonds Service of the Ministry of Social Development.

Promoting responsive care and adequate nutrition among pregnant adolescents and young women, adolescent parents and their children

Institution: HCFMUSP – IPq

Type of contract: Contract signed between UNICEF and FFM

Objective: Developing and monitoring the implementation of a home visit methodology, supported by the First Bonds project, focusing on pregnant adolescents and young women and/or those with young children, that can be adapted to the Happy Child Program; and developing and monitoring the implementation of educational tools and materials, in electronic format, on the topic of adequate and healthy nutrition for children and adolescents themselves, in order to be produced and distributed for implementation in the territories of the Urban Centers Platform. This project was completed in 2025.

Provision of Consultancy Services in Reducing Tariffs and Taxes on Assistive Technology (AT)

Institution: HCFMUSP – IMRea

Type of contract: Agreement signed between The United Nations Office for Project Services and FFM

Objective: Employing mixed methods to investigate and identify potential solutions for reducing trade barriers and prices of assistive products imported by low- and middle-income countries. This project was completed in 2025.

Network for sequencing emerging diseases and a network of blood banks to assess epidemics and susceptibilities in the population

Institution: FMUSP – Department of Infectious and Parasitic Diseases

Type of contract: Cooperation Agreement signed between the Todos pela Saúde Institute, FMUSP and FFM

Objective: The formation of a sequencing network with rapid response and bioinformatics capacity to identify predominant strains; detection of relevant mutations; and monitoring of the spread of the virus. In addition, it aims to form a network of blood banks to assess previous infection with the Chikungunya virus, through the detection of IgG antibodies, define the percentage of the population susceptible to this infection; and understand the baseline level of anti-dengue IgM antibody, which would allow understanding the attack rate of the epidemic in 2024.

Digital Health in Brazil: Legislation, Market and Information in Health

Institution: FMUSP – Department of Preventive Medicine

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The production of knowledge for technical application in improving the actions of the Ministry of Health related to digital health and the provision of unpublished data for research purposes in the thematic area of health policies, planning, management and evaluation.

Mental Health and Work: Initiatives to support the construction of an institutional policy for prevention, return, and retention in the workplace: Influence of organizational and relational factors on the processes of return and retention in the workplace: A case study

Institution: FMUSP – FOFITO

Type of contract: Contract signed between the Attorney General of the National Treasury (PGFN) and FFM

Objective: Developing actions at the strategic and operational levels, with a view to building a permanent institutional mental health policy at PGFN. This project was completed in 2025.

Connected Occupational Health

Institution: FMUSP – Department of Legal Medicine, Bioethics, Occupational Medicine, and Physical Medicine and Rehabilitation

Type of contract: Service Provision Contract signed between Serviço Social da Indústria – SESI/DR SP, FMUSP and FFM

Objective: Conducting a scientific study to evaluate the effectiveness, safety, and feasibility of using telemedicine technologies in the execution of occupational medical examinations, with the aim of contributing evidence to the development of practices and regulations that can expand access and improve the quality of occupational health services in the Brazilian industry.

STI-Net: Reducing transmission of sexually transmitted infections (STI) and STI antimicrobial resistance in Brazil: Harnessing molecular testing technologies to develop sustainable digital innovations in service delivery and the public health response

Institution: FMUSP – Department of Infectious Diseases and Tropical Medicine

Type of contract: Collaboration Agreement signed between the London School of Hygiene & Tropical Medicine, USP, and FFM

Objective: Forming an alliance between existing networks and other partner organizations in the United Kingdom and Brazil, which will exchange knowledge, support the implementation of national surveillance programs, share innovations in health pathways, and scientific research focused on sexually transmitted infections and antimicrobial resistance. This project was completed in 2025.

Translation and validation of the Adolescent Personality Structure Questionnaire (APS-Q): Study of personality pathology and psychological distress

Institution: HCFMUSP – ICHC – Division of Gynecology and USP – Department of Clinical Psychology of the Institute of Psychology (APOIAR-IP-USP)

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Promoting the mental health of adolescents in schools, empowering educators and strengthening ties between education and health, creating a healthier and more supportive school environment, reducing risks to mental health and promoting the well-being of adolescents.

INSTITUTIONAL PROJECTS

ACTIVITIES
REPORT
2025



Institutional Projects are primarily aimed at enhancing, expanding, and maintaining the physical and technological infrastructure of the FMUSP-HC System facilities.

Equipment and Furniture Acquisition Projects

Acquisition of a CyberKnife system for the development of Teaching, Research and Assistance aimed at improving the quality of care through the use of this technology

Institution: HCFMUSP – Icesp

Type of contract: Commitment Agreement to be signed between the Ministry of Health and FFM, within the scope of PRONON

Objective: Developing and expanding access to advanced radiotherapy techniques (cranial and extracranial radiosurgery) through a submillimeter precision robotic radiotherapy system, with motion monitoring and real-time adaptive delivery (Tracking System) for patients receiving 100% of their care through SUS, focusing on inoperable diseases with curative intent and oligometastatic disease, aiming to improve clinical and functional outcomes, reduce toxicity, and optimize the use of public health system resources.

Acquisition of equipment and supplies for the Hemoglobinopathy Outpatient Clinic and the Hematology Laboratory of the Hematology Service of HCFMUSP

Institution: HCFMUSP – ICHC – Division of Hematology and Hemotherapy – Hematology, Hemotherapy and Cell Therapy Service

Type of contract: Commitment Agreement signed between the Labor Public Prosecution Office – Patos de Minas/MG Labor Prosecution Office and FFM

Objective: Acquiring equipment and supplies for the diagnosis of hemoglobinopathies, screening of family members, offering the test for genetic counseling and monitoring of patients with serious complications of sickle cell disease.

Acquisition of equipment and furniture for the Physiotherapy Outpatient Clinic of ICHC

Institution: HCFMUSP – ICHC – Division of Physiotherapy

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The acquisition of new equipment will bring new possibilities for physiotherapy assessment and diagnosis to the outpatient clinic for patients treated.

Acquisition of Equipment for the Division of Clinical Emergencies of HCFMUSP

Institution: HCFMUSP – ICHC – Division of Clinical Emergencies

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The renewal of the country's emergency care seeks to improve the quality of care for SUS patients, improve satisfaction, and increase the accuracy of diagnosis and treatment.

Acquisition of Equipment for the Central Laboratory Division of HCFMUSP

Institution: HCFMUSP – ICHC – Central Laboratory Division

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Reduction of costs with corrective maintenance, increased reliability in the conservation of supplies and samples, prevention of losses for the sectors covered, and greater fluidity in the processes of the microbiology sector, as well as improvement in the quality of tests performed for patients served by the SUS.

Acquisition of equipment for the Obstetrics and Fetal Medicine Division

Institution: HCFMUSP – ICHC – Division of Obstetrics

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Improving the quality and safety of neonatal care, especially in more complex situations, through the use of modern and efficient technologies. The incorporation of new equipment will expand the response capacity of the care team, contribute to the training of qualified professionals, and strengthen the institutional mission of HCFMUSP within the SUS.

Acquisition of equipment for the Division of Liver and Digestive Organ Transplant of ICHC

Institution: HCFMUSP – ICHC – Liver and Digestive Organ Transplant Division

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Acquiring ultrasound equipment to expedite treatment and diagnosis in high-complexity care for abdominal organ transplants and gastrointestinal surgeries within the SUS (Unified Health System). This project was completed in 2025.

Acquisition of equipment for the Burn Unit of the Division of Plastic Surgery and Burns

Institution: HCFMUSP – ICHC – Division of Plastic Surgery and Burns

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Renewing equipment used in surgeries and procedures performed at the Burn Unit by HCFMUSP, serving patients of the Unified Health System (SUS).

Acquisition of equipment for the neonatal units of ICr

Institution: HCFMUSP – ICr

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The transport of newborns and the treatment of neonatal jaundice need to be maintained under adequate conditions of temperature, oxygenation, and radiation for the NB's survival. The acquisition of equipment led to an improvement in the quality and safety of care for newborns. This project was completed in 2025.

Acquisition of equipment for the ICr

Institution: HCFMUSP – ICr

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Incorporating of the latest technologies, compatible with advances in clinical practice and care guidelines, ensuring greater precision in monitored parameters, speed in diagnostic processes and greater therapeutic effectiveness, resulting in patient safety, quality of care and operational efficiency.

Acquisition of equipment for the Gastroenterology Diagnostic Center of ICHC

Institution: HCFMUSP – ICHC – Division of Gastroenterology and Clinical Hepatology

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Acquiring an endoscope reprocessor and flexible video endoscopy system for performing high and medium complexity procedures at the Gastroenterology Diagnostic Center of ICHC.

Acquisition of equipment for LIM 04 of HCFMUSP

Institution: HCFMUSP – LIMs – LIM 04

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: LIM 04 will be equipped for: a) conducting research on therapeutic strategies for the treatment of breast implant capsular contracture after radiotherapy; and b) promoting a remote monitoring program for patients with chronic wounds through the use of an application.

Acquisition of equipment for LIM 26 – 2023

Institution: HCFMUSP – LIMs – LIM 26

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The acquisition of video endoscopes and electrosurgical units aims to promote the adequate training of undergraduate and resident students, as well as to qualify healthcare professionals focused on the surgical-endoscopic area. This project was completed in 2025.

Acquisition of equipment for Neonatal Hearing Screening at ICr

Institution: HCFMUSP – ICr

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Acquiring of equipment for Neonatal Hearing Screening for ICr.

Acquisition of stretchers, urodynamic system and ultrasound equipment for the Division of Gynecology of ICHC

Institution: HCFMUSP – ICHC – Division of Gynecology

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Improving in quality and effectiveness in the evaluation of patients with suspected cervical cancer, pelvic floor diseases, among others, as well as monitoring the care provided to SUS patients, improving satisfaction, in addition to increasing the accuracy of diagnosis and less invasive treatment of gynecological conditions.

Acquisition of surgical microscopes for the ICHC Reference Emergency Unit

Institution: HCFMUSP – ICHC – Division of Clinical Emergencies

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The acquisition of new equipment will mean the renewal of care in one of the main emergency units in the country.

Acquisition of surgical microscopes for ICHC and IOT

Institution: HCFMUSP – ICHC – Surgical Center and IOT

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Incorporating advanced equipment into the Institution to better serve SUS patients, which will contribute to reducing waiting times and speeding up procedures, as well as ensuring the effectiveness and safety of surgical procedures.

Acquisition of furniture for ITACI

Institution: HCFMUSP – Icesp – ITACI

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Acquiring high-sided cribs, which contributed to maintaining the safety and well-being of patients in the care provided by the unit. This project was completed in 2025.

Hearing assessment in newborns at high risk for hearing loss admitted to the Neonatal ICU, at the bedside – early diagnosis

Institution: HCFMUSP – ICr

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Promoting testing for 100% of children before hospital discharge, in order to diagnose any hearing impairment early, allowing for rapid and prompt intervention.

Center for Innovation, Research and Teaching in Robotic Surgery and Simulation for the SUS (Brazilian Unified Health System)

Institution: HCFMUSP – LIMs – Executive Board

Type of contract: Agreement signed between Finep, HCFMUSP and FFM

Objective: Creation of CIPERS – Center for Innovation, Research and Teaching in Robotic Surgery and Simulation for the SUS, an ecosystem of advanced knowledge that will connect professional training, scientific development and technological innovation with social impact, strengthening the role of the public university in producing cost-effective solutions for highly complex problems, with broad knowledge transfer to medical practice in SUS.

Digitization, organization, qualification and dissemination of the collections of the FMUSP-HC System

Institution: HCFMUSP – LIMs – Executive Board

Type of contract: Agreement signed between Finep, HCFMUSP and FFM

Objective: Developing the subproject entitled “Recovery, expansion and dissemination of the historical-scientific collection of anatomopathological samples”, which aims to guarantee the preservation and organization of information and macroscopic specimens, reports and histological material (digitized histological blocks and slides) obtained through autopsies and biopsies of patients of the FMUSP-HC System and kept in the Department of Pathology, whose collection dates back to the 1920s and 1930s. The organization and preservation of these materials will allow the continuity of research for the entire Brazilian scientific community, the preservation of its historical character and the better dissemination of this branch of science to the population.

Expansion of the Premium Equipment Network with emphasis on diagnostic and predictive methods for treatment response in complex diseases

Institution: HCFMUSP – LIMs – Executive Board

Type of contract: Agreement signed between Finep, HCFMUSP and FFM

Objective: Over the past 15 years, the FMUSP-HC System has been developing a multi-user equipment network considered a national model (PREMiUM Network). With the expansion of the multi-user centers SELA – Large-Scale Sequencing and Biobank – Academic Cancer Research Network, and with the implemented tools for integrated research and innovation management, it is expected to increase the training of human resources in the area, scientific production, the development of new products and partnerships with other national and international institutions.

Modernization of the IOT Orthopedic Workshop

Institution: HCFMUSP – IOT

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The modernization of the IOT Orthopedic Workshop will improve the quality and reduce the time spent on the manufacture and delivery of orthoses and prostheses.

Modernization of the Technological Park of the Division of Obstetrics and Fetal Medicine

Institution: HCFMUSP – ICHC – Division of Obstetrics

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: With the acquisition of ultrasound equipment, a qualitative improvement in teaching and research is expected, as well as in areas supporting assistance.

Modernization of the IOT Technological Park

Institution: HCFMUSP – IOT

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The modernization of the surgical tables and electric beds at IOT will provide qualitative improvements in teaching and research, as well as in areas supporting assistance.

Didactic Module – FMUSP 2024

Institution: FMUSP – Executive Board

Type of contract: Donation Agreement signed between an individual and FFM

Objective: Project for a new structure for the FMUSP facilities, with modern audiovisual technology, including innovative solutions such as interactive whiteboards and online transmission systems, improving the learning experience and promoting dynamic teaching methods.

MOLECULAR: Incorporation of New Technologies into the multi-user equipment PREMiUM Network: new approaches in the study of cancer and diseases at the molecular level

Institution: HCFMUSP – LIMs – Executive Board

Type of contract: Agreement signed between Finep, HCFMUSP and FFM

Objective: Over the past 15 years, the FMUSP-HC System has been developing a network of multi-user equipment considered a national model (PREMiUM Network). The objective of this project is to equip the Network with innovative technologies for the study of cancer and other diseases at the molecular level. This project was completed in 2025.

PREMiUM – Multi-User Equipment Network Program of the FMUSP-HC System

Institution: HCFMUSP – LIMs – Executive Board

Type of contract: Agreement signed between Finep, HCFMUSP and FFM

Objective: With the objective of stimulating research and innovation activities within the FMUSP-HC System, the FMUSP Board and the LIMs Executive Board created the Multi-User Equipment Network Program (PREMiUM). This Program aims to create conditions so that all researchers within and outside the FMUSP-HC System have access to the latest technologies in contemporary biomedical research and, at the same time, optimize the application of specialized financial and human resources.

The implementation of this Network aims, therefore, to avoid duplication and underutilization of equipment, allowing researchers to access the most advanced technology installed in the Institution and deemed necessary for various types of Experimental and Clinical Research.

Organized as services, the laboratories involved in this Program are coordinated by researchers with recognized experience in their respective fields. The state-of-the-art equipment in the PREMiUM Network is operated by highly trained technicians to deliver the best possible results.

The services provided by the multi-user centers are accessible on a dedicated website with forms, guidelines, and procedural norms available on the website (premium.fm.usp.br).

The Program is structured so that each set of equipment with the same purpose constitutes a multi-user center. The Network currently has 62 active centers. The equipment and services currently offered are distributed in the following groups:

Equipment:

1. Cytometry;
2. Experimental Models;
3. Structural and Functional Genomics;
4. Special Analyses;
5. Imaging; and
6. Microscopy and Microscopic Technique;

Services:

7. Scientific Documentation;
8. Authentication of Cell Lines;
9. Biological Sample Storage Center;
10. Environmental Management Committee;
11. Cytology and Histopathology;
12. Clinical and Laboratory Evaluation;
13. Biosafety;
14. Biological and Radiological Products; and
15. Biotechnology and Innovation Center.

The NB2 Multi-User Center became operational in March 2022, already certified by the National Technical Biosafety Commission (CTNBio). The laboratory is registered in the PREMiUM Network and is managed by the Internal Biosafety Commission for Genetically Modified Organisms of HCFMUSP. Activities with genetically modified organisms at biosafety level 2 will be developed there, allowing for the expansion of knowledge and qualification of scientific production in the field of biotechnology.

On July 2, 2025, the NovaSeq X platform, a state-of-the-art piece of equipment for high-precision genetic sequencing, was inaugurated. This will be the first unit in the public network of the city of São Paulo to have this technology and one of only two in operation in the public sector in the entire state.

The equipment is part of the Integrated Center for Genetic Diseases – Genetic Sequencing (CIGEN-Seq), linked to the Multi-User Nucleus of the PREMiUM Network. CIGEN acts as a collaborative network of medical and multi-professional services, clinical laboratories, and research within the area of

medical genetics and genomics, with the objective of improving patient care, developing research, and training human resources.

In addition to significantly expanding the generation of genetic data for research, the equipment will have a direct impact on the diagnosis of rare and immunological diseases, with applications in care provided by the SUS (Unified Health System). The availability of whole exome sequencing (an examination that analyzes the part of the DNA responsible for producing proteins, in search of important genetic alterations) will allow diagnoses to be made more quickly, accurately, and accessibly for the population.

The PREMiUM Network model has been presented at both national and international research management events and has received positive evaluations, both internally and externally.

Recovery of the Integrated Radioisotope Production Center (CIPR) and the Autopsy Room Imaging Platform (PISA) of the FMUSP-HC System

Institution: HCFMUSP – LIMs – LIM 44

Type of contract: Agreement signed between Finep, HCFMUSP and FFM

Objective: Recovering of two multi-user centers of national relevance of the FMUSP-HC System: the Integrated Radioisotope Production Center (CIPR) and the Autopsy Room Imaging Platform (PISA).

Replacement of furniture in the Geriatrics Service Outpatient Clinic of ICHC

Institution: HCFMUSP – ICHC – Division of Geriatrics

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Replacing furniture and modernization of the structure, in order to meet the growing demand resulting from the aging population.

Replacement of PET/CT scanners at the end of life in the Nuclear Medicine department of Icesp

Institution: HCFMUSP – Icesp

Type of contract: Donation Agreement signed between an Individual and FFM

Objective: The replacement of a Positron Emission Tomography (PET) scanner at Icesp, including the purchase of a new scanner, the removal and proper disposal of the old equipment, and structural adjustments for the installation of the new PET/CT scanner.

Replacement of linear electron accelerators at InRad

Institution: HCFMUSP – InRad

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The accelerators perform radiosurgery and TBI, among other procedures. With the new equipment, it is expected to reduce the treatment time (hypofractionated radiotherapy) for patients and increase the number of people served.

Replacement of anesthesia equipment at ICHC

Institution: HCFMUSP – ICHC – Surgical Center

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: This proposal provided better conditions for patient care under the SUS. This project was completed in 2025.

Replacement of Electrosurgical Units at ICHC

Institution: HCFMUSP – ICHC – Surgical Center

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Replacing electrosurgical units at ICHC, which promoted the incorporation of advanced items into the institution for better care of SUS patients. This equipment will be used in surgical procedures in 18 medical specialties. This project was completed in 2025.

Replacement of electric beds at IPq and equipment at IOT and CeAC

Institution: HCFMUSP – IPq – IOT – CeAC (Employee Support Care Center)

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The acquisition of equipment for HCFMUSP will improve care for IOT and IPq patients, as well as their employees. These investments aim to improve the quality of services provided, raising health and well-being standards efficiently and sustainably.

Replacement of ultrasound equipment at InRad

Institution: HCFMUSP – InRad

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Replacing ultrasound equipment, installed at InRad, to be used at the Breast Disease Imaging Diagnostic Center (CEDIM).

Equipment Replacement for the Division of Obstetrics of ICHC

Institution: HCFMUSP – ICHC – Division of Obstetrics

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Replacing equipment with new technologies in the Division of Obstetrics of ICHC. This project was completed in 2025.

Equipment Replacement for the Geriatrics Service at ICHC

Institution: HCFMUSP – ICHC – Division of Geriatrics

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Replacement of equipment with new technologies in the Geriatrics Service at ICHC.

Neuroendoscope Replacement for IPq

Institution: HCFMUSP – IPq

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The neuroendoscope is a fundamental instrument for performing endonasal surgeries of the pituitary region. Currently, the equipment installed at IPq is obsolete and needs to be replaced.

Replacement of the Video Endoscopy System for the Division of Gynecology of ICHC

Institution: HCFMUSP – ICHC – Division of Gynecology

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: Acquiring system for videolaparoscopy and hysteroscopy surgeries, replacing the previously used equipment. This project was completed in 2025.

Replacement of ultrasound equipment for the Division of Gynecology of ICHC

Institution: HCFMUSP – ICHC – Division of Gynecology

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The acquisition of more modern equipment will assist in performing minimally invasive surgical diagnosis and treatment. This project was completed in 2025.

Replacement of ultrasound equipment in the Emergency Department of HCFMUSP

Institution: HCFMUSP – ICHC – Division of Clinical Emergencies

Type of contract: Agreement signed between the Ministry of Health and FFM

Objective: The acquisition of new equipment will allow for better planning of procedures and increased quality of care provided.

Renovation Projects

Adaptation of the Plastic Surgery Outpatient Clinic at HCFMUSP

Institution: HCFMUSP – ICHC – Division of Plastic Surgery

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF and FFM

Objective: The project to adapt the Plastic Surgery Outpatient Clinic at ICHC aims to modernize the infrastructure to improve care for SUS patients, providing comfort, quality and safety.

Investment project for the opening of 14 beds in the new wards of the IPq

Institution: HCFMUSP – IPq

Type of contract: Donation Agreement signed between ABADHS, HCFMUSP and FFM

Objective: The architectural renovation of physical spaces to enable the implementation of 10 beds in the Neuropsychiatry ward and four beds in the Video-EEG Service and other support areas, without increasing the usable area. The revitalization will also include the replacement of wall, floor and ceiling coverings, providing greater ease in the asepsis of the rooms and common areas, including the waiting room, with adequate space for adult patients, children and their companions, while they await care. Each specialized ward will be designed considering the specificities of the different age groups and clinical conditions served.

Reform of the Division of Gynecology of ICHC

Institution: HCFMUSP – ICHC – Division of Gynecology

Type of contract: Transfer Agreements signed between the Ministry of Health, CEF and FFM

Objective: The reform and adaptation project of the Division of Gynecology at ICHC will contribute to improving care and developing technical protocols for various pathologies, including infertility treatments.

Renovation of the Microbial Genetics Section at IMT-FMUSP

Institution: FMUSP – IMT

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF and FFM

Objective: This reform aims to improve the capacity to respond to new epidemics and the sequencing of new pathogens.

Renovation of the Emergency, Support, ICU and Inpatient Units at ICHC

Institution: HCFMUSP – ICHC – Division of Clinical Emergencies

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF and FFM

Objective: This renovation aims to allow the use of new technologies, which impact the processes and flows of care, and to adapt the physical structure.

Renovation of the Geriatrics Outpatient Clinic at HCFMUSP

Institution: HCFMUSP – ICHC – Division of Geriatrics

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF, and FFM

Objective: This renovation will enable the creation of healthy spaces that will bring a sense of well-being, including improvements in lighting, visual communication, and acoustic and thermal comfort.

Renovation of the ICHC Trauma Center

Institution: HCFMUSP – ICHC – Division of General Surgery and Trauma

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF and FFM

Objective: Renovation of the ICHC Trauma Center, which will have two hybrid operating rooms, with a control room, technical rooms and other clinical and support areas.

Renovation of the Innovation and Technology Laboratory of the Central Laboratory Division of HCFMUSP

Institution: HCFMUSP – ICHC – Central Laboratory Division

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF and FFM

Objective: Providing adequate space for the development of diagnostic technologies, integrated into the technological management and innovation system, intended for the investigation, monitoring, and therapeutic treatment of patients in SUS.

Renovation of the Microbiology Laboratory of ICHC

Institution: HCFMUSP – ICHC – Central Laboratory Division

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF and FFM

Objective: Meeting the infrastructure demands for electrical systems, air treatment systems, hydraulic systems, and biosafety requirements.

LIM 31 Renovation at HCFMUSP – 2021

Institution: HCFMUSP – LIMs – LIM 31

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF and FFM

Objective: The LIM 31 renovation project aims to adapt it to Biosafety Levels 1 and 2 (BSL-1 and BSL-2).

LIM 31 Renovation – 2024

Institution: HCFMUSP – LIMs – LIM 31

Type of contract: Donation Agreement signed between an individual and FFM

Objective: Improving the layout of the rooms and acquiring new equipment for the Cell Therapy Laboratory will directly impact on the conduct of research with different cells modified with CAR-T.

Renovation of the consulting rooms at the Emergency Referral Unit of HCFMUSP

Institution: HCFMUSP – ICHC – Division of Clinical Emergencies

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF and FFM

Objective: The revitalization of the reception area and the renovation of the consultation rooms at the Emergency Referral Unit (UER), with the aim of improving the physical, functional and public service conditions, through the adaptation of spaces, modernization of facilities, improvement of accessibility and safety of the environment.

Revitalization of the Digestive Surgery Inpatient Unit

Institution: HCFMUSP – ICHC – Division of Digestive System Surgery and Coloproctology

Type of contract: Partnership Agreement signed between the Brazilian Association of Infrastructure and Basic Industries (ABDIB), HCFMUSP and FFM

Objective: The renovation of the inpatient beds will guarantee greater privacy for patients, readjusting the number of beds per room (from 4 to 2), providing greater efficiency in the control of hospital infection and greater patient safety. ABDIB has committed to disseminating information about this project to its members, with the aim of encouraging donations of resources for its implementation.

Revitalization of the Outpatient Clinic of the Division of Infectious and Parasitic Diseases of ICHC

Institution: HCFMUSP – ICHC – Division of Infectious and Parasitic Diseases

Type of contract: Transfer Agreements signed between the Ministry of Health, CEF and FFM

Objective: The project to renovate and revitalize the Outpatient Clinic of the Division of Infectious Diseases of ICHC will contribute to qualitative improvements in the areas supporting care, providing a safe and adequate infrastructure for healthcare professionals and adequately equipped facilities for better patient care.

Revitalization and renovation of the Inpatient Unit of the Division of Infectious and Parasitic Diseases of ICHC

Institution: HCFMUSP – ICHC – Division of Infectious and Parasitic Diseases

Type of contract: Transfer Agreement signed between the Ministry of Health, CEF and FFM

Objective: Meeting the demands for modernization of the physical space and air conditioning, electrical and hydraulic infrastructures, fully observing the technical standards and criteria applicable to healthcare facilities.

ABBREVIATIONS AND ACRONYMS

ABDI	Brazilian Agency of Industrial Development	FSP-USP	School of Public Health, University of São Paulo
ABDIB	Brazilian Association of Infrastructure and Basic Industry	FFM	Medical School Foundation
Anvisa	National Health Surveillance Agency	FIESP	Federation of Industries of the State of São Paulo
AMA	Outpatient Medical Assistance from the Municipal Health Secretariat of São Paulo	Finep	Financier of Studies and Projects
APAC	Authorization of High Complexity Outpatient Procedures	FMUSP	Medical School of the University of São Paulo
BID	Inter-American Development Bank	FOFITO	Department of Speech Therapy, Physiotherapy and Occupational Therapy at FMUSP
CAPPesq	HCFMUSP Ethics Committee for Analysis of Research Projects	FZ	Zerbini Foundation
CARF	Commission on Accreditation of Rehabilitation Facilities	HAS	Suzano Auxiliary Hospital of HCFMUSP
CCR	Rebouças Convention Center	HCFMUSP	Hospital das Clínicas of the Medical School of the University of São Paulo
CEAF	Specialized Component of Pharmaceutical Care	Hemominas	Minas Gerais Hematology and Hemotherapy Center Foundation
CEBAS	Certificate of Charitable Social Assistance Entity	Hemope	Pernambuco Hematology and Hemotherapy Foundation
CEDIFMUSP	FMUSP Child Development Center	Hemorio	Arthur de Siqueira Cavalcanti State Institute of Hematology (Rio de Janeiro)
CEF	Caixa Econômica Federal	ICB-USP	Institute of Biomedical Sciences at the University of São Paulo
CEGH-CEL	Center for Human Genome and Stem Cell Studies at USP	Icesp	Cancer Institute of the State of São Paulo "Octavio Frias de Oliveira"
CNPq	National Council for Scientific and Technological Development	ICHC	HCFMUSP Central Institute
DRS-I/SES	Regional Health Department 1 of the State Secretariat of Health (Greater São Paulo)	ICr	HCFMUSP Children and Adolescent Institute
EEP	HCFMUSP School of Permanent Education	IMRea	HCFMUSP Institute of Physical Medicine and Rehabilitation
		IMT-USP	Institute of Tropical Medicine of São Paulo, Medical School of USP

InovaHC	HCFMUSP Technological Innovation Center	LIM 40	Laboratory of Immunohematology and Forensic Hematology at HCFMUSP
InRad	HCFMUSP Radiology Institute	LIM 44	HCFMUSP Medical Research Laboratory in Radiology
IOT	HCFMUSP Orthopedics and Traumatology Institute	LIM 60	HCFMUSP Clinical Immunology and Allergy Laboratory
IPer	HCFMUSP Perdzies Institute	LIM 62	HCFMUSP Medical Research Laboratory in Neurosurgery
IPq	HCFMUSP Psychiatry Institute	MS	Ministry of Health
IRLM	Lucy Montoro Rehabilitation Institute	MPT	Public Ministry of Labor
ITACI	Child Cancer Treatment Institute	NATS	Health Technology Assessment Center
LEPIC	Laboratory for Teaching, Research, and Innovation in Surgery at HCFMUSP	NIH	National Institutes of Health
LIM	HCFMUSP Medical Research Laboratory	NIHR	National Institute for Health and Care
LIM 04	HCFMUSP Medical Research Laboratory for Plastic Surgery and Regenerative Medicine	NUPENS/USP	Center for Epidemiological Research in Nutrition and Health of the School of Public Health of the University of São Paulo
LIM 09	HCFMUSP Pneumology Laboratory	ONA	National Accreditation Organization
LIM 15	HCFMUSP Neurology Research Laboratory	OPM	Orthoses, Prostheses and Means of locomotion
LIM 16	HCFMUSP Renal Pathophysiology Laboratory	PAHO	Pan American Health Organization
LIM 22	HCFMUSP Cardiovascular Pathology Laboratory	P&DI	Research, Development and Innovation
LIM 26	HCFMUSP Experimental Surgery Research Laboratory	PAMB	HCFMUSP Outpatient Building
LIM 27	HCFMUSP Neuroscience Laboratory	PRONAS/PCD	National Support Program for Health Care for People with Disabilities
LIM 31	HCFMUSP Medical Research Laboratory in Pathogenesis and Targeted Therapy in Onco-Immunohematology	PRONON	National Support Program for Oncological Care
		QT + RDT	Chemotherapy + Radiotherapy
		RRLM	Lucy Montoro Rehabilitation Network

SES-SP	São Paulo State Health Department	TeleSAP	Remote Health Care for Prison Units
SI-PNI	National Immunization Program Information System	TeleUTI	Remote Care in Intensive Care Units
SINASC	Live Birth Information System	UBS	Basic Health Units
SUS	Unified Health System	UNICEF	United Nations Children's Fund
SVOC	Capital Death Verification Service	USP	University of São Paulo
TeleAME	Remote Care in Specialty Outpatient Clinics	WHO	World Health Organization
TeleAPS	Remote Care for Primary Health Care		

FFM ADMINISTRATION



ACTIVITIES
REPORT
2025

FFM ADMINISTRATION

Board of Trustees

President: **Eloisa Silva Dutra de Oliveira Bonfá, PhD**

Alexandre Fogaça Cristante, PhD

Alfredo Luiz Jacomo, PhD

Mr. Alfredo Orlando Castilho

Mr. Antonio Corrêa Meyer

Dr. Arthur Hirschfeld Danila *(as of Dec/25)*

Minister Enrique Ricardo Lewandowski

Estela Azeka, PhD *(until Dec/25)*

Giovanni Guido Cerri, PhD

Herbert Dias de Souza, student

Roger Chammas, PhD

Advisory Board

President: **Eloisa Silva Dutra de Oliveira Bonfá, PhD**

Aluisio Segurado, Phd *(USP's Dean from Jan/26)*

Minister André Mendonça

Mr. Antonio Cláudio Mariz de Oliveira

Mr. Antonio Corrêa Meyer

Carlos Ari Sundfeld, PhD

Minister Carlos Ayres Britto

Carlos Gilberto Carlotti Jr, PhD *(USP's Dean until Jan/26)*

Dr. Eleuses Vieira de Paiva

Minister Enrique Ricardo Lewandowski

Eugênio Bucci, PhD

Dr. Fernanda Freire Tovar-Moll

Dr. Fernando Ganem

Mr. Francisco Lopes Neto

Mr. Georgio Tomelin

Mr. Gilberto Kassab

Giovanni Guido Cerri, PhD

Mr. Helcio Honda

Mr. Ingo Plöger

Mr. Joffre Saliés

Dr. José Osmar Medina Pestana

Mr. José Renato Nalini

José Vicente, PhD

Mrs. Leila Mejdalani Pereira

Mr. Mario Luiz Sarrubbo

Dr. Paulo Chapchap

Minister Paulo Dias Moura Ribeiro

Paulo Gala, PhD

Mr. Reinaldo T. Papaioordanou

Dr. Sidney Klajner

Tarcisio Eloy Pessoa de Barros Filho, PhD

Fiscal Council

President: **Mr. Flavio Barbarulo Borgheresi**

Camila Pintarelli, PhD

Vidal Serrano Nunes Junior, PhD

Executive Board

Director General: Mr. Arnaldo Hossepian Salles Lima Junior

Deputy Director General: Tarcísio Eloy Pessoa de Barros Filho, PhD

Directors

Corporate Management: Mr. Felipe Neme de Souza

Financial: Mr. Mauricio Akihiro Maki

Legal: Mr. Guilherme Bueno de Camargo

Compliance Office

Compliance Officer: Dr. Rodrigo Silva Rocha

Managers

Controllership: Emerson Del Vale da Silva

Corporate Management: Izadora Sousa Santos

People Management: Alfredo Orlando Castilho

Billing: Valéria Pancica Blanes

Business and Market Relations: Enio Salu (*until Feb/26*) / Solange Brito (*from Feb/26*)

Planning, Internal Control and Processes: Roberta Bertoni Quintana

Projects, Research and Innovation: Arrailde Oliveira Cavalcante

Institutional Relations: Leila Giacomini

Supplies and Operations: Deram Guedes Tavares

Information Technology: Fabio Gamer

Financial: Berenice Maria da Costa Santos

Legal: Mr. Victor Carvalho Pessoa de Barros e Silva

STAFF

Production

Medical School Foundation (FFM - Fundação Faculdade de Medicina)

FFM Director General

Mr. Arnaldo Hossepian Salles Lima Junior

FFM Deputy Director General

Tarcisio Eloy Pessoa de Barros Filho, PhD

Coordination, research and preparation

Department of Corporate Management

Department of Projects, Research and Innovation

Graphic design and editing

Communications Department

Sources

Conecta FMUSP-HC News Portal

FFM Website

FMUSP Website

HCFMUSP Website

Photos and Texts

FFM Archive

Conecta FMUSP-HC News Weekly Newsletter

FMUSP Website and Archives

HCFMUSP Website and Archives

The information in this report was provided by all areas of FFM and the FMUSP-HC System and by the Coordinators of the projects herein described.

March 2026



www.ffm.br

Avenida Rebouças, 381 – Cerqueira César, São Paulo – SP, 05401-000