

# 2018



FUNDAÇÃO  
FACULDADE DE MEDICINA

# Activity Report

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# MESSAGE FROM THE BOARD



FMUSP Website

Prof. Dr. Flavio Fava de Moraes, Director General of FFM



FMUSP Website

Prof. Dr. Yassuhiko Okay, Deputy Director General of FFM

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*The Activity Report is an important and authentic document that illustrates in detail all the tasks performed by the Institution in the previous year, with several indications comparative to the past and, respectively, exhibiting realistic future projections.*

*However, not seldom it receives negative comments considering it a tedious, tiresome, bureaucratic report, which is "rarely read" with the attention required. Nonetheless, these considerations aside, it is a necessary (mandatory) task where the Institution, without flamboyant language, provides indispensable accountability to society in order to justify its own existence. And for such also faces operational difficulties and even chagrins with some external bodies of the private sector and, unfortunately, with certain government sectors.*

*Notwithstanding, this time, and due to an existential coincidence, it should be noted that the position occupied by the eight Institutes of HCFMUSP stands out from the whole. The Fundação Faculdade de Medicina - FFM (Medical School Foundation) feels jubilant in being the Institution that for 30 has been supporting the Institutes of the HC and the USP Medical School. There is no higher honor than being regarded in complimentary terms both internally and by the public and private external control bodies (audits).*

*FFM is thankful for the contributions and consolidated data that have been made available, in particular, to all its collaborators and those of FMUSP and HCFMUSP, from the education, research and assistance, and technical-administrative sectors as well.*

**FFM Board  
March/2019**

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# PRESENTATION

*Always driven by principles of transparency, modernity and improvement, FFM has been operating with an austerity recognized by the Public Prosecutor's Office and also FMUSP-HC System users.*

Get an overview of the social reach that FFM, in a joint initiative with HCFMUSP, obtained in 2018 by analyzing the chart "FFM in Numbers (page 6).

A brief history of FFM (page 8), its consolidated results (page 10), strategies adopted (page 11), main partners (page 13), main certifications (page 14), organizational structure (page 17), (the Financial Balance overview (page 19), are also presented at the end of this Report.

In the FMUSP-HC System (page 22) we underscore, in 2018, the creation of the Compliance Booklet, which establishes the terms for the relationship with suppliers and among collaborators.

In order to fulfill their statutory objectives, FFM develops, along with HCFMUSP and other partners, a series of integral health care actions (page 21), always prioritizing SUS patient care. Ensuring the performance of special procedures such as transplants, implants and other high specialty procedures (page 31), is another among its priorities.

Sustaining the performance obtained by the HCFMUSP Complex (page 34) and by other Health Units (page 44) was guaranteed by FFM, via the provision of human and financial resources. In 2018 stands out the first liver transplant at a global level in a case of fulminant hepatitis caused by yellow fever.

With the qualification as a Social Organization, it became possible for FFM to manage the ICESP Management Contract (page 47), specialized in high complexity care and equipped to provide integral care to oncology patients in the public health service (SUS). We underscore, in 2018, the 10th anniversary of ICESP and the use of a robot, a novelty in public hospitals of the state of São Paulo, to perform surgeries on the Institute's patients.

FFM also continued to manage the IRLM Management Contract (page 50), which grants SUS quality levels similar to the best care centers for the disabled in the world. In addition to specialized

care, in 2018 IRLM enhanced the medical technologies for diagnostic and therapeutic support that aid Rehabilitation Programs, such as virtual reality, robotics for upper and lower limbs, game therapy, among others.

Recognized and certified as a philanthropic entity, FFM develops, in a joint action with HCFMUSP and other partners, several social work projects (page 53), both inside and out of FMUSP-HC installations, focused on the more unattended sector of the population, with no prejudice to SUS services. An example of that is the Bandeira Científica Project (page 53), which carried out approximately 4,400 procedures for deprived families in the municipality of Wenceslau Braz - PR.

Research development (page 61), jointly with HCFMUSP and other partners, is one of the priority functions of FFM, whether through its structure or its incentive to scientific production, in addition to the development of clinical studies (page 78), e.g. a study that seeks to assess the security, immunogenicity and dose savings effect of vaccines candidates against H7N9 influenza, formulated with two different adjuvants.

Training projects (page 79), jointly with HCFMUSP and other partners, is another among FFM's roles, with a main goal to train public service professionals, e.g. the Critical Oncology Patient Care Training Course, and Imaging Diagnosis in Oncology.

The development of Health Policy projects (page 83) jointly with HCFMUSP and other partners, including the definition of processes and technologies, the development of instruments for evaluations, results analysis, among others, is also part of FFM activities, e.g. a project that aims to systematize a new xenotransplant methodology (transplant performed among different species) in Brazil to meet the high demand due to a lack of deceased donor organs.

The development of Institutional Projects (page 91) jointly with HCFMUSP and other partners, with aim, especially, to the upgrade, expansion and maintenance of the physical and technological infrastructure of FMUSP-HC System installations, is also part of FFM's actions in 2018, e.g. the inauguration of the new Cellular Therapy Clinic Center of the HCFMUSP Hematology, Hemotherapy and

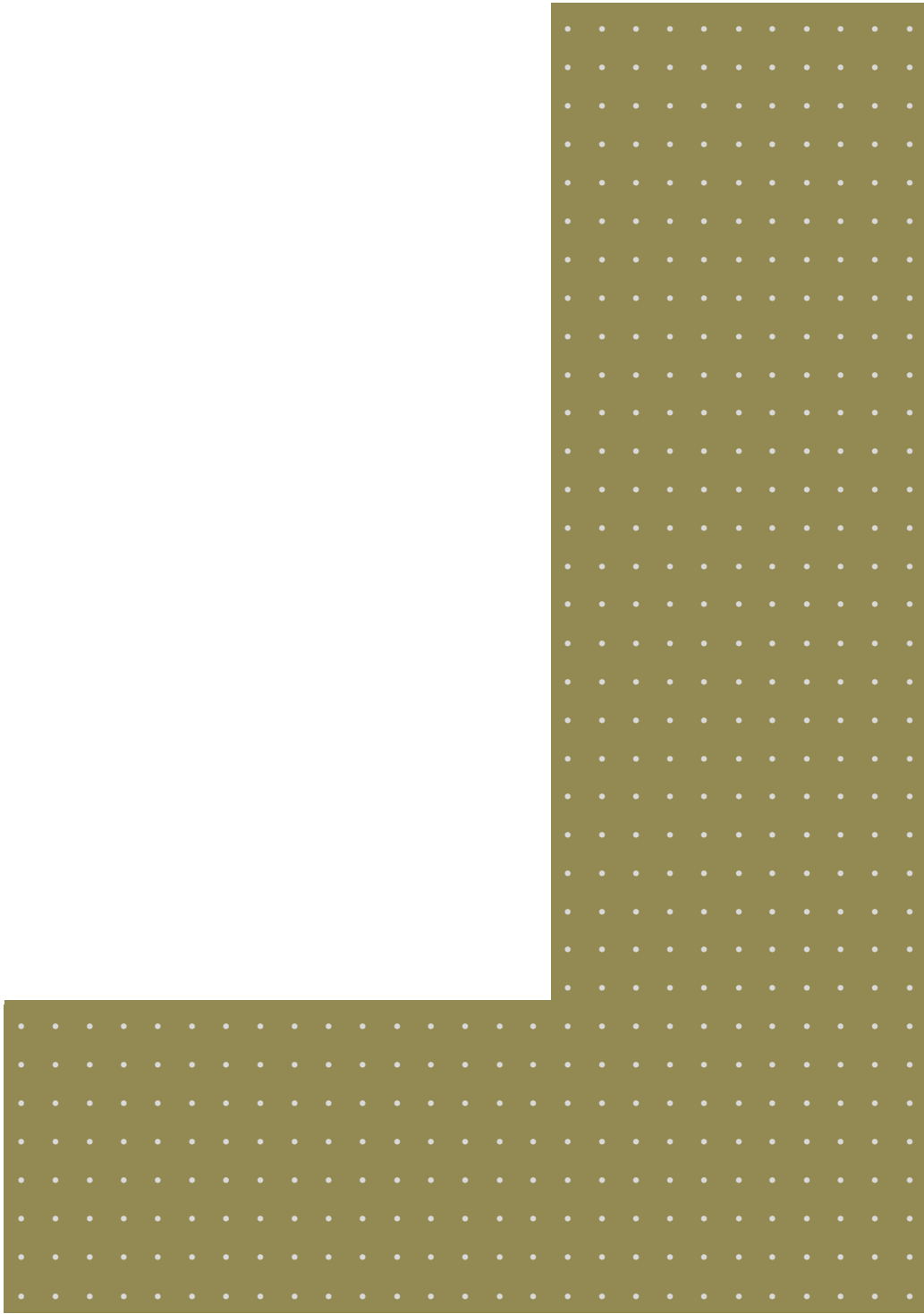
Cellular Therapy Service, which includes ten rooms and 12 hospital beds for patients recovering from cancer and other blood-related diseases, who have undergone transplants or stem-cell treatments.

The abbreviations used (page 98) and the current membership of FFM's Administration (page 100) complete the FFM 2018 Report.

# FFM IN NUMBERS

Procedures + Admissions with No Cost for SUS Patients - 2018		Quantity	Page
High Specialty	Ambulatory Statement - Authorization for High Complexity Procedures - APAC	(*) 214,322	32
	Transplants and Implants	(*) 799	31
Oncology Patients	ICESP (Management Contract)	503,690	48
	ICESP Osasco (Management Contract)	25,049	49
Disabled	Lucy Montoro Rehabilitation Institute (Management Contract)	32,956	51
	IMRea - Vila Mariana, Umarizal, Lapa and Clínicas Units	390,484	41
	EELM Mobile Unit	705	58
Aids Virus Carriers	House of Aids	32,161	44
Children	ICr - Children and Youth Health Care	834,917	39
	ITACI - Children's Cancer Treatment	41,591	45
Families	ICHC + PAMB – Medical Specialties Care	8,328,424	35
	InRad – Radiology Care	225,902	36
	IOT – Orthopedics and Traumatology Care	464,880	37
	IPq – Psychiatric Care	95,785	38
	DHAS – Long-stay patient care – (Under construction)	1,329	42
	DHAC – Intermediary care assistance – (Under construction)	0	42
	C.S.E. Butantã	6,238	46
Pharmaceutical Assistance	Quantity of Medications from CEAF	(*) 41,704,755	33
<b>Subtotal Procedures + Admissions with No Cost for SUS Patients</b>		<b>10,984,111</b>	
<b>Free Procedures - Special Projects</b>		<b>Quantity</b>	
Social Work	Bandeira Científica Project 2108	4,429	55
	Equilibrium Program (Other Agreements)	1,837	56
	Vision of the Future Program (SES-SP Agreement)	3,316	57
	Students Financial Support Program - AFINAL	91	60
	NGA Várzea do Carmo (SES-SP Agreement)	22,950	46
	CEDMAC (SES-SP Agreement) - Number of Assistances	(**) 11,782	59
	CEMIM – IOT (SES-SP Agreement) - Number of Surgeries	1,239	58
	Assist. Speech + Surgery Patients with Labiopalatine Clefts (Other Agreements)	566	60
<b>Subtotal Free Procedures - Special Projects</b>		<b>46,210</b>	
<b>TOTAL</b>		<b>11,030,321</b>	

(\*) Quantity is only informative and not considered in the Subtotal of Free Procedures to SUS Patients (\*\*)  
Rounded up average quantity



# FFM Profile

# FFM PROFILE

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## Brief History

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*The FMUSP Alumni Association was the one to propose the creation of FFM, which became official on September 18th, 1986. And ever since, FFM has been based on values of transparency and austerity in management.*

A private-law and non profit foundation, FFM works to promote education, research and health care, supporting the activities of FMUSP and its Hospital das Clínicas. It has the main role of promoting the enhancement of the institutional management of FMUSP and HCFMUSP, providing more agility and visibility to the procedures of national and international purchases and enabling technological upgrades, increment and training of the personnel towards a better performance within their activities.

The idea to create a foundation to support FMUSP and HCFMUSP activities was conceived in 1985, by initiative of FMUSP professors. The FMUSP Alumni Association, hence, proposed the creation of FFM, which became official on September 18th, 1986. And ever since, FFM has been based on values of transparency in regards to financial and administrative information, periodically publishing its reports at the website [www.ffm.br](http://www.ffm.br).

Their activities are audited by the Curatorship of the Public Prosecutor's Office, by an independent external audit, and by the State Court of Auditors, in addition to accounting for their projects to bodies such as Ministries, State and Municipal Secretariats, and several public and private institutions, both national and foreign. In the relationship with partners, it operates according to regulations agreed upon case by case, always ensuring austerity in management.

The structural and technological modernization of FMUSP and its Clinical Hospital is also among the core goals, which has been sustained with constant investments. The improvement of management and the services provided by their collaborators is also a priority, with strong resources allocated to training and courses.

For the effective joint action of HCFMUSP and FFM in developing integral health care, a University Agreement was signed in 1988 between FFM, HCFMUSP and SES-SP, whose aim is

integral health care in the assistance to SUS patients, in addition to other health-related initiatives in the Hospital Complex. That agreement was renewed at the end of 2018.



Facade of the FFM main office, on Rebouças Ave.

In the quadrennium of 2003-2006, FFM had a leading role in the support to the FMUSP Restoration and Modernization Project, which updated the installations of their main building.

In the following quadrennium, FFM became a Social Organization and extended their participation in the management of health care projects, such as the West Side Project, jointly with the Municipal Health Secretariat of São Paulo, which resulted in a growth in both revenues and human resources. With that, the control and processes systems were upgraded without need to significantly increase the direct administration staff.

FFM also has a key participation in FMUSP's research projects to ensure the implementation of projects based on national and international agreements, hiring researchers and professionals allocated directly on research, in addition to materials and equipment. In 2003, 120 clinical studies were being developed. In 2018, that number increased to 414 in the FMUSP-HC System, in addition to 155 assistance programs and projects.

Over the last four quadrenniums, FFM's general revenues increased in approximately 420%.

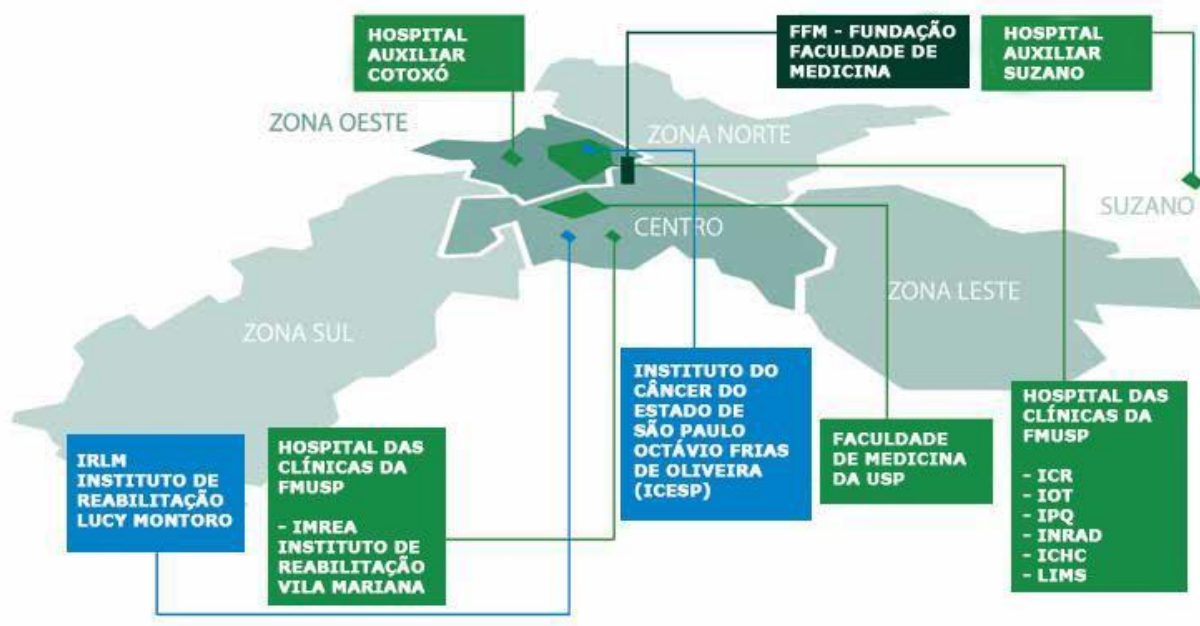


In terms of staff, in 2003 there were 10,203 collaborators administrated by the FFM Human Resources Management, among those allocated in direct administration, in the Clinical Hospital and in specific projects. Today there are 10,880 (December/2018) collaborators in total.

In the last meeting of the year of the FFM Curatorship Council, formed by professionals both internal and external to FMUSP, FFM's Board was remembered for the sternness and competence with which they faced all the difficulties

the country has been undergoing, maintaining FFM in a solid and stable status. This year in particular, in which the health sector suffered such hardships, FFM's operations were indispensable in assisting hospitals under their management.

Currently FFM is considered by the Foundations Curatorship of São Paulo of the Public Prosecutor's Office as one of the five largest foundations among the nearly 500 present in the state capital.



Regions of the city of São Paulo where FFM and HCFMUSP have worked, in joint actions

## FFM Consolidated Results

*FFM fully invests the substantial progress of its operational revenues back into the actual operation and the execution of projects and programs.*

Initiatives towards health promotion, disease prevention, medical-hospital assistance and high complexity rehabilitation to the Public Health Service (SUS) users are the health care activities promoted, in joint action, by HCFMUSP and by FFM, through the Integral Health Care for SUS Patients Agreement, signed, since 1988, between FFM, HCFMUSP and SES-SP.

In ever more upgraded and technologically equipped installations, following the latest international quality guidelines, the assistance also relies on a highly specialized

and trained staff.

Partnerships with public and private, national and international institutions enable FFM to develop several programs, mainly in the areas of health and education, which benefit the population.

FFM fully invests the substantial progress of its operational revenues back into the actual operational and the execution of projects and programs.

The annual result of these revenues can be verified in the summarized chart below.

FFM CONSOLIDATED RESULTS							
(In thousands of BRL)	2012	2013	2014*	2015	2016	2017	2018
<b>Revenues</b>	<b>1,012,867</b>	<b>1,206,359</b>	<b>1,222,869</b>	<b>1,183,383</b>	<b>1,159,527</b>	<b>1,187,917</b>	<b>1,256,771</b>
SUS medical care	246,519	282,535	291,880	276,587	277,231	287,472	290,957
Private medical care	73,343	86,892	90,920	87,654	111,018	119,968	118,544
Subventions and contributions	573,995	713,826	680,251	649,926	619,578	617,768	692,589
Financial revenues (net)	30,436	35,004	51,335	56,076	60,510	48,542	32,628
Technical services	39,825	39,432	52,299	49,834	44,815	42,077	47,690
Other (courses, donations, etc.)	48,749	48,670	56,184	63,306	46,375	72,090	74,363
<b>Expenses</b>	<b>967,274</b>	<b>1,043,148</b>	<b>1,132,588</b>	<b>1,132,359</b>	<b>1,100,606</b>	<b>1,165,371</b>	<b>1,206,875</b>
Personnel	555,616	595,332	666,520	704,885	677,160	672,852	696,140
Consumption materials	209,529	223,114	237,924	207,134	201,922	225,173	242,129
Professional services	139,499	166,129	163,469	152,892	145,116	152,751	171,466
Other (general, depreciations, etc.)	62,630	58,573	64,675	67,448	76,408	114,595	97,140
<b>Result</b>	<b>45,593</b>	<b>163,211</b>	<b>90,281</b>	<b>51,024</b>	<b>58,921</b>	<b>22,546</b>	<b>49,896</b>

\* With the conclusion of the ICESP Management Contract in 2014, ad hoc operations took place which, due to their nature, were not incorporated to the statements above, namely: return of the contingency fund to SES (BRL 43.8 million), return of residual balances to SES (BRL 12.7 million) and transfer of stock materials to the HC (BRL 25.8 million).

While comparing FFM's total revenues, a growth of 24% in 2018 in comparison to 2012 was achieved. The revenues deriving from medical assistances performed by SUS rose 18% in that period, obtained mainly by means of reassessment of fixed values established in the formal agreements that regulate the government funding.

The investments in infrastructure and equipment made by FFM in 2018 totaled approximately BRL 38 million. BRL 27 million were invested in the HCFMUSP, BRL 42 million in FMUSP, BRL 5.6 million in ICESP, and BRL 244 thousand in other agreements. In turn, FFM administration invested approximately BRL 633 thousand, with emphasis on equipment and information technology.

FFM CONSOLIDATED RESULTS							
(In millions of BRL)	2012	2013	2014	2015	2016	2017	2018
<b>Total</b>	<b>39.6</b>	<b>49.2</b>	<b>54.9</b>	<b>42.5</b>	<b>26.9</b>	<b>26.2</b>	<b>38.1</b>
Equipment	26.1	22.8	16.9	26.4	13.2	11.1	12.5
Buildings and Installations	5.2	15.1	25.8	7.8	7.3	8.1	16.6
Information Technology	4.4	6.1	6.3	5.4	4.1	5.2	7.4
Other (furniture, vehicles, etc.)	3.9	5.2	5.9	2.9	2.3	1.8	1.6

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## Strategies

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*Over its 32 years of existence, FFM has constantly sought the improvement of their service standards, while concurrently dedicated to fulfilling its goals and meeting the needs of their partners.*

Since it was created, on September 18th, 1986, FFM has been playing a key role in developing the activities of FMUSP and its Clinical Hospital, contributing to improve institutional management of the FMUSP-HC System and granting more agility, effectiveness and credibility to academic activities and assistance in health areas.

Since 1998 it sustains agreements with SES-SP, which include the joint execution of several activities, ranging from the invoicing of the medical-hospital care services and the human resources management of the FMUSP-HC System, to renovations and the acquisition of equipment and inputs, among others. It also supports the FMUSP-HC System, its extension courses, events, research projects, clinical studies, among other initiatives.

From their current staff of 10,881 employees (December/2018), only 354 are allocated in direct administration; the remaining professionals work directly in activities of assistance, integral health care development and services to SUS patients.

The labor contracts signed by FFM are very distinct from the contracts of the public servers at HCFMUSP, with no incompatibilities or subordination. The professionals' hiring process by FFM has the purpose of meeting the SUS patient demand of HCFMUSP, and the difficulties inherent to the Government Authority in creating job posts. The financial resources used for salary payments derive, exclusively, from the consideration of their activities in the health sector.

The synergistic relationship with the FMUSP Board and its Congregation and with the Deliberative Council, the Planning and Control Commission, the Clinical Board and Superintendency of HCFMUSP, strengthens and further leverages the joint actions they carry out.

The growth of the Fundação Faculdade de Medicina in the past ten years has been quite expressive. Its infrastructure was already much similar in organizational terms, and the growth in the number of collaborators focused on the management and operational area took much lower proportions than the projects and resources developed by them.

In order to adjust to the requirements of the State Court of Auditors, FFM adjusted its Purchase regulations and its personnel selection criteria for FMUSP and the FMUSP-HC System, approaching them to federal law 8666/93 and has been, ever since, conducting tenders and contests, in particular for the selection of the health personnel. They aimed, with such, to ensure greater publicity, competitiveness and savings, with no loss of agility in conducting their processes.

As its major control body, FFM relies on the Curatorship Council (comprising ten members) and with the Consultive Council (formed by 30 guest members from the FMUSP-HC System and from the civil society), both presided by FMUSP's Director.

A key point in its institutional strategy is transparency, given the extensive inspection to which it is submitted. FFM's activities are audited by the Curatorship of the Public Prosecutor's Office, by an independent external audit, and by the State Court of Auditors, in addition to accounting for their projects to bodies such as Ministries, State and Municipal Secretariats, and several public and private institutions, both national and foreign. In the relationship with partners, they operate according to regulations agreed upon case by case, always ensuring austerity in management.

FFM is also accountable for their works beyond the Curatorship Council (four meetings/year) and the Consultive Council (two meetings/year). In these cases, accountability takes place via its Status Report. FFM annually presents these two collegiates with their Work Plan for the coming year and the Activity Report of the year past. In the Deliberative Council and in the HCFMUSP Planning and Control Commission, FFM discloses on a monthly basis the Cash Flow book of

operational accounts. They also publish the bi-monthly edition of the FFM Journal, with varied and updated content associated to the FMUSP-HC System.

Over its 32 years, they have constantly sought the improvement of their service standards while being concurrently dedicated to fulfilling its goals and meeting the needs of their partners. The continuous modernization of its technical infrastructure, the adjustment to the current technological demands and the training and specialization of their team of professionals are among its other priorities; thus, the investments in internal human resources and infrastructure and in the maintenance of the FMUSP-HC System are translated by many positive indicators, obtained over the years of its existence.

Due to the credibility that FFM inspires with the subvention bodies, the volume of values handled by FFM has increased significantly, year after year. In face of the substantial progress of the operational revenues, projects, contracts and agreements, FFM has ascertained expressive amounts of revenues from financial applications, fully reinvested in favor of the operation itself and the projects executed by FFM.

The financial guideline has maintained the quest for positive working capital, basing their decisions on expenses or investments with the prior requirement that financial resources exist for such.

Let it be also noted that, over 2018, FFM received, via Donations, the amount of BRL 26.7 million, which have been invested in the execution of several projects in the assistance, education and research areas, with a highlight to the purchase of equipment and medication for FMUSP and for the services in the FMUSP-HC System, in addition to ICESP and IRLM projects.

FFM has based their management on some basic premises: 1) in the sincere recognition for the quality work developed by their professionals; 2) in the concrete possibility that they provide for the professional and personal growth of their collaborators; 3) in the opportunity of participation to leverage and improve the multiple institutional processes; 4) in the possible and dignified remuneration of their professionals; and 5) in the permanent upgrading of their material and technical infrastructure to meet the ever growing demands of the FMUSP-HC System.

For such, FFM is guided by means of: 1) A Participatory and Shared Management Model; 2) a Positive Values Code; 3) a Project for the Appreciation of their Collaborator Staff; and 4) a standard of permanent Improvement of the Institutional Processes and Interpersonal

Relationships.

The 354 (December/2018) direct administration professionals of FFM are distributed and organized into teams of the nine Specialized Managements that compose it, in addition to their Board and Financial Superintendency. They are: Legal Consulting, Controllershship, Invoicing and Control, Financial, Information Technology, Materials and Importation, Projects and Research, Human Resources and Complementary Health.

Each Management has more than one leader, i.e. has a leadership with technical and managerial expertise, who coordinates their team with rationality, determination and responsibility. That grants autonomy to the leadership, but not independence, because the many institutional processes (task sequences) are not restricted to a single department.

Such work requires permanent interaction among the departments so the processes may materialize all the way and with quality. Hence a genuine network of processes is configured, with a bidirectional flow, where every department depends on each other. The general coordination is up to the Board, seconded by the Financial Superintendency.

With aim towards the effectiveness of the management, FFM's Board holds its Integration Meeting on a monthly basis, with the participation of the Financial Superintendency and the Specialized Managements of each department. Everything is shared among all: difficulties, issues, demands of the FMUSP-HC System and the potential relevant solutions. The meeting is dynamic and has generated greater cohesion and institutional integration. In the second part of the meeting, guest specialized authorities proffer lectures about topics within FFM's interest.

The management model also emphasizes a Positive Values Code, which permeate the institution as a whole, represented by integrity, transparency, reliability, good example, commitment, responsibility, flexibility, tolerance, listening skills and patience.

The Board has a special focus on people and is concerned with their professional and personal growth. The Training and Qualification Program of their collaborators improves their technical skill set, rendering them more efficient and effective. Furthermore, the Board seeks to fulfill the legitimate needs of their professionals by means of reassessing positions, functions, classifications and promotions, always seeking to promote merit. This clears a path towards professional development, it generates adhesion, a team

spirit and a feeling of belonging to the institution.

The Board stimulates the Improvement of Processes and Interpersonal Relationships. People have diverse backgrounds, different personalities and varied attitudes and behaviors. FFM understands that the technical competence of people, although absolutely necessary, is not sufficient to complete the profile they desire from collaborators. They thus invest and persist in the improvement of the interpersonal relationships in a way that one may recognize the other, with mutual tolerance, acceptance and bilateral respect. That reduces reactivity, improves the institutional environment and transforms opposition into cooperation.

Given that the accomplishment of the numerous institutional processes - the sequence of tasks to reach the end-result - depends on the sequential action of several Managements and their teams, in order for the processes to develop seamlessly in the agreed schedule and with quality, the collaboration of all becomes necessary; people gain and the Institution gains.

FFM also answers for the Clinical Studies management, under the supervision of the House professors, to evaluate the effectiveness, tolerability and safety of medications and human and animal research.

In 2018, 155 programs/assistance, education and research projects were active within the institution, in addition to 414 clinical studies developed in the FMUSP-HC System.

In 2008, FFM became recognized as a Social Organization, a private legal entity, non profit, whose activities are directed to education, scientific research, technological development, protection and preservation of the environment, culture and health, receiving such title from the Public Administration and authorized to enter into Management Contracts with them to perform non exclusive services of the State.

In 2008, FFM signed a Management Contract with SES-SP to handle the activities of ICESP, a tertiary hospital that is highly specialized in cancer treatment, which serves SUS patients for complex treatments, coming from the entire state. With the enactment of Complementary Law No. 1.160/2011, which transformed HCFMUSP into a special regime autarchy, FFM, a social organization selected in a public notice, initiated the Management Contract directly with HCFMUSP as of 2017.

Since 2010 FFM has maintained the Management Contract with SES-SP to carry out the health activities and services at the IRLM. Inaugurated in September 2009, the Institute was

designed to become a center of excellence in treatment, education and research in rehabilitation.

Also, in 2018 it developed along with the FMUSP-HC System several partnerships with institutions interested in developing medical sciences, such as:

#### **Federal Public Bodies:**

- National Economic and Social Development Bank - BNDES;
- Regional Medical Council of the State of São Paulo - CREMESP;
- Justice Department / National Secretariat for Policies on Drugs - Senad;
- Science and Technology Department / CNPq – National Scientific and Technological Development Council;
- Science and Technology Department / FINEP - Studies and Projects Financier;
- Health Department - MS;
- Labor Prosecutor's Office - MPT;
- World Health Organization - WHO / Pan American Health Organization (PAHO)
- Universidade Federal do Sul da Bahia.

#### **State Public Bodies:**

- Research Support Foundation of the State of São Paulo - FAPESP;
- Emílio Ribas Infectology Institute
- Social Development Secretariat of the State of São Paulo - SEDS;
- State Education Secretariat - SEE - SP;
- State Health Secretariat of São Paulo - SES-SP.

#### **National Private Institutions**

- Aids Healthcare Foundation do Brasil;
- Associação Beneficente Alzira Denize Hertzog da Silva – ABADHS;
- Crefisa S/A Crédito, Financiamento e Investimentos;
- EMS S/A;
- Fundação Butantan;
- Fundação Itaú Social;
- Fundação Maria Cecília Souto Vidigal;
- GE Healthcare do Brasil;
- Grupo AMBEV;
- Grupo Itaú;
- Laboratórios Ferring Ltda.;
- Ouro Fino Saúde Animal Ltda.;
- Sanofi Aventis Farmacêutica Ltda.;
- Vale S/A.

#### **International Institutions**

- Alzheimer's Association;
- Bill and Melinda Gates Foundation;
- Blood Systems Research Institute;
- Case Western Reserve University;

- Cornell University;
- European Foundation for the Study of Diabetes;
- European Union by European Commission;
- Family Health International;
- Gallup Organization Limited;
- General Electric Healthcare;
- Grand Challenges Canada;
- Health Research Incorporated;
- Harvard University;
- Institut Mérieux;
- Johns Hopkins International Injury Research Unit;
- National Institutes of Health – NIH;
- United Nations Educational, Scientific and Cultural Organization - UNESCO;
- Partners Healthcare (founded by Brigham and Women’s Hospital and Massachusetts General Hospital);
- United Nations Development Programme – UNDP;
- Research Foundation for Mental Hygiene (The New York Psychiatric Institute);
- Rush University Medical Center;
- Stanford University;
- Swiss Tropical and Public Health Institute;
- The Chancellor, Masters and Scholars of the University of Cambridge;
- The George Washington University;
- The Ohio State University;
- The Smile Train;
- The Stanley Medical Research Institute;
- The University of North Caroline;
- University of Bristol;
- University of California;
- University of California, Davis;
- University of Cambridge;
- University of Georgia;
- University of Oxford;
- University of Wisconsin – Madison;
- U.S. Civilian Research & Development Foundation.

The FMUSP restoration and modernization Project, developed between the years of 2000 and 2008, relied on the key support from FFM, which shared with FMUSP the coordination of the Project and the fund raising. The initiative had the goal of investing in historical heritage and adjust its spaces to the currently developed activities, improving the infrastructure and logistics of the work processes. The project not only promoted physical renovation, but a profound human and cultural shift on all the community of the FMUSP-HC System. The maintenance works continued in 2018, now incorporated to FMUSP's operational routine.

In its 32 years of existence, FFM obtained public acknowledgment for their work as a charitable entity of social welfare, by obtaining and maintaining several certifications, among which stand out:

- Declaration of State and Municipal Public Interest (the Declaration of Federal Public Interest was revoked for all institutions, by Law No. 13,204/2015);
- Attestation of Record and Certificate of a Social Welfare Charitable Entity (CEBAS), deferred by Decree SAS/MS No. 946, of 09/25/2014, published in the Official Press of the Union on 08/26/2014, valid from 05/12/2010 to 06/11/2015 (currently under process of renovation);
- Certificate No. 018/2008 of Qualification as a Social Organization of the Municipal Secretariat of the São Paulo Municipality Prefecture Management;
- Certificate of Qualification as a Social Health Organization of the São Paulo State Government Health Secretariat - Process SS 001/0001/002.913/2008;
- Certification with CNPq No. 900.0011/1990, valid through 04/13/2021;
- Declaration of Recognition of Tax Immunity over the "Causa Mortis" Transmission and Donation of any Assets or Rights - ITCMD – Process No. 51220-135787/2017, valid through 2021;
- Certification of Enrollment No. 0308/SP/2000 of the State Social Assistance Council - CONSEAS.

CEBAS is granted by the Health Department to non profit private-law legal entities that are recognized as a Social Welfare Charitable Entity for the provision of services in the Health Sector. A CEBAS certification ensures the exemption of social security contributions and the signing of agreements with the public authority, among others.

FFM has had such title since 1989, and thanks to it has access to tax immunity and social security contributions, providing the FMUSP-HC System with a tax relief of approximately BRL 204 million annually, resources which are fully invested in the FMUSP-HC System in the way of funding, hiring human resources, acquisition of medical hospital devices, upgrading of the technology park, maintenance, renovations, expansions and other

initiatives that, ultimately, has the Public Health Service - SUS as beneficiary.

With that, there are more resources to invest in state-of-the-art equipment, trainings, scholarships, research funding, physical suitability of the spaces, acquisition of medications, hiring professionals allocated to research projects, among many other demands that are daily required by the FMUSP-HC System's structure, the largest center of education, research and health care in Latin America, where 50 thousand people circulate every day.

In 2018, FFM participated actively, either as a Member or Consultant, of the following Commissions, Committees, Work Groups and other initiatives:

- ✓ Collaboration to the São Paulo Foundations Association (AFP);
- ✓ Commission of the Alcohol and Drugs Agreement;
- ✓ Commission of the Permanent Education School;
- ✓ Commission of the National Clinical Research Network;
- ✓ Commission of Financial Support to FMUSP Students;
- ✓ Commission of Clinical Studies of the HCFMUSP Clinical Board;
- ✓ Commission of HC/FMUSP/FFM Integration;
- ✓ FMUSP Research Commission;
- ✓ HCFMUSP Deliberative Council Planning and Control Commission;
- ✓ HCFMUSP Strategic Planning Commission;
- ✓ Ciclotron Project Commission;
- ✓ Health Committee - TISS Application;
- ✓ Information Technology Committee;
- ✓ Angola Project Management Committee;
- ✓ FMUSP Congregation;
- ✓ Zerbini Foundation Consultive Council;
- ✓ Deliberative Council of the HCFMUSP;
- ✓ ICESP Board of Directors - Cancer Institute of the State of São Paulo
- ✓ Managing Council of the Emílio Ribas Institute;

- ✓ Complementary Health Contacts;
- ✓ Contracting Process for the SUS Agreement;
- ✓ Management of ICESP as an OSS;
- ✓ Pacaembu Pole Real Estate Management;
- ✓ Work Group for the Analysis and Improvement of the Invoicing Process;
- ✓ HR Fixation Management Group;
- ✓ Interaction with TCE/MP/Comptroller;
- ✓ People Management Nucleus;
- ✓ Partnership with the Electronic Purchase Exchange;
- ✓ participation in the Health Coalition (PCOS);
- ✓ IT Master Plan.

In 2018 FFM continued to execute activities of the Pacaembu Cultural Pole relevant to those already mentioned for the year 2017 and which earned a detailed specification that should be reiterated for this report, namely: a) participation in public hearings about the review of the Strategic Master Plan of the City of São Paulo; and b) participation in meetings with councilmen commissions and party leaders in the São Paulo City Council, to discuss the corrective measures for the wrongful launch of the PCP area as residential, by means of launching the area as a ZOE - Special Occupation Zone (NR3), without prejudice to the area's preservation, as required by DEPAVE, CONPRES, CONDEPHAAT, SEHAB, SEMPLA and SVMA. They also extended alternative suggestions for the use of the Pole, so the social use of the real estate could be operative, in compliance with that required by the real estate listing process.

In the beginning of 2018, the Medical Investigation Labs (LIMs) received from the Fundação Faculdade de Medicina funds for research. The financial contribution is the result of a strategic decision by the FMUSP Board taken in the second semester of 2017, with the support and execution led by FFM.

In addition, they financially supported the FMUSP-HC System in the following technical-scientific and/or institutional initiatives, whose objectives were pursuant to its Bylaws:

APPROVAL	EVENT
04/11/17	Bandeira Científica Expedition
1/23/2018	I Social Work Hospital Journey
1/23/2018	5th Edition of the Psychiatric Clinic Congress
1/23/2018	International Women's Week
2/1/2018	USP Posture and Movement League
2/6/2018	Academic Extension Pro-Selection Physiotherapy USP
2/6/2018	Brazilian Association of Academic Medical Leagues
2/21/2018	Physiotherapy in Neonatology and Pediatrics
2/21/2018	Headache League
2/21/2018	Academic Medical Extension
2/26/2018	Pain League
2/26/2018	Electrocardiograph League

2/26/2018	Otolaryngology Skills League
2/26/2018	Geriatrics and Gerontology League
2/26/2018	Pediatrics and Childcare League
2/26/2018	Clinical Emergencies League
3/5/2018	Schizophrenia and Other Psychotic Disorders League
3/5/2018	São Paulo Symposium of the Trauma Leagues
3/9/2018	Cardiovascular Emergencies League
3/12/2018	League of the Fight against Syphilis and other STDs
3/19/2018	Mastology League
3/19/2018	League of Anxiety, Phobias and Panic
3/20/2018	XI Gastrinho (Leagues of the Department of Digestive System Surgery)
3/20/2018	Gynecological Surgery League
3/26/2018	Meditation and Health League
3/26/2018	Neonatal Pediatrics League
3/26/2018	Cardiology and Pediatric Transplant League
3/26/2018	XVII Interdisciplinary Congress of Home Care - CIAD
3/27/2018	Pediatric Cardiac Surgery League
3/29/2018	Humanization League
4/2/2018	Bandeira Científica Expedition
4/20/2018	Autoimmune Diseases League
4/23/2018	Nephrology League
4/26/2018	Coronary Artery Disease League
4/26/2018	Neurosurgery League
4/26/2018	Vascular and Endovascular Surgery League
4/26/2018	Clinical Oncology League
4/27/2018	Treatment to Chemical Dependency League
5/17/2018	I Symposium of the Neuromodulation Assistance and Research Nucleus
5/17/2018	League of the Combat against Morbid Obesity and Metabolic Diseases
5/17/2018	Mad Alegria
5/17/2018	XII Course of Transplant Infection and IX Symposium of Immunodepressed Infection
5/17/2018	XXXVII University Medical Congress - COMU
5/21/2018	Interleagues Congress of Pediatrics
5/25/2018	Cardiothoracic Surgery League
6/22/2018	Congress of the Medical Students of the State of São Paulo
7/4/2018	IX Introductory Course to the Medical Genetics League
7/10/2018	VI Introductory Course to the League of Depression and Other Mood Disorders
7/23/2018	XX Introductory Course to the Intensive Care League
8/1/2018	Introductory Course to the Heart Failure League
8/1/2018	11th Introductory Course to Ilgá and Thyroid
8/1/2018	Electrocardiogram Course promoted by the League of Combat to Rheumatic Fever
8/8/2018	Introductory Course to the League of Systemic Arterial Hypertension
8/8/2018	Introductory Course of the Clinical Neurology League
8/8/2018	Introductory Course to the Epilepsy Control League
8/10/2018	Introductory Course to the Gynecology League
8/10/2018	1st Cycle of Thematic Meetings of the Third Sector (Prosecutor's Office Event)
8/17/2018	X Introductory Course to the League of Surgical Technique and Experimental Surgery
8/24/2018	Kids Save Lives Project
9/11/2018	Introductory Course to the League to Combat Diabetes Mellitus
9/11/2018	Rocket Health
9/21/2018	Pediatric Surgery League
9/26/2018	Artificial Cardiac Stimulation League
9/26/2018	Multidisciplinary League for Prenatal
10/11/2018	II Introductory Course to the Multidisciplinary League for Violence, Gender and Health
10/18/2018	Introductory Course to the FMUSP Urological Academic League
10/24/2018	XIII Introductory Course to the Metabolic Syndrome League
10/24/2018	ICESP Humanization Project
11/21/2018	Introductory Course of the Clinical Anatomy League
11/22/2018	Kids Save Lives Project



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## Organizational Structure

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*The work developed by FFM demands permanent interaction among the departments so the processes may materialize all the way and with quality, configuring a genuine network of processes, where each department depends on the other*

The 354 (December/2018) direct administration professionals of FFM are distributed and organized into teams of the nine Specialized Managements that compose it, in addition to their Board and Financial Superintendency. They are:

1) Legal Consulting; 2) Controllership; 3) Invoicing and Control; 4) Financial; 5) Information Technology; 6) Materials and Importation; 7) Projects and Research; 8) Human Resources; and 9) Complementary Health.

Each Management has a leadership with technical and managerial expertise, who coordinates their team with rationality, determination and responsibility. That grants autonomy to the leadership, but not independence, because the many institutional processes (task sequences) are not restricted to a single department. That work requires a permanent interaction among the departments so the processes may materialize all the way and with quality. Hence a genuine network of processes is configured, with a bidirectional flow, where every department depends on each other. The general coordination is up to the Board, seconded by the Financial Superintendency.

Their attributions are demonstrated below.

1) The **LEGAL ADVICE** Department promotes the defense of FFM's interests in administrative, legal or out-of-court suits; it sponsors and administrates the litigation of suits in the tax, labor and civil areas, in the legal and administrative spheres; in addition to complying with all legal obligations, the maintenance of the certificates and titles granted, the execution of the tax planning, etc.

2) The **CONTROLLERSHIP** Department is responsible for the accounting, bookkeeping, accountability and property control of the Institution, among other functions.

3) The **INVOICING AND CONTROL** Department is responsible for invoicing the medical care services for patients of the SUS and Complementary systems, as well as for the operations of billing, control and distribution of the values related to the services provided in the

several units of the FM/HCFMUSP System, via management actions implemented to seek improvement and enhancement of the billing, registry, control and invoicing techniques. The Medical Auditing area of the Invoicing and Control Department of FFM is dedicated to analyzing medical records to assess if the procedure executed x invoiced from the patient's account finds itself invoiced in accordance with the SUS norms in effect. It also works as a authorizer and promotes the guidance process to the CGs, with aim to improve the invoicing quality.

4) The **FINANCIAL** Department seeks to maintain the best results in the financial management of the Cash and the constant improvement of the receipt and payment services required by the FM/HCFMUSP System and other partners, by means of the latest, safest and most agile tools for financial performance available in the market.

5) The **INFORMATION TECHNOLOGY** Department is responsible for identifying and developing specialized systems; integrating and monitoring third party systems, ensuring alignment of the requests with the institutional objectives; implementing and upgrading the technical infrastructure required to ensure information security and meet the demands for quality development in the administrative and operational processes, within the scope of FFM and interfaces with the partners HCFMUSP, FMUSP, ICESP and IRLM. They define the strategic Planning of Information Technology (IT) and monitor, via the Annual Work Plan and the Investment Plan, the projects that shall provide the corporate requirements of technological upgrade of information and communications. They keep a close relationship with the IT and communications areas of HCFMUSP with the purpose of sharing

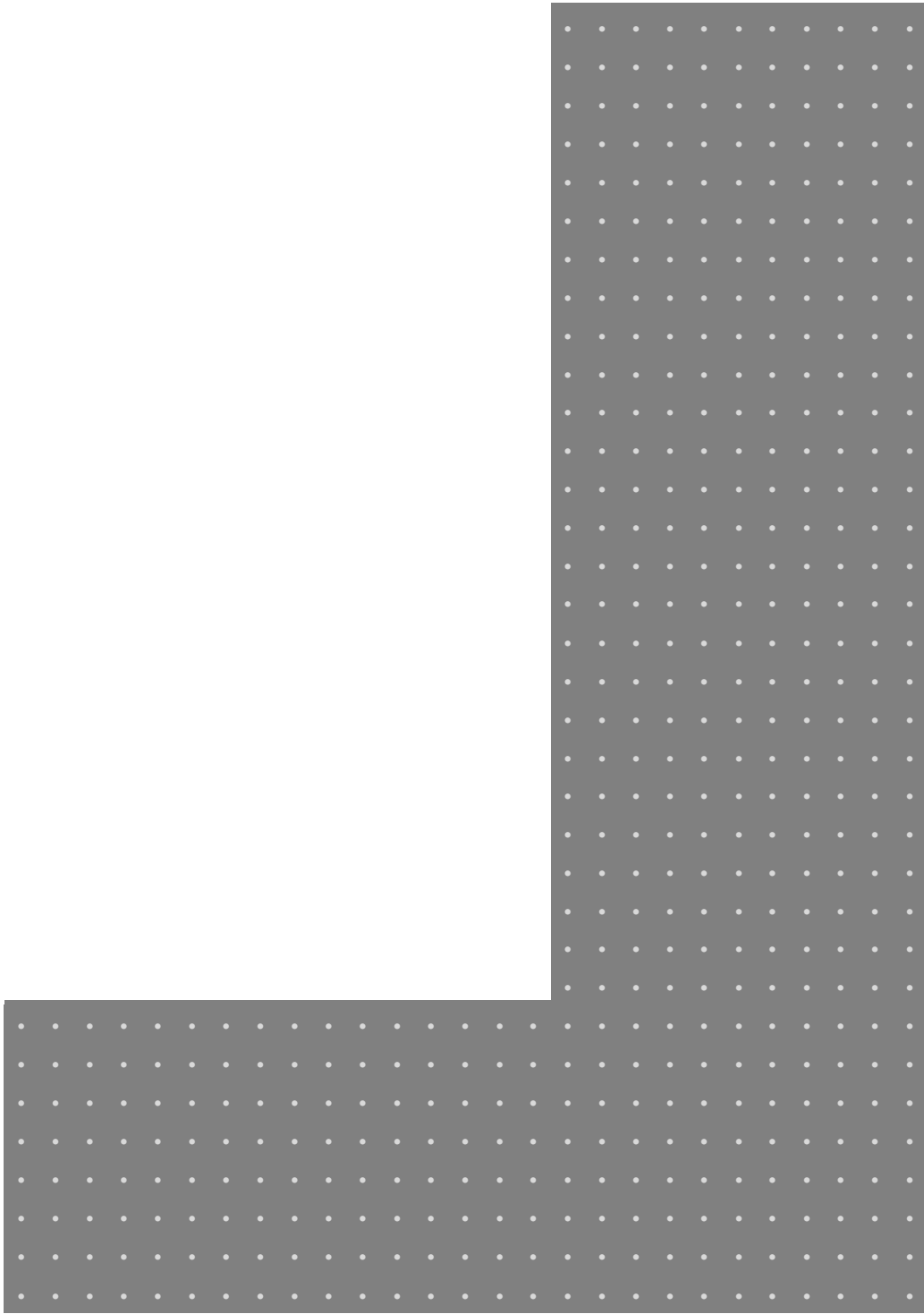
knowledge, maximizing results and reducing costs.

6) The Department of **MATERIALS/** (national and Importation markets) executes the acquisitions of materials, inputs, devices and equipment; service contracting, works and renovations; payment of international services, complying with the proper taxes and legislation in regards to providing information to the controlling bodies; and everything else that may benefit the FM/HCFMUSP System and other Health Units.

7) The **PROJECTS AND RESEARCH** Department carries out the viability studies, implementation and follow-up of the contracts/agreements signed with public and private, national and international bodies, related to the activities proposed by their partners, in particular the FMUSP-HC System. In December 2018, 155 projects were active in FFM, subsidized by public and private resources, both national and international, and 414 clinical studies, sponsored by the pharmaceutical industry. In 2018, the Communications area of the Projects and Research Management kept FFM's Intranet permanently updated, which offers users facility and agility in the search for information and documents, access to the integrated systems and several other resources. At FFM's Website, the Transparency Portal was remodeled and updated. The FFM Journal, a bi-monthly publication distributed to the entire HCFMUSP Complex, journalists, authorities, companies, public and private institutions, has reached its one hundredth issue.

The **HUMAN RESOURCES** Department administrated, in 2018, 10,881 (December/2018) employees, among the personnel from the FFM direct administration, FFM personnel at the service of the FM/HCFMUSP System, part-time workers and personnel allocated in specific population care projects. Of that total, 354 (December/2018) collaborators are allocated in direct administration, focused on the support to hundreds of the entity's social programs, as well as health care activities, integral health care development and service to SUS patients, developed by the remaining professionals. The latter are hired in a part-time or full-time shift, hence seeking to stimulate the production of works in the didactic, health care and research areas, by means of material support and proper remuneration.

9) The **COMPLEMENTARY HEALTH** Department seeks to align objectives with the Institutes and the HCFMUSP Administration; the improvement of the management controls and tools; continuous action to increment the Complementary Health Segment, via the extension of the contracted services; market negotiations to improve payment values and conditions; and the management of Health Operator portfolios and other private sources.

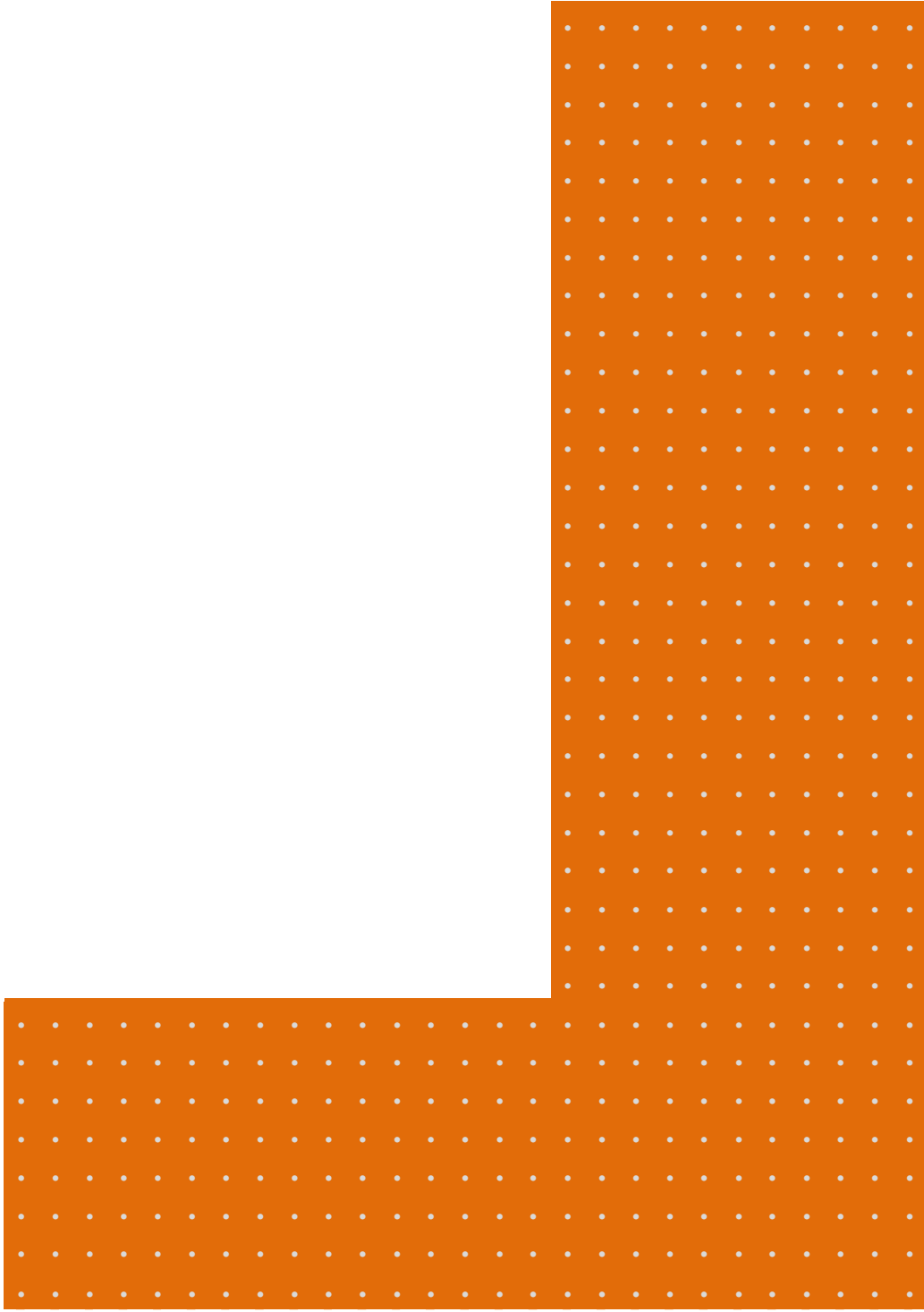


# Overview of the Financial Balance 2018

# OVERVIEW OF THE FINANCIAL BALANCE 2018

ORIGIN OF THE RESOURCES	2018	%	2017	%	2016	%
<b>Total Revenues</b>	<b>1,256.8</b>	<b>100%</b>	<b>1,187.9</b>	<b>100%</b>	<b>1,159.5</b>	<b>100%</b>
<b>Government Resources</b>	<b>967.5</b>	<b>77.0%</b>	<b>894.0</b>	<b>75.3%</b>	<b>888.7</b>	<b>76.7%</b>
Medical Care - SUS	291.0	23.2%	287.5	24.2%	277.2	23.9%
Subventions	676.5	53.8%	606.5	51.1%	611.5	52.8%
<b>Medical Care - Insurance and Private</b>	<b>118.5</b>	<b>9.4%</b>	<b>119.9</b>	<b>10.1%</b>	<b>111.0</b>	<b>9.6%</b>
<b>Donations</b>	<b>26.6</b>	<b>2.1%</b>	<b>14.5</b>	<b>1.2%</b>	<b>9.9</b>	<b>0.8%</b>
<b>Private cooperation - national and international</b>	<b>16.1</b>	<b>1.3%</b>	<b>11.3</b>	<b>1.0%</b>	<b>8.1</b>	<b>0.7%</b>
<b>Provision of services and/or product sales</b>	<b>67.1</b>	<b>5.3%</b>	<b>58.1</b>	<b>4.9%</b>	<b>61.3</b>	<b>5.3%</b>
<b>Other revenues</b>	<b>61.0</b>	<b>4.9%</b>	<b>90.1</b>	<b>7.5%</b>	<b>80.5</b>	<b>6.9%</b>

RESOURCE APPLICATION	2018	%	2017	%	2016	%
<b>Total Expenses</b>	<b>1,245.0</b>	<b>100%</b>	<b>1,191.6</b>	<b>100%</b>	<b>1,127.5</b>	<b>100%</b>
Personnel	696.1	55.9%	672.9	56.5%	677.2	60.0%
Operational expenses	510.8	41.0%	492.5	41.3%	423.4	37.6%
Asset acquisitions	38.1	3.1%	26.2	2.2%	26.9	2.4%



# Integral Health Care Actions

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# INTEGRAL HEALTH CARE ACTIONS

*The FMUSP-HC System is an Academic Health System. It occupies a constructed area of 350 thousand m2 and attends patients in the three levels of care.*

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## FMUSP-HC System

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The FMUSP-HC System is an Academic Health System. It occupies a constructed area of 350 thousand m<sup>2</sup> and attends patients in the three levels of care. It develops around 6% of Brazilian research in the health and biomedical sciences areas.

It is the oldest Brazilian university health system. Its main objective is to offer education, research and cultural and post-grad activities, with emphasis on multidisciplinary and multi-institutionality.

In addition to FMUSP, also integrating it are institutes specialized in high complexity care (tertiary/quaternary care - HCFMUSP), a hospital with medium complexity (secondary attention - HU-USP), auxiliary hospitals, units specialized in the integral care of patients that carry HIV/Aids, School Care Center and Basic Health Units (primary attention - CSE Butantã, DHAC, DHAS, Casa da Aids).

The assessment of the publications points to a growing collaboration between two or more groups of the institution, a product of the scientific dialog environment that has a stronger presence in the FMUSP-HC System.

In the past few years, we observed a meaningful quantitative evolution of the System's publications: from 427 scientific articles published in journals indexed with the ISI base, in 2003, they leaped to 2,190, in 2013, and 2,558, in 2017. The average impact of the journals used to outlet the unit's production, however, has kept stable at around 2,6 to 2,9.

A survey made by FMUSP's Central Library in the Web of Science reveals that, in the period from 2012 to 2016, the number of articles indexed in the ISI base in collaboration with international authors increased from 746 to 1,346 per year. The countries with which such collaboration is more intense include, in a descending quantitative order, United States, Germany, England, France, Italy and Canada.

The superior instances of the System are FMUSP Congregation and the HCFMUSP Deliberative Council, both presided by FMUSP's Director. FMUSP Congregation has a consultive and deliberative function and is advised by the Graduation, Post Graduation, Research, Culture and Extension, Medical Residency and Foreign Relations Commissions. HCFMUSP's Deliberative Council defines the guidelines of tertiary medical-hospital care and is composed by ten representatives of FMUSP full professors, elected by their peers.

The FMUSP-HC System is composed by the following institutions:

**Medical School of the Universidade de São Paulo (FMUSP)** (pág. 25), recognized by its pioneering and excellence in education and research. It was founded in 1912 and implemented in 1913. In 1931, the current Medical School building was inaugurated. In 1934 it was integrated to USP.

FMUSP offers four graduation courses: Medicine, Physiotherapy, Speech Therapy, and Occupational Therapy. The Medicine course is located in the Pinheiros campus, with a constructed area of 44,000 m<sup>2</sup> and the courses of Physiotherapy, Speech Therapy and Occupational Therapy are at the University City in an area of 6,000 m<sup>2</sup>.

The college has 1,400 students in graduation, more than 1,000 collaborators, with 368 professors; 1,800 students in post graduation and 1,600 residents. It has 26 post graduation programs (masters and doctorate), 62 medical residency specialty programs and 14 multiprofessional and uniprofessional residence programs.

It has the largest hospital in Latin America - HCFMUSP and is one of the largest medical-scientific research centers in the country, with 230 research groups and an expressive intellectual production.

The College works in partnership with the HU and has CSE Butantã as the specialized faculty-care unit specialized in primary health care.

It has more than one century of excellence in education and international recognition. In 2015 the Medical Winter Schools was implemented, which receives students from universities of several countries.

The **Hospital das Clínicas da Faculdade de Medicina da Universidade de São Paulo (HCFMUSP)** Complex (page 27), which fulfills its objectives via the Hospital and Administrative Units distributed by the Complex. The Units, organized according to their specific objectives, comprise: ICHC; InCor; ICr; IOT; IPq; InRad; IMRea; ICESP; LIMs; Managerial Support Department; and Decentralized Units Department, comprising the DHAS and DHAC, currently in construction works. HCFMUSP has the following purpose: 1) function as a field of education and training to students from the undergrad and post grad courses of FMUSP and from the Institutes, Colleges and Schools of Higher Learning with health sciences-related programs; 2) function as a field for updating, upgrading and specialization for health professionals and others with correlate interest; 3) be a center of reference for: a) the integrated performance of health initiatives and services, and preventive activities towards the promotion,

protection, recovery of health and citizen rehabilitation; b) the increment of research, with aim for innovation and scientific and technological development; c) incentive to interdisciplinary and multiprofessional actions in the scope of health; d) the creation, organization and promotion of extension courses in the field of health; e) the promotion of conditions for the training, qualification and technical-scientific improvement of the Functional Staff of the HCFMUSP; 4) strive for excellence in health care; and 5) contribute to the excellence in teaching and research and in the incorporation of new technologies and user participation.

**Fundação Faculdade de Medicina (FFM)**, a non profit entity, created in 1986 by AAAMUSP, which actively participates in the education and research activities in FMUSP and their Hospital das Clínicas.

FFM has a key role in the development of integral health care in the FMUSP-HC System in its several Institutes and Units, for it ensures that the deprived population have continuity in medical-hospital care via the Public Health System (SUS).

The projects with active participation from FFM are quite broad, and their role of support, which contributes significantly with financial investments to enhance the performance of the FMUSP-HC System, is extremely important, for it has the concern of preventing the stagnation of its activities, deprived of government financial support.

**Zerbini Foundation (FZ)**, private-law foundation that has had an important role in promoting administrative agility and efficiency to InCor, as well as the additional fund raising.

**Cancer Institute of the State of São Paulo (ICESP)** (page 47), created in 2008 and specialized in high complexity care and equipped to provide integral attention to the oncology patient in the public health service (SUS), since the first care service to oncology complications, outpatient treatment, day-hospital, chemotherapy, radiotherapy, admission units, intensive care, surgical center and rehab center.

**Lucy Montoro Rehabilitation Institute (IRLM)** (page 50) center of excellence in treatment, education and research in rehabilitation. It attends people with physical disabilities or potentially disabling diseases and has the objective of performing the integral medical rehab program, professional orientation and guidance and also achieve physical and social promotion of rehabilitation.

**USP University Hospital (HU-USP)** (page 46), community school-hospital, inaugurated, in 1981, in the University City.

**Samuel Barnsley Pessoa School Health Center (CSE Butantã)** (page 45), FMUSP faculty-care unit, under the responsibility of the Departments of Preventive Medicine, Pediatric, Medical Clinic and Speech Therapy, Physiotherapy and Occupational Therapy (FOFITO), focused on the resident population of Butantã, in the west region of the city of São Paulo.

**Death Verification Service of the Capital (SVOC)**, body binded to FMUSP dedicated to clarifying the causa mortis in deaths of poorly defined diseases or with no medical assistance, occurred in the city of São Paulo.



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## THE FACULDADE DE MEDICINA DA USP

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*The FMUSP 2020 Project was a collective construction process, in which professionals and members of the FMUSP and HC community, in addition to external guests, established a broad dialog to define a common based planning for the Institution's decade to come.*



FMUSP ARCHIVE

Facade of the Faculdade de Medicina da USP

The Faculdade de Medicina da Universidade de São Paulo is recognized by its pioneering and excellence in education and research. It was founded in 1912 and implemented in 1913. In 1931, the current Medical School building was inaugurated. In 1934 it was integrated to Universidade de São Paulo.

FMUSP offers four graduation courses: Medicine, Physiotherapy, Speech Therapy, and Occupational Therapy. The Medicine course is located in the Pinheiros campus, with a constructed area of 44,000 square meters and the courses of Physiotherapy, Speech Therapy and Occupational Therapy are at the University City in an area of 6,000 square meters.

FMUSP has 1,400 students in graduation, more than 1,000 collaborators, with 368 professors; 1,800 students in post graduation and 1,600 residents. It has 26 post graduation programs (masters and doctorate), 62 medical residency specialty programs and 14 multiprofessional and uniprofessional residence programs.

The average is 1,300 scientific papers published per year. It has the largest hospital in Latin America - The Hospital das Clínicas, with more than a million outpatient appointments per year, more than 232 thousand urgency and emergency assistances per year, and more than 50 thousand surgeries per year.

FMUSP is one of the largest medical scientific research centers in the country, with 62 medical investigation labs, the LIMs, with 230 groups of research and expressive intellectual production.

In addition to the training of masters, doctorates and post doctorates, the research infrastructure is also used for the works towards PhDs. Every year, in average, 22 faculty members or collaborating professors obtain such title at FMUSP.

Due to the multiplicity of bonds of the FMUSP-HC complex researchers, the institution developed a capturing system for their scientific production, called the intellectual Production Observatory (OPI). This system enables obtaining reports based on the name of the researcher (and its variations), the institutional bond, the binded laboratory or the research group. Since 2012, the data periodically updated and certified by the FMUSP Library and Documentation Service are made available at the website <http://observatorio.fm.usp.br>.

In 2018, a biodesign discipline was introduced, gathering undergrads from FMUSP, Polytechnic School, Architecture School (design) and Business and Administration School, with the goal of enabling students to solve health challenges. In order to develop their projects, the students contact the different sectors of HCFMUSP and have access to the Polytechnic School labs to develop their prototypes.

It has more than one century of excellence in education and international recognition. The Faculdade de Medicina da Universidade de São Paulo constantly seeks to develop and promote excellence in education and research.

The FMUSP 2020 Project was a collective construction process, in which professionals and members of the FMUSP and HC community, in addition to external guests, established a broad dialog to define a common based planning for the Institution's decade to come. That common base, outlined in the Search for the Future Conference, held in 2010, was translated into six strategic axes.

Excellence in education is first, with aim to implement a new program, bolder and more integrative, a large step to make the USP Medicine course the most modern and flexible possible, and willing to form leaderships for the health sector in Brazil.

Another axis is FMUSP's internationalization, establishing international partnerships and exchanges to extend the relationship of Brazilian and foreign students, via workshops, agreements and bilateral visits, in addition to implementing the Winter School project, which brings foreign students to Brazil, always in the months of July and August.

The third axis is the integration between the instances and people of the entire FMUSP-HC System, with greater inter-relationship between the Institutes, more exchange of information and participation of the HCFMUSP Deliberative Council, presided by the FMUSP director, and also with the Hospital's Clinical Board. The shared management of the hospital beds and other care-related actions were taken in that sense, as well as the launch of the Compliance Booklet, which establishes the relationship terms with suppliers and among the collaborators.

Humanization is the fourth axis, implemented in all the scopes of relationships within the FMUSP-HC System. Humanization committees were created in all the Institutes, under the coordination of HCFMUSP's Clinical Board, and the activities of the Group of Psychological Assistance to the FMUSP Student (Grapal), which now carries out periodical activities with aim for physical and psychological well-being, providing attention and mental health development of the students.

In the area of new technologies the fifth axis of the program, digital education platforms, was adopted, along with the acquisition of a digital book collection for FMUSP's Library. Another goal is the integration between the Institutes and the implementation of the electronic medical records for the patients, seeking to facilitate the assistance and also the clinical research in a centralized and accessible manner. In terms of equipment and infrastructure, the 7-Tesla MRI device was acquired (the highest grade in terms of imaging diagnosis for research), the integrated freezer room was built, the biobank, and the innovation commission was implemented, which has been working to materialize public-private partnerships (PPPs) throughout the Complex.

And finally, the sixth axis is sustainability, which ensured the continuation of the education, research and health care actions even amidst the profound economic crisis of the past years.

In 2018, FFM contributed effectively in expediting bureaucratic processes and, mainly, in the implementation of projects and programs that, in government administration, are more morose.

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## THE FMUSP HOSPITAL DAS CLÍNICAS

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*The HC is the first Brazilian public hospital to draft a Compliance Booklet and, despite the standards of conduct having a health care and administrative focus, they apply to all within the College and HC, students, residents, professors, among others.*



Aerial view of the Hospital das Clínicas of the USP Medical School (HCFMUSP)

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After the inauguration of the new FMUSP headquarters, the construction of a school-hospital was hired. Thus, on April 19th, 1944, HCFMUSP was founded and the sectors of health care, education and research were integrated. Initially constituted by the Central Institute, HCFMUSP was gradually extended in its areas of specialization. HCFMUSP was then associated to USP, through FMUSP, for purposes of education, research and the provision of health services to the community. On December 9th, 2011, complementary law No. 1160 was approved, transforming HCFMUSP into a special regime autarchy, granting the Hospital administrative and financial autonomy.

HCFMUSP has the following mission: Be an institution of excellence, recognized nationally and internationally for its education, research and health care, based on the values of Ethics, Pluralism, Humanism, Pioneering, Social Responsibility and Institutional Commitment.

Considered the largest hospital of Latin America, HCFMUSP fulfills its objectives via the Hospital and Administrative Units distributed by the Complex. The Units, organized according to their specific objectives, comprise: Central Institute (ICHC); Heart Institute (InCor); Children and Youth Institute (ICr); Orthopedics and Traumatology Institute (IOT); Psychiatry Institute (IPq); Radiology Institute (InRad); Physical Medicine and Rehabilitation Institute (IMRea); Cancer Institute of the State of São Paulo (ICESP); Medical Investigation Labs (LIM); Management Support Department; and Decentralized Units Department, comprising the Suzano Auxiliary Hospital Division (DHAS) and the Cotoxó Auxiliary Hospital Division (DHAC).

HCFMUSP counts on 2,500 hospital beds and 106 surgery rooms. There are 20.1 thousand collaborators and it occupies 600 thousand square meters in the heart of the city of São Paulo. As part of the academic and

scientific training of FMUSP students, the HCFMUSP initiatives contribute towards the continuous progress of the Institution. From January to June 2018, BRL 1.57 billion were invested in services of excellence provided to the society, such as urgency, admission, exam and surgical services.

The HC is the first Brazilian public hospital to draft a Compliance Booklet and, despite the standards of conduct having a health care and administrative focus, they apply to all within the College and HC, students, residents, professors, among others. The launch of the initiative took place in March 2018 and gathered 500 people in the Rebouças Convention Center.

The term compliance carries the meaning of acting in conformity with the laws and standards of a corporation, in a way to ensure transparency and ethics in professional relations.

The text analyzes the activities of education, professional conduct in regards to donations, sponsorships, events, clinical research, prescriptions, referrals and scheduling, also with practical examples of how to act in certain situations, with guidance on what can or cannot be done, e.g. in regards to receiving sponsorships in congresses, disclosing patient data and participating in clinical research sponsored by private companies.

The HCFMUSP integrity program, to which the Booklet is associated, is managed by the Compliance Board and a commission created for such purpose, in addition to the legal nucleus and the communication area of HCFMUSP, collaborators, external guests and institutional councils.

The Permanent Education School (EEP) is the institute that manages the knowledge of HCFMUSP's Hospital das Clínicas. Founded in 2009, it was certified by the State Education Council of the São Paulo Education Secretariat (CEE-SP) in 2010.

EEP offers Lato Sensu Post Graduation courses in the medical, multiprofessional and technical areas, in addition to Multiprofessional Residency programs and the International Programs for the Qualification of Foreign Health Professionals, having trained, since 2008, 163 physicians in several specializations. In 2013, EEP initiated the Long Distance Education programs (EAD) and, in 2018, they launched their new website, focused on improving user experience, facilitating the access to products offered by the School. Currently, they offer approximately 300 in-person and on-line courses.

Since 2014, EEP has been developing the active offer of educational products and services for the corporate public, including companies from the pharmaceutical, hospital equipment and inputs segments, in addition to other hospitals and universities. For that reason, in 2017, the School created a Business area and structured HC Consultancy, in partnership with our Advanced Studies Program in Hospital Administration and Health Systems (PROAHSA).

In a time of intense debates and changes associated to health in Brazil, EEP proposes to disseminate HCFMUSP knowledge with quality for the health professionals within the national territory and other countries of Latin America, always respecting the purpose of sharing knowledge in health to improve people's lives.

Having a long-lasting recognition for its excellence in health care, education and research involving health, HCFMUSP had its Scientific and Technological Institution (ICT) status formalized in 2016 and created its Technological Innovation Nucleus (NIT) - Inova HC.

Inova HC has the main goal of encouraging innovation in the scope of HCFMUSP, administrating the intellectual property created in this environment and providing the means to promote the transfer of scientific, technological, and cultural knowledge to the public and private productive sectors, with aim to improve the health of the State and the Nation.

Inova HC's project portfolio includes partnerships with seven companies, with 10 projects underway in the lines of Diagnostic Medicine, Medication Traceability and Health Automation.

In addition, HCFMUSP has the i-CORPS-Brazil Program based on the US government's project, which offers training for entrepreneurs with the goal of stimulating the creation of start-ups based on university-developed research, with two classed graduated in 2017.

From the current staff of 10,881 FFM employees (December/2018), a percentage greater than 90% is allocated directly in activities of assistance, integral health care development and services to SUS patients.

In 2018, with the shared operation of the HCFMUSP, FFM continued with the actions for the improvement and expansion of the FMUSP Hospital das Clínicas operational capacity and the development of actions and services for the integral health care of SUS patients.

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## Integral Health Care Agreement for SUS Patients

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*Renewed at the end of 2018, the Integral Health Care Agreement for SUS Patients has the purpose of providing integral health care within the services for SUS patients, in addition to other health-related actions in the Hospital Complex.*

In 1988, FFM signed an Agreement with HCFMUSP, renewed every five years, whose main goal is the integral health care in services for SUS patients, in addition to other actions in support to the Hospital Complex in the execution of several health care and social interest projects.

For the effective joint operation of HCFMUSP and FFM in developing integral health care, the called University Agreement was signed in 1988 between FFM, HCFMUSP and SES-SP, whose aim is integral health care in services to SUS patients, in addition to other health-related actions in the Hospital Complex.

The Agreements signed, within the scope of SUS, between SES, HCFMUSP and FFM, bear their unique characteristics, with a predominant differential due to HCFMUSP's certification as a Hospital of Education, where all production, actions and health services, within the scope of SUS, should constitute a field of practice for education, research and technological incorporation.

HCFMUSP and FFM'S operation is shared, in the management and in services to SUS patients, and derives from the expressed authorization from the State Executive Authority, duly formalized in the proper legal instruments.

Due to its private-law and non profit condition, and classified as of public interest, registered and certified by the Health Department as charitable via CEBAS, FFM enjoys tax and social security contribution immunity, providing HCFMUSP with tax savings of approximately BRL 204 million annually, and such resources are fully dedicated to HCFMUSP in the manner of funding, hiring human resources, acquisition of medical-hospital devices, upgrading the technology park, maintenance, renovations, expansions and other initiatives that, ultimately, have the Public Health Service - SUS as beneficiary.

In order to achieve their objectives, FFM currently employs 10,881 professionals (December/2018), of which more than 90% are dedicated directly to the assistance / care of SUS patients.

The labor contracts signed by FFM are very distinct from the contracts of the public servers at HCFMUSP, with no incompatibilities or subordination.

The professionals hiring process by FFM has the purpose of meeting the SUS patient demand of the HCFMUSP, and the difficulties inherent to the Government Authority in creating job posts. The financial resources used for salary payments derive, exclusively, from the consideration of their activities in the health sector.

In addition, on their behalf they acquire medication, inputs, consumption material, equipment, furniture, utensils and others, fully dedicated to the assistance and care of SUS patients. It is worth noting that FFM does not undertake to manage HCFMUSP's budgetary resources nor do they receive any resource from that state autarchy.

The rules and policies for the application of resources from that agreement are dynamically instituted by the several directive bodies of HCFMUSP (Deliberative Council, Board Councils, Executive Boards and Superintendency) and from FFM (Curator Council), which continuously monitor the results achieved, especially in regards to the funding of medical-hospital assistance.

The number of assistances performed, in the past two years, by HCFMUSP and by FFM, in joint action, is demonstrated in the two charts below:

## 2018

### ASSISTANCE INDICATORS OF THE HCFMUSP INSTITUTES AND AUXILIARY HOSPITALS (EXCEPT INCOR, IMREA AND ICESP)

Institute / Hospitals	Admissions	Surgeries	Urgent and emergency attention	Ambulatory Appointments	Imaging Exams	Lab Exams	Total per Institute / Hospitals
ICHC	34,467	25,145	69,057	705,068	98,679	7,396,008	8,328,424
ICr	6,451	2,067	20,331	66,554	44,836	694,678	834,917
IOT	4,825	5,719	20,505	65,613	96,646	271,572	464,880
IPq	3,059	1,216	-	81,026	10,484	-	95,785
InRad	-	-	-	10,302	215,600	-	225,902
DHAS	152	-	-	27	575	575	1,329
DHAC (in construction works)	-	-	-	-	-	-	-
<b>Total</b>	<b>48,954</b>	<b>34,147</b>	<b>109,893</b>	<b>928,590</b>	<b>466,820</b>	<b>8,362,833</b>	<b>9,951,237</b>

## 2017

### ASSISTANCE INDICATORS OF THE HCFMUSP INSTITUTES AND AUXILIARY HOSPITALS (EXCEPT INCOR, IMREA AND ICESP)

Institute / Hospitals	Admissions	Surgeries	Urgent and emergency attention	Ambulatory Appointments	Imaging Exams	Lab Exams	Total per Institute / Hospitals
ICHC	33,805	25,352	94,564	990,564	105,697	7,202,364	8,452,346
ICr	7,262	2,138	21,981	74,862	45,591	664,093	815,927
IOT	6,709	5,600	20,280	79,180	104,075	253,698	469,542
IPq	3,069	1,233	-	157,000	854	-	162,156
InRad	-	-	-	-	444,978	-	444,978
DHAS	132	-	-	-	888	-	1,020
DHAC (in construction works)	-	-	-	-	-	-	-
<b>Total</b>	<b>50,977</b>	<b>34,323</b>	<b>136,825</b>	<b>1,301,606</b>	<b>702,083</b>	<b>8,120,155</b>	<b>10,345,969</b>

## Special Procedures

*In addition to conventional care and admissions, special procedures are performed, such as transplants and implants, high complexity procedures and pharmaceutical assistance to SUS patients.*

### Transplants and Implants

Pursuant to the objectives of the Integral Health for SUS Patients Agreement (previously the University Agreement), signed between FFM and HCFMUSP (Accredited) and SES-SP, HCFMUSP and FFM jointly carry out transplant and implant

procedures that are quite important for the population, and it is considered strategic by the Health Department for SUS services.

The quantity of transplant and implant procedures performed gratuitously in the past couple of years was the following:

STRATEGIC PROCEDURES - TRANSPLANTS AND IMPLANTS		
Description	Quantity	
	2017	2018
Cochlear implant	103	110
Partial hepatectomy for transplant (live donor)	44	45
Unilateral nephroureterectomy for transplant	48	41
Allogeneic transplant of bone marrow hematopoietic stem cell - related	10	17
Allogeneic transplant of bone marrow hematopoietic stem cell - not related	12	08
Allogeneic transplant of umbilical cord blood hematopoietic stem cell - not related	-	03
Allogeneic transplant of peripheral blood hematopoietic stem cells - related	02	-
Allogeneic transplant of peripheral blood hematopoietic stem cells - not related	04	-
Autogeneic transplant of bone marrow hematopoietic stem cells	06	11
Autogeneic transplant of peripheral blood hematopoietic stem cells	88	107
Cornea transplant	96	111
Cornea transplant (in combined surgeries)	01	01
Cornea transplant (in reoperations)	08	15
Sclera transplant	02	01
Liver transplant (deceased donor organ)	109	110
Liver transplant (living donor organ)	49	42
Pancreas transplant	01	-
Kidney transplant (deceased donor organ)	158	127
Kidney transplant (living donor organ)	51	47
Simultaneous pancreas and kidney transplant	05	03
<b>Total</b>	<b>797</b>	<b>799</b>

## High Complexity Procedures

Pursuant to the objectives of the Integral Health to SUS Patients Agreement (previous University Agreement), signed between FFM and HCFMUSP (Accredited)

and SES-SP, HCFMUSP and FFM jointly carry out High Complexity Ambulatory Procedures, whose production, in the past two years, is demonstrated in the following chart:

AMBULATORY DEMONSTRATION AUTHORIZATION FOR HIGH COMPLEXITY PROCEDURES - APAC		
Description	Quantity	
	2017	2018
Diagnosis in Clinical Laboratory	30,883	32,514
Radiology Diagnosis	106	97
Diagnosis by Tomography	1,732	1,600
Ultrasonography	27	17
Diagnostic Methods in Specialties	22,994	27,922
Appointments / Assistances / Follow-ups	7,585	8,055
Treatment in Oncology	69,746	73,025
Treatment in Nephrology	22,586	21,929
Dental Treatments	46	43
Specialized Therapies	1,168	1,069
Upper Respiratory Tracts, Head / Neck Surgery	11	0
Vision System Surgery	4,627	4,796
Genitourinary System Surgery	236	182
Reparation Surgery	769	781
Surgeries in Nephrology	90	83
Small Surgery and Surgery of the Skin, Subcutaneous Tissue and Mucous Membrane	0	0
Collection and Exams for Organ Donation Purposes	15,047	17,945
Follow-up and Post-Transplant Complications	13,864	14,288
OPMs Not Related to the Surgical Act	5,370	5,468
OPMs Related to the Surgical Act	739	667
Tissue Processing for Transplants	269	413
Clinical Treatments (other specialties)	1,767	3,428
<b>Total</b>	<b>199,662</b>	<b>214,322</b>



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## Integral Pharmaceutical Assistance

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Pursuant to the objectives of the Integral Health for SUS Patients Agreement (previous University Agreement), signed between FFM and HCFMUSP (Accredited) and SES-SP, HCFMUSP and FFM, in the integral health care, the pharmaceutical assistance is determinant for the resolutability in the attention and health services.

The medication supply guarantee of the Specialized Component of Pharmaceutical Assistance (CEAF) is key for maintaining patient treatment, and a complement for the complex and high cost medical-hospital procedures, such as transplants, for example.

In 2018, **41,704,755** medication units from CEAF were distributed, representing BRL 25,189,847.29. The control of CEAF medication distribution and the emission of PACs are carried out through the Hospital Information System - SIGH Prodesp.

In 2018, the HCFMUSP Pharmacy met 1,173,916 ambulatory prescriptions, an average of five thousand per day. There is also a medication home delivery service that, since 2013, became free of charge. Around 65% of the outpatients receive their medication at home, with no cost.

Located on the 8th floor of ICHC's PAMB, HCFMUSP has the largest hospital pharmacy in Brazil. Founded in the same year of the Hospital, 1944, today 295 collaborators work there, of which 77 are pharmacists.

Much more than a medication distribution center, a real factory functions there, where medications that do not exist in the market are produced, i.e. those that do not attract commercial interest. Different dilutions and dosages than those available in the market are also prepared, in accordance with the patient's requirements, or compositions that are different from traditional ones.

In 2018, medication production generated savings in the amount of BRL 8,285,522.77. Seventy-two types of standardized medication were produced, with a total of more than 9.8 million units,

and 347 formulas were manipulated, in a personalized and individualized manner (330,409 units), to fulfill the medical prescriptions and patient requirements. The pharmacy also distributed 36 special medications, produced for research protocols, in a total of 50,317 units. In addition to medication produced internally, 345 different medications were acquired and unitized, totaling 2 million units to fulfill admitted patients' prescriptions.

The Hospital Pharmacotechnics Unit (UFAR) developed the chamomile gel formulation for topical treatment of phlebitis, a work that was awarded first place in ICHC's Quality Exhibit.

In 2018, the following upgrades in pharmaceutical assistance took place:

- Development of the pharmaceutical service protocol in the ambulatory electronic medical record;
- Participation in the project Pharmaceutical Care Expansion in CEAF of the Health Department - Rheumatoid Arthritis;
- Distribution of high-vigilance medications with assistance via order request to the patient;
- Complete clinical pharmacy process in 14 units;
- Participation of the clinical pharmacist in the target-guided multiprofessional visits;
- Expansion of the clinical pharmacist activities, by hiring a service provider.

Also noteworthy is the participation of the pharmaceutical team in publications such as:

- Book chapter: "What is the pharmacist's role in implementing the quality indicators in Nutritional Therapy (IQTN)?", in the book: Quality indicators in nutritional therapy;
- Hematopoietic cell transplant:

introduction for Pharmacists.

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## The Institutes, Auxiliary Hospitals and Specialized Health Units of the FMUSP-HC System

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*While working in health care, HCFMUSP and FFM jointly develop actions towards health promotion, disease prevention, medical-hospital care and high complexity rehabilitation for SUS users.*



HCFMUSP COLLECTION

Aerial view of the Health Quadrilateral, where 50 thousand people circulate every day

While working in health care, HCFMUSP and FFM jointly develop actions towards health promotion, disease prevention, medical-hospital care and high complexity rehabilitation for SUS users.

In the Institutes, Auxiliary Hospitals and Health Specialized Units, the care is provided in state-of-the-art hospital installations, with the support from highly specialized teams and a high grade technological park.

HCFMUSP, through FFM, also attends some health plan operators, whose revenues, although inexpensive, are fully reinvested into the hospital's operations.

The performance, in 2018, of the many Institutes (except ICESP (page 47) and InCor), Auxiliary Hospitals of the HCFMUSP and specialized Units is presented in the following pages.

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## ICHC

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### Institutional Data:

Foundation: 1944

Constructed Area: 166.6  
thousand m<sup>2</sup> Collaborators:  
6,134

Accreditations: ONA I, CAP, PALC, ISO 9001,  
OHSAS 18001, ISO 14001 and Friend of the Elderly  
Hospital Seal

### Care indicators:

Admissions: 34,467

Surgeries: 25,145

Urgent and emergency attention: 69,057

Outpatient appointments: 705,068

Imaging Exams: 98,679 Lab

Exams: 7,396,008

Inaugurated in April, 1944, the Hospital das Clínicas Central Institute (ICHC) originated the HCFMUSP. A pioneer in medical-hospital procedures, its structure concentrates the largest part of the specialties of the HCFMUSP Complex -- 31 medical and surgical specialties -- and counts on two interlinked buildings: the Central Building and the Ambulatory Building (PAMB), inaugurated in 1981.

The Central Building stands out because of the large number of admission and intensive care units, and gathers within its installations the Referenced Emergency Unit, which relies on the Manchester risk classification system to prioritize the most severe cases. Its Nutrition and Dietetics Division is the first Nutrition Unit in a public hospital, in Brazil and Mercosul, to achieve the NBR ISO 9001 certification.

PAMB, in turn, offers care for outpatients and clinical and surgical day-hospital patients, in addition to relying on the diagnostic and therapeutic support areas.

During the epidemics of 2018, a crisis and pioneering Committee on liver in yellow fever was created, led by the Controller Emergency Service and with the involvement of several medical teams and from the support and administrative areas. The patients were admitted to the intensive care units of Infectology and Gastroenterology. There were 135 severe cases suspected of yellow fever, with the confirmation of 97. It stands out for the first liver transplant at a global level in a case of fulminant hepatitis caused by yellow fever.

In July/2018 the new Cellular Therapy Clinical Unit (UCTC) began operations, associated to the Hematology, Hemotherapy and

Cellular Therapy Service of HCFMUSP, which includes ten rooms and 12 hospital beds for patients recovering from cancer and other blood-related diseases, who have undergone transplants or stem-cell treatments. The SHHTC performs, in a monthly average, 12 bone marrow stem-cell transplants, with the peripheral blood and umbilical cord blood from the actual patient or from family donors and volunteers.



Lobby of the renovated area of the ICHC that houses the Clinical Unit of Cellular Therapy

In 2018, the Technological Innovation Center (Citic) was inaugurated in the premises of the Berilo Langer Education Center, in the ICHC. The objective of promoting and encouraging innovation and entrepreneurship among researchers associated to the Institution, within an office that intends to transform creative proposals of the FMUSP-HC System professionals into solutions for health area issues. The center is part of a broad innovation network, with the participation of every institute from the HCFMUSP, from SES-SP and the São Paulo state network of Technological Innovation Nuclei (Inova HC).

They will also offer training courses for start-ups, technical guidance about the several public-private partnerships and fund raising with the support agencies, in addition to legal support to draft contracts supported by the Innovation Law.

The professionals may develop a diversity of solutions such as softwares, applications, IT platforms, new processes, surgical devices and medical equipment, improvement of techniques and many other resources with the potential of becoming a new business.

In 2018, in a joint action with FFM, ICHC carried out 8,328,424 assistance procedures.

## InRad

### Institutional Data:

Foundation: 1994

Constructed Area: 13.1

thousand m<sup>2</sup> Collaborators:

579

Accreditations: ONA III and National Program of Quality in Mammographies (PNQM)

### Care indicators:

Outpatient appointments:

10,302 Imaging Exams: 215,600

The Radiology Institute (InRad) is recognized, both domestically and internationally, as a center of excellence in diagnostic and therapeutic methods and procedures by imaging, in interventionist radiology and nuclear medicine.

Comprising two buildings, the main building concentrates the ambulatory resources for both conventional and interventionist radiology and radiotherapy, and the annex building houses the Nuclear Medicine Center (CMN), pioneer, in the history of South American nuclear medicine, in the development of radiopharmaceuticals, produced by Ciclotron, for the treatment and research in oncology and neurology.

Also standing out are the Image Diagnostic Center for the Mammary Diseases (CEDIM) and the Technical Scientific Nucleus of Image Diagnostics (NDI), responsible for the management of corporate acquisitions of image diagnostics equipment, for the coordination of maintenance contracts and supporting the implementation of the image storing and digital distribution system – Radiology Information System (RIS)/Picture Archiving and Communication System (PACS) –, which enables access to information from any unit in the hospital, in addition to distributing printed reports and exam images.

In 2018, in the Nuclear Medicine Center, the first of its kind installed in a public hospital, the Ciclotron was the first producer to obtain the approval for the radiopharmaceutical NaF registry, with Anvisa. Sodium fluoride is used for diagnosing bone metastasis, figuring as one of the most sought after exams in the nuclear medicine services of the Institution and also of ICESP. Because of that, NaF has the role of aiding the reduction in the wait period for such exam, in addition to replacing the bone scintigraphy, resulting in image quality gain.

With the approval of 11C-PIB (Pittsburgh Compound B), by DIAN TU (Dominantly Inherited Alzheimer Network Trials Unit), it was proven that the production of the radiopharmaceutical meets the

quality standards internationally required and, therefore, it may be produced by Ciclotron for any other clinical research project in which it is necessary.

The platform for requesting and managing the imaging diagnostics exams for the MRI modality (InterRad) enables the physician to request the exams electronically, prioritizing them in accordance with the requirements of the clinical status or return date. The HCFMUSP Technological Innovation Nucleus (Inova HC), whose headquarters, located at InRad, was officially opened to researchers in March, 2017, already produces a series of research projects. Four lines of research were proposed by InRad researchers, and some are being performed with the new PET-RM equipment, which combines the diagnostics of nuclear medicine equipment, which detect the flow of a radiopharmaceutical (radioactive contrast) in the human body, with the MRI images.



Event 'Challenges to Innovation in an Academic Health Center'

In July 2017, FMUSP and the HC jointly held the Innovation Thematic Congregation, in which an institutional initiative was proposed to foment the development of startups in the Health sector. As a first initiative, the international event Challenges to Innovation in an Academic Health Center was carried out in March 2018. Altogether, there will be 8 encounters and the following topics will be addressed in the classes: Change in Culture; Proposing Value; Client Segments; Distribution Channels, Client Relationship; Revenue Sources; Partnerships; Resources and Main Activities; Costs and Metrics for Startup Management.

In 2018, in a joint action with FFM, InRad carried out 225,902 assistance procedures.

**Institutional Data:**

Foundation: 1953  
Constructed Area: 22.1  
thousand m<sup>2</sup> Collaborators:  
1.039 Accreditations: ONA I

**Care indicators:**

Admissions: 4,825  
Surgeries: 5,719  
Urgent and emergency attention: 20,505  
Outpatient appointments: 65,613  
Imaging Exams: 96,646 Lab  
Exams: 271,572

The Orthopedics and Traumatology Institute (IOT) provides specialized care to patients with orthopedic and traumatic affections, and is a center of reference for spinal cord lesions, limb reimplants, endoprostheses reconstruction or with a tissue bank in large tumor resections.

Comprising two interlinked buildings, where the activities of outpatient assistance and admissions are performed, it also counts on the Referenced Emergency unit, in which the risk classification system is used to prioritize more severe cases. Recognized as one of the largest orthopedics and traumatology hospitals in Latin America and research centers in Brazil, also standing out are the Movement Studies Lab (LEM), the Spinal Cord and Nerve Trauma Studies Lab (LETRAN), the Musculoskeletal System Tissue Bank, as well as the Prosthesis and Orthoses Division.

The IOT features among the largest Orthopedics and Traumatology hospitals in Latin America and among the main Research Centers in Brazil, also becoming a reference in the treatment of traffic accident patients, which answer for a major share of the emergencies attended at HCFMUSP.

On July 31st, 2018, IOT completed 65 years.

In that period, many research projects and treatments stood out in the Institute due to their innovation and pioneering.

Tendon transfer procedures, a surgery performed by the IOT, improve the function of quadriplegic patient's hands, enabling them to perform pinching movements with their hands and perform daily tasks.

IOT is a pioneer in the treatment for knee osteoarthritis. Subchondroplasty is a minimally invasive surgery to treat bone defects caused by bone marrow lesions. The procedure has existed in the US for three years and, in Brazil, it has been performed for one year by IOT.

In 2018, IOT utilized a robot, which operates by scanning patients and reproducing exactly what is required in terms of correction and adaptation, by means of a 3D printer. With this process, the patients are able to return to their activities in the quickest time possible, in a more humanized manner.

On April 20th, 2018, an IOT children's group with significant restrictions to arms and hands had a full day of activities, accompanied by their families, which ended with a very special gift: customized mechanical hands inspired in the super-heroes of the movie "Avengers: Infinite War", from Marvel Studios. The action is part of the "Manotón" campaign, promoted by the Argentinian NGO Atomic Lab, which volunteers in manufacturing prosthesis printed with low cost 3D technology for children and teenagers, with the support from Disney.



Mechanical hands inspired in super-heroes

In June 2018, IOT's doors were definitively opened to receive HCFMUSP's Palliative Care group. The environment has 24 hospital beds and starts to function with eight active beds. The expectation is to reach the occupation of 20 hospital beds as the structure and human resources become enabled to meet the demand.

In 2018, in a joint action with FFM, IOT carried out 464,880 assistance procedures.

**Institutional Data:**

Foundation: 1952  
 Constructed Area: 19.77 thousand m<sup>2</sup>  
 Collaborators: 623  
 Accreditations: ONA II

**Care indicators:**

Admissions: 3,059  
 Surgeries: 1,216  
 Outpatient appointments: 81,026  
 Imaging Exams: 10,484

Conceived with the international standards of psychiatric hospital organizations, since its beginning the Psychiatry Institute (IPq) has been regarded as a landmark in the psychiatry of São Paulo and Brazil, when compared to the other institutions dedicated to the same treatment.

A pioneer in assistance, it encompasses all psychiatric disorders, over the different phases of life, and the only admission unit in the country specializing in children. Its pioneering is also expressed in the specialized training of professionals, in the several areas of knowledge of the health sciences. Assistance is not concentrated in the hospital installations, since after discharge the patient may continue with the treatment in a day-hospital and in the many specialized ambulatories, in addition to participating in job training and reinsertion, which facilitates their social reintegration.



IPq installations, which have modern infrastructure

Fully renovated in the beginning of the 21st century, they sustain the status of reference in neuropsychiatry and mental health in the country and Latin America, expanding the assistance area after the incorporation of the functional neurosurgery service, with a highlight to the use of a reference neuronavigator in Brazil.

In September 2018, a new edition of the Open Doors project took place, with an intense program focused in combating the stigma and prejudice associated to psychiatric disorders. More than 250 professionals and specialists participated, spending the

day at the disposal of the population, offering lectures, conversations and exchanging information. More than 160 topics related to psychiatry and mental health were discussed. Among the subjects addressed were the public policies on mental health in effect in Brazil, the psychiatric medications and how they work, compulsions, healthy foods, women's mental health, developments for the elderly, among many others.

In October, 2018, the IPq Transdisciplinary Ambulatory for Gender Identity and Sexual Orientation received from PMSO the "Municipal Seal for Human Rights and Diversity". The Seal is a policy for the recognition of good practices in promoting human rights and diversity, implemented by public and private organizations that operate in the municipality.

In 2018, IPq started developing the first Brazilian study about the effects of ventral striatum electric stimulation in obsessive and compulsive symptoms, in addition to the physiology of the ventral striatum, which combines a multidisciplinary team including psychiatrists, neurosurgeons, psychologists, nurses and neuroscientists and encompasses high relevance clinical and basic science elements.

They also started a project to analyze of the common etiological aspects and differential markers between schizophrenia, bipolar disorder and Alzheimer's. The unique aspect of that project is its multidisciplinary: three diagnostic categories being studied simultaneously in six dimensions (neurochemistry, neuroimaging, neuromodulation, neurocognition and psychopathology, genomics and proteomics).

In December 2018, the First Bonds Program, from IPq, earned the Abril & DASA Award for Medical Innovation in the category Innovation in Social Medicine. The Abril & DASA Award for Medical Innovation is an initiative that aims to recognize medical projects and professionals that make a difference in the scientific, clinical and health care areas. The objective of the initiative is developing a home visiting program, by nurses, focused on teenage mothers that live in adverse conditions, starting in the first quarter of pregnancy and ending upon 24 months of life of the child.

In 2018, in a joint action with FFM, IPq carried out 95,785 assistance procedures.

**Institutional Data:**

Foundation: 1976  
Constructed Area: 23 thousand m<sup>2</sup>  
Collaborators: 1,526  
Accreditations: ONA II

**Care indicators:**

Admissions: 6,451  
Surgeries: 2,067  
Urgent and emergency attention: 20,331  
Outpatient appointments: 66,554  
Imaging Exams: 44,836 Lab  
Exams: 694,678

Inaugurated in August 1976, the Children and Youth Institute (ICr), a national reference in children's health, combines 20 pediatric specialties, providing high complexity assistance to newborns, children and adolescents. Considering global assistance as a priority, it integrates the biological, psychological and social perspectives of the patient, which is revealed in the pioneering of Humanization projects since their conception (1970s), enabling the permanence of parents and/or person responsible, in full time, during the admission, even before the edition of the Children and Youth Statute (ECA).



Anna Dulce Sampaio, musical therapist, volunteer dedicated to the Music in the Hospital Project

With the integrated action of multiprofessional teams and the adoption of the latest resources in diagnostic and therapeutic procedures, ICr offers care of excellence in the modalities intensive therapy, admissions, outpatient care and hospital-day. It stands out for the treatment of chronic and complex

diseases, such as rare syndromes, oncology, Aids, in addition to performing transplants of liver (including inter-living), kidneys, stem cells and hematopoietic cells. It relies on a Referenced Emergency Unit, in which the pediatric risk classification system has been present for years to prioritize higher severity patients.

In an environment that is comfortable and child-themed, with games, drawings and colors, at the hospital each child is treated in a unique manner and the professionals are trained to offer care and well-being for each of the patients.

Through the Music in the Hospital Project, a musical therapist brings comfort to ICr children that are undergoing Hemodialysis treatment at the ICU of ITACI. In addition, thematic lists of songs available on Youtube are accessed by the little patients via tablets.

In the research field, in 2018 the following initiatives were underscored:

Pediatric ICU prognostic assessment by means of bioimpedance at the bed side: a cut-off was established with specificity and sensitivity above 80% for morbidity and mortality in pediatric ICU, using nutritional parameters.

Clinical-laboratory life quality characterization of cohorts of children and youth with chronic disease: prospective study of patients with diabetes mellitus, lupus erythematosus, severe bronchial asthma, cystic fibrosis, neoplasms and others.

Human Thymus - Development and disease: gene expression, histopathological and functional assessment of infants and preschool children thymus.

ICr develops a mature and consistent humanization work, which combines high technology and quality in assistance, respecting and promoting the rights and duties of patients, their subjectivities and cultural references, and today it counts on 12 programs, which involve actions focused on the patient and their escorts and/or for collaborators.

Located in an annex building, the Child Cancer Treatment Institute (ITACI) (page 45), inaugurated in 2001, stands out for being a center specialized in oncology and other hematological or rare diseases, as well as performing transplants in high risk newborns.

In 2018, in a joint action with FFM, ICr carried out 834,917 assistance procedures.

## IMRea

### Institutional Data:

Foundation: 1975  
Constructed Area: 36 thousand m<sup>2</sup>  
Collaborators: 537  
Accreditations: CARF and Accessibility Seal

### Care indicators:

Total quantity of Assistances (Vila Mariana, Umarizal, Lapa and Clínicas Units): 390,484

Recognized, since its conception, in 1975, as a reference in assisting disabled persons, the Professional Rehabilitation Division Vergueiro (DRPV) of the FMUSP Hospital das Clínicas became the Rehabilitation Medicine Division (DMR) in 1994 and, in 2009, the Physical Medicine and Rehabilitation Institute (IMRea).

Based on the integrated action among the medical and multiprofessional team and the adoption of the latest technological resources, IMRea attends to persons with disabilities, whether transient or definitive, which require rehabilitation care, developing their physical, psychological, social and educational potential, with aim for integral rehabilitation and social inclusion.

It carries out their outpatient assistance and admission activities, with a highlight to the Robotics and Neuromodulation Lab; the Movement Three-Dimensional Analysis Lab; the Orthoses, Prosthesis and Auxiliary Means of Locomotion Lab; and the Wheelchair Technology Center.

A reference in care in scientific and technological development for disabled persons, both in the national and international health networks, IMRea coordinated the creation of the Lucy Montoro Rehabilitation Network, defining clinical guidelines and a service standard for the 16 Rehabilitation Units in the State of São Paulo.

IMRea participates in medical residence programs, promotes specialization courses for health professionals in rehabilitation and works in Graduation and Post Graduation, in addition to activities related to clinical research development.

In respect to the activities associated to scientific research development, in 2018 15 research projects were submitted and seven scientific papers were published in national and international indexed journals, in addition to orientation in research for masters, doctorate and post-doctorate works. Also,

o IMRea publishes the Acta Fisiátrica Journal on a quarterly basis, and in 2018 a total of 20 papers were published. Another noteworthy feature of IMRea's Clinical Research Center (CPC) is the participation in national and international events.

Innovative projects were developed, such as the ErgoStim - Ergometer Cycle with Electrical Functional Stimulation - and a Digitalized Seat Modeling System with Pressure Distribution, in addition the the continuity of the study and supply of prosthesis for patients with Hemicorporectomy.

Still in the field of research, in 2018 the following initiatives were underscored:

Optimizing rehabilitation for phantom limb pain, using mirror therapy and transcranial stimulation by direct current: the study is in progress with 19 patients and it is expected that the combined therapies reduce the neuronal projections to normal levels.

Inhibitory deficit as a neuroplasticity market in rehabilitation: and observational study in order to identify the neurophysiological markers of inhibitory control present in different pathologies and their modifications after rehabilitation.



The IMREA CPC presents a new robotics equipment for upper limbs

In May 2018, IMRea's CPC presented a new robotics equipment, which enables three-dimensional movements of the upper limbs, the Vivax, 100% produced in Brazil. The equipment enables an amplitude of arm movements previously unachieved by any other technology worldwide, by enabling movements that were more realistic and closer to the patient's daily activities. Among the advantages of the new technology is the fact that the device is portable and weighs only 15 kilos, approximately seven times lighter than the robots available in the market, also enabling



the person to use it at home. The device is going through clinical tests at the IMREA Vila Mariana.

IMRea comprises today five Units, distributed over the Greater São Paulo: IMRea-Vila Mariana, IMRea-Umarizal, IMRea-Lapa, IMRea-Clínicas and IMRea Morumbi (IRLM – page 50) and a mobile unit (page 58).

IMRea's main office is located in Vila Mariana, south side of São Paulo, and assists, on average, 306 patients per day, offering specialized exams and treatments with high-end equipment, including Robotics Labs, Neuromodulation (inaugurated in 2013) and the Assistive Technology Lab. The admissions ward has adapted rooms to enable patients and their caretakers to a humanized and comfortable sheltering environment. The medical staff includes physiatrists and specialists in the areas of: Urology, Cardiology, Neurology, Psychiatry, Radiology, Medical Clinic, Infectology, Labor Medicine and Dentistry.

In 2018 IMREA's Vila Mariana Unit was awarded the Accessibility Seal by the Permanent Accessibility Commission and the Municipal Secretariat of the Disabled Person (SMPED). That Seal attests that the building is fully compliant with the standards dedicated to accessibility for the disabled.

In the south side, in the district of Campo Limpo, is located the IMRea Umarizal, inaugurated in 2001. It assists approximately 136 patients every day within its several rehabilitation programs. It offers high-end technology, such as the Robotics and the Assistive Technology Labs, which aims to develop the patients' maximum potential. It provides specialized ambulatories, such as Neuromuscular Blockage, Acupuncture, Dentistry, and the labs specialized in Electroneuromyography and Isokinetic evaluation. After the conclusion of the rehabilitation program, it is possible to participate in physical conditioning activities to improve physical abilities, introduction to adapted sports and initiation into orientation and

occupational/professional qualification.

In the west side of the city, IMRea Lapa, inaugurated in 2007, currently attends around 227 patients per day within its several rehabilitation programs. It offers specialized outpatient facilities, such as hemophilia and Integral Care for Down Syndrome, which assists patients from zero to 18 years of age, with distinguished programs according to the age profile and different development phases. It provides complementary activities post rehab program, such as: physical conditioning to improve physical abilities and introduction to adapted sports, cultural and therapeutic workshops, income generation and professional training workshops, the latter two within the rehabilitation and professional and social inclusion program. In this Unit also take place the activities of the Wheelchair Technology Center and of the management and development associated to the provision of orthoses, prosthesis and auxiliary means of locomotion for patients in rehabilitation programs.

Inaugurated in 2008, IMRea Clínicas is located within the HCFMUSP block and assists, through its several rehabilitation programs, approximately 86 people a day, which are referred by the community, Basic Health Units, Specialized Outpatient Ambulatories, and HCFMUSP as well. It attends the higher complexity cases, such as brain lesions, cerebral paralysis and/or delayed neuropsychomotor development,

neurodegenerative diseases and musculoskeletal pathologies, in addition to relying on the specialized ambulatory for Neuromuscular Blockade and the specialized Electroneuromyography lab.

In 2018, the quantity of outpatient assistances of IMRea (with exception to IRLM (page 50), including medical and dentist appointments, multiprofessional assistances and exams totaled 390,484, according to the chart below:

PHYSICAL MEDICINE AND REHABILITATION INSTITUTE - ASSISTANCES IN 2018				
Unit	Multiprofessional Assistances	Medical / Dental / SSO Assistances	Exams	Total
Vila Mariana	119,488	16,405	3,203	139,096
Lapa	121,533	3,476	08	125,017
Umarizal	72,528	7,438	66	80,032
Clínicas	40,661	5,411	267	46,339
<b>Total</b>	<b>354,210</b>	<b>32,730</b>	<b>3,544</b>	<b>390,484</b>

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## Suzano Auxiliary Hospital Division

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### Institutional Data:

Foundation: 1960  
Constructed Area: 19 thousand m<sup>2</sup>  
Collaborators: 448 Accreditations: ONA I

### Care indicators:

Admissions: 152  
Outpatient appointments: 27  
Imaging Exams: 575  
Lab Exams: 575

Inaugurated in 1960 and located in the municipality of Suzano, in the Greater São Paulo region, the Suzano Auxiliary Hospital Division (DHAS) was conceived to be the rearguard for HCFMUSP Institutes, providing specialized medical-hospital assistance to patients in a long-term stay.

In the main building, it offers assistance for adults and children with integrated activities of a multiprofessional team, which enables to reestablish functional capacity and rehabilitation of sequelae in different

stages of disease.

Today DHAS is undergoing a renovation process on its current building and a new one is being constructed to extend assistance capacity and increase its vocation, coming to offer modern diagnostic and therapeutic procedure resources.



Aerial view of DHAS gardens, which works as an auxiliary unit for admissions within the HCFMUSP Institutes

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In 2018, in joint action with FFM, DHAS carried out 1,329 assistance procedures.

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## Cotoxó Auxiliary Hospital Division

Inaugurated in 1971 and located in the district of Pompéia, in the city São Paulo, the Cotoxó Auxiliary Hospital Division (DHAC) was conceived to be a rearguard for HCFMUSP Institutes, providing specialized medical-hospital assistance to patients in intermediary care, through an integrated multiprofessional team.

Currently the hospital is undergoing renovations to extend its installed capacity, adding to their assistance modern diagnostic and therapeutic procedure resources, in addition to new spaces dedicated to education and research in the health area.

The renovation will also create a

place for the Human resources Education and Training Center and for the new Alcohol and Drugs Collaborator Center, a partnership with SES-SP, USP and the National Secretariat for Policies on Drugs (SENAD), from the Justice Department.

That center will be managed by IPq and will include hospital beds for admissions, day-hospital, areas dedicated to education and patients' family attention.

The renovation, which shall be concluded in the coming years, will enable the introduction of modern resources in diagnostic and therapeutic procedures, in addition to new spaces dedicated to education and research in the health sector.

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## LIMs

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Created in 1975, in FMUSP, and incorporated to HCFMUSP in 1977, the Medical Investigation Labs (LIMs) are the branch for scientific research development. The LIMs standardize new technique and diagnostic methods, promote training in basic and applied research and have courses in the Medical and health fields.

In addition, they work as a field for education, development and training of health professionals and higher education level students.

The labs have 62 units and 200 research groups registered with the CNPq directory.

Its scientific production is developed in the Institutes and represents 7.3% of Brazilian publications and 3.3% of Latin American publications in the health and biomedical sciences field, according to data from the Science and Technology Department.



LIM 55 Installations - Urology Lab

Its main goals are:

- developing scientific research;
- standardizing new diagnostic techniques and methods, enabling their implementation in patient care in other HCFMUSP units;
- promote training of researchers in basic and applied research;
- operate as a field for education and training of higher education level students, whose curriculum are related to health sciences;
- function as a field for the development and training of health professionals;
- offer courses in the field of medicine and health.

In the past ten years the FMUSP-HC System has been developing a multiuser equipment network that is considered a national model (PREMiUM) (page 97). Currently there are 42 nuclei, which offer use of equipment and services for researchers both from the System and external, national and international ([premium.fm.usp.br](http://premium.fm.usp.br)). More than USD 20 million have been invested in the construction of that network. Funding for the acquisition of these equipment is made via support agencies and administration bodies, among others.

Among the equipment available are the 7-Tesla MRI and MicroPET-CT. Among the experimental models available are the zebra fish and Animal ICU.

In addition to the investments in multiuser equipment, FMUSP brought infrastructure upgrades for all researchers of the

FMUSP-HC System. In 2015, they implemented the Biological Sample Storage Center (CAAB), comprising a cryogenics center and a freezer room, with capacity for 100 equipment.

Since 2017, the System has invested in interlinking lab units with a high data processing and storage demand with a high capacity fiber optics network. For such, they have deployed resources obtained with Finep, FFM and Fapesp.

In the beginning of 2018, the LIMs received funds from FFM for research investments. The financial contribution is the result of a strategic decision by the FMUSP Board taken in the second semester of 2017, with the support and execution led by FFM.

Three lines of investment were defined, the creation of new LIMs and a support program for younger researchers. The main line of subsidies is dedicated to new research initiatives. The young researchers associated to the lab units that never received funding had a preference. As for the subsidy for new initiatives, it should follow the guidelines of the public notice launched by HCFMUSP, which prioritizes work in a partnership between two or more LIMs.

Over the last 20 years there has been a gradual strengthening of the LIMs' scientific identity, both internally and externally. However, HCFMUSP regulations did not allow for the increase of the research groups. Only with a change to a special regime autarchy, in 2011, was it possible to consider the possibility of growth.

Another novelty in research development is a closer approach between the HCFMUSP Technological Innovation Nucleus and the researchers associated to the LIMs, with initiatives to promote greater interaction and incentives to take part in courses and projects.

With the application of new investments that are still in progress, the LIMs are also going through an expansion and reorganization process. The registration of the research groups and leaderships are updated every year and there are currently 221 groups with continuous scientific production, totaling more than 2 thousand new scientific papers produced every year.

The LIMs do not have their own building and the Lab Units are distributed among the several buildings of the FMUSP-HC System, Oscar Freire Institute and USP's Tropical Medicine Institute, with a higher concentration (42 Units) allocated in FMUSP's Central Building.

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## Other Health Units

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*FFM and HCFMUSP, in joint action, also develop actions focused on improving other Units and Health Centers, equally dedicated to the gratuitous assistance of SUS patients.*

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### House of Aids

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Through agreements made with SES-SP, the HIV/Aids Patient Care Extension Service - House of Aids, of the Infectious and Parasitic Diseases Division, inaugurated in 1994, develops activities of education, research and care for HIV / Aids patients, and relies on the joint operation of FFM, since 2004.

Since September 2014, it operates in the installations of the SES-SP Pinheiros Health Center, where they provide outpatient assistance to approximately 3,300 adult patients with HIV.

In 2018, new patients with viral hepatitis and those seeking HIV Pre-Exposure Prophylaxis - PrEP.

Fifty-five collaborators work there in a multidisciplinary and interdisciplinary team formed by infectologists, gynecologists, psychiatrists, nurses, psychologists, pharmacist, nutritionist, social workers, dentist surgeon, physical educators and technical staff of nursing and administrative support.

That team jointly creates an integral care policy for people living with HIV, viral hepatitis and sexually transmittable infections, which counts, in addition to the actual technical scientific coordination of the HCFMUSP Infectious Diseases Division, on an agreement made between FFM, SES-SP and HCFMUSP to fund those activities.

That partnership also carries out HIV prevention and diagnosis initiatives, testing for the virus and other infections, such as hepatitis and syphilis, which are sexually transmittable.

In December 2018, the physical space adaptation services were concluded for the implementation of the Physical Activity Lab of the House of Aids, dedicated to the practice of supervised physical exercises for patients living with HIV, with aerobic, strength, flexibility and functional training.

In the assistance area, multidisciplinary projects for prevention stand out, with the application of

the quick test for the diagnostic of HIV, viral hepatitis and syphilis; of adhesion to antiretroviral treatment; of monitoring young people living with HIV transferred from HCFMUSP's ICr; and of HIV/Hepatitis coinfection, mental health and tuberculosis in patients living with HIV.

On December 7th, 2018, an event was organized to mark the Global Fight Against HIV Day, held at the Largo da Batata square in Pinheiros, where the population was offered a quick test application and orientations about treatment and prevention of sexually transmittable infections.

The quick test consists in the collection of oral mucous secretions, with a cotton swab between the gums and lips, and the result is obtained in 30 minutes. 310 tests were done, and two were identified as HIV positive, who received prompt attention for follow-up.



The House of Aids staff in an action in Largo da Batata square performing quick tests

With aim to continue these actions, started in 2004, an Agreement was made between SES-SP, FFM and HCFMUSP, in effect from 2017 to 2019.

In 2018, via FFM, 32,161 outpatient procedures were carried out (including appointments and assistances with the multiprofessional team).

2,749 quick HIV tests were done, with the identification of 2.9% with the positive result.

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## Children's Cancer Treatment Institute - ITACI

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FFM and HCFMUSP, through agreements made with SES-SP, jointly develop ICr's ITACI activities, a reference in assisting children with cancer.

The current Onco Hematology Service (SOH) of HCFMUSP's ICr, know as ITACI, started their activities on 12/17/2002, with the activation of 12 medical offices and two rooms for outpatient procedures, in addition to 12 day-hospital beds for chemotherapy. On 05/16/2003, assistance began in the admissions area, opening six of 17 installed hospital beds. Since 2009, it has two beds for Hematopoietic Stem Cell Transplants.



Volunteers participated in planting the gardens, which today already have flowers and fruits, and attract birds and butterflies

The activities of education,

research and assistance are developed for children and youth from 0 to 19 years of age, carriers of onco-hematologic diseases, with origin from the SUS or the complementary health system.

In April/2018, CTCTH - Hematopoietic Stem Cell Transplants Center returned to the 1st Basement, with the reactivation of their six hospital beds.

In 2018, a research was also carried out on the connection of nature with the urban environment, proposing to study the ITACI environment and promoting an integration with the nature of the little patients, and also their parents or escorts and the professionals that work there. Plants in front of the existing windows, flower vases and even projections of images from nature were used to bring people closer to nature within the hospital environment.

ITACI participated actively in the Golden September campaign for the early diagnostic in the fight against children-youth cancer, the largest campaign to raise the banner of early diagnosis and awareness that this is a powerful weapon to fight child-youth cancer.

In 2013, ITACI received the ONA 1 Accreditation and, in 2014, ensured the seal was maintained. In 2015, it received the Level 2 ONA Accreditation - Full Accreditation, which, in addition to meeting the patient security criteria, presents integrated management, with processes occurring in a fluid manner and with full communication between the activities. In 2016, 2017 and 2018, it received the Level 2 ONA Accreditation - Full Accreditation.

With aim to continue these actions, an Agreement was made between HCFMUSP, FFM and SES-SP in effect from 2017 to 2019.

In 2018 were performed: 16,800 medical appointments; **17,700** multiprofessional appointments; **49** Hematopoietic Stem Cell Transplants, **20** Autologous, **18** Related Allogenic and **11** Non Related Allogenic; and **7,042** ambulatory chemotherapy sessions, totaling **41,591 procedures**.

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## Butantã School Health Center

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The Samuel Barnsley Pessoa School Health Center (CSEB) is a faculty-health care unit of FMUSP, under the responsibility of Departments of Preventive Medicine, Pediatrics, Medical Clinic, and Speech Therapy, Physiotherapy and Occupation Therapy. The center is dedicated to education

and research in the area of primary attention for undergrad students in the field of health, medicine and multiprofessional residency, in addition to the formation of technical level professionals and others already working in services.

It is responsible for for the assistance in an area of 25 thousand residents in the Butantã region, encompassing two discontinuous nucleus, with socioeconomic, demographic, health

conditions and susceptibility to disease heterogeneity.

In 2018, via FFM, CSEB carried out

**6.238 outpatient procedures.**

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### Emílio Ribas Institute

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The Emílio Ribas Infectology Institute (IIER) was one of the first Public Health institutions in São Paulo, inaugurated in January 8th, 1880.

IIER has a marked participation as a major health care, diagnostic, infectious disease treatment, and epidemics control center in the State of São Paulo and Brazil.

In parallel to health care activity, it is a reference center for education and research, contributing towards the training of health

professionals.

In 2014, an agreement was signed between SES-SP, FFM and HCFMUSP, with aim to execute the IIER Management, Actions and Services Operationalization Project, which was terminated in that same year.

In 2016 and in 2017, new agreements were signed with SES-SP, with aim to execute, by FFM and HCFMUSP, in joint action, laboratory services.

These activities continued in 2018.

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### Várzea do Carmo NGA

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By means of Agreements with SES-SP, FFM and HCFMUSP, via the Clinical Gastroenterology Service, they are responsible for the Várzea do Carmo Endoscopy and Hepatology Service of the Assistance Management Nucleus (NGA), a specialty outpatient facility of SES-SP that operates in central São Paulo.

The service was created to fulfill a gap in secondary patient care by SUS, solving the majority of cases and referring the most complex cases for specialized treatment in HCFMUSP.

Várzea do Carmo ambulatory is a reference for 39 municipalities of the Greater São Paulo. The cases are referred from primary attention services, such as AMAs, UBSs and emergency Hospitals.

Aiming for the continuity of these actions, initiated in 2010, an Agreement was signed between SES-SP, HCFMUSP and FFM.

In 2018, FFM and HCFMUSP, in joint action, carried out **22,950 assistances**, 10,495 exams and 12,455 appointments.

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### USP University Hospital

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The University Hospital (HU) has the purpose of promoting education, research and extension of services to the community. In order to achieve their objectives, HU undertakes to: stimulate and promote education and research, providing them with a field of activities and development; developing disease prevention and treatment assistance activities, as well as health protection and recovery; and collaborate with education institutions in the development of assistance, educational and operational technologies.

In the end of 2018, an agreement was signed between SES-SP, FFM and HCFMUSP, aiming to promote the strengthening of the development of actions and health care services provided to SUS users in the region, via the transfer of financial resources to pay for expenses in hiring medical service provisions, medical attendance remuneration, acquisition of hospital-medical materials and medication dedicated to Emergency Services, Surgical Center and Admission Units.

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## Management Contracts

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*Based on the qualification of FFM as a Social Health Organization (OSS), Management Contracts were signed, with the aim of managing ICESP and IRLM activities.*

In 2008, the Fundação Faculdade de Medicina (FFM) came to be recognized as a Social Health Organization (OSS), a private non profit legal entity, whose activities are directed to education, scientific research, technological development, environmental protection and preservation, culture and/or health, receiving this

title from the Public Administration and authorized to sign with them management contracts to perform non exclusive services of the State. As of then, they performed an important role in the management of public institutions, which are detailed below.

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## Management Contract of the Cancer Institute of the State of São Paulo - ICESP

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The Octavio Frias de Oliveira (ICESP) Cancer Institute of São Paulo completed, in May 2018, its 10th anniversary. The institute today is recognized as one of the largest and most important medical care centers of Latin America in the oncology area, including by patients who, over this course, classified ICESP as one of the best public hospitals of the State of São Paulo, according to a survey carried out by the State Health Secretariat.



Commemorative Seal of ICESP's 10th Anniversary

With the creation of ICESP in 2008, a Management Contract was signed between SES-SP and FFM, qualified as an OSS, in order to regulate the development of ICESP's health initiatives and services. Thus, as of 2009, FFM undertook the management of the new Institute.

With the enactment of Complementary Law No. 1.160/2011, which transformed HCFMUSP into a special regime autarchy, FFM, a social organization selected in a public notice, initiated the Management Contracted directly with HCFMUSP as of 2017.

Since its implementation, the Institute has the focus of humanized care, considered a fourth pillar along with education, research and care for the population, which are the three pillars of the HCFMUSP Complex. The four pillars involve the assumption of quality and security. In that sense, ICESP has been garnering recognition as a center of excellence in a national and international scope, with important seals and accreditations.

Currently, ICESP assists approximately 50 thousand patients in treatment, of which some 10 thousand patients, escorts, visitors and collaborators circulate through the hospital on a daily basis. With 112 meters in height, ICESP is one of the highest vertical hospitals in the world and currently counts on 499 installed hospital beds, 85 of them in ICU.

18 surgical rooms, 103 medical offices, 7 tomographers, among other equipment. It is also the first 100% digital public hospital, with electronic medical records and a digital certification process, which increase the security levels, rationalizing the work and reducing costs with paper and printing.

The promotion of self-esteem, via activities such as manicure, barber shop, fashion show, use of bandannas and turbans and self make-up, are part of ICESP's daily actions, which provides

qualified professionals and volunteers for these actions. Sports activities, guidance for caretakers in regards to daily procedures, including nutritional aspects, are also part of the programs offered, as well as cultural activities, with book loans and story telling.

Rehabilitation is also a part of the project of humanization in assistance and enables the patient to perform all stages of cancer treatment in the institution, without need to go to other health units. In a 221 m2 area, with modern equipment and colorful walls, physiotherapists, occupational therapists, psychologists, speech therapists, and physicians work together.

One of the differentials are the acupuncture sessions, performed by physiatrists, to help control pain. For the occupational therapy works, there is an area for daily activity simulations to readapt the functions lost with the disease or treatment. The speech therapist assists in swallowing and language, nutrition and writing disorders, among others.

In addition to medical care, ICESP professionals develop education and research activities in accordance with FMUSP guidelines.

The goal is to transform the Institute into a reference research center at an international level in the field of cancer, including the study of new drugs and innovative treatments for the disease.

The Oncology Translational Investigation Center (CTO) works with 20 groups that operate in basic and applied oncology research.

The research is carried out in the hospital's environment, and the researcher works together with the physician that assists the patient.

A robot, a novelty in the São Paulo state public hospitals, guides surgeries on the Institute's patients. The equipment is part of a research protocol, benefiting more than a thousand patients of the Institution with minimally invasive procedures.

The technology focused on research is also present in the Health Realistic Simulation Center (CSRS), focused on the education of oncology area professionals. The simulations of assistance use clinical scenarios in a controlled and safe environment, where the professionals have the same difficulties found in a real case. The high tech dummies used simulate the same symptoms and vital signs of a human being, such as a spontaneous opening of the eye, cardiac sounds, pulmonary movement, and can also sweat, cough and vomit. Within the assistance scenarios, the professional experiences the stress of decision making he or she will face in their daily routine and, hence, improves their work and real-life assistances, already recognized by the patients themselves for its excellence.

Thousands of patients of the Public Health System (SUS) go through the Cancer Institute every year. The numbers reflect an expressive assistance production and one with great representativity, as shown in the chart below:

SUMMARY OF ICESP ASSISTANCE IN 2018	
Procedures Performed	Qty.
Medical appointments	222,430
Chemotherapy sessions	46,077
Radiotherapy sessions	51,286
Surgeries	7,766
Multiprofessional appointments	128,154
Hospital Discharges	18,822
Urgent Assistance	29,155
<b>Total</b>	<b>503,690</b>

In 2018, major events and technological acquisitions were made, maintaining ICESP aligned with market advancements and contributing to society. The Institute also views social responsibility as promoting educational and social marketing campaigns. It is believed that such approach with the public is essential to build a healthier community. Based on this premise, interactive actions were carried out seeking to disseminate safe and relevant information that benefit prevention and early cancer diagnosis, in addition to stimulating the adoption of healthy habits and sports practice.

In May, ICESP celebrated its ten-year anniversary. During the month, the collaborators were invited to take part in several commemorative activities.

On May 20th was promoted the 4th edition of the **ICESP Run** Race and Walk, with a record 3 thousand entries. The edition offered five and ten kilometer courses for the race and five kilometers for the walk, starting at the Charles Miller Plaza at the Pacaembu Sports Complex.



Pacaembu. With the goal of contemplating all types of "athletes", the activity gathered a crowd of all ages and with different experience levels, including children between 4 to 13 years, who ran in special heats. Held since 2015, the competition intends to bring the society closer to the actions carried out by the Institute, in addition to raising awareness to the importance of physical exercises in cancer prevention and treatment. The competition is a charitable event and the value of the entry fees is fully invested in promoting health care, research and humanization projects of ICESP.



Race start of the fourth edition promoted by ICESP

Integrated to the oncology network of the State of São Paulo, ICESP's outpatient unit in Osasco completed four years of existence on August 11th, 2018. The unit already performed more than 90 thousand assistances to patients that reside in the so-called Bandeirantes Route, which includes the cities of Barueri, Carapicuíba, Itapevi, Jandira, Osasco, Pirapora do Bom Jesus and Santana do Parnaíba.

With a capacity to perform around 600 radiotherapy sessions per month, it has as premise the same humanization and quality offered in the São Paulo headquarters, in the Health Quadrilateral.

With the intent to provide these patients with more comfort throughout their treatment, they offer medical and multiprofessional appointments, comprising dentists, nutritionists, psychologists, nurses and social workers, in addition to offering

chemotherapy and radiotherapy sessions. Thus, only the most complex cases of the region, such as surgeries, continue to be referred to the São Paulo capital.

ICESP promotes actions with a therapeutic, cultural and educational character, in order to enable sharing experiences, exchange of information and mutual support. The activities help to improve the communication between patients, family members and staff, and also stimulate the development of resources to face the disease.

In 2018, events and actions were carried out for the staff professionals, such as conversations with the board to clarify several subjects regarding the Institution, a nail polish workshop, lecture about physical activities and arts and crafts workshops.

Over these four years, ICESP-Osasco registered more than 65 thousand medical and multiprofessional appointments, they reached the mark of 16 thousand radiotherapy sessions and surpassed the number of 14 thousand chemotherapy infusions.

ICESP and its support unit are part of the Hebe Camargo Fight Against Cancer Network, created in March 2013, with the goal of integrating the units certified in oncology assistance into a single Oncology Regulation Center.

The Network relies on tracking protocols, which consist in the formulation of guidelines for the cancer diagnosis to be performed the earliest possible. Its integration enables the Institutions to follow the same disease detection protocol. In regards to the center, it ensures exactly that the patient be referred to the unit closest to his or her residence, always in accordance with the complexity and requirements of each case.

Patient referral occurs by means of reference services in the region, within the State Regulation Center and a clinical assessment of the cases at ICESP.

Over 2018, the following procedures were performed in the ICESP Unit in Osasco:

SUMMARY OF ICESP OSASCO ASSISTANCE IN 2018	
Procedures Performed	Qty.
Medical appointments	8,732
Multiprofessional outpatient appointments	7,439
Outpatient chemotherapy infusion sessions	3,400
Radiotherapy Sessions	5,478
<b>Total</b>	<b>25,049</b>

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## Lucy Montoro Rehabilitation Institute Management Contract

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Since 2010 FFM has maintained the Management Contract with SES-SP to carry out the health activities and services at the Lucy Montoro Rehabilitation Institute (IRLM). Inaugurated in September 2009, the Institute is a unit of IMRea (page 40), located in the Morumbi district, and was designed with the purpose of offering higher complexity care, in the field of physical rehabilitation, with a technological structure and qualified personnel in diagnostic and therapeutic resources. It is responsible for the qualification, training and assistance flows required by the Health Units of the regions within its area of scope.

Health care promoted by IRLM has a multiprofessional and interdisciplinary character, specialized in the Medicine and Rehabilitation field. They seek to promote the treatment of the limitation caused by the disability, with the objective of reaching the highest level of physical and functional independence of the patient, with the aim of his full rehabilitation and social inclusion, considering the characteristics and degree of disability presented.

The rehabilitation programs carried out encompass the set of assistances offered to the patient since his/her admission to the hospital until their discharge, according to their disability, including all assistances and procedures required to obtain or complete the diagnosis and therapies required for the treatment.

Rehabilitation treatments are done in outpatient and admission programs, exclusively via SUS, which include: multiprofessional screening, medical ambulatory (evaluations and returns), rehabilitation program, orientation groups, staff meetings, educational activities for patients and caretakers, curative groups, technical aid ambulatory and neurochemical blockage ambulatory. It also includes home visits and engagement with community resources, when required. For such, it counts on a staff formed mainly by: physiatrists; consultant physicians in the specialties of medical clinic, cardiology, neurology and urology; social workers; psychologists; physiotherapists; occupational therapists; speech therapists; nursing professionals; nutritionists, physical educators, in addition to technicians in orthoses and prosthesis and in therapeutic workshops.

The medical technologies for diagnostic and therapeutic support that help to sustain the

Rehabilitation Programs offered at the IRLM are: virtual reality, urodynamics, robotics for upper and lower limbs, vesical biofeedback, balance system, cycloergometer with functional electrical stimulation, passive cycloergometer for upper limbs, ergometric bicycle, exoskeleton associated to virtual reality, game therapy, 3d digitizer, l.a.s.a.r posture (laser assisted static alignment reference), ultrasound, bone densitometry, equipment for equine therapy simulation, electrical bioimpedance and therapeutic pool.

For the rehabilitation programs in the admission regime, assistance is provided to patients with acquired brain lesions, bone marrow lesions and other paralysis.

In the ambulatory, the rehabilitation programs are focused mainly on the Child macroprocess (up to 6 years and 11 months), including physical disabilities resulting from cerebral paralysis, myelomeningocele, obstetric paralysis and congenital malformations of the limbs. Upon specific demands related to the needs of patients that have been submitted to the rehabilitation program in an Admission regime and the processes of education and research, assistance for acquired brain injuries, spinal cord injuries, amputations and other paralysis was also offered.



IRLM Patients are rehabilitated by means of a multidisciplinary staff, including physicians, physiotherapists, psychologists and speech therapists, among other professionals.

IRLM hosted, on October 11th, 2018, an event in celebration to Children's Day, in a partnership with the NGO Pernas de Aluguel and with the support from the multidisciplinary staff of the Institute, which stimulated the Children's Ambulatory Patients to ride adapted tricycles. The tricycles used are specifically manufactured to be pushed and to race, offering total safety to the patient, with no risk of falling over or toppling to the sides. The activity was

carried out in two periods, morning and afternoon, and had the participation of 38 kid patients of the Institute.

In 2018, IRLM fulfilled the requirements of a hospital specialized in rehabilitation of the physically disabled, with their human and technical resources, exclusively via SUS, offering, according to the complexity level of its assistance and operational capacity, the health services that are classified in specific modalities. The assistance offered by IRLM comprises outpatient assistance, admission and hospital urgency assistance.

Among the technologies provided for the assistance to the disabled, the following stand out:

a) Baropodometry: evaluation that identifies the distribution of pressure areas on the soles of the feet while racewalking; b) Transcranial Magnetic Stimulation: central nervous system stimulation methodology, by which it is possible to cause and obtain favorable responses to physical reconditioning and movement progress; c) Telethermography system that assists in diagnosis, treatment and evolution of some diseases, such as musculoskeletal system tumors, scabs and paraplegic thrombosis and infections, etc.; d) IMN MOTION Shoulder Elbow: promotes the rehabilitation of patients with impaired upper limb function;

e) IREX: equipment that uses virtual reality to guide patients in exercises for specific functions; f) I-TOY: through video capture technology, the patient is stimulated to movement; g) LOKOMAT: equipment focused on patient recovery treatment with motor deficits affected by Central Nervous System lesions; h) ERGYS: enables patients with full spastic spinal cord injury to perform aerobic training on ergometric bicycles; and i) ARMEQ: promotes the motor rehabilitation of partial paralysis of upper limbs.

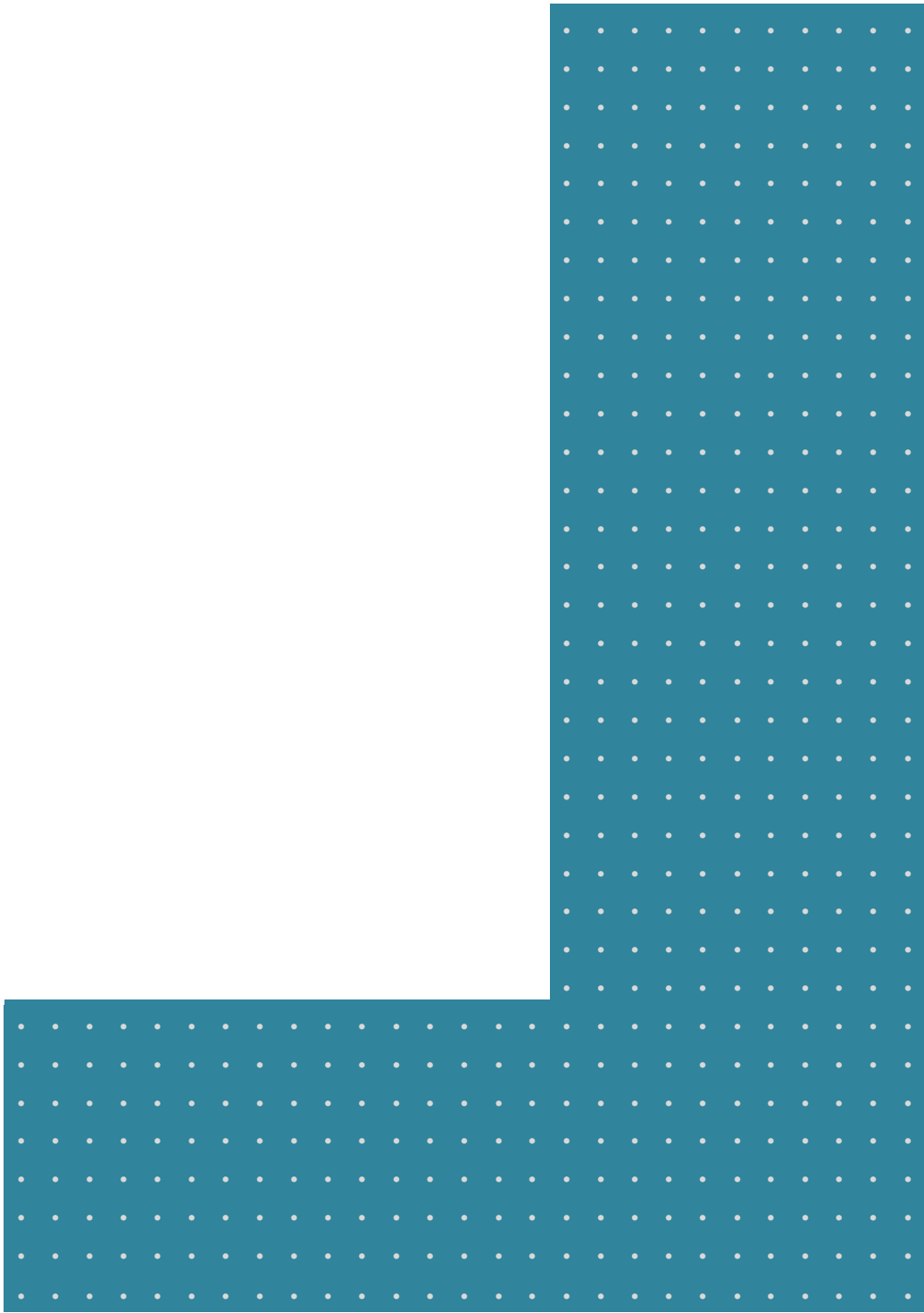


Use of the Lokomat, consisting in a brace that sustains the patients waist and two orthoses for the lower limbs.

The number of procedures performed, in 2018, were the following:

LUCY MONTORO REHABILITATION INSTITUTE - 2018	
<b>Ambulatory Activity - Medical Specialties</b>	
<b>Procedures Performed</b>	<b>Quantity</b>
Ambulatory activities – Psychiatry	4,396
Ambulatory activities – Urology	479
Ambulatory activities – Other	426
<b>Ambulatory Activity - Non Medical Specialties</b>	
<b>Procedures Performed</b>	<b>Quantity</b>
Ambulatory activities – Nursing	4,444
Ambulatory activities – Physiotherapy	4,801
Ambulatory activities – Speech Therapy	1,503
Ambulatory activities – Nutrition	1,632
Ambulatory activities – Psychology	3,868
Ambulatory activities – Occupational Therapy	4,488
Ambulatory activities – Physical Conditioning and Social Work	3,650
Provision of Orthoses, Prosthetics and means of Locomotion	2,649
Clinical, diagnostic and therapeutic procedures	210
<b>Hospital Assistance Activity - Admissions</b>	
<b>Procedures Performed</b>	<b>Quantity</b>
Medical Rehabilitation Clinic - Hospital Discharges	410
<b>General Total</b>	<b>32,956</b>





# Social Work Actions

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# SOCIAL WORK ACTIONS

*In addition to the integral health activities, HCFMUSP and FFM, in joint action, also develop social work programs and projects, focused on the most unattended population*

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## Bandeira Científica Project 2108

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BANDEIRA CIENTÍFICA COLLECTION

Images of the ophthalmologic and dental exams performed in 2018

The Bandeira Científica Project is a university extension project, which begun in 1957 upon the initiative of FMUSP students, focused on education and research. Its operations were interrupted in 1969, due to the political situation of the time, and the project resumed only in 1998. Ever since, the cycles have been held annually, with the inclusion of assistance along with education and research.

The project started to include the participation of more fields of activity, developing initiatives of direct attention to individual and collective health, in addition to activities with aim to improve the health-related organizational and structural conditions. Such actions follow the principles and guidelines of SUS and Primary Health Care, which encompass "the promotion and protection of health, prevention of diseases, diagnosis, treatment, rehabilitation, reduction of damage and maintenance of health, with the purpose of developing an integral action that impacts the health and autonomy status of people and the determinants and conditioners of the collective health" (BRAZIL, 2012).

Currently, the USP areas that partake in the project are: Polytechnic School,

Pharmaceutical Sciences, Medical School, Veterinary Medicine and Animal Science, Dentistry, Public Health, and the Psychology Institute.

Every year, Bandeira Científica selects a Brazilian municipality and seeks to operate in a way to contribute the health development in the region. The guarantee to health transcends the scope of clinical-assistance activities, from thus arising health prevention and promotion, the public policies in effect, the articulation of the health care network, the work process of the users and workers as also key for the promotion of care.

In respect to education, Bandeira Científica seeks to fulfill its role of a university extension project, having an effective action in the training of undergrad students of the several units that compose it.

In the period of December 8th to 19th, 2018, the "2018 Bandeira Científica Project" operated in the town of Wenceslau Brazil, in the state of Paraná, including approximately 180 participants, among academics and trained professionals, who carried out assistances, exams and activities, listed below.

2018 SCIENTIFIC FLAG PROJECT PERFORMANCE - PR		2018 SCIENTIFIC FLAG PROJECT PERFORMANCE - PR	
<b>Assistances</b>	<b>Qty.</b>	<b>Activities</b>	<b>Qty.</b>
Medicine	1,815	Home assistances	60
Physiotherapy	30	Prevention and health promotion activities	20
Nutrition	32	Counter-reference discussion with the teams	06
Psychology	25	Meetings with the municipal administration	33
Dentistry	796	Activities with professionals	02
Speech therapy	07	<b>Subtotal Activities</b>	<b>121</b>
Occupational Therapy	09	<b>Other</b>	<b>Qty.</b>
Pharmacy	62	Provision of medical treatments	82
Shared assistances	91	<b>Subtotal Other</b>	<b>82</b>
<b>Subtotal of Assistances</b>	<b>2,867</b>	<b>Other Procedures</b>	<b>Qty.</b>
<b>Exams</b>	<b>Qty.</b>	Dental prosthetics	48
Audiometries	27	Dental surgery procedure	75
Immittances	07	Orthoses	18
Scheduled Ultrasound	151	IUD Implants	38
Pathological exams	11	Adaptations	24
Collection of oncotic colpocitology	27	Donation of eyeglasses	769
Electrocardiograms	08	Anthropometric evaluations	123
<b>Subtotal of Exams</b>	<b>231</b>	Meatotomy	33
<b>Participants</b>	<b>Qty.</b>	<b>Subtotal Other Procedures</b>	<b>1,128</b>
Directors and area coordinators	35	<b>Approx. assistances and procedures</b>	<b>4,429</b>
Participants - Academics	97		
Participants - Professionals	51		
Coordinator Professors	14		

## Homeless children and youth in Central São Paulo: the mental health of this population and the effectiveness of multidisciplinary intervention in the socio-familial reinsertion process – Equilibrium Program

The Equilibrium Program, which resumed its activities in 2017 by means of an agreement signed between FFM and the State Secretariat for Social Development, is coordinated by the IPq. It has the main goal of assisting children and youth in a situation of vulnerability and social risk, and concurrently providing attention to the families, seeking to reintegrate the children to family and community life in a more agile and structured manner. For such, it works jointly with the expanded network in place that also assists that population, in order to prevent, in the long-term, the growth in the number of children living on the streets and the consequences of violence in the individuals and families formation process.

Its main goals are:

1. Provide the initial attention and follow-up of children and youth who fell victim to abuse and families that live in a situation of vulnerability and risk, to reduce current suffering and prevent future health problems;
2. Develop preventive actions, via psychosocial interventions with the families to

reduce family violence and promote a healthier environment for the children's development.

The beneficiaries of the initiative are: a) Children and youth that are estranged from their families - sheltered in Institutional Shelter Services for kids and youth (SAICAs); and b) Children and youth who are still with their families, but find themselves in situation of vulnerability and social risk.

The activities offered have the aim to promote development that is compatible with the potential of each child and adolescent, stimulating greater autonomy in daily life activities, related to self-care, in the activities of practical life.

The project also has the goals of: stimulating neuropsychomotor development; improve cognitive aspects; increase the playful and symbolic universe of the child/adolescent; develop social skills, self-control and improve self-esteem; improve communication and social interactions within the group, the family and society; guide and provide therapeutic support during the process of

falling ill or worsening of the status and maintain the child bonded to their social environment. The result of these actions is reflected in greater school inclusion, improved learning and

greater qualification of these children and youth. Hence they will be more prepared to receive professional qualification and initiate their activities in the labor market.



EQUILIBRIUM PROGRAM ARCHIVE

Images of activities developed with children and youth, in 2018, by the Equilibrium Program

In parallel, the work with the families has the goal of promoting a more stable and healthy family environment, reducing the institutional sheltering rates and the illness of its members. With the increase in the autonomy of the youth, they become capable in helping their family sustenance and also contributing to reduce stress and, consequently, family conflicts.

By developing joint actions to follow-up on the children, youth and families attended by the Equilibrium Program, the professionals from other teams will benefit from the learning in service (guardianship councilors, VIJ technical staffs, schools, nurseries, community centers), by sharing experiences in the opportunities for discussion and joint monitoring of the cases.

Also, the Equilibrium Project provides technical support and aid to SAICAs technical teams, assisting SAICA educators and teams for individualized orientation, as if they were the child's family members. The objective of this individualized support is reducing the labor distress of these professionals, in order to promote an environment

with more stability for the sheltered children and youth. Thus, indirect beneficiaries also include the SAICA technical staff professionals.

By promoting a more stable family environment, with lower occurrence of intra-familial violence, the community where that family resides shall also benefit from the reduction of intrafamily and community complications.

Society in general will also benefit, since, according to international literature, the promotion of intrafamily stability enables reducing community violence.

The summary of the number of assistances performed in 2018 is the following:

ASSISTANCES PERFORMED BY THE EQUILIBRIUM PROGRAM - 2018	
Description	Qty.
Family Psychology Assistances	462
Speech Impediment Assistances	271
Psychology Assistances	483
Psychopedagogy Assistances	289
Social Work Assistances	332
<b>Total</b>	<b>1,837</b>



## "Vision of the Future" Program



"VISION OF THE FUTURE" PROGRAM ARCHIVE

Images of one of the Joint Efforts of the "Vision of the Future" program, carried out in 2018

Through the Agreements signed with SES-SP, HCFMUSP, the Ophthalmological Clinic Division and FFM were responsible for assisting the children screened at the schools. The program started with the training of state and municipal education system professors of São Paulo, in order to test the visual accuracy of students from six to eight years old. Based on this screening, the children are referred to the ophthalmological joint efforts, which take place on average six times a year at HCFMUSP.

The main objective is prevention and recovery of the ocular health of these children, previously submitted to visual accuracy measurements, with aim to improve learning and school performance.

The detection initiatives made by observing both the child's eye and behavior (by parents, teachers, community health agents or any person that spends time with the child), the evaluation of visual accuracy and early treatment of ocular disorders, made with eyeglasses, occluders, etc., enable the recovery and a normal development of their vision and, in result, a better school yield and greater social integration.

Each joint effort gathers approximately one thousand kids, who arrive at HCFMUSP on scheduled Saturdays in buses supplied by the government. The undergo all kinds of ophthalmological exams and, if a problem is detected, they are integrated to HCFMUSP assistance and continue with the care, or they are referred to the optical shops accredited with the project, which supplies frames and lenses for eyeglasses. The Program also includes orientation on the use of eyeglasses, how to take care of them and the need for periodical reviews.

The demand generated for HCFMUSP's Ophthalmology Ambulatory hasstrabismus

and amblyopia as their main ophthalmopathologies, which are more easily corrected if detected within that age range. Amblyopia is the abnormal development of one of the eyes, which leads the brain to try and compensate that underdevelopment by concentrating all vision to the normal eye. If the problem is not detected early enough, the brain compensates such asymmetry by annulling the underdeveloped eye, which later can no longer be recovered.

While they wait, children have recreational and playful activities. In addition to the joint effort of physicians and nurses, the work is only rendered possible thanks to the collaboration of volunteers, which help on all stages, from queue organization to referrals to optical shops. Altogether there are approximately 200 people involved in each joint effort, of which an average of 60 are physicians.

With aim to continue these actions, initiated in 2010, an Agreement was signed in 2018 between HCFMUSP, FFM and SES-SP. Thus, six campaigns with the participation of 3,316 children were carried out in a joint action by FFM and HCFMUSP. Among them, 1,558 went through all ophthalmological exams, while 1,716 were dismissed for not needing corrective lenses.

The summary of the number of assistances performed from 2011 to 2018 is the following:

ASSISTANCES PERFORMED BY THE VISION OF THE FUTURE PROGRAM - 2012 TO 2018		
Year	Campaigns	Children Assisted
2012	05	3,000
2013	06	3,000
2014	05	2,600
2015	05	3,225
2016	05	3,512
2017	06	2,725
2018	06	3,316
<b>Total</b>		<b>21,378</b>

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## RRLM Mobile Unit

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In 2018, through an Agreement signed with SES, FFM and HCFMUSP, in a joint action, performed the activities of RRLM's Mobile Unit for multidisciplinary assistance and provision of technical aids to 207 patients of the Jacareí municipality, fulfilling the demand from the São Paulo State Government by force of a Civil Public Suit.

Unique in Brazil, the 15m-long, 2.6m-wide vehicle weighs 20 tons and is 100% accessible, embedded with a hydraulic elevator to receive people in wheelchairs or stretchers, in addition to a fully adapted restroom. The Mobile Unit also includes a waiting room, medical office, test room, administrative room, makeshift stage, and an orthoses and prosthesis workshop.

RRLM's Mobile Unit enables access close to the patient's residence and has the aim of providing orthoses, prosthesis and auxiliary means of locomotion, in addition to technical aids that may help in the rehabilitation process and minimize mobility restrictions.

For such, the multiprofessional team offers guidance to family

members and qualification to health professionals from the municipalities so the patients may receive the proper training to use the equipment.



RRLM Mobile Unit Installations

In 2018 there were 379 patients assisted and 461 prescribed orthoses, prostheses and auxiliary means of locomotion. Among them, 326 equipment were delivered until the closure of 2018, totaling 705 assistances and deliveries of OPM.

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## Assistance in the Emergency Care Center for Reconstructive Microsurgery and Hand Surgery of HCFMUSP's IOT (CEMIM)

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The creation of HCFMUSP's IOT CENIM is owed to the high growth in the number of patients bearing high complexity traumas. The phenomena of motorcycle accidents, urban violence, chaotic traffic and speeding have contributed to this situation.

Since the 1980s, multiple publications have shown scientific evidences of the importance of treatment in the trauma's acute phase. The proper primary treatment promotes better

results, reduces the rate of complications, the incidence of infection, the hospitalization period and the health-related costs, in addition to reducing mortality and the amputation rates associated to the trauma. With aim to continue these actions, an Agreement was signed in 2018 between HCFMUSP, FFM and SES-SP, in effect from 2017 to 2019.

In 2018 a total of 1,239 surgeries were performed, by highly qualified and trained professionals, among which reimplants, revascularizations and flaps.

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## Air transport for the organ capturing team for liver and pancreas transplants

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With aim to benefit HCFMUSP patients in a waiting list for digestive system organ transplants, private airway transport services are used for the HCFMUSP Transplant Division teams for Liver, Pancreas and Digestive System Organs, upon the removal of organs for transplants outside the São Paulo capital city.

The targets of this initiative, developed in joint action by FFM and HCFMUSP, are the growth in the number of transplant collections and the reduction of the average organ wait list period, ensuring quality in the conditions of cold ischemia recommended for transport.

Aiming for the continuity of these actions, initiated in 2014, an Agreement was signed between SES-SP, HCFMUSP and FFM.

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## ICESP Rehabilitation Center

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IMRea, beneficiary of a donation from the public civil suit authored by the Labor Prosecutor's Office against a private company, carried out in replacement of a collective moral damage reparation, enabled in 2008 the installations of the ICESP Rehabilitation Center, inaugurated on 09/22/2008.

ICESP's Rehabilitation Service is focused in attending disabled persons, whether transient or definitive, with aim to optimize their functional potential, within the physical, psychological and social participation scopes. Rehabilitation is focused in stimulating functional and independence potential, but it also seeks to aid patients while adapting to their limitations, in order to live in the fullest and most independent manner possible. For such, it relies on psychiatrists, physiotherapist, speech therapist, neuropsychologists, occupational therapists,

physicians, rehabilitation nurses and physical educators.

The Rehab Center became a pioneer in the field of oncology in Latin America to attain the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation, an entity recognized globally for establishing strict standards to accredit such ambulatory service.

In 2010, it was acknowledged by the National Accreditation Organization (ONA), in the following year, ONA level II and, in 2014, by the Joint Commission International (JCI), methodologies which establish specific requirements and certify the quality and safety of the health services. The permanent, continuous and participative evaluation processes that contribute to quality and safety are also part of ICESP's humanization policy, focused on sheltering patients and their companions.

These activities continued in 2018.

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## Implementation of the State Network of High Cost Medication Provision Centers - CEDMAC

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The State Network of High Cost Medication Provision Centers - CEDMAC is a partnership with SES-SP to provide immunobiological medication in Rheumatology.

CDMAC and HCFMUSP activities encompass two main lines: 1) assisting the patient with a rheumatologic disease that requires special medication; and 2) CEDMAC Network coordination. The first includes evaluation and orientation to the patient, medical infusion, pharmacovigilance actions, in addition to the assistance and evaluation of the patients from SES-SP administrative processes.

Aiming for the continuity of these actions, initiated in 2009, an Agreement was signed between

SES-SP, HCFMUSP and FFM, in effect from 2017 to 2019.

In 2018, HCFMUSP's CEDMAC received the final assessment and reached the highest scoring level, becoming rated in the Diamond category. CEDMAC was the first public service in Brazil to obtain International Accreditation in that category, enabling access to international excellence and innovation standards.

In 2018, FFM and HCFMUSP performed jointly, via the Rheumatology Division, an average of 898 monthly routine assistances (10,774 monthly assistances of administrative processes and zoledronic acid applications (1,008/year), totaling approximately 11,782 assistances.

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## Protocol for the Treatment of Labiopalatine Cleft Patients

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The Cranial-Facial Surgery Protocol for Treatment of Patients with Labiopalatine Clefts, developed by the HCFMUSP Discipline of Plastic Surgeries and Burns, was enabled via the Smile Train donations, through FFM, begun in 2008, benefiting labiopalatine cleft patients who need reconstruction of lips, nose, alveolus and palate

defects, and their repercussions in speech and facial growth.

In 2018, 104 patients were assisted in 109 surgical procedures, distributed among primary cheiloplasties, primary palatoplasties and other secondary procedures.

In addition to the surgeries, ambulatory assistances were made, approximately 34 patients per week, totaling 1,400 patients attended/year.

In 2018, Speech therapy attended a total of 179 patients, totaling 457 assistances

Therefore, in 2018, 566 procedures were carried out (surgical and Speech therapy).

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### Students Financial Support Program - AFINAL

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Since 2007, the Students Financial Support Program (AFINAL) financially aids undergrad FMUSP students, in order to contribute to a better performance in their studies.

A commission formed by FMUSP, HCFMUSP and FFM representatives gathers on a monthly basis, or extraordinarily if so required, to make all decisions and discuss new ways to raise funds and other subjects. Family income and the necessity profile of freshman and seniors are assessed, in parallel

to USP's inclusion program, focused mainly on students from public schools and who live at far from the campus.

The counterparts required are that the student be involved in some academic project and have not failed any classes.

In 2018, with the financial support from FFM, FMUSP, AAAFMUSP, HCFMUSP Superintendency, Zerbini Foundation, and a donation from the private sector, 91 scholarships were granted.

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### Management project for intervention works in the education process of students with special educational needs, via the Specialized Pedagogic Center - CAPE.

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The CAPE Project, a result from a technical and specialized service provision contract signed between SEE-SP and FFM in 2008, was terminated in October 2018. The project, recognized both nationally and internationally, worked along with school units and helped the Prosecutor's office and School Units to indicate the most suitable resources for the target public students of the state education system's special education program.

The main focus of the work was offering the best resource/support for the most successful learning process of the student and stimulating the inclusion policy.

The works developed through this contract consisted in evaluations and orientations that could contribute to the inclusion process of disabled students, with autism spectrum disorder, and students with high skills/gifted, by a regional multiprofessional team formed by speech therapists, psychologists, psychopedagogues and occupational therapists enrolled in the state educational system.

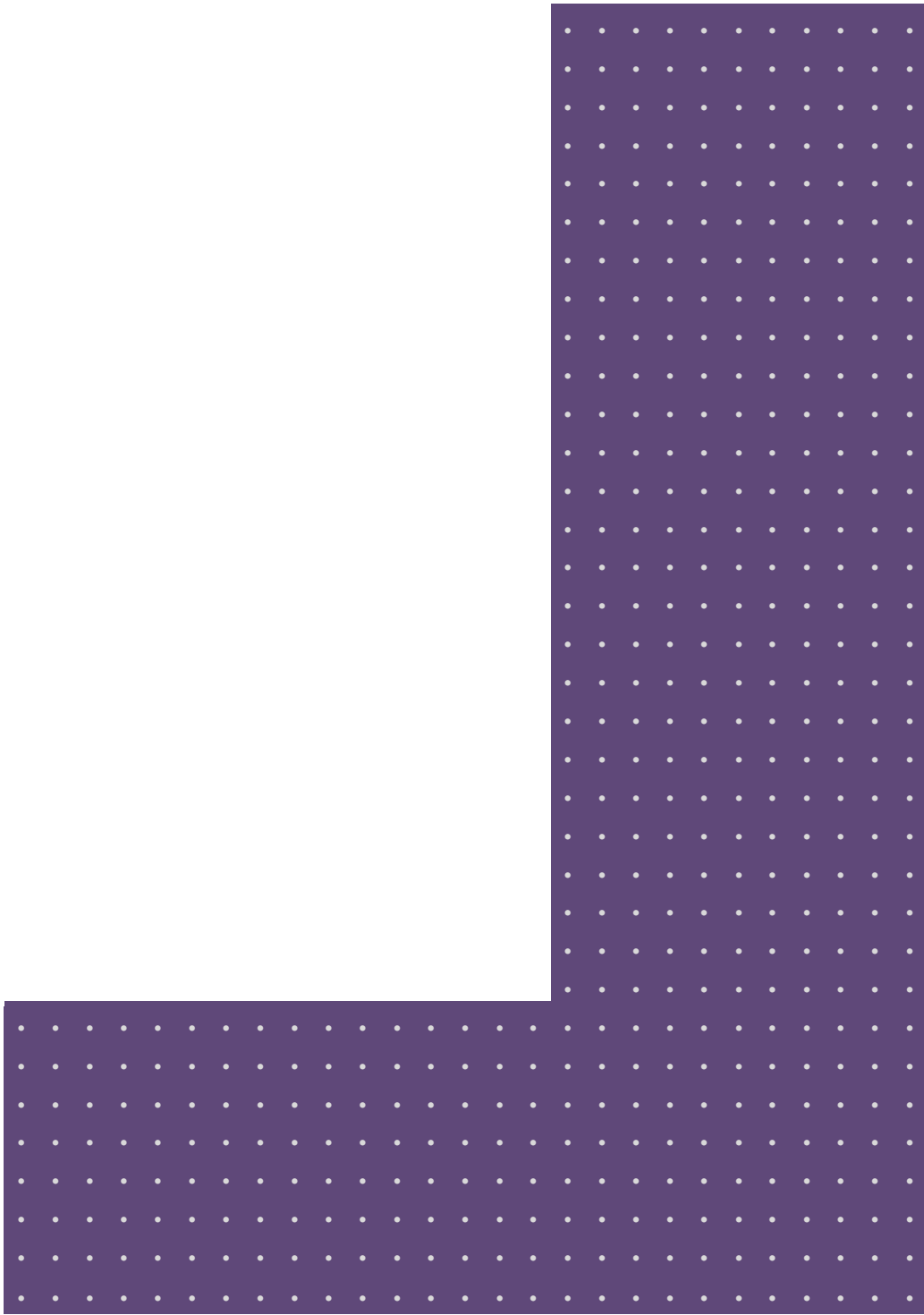
The professionals evaluated the functional skills and adaptive behavior and identified the potentials of each student, involving in this process the proposal of methods and activities with aim to improve the performance and learning of such target-public,

while respecting the student's time-space and current condition.

After the evaluation, activities were proposed to facilitate the student inclusion process considering his/her uniqueness. Specialized Pedagogic Service for target-public students of Special Education, Communicative Accessibility, Curricular Adaptation, Suitability of access to the program, Pedagogical mediation, Organizational proposals, Curricular enrichment, Daily life assistance, Accessibility resources, Postural suitability, Mobility aids, Prescription of adapted furniture, among others.

With broad assistance in the State, the project assisted the 91 Regional Education Boards of the State, involving all 645 São Paulo municipalities. The multiprofessional team work aimed to contribute and benefit school inclusion of the Special Educational target public.

From November/2017 to October/2018 2,052 evaluations were concluded; 2,583 referrals to the support network were performed; 1,793 families and 1,682 educators were interviewed; 7,242 technical protocols were applied; 3,391 ad hoc orientations were carried out focused on students; and 299 interventions in the field of Occupational Therapy were made.



# Research Projects

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# MAIN RESEARCH PROJECTS

*FFM and HCFMUSP, in a joint action, develop several research projects, which generate hundreds of published papers in indexed journals and reach global visibility.*

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## **Clinical-epidemiological and histological study of neoplasms in the population living with HIV/Aids and in individuals without HIV infection who evolved to death at ICESP**

This project, developed by the Infectious and Parasitic Diseases Division at HCFMUSP, enabled by a Purchase Order issued on behalf of FFM, by the George Washington University, with NIH subvention, started in 2018.

The objective of the Research is to analyze and compare the tumorous tissues in regards to the presence and profile of an intratumoral infiltrative immune response in individuals infected or not with HIV who developed into death.

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## **Strengthening the care for Violence Against Women in the sexual and reproductive health actions for primary attention in São Paulo.**

This is a multicultural study financed by the National Institute for Health Research-UK (NIHR-UK), through Bristol University (UoB) and the London School of Hygiene & Tropical Medicine (LSHTM). The study begun in 2018 and today is developed by FMUSP's Preventive Medicine Department.

The initiative known as HERA (Healthcare Responding to Violence and Abuse) seeks to implement interventions in violence against women in eight UBSs and evaluate: changes in identification, sheltering and referral of cases of violence against women; and changes in the sexual and reproductive health in women's experiences of violence identified in the services.

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## **Effect of inhalation terlipressin on coagulation, tissue perfusion, hemodynamics, respiratory tract mucosa and early mortality in the rescue of controlled hemorrhagic shock in pigs**

This project, commenced in 2018 and developed by the Digestive System Surgery Discipline of FMUSP's Gastroenterology Department, was enabled by means of a Partnership Agreement signed between the Ferring Lab, USP and FFM, whose project was approved in

an innovation notice of the company.

The objective of this work is to evaluate the effects of inhalation terlipressin in coagulation, tissue perfusion, respiratory tract mucous, hemodynamics and early mortality in rescuing severe hemorrhagic shock in pigs.

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## **Study of the Functional Treatment of Disabling Pain Resulting from Knee Osteoarthritis in a Public Health Service Program**

This project, to be developed by IMRea, was approved in the end 2018 by the Health Department, within the scope of PRONAS, which provides for fund raising from natural persons and legal entities with income tax deductions. The commencement of the activities, however, depends on the approval of a budgetary readjustment request.

The objective of this study is to hierarchize the current rehabilitation treatment of knee osteoarthritis in SUS, via the systematic and standardized evaluation of the research on peripheral and central sensitization of people with the clinical and radiological diagnosis

of knee osteoarthritis, associated to the conventional treatment described by Skou et al., 2015, cognitive orientation, segmental desensitization with paraspinal blockage (Imamura et al., 2016) or with the

radial and focal shock waves and for the treatment with the intra-articular injection of hyaluronic acid for patients with intense pain and acute osteoarthritis .

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### **Treatment of thyroid carcinoma cervical metastasis by percutaneous thermal ablation guided by ultrasound**

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This project, to be developed by IMRea, was approved in the end 2018 by the Health Department, within the scope of PRONAS, which provides for fund raising from natural persons and legal entities with income tax deductions. The beginning of its activities, however, depends on a

budgetary readjustment approval request.

Through this study it will be possible to bring new information about thyroid cancer diagnosis and treatment, notably in the sick who present cervical metastasis lesions that may be subject to percutaneous treatment via thermal ablation.

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### **Father-son interactions and child language development in low-income families in Brazil.**

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This study is developed by the IPq, by means of a contract signed between FFM and the President and Fellows of Harvard College, and began in the end of 2018.

This study aims to identify the amplitude of the variation in the quantity and quality of language inputs that mothers, in a poor urban area in Brazil, use during the playful interaction with their children at 12 months of age.

A second goal is to determine which factors (e.g. depression, education,

conditions of life) include the variation in the language input of mothers with children.

The third goal is determining which are the mother's language input characteristics to a 12 month old child and project cognition outcomes of children one year later.

And finally, a fourth objective is understanding the similarities and differences in the language of parents in Brazil versus those in the US.

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### **Using the Cohort of 100 million Brazilians to establish critical limits of air pollution for Children's Health in Brazil**

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This study is developed by FMUSP's Pediatric Department, by means of a contract signed between FFM and the Bill and Melinda Gates Foundation, and began in the end of 2018.

With little data on pollution and/or relatively small samples, research groups have generally faced difficulties in finding sufficient statistical power to estimate

these effects with accuracy. Thus, the Cohort of 100 million Brazilians, along with spacial data on atmosphere pollution in high quality and resolution, present a unique opportunity of not only analyzing the associations between air pollution and health problems at birth, but also define critical limits of air pollution in Brazil.

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### **Evaluation of the impact of the Family Health Program in child development - ROC Cohort**

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This study is developed by FMUSP's Pediatric Department, by means of a contract signed between FFM and the Swiss Tropical and Public Health Institute, and began in the end of 2018.

Via this study it will be possible to: investigate the impact of adversities in the beginning of life, in the outcomes of children and adults; and identify the most critical interventions to improve the health results in low and middle income countries.

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### **Clinical Trial phase I double blind randomized and controlled with placebo for the assessment of safety and immunogenicity and dose determination of the H7N9 influenza antigen adjuvanted with two different adjuvant formulations in healthy adult volunteers in Brazil**

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This study, which is being carried out by HCFMUSP's Immunology Department and by HCFMUSP's Children and Youth Institute, was enabled by means of Technical and Scientific Cooperation Agreements signed in 2018 between the Butantã Foundation, HCFMUSP and FFM.

The study seeks to assess the safety, immunogenicity and dose savings effect of vaccines candidates against H7N9 influenza formulated with two different adjuvants.

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### **Randomized trial on the enteral use of glutamine to minimize thermal lesions - RE-ENERGIZE**

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This study, developed by HCFMUSP's Anesthesiology Department, was enabled by means of a contract signed in 2018 between the Kingston General Health Research Institute, HCFMUSP and FFM.

Its general objective is obtaining information about the use of glutamine as a nutritional supplement in severely burnt patients, which are under greater risk of developing infections, which prolong hospital stay, increase the risk of death and permanent disability.

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### **"Potential lost pregnancy days" (DPGP): an innovative measurement of the pregnancy age to assess interventions and results of maternal-child outcomes**

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This study is developed by the Public Health School, by means of a contract signed between FFM and the Bill and Melinda Gates Foundation, and began in the end of 2018. The project was approved in a Public Notice, directed specifically to Brazilian researchers, resulting from a partnership between MS, CNPq, CONFAP and BMGF.

The idea is to develop and explore an innovative measurement of pregnancy age, called "potential lost pregnancy days" (DGGP), to produce evidence of its association with maternal and child death, morbidity and mortality at short, medium, and long terms.

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### **The effect of the program Visitation for Young Pregnant Women over Child Development: A Pilot Study**

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This research was initiated in the end of 2018 by FMUSP's Psychiatry Department, via a contract signed between FFM and the Lemann Institute.

This study consists in the encoding and secondary analysis of data collected as part of a research project in São Paulo, Brazil ("Father-son interactions and child language development in low-income families in Brazil" - page 63 of this report) and aims to identify the amplitude of the variation of the quantity and quality of the language inputs that mothers in a poor urban area in Brazil use

during their playful interactions with their children, at 12 months of age.

A second goal is determining which factors (e.g. depression, education, conditions of life) forecast a variation in the language input of mothers with their children.

The third goal is determining which are the mother's language input characteristics in a 12 month old child that forecast cognition outcomes of children one year later.

And finally, a fourth objective is understanding the similarities and differences in the language of parents in Brazil versus those of the US.



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## **Developing and testing the Motherly application: an automated intervention to promote mental health of young mothers**

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This research was initiated in 2018 by FMUSP's Psychiatry Department, via contracts signed between FFM, FMCSV and between FFM and the GCC.

The objective of this research is developing an application (app) that will monitor pregnant women, in order to ensure the mental health of young mothers. The app will be installed in the patients' smartphones, so they may report

their daily life and receive support messages that help ensure their well-being.

The project seeks to obtain data that will either prove or disprove the improvement in the mental health of the patients and will monitor mothers as of the second quarter of the pregnancy up to the child's first months, also measuring the baby's development in this beginning of life.

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## **Randomized clinical essay controlled by clusters to reduce the blood pressure among the elderly with hypertension and depression attended by the Family Health Strategy in São Paulo, Brazil.**

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This study, developed by LIM 23, via an Agreement signed between FFM and the Harvard T. H. Chan School of Public Health, was approved in mid-2018.

This study will compare the effectiveness, and

the cost-effective and the improvement ratio in the control of blood pressure (secondary outcomes) between the control group (routine care) and the group that will receive psychosocial intervention.

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## **Neuroinflammation in the aging process**

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This study, developed by the FMUSP Geriatrics Discipline, via a Collaboration Letter signed between FFM and Stanford University, was approved mid-2018 and concluded in the same year.

In a preliminary study, the densities of CD20+ and CD3+ cells in the post-mortem

pre-frontal cortex of 16 normal adults were investigated, leading to the discovery that the density of lymphocytes B increased with age, while the densities of T cells did not. These preliminary discoveries were not statistically relevant. The objective of this study was repeating the study in a large sample.

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## **Characterization of astroglial pathology by Tau in aging and in neurodegenerative diseases**

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This study, developed by the CHFMUSP Neurology Department, by means of an Application signed between FFM and Alzheimer's Association, was approved mid-2018.

The main goals of this study are the following:  
1) identify possible risk factors for early development of the Alzheimer's type pathology; 2) Analyze the presence of the Alzheimer's type pathology

in brains of individuals with less than 65 years of age; and 3) Compare individuals with DA type pathology of an early start (<65 years) with individuals with late alterations (>65 years) with the objective of identifying socio-demographic, clinical and genetic risk factors associated to the early development of the pathology and the development of symptoms.

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## **Classifiers for early diagnosis of Autistic Spectrum Disorder using sight tracking**

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This project, to be developed by IPq, was approved in the end 2017 by the Health Department, within the scope of PRONAS, which provides for fund raising from natural persons and legal entities

with income tax deductions. The commencement of the activities, however, depends on clearance for the funds by the Health Department.

The greater objective where this project is inserted is developing diagnosis classifiers using machine learning computer techniques. They intend to develop computer methods that contribute with earlier and more objective diagnosis of the Autistic Spectrum Disorder (TEA) based on

sight tracking signs, creating a pilot center for analysis and training in sight tracking for TEA; as well as developing classifiers and analysis of clusters using the sight tracking data jointly with phenotypic and epidemiological data, contributing to define TEA subtypes.

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### **Mammary Portraits**

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This project, to be developed by ICESP, was approved in the end 2016 by the Health Department, within the scope of PRONAS, which provides for fund raising from natural persons and legal entities with income tax deductions. The commencement of the activities, however, depends on clearance for the funds by the Health Department.

Through this study it will be possible to: a) analyze the molecular alterations of breast cancer by the sequencing of the full exoma; b) correlate the molecular findings with the clinical, epidemiological, histological data and

immunohistochemical characteristics; c) study and select potential molecular markers with prognostic (clinical evolution) or predictive (response to treatment) relevance; d) establish the methodology standardization (less invasive) in plasma (CTCs, VEs e ctDNA); e) analyze potential molecular markers found in the exoma in the plasma to monitor breast cancer; and f) develop a computer system that integrates the different databases of patients with breast cancer (molecular, clinical, anatomopathological and imaging) for integrated analyses.

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### **Randomized study to prevent vascular events in HIV – REPRIEVE (A5332)**

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This research, developed by the FMUSP Disciplines of Immunology and Preventive Medicine, through agreements signed between FFM and Partners Healthcare (founded by Brigham and Women’s Hospital and Massachusetts General Hospital), with NIH subvention, started in 2017.

Its objective is to evaluate the effects of pythavastatine in preventing major adverse cardiovascular events in patients undergoing HIV infection treatment.

These activities continued in 2018.

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### **From basic science to clinical practice: infusion of modified lymphocytes to promote viral eradication - Study BELIEVE**

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The project named BELIEVE, developed by LIM 60, through a contract signed between FFM and The George Washington University, with NIH subvention, started in 2017 and was concluded in 2018. In the same year of its termination, a new contract was signed with Joan & Sanford I. Weill Medical College of Cornell University, with NIH subvention, thus enabling the continuity of the

study.

The project encompasses four research nuclei that aim to: a) understand ways to enhance the skill of cytotoxic T lymphocytes in eliminating HIV; b) expand the function of NK cells; and c) make use of the T cells, the NK cells and the responses mediated by antibodies within the context of HIV infection in adults and children.

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### **The use of pre-sexual exposure prophylaxis (PrEP) by people with high exposure and vulnerability to HIV in the context of the Brazilian health services: Project Combina - phase 2**

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This research, developed by the FMUSP Preventive Medicine Department,

via an agreement signed between UNESCO and FFM, started in 2017.

Its objective is to proceed with the observation of participants who started use of pre-sexual exposure prophylaxis (PrEP), with aim to analyze the prophylaxis and an eventual

disinhibition of sexual practice, for a period of over 12 months.

These activities continued in 2018.

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### **Binding and retaining people with HIV in public health services: a demonstrative project in the city of São Paulo, Brazil.**

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This research, developed by the FMUSP Preventive Medicine Department, via an agreement made between FFM and the Aids Healthcare Foundation Brazil, commenced in 2017.

Its objective is studying the frequency, the barriers of access and the profiles of binding vulnerability and different retention standards

for people infected with HIV in public health services in the city of São Paulo; as well as analyzing the effects of health care techniques with aim to reduce such events within the Brazilian context.

These activities continued in 2018.

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### **Karma Project: Diversity and Impact of Emergent Collective Intelligence and Conscience**

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This research was initiated in 2017 by IPq, through an agreement between FFM and Harvard University, and was concluded in 2018.

Its main goal was seeking environmental, genetic, biochemical, neuropsychological and neuroimaging information with the purpose of investigating risk and protection factors that may

inform negative and positive outcomes related to mental health during infancy, adolescence and start of adult life, in addition to informing criteria of high risk to advance in mental health prevention strategies and generate knowledge in neuroscience that enables new ideas for new therapies.

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### **Improving the primary health care response for violence against women in middle and low income countries - the case of SP, Brazil**

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This research was initiated in 2017 by FMUSP's Preventive Medicine Department, via contracts signed between FFM and the University of Bristol, and was continued in 2018.

Violence against Women generates impacts on health and socio-economic aspects, rendering its

prevention and confrontation by the health system a global priority. The objective of this initiative is developing and testing the feasibility of an intervention, to be carried out in the scope of primary health care, in Violence against Women.

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### **TOC Project - Research of Brain Markers associated to Obsessive-Compulsive Disorder**

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This research developed by IPq, through a contract signed between FFM and the Research Foundation for Mental Hygiene (The New York Psychiatric Institute) with NIH subvention, began in 2017 and continued in 2018.

The obsessive-compulsive disorder (OCD) represents an important cause of incapacity. The objective of this research is identifying reproducible cerebral markers that match specific measurable behaviors

pertaining to OCD symptom dimensions. These cerebral markers may eventually be used to reveal OCD manifestations that also manifest in other mental disorders (trans-diagnostic approach). Ultimately, the identification of these markers could enable the development of disorders targeted to these circuit abnormalities, clearing the path for precision psychiatry.

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## **Arbobios: A Translation study for the identification, characterization and validation of severity biomarkers in arbovirus infections**

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This study, developed by USP's IMT, via an agreement between FFM, USP, FAPESP and BioMérieux S/A signed in 2017, continued in 2018.

Its overall goal is to identify and validate prognostic biomarkers for disease by Dengue, Chikungunya and Zika, which allow

early stratifications of the risk of developing evolutionary forms that represent greater morbidity and mortality: severe dengue, chronic post Chikungunya inflammatory articular disease, and congenital syndrome by Zika with neurological affection, respectively.

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## **Clinical outcomes of Zika virus infection in patients with Sickle Cell Disease**

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This research was initiated in 2017 by FMUSP's Infectious and Parasitic Diseases Department, via contracts signed between FMUSP, FFM and the Blood Systems Research Institute, and was continued in 2018.

This initiative represents a unique and extraordinary opportunity to study a large number of patients with SCD in Brazilian regions that suffered recently with the high activity of the Zika

virus breakout, making use of

an already successful infrastructure of research collaborations. The study intends to broadly characterize the clinical impact of the Zika virus in sickle cell disease and identify the main routes involved in the Zika virus physiopathology. In turn, this data shall provide strategies to screen, monitor and treat the Zika virus in a potentially vulnerable population.

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## **Clinical Trial phase III for the evaluation of the effectiveness and safety of Dengue 1, 2, 3, 4 (attenuated) vaccines of the Butantan Institute**

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This research was initiated in 2017 by FMUSP's LIM 60, via contracts signed between FFM and the Case Western Reserve University, with NIH subvention, and was continued in 2018.

The study's hypothesis is that the vaccine under investigation produced by the Butantan Institute is safe and provides protection against symptomatic

infection by dengue in 80% or more, with the value of 25% in the lower limit of the interval with 95% reliability. Thus, the expected number of virologically confirmed cases of dengue is of 24 or more in order to be able to obtain an answer in regards to effectiveness. All participants shall be followed during five years to verify the incidence of dengue cases in the median term.

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## **Path to a Global Integrated Tool for the Evaluation of Transport and Health (TIGTHAT)**

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This research was initiated in 2017 by FMUSP's Preventive Medicine Department, via contracts signed between FFM and the University of Cambridge, and was continued in 2018.

Its objective is creating the basis to build a modeling and evaluation tool on the impact of the transport types in health, which may be promptly applied in cities of low and medium income countries.

Urban land transport has both positive (physical activity) and negative

(traffic accidents, noise pollution, and atmosphere pollution) side effects. Studies in high income cities found substantial benefits for the population's health when there is change towards active travels, with a prevalence of physical activity (FA). However, works developed in Brazil, India and Malaysia have identified a more varied and complicated situation.

In this project, the basis for a globally applicable model was established to support decision-making grounded on transport and health evidence.

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## Study of the Incidence of influenza among children and youth in Araraquara, Brazil, 2016-2017

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This study, developed by IMT-SP, through a contract signed between HCFMUSP, FFM and Sanofi Aventis Farmacêutica Ltda., commenced in the end of 2016 and continued in 2018.

It is an amendment to the project called "Study of the Incidence of dengue in Brazil, in

municipalities of high and medium endemicity Goiânia – GO and Araraquara- SP" (page 75 of this report).

The main goal of this study is to determine the incidence of symptomatic infections by the influenza virus and other respiratory viruses in the cohort studied, which could subsidize the evaluation of future vaccination strategies against dengue.

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## A 2b/3 phase double-blind study, on the safety and effectiveness of injectable cabotegravir in comparison to tenofovir desoproxil / emtricitabine fumarate (TDF / FTC) daily and orally, for a pre-exposure prophylaxis in cisgen males and transgender women not infected by HIV and who have sex with men

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This research, developed by the FMUSP Disciplines of Immunology and Preventive Medicine, through agreements signed between FFM and Family Health International, with NIH subvention, started in 2016.

Through this study it will be possible to: a) Compare the incidence of HIV among randomized participants to receive oral CAB/LA CAB (oral followed by injections) vs. oral TDF/FTC (Stages 1 and 2); b) Compare the safety of oral CAB/LA CAB vs. oral TDF/FTC; c) Perform secondary laboratory evaluations that can include the evaluation of

factors related to infection by

HIV, hepatitis, or sexually transmissible infections (STD/STI); use of antiretroviral drugs (ARV); pharmacogenomics; HIV characterization in participants infected and evaluation of laboratory trials related with the study objective; and d) Analyze possible drug interactions between the sexual hormone therapy for transsexuals (csHT) and cabotegravir and TDF/FTC in a TGW subgroup that use frequently used hormone therapy schemes.

These activities continued in 2018.

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## Use of Laser fluorescence with SPY ELITE, PINPOINT and the FIREFLY Robotics Platform systems in Surgical treatment of Cancer

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This project, initiated by ICESP in mid-2016, and which was continued in 2018, was approved by the Health Department, within the scope of PRONON, which provides for fund raising from natural persons and legal entities with income tax deductions.

Through this study it will be possible to: 1) determine the incidence of complications related to postoperative tissue ischemia in short and medium terms, locations, in patients submitted to oncological surgical procedures; 2) analyze the influence of circulatory mapping, during the intraoperative period,

and potential associations with the incidence and prevention of complications determined in item 1) and compare with the historical series of the same institution; 3) evaluate the effectiveness of the method for the identification of lymphonodal structures of interest in the state and treatment of patients with digestive, urological and gynecological tumors; and 4) evaluate the impact of the general and systemic complications over hospital costs in surgical cancer treatment and the influence of the use of fluorescence in surgical cancer treatment.

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## Protection against AIDS mediated by GBV-C

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This subproject initiated in 2016 by HCFMUSP's LIM 60, via a contract signed between FFM and the University of Wisconsin – Madison, with NIH subvention, was continued in 2018.

GBV-C virus causes asymptomatic infection, which is persistent and has a high viral load in humans; but after years of research, little is known about the in vivo biology of that virus,

due to the lack of functional in vitro model in animals.

This study has the goal of determining one of the most important aspects of the virus' biology: tissue tropism of the virus in humans, in order to determine which cells, permissible to viral replication, are responsible for the high viral load found in vivo.

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## Factors of risk and protection for violent behavior among adolescents in the Municipality of São Paulo - São Paulo Project for the social development of children and youth

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This study, developed by FMUSP's Preventive Medicine Department, by means of a contract signed between FFM and The Chancellor, Masters and Scholars of the University of Cambridge, began in the end of 2016 and continued in 2018.

It is a cross-sectional study, with a representative sample of adolescents in the ninth grade of the Elementary School of the public and private systems of the City

of São Paulo, an estimated population of 3,300 subjects.

Its objectives are: 1) estimate the prevalence of violent behavior and victimization; 2) investigate the association between individual, situational-relational and contextual characteristics with violent behavior and victimization; and 3) analyze, in a comparative fashions, the prevalence and factors associated to violent behavior and victimization in São Paulo, Montevideo and Zürich.

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## Evaluation of the tropism of HIV infection in individuals coinfectd by the HTLV-1/2 virus in Brazil

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This study, initiated in 2016 by LIM 56,= via a contract signed between FFM and the University of California Davis with NIH subvention, was continued in 2018.

Its general objective was to evaluate if the virus produced from cells of patients infected by HIV and HTLV-1/2 are capable of infecting negative CD4 cells.

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## Study of Ancestry in neurodegenerative diseases

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This study, developed by FMUSP's Geriatrics Discipline, by means of a contract signed between FFM and the Rush University Medical Center, with NIH subvention, was approved in the end of 2016 and continued in 2018.

Prevention and treatment of Alzheimer's Disease and other dementias are priority issues in public health.

The study proposed will identify genomic variants in loci of European and African Ancestries, associated with neuropathological rates of Alzheimer's Disease,

Cerebrovascular Disease, Lewy Body Dementia, Hippocampal Sclerosis and Tar binding DNA protein 43 kDA.

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## VIA T HELPER 17 in Autoimmune Type 1 Diabetes Mellitus

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This study, developed by LIM 18, via a contract signed between FFM and the European Foundation for the Study of Diabetes, began in 2016 and continued in 2018.

Its objective is defining the Single Nucleotide Polymorphisms (SNPs) related with via T helper 17 that may be involved in the predisposition to autoimmune type 1 diabetes mellitus (DM1A).

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## **Programs and policies for obesity prevention in countries with low and average income and in transition - studies in foment to evidence and evaluation of programs**

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This project, developed by NUPENS of USP's Public Health School, through an agreement signed between FFM and The University of North Carolina at Chapel Hill, began in 2016 and continued in 2018.

This research shall enable the production of:  
1) Studies on food consumption patterns and temporal trends in household purchase of foods in Brazil; 2) Studies on the prevalence of obesity, hypertension, diabetes and other non transmittable chronic diseases related to nutrition

in Brazil; 3) studies

about the elasticity of prices for non essential beverages and foods using data from national household food purchase researches from IBGE from 2002-2003 and from 2008-2009; and

4) Database with the nutritional composition of industrialized beverages and foods in Brazil, review of Brazilian data sources about food advertisements in the media and a research plan to evaluate Brazilian regulatory policies about nutrition in the school environment.

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## **Participation of astrocytes located on the ventrolateral surface of the bulb in ventilatory responses to hypercapnia and hypoxia**

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This study, developed by ICB-USP, via an agreement signed between FFM and *The Ohio State University* in 2016, continued in 2018.

Breathing automatism and chemical control of breathing are inseparable processes.

It is important to investigate the role of neural cells (neurons and astrocytes) derived embriologically from the PHOX2B transcription factor in respiratory control, in physiological

conditions and during development.

It is believed that the correct expression of the PHOX2B gene during development is necessary to establish a proper functionality of central chemoreception and, thus, regulate the CO<sub>2</sub> levels in conditions considered as physiological.

The experiments developed in this project seek to test such hypothesis and will be carried out through neurophysiological and neuroanatomic techniques.

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## **Multiplex Test for the evaluation of Chagas disease cure**

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This study, developed by LIM 46, by means of a contract signed between FFM and the University of Georgia, with NIH subvention, was approved in the end of 2016 and continued in 2018.

Its objective is developing a cure test that may identify individuals previously exposed to infection by the *Trypanosoma cruzi* protozoan and who have evolved to cure, with or without therapeutic treatment.

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## **Clinical Trial phase III for the evaluation of the effectiveness and safety of Dengue 1, 2, 3, 4 (attenuated) vaccines of the Butantan Institute**

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This study was enabled via a Technical-Scientific Cooperation Agreement signed in 2016 between the Butantan Foundation, HCFMUSP and FFM and continued in 2018.

At this time, there is no licensed vaccine for dengue prevention with

protection against the four dengue serotypes. Thus, its objective is to assess the effectiveness and the safety of Dengue Vaccine 1, 2, 3, 4 (attenuated) produced by the Butantan Institute.

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### **Assessment of New Alternatives to Increase the Accuracy in Determining Cause of Death: An Approach Based on Autopsy**

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This study, developed by FMUSP's Pathology Department, by means of a contract signed with the Bill and Melinda Gates Foundation, with FFM intervention, was approved in the end of 2016 and continued in 2018.

The project is dedicated to developing and validating the methods that enable to identify the cause of death of people in areas where there is lack of professionals or training for such. These methods shall enable to determine the immediate cause and the basic cause (main disease) of death.

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### **Cohort study with pregnant women to assess the risk of congenital malformations and other adverse consequences for pregnancy after infection by Zika Virus - ZIKAlliance Consortium**

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This research was initiated in the end of 2016 by FMUSP's Infectious and Parasitic Disease Department, via a contract signed between FFM and the European Union.

Its objective is evaluating the causal relationship between the infection by the Zika virus during pregnancy and the congenital malformations.

These activities continued in 2018.

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### **Evaluation of the Safety and Effectiveness of Synthetic Phosphoethanolamine with Advanced Solid Tumors**

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Cancer diseases represent today in Brazil the second main cause of mortality in the general population, with an estimate by the Health Department of 19,954 deaths in 2013. Important advancements have been observed in the treatment and in the care to oncology patients in the last decades, and the number of patients that reach cure or survive the cancer diagnosis with quality of life is crescent.

However, for an expressive share of patients, the therapeutic options currently available have proven to be insufficient, which makes the search for new treatments a constant challenge to Medicine.

In 2016, the Government of the State of São Paulo requested this study to be carried out by ICESP.

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### **Association of Transcranial Direct Current Stimulation (ETCC) with Racewalking Training with Partial Weight Support in the Robotic Device (Lokomat) for the Treatment of Patients with Incomplete Traumatic Spinal Cord Injury**

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This project, initiated in the end of 2015 by IRLM and terminated in 2018, was approved by the Health Department, within the scope of PRONAS/PCD, which provides for fund raising from natural persons and legal entities with income tax deductions.

Its general objective was to analyze the effects of the association of transcranial direct current stimulation (ETCC) with racewalking training with partial weight support in the robotic device (Lokomat) for the treatment of patients with incomplete traumatic spinal cord injury.

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### **The Path to Liquid Biopsies**

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This project, initiated in the end of 2015 by ICESP, and approved by the Health Department, within the scope of PRONON, which provides for fund raising from natural persons and legal entities with income tax deductions, was concluded in 2018.

The general objective of the proposal was to study the evolution and heterogeneity of tumors from individualized tumor cells in the blood stream.



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### **Bloomberg Initiative for Global Roadway Safety: Observational studies of speed, use with helmet, seat belt, retention equipment for children and driving under the influence of alcohol, in the city of São Paulo**

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This research is being developed by LIM 40, via a contract signed in 2015 between FFM and the Johns Hopkins University and continued in 2018.

It is an observational study of the cross-sectional type, where shall be collected, in a manner that is not interactive with

the research subjects, data from five risk factors for traffic accidents: use of helmets by motorcyclists, seat belt use, use of equipment for the retention of children in vehicles, driving with excess speed, safety and use of alcohol.

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### **Production of recombinant proteins from different systems of expression**

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This study, developed by LIM 25, via a contract signed between Ouro Fino Saúde Animal Ltda., FMUSP and FFM, began in 2015 and continued in 2018

The general objective of this research project is to enable the unprecedented recombinant production of therapeutic proteins of interest in animal health, in a way to preserve the in vivo biological activity of these proteins both in lab animals and in target species.

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### **Basic Project for the Implementation of the Medical Profession Observatory and Medical Demography Studies**

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This project, developed by the FMUSP Preventive Medicine Department, via an agreement made between FMUSP, FFM and CREMESP, commenced in 2015 and was concluded in 2018.

The objectives of implementing the project are the following: a) produce and release studies,

research and data; b) expand and update the profile, distribution, aspects of the work and the specialization of Brazilian physicians; and c) try to establish the relationship between the concentration and functioning of the Brazilian health system, as well as the relationship with the health inequalities in Brazil.

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### **Verbal Autopsy in Brazil: Instrument Validation**

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This project, developed by the FMUSP Pathology Department, via an agreement signed between the Health Department and FFM in the end of 2015, started in 2017 and continued in 2018.

Having a proper information system about deaths and its causes is extremely important,

for it provides subsidies to evaluate the health situation of the populations and promote planning, monitoring and evaluation of health services.

The general objective of this project is to assess and validate the verbal autopsy form for adults in Brazil.

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### **Vaccine against *S. pyogenes* for the prevention of Rheumatic Fever and Rheumatic Heart Disease: clinical study phase I / IIa**

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This study, developed by InCor, via a Contract signed between HCFMUSP, the Butantã Institute, BNDES and FFM, started in 2015 and continued in 2018.

Its main objective is to carry out phase I/IIa clinical trials of a vaccine produced entirely in Brazil against Streptococcus

pyogenes to prevent new cases of rheumatic fever and rheumatic heart disease, sequelae of oropharyngeal infection caused by the *S. pyogenes* bacteria, particularly in Brazil, the African continent and in India, where rheumatic fever and/or its sequelae are still quite significant.

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### **Pilot Project for the Traceability of Medications in HCFMUSP and its integration with the Project Pilot for the Traceability of Medication from the Medical Registry Holders**

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This pilot-project, developed by the HCFMUSP Technological Innovation Center, by means of a Technical-Scientific Cooperation term signed between HCFMUSP, FFM and Libbs Farmacêutica Ltda., began in the end of 2015 and was concluded in 2018.

With aim to test a system capable of mapping the products since production until reaching the end-consumer, the proposal consists in tracking 13 medications, produced by national and international industries, during 10 months. Thus, it would be possible to detect difficulties and analyze which are possible paths to expand the action throughout Brazil.

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### **Fragility in the Elderly Evaluation, Early Determinants, Evolution, Assistance Demands and Impact in the Use of Social Work and Health Care**

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This project was initiated by the Public Health School of USP in 2014 through an agreement signed between FFM and the Health Department, and concluded in 2018.

Its objective was developing studies and research to identify the determinant factors of the fragility syndrome among the elderly, with aim to strengthen and qualify the attention to elderly health with emphasis on basic attention.

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### **Development of an Anatomical Atlas with Computed Tomography for Application in Tomography Equipment by Electric Impedance**

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This project, developed by HCFMUSP's LIM 09, was initiated in 2014, via an agreement signed between FINEP, FFM, HCFMUSP and Timpel S/A, and continued in 2018.

Its objective is developing an Anatomical Atlas, i.e. a unified database with anthropometric information, tomographic

images and data on the pulmonary function of approximately 300 female patients and 300 male patients, from a Computed Tomography (CT) database.

This new technology will have applications in Tomographers by Electric Impedance, reaching a precision and spacial resolution much better than that available in current tomographers.

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### **Study of the Sociodemographic and Epidemiological Conditions of the Elderly Residents in Institutions of Long-Stay for Elderly Registered in the SUAS Census**

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This project, initiated by the Public Health School of USP in 2014 through an agreement signed between FFM and the Health Department, was concluded in 2018.

Its objective was performing an intersectoral census survey with aim to draft the profile of the life and health conditions of the residents in the

Institutions of Long-Stay for the Elderly (ILPIs) registered with the Health Department, as well as their structural conditions, to provide assistance to that population, all over the country. The results will subsidize the policy for reordering the sheltering services.

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### **Genome of landscapes in latitudinal gradients and ecology of *Anopheles darlingi***

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This project, developed by the Epidemiology Department of USP's Public Health School, through a contract signed between FFM and Health Research Incorporated, with NIH subvention, began in 2014 and continued in 2018.

Its objective is to examine the three biological aspects of *Anopheles darlingi*, which have been underestimated, with the aim to identify the major mechanisms responsible for the malaria transmission vector's success: broad plasticity or genetic specialization.

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## **Study of the Incidence of dengue in Brazil, in municipalities with high and medium endemicity Goiânia -GO and Araraquara- SP**

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This study, developed by IMT-USP, via a contract signed between Sanofi Aventis Farmacêutica Ltda., FMUSP and FFM, began in 2014 and continued in 2018.

Its main objective is to outline and implement epidemiological studies that subsidize the evaluation of future vaccination strategies against dengue.

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## **Latin America Treatment & Innovation Network in Mental Health**

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This study, initiated in 2014 and supported by NIH, through a contracted signed with FFM and developed by FMUSP's Preventive Medicine Department, continued in 2108.

Its objectives are: a) evaluate the effectiveness of an intervention, by automatic mobile phone messages attended by nursing

assistants, in the treatment of depression in individuals with chronic physical diseases (diabetes and/or hypertension) who were attended in Family Health Strategy units in the city of São Paulo, Brazil; and b) evaluate the cost-effectiveness of this intervention program.

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## **NKT Cells of the Innate Immune System in HIV / Mycobacterium Tuberculosis Coinfection**

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This study started in 2014 by LIM 60, via a contract signed between The George Washington University and FFM, and was terminated in 2018.

Its objective is to contribute to the understanding both of the NKT cells functioning in the disease caused

by HIV-1 and the manners by which the virus attempts to escape the activation of NKT cells, and of how these cells can contribute to the innate defense against infection by HIV-1 and opportunistic infections typical of AIDS.

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## **Perspectives of eliminating residual malaria in the rural Brazilian Amazon: strategy for the investigation of Plasmodium vivax reservoirs**

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This study, developed by ICB-USP via an agreement made between FFM and the Health Department in the end of 2013, continued in 2018.

Its objective is implementing and evaluating a strategy to detect symptomatic and asymptomatic

carriers of the parasite (potential reservoirs of the infection) in areas of residual malaria transmission, focused on monitoring the potential transmission hotbeds in the surroundings of clinical episodes (index cases) diagnosed by BA or BP of fever cases.

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## **Combination of Brain Stimulation and Peripheral Nerve Stimulation to Increase the Beneficial Effects of Functional Electric Stimulation on the Paretic Hand After a Stroke**

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This study, developed by the neurology Department, via a contract signed between FFM and NIH, began in 2012 and continued in 2018.

There are no universally accepted treatments to reduce the incapacity in patients with severe motor commitment in the chronic phase after a stroke (CVA).

Neuromodulation techniques, such as transcranial direct current stimulation (tDCS) and

somatosensory stimulation in the form of peripheral sensory stimulation (ESP), are emerging techniques with great potential to improve motor performance or increase the effects of motor training in CVA patients.

This study will test the hypothesis that tDCS and ESP shall increase the effects of functional electric stimulation (FES) and the task-specific training over motor function.

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## Research Center for Biomarkers in Neglected Tropical Diseases of São Paulo-Minas General

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This research was initiated in 2012 by HCFMUSP's LIM 46, via a contract signed between FFM and NIH, and was continued in 2018.

The objective, in the long-term, is to establish a Center of Excellence for research in

Biomarkers of Neglected Infectious Diseases in Brazil. The initial focus will be Chagas disease, with the aim of finding biomarkers that may be used to infer the risk of disease progression.

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## Analysis of the effectiveness of antiretroviral medications for the prophylaxis of post sexual exposure transmission of HIV (PEP), in a cohort of exposed individuals from five Brazilian cities

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This research, developed by the FMUSP Preventive Medicine Department, via an agreement made in the end of 2012 between FFM and the Health Department, was terminated in 2018.

Its purpose was analyzing the effectiveness of antiretroviral medications for the prophylaxis of HIV infection post sexual exposure, as well as measuring the effects of this technology in sexual practice and in the organization of the services.

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## Access to diagnosis: design and evaluation of intervention technologies for a user who is invisible to the CTA

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This research, developed by the FMUSP Preventive Medicine Department, via an agreement made in the end of 2012 between FFM and the Health Department, was concluded in 2018.

It had the purpose of developing and evaluating intervention and communication technologies that

enable the health services, in particular the Testing and Counseling Centers, to identify and encourage people who are more exposed to HIV infection, due to sexual practice, to perform the anti-HIV test and have access to prevention actions.

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## Receiver epidemiology and donor evaluation - REDS III Study - International Post

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This proposal, initiated in the end of 2011 by the FMUSP Department of Infectious and Parasitic Diseases, through a contracted signed between FMUSP, the Blood Systems Research Institute and FFM, relies on the partnership of four major blood centers in Brazil: Fundação Pró- Sangue (SP), Hemominas (MG), Hemope (PE) and Hemorio (RJ).

The study aims to: a) establish the basis for a National research Program

on blood safety in Brazil and plan the expansion of the three centers during the REDS-II Program for four center during REDS-III; b) maintenance of the donors and donations database; and c) continue with the specific aspects of two REDS-II projects: the reevaluation of the patients who participated in the cohort study of Chagas disease and the continuation of the analysis of viral characteristics and risk factors in blood donors infected with HIV.

These activities continued in 2018.

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## Peruvian/Brazilian Amazon Center of Excellence in Malaria

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This study initiated in 2010 by ICB-USP, via a contract signed between FFM and the University of California with NIH subvention, continued in 2018.

The entomological component of this proposal, centered in the major malaria vectors

found in the area of study, aims to: a) determine the vector diversity in that region, by means of molecular tools for vector identification and genotyping; and b) evaluate the impact of the different economic activities in the vectors' population structure.

## **Study of specific immune response and genetic aspects in HIV-1 infected patients who are not long-term progressors or slow progressors for Aids**

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This study, enabled via an agreement between FFM and the Health Department in the end of 2010, is developed by LIM 56 and was initiated in the end of 2011, due to a delay in the release of funds by the Health Department, continuing in 2018.

The Long Term Non Progressors (LTNP), or also called Slow Progressors (SP), remain free from the progression to Aids for many years and amount to 1-3% of the

total of individuals infected by HIV. These individuals remain asymptomatic and with a stable number of T CD4<sup>+</sup> lymphocytes, and above 500 cells/mm<sup>3</sup> of blood, without any use of antiretroviral (ARTs) treatment for more than 8-10 years.

This study intends to analyze HIV- 1<sup>+</sup> PL individuals by comparing with typical and rapid Aids progressors, matched by time and evolution and matched by gender and age.

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## **Prospective evaluation of the use of isoniazid in the prevention prophylaxis of pulmonary tuberculosis (PT) in HIV-infected patients**

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This research, developed by LIM 56, enabled via an Agreement between FFM and the Health Department in the end of 2010, was initiated in the end of 2013, due to a delay in the release of funds by the Health Department, and continued in 2018.

Despite several studies indicating isoniazid (INH) as a prophylactic to reduce the incidence of

Tuberculosis (TB) in the HIV-infected population, such measure is not broadly assisted in all Brazilian services.

This study aims to evaluate TB incidence in individuals, adherence to the prophylaxis, as well as its effectiveness compared to a historical series of service.

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## Clinical Studies

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*Clinical Research, clinical trial or clinical study are the terms used to name a scientific investigation process involving human beings, whose objective is verifying the effects and/or identify the adverse reactions to the investigated products, to ascertain their safety and/or effectiveness.*

One of the areas with larger growth among FFM's attributions was clinical studies management, developed jointly with HCFMUSP.

In integrated actions with FFM, in particular with the General Management of Projects and Research and the Legal Counseling, HCFMUSP's EPeClin (Clinical Research Office), created in the beginning of 2005 and linked to HCFMUSP's Clinical Board, had an active participation, issuing technical reports and following the workflow, proceedings and approval of contracts and scholarships for clinical research, in compliance with the institutional requirements and regulations that govern this subject. Among the actions implemented is the application of an institutional overhead in the Clinical Research contracts, which shall enable to raise financial resources that are to be invested in the sustainability and infrastructure of the Institution's Clinical Research.

Under the supervision of FMUSP professors and with the support from the CPC of HCFMUSP's Institutes, the Clinical Studies and Research have the objective of evaluating the effectiveness, tolerability and safety of medications, and also to ensure that animal and human research are carried out in accordance with technical-scientific, ethical, and legal parameters, and within the classifications in the legislation in effect for the species, in addition to ensuring honesty in regards to research funding, resource origin, return on investment, suitability to the Institutional Policy guidelines, integration with other sectoral actions, and interest and convenience for the Public Service.

Clinical Research, clinical trial or clinical study are the terms used to name a scientific investigation involving humans. These are all investigations in human beings whose objective is discovering or verifying the

pharmacodynamic, pharmacological, clinical and/or other effects of products and/or identifying adverse reactions to the products under investigation, with the aim to verify their safety and/or effectiveness.

The Clinical Research has become growingly complex and multidisciplinary, having the

characteristic of a constant need to evolve and update its processes, because it acts in the forefront of knowledge, technology and innovation.

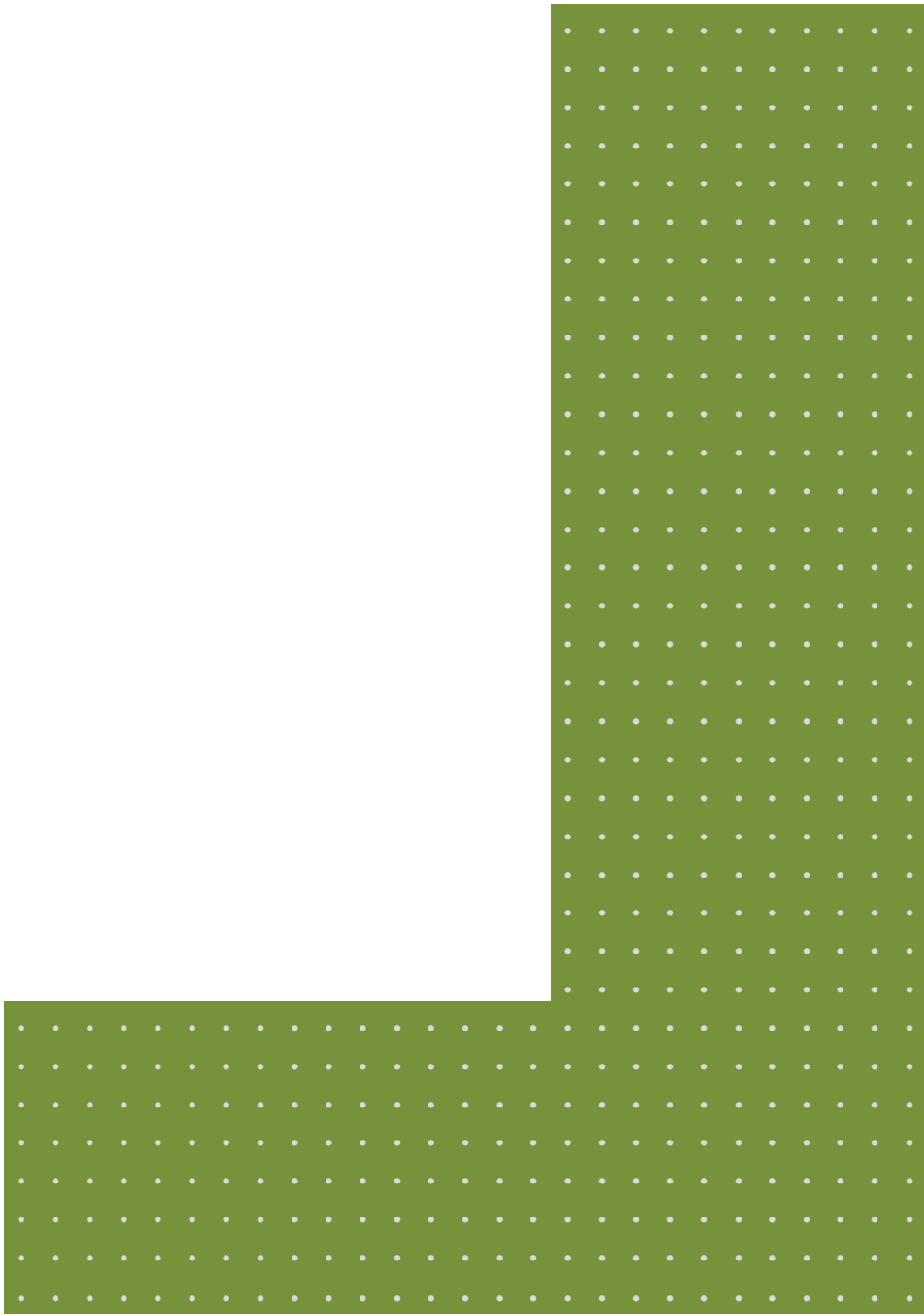
It enables to evaluate new drugs, new treatments, new vaccines, in addition to a broader understanding of diseases and population behavior, which reflects into benefits to patients and society. Thus, it is considered the main instrument to validate innovation in the health sector.

The important role of Clinical Research in human resource training should also be noted, in addition to the training role of the scientific method in medical education and its solid association to Post-Graduation.

It is also important to note Clinical Research as a financial resource yielding sector, which enables investments in the area.

In 2018, FFM managed 414 clinical studies (number on 12/31/2018), approved by the HCFMUSP Ethics Commission (CAPPEesq), which analyzes HCFMUSP's clinical studies, and by the Ethics Commission for Research on Human Beings (CEP-FMUSP), which analyzes ICESP's clinical studies, and coordinated by researchers of the FMUSP-HC System.

The centralization of research project development takes place via the CPCs. In the FMUSP-HC System are installed the CPCs in the ICHC, ICr, IPq, InRad, IOT, InCor and ICESP, dedicated to provide medical-hospital assistance for research volunteers; ensure that Good Clinical Practices are observed while conducting the research projects; guide research volunteers and clarify each and every doubt they raise; ensure all resources required by the investigators; support the coordinators in conducting research projects; follow the activities and provide information required by the monitors of different research projects; and ensure that research project audits are conducted in accordance with predefined procedures.



# TRAINING PROJECTS

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# TRAINING PROJECTS

*FFM and HCFMUSP, in joint action, developed several training projects, with aim to qualify the assistance and promote permanent education of health care professionals.*

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## Main Training Projects

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### Upgrade Course on the Production and Maintenance of Lower Limb Prosthesis, Fixed and Articulated Suropodal Orthoses, and Maintenance in Means of Locomotion

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This project, submitted by the IOT, through FFM, to the Health Department, for the presentation and approval of projects within the PRONAS scope, which provides for fund raising from natural persons and legal entities upon income tax deductions, was approved in the end of 2018, but the start of activities depends on a request for budgetary readjustment approval.

This course is focused on the upgrade of orthoses and prostheses

workshop employees, with aim to: a) improve competences and technical skills in the process of manufacturing and producing orthoses, prostheses and adjustments of wheel chairs with emphasis on lower limbs; b) develop the knowledge required to produce orthoses, prostheses and wheel chair suitability within the context of OPM workshop practices; and c) contribute to the guarantee of offer to OPM users with recognized quality.

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### Training in Critical Oncology Patient Care and Imaging Diagnosis in Oncology

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This project was approved in the end of 2016 by the Health Department, within the scope of PRONON, which provides for fund raising from natural persons and legal entities with income tax deductions. The project only started in the end of 2018, due to a delay in budget release by the Health Department.

This project has the objective of training professionals working in SUS service of the State of São Paulo, in patient attention

via ICESP, in the following modalities: a) performance of exams such as Magnetic Resonance Imaging, Computed Tomography, Bone Densitometry, Contrasted Exams, Mammography, Radiological Protection and Digital Radiology; b) performance of imaging exams that collaborate with the diagnosis in critical cancer patients; c) epidemiology of critical cancer patients; and d) evaluation, diagnosis and treatment of the critical cancer patient.

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### Training in oncology, palliative care and pain for the cancer network of the State of São Paulo

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This project, initiated in the end of 2015 by ICESP, was approved by the Health Department, within the scope of PRONON, which provides for fund raising from natural persons and legal entities with income tax deductions, and continued in 2018.

Its objective is to carry out free permanent education courses for professionals working in the SUS Oncology Network of the State of São Paulo

in the following modalities: technical training in Radiotherapy; technical qualification for Dosimetrists in Radiotherapy; permanent education for physicians in Radiotherapy; permanent medical education in pain and palliative care; permanent multiprofessional education in pain and palliative care; and permanent multiprofessional education in oncology.



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## Proposal for the Development of a Program for Permanent Education and Training of Health Professionals at the Reference Center on Cognitive Disorders, in the City of São Paulo

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The objective of this project, started by the Reference Center in Cognitive Disorders of the FMUSP Hospital das Clínicas (CEREDIC), in 2014, via an agreement signed between FFM and the Health Department, and which was concluded in 2018, was to promote the update in aging, and cognitive and behavioral disorders for SUS professionals, by means of:

a) offering a supervised trainee program to physicians from basic health care and the specialists from the specialized medical assistance units;

b) multidisciplinary attendance for the elderly with cognitive disorders.

c) long distance support to elderly assistance with cognitive disorder, by means of telemedicine and partnerships with interested municipalities;

d) Upgrade Course in Cognitive and Behavioral Disorders in Aging: Multidisciplinary Approach; and

e) Guidance manuals for elderly care with cognitive and behavioral disorders

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## Tutoring Activity for the State of Tocantins

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The objective of this project, developed by the HCFMUSP's Liver Transplant Service, by means of an agreement signed between the Health Department and FFM, in the end of 2013, is to aid the implementation of the organ donation and transplant service in the State of Tocantins,

promoting the improvement of the already authorized services and qualifying the local health professionals, thus enabling the development of the multiple organ capturing services and the performance of cornea and kidney transplants.

These activities continued in 2018.

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## Tutoring Activity for the State of Roraima

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The objective of this project, developed by the HCFMUSP's Liver Transplant Service, by means of an agreement signed between the Health Department and FFM, in the end of 2013, is to aid the implementation of the organ donation and transplant services in the State of Tocantins, promoting the improvement of the already

authorized services and qualifying the local health professionals, thus enabling the development of the multiple organ capturing services and the performance of kidney transplants.

These activities continued in 2018.

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## Tutoring Activity for the State of Goiás

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The objective of this project, developed by HCFMUSP's Liver Transplant Service, by means of an agreement signed between the Health Department and FFM, in the end of 2013, is to send trainees from the State of Goiás to HCFMUSP's Liver Transplant Service, which will

enable, after the term of one year, performing with autonomy the procedure of liver transplants.

These activities continued in 2018.

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### **Permanent Education Program: Upgrade Course for Employees of the Workshops of Orthoses and Prostheses, binded to SUS (IOT)**

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This project, performed by IOT, via an agreement signed between FFM and the Health Department in the end of 2012 and concluded in 2018, included the performance of a course focused on improving the workers from orthoses and prostheses workshops - public and private and philanthropic - which function in associatetion to SUS, representing a permanent education action

focused on complying with the policies established in favor of the Disabled. The course was gratuitous and trained, with theoretical and practical classes, orthopedics workshop employees associated to SUS in manufacturing lower limb prostheses, suropodic ortheses and wheelchair adjustments. rodas.

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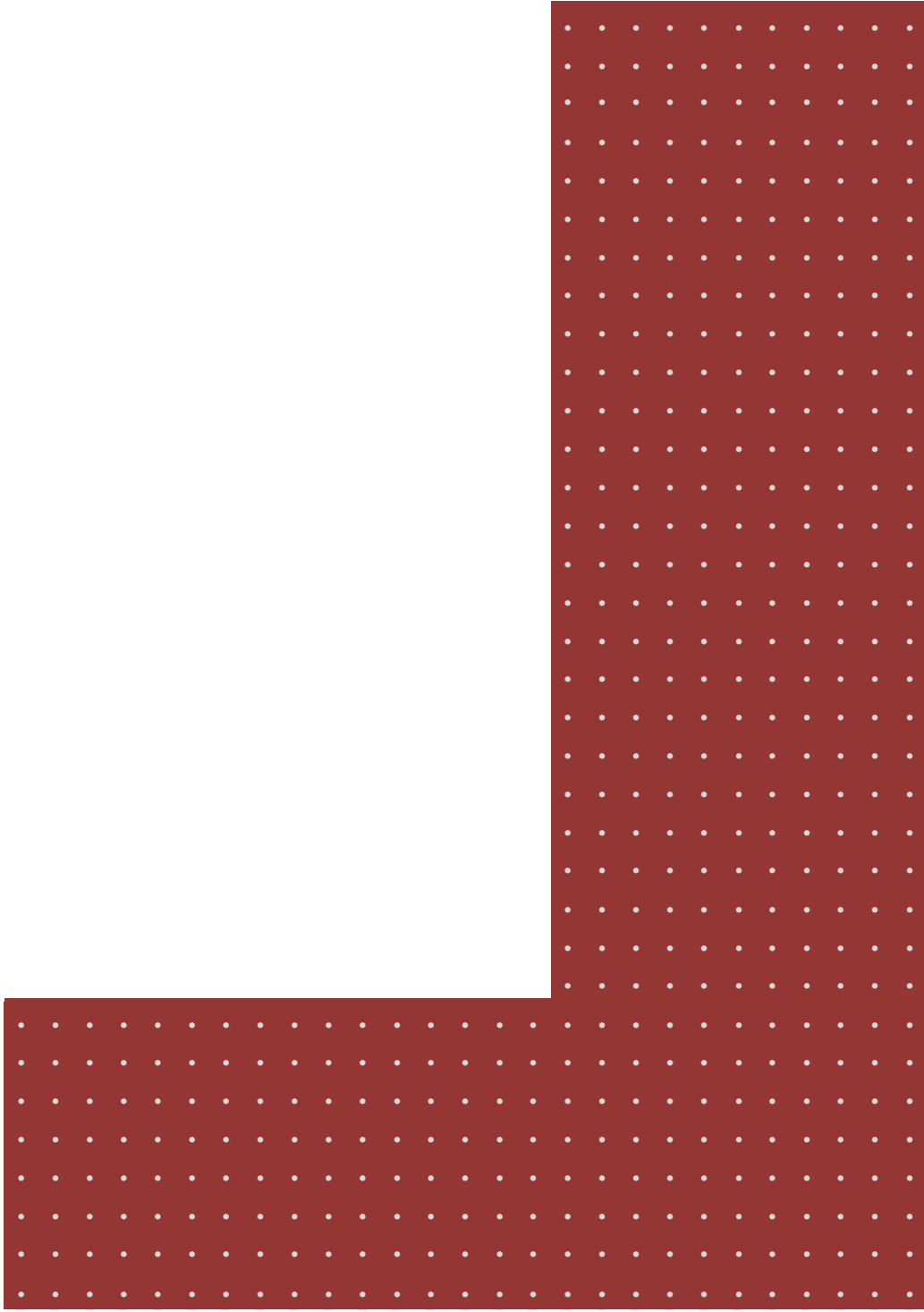
### **Permanent Education Program: Upgrade Course for the Orthoses and Prosthesis Workshop Employees, linked to SUS (IMRea)**

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This project, performed by IMRea, via an agreement signed in the end of 2012 between FFM and the Health Department and concluded in 2018, included the performance of a course focused on the improvement of employees in orthoses and prostheses workshops - public and private and philanthropic - which work associated to SUS, representing a permanent education action focused on complying with the policies

established in favor of the Disabled.

The course was gratuitous and trained, with theoretical and practical classes, orthopedics workshop employees associated to SUS in manufacturing lower limb prostheses, suropodic ortheses and adjustment of wheelchairs.



# Health Policy Projects

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# HEALTH POLICY PROJECTS

*FFM and HCFMUSP, in a joint action, also participated in several Health Policy projects, including the definition of processes and technologies, training for the public system professionals, development of evaluation instruments, among other initiatives.*

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## Creation of Hospital Evaluation Instruments to Obtain the Elderly Friend Hospital Seal

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ICESP was the first and only 100% SUS hospital to obtain the Elderly Friend Hospital Seal, whose objective is to identify actions that enable greater resolutiveness in assisting the elder and the prioritization of safety and comfort required for quality care to this population.

Due to this experience, suitability and development of several actions to earn the seal, ICESP identified an opportunity to enhance the methodology and the evaluation instrument currently used, in a way to collaborate with the evaluation process of the hospitals that adhere to the program through

even more specific and measurable criteria and, hence, provide more subsidies, both to the evaluator and the hospitals, to guide the actions required to obtain the seal.

In that sense, in 2018, an agreement was made between SEDS-SP and FFM, with aim to develop the following instruments: a) Manual for Elderly Friend Hospitals; b) Guide for Evaluators of hospitals applying for the Elderly Friend Hospital Seal; c) Plan of the Training Course for Evaluators of hospitals applying for the Elderly Friend Hospital Seal; and d) Program of Elderly Friend Hospital indicators available on the SES-SP website.

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## Systematization of the Xenotransplant Method in Brazil

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This project, started in 2018 and developed by HCFMUSP's Immunology Department, was enabled through a Technical-Scientific Cooperation Term signed between EMS S/A and FFM.

The interesting results obtained with the organ transplant procedures, in association with the increase in the average age of the population in general and the common lack of organs from deceased donors, result in a progressive growth of the candidates in the organs waiting list who, probably, will come to death before they are transplanted.

Xenotransplant (transplant performed between different species) offers the best

perspective to fulfill that necessity. However, such approach should overcome the current immunologic and infectious barriers that emerged along with it.

Among potential animal donors, pigs have similar physiology, weight and comparable measurements, low cost maintenance and reproduction, fast reproduction with a large number of descendants, in addition to easy handling.

Due to the need for additional organs in Brazil and the new perspectives of clinical application of swine xenotransplant, this project aims to systematize such new methodology in Brazil.

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## Health Insurance and Plans in Brazil: judicialization, regulation and interfaces between the Public and Private spheres

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This research will be developed by the FMUSP Preventive Medicine Department,

through an agreement made between the Health Department and FFM in 2018.

The project's general goal is to subsidize the formulation of regulatory policies for the health plan market in Brazil. Through this study it will be possible to map and systematize the judicialization, the legislative production, the information registered in reports from controlling bodies, and data focused on

indicating the tendencies regarding prices of medical-hospital activities, private expenses and use of health services.

These activities should be started in 2019, due to the delay in the release of the budget by the Health Department.

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### **Organization and structuring of an Educational Platform to implement a strategy for Education 3.0 / Blended Learning, Learning Objects Library and a Telemedicine and Telehealth Discipline (Virtual Man)**

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This project, started in 2018 and developed by FMUSP's Immunology Department, was enabled through a Technical-Scientific Cooperation Term signed between EMS S/A and FFM.

Its main objective is to organize and structure an Educational Platform to implement a strategy of Education 3.0 / Blended Learning, Learning Objects Library,

and the Telemedicine and Telehealth Discipline.

The initiative aims to modernize education, diffusing the methods that stimulate integrated learning of competences, and support the creation of infrastructure to implement Education 3.0 / Blended Learning. This is an improvement of the educational methods in sync with the evolution of technological and social realities.

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### **Qualitative Analysis of a Nutrition Questionnaire**

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This study, developed by NUPENS/USP, through a contract signed between FFM and the *Gallup Organization Limited*, started in 2018 and was concluded that same year.

We identified the necessity for a simple instrument to evaluate food consumption. From the identification of the main dimensions of a diet: diversity and

ultraprocessing, a questionnaire was developed that should be tested as to its comprehension by the respondents.

This study had the objective of evaluating qualitatively the direct instrument for the collection of food consumption data, developed based on current scientific literature on diet, chronic diseases and nutritional deficiencies.

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### **Evaluation of cost-effectiveness and budgetary impact of dengue vaccine introduction in Brazil's PNI**

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This project, developed by the Department of Infectious and Parasitic Diseases of FMUSP, was enabled by means of an Agreement Letter signed between OPAS and FFM, in the end of 2017, and continued in 2018.

Through this study it will be possible to: a) estimate the load of the disease and the costs of dengue in the country, by age range; b) estimate the costs associated to the dengue vaccine in the routine immunization calendar of PNI; c) evaluate the epidemiological impact

and the cost-effectiveness of the introduction of the dengue vaccine in PNI on society's perspective and the Public Service System (SUS) in comparison to the current strategy (no vaccination); and d) estimate the budgetary impact of the introduction of the dengue vaccine in PNI, within the SUS perspective, in comparison to the current reference scenario (set of preventive and therapeutic options currently available for dengue treatment, with no vaccination).

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### **Project of Research, Development and Innovation, for the Department of Assistance Pharmaceutics and Strategic Inputs of the Health Department**

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The objective of this project, to be developed by HCFMUSP's Technological Innovation Nucleus, via an agreement signed between the Health Department and FFM, in the end of 2017, is supporting the Department of Pharmaceutical Assistance and Strategic Inputs (DAF) of the Health Department (MS), in the implementation of a laboratory to promote and develop

projects in the area of automation and innovation, with the objective of researching, developing, fomenting, experimenting and validating technologies and their respective applications.

These activities were started in 2018, due to the delay in the release of the funds by the Health Department.

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### **Control center for the logistics of thermolabile drug**

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This project, to be developed by HCFMUSP's Technological Innovation Nucleus, via an agreement signed between the Health Department and FFM, in the end of 2017, is justified by the Health Department's need to define processes and technologies capable of structuring a logistics control center for thermolabile medication, based on the research

and development of technical specifications that follow open standards and may be operationalized and integrated by any supplier of the Ministry, whether presently or in the future.

These activities should be started in 2019, due to the delay in the release of the budget by the Health Department.

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### **Mapping of Interprofessional Education Initiatives in Brazil and Faculty Development Updating to adopt interprofessionalism in health training**

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This project was initiated in 2017 by the USP Nursing School, via an Agreement Letter signed between FFM and OPAS, and was concluded in 2018.

Through this study it was possible to: a) map the Interprofessional Education initiatives existing in Brazil; b) draft a

proposal for an updating course for faculty and managers of Brazilian education institutions with the aim of qualification on Interprofessional Education; and c) develop an updating course for faculty and managers of Brazilian education institutions to adopt interprofessionalism in health training.

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### **Institutional arrangements for the mediation of the different health profession regulation institutions in Brazil: legal-administrative itinerary to create new health professions and upgrade the Health Labor Regulation Board / MS**

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This research, developed by the FMUSP Preventive Medicine Department, was enabled via an Agreement Letter signed in the end of 2017 between FFM and OPAS, was concluded in 2018.

Through this study it was possible to: a) identify the institutional paths that enable to create new health professions of higher learning in Brazil; b) reformulate a Decree Preliminary Draft to reformulate the Health Labor Regulation Board (CRTS), follow CRTS ordinary meetings to understand the main subjects being discussed and solved, and assess the legal-administrative mechanisms in place

to harmonize the regulation of these subjects; c) identify and understand the legal conflicts involving the regulation of health professions in Brazil; d) consolidate and disclose the data produced in the project on a digital Web Portal that will function as an easily accessible instrument to the different players responsible for decision-making in the field of health profession regulation in Brazil; and e) contribute, via compared studies on the South African, Australian and Indian regulatory model, with reflections on potential regulatory paths for Brazil, and which could support the discussions within CRTS.

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## **Regulatory Models and International Transit of Health Professionals: Regulation of the Training and on Professional Practice in MERCOSUL**

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This research, developed by the FMUSP Preventive Medicine Department, was enabled via an Agreement Letter signed in the end of 2017 between FFM and OPAS, was concluded in 2018.

Through this study it was possible to: a) benefit, by means of data and information, the expansion of Mercosul countries' population access to quality health services, by promoting equality among the countries; b) favor, through the consolidation of data and regulatory improvement proposals in MERCOSUL, the democratization of the regulatory models and regional integration; c) offer information and instruments for managers and users of services to understand easily and accessibly in which manner the regulation of Health Professions in Mercosul is

carried out, which is the current regulation and which is the field's development Agenda; d) contribute to developing the SGT 11 of Mercosul via the organization of data and information and by means of broad and critical analyses about the health profession regulation in the countries of the Block; e) aid the agents involved in order to establish and materialize an HR Agenda for the Health Professions in Mercosul, identifying, based on the Project's results, which would be the main topics to be included in the health profession regulation Agenda in Mercosul; and f) contribute, via compared studies of the European Union regulatory model with reflections about potential regulatory paths for the Block and for the countries of the Block.

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## **Structuring of the Surveillance and Monitoring System for Health Products**

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This project was initiated in 2017 by the HCFMUSP Technological Innovation Nucleus, via an Agreement Letter signed between PNUD, HCFMUSP and FFM.

The initiative has the general objective of elaborating standards, prototypes, simulations, tests, innovations and propose regulations to support the processes of implementation, acquisition and interoperability of the SNCM, as well as publishing the project's results. Through this study it will be possible to: a) understand the demands to be attained, as well as the technological, procedural and legal environment of ANVISA, in regards to the National Medication Control System. b) propose innovation and open standards, which are interoperable and

independent from exclusive

suppliers, to fulfill the concept of a National Medication Control System with a centralized database; c) propose operational and management rules and standards for the National Medication Control System; d) support ANVISA in the activities of dialog with the regulated market, via Public Hearings and Workshops; and e) carry out case studies in a pilot format, simulations and prototypations; f) support the creation of the plan of implementation and massification of the National Medication Control System; and g) draft, jointly with ANVISA, material to publish the project results.

These activities continued in 2018.

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## **1st National Survey on Drug Use and Associated Vulnerabilities within the Brazilian Prison Population and Adolescents and Youth in Liberty Restriction and Deprivation in the National Socio-Educational Assistance System**

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This project, to be developed by GREA, was enabled via an Agreement signed in the end of 2017 between FFM and Senad.

The general objective of this study is identifying the incidence and prevalence of the use of alcohol, tobacco and other drugs, and the use-related consequences, as well as the consumption standards (quantity and frequency) and associated vulnerabilities

of the Brazilian prison population and the teens and youth in a socio-educational assistance, with liberty restriction or deprivation.

These activities should be started in 2019, due to the delay in the release of the budget by the Health Department.

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## **Intestinal and Multivisceral Transplant Program**

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This program, to be developed by the Liver Transplant and Surgery Discipline of FMUSP and funded by the Health Department, via an agreement signed with FFM in 2011, plans the performance of one transplant/month and a progressive structuring of the initial obstacles,

with an expected 36 annual transplants, in the next three to five years.

These activities started in mid-2016, given they were waiting for the approval of a request to reorganize items of the project budget, and were continued in 2018.

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## **Analysis for the Improvement of the Risk Factor Surveillance System and Protection for Chronic Diseases by Inquiry**

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This project, developed by USP's Public Health School, via an agreement signed between the Health Department and FFM, in the end of 2015, had the main objective of supporting the Health Department in the operation and improvement of the VIGITEL System related to the data collected in 2013 and 2014. It was only started in the end of 2016, due to

a delay in the release of the funds by the Health Department, and was terminated in 2018.

The specific objectives were the following: a) annual review of the system questionnaire and the main groups of indicators; b) annual update of the weighting factors required to estimate the system indicators, for each of the 27 cities and for their group; and c) draft annual reports of the system.

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## **Design and Evaluation of Permanent Education Methodologies for the Implementation of the Nutrition Guide for the Brazilian Population within the Basic Health Care Scope**

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This research, developed by USP's Public Health School, via an agreement between the Health Department and FFM in the end of 2015, was initiated in the end of 2016, due to a delay in the release of funds by the Health Department, and was concluded in 2018.

Its objective was supporting the Health Department in implementing the Nutrition Guide

for the Brazilian Population as an instrument for the qualification of the action to promote proper and healthy eating, within the basic attention scope. For such we shall develop, test and evaluate a health education intervention proposal based on the Food Guide for the Brazilian Population, intended for health professionals that integrate the Family Health Support Nucleus.

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## **Proposal to create an Integrated Research and Education Center for Organ Transplants - CIPETRO**

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The specific objectives of this project, coordinated by the HCFMUSP Liver Transplant and Surgery Division, via an agreement signed in the end of 2012 between the Health Department and FFM, and concluded in 2018, were the following:

**a)** Support to the update and suitability of a university center for kidney, liver, lung and multivisceral transplants with clinical and experimental sectors (CIPETRO), to become the

national reference center of the National Network of Regenerative Medicine and Transplant (RENART); and

**b)** Training of the university centers via post-graduation education in order to, in three years, reproduce and sediment, in several regions of the country, the technology regarding the project research lines. In doing so, it is intended that, after that period, several national transplanting centers have the conditions to assimilate and put into practice the progresses expected, composing a RENART.



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## **Integrated Center for Research and Education in Organ Transplants - CIPETRO**

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This project, developed jointly by FFM and by the HCFMUSP Liver Transplant and Surgery Division, via an agreement signed with SES-SP in 2013, was concluded in 2018 and had the goal of paying for the expenses dedicated to:

a) Support the update and suitability of a university center for kidney, liver, lung and multivisceral transplants with clinical and experimental sectors (CIPETRO), to become the national reference center of the

National Network of Regenerative Medicine and Transplant (RENART); and

b) Training of the university centers via post-graduation education in order to, in three years, reproduce and sediment, in several regions of the country, the technology regarding the project research lines. It is intended that, after that period, several national transplanting centers have the conditions to assimilate and put into practice the progresses expected, composing a RENART.

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## **ARENA Project (Organ and Tissue Donation for Transplants)**

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The Arena Project, developed by OPO - Organ Seeking Organization of HCFMUSP, via an agreement made between the Health Department and FFM in the end of 2013, continued in 2018.

The high rate of family denials in the less developed States' transplanting centers is an aggravating factor for the low rate of capturing and transplant of organs and tissue. This project is inspired in other itinerary campaigns in the health field, such as trailers and joint efforts, but it only has the specific aim of raising awareness among the population

as to the importance of organ donation, providing information that conveys them a feeling of safety to decide about the act of donating and, eventually, reduces the high rates of family denial observed to date.

The project includes ten capturing and transplant centers under development, which have already received training initiatives (course and trainee programs) in organ and tissue capturing for transplant (Strategic Committee and SNT). They are: Acre, Amazonas, Goiás, Maranhão, Mato Grosso do Sul, Pará, Paraíba, Piauí, Rio Grande do Norte and Rio de Janeiro.

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## **Development and validation of a methodology to evaluate secondary and tertiary level SUS services that provide reference outpatient assistance for Tuberculosis**

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This project, developed by the FMUSP Preventive Medicine Department, via an agreement signed between the Health Department and FFM, in the end of 2013, with aim to develop and validate quality indicators of the organizational dimension of the assistance, since the good quality of the reference services is an important component of the tuberculosis control programs

around the world.

The indicators will compose an electronic questionnaire - the QualiTB - that, answered by the local service team, will produce quality measures comparable and usable by all the management levels of the National Tuberculosis Control Program (PNCT).

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## **Epidemiological Surveillance Service within the Hospital scope**

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The HCFMUSP hospital epidemiological surveillance service was certified with the level III, Epidemiological Surveillance Hospital Nucleus, in 2005. The maintenance of its objectives, in 2018, was enabled via an Agreement signed between SES-SP, HCFMUSP and FFM.

Its main goals are: a) improve the Epidemiological Surveillance System for Mandatory Notification Diseases, attended in HCFMUSP with a focus on detention, investigation of the

aggravations and notification; b) improve the release and dissemination of the information in Epidemiological Surveillance produced in HCFMUSP; c) evaluate and monitor the Epidemiological Surveillance System in HCFMUSP; d) promote the continuous training for HCFMUSP service professionals; e) provide a trainee field in surveillance; and f) develop research focused on improving the Epidemiological Surveillance System.

This agreement was terminated in 2018.

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## Proposal of the Strategic Committee for the Development of New Transplant Centers

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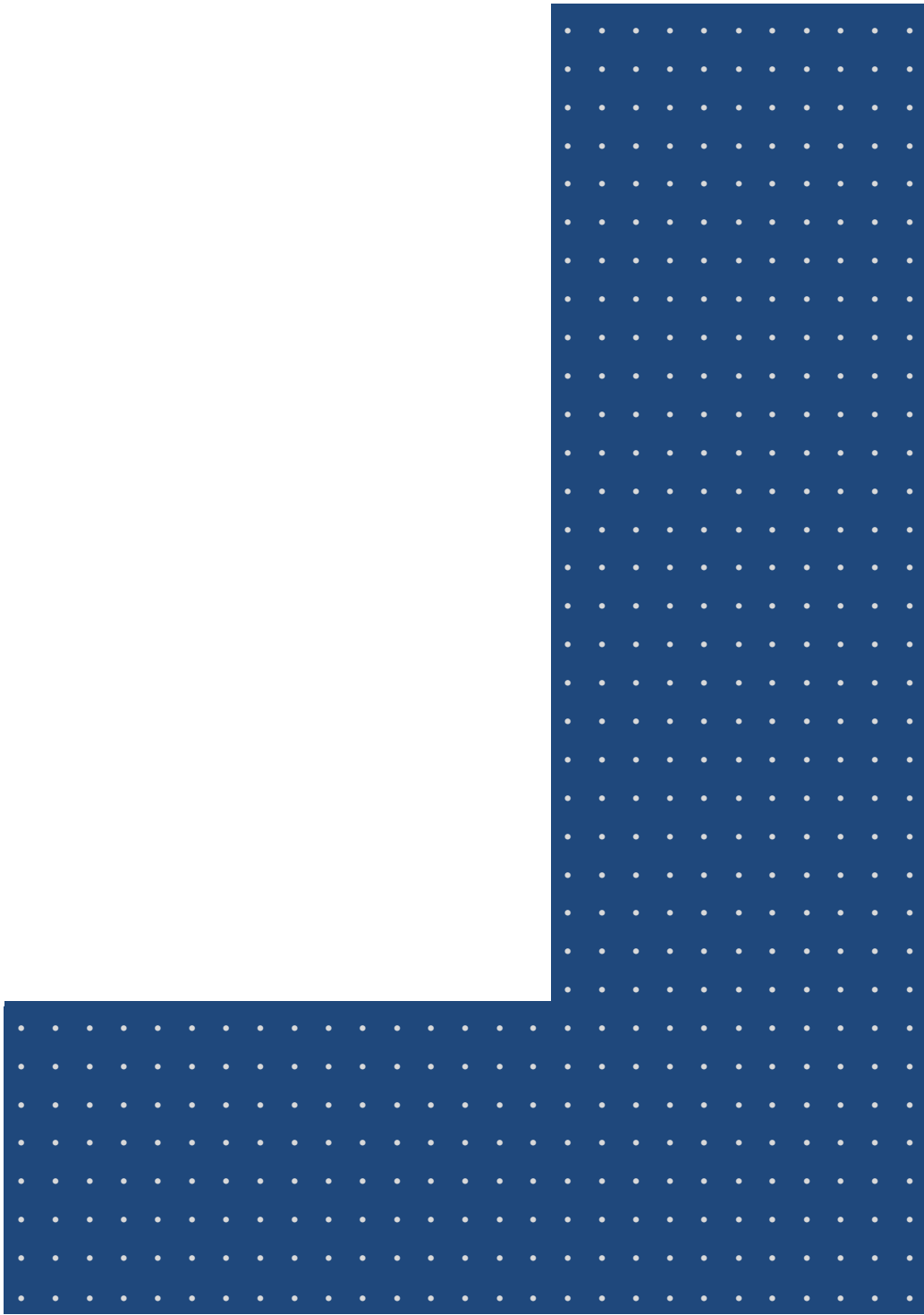
This proposal, funded through the agreement signed by the Health Department and FFM, in the end of 2011, and developed by the HCFMUSP Liver Transplant Service, is based on: a) evaluating a training method; and b) the qualification of hubs in multiple organ transplant capturing.

In 16 States, with approximately 60 million residents, no transplants are performed, or only kidney procedures, sporadically so and with a living donor. Thus a space is set to research which is the most suitable method

to develop centers capable of initiating the practice of this surgical act, which, in turn, implies in developing several similar specialties.

Thus, the States of AM, MS, PA, PB and RN were included due to their location, and the states AC, AL, GO, MA, MT, PI and SE, due to the already obtained qualification in capturing (courses of Sad News, Brain Death Diagnosis and Ocular Enucleation).

These activities continued in 2018.



# Institutional Projects

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# INSTITUTIONAL PROJECTS

*FFM and HCFMUSP, in a shared action, also develop several institutional projects, which aim in particular the improvement, extension and maintenance of the physical and technological infrastructure of the FMUSP-HC System installations.*

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## Readjustment of the Microsurgery room of the HCFMUSP Orthopedics and Traumatology Institute

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The Microsurgery Lab - CEMIM, located on the 8th floor of HCFMUSP's IOT, has been in operation for seven years and it is the main center of the country for orthopedic surgeons in the field of microsurgery and reimplants and also for the development of research in the area.

The initiative aims to meet the demand growth for qualification and training of medicine students and physicians already graduated in Brazil in Reconstructive Microsurgery.

This readjustment was enabled through a Donation Contract signed in 2018 between the Fundação Itaú Social and FFM.

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## Acquisition of Permanent Equipment and Materials for IMRea

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This project was enabled via an agreement signed, in the end of 2017 between FFM and the Health Department, and which has the objective of acquiring and replacing permanent equipment and

materials for the outpatient and admissions area of IMRea.

These activities were started in the end of 2018, due to the delay in the release of the funds by the Health Department.

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## Technological update and replacement of Monitors, Laparoscopy Video System, Hard Endoscopes of the Surgical Center and Server replacement

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This project, enabled via an agreement signed in the end of 2017 between FFM and the Health Department, has the aim of a technological upgrade in ICESP on their Monitors, Laparoscopy Video System, Hard Endoscopes

of the Surgical Center and replacement of servers due to obsolescence.

These acquisitions should be started in 2019, due to the delay in the release of the funds by the Health Department.

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## Technological update and replacement of Image Area equipment

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This project, enabled via an agreement signed in the end of 2017 between FFM and the Health Department, has the objective of replacing ICESP's equipment in the

Imaging area, reaching obsolescence, and others already obsolete.

These acquisitions should be started in 2019, due to the delay in the release of the funds by the Health Department.

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## **Technological update and replacement of ambulatory equipment, Surgical Center, CME, Assistance, Physiotherapy, Day-Hospital, admission, Radiology, Rehabilitation, ICU and other areas**

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This project, enabled via an agreement signed in the end of 2017 between FFM and the Health Department, has the aim of a technological upgrade in equipment for ambulatories, Surgical Centers, Materials and Sterilization Center (CME), Assistance, Physiotherapy, Day-hospital, Admission, Radiology

Rehabilitation, ICU and other areas, in addition to the replacement, due to obsolescence, of computers and barcode scanners, used in several areas of ICESP.

These acquisitions should be started in 2019, due to the delay in the release of the funds by the Health Department.

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## **Technological update and replacement of ICESP's Diagnostic support and Therapy equipment**

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This project, enabled via an agreement signed in the end of 2017 between FFM and the Health Department, has the objective of acquiring radiological diagnosis monitors and a flexible endoscope, used in

imaging diagnosis.

These acquisitions should be started in 2019, due to the delay in the release of the funds by the Health Department.

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## **Infra-LIMs 2015 - Expansion of the equipment park of the HCFMUSP PREMIUM Multiuser Network**

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HCFMUSP and FMUSP's Academic System counts on the PREMIUM Network - the HCFMUSP and FMUSP Multiuser Equipment Network Program ([www.premium.fm.usp.br](http://www.premium.fm.usp.br)) (page 97). The objective of this project is to expand and update that Network with the introduction of essential technologies to develop new lines of research in technological levels that at the frontier of knowledge.

In the end of 2017, an agreement was signed between FINEP, HCFMUSP and FFM to develop the following sub projects, with aim to explore the niches within the FSMUSP-HC System:

**1)** Creation of a Nucleus for 3D printing of nano, micro and macrostructures for application in regenerative medicine, anatomical models and others;

**2)** Creation of the Multiuser Nucleus for Cardiac Optical Coherence Tomography and the expansion of the Imaging Platform in the Autopsy Room;

**3)** Expansion of the Multiuser Nucleus for Bioinformatics and the Information Technology Nucleus

These activities continued in 2018.

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## **Maintenance, Operation and Consolidation of PREMIUM - the FMUSP-HC System Network Multiuser Equipment Network Program**

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With aim to consolidate PREMIUM - Multiuser Equipment Network Program of the HCFMUSP and FMUSP System (page 97), an agreement was signed between Finep, HCFMUSP and FFM in the beginning of 2017.

The general purpose is to enable preventive and corrective maintenance of the high cost and advanced technology equipment installed in the Network, in particular those with a high potential to generate research through partnerships, whether with other national or international institutions or the private sector.

In addition, the project also aims to acquire equipment to complement the existing nuclei and hire highly specialized labor, increasing not only the productive capacity of the services provided, but also their varieties, attending user requests and diversifying the research carried out.

These activities continued in 2018.

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## **Structuring of the laboratories network as centers for continuous professional training and technical support for the attention to patients with hereditary coagulopathies and plaque diseases**

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This project, approved in the end of 2016 via an Agreement signed between the Health Department and FFM, to be developed by HCFMUSP's Hematology Service, has the objectives of: a) Improving the structures, in regard to the equipment, labs qualified in laboratory diagnosis of hemorrhagic hereditary diseases; b) Creating professional training centers, in a way that they

become capable

of offering training, in a continuous manner, to the professionals involved in the laboratory diagnosis of hemorrhagic hereditary diseases; and c) Acquire equipment for the reference labs in laboratory diagnosis of hemorrhagic hereditary diseases, so they may function as technical support.

These activities continued in 2018.

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## **Renovation of the Technological Park and Furniture of the HCFMUSP Children's Institute**

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This project, enabled via an Agreement signed between the Health Department and FFM, in the end of 2016, has the goal of replacing Anesthesia Devices, Thermal Washer Disinfectors and furniture installed in the Children's Institute for more than 10 years.

They are obsolete equipment, which no longer offer the minimum safety and quality conditions to assist the patients at the ICr.

These activities continued in 2018.

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## **Renewal of the Technological Park - Replacement of Hospital Conservation Chambers and Computers of the HCFMUSP Children's Institute**

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This project, started in the end of 2016 by the ICr, via an agreement signed between the Health Department and FFM, has the objective of replacing the current refrigeration chambers for suitable equipment to store medication, and replace the old and obsolete

computers for modern equipment, improving the assistance and safety of the patients, medical professionals and multiprofessional teams.

These activities continued in 2018.

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## **Replacement, due to obsolescence, of equipment for ICESP**

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This project, approved in the end of 2016, was enabled through an agreement made between FFM and the Health Department and has the objective of updating the ICESP's echocardiograph, oximeters, computers and server, in addition to acquiring an otoscope, to be implemented in urgency and emergency

assistance to collaborators, and the acquisition of television sets to replace the projectors due to obsolescence.

Its termination in 2018 or its continuity in 2019 depend on the approval, or not, by the Health Department, of a request to extend the agreement's validity.

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## **Renovation of the facilities of HCFMUSP's Hematology Service**

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Via a Donation Term, signed between HCFMUSP, FFM and Crefisa S/A Crédito, Financiamento e Investimentos, in the end of 2016, the project to Renovate the area of HCFMUSP's Hematology Service was enabled, which has the following objectives: a) the physical restructuring of the Hematology Service Board; b) the renovation

in the Bone Marrow Transplant Unit of the Hematology Service; c) the physical readjustment of the Bone Marrow Transplant Ambulatories, Day-hospital, Pharmacy, Clinical and Hemophilia Research Center; d) the acquisition of equipment for the technological innovation of the exams performed by the Tumor biology Lab;

and e) enable the studies retrospective to the construction and update of the scientific Hematology Service database, via studies that involve the

survey and analysis of clinical and biological data by specialized professionals.

The works were concluded in 2018, but the studies continue under development.

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### **Acquisition of a Computerized Tomographer for Interventions for ICESP**

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This project, approved in the end of 2016, was enabled through an agreement made between FFM and the Health Department and has the objective of updating the technology of the interventionist radiology tomography equipment of ICESP, enabling to increase the number of interventionist procedures with

greater imaging quality and effectiveness in the evaluations to treat the oncology patients.

Its termination in 2018 or its continuity in 2019 depend on the approval, or not, by the Health Department, of an extension request of the agreement validity.

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### **Acquisition of Videogastroscope, Shower chairs and Air Conditioner Splits for ICESP**

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This project, approved in the end of 2016, was enabled through an agreement made between FFM and the Health Department, and has the objective of replacing the flexible endoscope (Fibroendoscopy), and shower chairs and the

acquisition of air conditioner spits to install in the logistics area of the medical-hospital materials supplies.

These acquisitions continued in 2018.

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### **Replacement, due to obsolescence, of the monitoring center and multiparametric monitors for ICESP**

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This project, approved in the end of 2016, was enabled through an agreement made between FFM and the Health Department and has the objective of acquiring the monitoring central and multiparametric monitors for ICESP, which currently are rented.

Its termination in 2018 or its continuity in 2019 depend on the approval, or not, by the Health Department, of an extension request of the agreement validity.

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### **Acquisition of hospital beds for ICESP patients with high risk of falling**

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This project, developed via an agreement signed in the end of 2015 between FFM and the Health Department, has the objective of acquiring proper beds for patients with high risk of falling for the clinical and surgical units, which have the following characteristics:

a) greater movement amplitude; b) Headboard with a 60o angle and a 28o angle for knees; c) bed height control; d) less space between the upper and lower rails.

These activities continued in 2018.

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### **Acquisition of a monitoring center, multiparametric bedside and transport monitors for ICESP**

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This project, developed via an agreement signed in the end of 2015 between FFM and the Health Department, has the objective of acquiring for ICESP a monitoring center and multiparametric bedside monitors for the areas of the ICU, ambulatories, post anesthesia recovery (RPA),

and transport monitors for the surgical center, in replacement of the current equipment, which are rented.

These activities continued in 2018.

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## Technological upgrading of ICESP equipment

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This project, developed via an agreement signed, in the end of 2015, between FFM and the Health Department, and terminated in 2018, had the objective of acquiring for ICESP

equipment to replace due to obsolescence or due to the complexity / new diagnostic techniques / pathologies related to the toxicity of the chemotherapies in cardiopath patients.

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## Technological suitability of the Radiotherapy service of the São Paulo State Cancer Institute

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The objective of this project, started in the end of 2015, developed via an agreement signed between FFM and the Health Department, is

to supplement the quantitative aspect of the ICESP Radiotherapy Service's planning system. These acquisitions continued in 2018.

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## Project of Acquisition of Videolaparoscopy and Fibroendoscopy System for the São Paulo State Cancer Institute

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The objective of this project, started in the end 2015, developed via an agreement signed between FFM and the Health Department, is the acquisition of videolaparoscopy equipment, which shall enable to perform surgeries such as transurethral resection, thorascopies, gastrectomies, prostatectomies, colectomies, rectum amputation, hysterectomies, transortal

resections of laryngeal and pharyngeal cancer, cystectomies, nephrectomies, by video, all for cancer treatment.

In regard to fibroendoscopy, there will be the possibility of, via a nasofibroscope, making an early diagnosis of malignant tumors in the superior digestive respiratory tract.

These acquisitions continued in 2018.

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## Renovation of the ICHC Surgical Center

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Since its installation, 30 years ago, the ICHC Surgical Center did not suffer major interventions in its physical structure; nonetheless, in recent years, there have been changes in surgical procedures, including new techniques and the implementation of new equipment.

This project, developed jointly by FFM and HCFMUSP via an Agreement made in 2014 with SES-SP, aimed to carry out improvement works in

23 rooms of the ICHC Surgical Center, currently formed by 33 surgical rooms, divided into four blocks.

The full renovation totals 1,326 m<sup>2</sup>, enabling an improvement in patient safety and in the work conditions of the technical staff.

Its termination in 2018 or its continuity in 2019 depend on the approval, or not, by SES-SP, of a request to extend the agreement's validity.

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## Preliminary Draft for the HCFMUSP Alcohol and Drugs Collaborating Center

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This project, funded through an agreement signed between Senad, FFM, and HCFMUSP in the end of 2010, proposes to equip the Collaborator Center for crack and other drugs, which aims to provide assistance, education, assistance and research related to the subject of use, abuse and dependency of crack, alcohol, tobacco, and other drugs.

This center should have an own physical area, included in the "Cotoxó Hospital Complex" (page

30) and will be developed with aim to an integrative model of patient and family care at ambulatory and admission levels, associated to social insertion services of high complexity and fully incorporated to a functional structure of research, and adding to that the technical training activities in the multiprofessional residency modality.

These activities continued in 2018.



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## Multiuser Equipment Network Program

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The Multiuser Equipment Network Program (PREMiUM) is a service provision platform created by the FMUSP Board and the LIMs' Direx, developed and implemented with FFM 's support and with funds from agencies such as FAPESP and FINEP, which aims to stimulate research and innovation in the FMUSP-HC System, optimizing the application of financial and human resources and increasing the complexity, integration and cooperation in the works.

The PREMiUM network concentrates, in a broad and especially dedicated space, cytometry equipment, experimental models, biobank, equipment for structural and functional genomics and for special analyses, imaging diagnosis devices, microscopy and microscopic technique. The requests to use the equipment are conditioned to the research projects in progress.

The internal user may register on the multiuser system's website, which generates a valid identification during the use of the Network. External users can also register via the website to request a budget estimate and the payment conditions.

Conceived based on the observation that the research projects had different themes, but similar approaches, the development of the Project was based on the premise of acquiring an equipment park, to be maintained collectively and used simultaneously, offering the most modern technologies associated to biomedical research and identified as common among researchers.

The Multiuser Equipment Network Program - PREMiUM Network is structured for each equipment set with a same purpose to form a multiuser nucleus.

In August 2018, there were 42 active nuclei. Each nucleus is coordinated by a group of researchers, responsible for determining

the rules of equipment use, price of the services and the equipment usage schedule. The network also counts on an ombudsman.

The PREMiUM Network is the pillar of the quality research carried out in the HCFMUSP Academic System and associated institutions.

The Program relies on different laboratories, distributed over the FMUSP-HC System, to receive the specific technology and, with that, the host labs become responsible for managing the platform in an open manner, also providing the schedule on the website.

For such, the services provided are coordinated by renowned researchers in their fields of work, which shall guarantee the necessary conditions for both the FMUSP-HC System researchers and those external to the System to benefit from the equipment park.

Up to date the following Multiuser Nuclei have been implemented:

1. Cytometry;
2. Experimental Models;
3. BioBank;
4. Structural and Functional Genetics;
5. Special Analyses;
6. Imaging;
7. Microscopy and Microscopic Technique;
8. Scientific Documentation; and
9. Publishing.

The services provided by the multiuser nuclei are available on the webpage [www.premium.fm.usp.br](http://www.premium.fm.usp.br).

PREMiUM was created in order to offer conditions for all researchers within the System and out of it as well to have access to the latest technologies in contemporary biomedical research and concurrently optimize the application of financial and specialized human resources. The labs are coordinated by researchers with experience in their field of activity and operated by skilled technicians.

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# Abbreviations in this Report

AAAFMUSP	Alumni Association of the Faculdade de Medicina da USP
ANVISA	National Sanitary Vigilance Agency
AMA	Medical Ambulatory Assistance of the Municipal Health Secretariat of São Paulo
APAC	Authorization of Ambulatory Procedures
CARF	Commission on Accreditation of Rehabilitation Facilities
CEAF	Specialized Component of Pharmaceutical Assistance
CEBAS	Charitable Social Work Entity Certificate
CEDEM	Center for the Development of Medical Education "Prof. Eduardo Marcondes" of FMUSP
CG	Management Center
CNES	National Registry of Health Establishments
CNPq	National Scientific and Technological Development Council
CONDEPHAAT	Defense Council for the Archaeological, Artistic and Touristic Heritage
CONPRESP	Municipal Council for the Preservation of the Historical, Cultural and Environmental Heritage of the City of São Paulo
CONFAP	National Council of the State Foundations for Research Support
CPC	Clinical Research Center
CREMESP	Regional Medical Council of the State of São Paulo
DEPAVE	Parks and Green Areas Department
DHAC	HCFMUSP Cotoxó Auxiliary Hospital Division
DHAS	HCFMUSP Suzano Auxiliary Hospital Division
STD	Sexually Transmittable Diseases
FAPESP	Research Support Foundation of the State of São Paulo
FFM	Medical School Foundation
FMCSV	Maria Cecília Souto Vidigal Foundation
FMUSP	Medical School of the Universidade de São Paulo
GREA	Interdisciplinary Group for the Study of Alcohol and Drugs of the HCFMUSP IPq
HCFMUSP	The Clinics Hospital of the Universidade de São Paulo Medical School
Hemominas	Foundation of the Hematology and Hemotherapy Center of Minas Gerais
Hemope	Hemope Foundation (Pernambuco)
Hemorio	State Hematology Institute Arthur de Siqueira Cavalcanti (Rio de Janeiro)
ICB-USP	Biomedical Sciences Institute of the Universidade de São Paulo
ICESP	Cancer Institute "Octavio Frias de Oliveira" of the State of São Paulo
ICHC	Central Institute of HCFMUSP
ICr	HCFMUSP Children and Youth Institute
IMRea	HCFMUSP Physical Medicine and Rehabilitation Institute
IMT-USP	Tropical Medicine Institute of São Paulo, Universidade de São Paulo
InCor	HCFMUSP Heart Institute
IOT	HCFMUSP Orthopedics and Traumatology Institute
IPq	HCFMUSP Psychiatry Institute
IRLM	Lucy Montoro Rehabilitation Institute
ITACI	Children's Cancer treatment Institute of the HCFMUSP Children's Institute
LIM	HCFMUSP Medical Investigation Lab
LIM 09	Pneumology Lab
LIM 18	Carbohydrate and Radioimmunoassay Lab
LIM 23	Psychopathology and Psychiatric Therapy Lab
LIM 25	Cellular and Molecular Endocrinology Lab
LIM 40	Immuno-Hematology and Forensic Hematology Lab
LIM 46	Medical Parasitology Lab
LIM 56	Dermatology and Immunodeficiencies Investigation Lab
LIM 60	Clinical Immunology and Allergy Lab
MS	Health Department
NIH	National Institutes of Health
NUPENS/USP	Nucleus of Epidemiological Research in Nutrition and Health of the Universidade de São Paulo

WHO	World Health Organization
ONA	National Accreditation Organization
OPAS	Pan American Health Organization
OPM	Orthoses, Protheses and Means of locomotion
PAMB	HCFMUSP Ambulatory Building
UNDP	United Nations Development Programme
PRONAS/PCD	National Program of Health Care Support for the Disabled
PRONON	National Program of Support to Oncologic Attention
RRLM	Lucy Montoro Rehabilitation Network
SCOL	On Line Query System
SEHAB	Municipal Housing Secretariat
SEE-SP	State Education Secretariat of São Paulo
SEMPLA	Municipal Planning, Budget and Management Secretariat
Senad	Justice Department National Secretariat for Policies on Drugs
SES-SP	São Paulo State Health Secretariat
SSO	Occupational Health Service
SUS	Public Health Service
SVMA	Municipal Green Areas and Environment Secretariat
UBS	Basic Health Units of the São Paulo Municipal Health Secretariat
UNESCO	United Nations Educational, Scientific and Cultural Organization
USP	University of São Paulo

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# FFM Administration

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## Curator Council - 2018

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**President:** Prof. Dr. Jose Otavio Costa Auler Junior (until Nov/18)  
Prof. Dr. Tarcísio Eloy Pessoa de Barros Filho (as of Nov/18)

**Members:**

Prof. Dr. Alfredo Luiz Jacomo	Mr. Jacson Venâncio de Barros (as of Sept/17)
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Academic Caio Vinicius Fernandes Rodrigues	Prof. Dr. Sandra Josefina Ferraz Ellero Grisi
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Dr. José Antonio de Lima	

## Board 2018

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**Director General:** Prof. Dr. Flavio Fava de Moraes  
**Deputy Director General:** Prof. Dr. Yassuhiko Okay

## Superintendency 2018

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**Financial Superintendent** Amaro Angrisano

## Managers 2018

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Angela Porchat Forbes – Projects and Research	Fabrcia C. Giancoli Goes – Complementary
Arcênio Rodrigues da Silva – Legal Advice Berenice	Health Ludemar Sartori – Materials
Maria da Costa Santos – Financial Elisabete	Marcus César Mongold –
Matsumoto / Jacson Venâncio de Barros – IT	Controllership Silvia Dalla Valle –
	Human Resources
	Valéria Pancica Blanes – Invoicing and Control

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# Staff

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## Director General

Prof. Dr. Flavio Fava de Moraes

## Deputy Director General

Prof. Dr. Yassuhiko Okay

## Coordination

General Management of Projects and Research

## Research, draft, graphic project and final texts

Irene Faias

## Photos and Texts

FFM Archive

Internet FFM

Journal

Activity Report FMUSP Hospital das Clínicas Fiscal Years 2016 to 2017

Activity Report FMUSP Hospital das Clínicas Management Results 2015 to 2018 FMUSP

Management Report - 2014-2018

FMUSP Hospital das Clínicas Collection

Faculdade de Medicina da USP

Collection

The information in this report has been provided by all areas of FFM and the FMUSP-HC System and by the Coordinators of the Projects herein described.

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